

# Research on the Influence Mechanism of Corporate Brand Equity on Consumers' Purchase Intention from the SOR Perspective

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## Abstract

In today's highly competitive market environment, corporate brand building has become a core element determining a company's market position. Brands not only carry corporate image and reputation but also serve as a crucial reference in consumer decision-making. Based on the SOR (Stimulus-Organism-Response) theoretical framework, this study systematically explores the mechanism through which corporate brand equity influences consumers' purchase intentions, revealing how corporate brand equity, as an external stimulus, affects purchase decisions (behavior) through cognitive and emotional responses (organism). This study adopted a questionnaire survey method for data collection, with a sample of 237 consumers. The survey was distributed through a combination of online professional platforms and offline mall locations to ensure sample representativeness. Empirical analysis was carried out using SPSS 26.0 and AMOS 24.0 software, including reliability and validity testing, correlation analysis, and mediating effect testing via the PROCESS macro program. The empirical results indicate that: Corporate brand equity has a significant positive impact on purchase intention, and perceived value plays a partial mediating role in this relationship. Specifically, the three dimensions of corporate brand equity (brand image, brand awareness, brand communication) all exert significant direct positive effects on purchase intention, with path coefficients of 0.234, 0.207, and 0.193 respectively; meanwhile, they indirectly influence purchase intention through perceived value, with indirect effect values of 0.206, 0.181, and 0.289 respectively.

This study's core contribution lies in clarifying the intrinsic psychological mechanism of corporate brand equity affecting consumers' purchase intention based on the SOR framework, enriching the theoretical system of brand management. From the perspective of originality, it integrates corporate brand equity as a holistic stimulus variable into the SOR model, and

verifies the differential effects of its three dimensions on purchase intention and the mediating role of perceived value, filling the research gap in the existing literature regarding the lack of in-depth exploration of corporate brand equity dimensions in the consumer purchase decision process. In practical terms, the research conclusions provide targeted guidance for enterprises to formulate differentiated brand strategies, helping them accurately grasp consumer psychological needs and enhance brand competitiveness.

**Keywords:** Corporate Brand Equity, SOR Theory, Purchase Intention, Perceived Value, Mediating Effect

## 1. Introduction

In an increasingly competitive market environment, building a strong corporate brand has become the cornerstone for enterprises to establish and maintain their market position. As a key link connecting enterprises and consumers, corporate brand equity not only carries corporate image and reputation but also serves as an indispensable reference in the consumer decision-making process. With the intensification of market competition and the diversification of consumer demands, brand building faces multiple challenges, such as how to effectively enhance brand awareness, build consumer trust, and shape differentiated brand value (Ou Qingsheng, 2021).

Existing research on the relationship between brands and purchase intention has achieved certain results, but still exhibits notable limitations. On the one hand, most studies focus on the overall impact of "brand" on purchase intention, while the dimensions of corporate brand equity are rarely explored in depth, and the differential effects of each dimension (brand image, brand awareness, brand communication) on purchase intention lack systematic verification. On the other hand, although the SOR theoretical framework has been applied in consumer behavior research, few studies have integrated corporate brand equity as a core external stimulus into the model to explore the mediating mechanism of internal psychological factors such as perceived value.

Against this backdrop, this study takes corporate brand equity as the core research object, based on the SOR theoretical framework, constructs a pathway model of "corporate brand equity stimulus → cognitive and emotional response (perceived value) → purchase intention", and uses empirical methods to analyze the dynamic relationships between the three. The research aims to achieve the following objectives: First, clarify the direct effects of the three dimensions of corporate brand equity (brand image, brand awareness, brand communication) on consumers' purchase intention; second, verify the mediating role of perceived value in the above relationships; third, provide theoretical support and practical guidance for enterprises to optimize brand equity management strategies. This study not only deepens the understanding of the psychological mechanisms underlying consumer decision-making but also enriches the application scenarios of the SOR model in brand management research.

