Original Article

The Influence of Shanxi Merchant Culture on Brand Culture Management

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ARTICLE INFO

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ABSTRACT

This research delves into the rich and enduring culture of Shanxi merchants, which flourished during the Ming and Qing dynasties. The remarkable success of Shanxi merchants can be attributed to their distinctive management ethos, characterized by principles of justice, honesty, and adaptability. The primary objective of this study is to unveil the profound interplay between Shanxi Merchant Culture and Brand Culture Management, with a specific focus on tea brands. It seeks to unearth the elements of Shanxi Merchant Culture that play a pivotal role in shaping the image of tea brands and scrutinize how the spiritual tenets inherent in Shanxi Merchant Culture exert influence on contemporary tea brand culture. To achieve these objectives, a mixed-methods approach is adopted, combining qualitative analysis through interviews and quantitative analysis using questionnaires. The research collects and meticulously analyses data, ultimately culminating in the development of a structural equation model. The study's participants predominantly encompass members of the Shanxi Tea Association, experts from the Shanxi Merchant Culture Research Institute, stakeholders from local tea cultivation and processing enterprises in Shanxi, academic professionals, and relevant industry experts.

The research findings, synthesized through rigorous data analysis, substantiate the positive impact of three core dimensions of Shanxi Merchant Culture – Economic Value, Spiritual Value, and Social Value – on the facets of Brand Culture Management. These dimensions exhibit the potential to exert a favourable influence on Brand Culture Management, mediated through the intermediary variables of Brand Communication and Brand Value. From a holistic perspective, this study underscores the transformative role of Shanxi Merchant Culture within the tea industry. It illuminates how this cultural legacy equips tea enterprises with strategic insights, foundational values, and multifaceted dimensions that enrich the landscape of Brand Culture Management. Consequently, this cultural influence not only imparts valuable perspectives but also offers a robust conceptual framework that propels the development of tea brands in a dynamic and competitive market.

Introduction

Shanxi Province is one of the important cradles of Chinese culture and commercial civilisation. The Shanxi Merchants in this research are primarily the merchants in Shanxi Province, with regional peculiarities generated in the Ming and Qing Dynasties. Many academics have focused on the fact that Shanxi merchants have been active in commerce for more than 500 years. In the history of international economics, other countries outside China also have a role. The commercial culture the Shanxi merchants have established is essential to their success (Zhao, 2020). Shanxi Merchant Culture not only contributed to their commercial success but also enriched and developed the business ideas of China.

Brand-added value is the subjective judgment of buyers' psychology. The brand-added value makes people's understanding of the brand rise to a new stage, which is the second brand change. The separation of product and brand has realized the transformation of brand quality. (Liu, 2020). The product symbol function of the brand enables the brand to be effectively distinguished and identified. The brand is loved not only for its functional value but also for its psychological and social value. The development of the brand is because the brand has value that can satisfy the rational and emotional needs of customers (Liang, 2020).

Brand communication refers to various direct or indirect ways for enterprises to inform consumers of brand information, persuade consumers to buy brands, and maintain brand memory. Brand communication is the use of advertising, public relations, news, product or service sales, and other marketing activities to improve the brand's awareness in the eyes of the target audience, effectively connect the brand with other places, experiences, feelings, and events, and establish the brand and brand image (Qiu, 2015).

Brand management refers to specially designated organizational brand management under a specific environment and conditions, which can fully mobilize the internal and external resources of the enterprise and manage the activities through the implementation of planning, organization, command, coordination and control. According to brand relationship, a brand is a relationship between products and consumers. Therefore, managers must formulate development plans in line with customers' likes and concerns, including branding design, brand promotion and branding extension strategies (Chen, Tang & Qi, 2019).

Research Objectives

1. To explore the deep correlation between the economic value of Shanxi Merchant Culture and the Brand Culture Management (Zhang & Li, 2014).

2. To explore the spiritual value of Shanxi Merchant Culture to form an important intangible asset for the Brand Culture Management in terms of concept, system, team, etc (Ji, 2017).

3. To explore the social value of Shanxi Merchant Culture to form a positive brand image and social public effect for Brand Culture Management. (Zhao, 2019).

