

# 藉信守網上承諾來重建旅客信心

## Regaining visitor trust by fulfilling online promises

王亮、羅振雄 Liang Wang and Rob Law

要與旅客建立網上信任關係，誠信、友善及能力三者缺一不可。

**Integrity, benevolence and ability are all necessary to establish online trusting relationships.**

—— 零零三年推行的「個人遊」計劃，容許內地居民無須隨團也可到香港旅遊，自此個人遊旅客就急劇增加。在入境旅客之中，內地旅客人數最多，因此個人遊旅客與內地團體旅客加起來的話，對香港經濟的貢獻也就相當大。

可是，近來發生的一連串事件，卻令香港居民與內地旅客的關係日益緊張。對香港旅遊業界而言，重建內地的團體與個人旅客的信心，已變成不可迴避的要務。為了緩解這些衝突，不僅要求在實體環境中推行慣用的措施，還要求對網上社群付出努力。憑藉關係營銷的策略，互聯網可以隨心所欲地造就一心一意而不是三心兩意的顧客。

最近一項以內地互聯網使用者為對象的大型調查顯示，酒店只要言而有信，兼且本身網站的資料都準確無誤，那就可以與互聯網使用者建立起信任關係。這項研究的意義並不限於酒店業，因為信任的形成需要經過一個轉移過程。換言之，消費者的信任可由一方(例如個人、團體或組織)向其他關連方轉移(Stewart 2003)。既然如此，探究內地旅客對酒店本身網站的信任究竟是甚麼一回事，就大概可知道在其他旅遊相關界別應如何取信於他們了。

### 研究概述

要促進顧客與商戶的關係和維持市場佔有率，消費者的信任至為重要(消費者的信任指消費者的正面預期，是關係營銷的核心概念)(Urban, Amyx, & Lorenzon 2009)。為了深入瞭解內地互聯網使用者在虛擬社群如何形成感知信任，我們在二零一三年六月以問卷調查了八百四十二名內地居民。我們先和內地互聯網使

Since the introduction of the Individual Visit Scheme (IVS) in 2003, which allows mainland Chinese residents to visit Hong Kong on an individual basis, a drastic increase in the number of IVS visitors to Hong Kong has been observed. IVS tourists, together with group visitors from the mainland, contribute substantially to the economy of Hong Kong because mainland tourists constitute the largest segment of inbound visitors to the city.

A series of recent incidents, however, has heightened the tensions between Hong Kong residents and mainland Chinese tourists. **Rebuilding the confidence of mainland Chinese group and individual visitors has thus become a critical issue that confronts the tourism industry of Hong Kong. To ease such conflicts, calls need to be made not only for a series of conventional measures in the offline environment but also for efforts to be devoted to online communities.** The Internet could be an unrestrained place where loyal customers, rather than fickle ones, could be created through relationship marketing strategies.

A recent, large-scale survey among mainland Chinese Internet users showed that a trusting relationship could be developed when promises of hotels are fulfilled and they are honest with the information listed on their official websites. The implications of this study are not limited to the hotel industry because trust formation goes through a transference process. In other words, consumer trust is transferrable from one party (e.g., a person, group or organisation) to other related entities (Stewart 2003). Accordingly, investigating the trust of mainland Chinese tourists in official hotel websites would probably offer insights into gaining trust from them in other tourism-related sectors.

### Outline of the study

As a key concept in relationship marketing, consumer trust, which refers to the positive expectation of consumers, is instrumental in fostering customer-vendor relations and sustaining market share (Urban, Amyx & Lorenzon 2009). To better understand the formation of perceived trust in the virtual community by Chinese Internet users, 842 Chinese mainlanders were surveyed in June 2013. The

用者、酒店經營者及旅遊專家面談，然後基於面談結果準備了調查用的問卷。在主要調查之前，還做了一次預先測驗，以保證每項的說法都恰如其份。

受訪者的看法以李克特七分表來量度，一分表示極不贊成，七分表示非常贊成。至於在人口統計的結構方面，本研究的受訪者是年輕及中年的內地居民，受過良好教育，薪金相當不錯。

