



**THE INFLUENCING FACTORS OF BRAND VALUE
ENHANCEMENT OF CHANGAN AUTOMOBILE**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
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This Independent Study has been Approved as a Partial Fulfillment of the
Requirements for the Degree of Master of Business Administration

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ABSTRACT

This study aims to provide valuable strategic insights to help companies optimize brand value enhancement, improve market adaptability, increase decision-making efficiency, promote long-term development, and enhance competitive advantage through an in-depth analysis of the factors influencing brand value enhancement of CHANGAN Automobile. This study examines the influence of four factors, namely marketing capability, talent motivation, technological innovation, and production resource supply capability, on the brand value enhancement of CHANGAN Automobile.

This study adopted a quantitative research method. A total of 400 questionnaires were distributed, among which 349 questionnaires were valid, with a validity rate of 87.2%. This study found that marketing capability, talent motivation, technological innovation, and production resource supply capability had a positive effect on the brand value enhancement of CHANGAN Automobile. Based on the analysis, the following suggestions are put forward: (1) set precision marketing strategy and perfect brand services; (2) pay attention to staff training and improve the training effect; (3) strengthen technological innovation; (4) optimize the allocation of production resources and strengthen supply chain management.

Keywords: brand value, CHANGAN Automobile, marketing capability, talent motivation, technological innovation, production resource supply capability

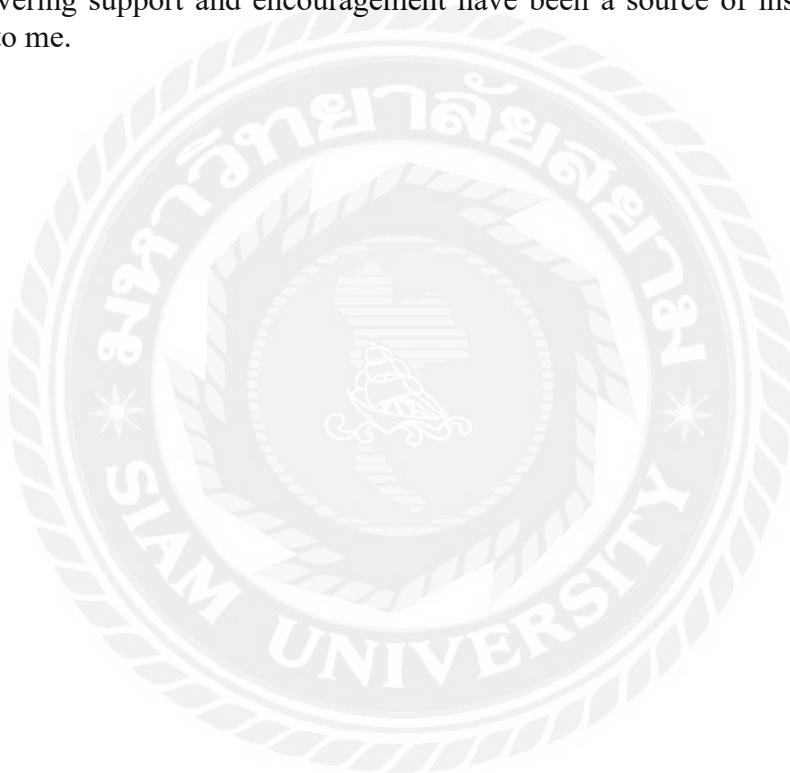
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Liu Ping



DECLARATION

I, Liu Ping, hereby certify that the work embodied in this independent study entitled “The Influencing Factors of Brand Value Enhancement of CHANGAN Automobile” is result of original research and has not been submitted for a higher degree to any other university or institution.

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(Liu Ping)
Sep 25, 2024



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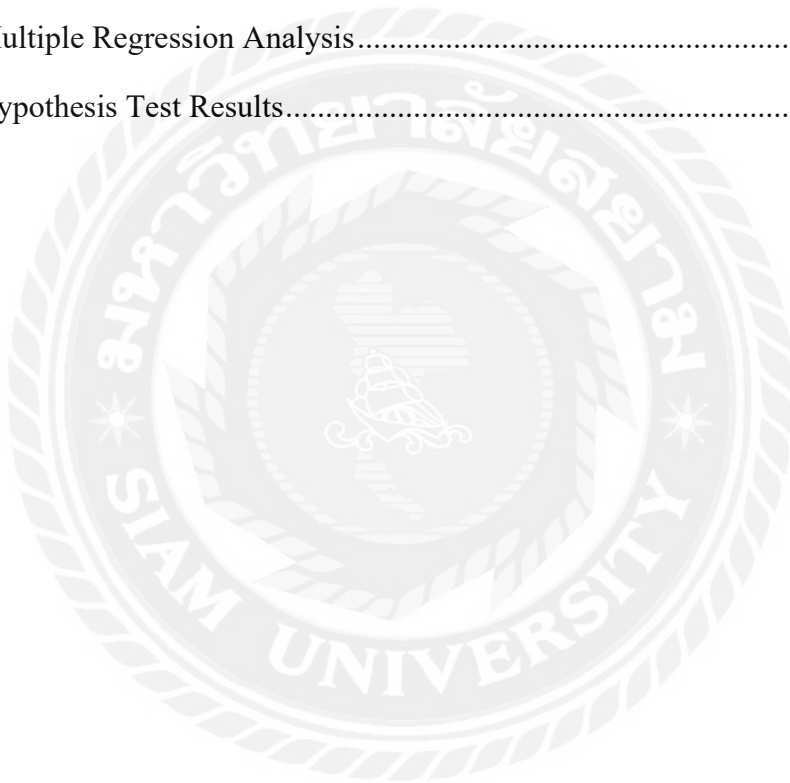
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Chapter 1 Introduction

1.1 Background of the Study

In the twenty-first century, China's economy has undergone radical changes compared to its history, and the increasingly powerful consumption power of the Chinese people has driven the rapid growth of GDP and the rapid development of the manufacturing industry. While the number of domestic manufacturing enterprises has increased, foreign enterprises have also entered China and started to invest and set up factories. In order to enhance competitiveness, enterprises must form their own competitive advantages, and an important way to enhance core competitiveness is to start from the enhancement of brand value (Loureiro et al., 2020). The automobile manufacturing industry is the same, due to the richness of people's material life and income level, the car from the basic needs of mobility tools to power, control, scene, space, driving experience, energy-saving environmental protection, and even identity symbols and other aspects of multi-level demand. With the further localization of foreign brands in the form of joint ventures, their production and operation costs have been further reduced, intensifying the impact on domestic auto brands. Therefore, to cope with the white-hot automobile market and the impact of foreign brands, domestic automobile brands must carry out all-round transformation and upgrading, and it is urgent to shape their brand advantages with technology, innovation, and business models, CHANGAN Automobile has become one of the enterprises that have successfully transformed.

On the other hand, branding is very important to the expansion and strategic deployment of enterprises, and branding is gradually leading to the consideration of mergers and acquisitions and restructuring among enterprises. Examples include Geely's acquisition of Volvo and Ali's acquisition of Autonavi map, UC Browser, and China's World Wide Web. There is no single, consistent assessment model for all industries, and even if the same model is used, the results will be different for each industry. Brand is like a key to unlocking the profitability and expansion ability of the enterprise, who can master the mystery of brand value, and who can open the door to a wider market. This is worth thoughtful entrepreneurs should think about the problem and will face the challenges and opportunities.

To facilitate the development of the automobile manufacturing industry, enhance the brand strength of automobiles, and establish an applicable assessment system for automotive brands, it is necessary to refine the methods for assessing automotive brand value. In recent years, CHANGAN Automobile has emerged as a leader among domestic automotive brands and one of the main sellers of SUV models. Therefore, this paper selects CHANGAN Automobile as the research subject, combining its brand characteristics and industry features, to investigate the factors influencing the enhancement of CHANGAN Automobile brand value, to elevate its brand value and market competitiveness.

1.2 Questions of the Study

Through literature collation, it is found that researchers focus on four dimensions of brand value influencing factors, namely marketing ability, technological innovation, enterprise employees, and resource base. Many scholars have selected marketing ability and technological innovation as factors to be studied and verified. For the dimension of enterprise employees, researchers mainly study the impact of employee awareness or behavior on the brand and believe that the performance of employee awareness or behavior depends on the role of talent incentives. For the resource base dimension, researchers focus on the impact of their basic resources such as capital, knowledge or market experience, and advanced manufacturing power on the brand. Knowledge and market experience can be categorized into dimensions such as technological innovation and marketing capability. In summary, the research chooses marketing capability, talent motivation, technological innovation, and production resource supply capability as the influencing factor dimensions. Therefore, this study raises the following research questions:

- (1) Does marketing capability affect the brand value enhancement of CHANGAN Automobile?
- (2) Does talent motivation affect the brand value enhancement of CHANGAN Automobile?
- (3) Does technological innovation affect the brand value enhancement of CHANGAN Automobile?
- (4) Does production resource supply capability affect the brand value enhancement of CHANGAN Automobile?

1.3 Objectives of the Study

This study screens the factors of brand value through the previous research result. Through empirical analyses, it determines the dimensions of brand value applicable to CHANGAN Automobile. Preliminary construction of the brand value influence model quantifies the influence of each factor and further clarifies the relationship between the dimensions.

By reviewing the research results of previous researchers on brand value influencing factors, the dimensions that account for a higher proportion of brand value are selected for CHANGAN Automobile. It is found that technological innovation, marketing ability, enterprise employees, and company resource base are the influencing dimensions with a higher proportion. The main purpose includes the following four aspects:

(1) To explore the effect of marketing capability on the brand value enhancement of CHANGAN Automobile.

(2) To explore the effect of talent motivation on the brand value enhancement of CHANGAN Automobile.

(3) To explore the effect of technological innovation on the brand value enhancement of CHANGAN Automobile.

(4) To explore the effect of production resource supply capability on the brand value enhancement of CHANGAN Automobile.

1.4 Scope of the Study

The research selected four influencing factors: marketing capability, talent motivation, technological innovation, and production resource supply capability. The questionnaire was mainly filled in by the employees of CHANGAN Automobile. The staff members have been in the industry for at least 5 years, have a deeper understanding of the company's current situation or development strategy, and they can answer the questionnaire more objectively. The questionnaires were distributed and collected mainly through the online platform Questionnaire Star, which sent links to the research subjects to fill in the questionnaires in the form of WeChat, QQ, Weibo, and so on.

