EXECUTIVE SUMMARY

This report is a continuation of the presentation of May 1, 2018. This report will critically review Baidu's scandal， and suggestions on how to avoid similar scandals.

In the first part of the report, the report analyzed different interpretations of this scandal. In the second part, the report analyzes the causes of the scandal and analyzes which factors can fundamentally restrict the occurrence of scandals. In the third part, Baidu will face the test of change in the future. The report analyzes the forces that can influence Baidu's transformation. These forces mainly come from stakeholders. The report will also propose relevant recommendations. Finally, the report reflects on the author's learning experience during the semester.

This report confirms that public opinion does not have a unified conclusion about the scandal that Baidu should be held responsible or not. The root cause of the scandal lies in Baidu's pursuit of interests. In order to eliminate similar scandals, the company should establish a stable management and the code of conduct; government and the media should work together to supervise the company; Baidu's competitors should break Baidu's monopoly from the technical level.

The recommendation list

·The company needs to establish a stable leadership and strengthen the company's corporate culture training.

· Government departments should issue corresponding laws to supervise the company.

·Mass media should supervise companies.

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1.0 INTRODUCTION

This report is an extended analysis of presentation, aim to having a critical review of the scandal and present a scheme to reduce the negative impact or avoid such scandal. The case study of this report is the Wei Zexi scandal of Baidu, a innocent boy use his life raises the ethical trials to Baidu that excessive use Pay per click (PPC).

1.1 What is PPC

pay-per-click is a kind of small advertisement with specific keywords and is displayed in a specific location on the information search interface. Advertisers pay to the organization each time a visitor clicks on an ad (Mordkovich , 2007)

1.2 The scandal broke

In May 2016, a 21-year-old cancer patient, Wei Zexi, published his experiences of illness and treatment on social networking sites. He mentioned that he had received an ineffective treatment at Beijing Armed Police Corps No. 2 Hospital and spent 200,000 yuan. He learned about this hospital and treatment method from Baidu. Baidu put it in a very high position and did not indicate whether it is advertising.

Although Beijing Armed Police Corps No. 2 Hospital is a regular hospital, this hospital subcontracted part of the cancer treatment to China's notorious medical group, Putian Medical Group. This medical group are known for defrauding patients and practicing medicine illegally.

He died shortly after Wei Zexi announced his cheating experience. His death caused Chinese denunciation of Baidu and Putian Medical Group.

2.0 MAIN FINDING

2.1 DIFFERENT INTERPRETATIONS OF THIS SCANDAL

Using Pay per click in the medical sector has caused Baidu to become a moral and economic dilemma. Baidu believes that they should not bear primary responsibility. After the incident, Baidu issued two consecutive statements through social media that the hospital involved in the incident was a legitimate, public hospital with a certain reputation (Tech.qq.com, 2016). This view was supported by some scholars and lawyers. The lawyer Qing (2016) believes that according to Chinese law, Baidu's promotion is defined as advertising, and Baidu only has the responsibility of monitoring. In this case, from the legal point of view, Baidu needs to bear few responsibilities.

However, the victims believe Baidu is one of the culprits. Wei zexi condemned that Baidu represent 'the worst evil of human nature' through social media before he was alive (zhihu, 2016). Wei Zexi's families confirm that Wei chose the Beijing Armed Police Corps No. 2 Hospital because he believed Baidu, Baidu should be responsible for Wei's death (Xian.qq.com, 2016). Wei's parents sued Baidu. The lawyer of Wei's parents, Song, confirms that Baidu and the Beijing Armed Police Corps No. 2 Hospital have the interest connection,

so Baidu should apologize to Wei's parents and pay the compensation. (Chuansong, 2016)

Some scholars (Qian, 2016; Gu, 2016) confirm that the economic profit is the main reason that Baidu uses PPC. In fact, as early as 2008, Chines official media, People's Daily, has criticized Baidu's Pay per click. Although Baidu made relevant adjustments, medical advertisements brought the huge cost, makes it difficult for Baidu to abandon the Pay per click of the medical sector. Before this scandal, Putian Hospital's advertising costs accounted for half of Baidu's revenue (Infzm.com, 2018), and this figure is very alarming.

In fact, PPC's profits model is not uncommon in search engines. Both Google and Bing use this marketing method and have good reflect (Ppchero.com, 2018). Baidu's largest competitor in China, 360, posted an announcement through social media after the outbreak of the Baidu scandal. In this announcement, the 360 website stated that the existence of internet medical promotion services led to falsified medical advertisements and it could not be avoided (Peng, G. 2016). This announcement implied that PPC model of Baidu was a propaganda for false advertising. Subsequently, the 360's chairman Zhou criticized advertising revenue of Baidu was 'blooded' money (Iimedia.cn. 2016). Other competitor of Baidu in China, Sogou, has a different view. Sogou CEO Wang believes that the cause of the Baidu scandal is not the ranking of the medical sector, but the opaque and unprofessional information (Finance.sina.2016). 360's feedback clearly added the motive of taking the opportunity to fight Baidu. Sogou's comments were more objective and dialectical. However, almost all search engines are using PPC mode, why Baidu caused such a serious scandal.