## 2. Theoretical Framework

### 2.1 Overview of the SOR Model

As a classic theoretical framework in consumer behavior research, the SOR model provides a systematic analytical tool for exploring the dynamic relationship between the external environment and individual behavior. This model decomposes the consumer decision-making process into three core stages: External stimulus (Stimulus, S) refers to various information inputs from the market environment or marketing activities, such as product features, advertising content, and brand identifiers. Organism (O) represents the internal cognitive, emotional, and attitudinal changes that occur after consumers receive the stimulus, encompassing psychological activities such as perception, evaluation, and belief. Behavioral response (Reaction, R) is the final explicit decision outcome, such as purchase intention, brand choice, or repeat consumption. These three components form a linear causal chain of "stimulus → organism → reaction," emphasizing the decisive impact of the interaction between the external environment and individual psychology on behavioral choices (Zhang Jing, 2020).

In the field of marketing practice, the SOR model has been widely applied to analyze multidimensional contexts. For example, research on users' willingness to share debunking information in social media environments confirmed that platform policies (S) influence users' cognition of information authenticity (O), ultimately affecting dissemination behavior (R). This pathway reveals the deep-seated connection between the information environment and user behavior (An Yijing, 2021). Similarly, in the context of retail channel transformation, when consumers face switching decisions between online and offline channels, external stimuli such as price transparency and service convenience also influence their perception of channel suitability, ultimately leading to the formation of migration intention (Liu Yizhi et al., 2022).

These empirical cases corroborate the explanatory power of the SOR model in complex consumption contexts. In the field of brand research, the corporate brand, as a key stimulus source (S), influences consumers' sense of identification with brand value (O), ultimately translating into purchase decisions (R). As an important environmental stimulus, the core elements of a corporate brand continuously act on consumer psychology, forming the process of brand equity accumulation. When consumers form a positive perception of the brand, this psychological state significantly enhances their purchase intention (R) and may further transform into brand loyalty (Li Xue, 2024). This hierarchical and progressive explanatory path provides a theoretical basis for brand marketing strategy formulation — brand communication must first construct effective stimuli, then guide the target group to form positive psychological cognition, and finally promote behavioral conversion.

From a methodological perspective, the SOR model provides an operable framework for variable selection and path testing in empirical research through its structured analytical framework. Its three-stage structure can be used either as an independent analytical model or combined with other theories (such as the Theory of Planned Behavior) to form an integrated model. Current research has evolved from verifying simple linear relationships to exploring

complex phenomena such as the interaction of multiple stimuli and dynamic time-lag effects. For instance, in an omnichannel retail environment, the simultaneous stimuli from both online and offline channels can produce interactive effects—either additive or canceling—that subsequently influence the consumer's final behavioral choice (Liu et al., 2022). This theoretical deepening not only expands the application boundaries of the SOR model but also provides new ideas for the refined design of brand management strategies.

Through its systematic structural framework and clear explanatory path, the SOR model provides an important theoretical tool for analyzing the interaction mechanism between brands and consumer behavior. Its wide application across multiple disciplines and scenarios verifies the theory's universality, while the trends of dynamic and contextualized research also promote the continuous evolution of the model. In the current context of increasingly complex brand strategies, deeply exploring the explanatory potential of the SOR model will help companies more accurately grasp consumer psychology and achieve effective transmission of brand value.

## *2.2 Brand and Consumer Behavior Theory*

As a key external stimulus influencing consumer decisions, the mechanism of a brand's effect can be systematically explained through core dimensions such as brand image, brand awareness, and brand communication. These dimensions collectively form the foundation of consumers' overall cognition of the brand and profoundly influence their subsequent psychological reactions and behavioral tendencies.

Brand awareness reflects the breadth of consumer cognition and the strength of memory regarding the brand's existence, indicating the brand's penetration and salience in the target market. High awareness not only enhances the brand's retrievability in purchase scenarios (Yang Yue et al., 2024), reducing consumers' information search costs, but can also trigger cognitive preference and initial trust through the "familiarity effect." Research shows that brand awareness is the foundation of brand equity formation. By enhancing consumers' cognitive fluency, it lays the groundwork for brand evaluation and emotional connection in later stages.