1.5 Significance of the Study

(1) Theoretical Significance

Brand value enhancement is the result of the synergy of many factors, which promotes the enterprise to achieve the upgrade of the value chain. Most of the existing scholars analyze the upgrading factors of enterprises from a macro point of view, but less based on the characteristics of the industry to explore the brand value influencing factors. Therefore, the research takes CHANGAN Automobile as the case of automobile manufacturing enterprises and constructs the brand value influencing factors based on the automobile manufacturing enterprises themselves. It lays a theoretical foundation for enterprises to formulate brand upgrading strategies and enriches the theoretical research on the influence mechanism of enterprise brand value enhancement.

(2) Practical Significance

Brand value is an invaluable asset that enterprises should prioritize, as it enables them to generate higher product revenues based on brand positioning and the additional value derived from brand reputation, thereby increasing corporate earnings and achieving the goal of maximizing shareholder equity. For investors, assessing a company's brand value provides a clearer understanding of its brand development and operational status to creditors, shareholders, and potential investors, enhancing their confidence in the company and attracting more investors to fund it, thus ensuring a reasonable capital base. For internal staff, a strong brand instills pride among employees, conveys messages about the company's healthy development, and subsequently motivates them to perform better. Meanwhile, it offers decision-making support for enterprise managers to better operate the business and formulate more suitable strategic plans for brand investment.

Currently, China is the largest automobile consumer market globally, the market share of joint venture brands still stands at a high of 60%. While domestic automobile brands in China have made progress in recent years and gained considerable market share, they lag far behind joint venture brands in terms of brand value. As one of China's four major domestic automobile brands, CHANGAN Automobile has received widespread recognition from consumers for its quality and reputation, yet its brand value is not fully reflected. Researching the factors influencing the enhancement of CHANGAN Automobile's brand value can help the company secure more financial support, maximize investors' equity returns, and provide decision-making insights for enterprise managers to allocate resources effectively in brand operations.

1.6 Definition of Key Terms

Brand value: It refers to the feeling of consumers to a brand based on their experience, the sum of all tangible and intangible assets value of a brand through professional evaluation and calculation, the monetary performance of brand assets. Brand value is generally expressed in terms of the value of the trademark, which concentrates on the connotation of the brand. At the same time, the brand value is also reflected in the comprehensive image of the brand in the minds of the consumers, including its attributes, quality, grade, culture, personality, etc., which represents the value that the brand can bring to the consumers.

Marketing capability: It refers to the ability of enterprises or individuals to carry out marketing activities in the market environment. It is the ability to achieve the goals of branding, product promotion, and sales growth through the implementation of a series of marketing strategies and tools. Comprehensive marketing capabilities include market insight, brand planning and communication capabilities, sales capabilities, marketing capabilities, management capabilities, and innovation capabilities, which together help companies gain an advantage in the fierce market competition and achieve

sales growth and branding.

Talent motivation: From the perspective of organizational behavior, motivation is the process of stimulating, guiding, maintaining, and naturalizing the behavior of organizational members to make them work towards achieving organizational goals. The purpose of motivation is to motivate the members of the organization to work, to stimulate their initiative and creativity to improve the efficiency of the organization. Motivation implies recognition, respect, care, encouragement, support, and reward and is an integral part of organizational management.

Technological innovation: It refers to a series of activities such as research and development, intermediate testing, large-scale production, and sales and service of the product. The connotation of technological innovation includes the enterprise's behavior of adopting high-tech science and technology, producing new products through a series of activities such as technological transformation, technological innovation, research and development, and so on, to reach the stage of market sales and obtain potential excess profits.

Production resource supply capability: the production resource supply capability of an automobile company is embodied in many aspects, including the stable supply of raw materials and parts, the input of advanced production equipment and technology, abundant human resource reserves, perfect energy and infrastructure, and efficient production management capability.

Chapter 2 Literature Review

2.1 Introduction

Through the literature review, it is concluded that brand value is not only the result of the enterprise's ability to integrate and allocate internal and external resources but also the result of consumers' recognition of the enterprise's brand. Brand value enhancement not only enhances the growth of economic benefits of enterprises but also helps to establish a lasting and stable interactive relationship with consumers.

The literature review of this study is based on the theory of brand value to analyze the factors affecting brand value enhancement. The literature review illustrates the studies related to brand value, marketing capability, talent motivation, technological innovation, and production resource supply capability. A conceptual model is constructed based on the relationship between the variables to determine the impact of each factor on the brand value enhancement of CHANGAN Automobile.

2.2 Literature Review

2.2.1 Brand Value

(1) Research on the Concept of Brand Value

In the 1980s, the mergers and acquisitions (M&A) boom in the whole world attracted extensive attention to brand value, and the brand value theory for M&A services came into being. Academic research on brand value mainly focuses on four aspects: first, the deepening of the concept of brand value, second, the exploration of the source of brand value, third, the analysis of the factors affecting the brand value, and fourth, the evaluation of the brand value of the method of thinking. In the early stage of the brand value research, academics pay more attention to the research on the concept of brand value.

Different scholars have formed different interpretations of the concept of brand value from their research purposes. After sorting out these research results, it is found that the research on the concept of brand value has gone through a gradual deepening from the perspective of corporate finance to the perspective of consumers.

Brand value research from the corporate finance perspective has a strong accounting background. People's concern about "brand value" stems from the mergers and acquisitions (M&A) boom. Raggio & Leone (2018) proposed that brand value is the cash flow generated by the brand for the enterprise as a whole. Hapsari (2018) considered that brand value is the amount that the acquirer pays over the book value of

the acquired funds. In these studies of the concept of brand value from the perspective of corporate finance, the so-called brand value merely views the brand as an asset of the company and considers the brand value to be a realizable financial value, which to a certain extent ignores the long-term benefits that the brand can bring to the enterprise. Later, to explore the essence of brand value more deeply, scholars began to study the concept of brand value from brand management. Under the guidance of brand management, the focus on consumers has become a key point in the study of the concept of brand value. Verinita (2019) proposed that brand value is the consumer's perception of the value of the brand, and the realization of the value of the brand is based on the value of the consumer's recognition.

Although scholars have formed different understandings of the concept of brand value from the perspectives of corporate finance and consumers, most scholars recognize that brand value is the value added to a product that exceeds the actual value of the product itself, relative to the product without a brand. This value-added is both at the financial level in the form of additional revenue and at the consumer level in the form of the relationship between the company and the consumer.

(2) Research on the Source of Brand Value

With the deepening of the research on the concept of brand value, scholars have begun to explore the source of brand value, to provide certain support for brand value management from the source. The study of brands originating from enterprises focuses on the efforts of enterprises on products, services, and various marketing activities in the process of brand value formation, and considers that the generation of brand value originates from the enterprises' brand-building work. Scholars believe that brand value originates from the enterprise's marketing strategy, business activities, products and services, etc. (Haig, 2015). The view that brand value originates from consumers, on the other hand, is based on the concept of brand value from the consumer perspective. Brand value is generated by consumers' brand knowledge, that is, consumers' cognition and association with the brand (Nelson, 2023), which has had a profound impact on the subsequent brand value research of many scholars. Brand value is mainly related to the consumer's own experience, consumers in the brand consumption process of brand identity, and brand loyalty to support the enterprise's brand value, if the loss of consumer support for the brand, the brand value will cease to exist (Casprini et al., 2019). The formation of brand value has both consumer factors and enterprise factors. On the one hand, the brand value is generated by the functional value of the products provided by the brand, on the other hand, the brand value also lies in the brand can help consumers in the information asymmetry situation to reduce the uncertainty of the consumer choice, at the same time, in the consumption process, the brand can also provide consumers with a certain social and psychological value. Both aspects work together to form brand value. Brand value comes from the three aspects of brand functional value, performance value, and central value, which correspond to the

enterprise, consumers, and society respectively (Delgado-Ballester & Fernandez Sabote, 2015).

□

(3) Research on Factors Influencing Brand Value

Brand value in market practice is not fixed, but a dynamic indicator of constant change. According to the existing research results, it can be seen that the research on the factors influencing brand value has changed from focusing only on the internal brand marketing factors to focusing on the internal and external factors of the enterprise. In the study of internal brand marketing factors, some scholars start from the marketing mix of the enterprise and explore several marketing activities that affect brand value. Yoo et al. (2000) found that price, advertising, shop image, and so on affect brand value through the empirical test of structural equation modeling. Some scholars focus on analyzing the impact of single marketing activities on brand value. The study of integrated internal and external factors is to consider the external environment in which the brand is situated comprehensively based on internal brand marketing factors. Kevin & Lehmann (2003) put forward the brand value chain theory, which describes the process of brand value formation by the timeline of brand value formation and presents various factors affecting the value of the brand in the description. Barbat (2014) proposed that brand value is influenced by a combination of three factors, namely the brand's factors, competitive factors, and market demand factors.

(4) Research on Brand Value Assessment

In research on brand value, scholars are not only committed to studying what brand value is, where it comes from, and how it is affected but also exploring how to accurately measure brand value more scientifically, to realize the assessment of brand value, which is the ultimate destination of brand value research and management practice, as well as a new starting point (Lou & Yuan, 2019). Based on the different understanding of brand value and the differences in the purpose of assessment, brand value assessment research can be divided into two categories: financial orientation research and consumer orientation research.

Financial-oriented brand value assessment is based on accounting and mainly considers financial indicators (Anees-ur-Rehman et al., 2018). Financial-oriented brand value assessment methods are widely used in brand acquisition, merger, and other market behaviors, but the brand value reflected is only the value of financial indicators, which cannot present the full significance of brand value. Consumer-orientated brand valuation assesses brand value by measuring consumers' brand perceptions (Hall, 2020).

As evident from the above discussion, although scholars have differing understandings of brand value due to their unique perspectives and research objectives, a consensus can be extracted: brands bring additional value to products compared to

those without brands. From the perspective of research orientation, in the process of studying brand value, scholars mostly form either a corporate financial orientation or a consumer orientation based on their respective research needs. However, overall, under the guidance of brand management studies, more and more research on brand value focuses on consumers. In terms of research methods, the literature review method and statistical analysis method are relatively mainstream. The literature review method incorporates the researcher's understanding and reflections based on a review of previous research findings, thereby proposing new research perspectives. The statistical analysis method, on the other hand, relies on empirical research and uses statistical analysis of empirical data to support and validate the research viewpoints.

