

CITY UNIVERSITY OF HONG KONG
香港城市大學

**A Strategy to Establish Brands for Creative
Enterprises – A Perspective from the Brand
Trust Transfer**

創意公司品牌塑造 — 基於品牌信任轉移
的視角

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Hu Zhiwei
胡志偉

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摘要

企業間的終極競爭是品牌影響力的競爭。本研究旨在分析為知名品牌提供服務的創意型企業，如何在成長與發展的過程中快速塑造自身品牌。研究從信任轉移的視角探討了品牌信任轉移的機制與影響因素，幫助中小型創意企業以相對較少的投入成長為具有國際影響力的公眾企業，快速建立強勢品牌。

本研究首先從四個關鍵的理論著手，對創意企業、品牌建設、信任轉移、品牌信任轉移等方面的過往文獻進行了梳理，進一步提煉和明確了創意企業品牌信任等關鍵概念的理論定義。研究認為，創意企業的品牌信任包含兩個維度，品牌能力的信任和品牌善意的信任；品牌信任轉移是從一個可信賴品牌向不熟悉品牌轉移的過程。

隨後，本文建立了創意企業品牌信任轉移的概念模型和研究模型。施信方、原始受信方和受信方是品牌信任轉移過程中三個重要的參與主體。在本文研究中，消費者是施信方，客戶品牌是原始受信方，創意企業品牌是受信方。本文認為，施信方對原始受信方與受信方之間的感知聯繫、感知相似性和感知風險是品牌信任轉移的重要仲介變數；原始受信方特徵、受信方特徵以及互動特徵是重要的引數；引數通過仲介變數來最終影響品牌信任轉移。

在建立模型之後，本文進一步利用問卷調查和結構方程（SEM）對研究模型進行了驗證。通過對天狐公司消費者和潛在消費者的調研分析，本文證明，施信方通過對受信方和原始受信方的感知聯繫、感知相似性以及感知風險的仲介作用，完成兩個維度的品牌信任轉移。感知聯繫和感知相似性對品牌能力信任和品牌善意信任具有積極作用，感知風險對品牌能力信任和品牌善意信任具有消極作用，其中感知聯繫是品牌信任轉移過程中的最重要仲介變數，它對品牌能力信任和品牌善意信任的影響最大。受信方品牌詮釋能力、原始受信方供應商數量、原始受信方數量、管道變化是品牌信任轉移過程中重要影響因素。受信方品牌詮釋能力正向影響感知聯繫；原始受信方供應商數量負向影響感知相似性；原始受信方數量既負向影響感知相似性，同時又降低了感知風險，具有雙重效應；管道變化會增加施信方的感知風險；這些影響因素都是通過影響三個仲介變數最終影響品牌

信任轉移。

而後，基於品牌信任轉移的研究發現，本文進一步討論了研究結果對於創意企業品牌戰略的管理學意義。研究認為，品牌信任轉移現象的存在提醒企業管理者，要重視客戶等商業合作夥伴的選擇，借力強勢品牌，塑造自我品牌。創意企業提高自身品牌詮釋能力是其促進品牌信任轉移、建立強勢品牌的關鍵。同時，企業要有效控制企業外在的不利影響，最大程度促進品牌信任轉移，巧借強勢品牌之力最終完成自身企業品牌的塑造。此外，控制管道風險也是創意企業建設強勢品牌需要關注的重點事項。本文也進一步指出當前研究所存在的局限性，為未來的進一步研究探明了方向。

最後，根據本文的研究結論，筆者明確了天狐公司品牌文化衍生品出品人的品牌戰略定位，並就如何提升企業核心能力、控制管道風險的具體舉措做以規劃，明確了天狐從品牌信任轉移的新視角快速塑造自身品牌的戰略路徑。

Abstract

The ultimate competition among enterprises lies in the competition of brand influence. This study aims to analyze the methods for creative enterprises which provide services for well-known brands to establish strong brands in a short period. This research studies the mechanism and factors of brand trust transfer from the perspective of trust transfer so as to help small and medium-sized creative companies to grow as enterprises with international influence with relatively low expenditure and build strong brands rapidly.

Firstly, the author starts research from four core theories and this paper further refines and clarifies theoretical definitions of some important concepts such as brand trust of creative enterprises after literature review from the perspectives of creative enterprises, brand building, trust transfer, brand trust transfer etc. This paper argues that creative enterprises' brand trust consists of two dimensions, which are the capability trust and benevolence trust of the brand. Brand trust transfer is a process within which the capability trust and benevolence trust are transferred from reliable brands to unfamiliar brands.

Secondly, this paper establishes a conceptual model and a research model for brand trust transfer of creative enterprises. There are three important parties contained in the brand trust transfer process, which are trustors, principal brands and receiving brands. In this research, consumers are trustors, clients' brands are principal brands and creative enterprises' brands are receiving brands. This paper argues that trustors' perceived association and perceived similarity between principal brands and receiving brands and perceived risk are critical mediators in brand trust transfer. Characteristics of principal brands, characteristics of receiving brands and interactive characteristics are important independent variables. Those independent variables finally influence brand trust transfer through mediators.

After establishing the model, this paper employs questionnaires and structural equation modeling (SEM) to further verify the research model. With the research and

analysis of Tanhoo's consumers and potential consumers, this paper proves that trustors transfer brand trust in two dimensions toward the receiving brand through the trustors' perceived association and perceived similarity between receiving brands and principal brands as well as perceived risk's mediation effect. Perceived association and perceived similarity have positive effect on capability trust and benevolence trust of the brand and perceived risk has negative effect on capability trust and benevolence trust of the brand. Perceived association is the most important factor in the process of brand trust transfer and has the biggest influence on capability trust and benevolence trust of the brand. The receiving brands' brand interpretation capability, the number of principal brand's suppliers, the number of principal brands and channel change are important factors in the process of brand trust transfer. The receiving brands' interpretation capability has positive impact on the perceived association; the number of suppliers of principal brands has negative impact on perceived similarity; the number of principal brands has double effect, which negatively influences perceived similarity and lowers perceived risk at the same time; channel change will increase trustors' perceived risk. These factors all finally have impact on brand trust transfer by influencing three perception mediators.

Thirdly, based on the research and discovery of brand trust transfer, this paper further discusses the managerial meaning of research results for brand strategy in creative companies. This research argues that the phenomena of brand trust transfer shall remind enterprises' management personnel to pay close attention to the selection of clients and other business partners, and build their own brands with the help of influential brands. Creative industries' increase of interpretation ability of their own brands is the key factor to strengthen brand trust transfer and build strong brands. At the same time, enterprises need to effectively control companies' negative external factors, maximize the promotion of brand trust transfer and finally build their own brands with the influence of strong brands. In addition, distribution channel risk control is an important event which creative industries need to pay close attention to when building powerful brands. This paper also points out limitation of this study conclusion and clarifies direction for further study.

Finally, in accordance with the research result of this paper, the author has clarified Tanhoo's strategic position as a brand cultural accessories producer, made specific plans for upgrading core competitive edges as well as controlling channel risk and clarified the strategic path for Tanhoo to quickly build its own brand from the new perspective of brand trust transfer.

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