## 結果與討論

由下表可以看到，所有項目的平均分都在五分以上或接近五分，這顯示出受訪者大致贊同關於酒店本身網站的正面說法，尤其是以下兩項：「酒店本身的網站有能力在網上處理銷售交易」(5.55)，以及「酒店本身的網站有足夠資源在網上營運」(5.47)，這顯示出內地互聯網使用者在能力層面認可酒店本身的網站。不過，對於酒店本身的網站所提供的房租以及那些網站不會欺騙顧客這兩方面，受訪者的信心都較小，因為兩者所得的平均分最低。

這些結果與中國文化不無關係，因為按照儒家思想，中國的孩童受到教誨，必須聽命於父母及長

questionnaire was formulated based on the results of interviews with Chinese Internet users, hoteliers and tourism experts. Prior to the main survey, a pretest was conducted to ensure the appropriateness of the statement of each item.

A 7-point Likert scale was used to measure the perception of the respondents, which ranges from 1 (strongly disagree) to 7 (strongly agree). As to the demographic structure, the respondents in this study were young and middle-aged Chinese, who were well-educated and were paid relatively decent salaries.

## Results and discussion

As can be seen from the table below, all the items received mean scores above or close to 5.0, which indicates that the respondents generally agree on the positive statements of the official websites of hotels. More particularly, the items of "Official hotel websites have the necessary abilities to handle sales transactions on the Internet" (5.55) and "Official hotel websites have sufficient resources to do business on the Internet" (5.47) indicate the recognition of the capability aspect of official hotel websites by Chinese Internet users. However, they have less confidence in official hotel websites in terms of the room rates offered and their intention not to deceive them because the mean scores for these two items were the lowest.

Such results could be related to Chinese culture because according to the Confucian philosophy, Chinese children are taught to listen

表：對酒店本身網站的網上感知信任

Table: Perceived eTrust towards official websites of hotels

網上信任項目 eTrust items	平均分 Mean values
酒店本身的網站有能力在網上處理銷售交易 Official hotel websites have the necessary abilities to handle sales transactions on the Internet	5.55
酒店本身的網站有足夠專業技術在網上營運 Official hotel websites have sufficient expertise to do business on the Internet	5.45
酒店本身的網站有足夠資源在網上營運 Official hotel websites have sufficient resources to do business on the Internet	5.47
酒店本身的網站有足夠知識在網上管理業務 Official hotel websites have adequate knowledge to manage their business on the Internet	5.33
酒店本身的網站大都聲譽良好 Most official hotel websites have a good reputation	5.02
酒店本身的網站在設計上照顧到顧客的需要 Designs of official hotel websites take consumer needs into consideration	5.10
酒店本身的網站達到專業水平 Official hotel websites are professional	4.90
酒店本身的網站把顧客的利益記掛在心 Official hotel websites keep customer interests in mind	4.73
酒店本身的網站所推薦的產品對雙方都有利 Recommendations on official hotel websites are made for mutual interests	5.02
酒店本身的網站不會欺騙顧客 Official hotel websites do not deceive customers	4.33
酒店本身的網站信守承諾 Official hotel websites fulfil commitments they made	4.66
酒店本身的網站提供可信的資訊 Official hotel websites provide information in an honest way	4.74
我相信酒店本身的網站所作的承諾 I have confidence in the promises made by official hotel websites	4.71
酒店本身的網站不會做虛假的聲明 Official hotel websites do not make false statements	4.46
酒店本身的網站提供最便宜的房租 Official hotel websites offer the lowest room rates	4.43
我在酒店本身的網站上訂房並沒有多付了錢 I am not overcharged when booking a room via official hotel websites	4.74
整體來說，我信任酒店本身的網站 Overall, I trust official hotel websites	5.07

1 = 極不贊成 *strongly disagree* ; 7 = 非常贊成 *strongly agree*

輩，因而發展成對權威的服從。以本研究的情況而言，酒店自己的網站可視為互聯網上官方的代表，因此內地受訪者大致對那裡的資料持正面態度。可是，本研究的受訪者卻較不相信那些網站的價錢會最低，而且對網站的誠信也較不信任。之所以有這個結果，可能是因為旅遊或酒店網站不僅提供資訊，而且是交易平台，需要顧客提供更多個人及財務資料。