4. To identify the communication elements of Shanxi Merchant Culture for the Brand Culture Management (Chang, 2021).

5. To identification the core brand value of Brand Culture Management as endowed by Shanxi Merchant Culture (Li, 2020).

Literature Reviews

The Shanxi merchants in this article mainly point out the Shanxi merchants in the 500 years of the Ming and Qing Dynasties, whose business covers the salt industry, exchange shops and other commercial fields, the exchange shops are the most well-known (Zhang & Liu, 2021). The feudalization of the profit of the merchants in the Ming and Qing Dynasties was mainly manifested in the donation of wages, purchase of land, usury capital, etc (Hu, 2018). The rise of Shanxi merchants, first, was the implementation of the Kai Zhong System (the government of the Ming Dynasty encouraged merchants to transport rice and grain to the frontier fortress and gave them the right to transport and sell sale) policy in the Ming Dynasty, which provided an opportunity for the development of Shanxi merchants (Wang, 2020).

1. Spiritual Values - Integrity, Innovation, Stability, Responsibility and Elegance. Lina Ji (2017) proposed that Shanxi Merchant Culture should face the Spiritual Value provided by the construction of Chinese enterprises at the value level, create a strong atmosphere of integrity culture at the value level, strengthen the advocacy of integrity ethics, and promote and encourage integrity models by learning from traditional integrity.

2. Economic Value - marketing financial distribution mechanism: Personal Shares. According to Zhen Jia (2019), as early as the middle of the Ming Dynasty, Shanxi merchants invented the "Personal Shares" System, which means that the central employees of the firm, from the chief shopkeeper (general manager) to the business backbone. It can be granted certain shares by the financial owner (investor) according to their tenure, ability and contribution, and become "personal shares" or "top business". At the end of the financial year, they will participate in profit dividends together with the capital stocks of the economic owner.

3. Social Value - Guild Hall. It is an excellent way to understand the Shanxi Merchant Culture, but it is also the home of individual Shanxi merchants. Shanxi Guild Halls all over China are the authentic witnesses of the business empire of Shanxi merchants, and these Guild Halls are the fundamental cornerstone of the business miracle achievements of Shanxi merchants. According to the article by Jie Chen and Wen Xu (2014), from 1656 to 1888, Shanxi merchants built more than 500 Shanxi Guild Halls across the country.

4. Brand Culture. Brand culture is a cultural symbol that is created jointly by business owners, media, and consumers and attached to tangible products. It exists widely and is disseminated repeatedly (Li, 2018). Therefore, brand culture is essentially an objective form of cultural capital. The production of faith, meaning, and value in the process of brand construction and communication is a type of symbol production, as is the communication and consumption of brand culture.

5. Brand Value. Brand value is the core of brand equity, the brand property is the summary of brand value in the sense of finance, and brand equity tends to reflect the value of brands in consumer recognition (Hu, Huang & Liu, 2022). Ling Wu (2014), in his article "The Two-Way Value Relationship of Brands", proposed that understanding brand value should not only be understood from a one-sided perspective of financial or customer value, but also should be combined with the spiritual value, economic value, and social value of brands.

6. Brand Culture Management. Philip Kotler is an expert in marketing. He noted early on that modern enterprises frequently use brand management as a strategic management method in the development process. He believes a brand is a symbol, name, or pattern of an organisation or a combination of these patterns (Zong & Xu, 2013). The brand theory deepens

the connotation of the brand from the perspective of core value and signifies that brand communication has entered the stage of deep communication with consumers (Wang, 2022).