2.2.2 Brand Value Model Theory

(1) Brand Value Model

Brand value as a comprehensive evaluation of the intangible and tangible elements of an enterprise, is rich in connotation and multi-dimensional. Based on different perspectives of brand value, scholars have constructed corresponding brand value models from financial, market and consumer dimensions to comprehensively and deeply analyze the composition and impact of brand value (Hollebeek et al., 2021).

From a financial perspective, brand value is mainly reflected in the economic performance of enterprises. Brand sales margin is an important indicator of brand profitability, which reflects the ratio of net profit created by brand sales activities to sales revenue. The growth rate of brand accounts receivable reflects the payback efficiency of the brand's sales activities and the credit status of its customers, which is important for assessing the financial soundness of the brand.

The market-building perspective focuses on a brand's performance and position in market competition. Market share is a key indicator of a brand's market share in a specific market segment, which reflects the brand's strength and influence in market competition. Brand market growth reflects the brand's ability to expand in the market and the future development trend, and is important for predicting the brand's long-term market performance.

Consumer perspective pays more attention to the image and status of the brand in the minds of consumers. Brand awareness is the degree to which a brand is recognized and remembered by consumers, and it reflects the brand's popularity and influence in consumers' minds (Borkovsky et al., 2017). Brand reputation, on the other hand, reflects the degree of positive evaluation and trust of consumers towards a brand, and is a key factor for a brand to win consumers' trust and loyalty. Brand loyalty reflects consumers' continued preference and willingness to buy the brand, and is an important guarantee

for the brand to maintain market competitiveness and stable sales performance, as shown in Figure 2.1

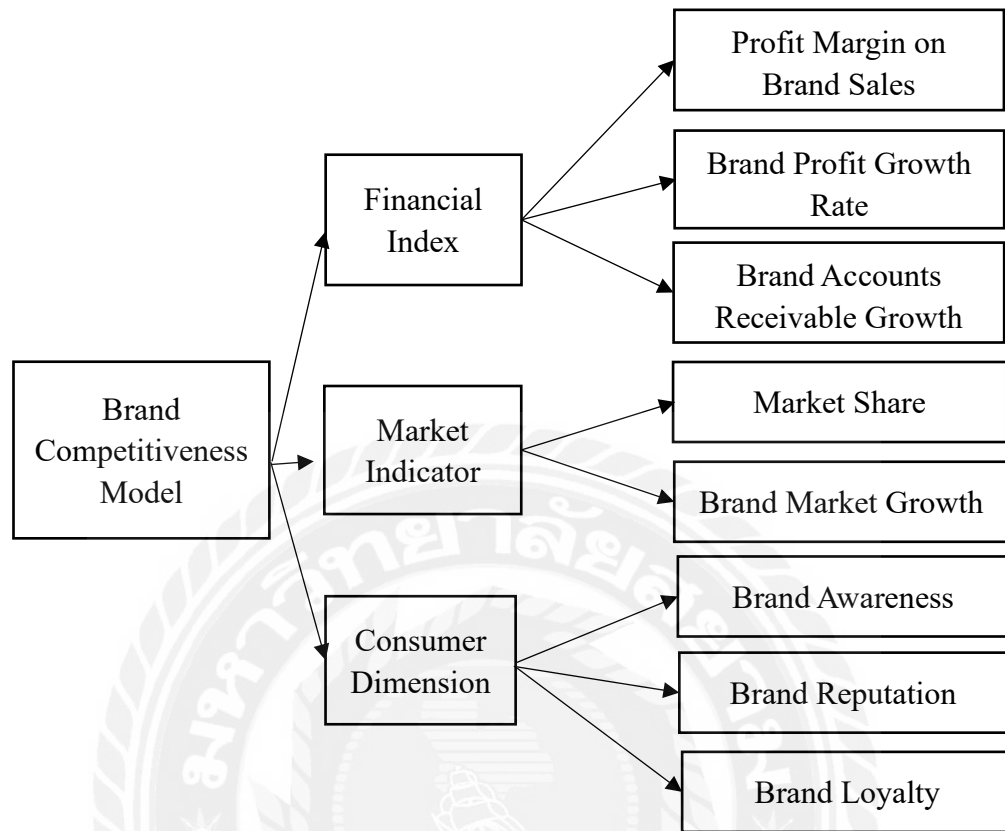


Figure 2.1 Brand Value Model Framework

To sum up, the brand value model covers a variety of aspects including finance, market, and consumers, which are intertwined and interact with each other, and together constitute a complete system of brand value. Enterprises should choose the appropriate brand value model for evaluation and management according to their own characteristics and market environment, to enhance the market competitiveness and long-term development potential of the brand.

(2) Marketing Capability

Kaleka & Morgan (2019) considered marketing capability as a complex pattern of coordination of skills, knowledge, and activities that a firm applies to transform its available resources into market-valued outputs. Based on the different focuses of customer needs, Sun et al. (2020) divided marketing capability into proactive and responsive, proactive marketing capability refers to the exploration of customers' implicit needs, and emphasis the ability to proactively predict market trends. The core of marketing ability lies in the deep perception of the market and keen insight. This

ability is not only reflected in the continuous exploration and accurate grasp of market dynamics, but also involves the effective acquisition and analysis of market information. Through this process, enterprises can better understand the market demand, competitive situation and changes in consumer behaviour, and thus provide a solid basis for the development and adjustment of brand value enhancement. Enterprises through product promotion, advertising, channel management and other marketing efforts can both improve customer experience and satisfaction with offline shops, at the same time, make up for the disadvantages of online channels in the product experience, thus generating a spillover effect (Bambang et al., 2020). Patel et al. (2021) further pointed out that consumers' good omnibus-channel shopping experience can enhance brand satisfaction and loyalty, and if enterprises achieve omnibus-channel consistency and seamless conversion, it can positively affect brand loyalty. Marketing capability plays an important role in the composition of brand value. Effective marketing strategies can increase brand awareness, enhance consumer knowledge and emotional connection to the brand, and thus increase brand loyalty. Marketing capability has a direct impact on a brand's market performance and competitiveness. Strong marketing ability can help the brand quickly capture the market, increase market share, and then enhance the brand value. Through accurate marketing strategies and effective marketing communications, brands can create a unique brand image and enhance consumers' sense of identity and belonging to the brand, thus improving brand reputation and loyalty.

(3) Talent Motivation

Guest (2017) believed that today's talent management framework is more focused on talent motivation, which in turn enhances employee identity. The human resource management (HRM) system has transitioned from a link of corporate performance improvement at the expense of employee well-being to a focus on building a model of individual and organizational reciprocity. Corporate talent motivation programs are reflected in creating positive employment relationships with high levels of trust and security to enhance employee well-being and motivation at work. However, it is important to note that focusing on employee well-being or the common good is an end in itself, not a behavioral means to achieve corporate performance. Employees, especially production-skilled employees, play a key role in the company's development, while employees' work shows strong intensive characteristics and high work pressure. The company's human resource management department mainly deals with daily affairs such as employee entry and exit, and salary adjustment. This has resulted in a high turnover rate and high mobility of employees in the production line (Delfgaauw & Dur, 2008).

There is a close and mutually reinforcing relationship between talent motivation and brand value. Effective incentives can stimulate the enthusiasm and enthusiasm of employees, and improve their dedication and performance. When employees feel valued and recognized by the company, they will be more willing to work hard for the

company, thus improving work efficiency and quality. Increased employee engagement will enhance their work commitment, which in turn creates more value for the enterprise. This increase in value is not only reflected in economic benefits but also improved corporate brand image and reputation (Delfgaauw & Dur, 2008). Employer branding is one of the most important factors for companies to attract and retain talent. By implementing effective talent incentives, companies can create a positive, healthy, and attractive employer brand image. This employer brand image helps to enhance the competitiveness of the enterprise in the talent market and attracts more excellent talents to join the enterprise, thus injecting new vigor and innovation into the enterprise. Talent incentives can enhance the sense of belonging and identity of employees to the enterprise. This force helps the enterprise to cope with external challenges and changes and maintain sustainable and stable development. When employees form a common value and vision with the enterprise, they will be more active in spreading the brand image and values of the enterprise, thus expanding the influence and popularity of the enterprise's brand. To develop scientific talent incentive policies, enterprises should develop scientific and reasonable talent incentive policies according to their development stage and strategic objectives. These policies should cover salary, welfare, career development, and other aspects to meet the different needs of employees. Enterprises should pay attention to brand building and promotion, through improving product quality, optimizing service experience, strengthening marketing, and other means, to continuously improve the value and popularity of the enterprise's brand. Guest (2017) believed that the implementation of talent management oriented to improve the well-being of employees, employees will also make positive behavioral responses in return, and then form a positive employment relationship, the enterprise can be effective in the implementation of brand strategy. Enterprises break through the bottleneck of development through branding, and the establishment of a strong brand can not be separated from high-level talent, and positive talent incentives to enable employees to meet the needs of personal value. Maximize the commitment of employees to the enterprise, and guide employees to dedicate their value to brand value enhancement (Yuniari, 2020).

(4) Technological Innovation

With the intensification of market competition and the diversification of consumer demands, enterprises are paying more and more attention to enhancing brand value and market competitiveness through technological innovation. Technological innovation is an important driving force for the sustainable development of enterprises, which can bring new products, new processes and new services to enhance the market competitiveness of enterprises. Technological innovation can lead to the development of new products, improve the technical level and differentiation of products, so as to meet the diversified needs of consumers. High-quality products can enhance consumer satisfaction and loyalty, and thus increase brand value. Enterprises need to improve product quality, shape brand image and enhance brand competitiveness through continuous technological innovation, thus enhancing brand value. Atnall (2019)

thought that technological innovation capability is formed through the gradual accumulation of professional knowledge and practical experience within an enterprise. It is a dynamic and organic system composed of various elements. The dimension of technological innovation is further comprised of three aspects: input capability (the advancement level of personnel, finances, and equipment), output capability (the number of imported patents and the number of invention patents owned), and implementation methods (self-introduction, cooperative research and development, and independent research and development). To further refine the scholars' view, technological innovation not only refers to the original work of new products or new production processes, but also includes the ability to integrate and apply new processes, new production or management methods that have never been used by the enterprise.