本研究接著進行因素分析，找出了三個因素，並稱之為誠信、友善及能力。具體而言，本研究發現，消費者信任的感情層面(即誠信和友善)，對信任所產生的作用最大。人際關係在中國文化的感情連繫中最為顯著，上述發現與這個人所共信的看法相一致。

所謂誠信層面，指受訪者感到酒店會信守本身網站所作承諾的可能性，這個因素甚具影響力。這個發現與先前的研究相吻合，顯示本研究的受訪者相對成熟。因此之故，旅遊從業員以網上方式培養信任關係時，需要留心可引起信任感的特質。舉例而言，旅遊公司在網站許下承諾或者給產品定下便宜的價錢，就要表明會言出必行，這樣會有助於和顧客建立關係。

友善層面指顧客相信另一方會對自己好，這是網上顧客信任的另一重要方面，其本質也和感情有關。換言之，旅遊公司可以對現有及潛在顧客表現出關心和關懷。這點認識涉及網上地盤的典型功能，即那是提供資訊的渠道，以顧客的利益為先，並為顧客提供更佳而更及時的資訊，使他們的決定更佳。倉促的銷售及匆忙的銷售術並不能買到信任關係。

儘管能力這一層面沒有前述誠信及友善兩項因素那麼重要，但在形成信任關係上仍具影響力。顧客信任的能力層面是以認知為基礎的，也就是說對能力的看法來自顧客的理性考量和知識。雖然互聯網使消費者能夠接觸的資訊遠勝從前，但很多商業交易仍有資訊不對稱的情況。顧客面對這個現實，在決定是否信任某些產品和服務時，往往依靠自己的情緒而不是完備的資訊。因此，旅遊公司一方面應利用網上的地盤，藉著諸如接受網上預訂等方法，使顧客感到公司可在網上營運；另一方面要嘗試使內地旅客戀戀不捨並產生感情，從而與他們建立信任關係。

to parents and elders. As a result, obedience to official authority would be developed. **In the context of this study, a hotel's own website could be regarded as a proxy for an official presence on the Internet, and therefore Chinese respondents generally expressed positive attitudes towards the information posted there. However, respondents in this study less trusted the offer of the lowest rates and the integrity of hotel websites.** This result may be related to the fact that a travel or hotel website functions not only as an information channel but also as a transaction platform, which may require more personal and financial information from consumers.

Afterwards, a factor analysis was conducted, and three factors were extracted, which were named integrity, benevolence and ability. **More specifically, the affective aspect of consumer trust in terms of integrity and benevolence was found to contribute the greatest level of trust.** Such findings were consistent with the generally accepted belief that the interpersonal relationships in the affective ties of Chinese culture are predominant.

The integrity aspect, which refers to the perceived possibility that promises presented on official hotel websites are kept properly, was most influential. This finding was consistent with those of previous studies and implied that respondents in this study were relatively mature. Accordingly, in the process of using online methods to cultivate a trusting relationship, tourism practitioners need to pay attention to features that could evoke a sense of assurance. For example, tourism companies expressing the intention to adhere to promises and affordable product offers made on their websites would be beneficial for relationship establishment.

Benevolence, which is about the belief of consumers that the other party would be good to them, is another important aspect of online consumer trust that is affective in nature. In other words, tourism companies can convey care and concerns to existing and potential customers. This realisation relates to the typical function of online presences as information channels, which act in the best interests of consumers and offer them better and timelier information for better decision-making. A trusting relationship cannot be purchased by a quick sale and hasty salesmanship.