There are critic commend (yuchun, 2016) that the primary reason of this scandal lies in Baidu's monopoly in China. With Google exit Chinese market in 2010, Baidu has difficult find other search engines to compete with it. In 2011, there were scholar warned that monopoly of Baidu and purely commercial PPC methods could lead to commercial fraud (Blog.Nus.Edu.Sg, 2011). Back to this event. The Chinese government set up an investigation team of Baidu scandal. The result of the survey is the PPC mode of Baidu 'objectively' impact the Wei Zexi's choice, as well as impact the fairness and objectivity of search result (Cac.gov.cn. 2016). Chinese President Xi Jinping pointed out that search sites cannot use the ranking standard only based on the paid at a working meeting of related departments (News.sina, 2016). This view is clearly the most authoritative view of the Chinese government.

2.2 WHY BAIDU LOSS THE CONTROL AND WHAT CAN CONSTRAIN BAIDU

2.2.1 The main reason

Influenced by neoliberalism, many of Chinese organisations began to advocate capital supremacy. However, because that China does not have the foundation of capitalism, the related laws and regulations are not perfect, many companies have had moral problems (Fu and Yang, 2015). Wei's death forced the Chinese people to envisage this problem. As Li Yanhong, the CEO of Baidu, said, the underlying cause of the Baidu scandal is Baidu's excessively pursuit of KPI (Key Performance Indicators), Baidu loss their values

(Money.163.com. 2016).

2.2.2 Code of conduct and leadership

Visser et al (2010) defines that the role of the code of conduct is a set of rules that guide the conduct of members of the organisation. A good code of conduct should clearly interpret the principle, value, and responsibility of organisation (Ethics.org. 2018). Baidu has a set of codes of conduct internally and has established an ethics committee to regulate and restrict employee behavior. But this set of rules is obviously more focus on corruption. In fact, the use of the PPC model is at the strategic level of decision-making.

Gershfeld, D. (2018) confirm that when the company's board in a stable and secure environment, the company's values are better to deliver to the whole company. But when the board is in an unsafe environment, it can breed unethical behavior. After the outbreak of the Baidu scandal, from November 2016 to March 2017, Baidu had retired five vice presidents, including a vice president responsible for advertising who suspected as huge amounts of corruption. This seem to confirm that the management layer was in a ‘unsafe’ situation (News.hexun.com, 2017). In the process of transition, Baidu needs to establish a more powerful and consistent management team. In this way, it is possible to avoid the recurrence of unethical incidents.

2.2.3 Laws and regulations

From a Deontological point of view, laws and rules are very important. The essence of Deontological is to clarify what is right and what is wrong (Alexander and Moore, 2018). In Carroll's pyramid of CSR (Carroll, A. 2016), the law responsibility "effect reflect society's view of codified ethics" and the economic responsibility and law responsibility is the two basic responsibility. The Friedman, M. (1970) believe the social responsibility of business is to increase its profits. However, he also think the society has the responsibility to set up law to protect people's profits (Friedman, M. 2002). As Li Yanhong said, companies need to make profits, and advertising is an important source of income (Sohu.com, 2017). For Baidu, profit is the top priority, and the main responsibility of legislation comes from the government and society. From a dialectical perspective, Baidu and the hospital should be condemned and punished for the death of Wei Zexi.

Carroll's pyramid of CSR emphasizes that companies should focus on both Ethical responsibilities and Discretionary responsibilities. However, in fact, there is no restriction of institutional justice. Enterprises will be forced to assume their responsibilities selectively because of social pressure. For example, Baidu has carried out a large number of public welfare activities, such as using AI face recognition technology to help rescue abducted women and children. However, these activities did not have a substantial impact on their profitability. According to Wang and Ma (2016), the root cause of Wei Zexi's death lies in the logic of capital and the control of capital. When social justice conflicts with capital logic, it must be regulated through institutions.

However, the government's legislative thinking lags behind the times and it is also an important reason of this tragedy. The Wei Zexi incident also gave social a inspiration. The Internet age is changing with each passing day. Government legislation should keep up with the times and even lead the times. The Chinese government has promulgated relevant regulations after this scandal, requiring internet companies to clearly indicate on the search page that the search results using the PPC model are advertisements. This makes users more alert to these advertisements (Nikkei Asian Review, 2018).