Technological innovation is an important part of a company's brand development. Studies have shown that technological innovation contributes to the enhancement of brand value. Technological innovation is a necessary condition for enterprises to participate in market competition, launching new products, embodying new functions, in order to improve the core competitiveness of enterprises (Ryu, 2016). Lopes (2021) listed companies as a sample data, the conclusion of the study shows that companies with strong capacity for innovation investment to help them continue to upgrade and enrich the brand products, the diversified needs of the buyers to be realized, so as to enhance customer satisfaction with the brand and enhance the value of the brand. The development of innovative capabilities helps to improve and develop new fabrics and extend product characteristics. Differentiated products can be adapted to changes in market demand and thus brand value (Tatnall, 2019).

(5) Production Resource Supply Capability

Research on the relationship between the supply capacity of productive resources and brand value has yielded certain results. The enhancement of brand value needs to be based on high-quality products and services, which in turn depend on a strong supply of productive resources. In addition, other studies have pointed out that the enhancement of brand value requires enterprises to make efforts in marketing and brand promotion, while the enhancement of the supply capacity of production resources can provide enterprises with more marketing resources and promotional materials. Cooper & Zmud (2021) pointed out that the company's resources as the basis of enterprise capabilities have been widely recognized by academics and the practical world, and the enterprise manifests its value through the management and configuration of its resource endowment. Based on the resource base theory. Theory, resources are considered to be the integration of all assets, technology, information, organizational processes, and other soft and hard elements that enterprises can own or control to improve efficiency. According to the form, resources are divided into tangible and intangible forms of existence. For the textile OEM enterprises, the production equipment, plant, raw materials, and other material resources show the company's competitiveness. Therefore, the research refers to the supply of production resources to the enterprise to provide for

the completion of the entire product life cycle of raw materials, production, research and development equipment, and other hardware elements of the collection. The formation of a stable and efficient production system can not only transform innovative designs into sales revenue but also shorten the production cycle of new products of independent brand enterprises (Nonaka, 2023; Patel et al., 2021). Lin et al. (2017) showed that the enterprise's investment in its resources can help the enterprise to re-position its corporate image and enhance its ability to enter the market, the enterprise with advantageous resources can help to establish good communication and close cooperation with downstream customers and help to effectively meet the potential needs of customers' relationship with downstream customers, which helps to meet the needs of customers.

The ability to supply productive resources not only promotes enterprises to enhance brand value through their efforts but also attracts the participation of relevant stakeholders to promote brand development. Productive resource supply capability refers to the ability of an enterprise to acquire, integrate, and utilize productive resources (raw materials, labor, capital, technology) to meet market demand and create economic value. The supply capacity of production resources is an important foundation for brand value enhancement. Adequate and high-quality production resources can guarantee the quality and performance of the enterprise's products, thus enhancing consumers' trust and loyalty to the brand. By optimizing the allocation of production resources and improving production efficiency, enterprises can reduce costs and increase profitability (Hotelling, 2021). By optimizing the allocation of production resources, strengthening supply chain management, improving production efficiency and technology, and strengthening the cultivation and introduction of talents, enterprises can continuously improve their production resource supply capacity, thus providing strong support for brand value enhancement.

2.3 CHANGAN Automobile Profile

CHANGAN Automobile is an automotive manufacturing enterprise with a profound historical background and extensive influence. Currently, CHANGAN Automobile has evolved into a comprehensive automotive company engaged in the development, manufacturing, and sales of a full range of passenger and commercial vehicles, encompassing passenger cars, small commercial vehicles, light trucks, minivans, and large and medium-sized buses.

The brand logo of CHANGAN Automobile features a V as its main element, symbolizing its strategic vision to become a world-class enterprise and its corporate responsibility to create value for consumers and shareholders. CHANGAN Automobile's products have performed exceptionally well in the global market, with multiple production bases and sales outlets, and its sales volume continues to grow. CHANGAN Automobile adheres to independent and forward-looking research and development, adopting a product development strategy that is modular, platform-based,

familial, and universal, leading to the formation of multiple production platforms. CHANGAN Automobile has achieved remarkable results in internalization and new energy, introducing innovative technologies such as the AI smart energy saving system and the constant temperature smart safety system. With multiple research and development centers and engineering technicians worldwide, CHANGAN Automobile has established a global collaborative research and development landscape.

CHANGAN Automobile is committed to transforming into a smart and low-carbon mobility technology company, continuously advancing its electrification transformation and reconstructing its brand structure by enhancing existing offerings and capturing new growth opportunities. CHANGAN Automobile plans to fully mobilize the enthusiasm of its directors, senior managers, core technicians, and management personnel through a new round of equity incentive plans, accelerating technological innovation and product iteration. CHANGAN Automobile also demonstrates strong growth momentum in overseas markets, planning to steadily expand into more countries worldwide and establish official overseas authorized dealerships.

2.4 Conceptual Framework

By studying the influencing factors of brand value enhancement, various influencing factors are extracted, and finally, the integrated analysis framework of the influencing factors of CHANGAN Automobile's brand value enhancement is drawn. The model is shown in Figure 2.2.

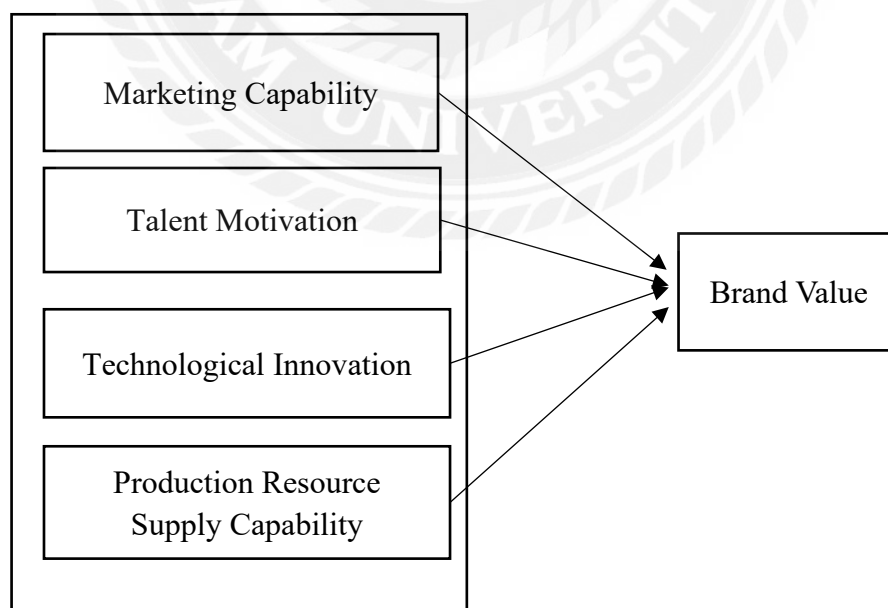


Figure 2.2 Conceptual Framework

Chapter 3 Research Methodology

3.1 Research Design

This study designed a conceptual model of the influencing factors of brand value enhancement of CHANGAN Automobile, and selected marketing capability, talent marketing capability, talent motivation, technological innovation, and production resource supply capability as four independent variables, brand value as a dependent variable. This study used a questionnaire survey method to collect data and analyzed it with quantitative methods.

3.2 Population and Sample

The population of this study was the employees of CHANGAN Automobile. The respondents have at least 5 years of experience in the industry. This group included consumers with different age, gender, geographical location, income level, and other characteristics. The sample, on the other hand, was a portion of consumers randomly selected from the total population and used to represent the total population for research and analysis. The selection of the sample needed to follow certain principles and methods to ensure its reliability. In this study, the sample was selected through the Questionnaire Star online platform, which randomly sent links in the form of WeChat, QQ, Weibo, etc. to the research subjects to fill in, to avoid the influence of subjective bias on the results of the study. To ensure the stability and reliability of the research results, the sample size was determined to be 400. This study adopted scientific research methods and analysis tools, which can reveal the influencing factors of CHANGAN Automobile's brand value enhancement and provide powerful support for the company's brand value enhancement optimization.

3.3 Hypothesis

This study aims to verify the effects of marketing capability, talent motivation, technological innovation, and production resource supply capability on CHANGAN Automobile's brand value enhancement through empirical analysis and to provide theoretical support and practical guidelines for optimizing the enhancement of corporate brand value. Therefore, the following hypotheses are proposed in this study:

H1: Marketing capability has a significant effect on the brand value enhancement of CHANGAN Automobile.

H2: Talent motivation has a significant effect on the brand value enhancement of CHANGAN Automobile.

H3: Technological innovation has a significant effect on the brand value enhancement of CHANGAN Automobile.

H4: Production resource supply capability has a significant effect on the brand value enhancement of CHANGAN Automobile.

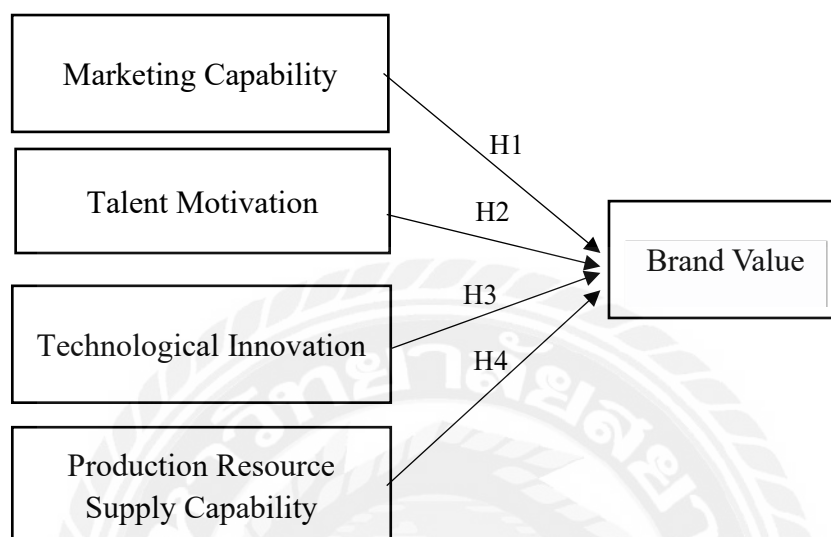


Figure 3.1 Hypotheses

3.4 Research Instrument

A questionnaire was designed using a five-point Likert scale. In this study, items were designed for each of the four variables. In the questionnaire, marketing capability was set up with five items, which were designed to include market research capability, brand promotion and exposure, customer relationship management, market response speed, and the impact of brand image and word-of-mouth.