Brand image is the consumer's overall perception and associative network of the brand's personality, value proposition, and symbolic meaning, reflecting the brand's differentiated positioning in the consumer's mind (Zong Zhen et al., 2024). A clear, positive, and consistent brand image can effectively convey brand identity, helping consumers establish a cognitive schema that aligns with their self-concept or ideal self. Brand image not only influences consumers' perceptions of functional and symbolic value but also provides the cognitive and emotional foundation for deep brand relationship building by stimulating emotional resonance and identity.

Brand communication is the process through which a brand systematically conveys information, values, and emotional content to consumers via channels such as advertising, social media, public relations, and personal interaction. Effective brand communication requires not only consistency and authenticity of information but also focuses on the

relevance, emotional appeal, and interactivity of its content. In the digital era, bidirectional, interactive, and personalized brand communication can significantly enhance consumers' sense of participation and belonging, thereby increasing brand trust and emotional attachment (Yang Sixiao et al., 2025).

The above three dimensions are not independent but exhibit significant synergy and interaction effects. High awareness provides an audience base for brand image shaping and communication dissemination; consistent and transparent brand communication, in turn, strengthens consumers' cognition of brand awareness and image. This multi-dimensional interactive brand cognition system provides a systematic theoretical perspective for understanding how brands influence consumers' internal states through external stimuli.

### *2.3 Consumer Purchase Intention Theory*

Consumer purchase intention is the psychological tendency of consumers to purchase a specific brand or product. As a key bridge connecting brand cognition and purchase behavior (Han Dechao et al., 2023), its formation mechanism is systematically influenced by the interaction between brand equity and consumer psychological processes. Based on the SOR (Stimulus-Organism-Response) theoretical framework, a complete influence path of "brand stimulus → psychological mechanism → purchase intention" can be constructed, systematically revealing the logic of how brands affect purchase intention.

Perceived value plays an indispensable mediating role in the influence of brand image, brand awareness, and brand communication on purchase intention. Its mechanism lies in transforming different types of brand equity into value judgments that consumers can perceive and evaluate, thereby systematically influencing purchase decisions.

Consumers are more inclined to purchase brands with a good image. The intrinsic mechanism is that brand image conveys symbolic meaning and emotional associations beyond the product's physical functions to consumers, thereby shaping their overall perception of the functional, emotional, and social value that the brand can provide. In this process, perceived value, as a key psychological variable, undertakes the mediating function of transforming abstract brand image into concrete purchase motivation, becoming the core psychological path through which brand image influences purchase intention.

The promoting effect of high brand awareness on purchase intention mainly stems from its role in reducing consumers' perceived costs. The social consensus and market visibility of well-known brands can effectively reduce the psychological and time costs consumers incur in information search, quality judgment, and decision uncertainty, thereby enhancing their overall perceived value. Therefore, consumers' preference for well-known brands stems not only from brand salience at the cognitive level but also from the decision efficiency and risk control brought by awareness at the value judgment level, i.e., the mediating transformation of perceived value.

Brand communication, as an actively implemented value-shaping behavior by enterprises, depends not only on the intensity of information dissemination but also on whether it can guide consumers to form a positive perception of brand value through persuasive and

resonant content. Successful brand communication essentially internalizes external value propositions into consumers' psychological perception of value. In this sense, perceived value is both a key mediating indicator for measuring the effectiveness of brand communication and the direct psychological driver for converting communication information into actual purchase behavior.

In summary, the formation of consumer purchase intention is a complex psychological process influenced by multi-level factors. Brand equity, as an external stimulus, needs to activate consumers' cognitive and emotional mechanisms to be effectively transformed into purchase tendency. This theoretical framework not only reveals the intrinsic logic of how brands influence consumer decisions but also provides systematic theoretical guidance for enterprises to enhance market conversion by optimizing brand building and marketing strategies.

### **3. Research Methodology**

#### *3.1 Research Design*

This study adopts the SOR model as the theoretical framework, defining corporate brand equity factors (including brand image, brand awareness, and brand communication) as the external stimulus (S), consumers' perceived value as the organism response (O), and the final purchase intention as the behavioral response (R). The research design focuses on exploring the direct effects of the three dimensions of corporate brand equity on purchase intention and the mediating role of perceived value.