2.2.4 Media Function

It is worth noting that Baidu was not the first time it had fallen into the medical crisis. As early as 2008, Baidu's PPC method in the medical field was widely criticized because of the large number of counterfeit drugs in search results (Tech.163.com, 2008). In January 2016, Baidu sold its hemophilia BBS to medical companies, triggering netizens' boycott. The media are often chasing hot issues (Hy.cebnet, 2016). There are only a few short-term reports on Baidu's scandals, without long-term, in-depth and sustained attention. Baidu, which has lost its media supervision, can hardly shake off the temptation of PPC in the medical field. The audience also quickly and easily forgotten the relevant information, and ultimately led to Wei Zexi's tragedy.

Schramm, W. (1973) clarified that the mass media needs to have a function of watchdog, that

means the media should play a role in supervising unethical behavior. In the Baidu scandal, the media played a decisive role. The law is just one aspect of balancing the company. Only the media has also exerted its supervisory power, the interests of the public can be truly realized.

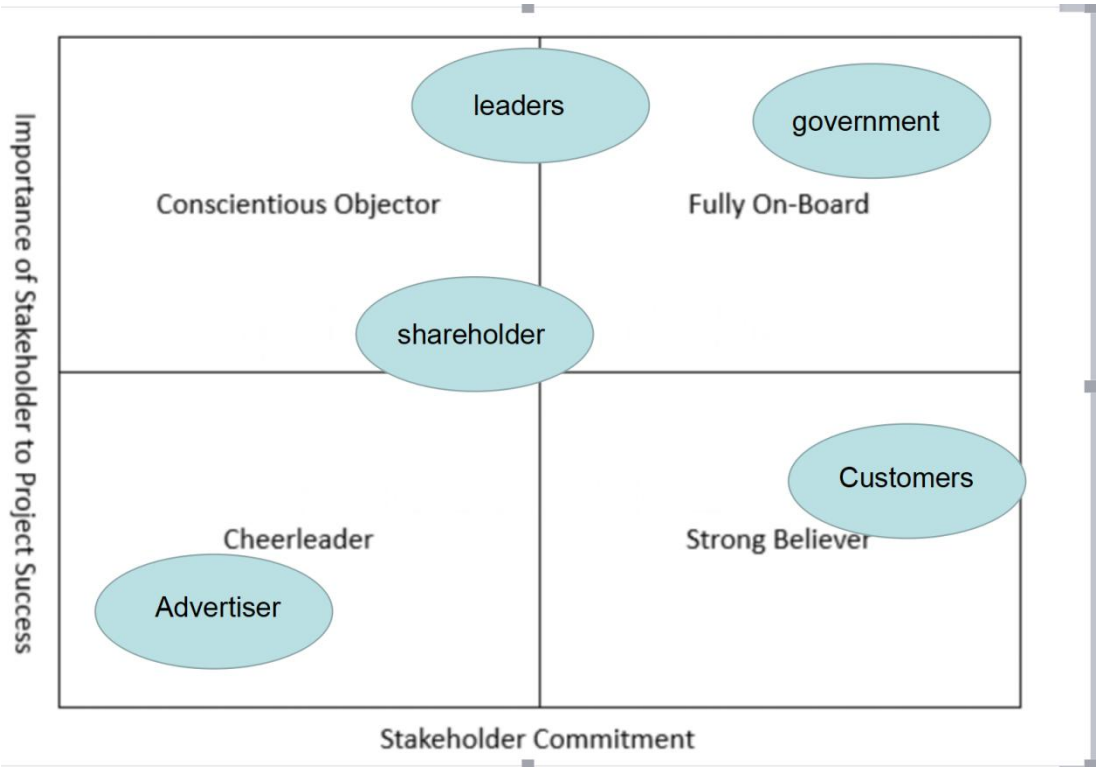
2.2.5 Technology

Baidu's monopoly in China is well known. However, breaking this monopoly has not been so easy. The Chinese government and Baidu's competitors have tried several times to break this monopoly without success (Ifeng.com, 2011) . This kind of monopoly that is not controlled by the government is called natural monopoly (Stigler, 2018) . Baidu's monopoly comes mainly from the fact that its technology brings more experience to its customers than its competitors. Breaking Baidu's monopoly can inhibit the recurrence of scandals (Usa.chinadaily.com, 2016), which requires Baidu's competitors to continue to develop technology.

2.3 THE INFLUENCE OF BAIDU'S RECTIFICATION IN THE FUTURE FROM STAKEHOLDER

Freeman (2010) commends that the stakeholder is the people or organisation who can be affect by companies. He believes that any stakeholder can decide the direction of the company. The stakeholder of Baidu including the employees, customers, business partners, advertiser, rivals, government, public media, analysts, shareholders. The problem is when the Baidu screening the PPC model, what is the impact of the stakeholders, and how Baidu well win their support. The key stakeholders are government, leaders, advertiser, customers,

shareholders. The map from Milosevic (2003) divide the stakeholders into 4 types according to the degree of importance (Figure 1).