Conceptual Framework

For this research, as an independent variable factor, Shanxi Merchant Culture will be analysed from three dimensions: Spiritual Value (SV), Economic Value(EV) and Social Value (SoV). The intermediary variable factors that play an essential role mainly focus on the Brand Communication (BC) and the Brand Value (BV). Therefore, the influence and research results of Brand Culture Management (BCM) as a dependent variable are finally obtained through the comprehensive analysis and summary of the two intermediary variables.
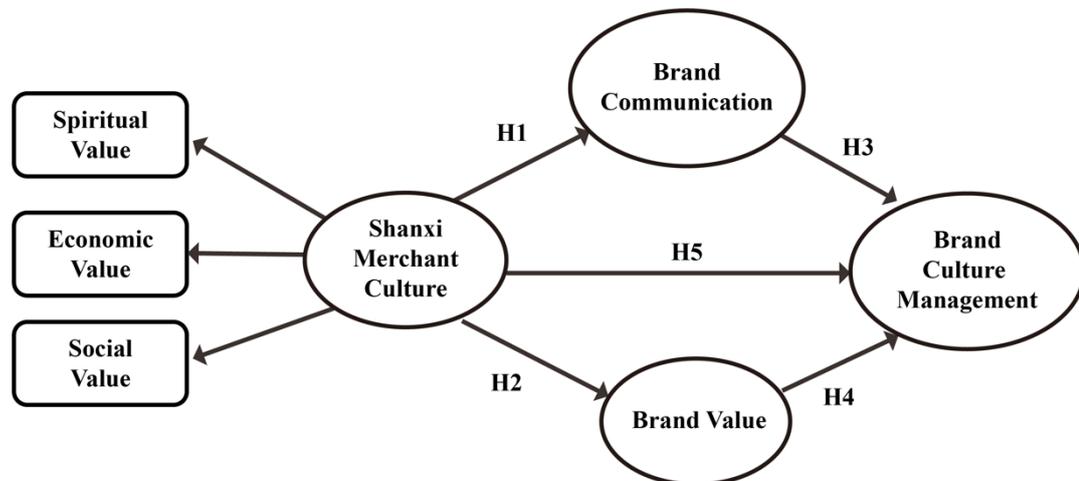
Figure 1 Conceptual Framework

Hypothesis of Research

H1: Shanxi Merchant Culture plays a positive role in Brand Communication.
H1a: Shanxi Merchants' Spiritual Value has positively influenced the Brand Communication.
H1b: Shanxi Merchants' Economic value has played a positive role in the Brand Communication.
H1c: Shanxi Merchants' Social Value has positively influenced the Brand Communication.
H2: Shanxi Merchant Culture positively impacts the Brand Value.
H2a: Shanxi Merchants' Spiritual Value positively impacts the Brand Value.
H2b: Shanxi Merchants' Economic Value positively impacts the Brand Value.
H2c: Shanxi Merchants' Social Value positively impacts the Brand Value.
H3: Brand Communication positively influence Brand Culture Management.
H4: Brand Value positively influence Brand Culture Management.
H5: The core value of Shanxi Merchant Culture and Brand Culture Management is value equivalence.
H6: Brand Communication plays a positive mediating role between Shanxi Merchant Culture and Brand Culture Management.

H7: Brand Value plays a positive mediating role between Shanxi Merchant Culture and Brand Culture Management.

Research Methodology

1. Qualitative Method - Interview.

According to the central idea of this research, the purpose is to take the tea enterprise brand as a communication element to run through the communication of Shanxi Merchant Culture, so that it can promote and stimulate the cultural communication. Combined with many references and guidance from government policy documents, the communication of Shanxi Merchant Culture focuses on channels and element refining, that is, the cultural attribute and element attribute mentioned above (Bai, 2018). Because the communication difficulties mentioned in the previous literature, combined with the actual communication situation, the specific communication elements are not yet clear, so this research will take the form of questionnaire analysis and interview analysis to deepen further and explore the elements of Shanxi Merchants' Cultural communication, and how to refine the connotation suitable for the current culture, respectively, on tea enterprises, consumer groups, communication channels, communication methods, the communication content and other aspects shall be comprehensively deepened (Wang, 2019).

2. Quantitative Method - Questionnaire.

2.1 Control principle of each variable

The structured questionnaire is adopted to extract the original data from the sample (Qiu, 2013). This research is based on the main characteristics of brand culture management of Chinese tea enterprises and mainly determines four variables that need to be tested in the conceptual framework, namely, Shanxi Merchant Culture (Spiritual Value, Economic Value, Social Value), Brand Communication, Brand Value and Brand Culture Management. The items for these four variables are set respectively according to the required measurement content. There are nine items in Shanxi Merchant Culture, three in each dimension. In addition, there are six items of Brand Communication, five items of Brand Value, and ten items of Brand Culture Management, totalling 30 items.