The questionnaire on talent motivation consists of five items designed to address the effect of salary and benefit competitiveness, career development opportunities, performance incentives, training and learning opportunities, and the effect of work environment and culture on the enhancement of brand value.

Technological innovation sets up five items, the contents of which include R&D investment and resources, new product development capability, technology patents and intellectual property rights, technology cooperation and exchange, and the impact of transformation of technological innovation results on brand value enhancement.

Production resource supply capability sets five items, and the design includes the effect of raw material supply stability, production equipment and facilities, supply chain

management capability, production cost control, and production capacity and flexibility on brand value enhancement.

Brand value sets six items, which include brand awareness, brand reputation, brand loyalty, product quality perception, brand differentiation, and brand premium ability. A total of 26 items were designed in the questionnaire, as shown in Table 3.1.

Table 3.1 Measurement Items

Measurement Item	NO.
Marketing Capability	
CHANGAN Automobile excels in market research, accurately capturing market demands and consumer preferences.	Q1
Through advertising and online and offline activities, CHANGAN Automobile has significantly increased its brand awareness and exposure.	Q2
CHANGAN Automobile performs outstandingly in customer relationship management, effectively maintaining and enhancing customer satisfaction and loyalty.	Q3
CHANGAN Automobile responds swiftly to market changes, adjusting its marketing strategies promptly to address market challenges.	Q4
With its good brand image and reputation, CHANGAN Automobile has earned the trust and favor of consumers.	Q5
Talent Motivation	
CHANGAN Automobile's compensation and benefits system is competitive within the industry, attracting and retaining talented individuals.	Q6
CHANGAN Automobile provides ample career development opportunities and clear career advancement paths for its employees.	Q7
CHANGAN Automobile's performance reward mechanism is fair and reasonable, motivating employees' work enthusiasm and creativity.	Q8
CHANGAN Automobile emphasizes employee training, offering abundant learning and development opportunities to help employees enhance their skills and abilities.	Q9
CHANGAN Automobile's work environment is positive and uplifting, with an inclusive and open corporate culture that enhances employees' sense of belonging and satisfaction.	Q10
Technological Innovation	
CHANGAN Automobile has invested substantial resources and funds in research and development to ensure continuous technological innovation.	Q11
CHANGAN Automobile can rapidly develop innovative and competitive new products to meet market demands.	Q12
CHANGAN Automobile has obtained numerous patents and intellectual property rights in technological innovation, demonstrating its technical strength.	Q13
CHANGAN Automobile actively engages in technical cooperation and	Q14

exchanges with domestic and foreign research institutions and enterprises to jointly promote technological innovation.	
CHANGAN Automobile can effectively convert technological innovation achievements into actual productivity, enhancing product performance and quality.	Q15
Production Resource Supply Capability	
CHANGAN Automobile can stably and timely obtain the required raw materials, ensuring the continuous operation of its production lines.	Q16
CHANGAN Automobile possesses advanced and efficient production equipment and facilities, capable of meeting high-quality and high-efficiency production demands.	Q17
CHANGAN Automobile excels in supply chain management, effectively coordinating resource flows among suppliers, manufacturers, and distributors.	Q18
CHANGAN Automobile has high efficiency in production cost control, producing high-quality products at lower costs.	Q19
CHANGAN Automobile can quickly adjust production capacity, flexibly increasing or decreasing production volumes based on market demands.	Q20
Brand Value	
CHANGAN Automobile enjoys high brand awareness in the market, with many people immediately recognizing and associating with the brand.	Q21
CHANGAN Automobile has a good reputation among consumers and is considered a trustworthy brand.	Q22
Consumers have high loyalty to the CHANGAN Automobile brand and prioritize purchasing its products.	Q23
CHANGAN Automobile's products are of superior quality, and consumers generally perceive them as durable and well-performing.	Q24
CHANGAN Automobile's brand features are distinctive, providing it with unique competitive advantages compared to other automotive brands.	Q25
CHANGAN Automobile's products have a certain price premium, with consumers willing to pay more for them.	Q26

3.5 Reliability and Validity Analysis of the Scale

3.5.1 Questionnaire Reliability Analysis

Reliability analysis is a statistical process that reflects the degree of the measured characteristics based on the consistency or stability of the test scale results. The more unified the test results are, the more representative the data are of the overall, and the higher the reliability is. Through reliability analysis, the research can understand whether the questionnaire design is reasonable and make corrections to avoid classification errors. Cronbach's alpha evaluated the internal consistency of test items. The higher the value of Cronbach's alpha, the higher the degree of consistency among

items. When the reliability coefficient of the subscale is above 0.7, the reliability coefficient of the questionnaire is good, when the reliability coefficient of the subscale is between 0.6 and 0.7, it is also acceptable, when the reliability coefficient of the total scale needs to reach 0.8 or higher, it proves that the overall reliability is good.

In this study, Cronbach's Alpha was adopted as the detection index of questionnaire reliability. A Cronbach's Alpha value greater than 0.8 indicates that the scale is reliable. The closer the value of Cronbach's Alpha is to 1, the higher the reliability and the smaller the error of the measured results is. Through data analysis, the Cronbach's Alpha values of marketing capability, talent motivation, technological innovation, production resource supply capability and brand value were 0.825, 0.894, 0.886, 0.859 and 0.869, respectively. The internal consistency of the questionnaire is good, and the reliability of the questionnaire is high, as shown in Table 3.2.

Table 3.2 Variable Reliability Test

Item	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Q1	0.785	0.874	0.825
Q2	0.731	0.864	
Q3	0.785	0.866	
Q4	0.798	0.812	
Q5	0.765	0.825	
Q6	0.775	0.866	0.894
Q7	0.752	0.892	
Q8	0.765	0.856	
Q9	0.742	0.846	
Q10	0.31	0.832	
Q11	0.744	0.845	0.886
Q12	0.721	0.868	
Q13	0.743	0.895	
Q14	0.752	0.875	
Q15	0.755	0.892	
Q16	0.746	0.859	0.859
Q17	0.754	0.885	
Q18	0.734	0.874	
Q19	0.756	0.856	
Q20	0.784	0.889	
Q21	0.741	0.872	0.869
Q22	0.785	0.882	
Q23	0.731	0.829	
Q24	0.745	0.836	
Q25	0.715	0.882	
Q26	0.784	0.811	

3.5.2 Questionnaire Validity Analysis

The Kaiser-Meyer-Olkin value (KMO) compares the simple and partial correlation coefficients between variables, ranging from 0 to 1. A KMO value should be greater than 0.7, and a KMO value of 0.9 or higher indicates that the data on the scale are "well suited" for factor analysis. The survey data showed that the overall KMO value was 0.867, with a significance of 0.000, which is less than 0.05, reaching a significant level, indicating that factor analysis could be conducted. Confirmatory factor analysis (CFA) was conducted in this study. From the results of the factor analysis of the variables, it is known that the cumulative explanatory rate of marketing capability, talent motivation, technological innovation, production resource supply capability and brand value are 85.743%, respectively, more significant than 0.5. this indicates that they are suitable for factor analysis. Four valid factors were obtained from the factor analysis: marketing capability, talent motivation, technological innovation, production resource supply capability, and brand value.

Table 3.3 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.867
Bartlett's Test of Sphericity	Approx. Chi-Square	3512.771
	df	127
	Sig.	0.000

All the questionnaire items were divided into three dimensions by Confirmatory factor analysis, and from the results of the independent variable factor analysis, a total of four items with eigenvalues greater than 1 were extracted, which was consistent with the original topic division. And the factor loading of the questionnaire measurement items are all greater than 0.5, and the differentiated validity between each dimension is better, indicating that each dimension is better independent. It indicates that the overall validity of the questionnaire is good.

3.6 Data Collection

In this study, CHANGAN Automobile employees with at least 5 years of experience were selected as research subjects, and the data collection period was from May 2024 to August 2024. The questionnaires were distributed and collected mainly with the help of the Questionnaire Star online platform, which sent links to the research subjects to fill in the questionnaires in the form of WeChat, QQ, and Weibo. A total of 400 questionnaires were distributed. During the questionnaire collection process, the research team conducted a rigorous check to eliminate invalid questionnaires, including those that were incomplete or with apparently inconsistent answers. A total of 357 responses were collected, of which 18 were considered invalid due to incomplete, contradictory answers and obvious coping phenomena, which could not be used for

statistical analysis. Finally, 349 valid questionnaires were collected, and the validity rate of questionnaire recovery was 87.2%.

3.7 Data Analysis

3.7.1 Descriptive Statistics

The software used in the descriptive statistics included Excel and SPSS, and the statistical analysis on the mean, standard deviation, percentage, normal distribution, kurtosis value, and skewness value were mainly conducted on the demographic characteristics of sample. Descriptive statistics provided basic support for further analysis of the data.

3.7.2 Factor Analysis

Exploratory factor analysis was conducted on the survey data through SPSS to extract common factors and determine the common dimensions of brand value. The reliability and validity of the constructed model were determined, which provided a theoretical basis for the improvement of the brand value system.

3.7.3 Multiple Regression

Multiple regression was conducted in research, the multiple regression method is a comprehensive and in-depth exploration approach, which significantly enriches the dimension and accuracy of the research. Through the multiple regression method, the research can overcome the limitations of model analysis, which not only enriches the content and level of the research but also improves the accuracy and practicality of the research, providing strong support and guidance for the company's brand value enhancement.

Chapter 4 Findings and Discussion

4.1 Findings

4.1.1 Demographic Characteristics of Participants

In terms of gender distribution, 67.6 percent of male participants and 32.4 percent of female respondents participated in this study. This proportion reflects that male employees or participants are relatively more active in the study related to CHANGAN Automobile, but the proportion of female employees or participants should not be ignored. Gender diversity may have a potential impact on brand value enhancement as consumers of different genders may have different brand preferences and loyalty.

In terms of work experience, the highest percentage of staff with 5-10 years of experience is 53.6%. The number of staff with 5-10 years of experience is 187 or 53.6%. The number of staff with 10-15 years of experience is 76 or 21.8%. The number of staff with 15-20 years of experience is 54 or 15.5%. The number of staff with more than 20 years of experience is 32 or 9.2%. This shows that CHANGAN Automobile has a high level of brand value, which is a good indicator that the brand value of CHANGAN Automobile is high. This shows that CHANGAN Automobile has an experienced and relatively stable workforce. For brand value enhancement, it is crucial to maintain an experienced and loyal workforce.