In terms of variable measurement, all scales are based on mature scales in existing literature and adjusted appropriately according to the research context. The brand image scale refers to the research of Zong Zhen et al. (2024), including 3 items such as "I believe this brand has a good reputation and image"; the brand awareness scale is adapted from Yang Yue et al. (2024), with 3 items such as "I am very familiar with this brand"; the brand communication scale refers to the research of Yang Sixiao et al. (2025), including 3 items such as "The advertisements and promotional content of this brand are clear and easy to understand"; the perceived value scale is based on Wang Zhoujizi et al. (2023), with 3 items such as "The product of this brand provides me with high value for money"; the purchase intention scale refers to Han Dechao et al. (2023), including 3 items such as "I am willing to purchase products of this brand". All items are measured using a 5-point Likert scale, with 1 representing "strongly disagree" and 5 representing "strongly agree".

#### *3.2 Research Hypotheses*

Based on the above theoretical framework and literature review, the following research hypotheses are proposed:

##### **(I) Corporate Brand Equity and Consumer Purchase Intention**

According to brand equity theory, certain brand assets may have a direct effect on purchase decisions. Brand image drives behavior through social identity, brand awareness influences choice through cognitive shortcuts, and brand communication promotes action through

information persuasion. External stimuli from corporate brands can effectively increase consumers' understanding and cognition of the brand, enhance their favorability towards the company's products, and thereby boost purchase intention. Based on the above analysis, the following hypotheses are proposed:

H1: Brand image has a significant positive impact on purchase intention.

H2: Brand awareness has a significant positive impact on purchase intention.

H3: Brand communication has a significant positive impact on purchase intention.

## (II) The Mediating Role of Perceived Value

Existing research indicates that perceived value is an important driving factor influencing customers' purchase intention, thereby stimulating customers to generate purchase intention (Wang Zhoujizi et al., 2023). For consumers, corporate brand equity is an external environmental stimulus. Through corporate brand equity, consumers can deepen their cognition of the company's products, providing a more scientific basis for the evaluation of the product's perceived value. A good corporate brand equity can enhance consumers' perceived value of the company's products, strengthen their recognition of the products, and promote the formation of a stronger purchase intention. Based on the above analysis, the following hypothesis is proposed:

H4: Perceived value plays a mediating role in the relationship between corporate brand equity and consumer purchase intention. Specifically:

H4a: Perceived value plays a mediating role in the relationship between brand image and purchase intention.

H4b: Perceived value plays a mediating role in the relationship between brand awareness and purchase intention.

H4c: Perceived value plays a mediating role in the relationship between brand communication and purchase intention.

### *3.3 Data Collection*

Based on the above theoretical framework and literature review, the following research hypotheses are proposed:

This study uses a questionnaire survey to collect data. The survey objects are consumers who have purchased or considered purchasing electronic products (smartphones, laptops) and fast-moving consumer goods (cosmetics, daily necessities). The reason for selecting these two categories of products is that they have high market penetration, strong brand attributes, and consumers' purchase decisions are significantly influenced by corporate brand equity.

The questionnaire was distributed through two channels: online and offline. Online distribution was conducted through professional survey platforms (such as Questionnaire Star) and social media (WeChat Moments), and offline distribution was carried out in shopping malls and supermarkets to ensure the representativeness of the sample. A total of 280

questionnaires were distributed in this study, and 237 valid questionnaires were recovered after excluding invalid questionnaires with incomplete information, obvious logical contradictions, and regular answers. The effective recovery rate was 84.64%.

The demographic characteristics of the sample are as follows: In terms of gender, 121 are female (51.1%) and 116 are male (48.9%), with a relatively balanced gender ratio; in terms of age, 18-25 years old account for 42.2%, 26-35 years old account for 38.4%, 36-45 years old account for 14.3%, and over 45 years old account for 5.1%, mainly young and middle-aged consumers; in terms of education level, college and above account for 89.5%, indicating that the sample has a relatively high education level and can better understand the questionnaire content; in terms of monthly income, 3000-8000 yuan account for 56.1%, 8000-15000 yuan account for 28.7%, and other income groups account for 15.2%, covering most consumer groups.