2.2 Questionnaire fraud prevention measures.

All items in this research were measured with the Likert five-level scale (1932). When designing the questionnaire, experts in this field and management representatives within the enterprise invite to evaluate the original questionnaire, delete and improve the content, grammar and semantics, item expression and other remaining questionnaire problems to clarify the research purpose. Through in-depth interviews, the author detailed and analysed the focus of the sample and found that Shanxi Merchants' Cultural dimension and tea brand cultural management can have a circular effect. Most of the samples are in their memory about the Shanxi Merchant Culture and Brand Culture Management. To make the answers of the sample as accurate and authentic as possible, when explaining the sample, people solemnly declare that the purpose of the research is for academic research rather than commercial purposes and promise that all personal information is confidential. Through the above methods, the sample can participate in filling in the questionnaire more confidently, and at the same time, the possibility of filling in the information improves.

Research Results

1. Factor Analysis of Shanxi Merchants' Culture Dimension

Shanxi Merchant Culture dimension consists of three variables, including three measurement items for Spiritual Value, Economic Value and Social Value. In this research, the principal component and the maximum variance method were applied to the component matrix of three variables with nine measurement items after the orthogonal rotation of factors through the axis.

Table 1 Factor Analysis Statistics of Formal Analysis of Shanxi Merchants' Culture

Variable	Measurement Items	Factor 1	Factor 2	Factor t 3
Spiritual Value	SV1	.914		
	SV2	.899		
	SV3	.895		
Economic Value	EV1		.883	
	EV2		.876	
	EV3		.875	
Social Value	SoV1			.866
	SoV2			.845
	SoV3			.834
Extraction Sums of Squared Loadings			81.431	
KMO			.802	
Bartlett's		Chi-Square = 2000.779, df = 36, Sig. = 0		

It can be seen from Table 1 that the KMO value is 0.802, the approximate Chi-square value of the Bartlett sphericity test is 2000.779, df is 36, and Sig. less than 0.001 is insignificant, which is very suitable for factor molecules. After the principal component method and variance maximization factor rotation, it can be seen from Table 7.1 that the lowest factor load is 0.834>0.5, and the cumulative interpretation variance of the Shanxi Merchant Culture dimension is more than half (81.431%). Data analysis proves that the three variables of Shanxi Merchant Culture dimension are suitable for factor analysis.

2. Factor analysis of Brand Communication

Table 2 Formal Factor Analysis of Brand Communication

Variable	Measurement Items	Cronbach's Alpha	CITC	Cronbach's Alpha if Item Deleted	Component Matrix
Brand Communication	BC1		.618	.912	.876
	BC2		.763	.892	.866
	BC3	.910	.807	.886	.843
	BC4		.758	.893	.840
	BC5		.759	.893	.838
	BC6		.794	.887	.719
Extraction Sums of Squared Loadings			69.191%		
KMO			.917		
Bartlett's		Chi-Square = 1328.430, df = 15, Sig. = 0			

Similarly, from Table 2, it can be shown that the KMO value is 0.917, the Approximate Chi-square Value of the Bartlett spherical test is 1328.430, df is 15, Sig. less than 0.001 is insignificant, the lowest component matrix is 0.763, and the rest is more significant than 0.8, far higher than the standard of 0.5. The explanatory variable of the total variance was 69.191%, more than half. The data analysis proves that the Brand Communication variable is suitable for factor analysis.

3. Factor analysis of Brand Value.

Table 3 Formal Factor Analysis of Brand Value

Variable	Measurement Items	Cronbach's Alpha	CITC	Cronbach's Alpha if Item Deleted	Component Matrix
Brand Value	BV1		.776	.909	.893
	BV2		.827	.899	.866
	BV3	.922	.800	.905	.875
	BV4		.778	.909	.859
	BV5		.817	.902	.857
Extraction Sums of Squared Loadings			76.444%		
KMO			.904		
Bartlett's			Chi-Square = 1276.588, df = 10, Sig. = 0		

Similarly, from Table 3, it can be shown that the KMO value is 0.904, the Chi-square Approximation of Bartlett's spherical test is 1276.588, and df is 10. It is insignificant when Sig. is less than 0.001. The Component Matrix of all items is more significant than 0.8, and 76.444% of total variance explanatory variables are far more than half. The data analysis proves that the Brand Value variable is suitable for factor analysis.