In terms of job distribution, general staff accounted for the highest proportion of 56.2%, while middle management and top management accounted for 23.8% and 1.7% respectively. This indicates that CHANGAN Automobile's employee structure is dominated by grassroots employees. To enhance the brand value, the company needs to ensure that the management can fully understand the market dynamics and consumer needs and formulate the brand strategy accordingly.

In terms of educational background, the percentage of employees with bachelor's degrees is the highest at 38.4%, while those with high school and below and master degree account for 21.8% and 22.3% respectively. This distribution indicates that the education level of CHANGAN Automobile's employees is relatively high, but there is still room for improvement. For brand value enhancement, the education level and educational background of employees have an important impact on the company's innovation ability, product quality, and service level.

CHANGAN Automobile's brand value is affected by several factors, including gender diversity, work experience, position structure, and educational background. To increase brand value, the company needs to consider these factors, develop a targeted brand strategy, and enhance employee training and education, as shown in Table 4.1.

Table 4.1 Descriptive Statistical Analysis of Participants

Item	Options	Frequency	Percent%
Gender	Male	236	67.6
	Female	113	32.4
Years of Experience	5-10 Years	187	53.6
	10-15 Years	76	21.8
	15-20 Years	54	15.5
	Above20 Years	32	9.2
Positions	General Staff	196	56.2
	Middle Management	83	23.8
	Top Management	6	1.7
	Others (Industry Insiders)	64	18.3
Education	High School And Below	76	21.8
	Undergraduate	134	38.4
	Master's Degree	78	22.3
	Others	61	17.5
Total		349	100.0

4.1.2 Correlation Analysis

In the study of brand value enhancement influencing factors of CHANGAN Automobile, the research focused on marketing capability, talent motivation, technological innovation, production resource supply capability, and obtained the correlation coefficient between them through data analysis.

The correlation coefficient between marketing capability and brand value is 0.633, which indicates that there is a significant positive relationship between the two. This means that CHANGAN Automobile's enhancement of its marketing capability, such as enhancing marketing, improving customer service quality, etc., directly contributes to the enhancement of brand value.

The correlation coefficient between talent motivation and brand value is 0.776, showing a strong positive relationship. It shows that CHANGAN Automobile's investment in talent motivation such as providing better salaries, benefits, career development opportunities, etc. significantly affects the motivation and innovation of the employees which in turn enhances the brand value.

The correlation coefficient between technological innovation and brand value is 0.736, which indicates that there is a strong positive relationship between the two, and CHANGAN Automobile's investment in technological innovation, such as research and development of new products and improvement of the production process, directly enhances the competitiveness of the products, and thus enhances the brand value.

The correlation coefficient between production resource supply capability and brand value is 0.784, which shows a high positive relationship. This indicates that the production resource supply capability of CHANGAN Automobile, such as raw material procurement, production equipment updating, etc., directly affects the quality and production efficiency of the product, which in turn affects the brand value.

CHANGAN Automobile's brand value enhancement is affected by marketing capability, talent motivation, technological innovation, and production resource supply capability. There is a significant positive correlation between these factors, indicating that they are interdependent and mutually reinforcing in the process of brand value enhancement. Therefore, CHANGAN Automobile should consider these factors comprehensively and develop targeted measures when developing brand enhancement strategies.

Table 4.2 Correlation Between Variables (Pearson Correlation Matrix)

	Marketing Capability	Talent Motivation	Technological Innovation	Production Resource Supply Capability	Brand Value
Marketing Capability	1				
Talent Motivation	.685**	1			
Technological Innovation	.643**	.797**	1		
Production Resource Supply Capability	.676**	.738**	.756**	1	
Brand Value	.633**	.776**	.736**	.784**	1

NOTE: *P<0.05, **P<0.01, ***P<0.001

4.1.3 Multiple Regression Analysis

The regression equation was significant, $F=47.33$, $p<0.001$. The Durbin-Watson test value was 2.154, which was between 1.8 and 2.2. The data were independent and consistent with linear regression. In the diagnostic results of covariance, the VIF values of marketing capability, talent motivation, technological innovation, and production resource supply capability was 1.134, 1.127, 1.031 and 1.255, respectively. The VIFs were close to 1, which met the requirement and indicated no covariance in the data. The marketing capability ($\beta=0.742$, $P<0.001$), talent motivation ($\beta=0.635$, $P<0.001$),

technological innovation ($\beta=0.645$, $P<0.001$), production resource supply capability ($\beta=0.674$, $P<0.001$) significantly and positively affect the brand value. These variables together constitute the system of influencing factors of brand value. Together, the variables explained the weight of 77.4% of the brand value, which meets the requirement.

Table 4.3 Multiple Regression Analysis

Item	Unstd. B	Std. Beta	t	Sig.	VIF	F	Durbin- Watson
C	0.754		7.193	0.000		45.71 ***	2.154
Marketing Capability	0.734	0.742	8.075	0.000	1.134		
Talent Motivation	0.645	0.635	6.441	0.000	1.127		
Technological Innovation	0.665	0.645	6.679	0.000	1.031		
Production Resource Supply Capability	0.642	0.674	6.745	0.000	1.255		
R Square	0.782						
Adjusted R Square	0.774						

NOTE: * $P<0.05$, ** $P<0.01$, *** $P<0.001$

Therefore, according to the results of the data analysis, marketing capability has a significant effect on the brand value enhancement of CHANGAN Automobile, which supports Hypothesis 1. Talent motivation has a significant effect on the brand value enhancement of CHANGAN Automobile, which supports Hypothesis 2. Technological innovation has a significant effect on the brand value enhancement of CHANGAN Automobile, which supports Hypothesis 3. Production resource supply capability has a significant effect on the brand value enhancement of CHANGAN Automobile, which supports Hypothesis 4.

4.2 Discussion

4.2.1 Marketing Capability Has a Significant Effect on the Brand Value Enhancement of CHANGAN Automobile

The results show that the Pearson correlation coefficient of marketing capability and brand value is 0.633, P value is less than 0.001, and there is a significant positive correlation between the two. Marketing capability has a significant effect on the brand value of CHANGAN Automobile.

Marketing activities, as an important means for CHANGAN Automobile to spread its brand image, have increased the exposure and popularity of CHANGAN Automobile in the market through various means such as advertisement, promotion public relations, etc. CHANGAN Automobile has placed advertisements on major media platforms, including television, radio, and the Internet, to increase brand awareness and exposure. These activities enable consumers to begin to understand CHANGAN Automobile's products, services, and features, thus forming a preliminary brand awareness and laying the foundation for brand value enhancement.

CHANGAN Automobile pays attention to brand image shaping in marketing activities and forms a unique brand image through differentiated market positioning and strategic marketing activities. CHANGAN Automobile's brand positioning is relatively young and fashionable, which meets the needs of young consumers. At the same time, CHANGAN Automobile also conveys its new image of being "intelligent, electrified, and internet-connected" through advertising, online and offline activities, so that consumers have a deeper understanding of CHANGAN Automobile's brand characteristics, image, and reputation. And the reputation of CHANGAN Automobile. This brand image will help to enhance the brand value and market competitiveness of CHANGAN Automobile.

CHANGAN Automobile presents a positive, professional, and attractive image to consumers through planning and marketing activities, which makes consumers feel good about and identify with its brand. At the same time, CHANGAN Automobile also focuses on service quality and customer satisfaction by improving after-sales service and customer experience, which enhances consumers' loyalty to the brand. This increased loyalty helps CHANGAN Automobile to maintain a stable market share and brand value in the fierce market competition.

Marketing activities not only help to enhance brand awareness and brand image but also promote brand innovation. CHANGAN Automobile actively collects consumers' feedback and demand in marketing activities, and understands the changes and trends of the market, to continuously adjust and optimize its product strategy and marketing strategy. This enhancement of innovation helps CHANGAN Automobile to maintain its leading position in the market and further enhance its brand value.

4.2.2 Talent Motivation Has a Significant Effect on the Brand Value Enhancement of CHANGAN Automobile

The results show that the Pearson correlation coefficient of talent motivation and brand value is 0.776, P value is less than 0.001, and there is a significant positive correlation between the two. Talent motivation has a significant impact on the brand value improvement of CHANGAN Automobile.

CHANGAN Automobile has always paid attention to the introduction and incentive of talent and stimulated the innovation vitality of talents through reasonable incentive mechanisms. The company actively introduces interdisciplinary talents with software, algorithms, vehicle networking, autonomous driving, and other backgrounds, and encourages them to carry out innovative practices. This talent incentive policy not only enhances the company's innovation ability but also promotes the research and development of new products and the upgrading of technology. The improvement of innovation ability enables CHANGAN Automobile to continuously launch new products that meet market demand, thus enhancing the market competitiveness of the brand and enhancing the brand value.

The talent incentive policy helps CHANGAN Automobile to build a positive brand image. The company attracts and retains talented people by providing a good working environment and development opportunities. These talents show their professional ability and professionalism in their respective positions and establish a good brand image for the company. At the same time, CHANGAN Automobile also pays attention to the training and promotion of employees and improves the satisfaction and loyalty of consumers to the brand by constantly improving the professionalism and service level of employees. This good brand image and word-of-mouth communication have further enhanced the brand value of CHANGAN Automobile.

In terms of market expansion, CHANGAN Automobile stimulates the enthusiasm and creativity of its employees through the talent incentive policy. The company encourages employees to actively explore new markets and new customers, and increase market share through innovative marketing methods and quality services. At the same time, CHANGAN Automobile also pays attention to international development, through the introduction of international automotive designers engineers, and other high-end talents, to enhance the company's competitiveness in the international market. These measures not only expand the company's market share but also enhance the CHANGAN Automobile's visibility and influence in the international market, thus further enhancing the brand value.

CHANGAN Automobile also attaches importance to the construction of corporate culture in the aspect of talent motivation. By providing a good corporate culture and working environment, the company enhances the sense of belonging and loyalty of employees. This kind of corporate culture construction not only helps to enhance the enthusiasm and creativity of employees but also helps to form a positive corporate culture atmosphere. This kind of corporate culture can attract more outstanding talents to join CHANGAN Automobile, forming a virtuous circle and further enhancing the brand value of the company.

4.2.3 Technological Innovation Has a Significant Effect on the Brand Value Enhancement of CHANGAN Automobile

The results show that the Pearson correlation coefficient of technological innovation and brand value is 0.736, P value is less than 0.001, and there is a significant positive correlation between the two. Technological innovation has a significant impact on the brand value enhancement of CHANGAN Automobile.