## 4. Results and Discussion

### 4.1 Data Reliability and Validity Tests

Table 1 Reliability and Validity Test Results

Variable	Dimension	No. of Items	Cronbach's Alpha	CR	Standardized Factor Loadings	AVE
Stimulus Variables	Brand Image	3	.729	0.747	>0.6	0.501
	Brand Awareness	3	.753	0.783	>0.7	0.546
	Brand Communication	3	.845	0.904	>0.8	0.760
Organism Variable	Perceived Value	3	.763	0.816	>0.7	0.597
Response Variable	Purchase Intention	3	.830	0.894	>0.8	0.738

From the reliability and validity test results in Table 1, the Cronbach's Alpha values for all variables are greater than 0.7 (ranging from 0.729 to 0.845), indicating good internal consistency and high reliability among the items within each dimension. The CR values are all greater than 0.7 (ranging from 0.747 to 0.904), indicating good composite reliability of the measurement model. The standardized factor loadings are all greater than 0.6 (specifically ranging from 0.595 to 0.936), meeting the standard of factor loadings greater than 0.5, indicating that each item effectively measures its corresponding dimension. The average variance extracted (AVE) values range from 0.501 to 0.760, all above the critical value of 0.5, indicating that the observed items of each latent variable effectively converge to measure the intended construct, meeting academic requirements for convergent validity.



## 4.2 Hypothesis Testing Results

Table 2. Mediation Model Path Analysis and Hypothesis Testing Results

Path Relationship	Path Coefficient	p-value	95% Bootstrap CI	Direct Effect Test	Indirect Effect Test
Brand Image → Purchase Intention (H1)	0.234	.000	-	Support H1	-
Brand Image → Perceived Value (a1)	0.522	.000	-	-	-
Perceived Value → Purchase Intention (b)	0.395	.000	-	-	-
<i>Indirect Effect (a1 × b)</i>	0.206	-	[0.129, 0.302]	-	Support H4a
Brand Awareness → Purchase Intention(H2)	0.207	.000	-	Support H2	-
Brand Awareness → Perceived Value (a2)	0.450	.000	-	-	-
<i>Indirect Effect (a2 × b)</i>	0.181	-	[0.115, 0.263]	-	Support H4b
Brand Communication → Purchase Intention (H3)	0.193	.005	-	Support H3	-
Brand Communication → Perceived Value(a3)	0.722	.000	-	-	-
<i>Indirect Effect (a3 × b)</i>	0.289	-	[0.186, 0.426]	-	Support H4c

Note: CI is the bias-corrected percentile confidence interval; indirect effects were tested via Bootstrap=5000 resampling.

This study used the PROCESS macro program (Model 4) developed by Hayes (2013), with 5000 Bootstrap resamples, to test the mediating role of perceived value between brand equity and purchase intention. The analysis results (see Table 2) supported all research hypotheses.

### (I) Direct Effect Hypothesis Testing (H1, H2, H3)

The analysis results clearly supported the three hypotheses regarding the direct effects of brand variables:

H1 is supported: The direct effect of brand image on purchase intention is 0.234 and statistically significant ( $p < 0.001$ ). This indicates that the more positive the brand image, the stronger the consumer's purchase intention. This conclusion is consistent with the research of Zong Zhen et al. (2024), who believed that a clear and positive brand image can stimulate consumers' emotional resonance and enhance purchase intention.

H2 is supported: The direct effect of brand awareness on purchase intention is 0.207 and statistically significant ( $p < 0.001$ ). This indicates that the higher the brand awareness, the stronger the consumer's purchase intention. This is consistent with the view of Yang Yue et al. (2024) that high brand awareness can reduce consumers' information search costs and increase purchase willingness.

H3 is supported: The direct effect of brand communication on purchase intention is 0.193 and statistically significant ( $p = 0.005$ ). This indicates that the more effective the brand

communication, the stronger the consumer's purchase intention. This is in line with the research conclusion of Yang Sixiao et al. (2025) that interactive and personalized brand communication can enhance consumers' brand trust and purchase intention.

Thus, brand image, brand awareness, and brand communication (the three dimensions of corporate brand equity) all have significant positive impacts on purchase intention. Hypotheses H1, H2, and H3 are all supported.