4. Formal factor analysis of Brand Culture Management.

Table 4 Formal Factor Analysis of Brand Culture Management

Variable	Measurement Items	Cronbach's Alpha	CITC	Cronbach's Alpha if Item Deleted	Component Matrix
Brand Culture Management	BCM1		.835	.941	.872
	BCM2		.822	.942	.862
	BCM3		.770	.944	.855
	BCM4		.778	.944	.844
	BCM5	.949	.814	.942	.824
	BCM6		.744	.946	.816
	BCM7		.764	.945	.812
	BCM8		.802	.943	.805
	BCM9		.758	.945	.804
	BCM10		.758	.945	.793
Extraction Sums of Squared Loadings			68.742%		
KMO			.961		
Bartlett's			Chi-Square = 2821.271, df = 45, Sig. = 0		

Similarly, from Table 4, it can be shown that the KMO value is 0.961, the Approximate Chi-square Value of Bartlett's spherical test is 2821.271, df is 45, Sig. less than 0.001 is

insignificant, the lowest component matrix is 0.793, and the rest is more significant than 0.8, much higher than the standard of 0.5. The explanatory variable of the total variance was 68.742%, more than half. The data analysis proves that the Brand Culture Management variable is suitable for factor analysis.

5. Confirmatory Factor Analysis of Formal Research

This research used AMOS 24.0 software to test the structural validity of the research model through confirmatory factor analysis. It can be seen from Table 5 that all model-relevant indicators of confirmatory factor analysis meet the evaluation criteria.

Table 5 Model Fit Test Results

Reference Indicators	Evaluation Criteria	Statistical Value	Model Adaptation Judgment
x^2/df	Between 1-3 is appropriate	1.759	Yes
AGFI	More than 0.8, the closer to 1, the higher the adaptation.	.868	Yes
GFI	More than 0.8, the closer to 1, the higher the adaptation	.890	Yes
TLI	More than 0.9, the closer to 1, the higher the adaptation	.959	Yes
NFI	More than 0.9, the closer to 1, the higher the adaptation	.919	Yes
CFI	More than 0.9, the closer to 1, the higher the adaptation	.963	Yes
RMSEA	More than 0.9, the closer to 1, the higher the adaptation	.046	Yes

Table 6 Analysis Results of Correlation and Differentiation Validity of Each Dimension

Dimension	1	2	3	4	5	6
Spiritual Value	.887					
Economic Value	.444	.858				
Social Value	.323	.402	.794			
Brand Value	.280	.293	.261	.840		
Brand Communication	.307	.308	.296	.507	.797	
Brand Culture Management	.431	.425	.388	.640	.648	.808

It can be seen from the analysis results in Table 6 that the standardized factor loads of the observed variables of Spiritual Value, Economic Value, Social Value, Brand Value, Brand Communication, Brand Culture Management and other dimensions are greater than 0.6. Moreover, Sig. is significant, C.R. is greater than 0.7, and AVE is more significant than 0.5, indicating the aggregation validity of Spiritual Value, Economic Value, Social Value, Brand Value, Brand Communication, Brand Culture Management, and other dimensions are suitable. Furthermore, the arithmetic square root of AVE of all dimensions is greater than the correlation

coefficient between this dimension and other dimensions, indicating that the discriminant validity of these dimensions is good. It shows that it has good discrimination validity. To sum up, Spiritual Value, Economic Value, Social Value, Brand Value, Brand Communication, Brand Culture Management and other dimensions and their internal items have good structural validity.

This research uses the maximum likelihood method to estimate the regression coefficients.

Table 7 Test of Path Coefficient and Hypothesis Results

	Path		Estimate	S.E.	C.R.	Sig.
BV	<---	SV	.162	.057	2.597	.009
BV	<---	EV	.166	.064	2.506	.012
BV	<---	SoV	.155	.062	2.421	.015
BC	<---	SV	.181	.045	2.876	.004
BC	<---	EV	.161	.049	2.431	.015
BC	<---	SoV	.184	.048	2.856	.004
BCM	<---	BV	.386	.042	8.307	***
BCM	<---	BC	.382	.060	7.494	***
BCM	<---	SV	.143	.039	3.043	.002
BCM	<---	EV	.108	.043	2.168	.030
BCM	<---	SoV	.100	.043	2.072	.038

Note: * * * means significant at 0.001 level.

From the test results of the fitting index in Table 7, the fitting index of the model meets the standard so that we can conduct a path analysis and hypothesis test among variables. According to the ideal hypothesis model of Shanxi Merchant Culture on Brand Culture Management in the Chapter 1 of this research, the author put forward relevant assumptions.