CHANGAN Automobile has always regarded technological innovation as a core driving force for its corporate development. CHANGAN Automobile has made remarkable achievements in the fields of new energy vehicles, intelligent driving, and intelligent interaction. Models such as the Avita, launched by CHANGAN Automobile, not only reach new heights in design aesthetics but also achieve breakthroughs in intelligent driving and intelligent interaction. These technological innovations not only enhance the competitiveness of products but also meet consumer demand for high-quality, intelligent vehicles, thus enhancing the brand value of CHANGAN Automobile.

Technological innovation is an important means to enhance brand image. Through continuous technological innovation, CHANGAN Automobile has continuously introduced new products and technologies at an industry-leading level, and established the brand image of "innovation, enterprise and quality". At the same time, CHANGAN Automobile also actively participates in international auto shows and technical exchange activities, demonstrating the company's technical strength and innovation ability, and further enhancing the international influence of the brand.

Technological innovation helps CHANGAN Automobile to open up new market areas. With the continuous development of new energy vehicles and intelligent driving technology, CHANGAN Automobile has achieved remarkable results in these areas and successfully launched several competitive products. These products not only achieved good sales performance in the domestic market but also successfully entered the international market, winning more market share and profits for CHANGAN Automobile. The success of market expansion has further enhanced the brand value of CHANGAN Automobile.

Technological innovation is the key to enhancing the competitiveness of enterprises. Through continuous technological innovation, CHANGAN Automobile has not only achieved significant improvements in product quality and performance but also gained advantages in cost control and production efficiency. These advantages make CHANGAN Automobile more competitive in the market and able to maintain its leading position in the fierce market competition. The improvement of corporate competitiveness has further consolidated the brand position and value of CHANGAN Automobile.

4.2.4 Production Resource Supply Capability Has a Significant Effect on the Brand Value Enhancement of CHANGAN Automobile

The results show that the Pearson correlation coefficient of production resource supply capability and brand value is 0.784, P value is less than 0.001, indicating a significant positive correlation between the two. Production resource supply capability has a significant impact on the brand value enhancement of CHANGAN Automobile.

As a well-known automobile manufacturer, CHANGAN Automobile's production resource supply capacity is directly related to the production efficiency and quality stability of its products. The stable production supply means that CHANGAN Automobile can continuously and efficiently produce high-quality automotive products to meet the market demand. This stability not only enhances consumers' trust and satisfaction with CHANGAN Automobile but also enhances the brand's market competitiveness, thus enhancing the brand value.

CHANGAN Automobile has strong supplier resources in terms of production resources supply. By establishing long-term and stable cooperative relationships with excellent parts suppliers, CHANGAN Automobile can ensure the quality of parts and the stability of supply. At the same time, CHANGAN Automobile has also established a supplier quality capability evaluation system to conduct strict screening and management of suppliers, further improving the quality and reliability of parts. This optimization of supplier resources not only reduces production costs but also improves the overall quality of products, thus enhancing brand value.

With the expansion of the production scale of CHANGAN Automobile, its production resource supply capacity has also been significantly improved. The expansion of production scale means that CHANGAN Automobile can use production resources more efficiently, improve production efficiency, and reduce production costs. At the same time, the expansion of the production scale also enables CHANGAN Automobile to produce more diversified products to meet the different needs of consumers. This expansion of production scale and diversification of products not only enhances the market competitiveness of CHANGAN Automobile but also enhances the market influence of the brand, thus enhancing the brand value.

CHANGAN Automobile focuses on technological innovation and R&D investment in the production process. At the same time, CHANGAN Automobile also actively carries out independent research development and innovation and constantly improves the technical content and added value of products. This innovation in production technology not only enhances the product competitiveness of CHANGAN Automobile but also enhances the brand's sense of science and technology and innovation, thus enhancing the brand value.

The supply capacity of production resources has a long-term impact on the promotion of CHANGAN Automobile's brand value. On the one hand, stable production supply and high-quality supplier resources can ensure that CHANGAN Automobile continues to produce high-quality products and enhance consumers' trust

and satisfaction with the brand. On the other hand, the expansion of production scale and innovation of production technology can enhance the market competitiveness of CHANGAN Automobile and enhance the market influence of the brand. These long-term effects will continue to drive the brand value of CHANGAN Automobile.

Table 4.4 Hypothesis Test Results

NO.	Hypothesis	Result
H1	Marketing capability has a significant effect on the brand value enhancement of CHANGAN Automobile.	Supported
H2	Talent motivation has a significant effect on the brand value enhancement of CHANGAN Automobile.	Supported
H3	Technological innovation has a significant effect on the brand value enhancement of CHANGAN Automobile.	Supported
H4	Production resource supply capability has a significant effect on the brand value enhancement of CHANGAN Automobile.	Supported



Chapter 5 Conclusion and Recommendation

5.1 Conclusion

The factors influencing the brand value enhancement of CHANGAN Automobile were sorted out through a literature review. The collected questionnaires were analyzed using quantitative research methods to determine the reliability and validity of the collected data. Descriptive statistics, correlation analysis, and regression analysis were performed on the data to understand the relationship between the variables. Through the analyses, the hypotheses were verified and the interactions between the variables in the model were clarified.

The brand value enhancement of CHANGAN Automobile, a famous automobile manufacturing company in China, is affected by a variety of factors. The analysis results show that marketing capability, talent motivation, technological innovation, and production resource supply capability have a positive influence on CHANGAN Automobile's brand value enhancement. Marketing capability, talent motivation, technological innovation, and production resource supply capability become the core factors of CHANGAN Automobile's brand value enhancement framework.

Marketing capability is the key to establishing a connection between brands and consumers. Through accurate marketing strategy and effective marketing communication, enterprises can significantly enhance brand awareness and reputation. Talent is the core resource of enterprise development and an important driving force for brand value enhancement. Enterprises can stimulate the enthusiasm and creativity of employees through reasonable talent incentive policies, providing strong support for brand value enhancement. Technological innovation is an important support for brand value enhancement. Through continuous technological innovation, enterprises can improve the quality and performance of products, meet the diversified needs of consumers, and thus enhance the brand value. The ability to supply production resources is an important guarantee for brand value enhancement. By optimizing the allocation of production resources and improving production efficiency, enterprises can ensure the quality of products and the stability of supply, and thus enhance the brand value. In short, marketing ability, talent incentive, technological innovation, and production resource supply capacity have a positive impact on brand value enhancement. Enterprises should continue to deepen the strategy and implementation of these aspects, and constantly enhance the brand value, to provide consumers with better quality products and services.

5.2 Recommendation

(1) Set Precision Marketing Strategy and Perfect Brand Services

Enterprises should have precise marketing strategies. Enterprises can subdivide the market into different consumer groups through in-depth research and analysis of the target market. Accurately position brands and products according to the needs, preferences, and behavioral characteristics of different consumer groups. Using big data and artificial intelligence technology, it analyzes customers' consumption behaviors and preferences to provide personalized product recommendations and services. Send customized information and offers to customers through social media, email, SMS, and other channels to enhance customer engagement and loyalty. Integrate online and offline resources to achieve marketing and improve marketing effect. Use social media, search engine marketing, content marketing, and other marketing channels to expand brand awareness and influence. Collect and analyze customer consumption data through data analysis tools to understand customer needs and changing trends. Use this data to optimize products and services, and increase customer satisfaction and loyalty, while adjusting marketing strategies to ensure that marketing campaigns are always aligned with the needs of target customers.

Enterprises should improve brand services, improve service quality, strictly implement service standards, and carry out accurate planning and implementation of customer-related business processes and service standards. Continuously improve service capability, improve service awareness, and skill level of employees through continuous training programs. Quickly respond to customer needs, and establish an efficient customer service system, including online customer service, telephone consultation, email complaints, and other ways to provide customers with convenient services. According to customer needs and problems, quickly respond and solve, improve customer satisfaction and loyalty. Provide customized services, according to the needs of different customers, to provide customized products and service solutions. Through in-depth communication and exchange with customers, to understand the specific needs and expectations of customers, to provide customers with more intimate and personalized service. Build brand image, through brand value analysis, clear brand impression, and positioning in the minds of consumers. Carry out brand communication and promotion through various channels such as advertising, public relations, and social media, and build brand image and reputation that meet the market demand.

(2) Pay Attention to Staff Training and Improve the Training Effect

Enterprises should clarify training needs and objectives. Based on the research and analysis of the development direction of the enterprise and the skill quality of employees, the enterprise should clarify the skills required for each position, to determine the training needs. This includes the involvement of management and front-

line employees to ensure that training needs are in line with actual job requirements. According to the training needs, the enterprise can set specific and measurable training goals, such as improving the professional skills of employees and enhancing their ability to work.

Enterprises should develop and implement training plans. Design personalized training courses and content for employees at different positions and levels to ensure the pertinence and practicability of the training content. Enterprises should choose high-quality training resources, including internal lecturers, external training institutions, professional books, etc., to ensure the richness and professionalism of training resources. Enterprises can adopt a variety of training methods, combining online and offline training, classroom teaching and practical exercise, group discussion and case analysis, etc., to improve the interaction and effectiveness of training.

Enterprises should strengthen training effect evaluation and feedback. Establish the training effect evaluation system and evaluate the training effect regularly. Through questionnaire surveys, face-to-face interviews, and other ways to collect employees' feedback on the training, timely adjust the training plan and content according to the feedback results.

Enterprises should establish incentive and assessment mechanisms. Combine the training effect with the performance appraisal of employees, and set up a reward mechanism to encourage employees to actively participate in the training and improve their skills. Establish the management method of learning points, record the learning achievements and points of employees, select excellent learning departments or employees, and form a motivating atmosphere.

Enterprises should create a corporate culture conducive to training. Establish a learning organization, encourage employees to continue learning, continuously progress, and form a positive learning atmosphere. Provide employees with a wealth of learning resources and support, such as books, online learning platforms, etc., to facilitate employees to learn anytime and anywhere. Establish cooperative relations with external training institutions, universities, etc., introduce professional training courses and lecturers, and improve the level and quality of training. Employees are encouraged to participate in seminars, forums, and networking activities within the industry to broaden their horizons and learn about industry trends and the latest technologies.