#### (II) Mediating Effect Hypothesis Testing (H4)

The analysis results strongly supported the hypothesis regarding the mediating role of perceived value (H4). As shown in Table 3, the indirect effects of perceived value were all significant in the three independent models:

In the path "Brand Image → Perceived Value → Purchase Intention," the indirect effect value is 0.206, and its 95% Bootstrap confidence interval is [0.129, 0.302], excluding 0. This indicates that perceived value plays a partial mediating role in the relationship between brand image and purchase intention. The reason may be that a positive brand image can convey functional, emotional, and social value to consumers, thereby enhancing their perceived value and ultimately promoting purchase intention.

In the path "Brand Awareness → Perceived Value → Purchase Intention," the indirect effect value is 0.181, and its 95% Bootstrap confidence interval is [0.115, 0.263], excluding 0. This shows that perceived value plays a partial mediating role in the relationship between brand awareness and purchase intention. High brand awareness can reduce consumers' perceived risk and decision costs, improve their perceived value of the brand, and thus enhance purchase intention.

In the path "Brand Communication → Perceived Value → Purchase Intention," the indirect effect value is 0.289, and its 95% Bootstrap confidence interval is [0.186, 0.426], excluding 0. This indicates that perceived value plays a partial mediating role in the relationship between brand communication and purchase intention. Effective brand communication can accurately convey the brand's value proposition to consumers, enhance their perceived value, and thereby stimulate purchase intention.

According to the criteria for determining mediating effects, when the Bootstrap confidence interval does not include 0, the indirect effect is significant. Therefore, H4 is fully supported, meaning that perceived value plays a significant mediating role in the relationships where brand image, brand awareness, and brand communication (the three dimensions of corporate brand equity) influence consumers' purchase intention. Specifically, this is a partial mediation, as the corporate brand equity variables influence purchase intention both directly and indirectly through perceived value.

#### (III) Discussion

The research results show that corporate brand equity has a significant positive impact on consumers' purchase intention, which confirms the core viewpoint of brand equity theory that brand equity is an important intangible asset of enterprises and can directly promote market

performance. Among the three dimensions of corporate brand equity, brand image has the strongest direct effect on purchase intention ( $\beta = 0.234$ ), followed by brand awareness ( $\beta = 0.207$ ) and brand communication ( $\beta = 0.193$ ). This indicates that in the process of consumers making purchase decisions, the brand's inherent image and personality traits have a more profound impact than the brand's visibility and communication activities.

In terms of the mediating role of perceived value, the indirect effect of brand communication on purchase intention through perceived value is the strongest (effect size=0.289), which is higher than that of brand image (0.206) and brand awareness (0.181). This shows that compared with the relatively static brand image and awareness, dynamic and interactive brand communication activities are more effective in shaping consumers' perceived value. The reason may be that brand communication is a direct interaction process between enterprises and consumers. Through targeted content delivery and interactive communication, enterprises can more accurately grasp consumers' needs and preferences, thereby conveying value propositions that are more in line with consumers' expectations and enhancing their perceived value.

This study's results are consistent with the SOR theoretical framework. Corporate brand equity, as an external stimulus (S), influences consumers' internal psychological state (perceived value, O), and ultimately leads to behavioral responses (purchase intention, R). This confirms the applicability of the SOR model in brand management research and enriches the understanding of the mechanism between corporate brand equity and consumer behavior.

Compared with existing research, this study's innovations lie in: First, integrating the three dimensions of corporate brand equity into the SOR model and systematically exploring their direct and indirect effects on purchase intention; second, verifying the differential mediating effects of perceived value in the relationship between different dimensions of corporate brand equity and purchase intention, providing a more detailed theoretical basis for brand management.

## **5. Research Conclusions and Management Implications**

### *5.1 Research Conclusions*

Based on the "Stimulus-Organism-Response" (S-O-R) theoretical framework, this study constructed a theoretical model with brand image, brand awareness, and brand communication as antecedent variables, perceived value as the mediating variable, and purchase intention as the outcome variable. Through data analysis of 237 valid samples, the following main conclusions are drawn:

First, the three key dimensions of brand equity all have significant direct driving effects on consumers' purchase intention. Specifically, improvements in brand image ( $\beta = 0.234$ ,  $p < .001$ ), brand awareness ( $\beta = 0.207$ ,  $p < .001$ ), and brand communication ( $\beta = 0.193$ ,  $p = .005$ ) can directly and effectively stimulate consumers' purchase behavioral intention. This finding confirms that brand equity, as a key intangible asset of enterprises, can directly translate into market behavioral motivation. Hypotheses H1, H2, and H3 are all supported.