H1: Shanxi Merchant Culture plays a positive role in Brand Communication.

H1a: Shanxi Merchants' Spiritual Value has positively influenced the Brands Communication.

H1b: Shanxi Merchants' Economic value has played a positive role in the Brand Communication.

H1c: Shanxi Merchants' Social Value has positively influenced the Brand Communication.

H2: Shanxi Merchant Culture positively impacts the Brand Value.

H2a: Shanxi Merchants' Spiritual Value positively impacts the Brand Value.

H2b: Shanxi Merchants' Economic Value positively impacts the Brand Value.

H2c: Shanxi Merchants' Social Value positively impacts the Brand Value.

H3: Brand Communication positively influence Brand Culture Management.

H4: Brand Value positively influence Brand Culture Management.

H5: The core value of Shanxi Merchant Culture and Brand Culture Management is value equivalence.

Based on the data in the Table 7, it can be proven that H1, H1a, H1b, H1c, H2, H2a, H2b, H2c, H3, H4 and H5 are accepted.

6. Mediation test. The model fitting method used in this research is the maximum likelihood method, and through the deviation correction, nonparametric percentage Bootstrap, and the Bias corrected test method, 2000 times of repeated sampling are conducted under the 95% confidence interval. This research analyses the intermediary effect of the structural equation model, and the specific results are shown in Table 8.

Table 8 Mediation Effect Test Results

Path	Estimate	Lower	Upper	Sig.
SV-BV-BCM (Standardization)	.063	.009	.151	.019
EV- BV-BCM (Standardization)	.064	.004	.153	.040
SoV- BV-BCM (Standardization)	.060	.008	.133	.021
SV-BC-BCM (Standardization)	.069	.021	.152	.004
EV- BC-BCM (Standardization)	.062	.009	.140	.025
SoV - BC-BCM (Standardization)	.070	.015	.148	.009

It can be concluded from Table 8.

H6: Brand Communication plays a positive mediating role between Shanxi Merchant Culture and Brand Culture Management.

H7: Brand Value plays a positive mediating role between Shanxi Merchant Culture and Brand Culture Management.

From the data of Table 8, it can be concluded that H6 and H7 are accepted.

Conclusion

1.Defining and measuring the dimensions of Shanxi Merchant Culture.

The research on Shanxi Merchant Culture has spread to multiple disciplines, combining theoretical knowledge in the field of marketing to further explain the particularity of Shanxi Merchant Culture for the market (Dai, 2020). However, research in this field lacks a systematic exploration and analysis of theoretical systems, let alone a systematic exploration of the connotation and characteristics of Shanxi Merchant Culture (Cui, 2021). By applying the economic value, social value, spiritual value, and other aspects of Shanxi Merchant Culture to the management of tea brand culture, a comprehensive consideration dimension is formed to meet the requirements.

By studying existing literature from domestic and foreign scholars and combining it with the demands and suggestions of relevant tea brand enterprises (Hou & Hao, 2023), the initial questionnaire on the dimensions of Shanxi merchants' cultural composition was compiled, designed, and modified to improve. After completing small-scale pre-research and large-scale formal research on the questionnaire, statistical analysis software was used to test the questionnaire data, which showed that the reliability and validity of the scale used in this article met the research requirements and fully confirmed the rationality and reliability of the three dimensions of Shanxi Merchant Culture.

2.The key factors in the cultural management of tea brands under the Shanxi Merchant Culture.

This research found that Shanxi Merchant Culture itself has this special interactive force. The objects of Shanxi Merchant Culture connect enterprises with the cultural values of Shanxi

Merchant, constantly emerging into corporate culture through the carriers of Shanxi Merchant Culture and effectively continuing cultural inheritance through the value of Shanxi Merchant Culture. The interaction and integration between the cultural values of Shanxi merchants and the culture of tea brands is a pivotal factor in the management of tea brand culture, which allows for continuous interaction between traditional culture and the cultural heritage within the brand. The research on the management of tea brand culture under Shanxi Merchant Culture is based on the behavioural expression of cultural value communication. The formation of brand value communication elements is through the cultural integration of tea brands, cultural values, and their stakeholders.