(3) Strengthen Technological Innovation

In the research on the influencing factors of CHANGAN Automobile's brand value enhancement, strengthening technological innovation is a crucial aspect. Technological innovation can not only improve the quality and performance of products, and meet the

diversified needs of consumers, but also enhance the core competitiveness of enterprises, and thus enhance the brand value.

Enterprises can increase investment in research and development. Enterprises should reasonably plan and increase the R&D budget according to their development strategy and market demand to ensure sufficient funds to support technological innovation activities. In terms of R&D investment, the research should pay attention to optimizing the allocation of resources to ensure that the research and development of key areas and core technologies receive adequate support. At the same time, the research should strengthen cross-departmental and cross-field cooperation to realize resource sharing and complementary advantages.

Enterprises should build an innovation system. Enterprises should establish sound innovation mechanisms, including innovation incentive mechanisms, innovation decision-making mechanisms, innovation risk prevention and control mechanisms, etc., to provide institutional guarantees for technological innovation. Actively build various innovation platforms, such as research and development centers, laboratories, innovation centers, etc., to provide necessary hardware and software support for technological innovation. At the same time, the research will strengthen cooperation with external innovation resources such as universities and scientific research institutions to form a good ecology of collaborative innovation between industry, university, and research.

Enterprises should pay attention to the introduction and training of talents. Through the formulation of attractive talent policies, actively introduce domestic and foreign high-end technical talents and management talents, to provide talent security for technological innovation. Pay attention to the cultivation and reserve of local talents, and enhance the professional skills and innovation ability of employees through internal training and external learning. At the same time, the establishment of a sound talent training system for the long-term development of enterprises to lay a solid talent foundation.

Enterprises should pay attention to intellectual property protection. In the process of technological innovation, attention should be paid to the protection of intellectual property rights. Apply for patents, trademarks, and other intellectual property rights promptly to ensure legal protection of innovative achievements. Strengthen the management and application of intellectual property rights to maximize the value of intellectual property rights. The economic value and social benefits of intellectual property can be realized using technology transfer and licensing.

Enterprises should promote the combination of technological innovation and market demand. In the process of technological innovation, the research should pay close attention to market demand and changing trends to ensure that the research and development direction is in line with market demand and industrial development

direction. Through technological innovation to promote product innovation and service innovation, enhance the added value of products and market competitiveness. At the same time, the research pay attention to the collection and analysis of user experience and feedback information to provide a basis for product improvement and upgrading.

Enterprises should promote a culture of innovation. Actively advocate the spirit of innovation within the enterprise, encourage employees to dare to try, dare to innovate, dare to break the shackles of traditional thinking and models. It is necessary to establish a sound fault tolerance mechanism in the innovation process, allowing employees to make mistakes and failures in the innovation process, but it is necessary to sum up the experience and lessons in time, and constantly optimize the innovation process and methods.

(4) Optimize the Allocation of Production Resources and Strengthen Supply Chain Management

The optimization of production resource allocation and the strengthening of supply chain management are the two core links in the research on the influencing factors of brand value enhancement of CHANGAN Automobile.

In terms of optimizing the allocation of production resources, enterprises should clarify their objectives and strategies. Understand your company's long-term goals and strategies so you can allocate resources where they are needed most. Define clear direction and vision to facilitate employee understanding and support of the mission. Conduct a comprehensive analysis of the production process and assess the resources required for each production link, including human, financial, and material resources. Based on the evaluation results, make a detailed resource demand plan to ensure the rationality and effectiveness of resource allocation. Develop a detailed budget plan to ensure that all expenditures are properly controlled. By planning expenditures, optimize resource allocation and avoid ineffective input and waste. With limited resources, determine which production processes or projects are the most important and provide them with adequate resources. Focus limited resources on the most important production links or projects to improve production efficiency and product quality. Keep track of differences between budgeted expenditures and actual situations, and adjust and reallocate resources as needed. Through monitoring and adjustment, ensure that resource allocation is always in line with the company's strategic objectives and market needs.

To strengthen supply chain management, enterprises should establish a strict supplier screening and evaluation system. Comprehensive consideration of the supplier's product quality, delivery ability, price, reputation, and other factors, when choosing high-quality suppliers. Conduct regular performance evaluations of suppliers, timely feedback on problems assist in improvement, and adjust suppliers with poor performance.

Optimize warehouse layout and inventory management. Adopt an advanced inventory control strategy to check and clean the warehouse regularly to ensure the accuracy and timeliness of inventory data. Establish an agile supply chain planning system that can quickly respond to market changes and customer demand fluctuations. Achieve flexibility and efficiency in the supply chain by forecasting demand, adjusting inventory, and production planning. Select the right logistics partners, integrate logistics resources, and achieve the reduction of transportation costs and transportation time. Introduce logistics information technology, such as the Internet of Things, GPS tracking, etc., to realize the visualization and traceability of the logistics process. Implement an integrated supply chain management information system to ensure real-time data sharing and collaborative work in all links of the supply chain. Use data analytic and artificial intelligence to identify potential problems and optimization opportunities in the supply chain. Organize regular internal training to improve staff's knowledge and skills of supply chain management. Recruit supply chain talents with rich experience and professional knowledge to enrich the team's strengths. Pay attention to new technologies and new trends in the industry, and dare to try innovative supply chain management models and methods.

5.3 Further Study

This research strives to be scientific, reasonable, and rigorous in the research process, but there are still some shortcomings. Firstly, although the scale design tries to quote the mature scale of the existing literature, the individual variables can only be designed by reference to the relevant research theories, and although it is modified based on the opinions of experts, they are inevitably inappropriate. Secondly, the questionnaires in this study were distributed to CHANGAN employees, but it is impossible to avoid the situation that some respondents are not able to understand the specific situation of other departments, and the answers are not objective enough. Thirdly, the research on the factors is based on the existing literature, and it only explores whether they are suitable for analyzing the dimensions of the influence factors of CHANGAN Automobile. However, the relationship between the factors has not been explored in depth. For example, as the company's technological research and development strength continues to increase, the company's influence is gradually expanding, attracting more talent to join, and promoting the development of the brand. This research does not make empirical research on the influence chain similar to the above.

Based on the above research deficiencies, this research hopes to make improvements in three points. Firstly, based on the existing brand value research, in-depth exploration of the mutual influence mechanism of the influencing factors should be conducted. Meanwhile, the proposed measures should be analyzed quantitatively to determine their desirability. Secondly, a follow-up study should be done to quantify the

effect of each factor on each dimension of brand value and increase the sample size to make the study more objective and in-depth. Thirdly, due to the limitation of time and energy, the research only takes CHANGAN Automobile as the representative of enterprises as the research subject, so multiple case studies should be carried out to improve the theoretical value and practical value of the research.



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Appendix

Dear Sir/Madam,

Thank you for your participation in this questionnaire survey. The survey will be conducted anonymously, and your relevant information will be kept confidential. Thank you again for your cooperation.

Part I :

1. Gender? A Male B Female
2. Age? A Under 25 B 26-45 C Above 45
3. Your monthly income? A below 3000 B 3001-6000 C 6001-10000 D 10001-20000 E Above 20000
4. Your level of education?
A High school and below B Undergraduate C Master's degree D Others

Part II : Please judge to what extent you agree with the following statement; choose the most appropriate option, and mark the corresponding number " √ . " The questionnaire used a Likert scale, ranging from 1 to 5 in which one indicates strongly disagree (or strongly disagree), two indicates relatively disagree (or relatively disagree), three indicates neutral, four indicates relatively agree (or relatively agree), and five indicates strongly agree (or strongly agree)

Measuring item	1	2	3	4	5
Marketing Capability					
CHANGAN Automobile excels in market research, accurately capturing market demands and consumer preferences.					
Through advertising and online and offline activities, CHANGAN Automobile has significantly increased its brand awareness and exposure.					
CHANGAN Automobile performs outstandingly in customer relationship management, effectively maintaining and enhancing customer satisfaction and loyalty.					
CHANGAN Automobile responds swiftly to market changes, adjusting its marketing strategies promptly to address market challenges.					
With its good brand image and reputation, CHANGAN					

Automobile has earned the trust and favor of consumers.					
Talent Motivation					
CHANGAN Automobile's compensation and benefits system is competitive within the industry, attracting and retaining talented individuals.					
CHANGAN Automobile provides ample career development opportunities and clear career advancement paths for its employees.					
CHANGAN Automobile's performance reward mechanism is fair and reasonable, motivating employees' work enthusiasm and creativity.					
CHANGAN Automobile emphasizes employee training, offering abundant learning and development opportunities to help employees enhance their skills and abilities.					
CHANGAN Automobile's work environment is positive and uplifting, with an inclusive and open corporate culture that enhances employees' sense of belonging and satisfaction.					
Technological Innovation					
CHANGAN Automobile has invested substantial resources and funds in research and development to ensure continuous technological innovation.					
CHANGAN Automobile can rapidly develop innovative and competitive new products to meet market demands.					
CHANGAN Automobile has obtained numerous patents and intellectual property rights in technological innovation, demonstrating its technical strength.					
CHANGAN Automobile actively engages in technical cooperation and exchanges with domestic and foreign research institutions and enterprises to jointly promote technological innovation.					
CHANGAN Automobile can effectively convert technological innovation achievements into actual productivity, enhancing product performance and quality.					
Production Resource Supply Capability					
CHANGAN Automobile can stably and timely obtain the required raw materials, ensuring the continuous operation of its production lines.					
CHANGAN Automobile possesses advanced and efficient production equipment and facilities, capable of meeting high-quality and high-efficiency production demands.					
CHANGAN Automobile excels in supply chain management, effectively coordinating resource flows among suppliers, manufacturers, and distributors.					
CHANGAN Automobile has high efficiency in production cost control, producing high-quality products at lower costs.					

CHANGAN Automobile can quickly adjust production capacity, flexibly increasing or decreasing production volumes based on market demands.					
Brand Value					
CHANGAN Automobile enjoys high brand awareness in the market, with many people immediately recognizing and associating with the brand.					
CHANGAN Automobile has a good reputation among consumers and is considered a trustworthy brand.					
Consumers have high loyalty to the CHANGAN Automobile brand and prioritize purchasing its products.					
CHANGAN Automobile's products are of superior quality, and consumers generally perceive them as durable and well-performing.					
CHANGAN Automobile's brand features are distinctive, providing it with unique competitive advantages compared to other automotive brands.					
CHANGAN Automobile's products have a certain price premium, with consumers willing to pay more for them.					