Whereas the aspect of ability is less important than the two previously mentioned factors (i.e. integrity and benevolence), it still exerts an influence over the formation of a trusting relationship. The ability aspect of consumer trust is cognition-based, which means perceptions of ability are derived from the rational calculation and knowledge of consumers. **Although the Internet enables consumers to access much larger amounts of information than before, information asymmetry still exists in many business transactions. Confronting this fact, consumers tend to decide whether to trust products and services based on their emotions rather than on complete information. Therefore, tourism companies should use their online presences to give consumers the impression of being capable of**

## 結語

旅遊從業員需要知道，互聯網有很多叫人離不開的網站，這些網站由信任支配，而不一定由價錢控制。儘管內地旅客與香港居民之間現在有些紛爭，但誰都不能否認內地旅遊市場的貢獻，因為內地旅客在入境旅客之中長久以來都人數最多。因此，香港旅遊業若要健康而恆久發展，維持內地市場的份額可說是有益有利的。

本研究提出，要重建內地旅客的信心，除了慣用的方法外，還可利用網上社群，藉以培養他們和旅遊從業員的信任關係。根據我們對內地互聯網使用者所做的實證研究結果，我們的結論是，旅遊業相關各方如要對內地旅客運用網上關係營銷的策略，應該注意三方面。

第一，內地旅客對於官方渠道發放的資訊，知信任都比較高。因此，半官方組織如香港旅遊發展局、香港旅遊業議會等，應該牽頭修補內地旅客和香港居民之間日益惡劣的關係。

第二，旅遊網站若要使用者提供財務及隱私風險較高的敏感資料，如信用卡號碼之類，旅遊從業員需要使顧客感到他們的網站有能力處理網上商業交易。換言之，顧客把私人及個人資料交給旅遊從業員應該沒有安全顧慮。

第三，在促使顧客建立信任關係一事上，誠信和友善這兩項感情因素比能力更加重要。由此可知，從業員運用網上渠道作關係營銷時，需要更加注意與好感和誠實有關的元素。📖

doing business on the Internet such as taking online orders on the one hand, and try to arouse the emotional attachments and feelings of Chinese tourists to establish a trusting relationship with them on the other.

## Concluding remarks

Tourism practitioners need to be aware that the Internet has many sticky websites that could be ruled by trust and not necessarily by price. Despite current disputes between mainland Chinese tourists and Hong Kong residents, nobody can deny the contributions of the Chinese tourism market, which has consistently been the largest segment of inbound travellers to Hong Kong. As such, retaining the Chinese market can be argued to be beneficial to the healthy and sustainable development of the Hong Kong tourism industry.

This study suggests that in addition to conventional methods of rebuilding the confidence of Chinese travellers, online communities can be used to develop their trusting relationships with tourism practitioners. Based on the findings of an empirical study among Chinese Internet users, we conclude that in employing online relationship marketing among Chinese travellers, stakeholders should pay attention to three issues.

First, Chinese travellers have relatively high levels of perceived trust in the information disseminated from official channels. Therefore, semi-official organisations such as the Hong Kong Tourism Board and the Travel Industry Council of Hong Kong need to take the lead in mending the worsening relationships between mainland Chinese tourists and Hong Kong residents.

Second, if sensitive information that involves higher financial and privacy risks such as credit card numbers is required by their websites, tourism practitioners need to give their customers the impression that their websites are capable of online business transactions. In other words, the private and personal information of consumers should be safe with tourism practitioners.

Third, compared with the aspect of ability, the affective factors of integrity and benevolence are more important in leading consumers towards a trusting relationship. Accordingly, in employing online channels for relationship marketing, practitioners need to pay more attention to elements that relate to goodwill and honesty. 📖

## 參考書目 References

Stewart, K. J. (2003). Trust transfer on the World Wide Web. *Organization Science*, 14(1), 5-17.

Urban, G. L., Amyx, C., & Lorenzon, A. (2009). Online trust: state of the art, new frontiers, and research potential. *Journal of Interactive Marketing*, 23(2), 179-190.

王亮小姐是羅振雄教授(rob.law@polyu.edu.hk)的博士學生，羅教授任教於香港理工大學酒店及旅遊業管理學院。

Miss Liang Wang is a PhD student of Professor Rob Law (rob.law@polyu.edu.hk), who teaches at the School of Hotel and Tourism Management, The Hong Kong Polytechnic University.