According to the findings of this research, many challenges in the administration of tea brand culture are caused by the slow growth of Chinese cultural soft power. According to consumer culture theory, tea brand cultural goods are cultural carriers, and the interaction between brand value and brand communication with tea brand cultural goods would be further impacted by Shanxi Merchant Culture, changing customers' consumption conceptions. Shanxi merchants' cultural brand items have been bestowed with the cultural value connotation of Shanxi merchants from the day of their inception. This necessitates a thorough examination of the communication aspects and brand value of Shanxi Merchant Culture and tea brand culture. Based on the brand culture theory, this research explains the elements of brand culture management through the case studies of five tea brand enterprises in different regions and industries, makes a new explanation, and verifies their rationality and reliability through data validation.

3.The dimensions of Shanxi merchants' cultural composition directly and indirectly influence the management of tea brand culture.

The special position of Shanxi Merchant Culture in brand culture management is achieved through the direct influence path under the brand culture theory in cultural inheritance and the indirect influence path under brand value and brand dissemination. Empirical research has shown that the dimensions of Shanxi merchants' cultural composition have a significant positive impact on the management elements of tea brand culture. This research clarifies the formation mechanism of Brand Culture Management under Shanxi Merchant Culture, reflecting the significant position of Shanxi Merchant Culture in brand value and brand communication. The different dimensions of Shanxi Merchant Culture reflect different roles. Faced with the traditional cultural connotations of most tea brand culture management and the reflection on modern enterprise brand culture, it embodies the brand's value concept and modernity.

4.The mesmeric effect of Brand Communication and Brand Value. According to the changes in brand culture theory, the marketing model led by culture has become the main body and trend. Consumers are most able to perceive cultural traits. This research analyses the mesmeric effect between Brand Communication and Brand Value. This research found that the dimensions of Shanxi merchants' cultural composition have a direct positive impact on Brand Value, Brand Communication, and Brand Culture Management elements. That is, the dimensions of Shanxi merchants' cultural composition can also have an indirect positive impact through Brand Value, Brand Communication, and Brand Culture Management elements, which is an intermediary effect. This research looks at Brand Communication and Brand Value from a cultural perspective, emphasising that consumer experience is based on the tea brand's culture as the service stage and is reflected in the dimensions of Shanxi Merchant Culture in the tea brand's cultural goods as the carrier, focusing on the dissemination and promotion of enterprise

brand culture. Brand communication mainly provides spiritual, economic, and social value support for tea brand culture from the perspective of Shanxi Merchant Culture. It can not only achieve the economic development of tea brand enterprises, but also enhance their brand value and reputation.

Suggestions for Future Research.

This research established a theoretical model of the relationship between the dimensions of Shanxi merchants' cultural composition and the influence of tea brand culture and verified the path relationship between various variables and the fitting indicators of the model. During the research process, it was recognised that the following three aspects require further deepening of existing research.

1.The maturity and rationality of the theoretical model the author has constructed require continuous verification. In the future analysis and research work, the author should use a more open mind-set, continuously expand the sample size, and further test the model. This research focuses on case studies of tea brand enterprises recognised by the Ministry of Commerce. In the future, the problems existing in some enterprises can better explore the reasons for brand inheritance. The current research conclusions require more researchers with similar interests to use different methods in different contexts for verification, which is also a direction for further research in the future.

2.Increase in-depth and specific research on various related variables. A series of measurement scales were introduced during the research process, and the accurate and reasonable use of measurement scales is crucial. In future research, measurement items will be added based on theoretical connotations to increase the number of measurement items for comparative analysis. To further ensure the stability and consistency requirements in the study, it is necessary to conduct in-depth verification of the reliability and validity of the scale, including repeated measurements in other regions and industry data.

3.Theories have certain limitations in their application and are subject to changes in cultural values, the external environment, and social situational factors. This is also the reason why this research introduces the perspective of Shanxi Merchant Culture. With the emergence of Internet information exchange platforms, the continuous development of online communication methods, and the economic era, tea brand enterprises have transformed the supply channels for consumers to purchase tea brand products. There are also some external factors, such as values, reputation, and different cultural contexts, that need to be added, which is also the direction of future research. In future research, the author will attempt to add more research variables and measurement items to verify the universality and scalability of the theoretical model proposed in this research. Therefore, the shortcomings in this research will be continuously improved in subsequent research, and the theory will continue to develop and improve.

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