Second, perceived value plays a key mediating role in the relationship between brand equity and purchase intention. Bootstrap test results show that the confidence intervals for all three mediating paths exclude zero (Brand Image: [0.129, 0.302]; Brand Awareness: [0.115, 0.263]; Brand Communication: [0.186, 0.426]). Hypothesis H4 is therefore fully supported. This not only confirms the direct value of brand equity but, more importantly, reveals the intrinsic psychological mechanism through which it affects consumer decision-making—namely, by shaping and enhancing consumers' perceived value, it indirectly influences their purchase intention. This indicates that the value realization of brand equity partially depends on the value perception it constructs in the consumer's mind.

Third, comparing the effect sizes of the three mediating paths reveals that the indirect effect of brand communication on purchase intention through perceived value is the strongest (effect size = 0.289). This indicates that, compared to the relatively static brand image and awareness, dynamic and interactive brand communication behaviors play a more central leveraging role in conveying value propositions and shaping consumers' value perception.

In summary, the core theoretical contribution of this study lies in clarifying the "black box" mechanism through which brand equity drives purchase intention, confirming the existence of the key path of "brand signal → value perception → behavioral intention." The ultimate goal of corporate brand building should be to successfully construct excellent and unique value perception in the consumer's mind through multi-dimensional brand management activities.

### *5.2 Management Implications and Countermeasures*

Based on the above conclusions, this study provides the following practical implications and suggestions for enterprises to optimize brand strategies and enhance marketing effectiveness:

(1) Implement value-oriented brand image management to achieve the transition from "functional identification" to "value resonance." Enterprises should go beyond simple promotion of product physical attributes and commit to strategically binding the brand image with the deep emotional values (such as pleasure, belonging) and social values (such as status symbol, sustainable development concepts) that consumers care about. The shaping of brand image should always revolve around a core value proposition: "Choosing our brand brings you not just a product, but an expression of your ideal self and lifestyle."

(2) Promote the deep integration of brand awareness building and value delivery, avoiding being "a reputation without substance." While enhancing brand awareness through advertising and media exposure, it is essential to ensure that each exposure carries and conveys the brand's core value proposition. Enterprises should skillfully use content marketing, brand storytelling, and other narrative methods to transform "I know this brand" into "I understand and identify with the value this brand brings," thereby converting cognitive advantages into stable preference and loyalty.

(3) Upgrade brand communication strategy to "value co-creation dialogue," activating the most critical value lever. Given that brand communication is the most effective path for driving perceived value, enterprises should place it at the core of their brand strategy. It is

recommended to innovate from three aspects: First, value communication content: shift from "what we have" to "what we can solve for you," focusing on consumer pain points and providing solutions and value promises. Second, interactify communication methods: make full use of social media, influencer marketing, and experiential activities to establish bidirectional, equal dialogue with consumers, encourage user-generated content (UGC), and transform them from passive receivers into cocreators and disseminators of brand value. Third, integrate communication channels: ensure consistent and synergistic value information is delivered across online and offline, traditional and digital media, creating a seamless and immersive brand value experience for consumers.

(4) Establish a brand health monitoring system with "perceived value" as the core indicator. Enterprises should incorporate "consumer perceived value" into routine brand equity monitoring and performance evaluation systems. Through regular market research and data analysis, continuously track changes in this key psychological variable, thereby accurately assessing the long-term effectiveness of various brand marketing activities and achieving a strategic shift from extensive "exposure volume" management to refined "value perception" management.

By systematically implementing the above strategies, enterprises can build a brand growth flywheel centered on "value creation and delivery," forming a virtuous cycle between the accumulation of brand equity and consumers' psychological identification, ultimately establishing a sustainable competitive advantage in the fierce market competition.

### **Authors contributions**

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### Data sharing statement

No additional data are available.

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