(Figure 1)

stakeholders	Pro affect	Con affect	Affected rating (0-5)	Affect Baidu rating (0-5)
government	·Better management ·Better credibility ·Winning the support of the people ·The development of public health care and the reduction	·Tax reduction	2	5

	of disputes between doctors and patients			
shareholder	·Increased company trust	·Short-term income reduction	3	3
leaders	·The company regains government support ·Avoid legal disputes ·Regain public support and trust	·Faced with a shortage of funds	5	5
Advertiser	·More focused advertising ·Reduced legal issues	·Reduced advertising methods ·Traditional media have expensive advertising and poor results ·Reduced users	5	2
Customers	Have more trusted information	none	4	3

(Table 1)

According to Table 1, Baidu is bound to face the impetus and hindrance from the stakeholder when it comes to making profit changes. In particular, it will suffer from the opposition of

advertisers. This opposition has little effect on Baidu's determination because the government has already legislated to regulate Baidu's advertising behavior, but it will inevitably lead to the reduction of Baidu's revenue. In contrast, the impact of government departments on Baidu will be very large, and the launch of relevant advertising laws will force Baidu to change. The customer is the absolute supporter of the change because Baidu's change is not harmful to the customer. However, customers can give Baidu less influence because Baidu's search service is free. Customers' click and use are hardly bring economic benefits to Baidu directly.

2.4 HOW GOOGLE IS DOING

Baidu has always regarded Google as its biggest competitor. Google's experience in using PPC mode can bring inspiration to Baidu. Google has also used the PPC model in the medical industry. Google has also been exposed scandals of false medical advertisements and was fined 500 million dollars. Since then, Google has a series of measures to prevent users from suffering losses. First, Google has a clear mark on commercial advertising. Second, Google's commercial ads do not affect rankings. Third, Google conducts qualification checks on all advertisers. Fourth, the government has strict legal supervision (News.sohu.com. 2018).

3.0 CONCLUSION

The death of Wei Zexi caused extensive discussion. The focus of the discussion was mainly on how responsible Baidu was for Wei Zexi's death, and whether Baidu's behavior was

advertising or fraud. Some people think that Baidu as Chinese the largest search engine, its search results are false, directly leading to the death of Wei Zexi, Baidu should bear the same responsibility as Beijing Armed Police Corps No. 2 Hospital. Another part believes that Beijing Armed Police Corps No. 2 Hospital is a public hospital that the country has identified with relevant documents. Baidu should only assume a small part of its responsibilities.

From the perspective of the company's management, Baidu's management layer changes frequently, several vice presidents have been involved in corruption scandals, which hurt the company's moral management and culture. From a legal perspective, according to Freidman's theory, companies should focus on benefits, and the law is the supervision of the society and the government on companies. However, the government's laws in the internet are not leading the way in business development. From a mass medium perspective. The mass medium do not fully play the supervisory role.

4.0 RECOMMENDATIONS

In the future, Enterprises, governments, and society must work together to avoid the recurrence of similar tragedies.

First, the company needs to establish a stable and consistent leadership, define the core ethical standards of the company, integrate it into the corporate culture, and better communicate to each employee through talent training.

Secondly, the government and society should focus more on changes in the times, improve the speed of updating laws and regulations, and better integrate law and practice. At the same time, as new media and social media have strong communication capabilities in existing societies, the government should introduce more stringent laws to control the authenticity of its content.

The third point is that the media should better play its supervisory function and supervise and constrain the enterprise on different levels with the law.

5.0 SELF-REFLECTION

In the course of completing this assignment, I have learned many and rethought many. In preparation for the operation, I carefully reviewed the entire context of the Baidu scandal. For the first time, there was a holistic reflection on a commercial scandal. In the past, I often felt that the business scandal must have come from the fault of the company. Enterprises should take social responsibility as they should. In traditional Chinese society, It’s great important that companies should undertake the social responsibility. If a company openly talks about the pursuit of benefits, it is a shame. However, with the continuous development of China's economy and the continuous expansion of globalization, the Chinese market, which lacks the capitalist cultural foundation, has fallen into the contradiction of social responsibility and interest pursuit. This contradiction profoundly affects everyone, including me. Friedman’s

theory made me realize that the most important and basic responsibility of a company is to create value. However, corporate social responsibility can also bring good customer loyalty. In ideal terms, they are not contradictory. However, in fact, conflicts between social responsibility and interests are inevitable. At this time, legal and social supervision has become a lever to balance the two factor.

The process of this learning is not only a comprehensive feedback on the learning knowledge of the semester but also a critical reflection on our actual experience. In the next step, I will think about how to use those knowledge to conduct critical research on the chaos appearing on social media.

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