

台灣企業的課題 - 企業形象

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我們身處的環境正在快速變遷，未來也會持續改變。在過去數十年間科技發展迅速，管理團隊每天必須要面對大量且多變的商業議題，比起過往變得更複雜且相互連結，商業環境正以更快速的步伐演化，透過企業形象的影響力可以更快速且有效的達到企業的商業目的。



良好的企業形象有助於消費者信賴品牌。當企業發生危機時，企業最需要的是消費者願意傾聽企業主所提供的回覆。當信任建立後，正面的企業形象有助於消費者給企業空間進行解釋，甚至更進一步相信企業所談論的事情。企業正常營運時，良好的企業形象有助於消費者相信企業所傳遞的訊息，並有更高的機率回應企業所傳遞的訊息。

在商業社會中，信賴對於品牌的廣告與產品/服務的使用影響無遠弗屆。即便品牌的廣告成功觸及到許多消費者，並讓消費者將廣告與品牌連結，但企業的本質形象有缺陷，消費者即使記得廣告也不見得會有所回應。而良好產品/服務的使用經驗也能夠幫助消費者建立對企業的信賴感。

同前幾年台灣不斷的發生食安危機，許多食品產業的大廠都深陷危機，而義美卻是少數毫髮無傷安全度過食安風暴的品牌。在食安危機時，義美將大環境不利的因素，透過即時的應對，一次次驗證自己在製程與品管上嚴謹的遵循高標準，將消費者在食安風暴中對品牌產生的不信任感一次次轉化成正面的觀感。這些都反應在益普索 2013 到 2015 年間的台灣百大影響力品牌研究，義美於益普索的台灣百大影響力品牌中，從 2013 年的 49 名前進至 19 名，於 2015 年的調查結果首度進步至第 17 名。而根據 2016 與 2017 年的調查結果，義美的排名也穩定的維持在前 30 名。

在食安風暴過後，每當義美推出新產品，或與其他通路合作，在該通路販售義美的產品時，我們很常可以觀察到消費者自主的發佈文章或評論表達義美是個良心事業，產品安全無虞，要大家一起用新台幣下架義美的產品，這一切都顯示出義美透過公關危機處理將食安危機轉化成對品牌的信任，建構出良好的企業形象。



當年食安風暴的反面範例有很多，其中一個就是王品。在食安風暴中，王品在台灣百大影響力品牌中影響力逐漸下滑，從 2013 年的 43 名跌落至 91 名。並於 2015 年開始調查結果就在台灣百大影響力品牌的中後段(2015 年第 76 名、2016 年第 89 名與 2017 年第 98 名)。同樣是面對食安危機，義美與王品最大的差異在於王品的危機處理不夠即時。當年王品的前董事長承認使用有問題的油品，但在後續危機處理上反應慢半拍，不僅延遲發布消息與公開新聞稿，更在後續處理上拖延，讓消費者感受不到企業處理危機的誠意，並使得媒體放大檢視王品的一舉一動，連帶損害整體企業的形象，而在缺乏信任的狀況下，品牌影響力自然就開始逐年下降。



企業形象需要常年逐漸累積，透過不同的接觸點建立消費者對企業的信賴與好感度，但需要企業全體人員的小心維護，有時候單一事件會重挫企業的形象。其中一個全球知名的案例就是星巴克。在2018上半年，美國費城星巴克發生一起讓全球輿論譁然的事件，兩名黑人男性沒有消費卻進入星巴克門市想上廁所，分店店長要求兩人離開未果，進而報警聲稱他們非法入侵，最後被員警上銬帶離星巴克。整起事件被當時在星巴克用餐的其他消費者拍下，影片在網路上流傳，引發批評，甚至引發抗議。星巴克執行長為此發佈聲明對兩名被逮捕的男性表達歉意，並宣佈全美將進八千家門市將停業

一個小時對所有員工進行教育訓練，避免類似情況再度發生，並修改公司政策，允許消費者在沒有購買東西的情況下待在咖啡廳內或使用廁所，企圖為此次事件止血。星巴克過去強調多元包容的企業文化，卻在此次事件中重挫企業形象，即便企業已即時道歉，進行教育訓練並修改政策，仍有大批消費者抵制或拒絕購買星巴克，不知道需要企業做多少努力才能重建企業形象與消費者的信賴。

企業形象是消費者能夠描繪企業的樣貌與核心價值的重要連結之一，需要企業長時間透過各種一致的方式慢慢建立，良好的企業形象有助於消費者更信賴或願意傾聽企業想溝通或表達的議題，甚至購買企業產品的意願，間接影響企業的營利，因此定期追蹤企業形象逐漸變成市調產業與企業間一個重要的課題。

Ipsos 益普索市場研究

Ipsos是全球頂尖的專業市場調查研究機構，在世界各地八十九個國家設有分公司，在挖掘顧客經驗，執行品牌行銷調查，我們具有創新的思維與先進的科技。我們是世界頂尖企業執行長最信賴的企業顧問，我們也有熟悉各產業的專家協助測量、模擬和管理顧客與員工關係。

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The Next Heated Subject-Corporate Image

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We are living in a fast moving and changing world. The development of the technology at an incredible speed over the past few decades while the management teams have to deal with tremendous and diverse business objectives that is much more complex and interconnected than the past. The business environment has evolved at an incredible rate while leveraging the corporate image can achieve the business objective more effective and efficiently.



A positive corporate image can help establish consumer trust toward the brand. When a corporate encounter any crisis or issue, what is required the most would be consumer offering the time and space for corporate to provide feedback or reaction towards the issues or crisis. Consumers would in general more intended to listen to the explanation and believe what they trying to convey. When a corporate operates properly, a good

reputation would enable consumers believe the messages a corporate is trying to deliver and have more chance to react to the messages.

In the business society, trust has tremendous impact upon the brand advertisements, products and services. A copy with strong cut through that enables consumers to link the copy to the brand does not directly link to good impact. If the corporate image itself has its flaw, those who seen and remember the copy would not necessarily respond to the copy. We believe a good product or service experience would also enable consumers to build brand trust.

Taiwan had been recurring food safety scandals in the past few years with multiple leading brands deep in the crisis while I-Mei is one of the rare exceptions to come out of the event unharmed. During the food safety scandals, I-Mei was able to spin the negative situation into a positive perception through timely response. They reacted timely and properly to showcase their strict procedure & quality process again and again and transformed the insecurity consumers have during the food scandals into a positive perception. All of these are reflected in Ipsos Most Influential Brand Research result. I-Mei ranked 49th in 2013 and significantly improved in 2014 to 19th and 17th in 2015. The good reputation keep I-Mei in the top 30 Most Influential Brands in 2016 and 2017.

After the food scandals, I-Mei maintains its strong reputation. When I-Mei launches a new product or cooperated with other channels to have stronger distribution, it is often observed that consumers would organically release articles or posts that I-Mei is a conscience brand with safe product and recommend consumers to purchase as much I-Mei products as possible. All of these demonstrate how I-Mei leverage the crisis into a successful PR and maintain the positive corporate images last for years.



There are many examples that the corporate reputation was damaged during the food scandals and WOWprime is one of them. After the crisis, WOWprime dropped significantly upon the ranking of the Most Influential Brands from 43rd to 91st during 2013 and 2014 and ranked in relatively lower positioning in the following years (76th in 2015, 89th in 2016 and 98th in 2017). Despite facing the same crisis, the biggest difference between I-Mei and WOWprime would be the crisis management reaction. The Chairman at that moment did not respond well as they could have done. He admitted using the disqualified oil yet the follow up actions were slow in terms of releasing the announcement of public press release which resulted the public anger and the media more focused on WOWprime reactions. All these interrelated to overall corporate reputation and the brand influence started to drop with the lack of consumer trust.



A corporate image takes years to build through different touchpoints at different occasions in consumers life and need every stakeholder / personnel to maintain carefully as one single incident can damage the corporate image. One of the most recent examples would be Starbucks. An incident in Philadelphia Starbucks location create a public opinion indignation. Two black men were arrested for asking to use the restroom without ordering any food or drinks. A white store manager asking them to leave in vain then reported this incident to 9-11 for trespassing. These two black men were arrested with handcuff. This incident was recorded by other consumers in Starbucks claiming that they did not do anything and the video became viral on the internet and create a national resist against Starbucks.

Starbucks immediately apologize to these two black men and release announcement that Starbucks will shutter every chain store in US, more than 8,000 stores, for a racial-bias training to avoid fall into similar circumstances again. Starbucks also revised the corporate policy allowing consumers to stay in the sore or using restroom without ordering food or drinks to minimize the damage. Starbucks used to emphasize the diversity and inclusive as their core value; however, the corporate image is severely damaged despite in-time apology, additional training and policy revision. Consumers still resist or reject to purchase Starbucks and not sure how many efforts and follow up actions Starbucks needs to take to rebuild corporate image and consumer trust.

Corporate Image is a key for consumer to portray corporate perception and its core value and takes time for a corporate to gradually build through consistent messages from different touchpoints. A good corporate image would enable consumers trust or listen to whatever messages a corporate wants to communicate and even impact the purchase intention that indirectly led to corporate profiting. Tracking corporate image is now an important topic between the corporate and market research agency.

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