



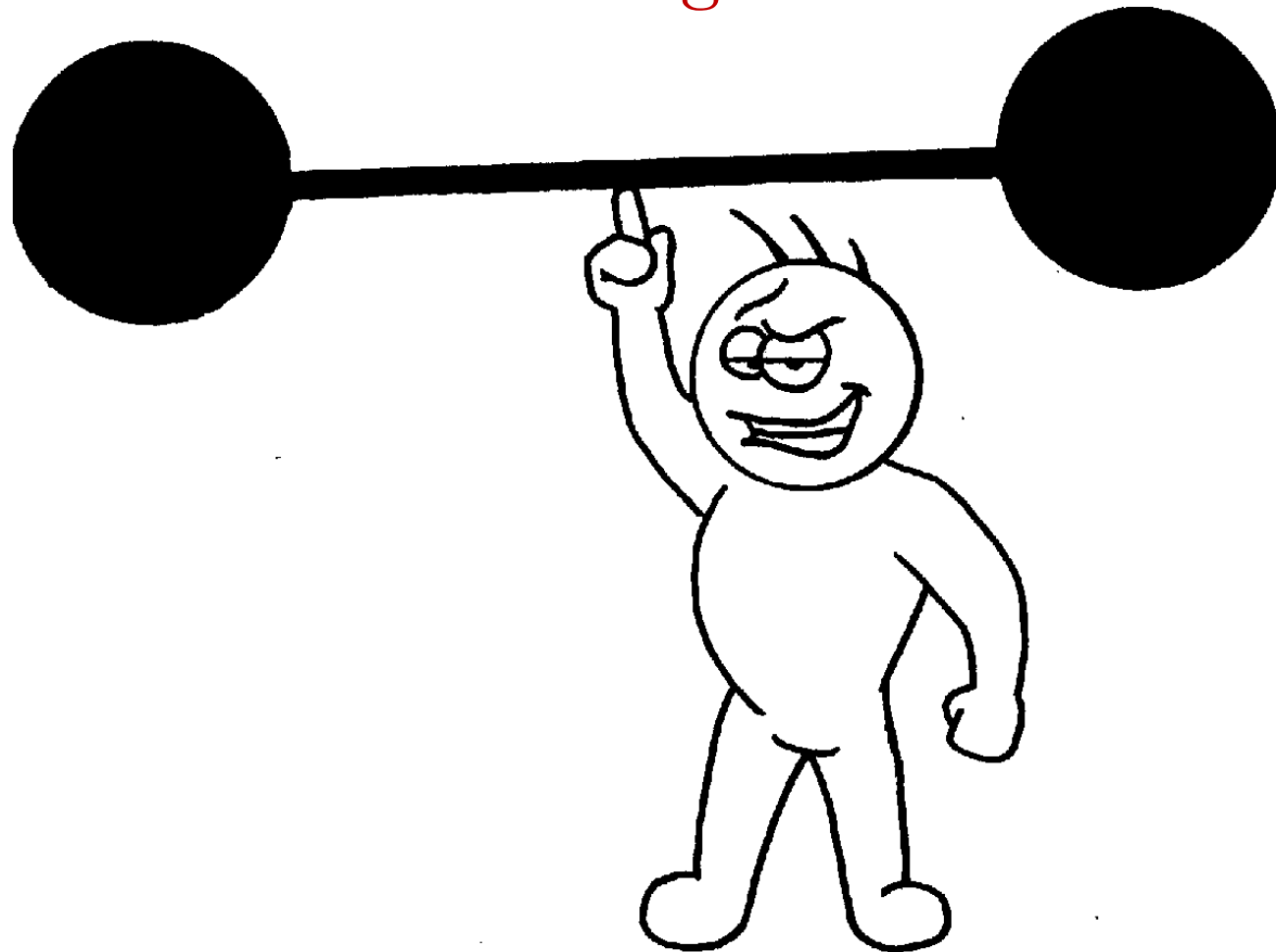
「中小企品牌規劃及內銷拓展策略」交流研討會

中小企共同的特點以及 品牌發展的機會與挑戰

香港理工大學深圳研究院品牌戰略
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Competitive Strengths and Positive Driving Forces





These include:

- Have distinctive strengths that create values to customers
- Had good opportunities to enter, penetrate, or expand but failed to capitalize on them
- Good word-of-mouth but don't know how to leverage this competitive strength
- Have a number of loyal customers but the firm has no brand management plan to maximize customer equity
- Highly committed management staff
- Creative insights from top management
- Sometimes able to grow rapidly but easy to lose focus or create confusion in brand image

Problems and Challenges



- Brand = brand name
- The brand is mainly associated with functional values
- Unclear brand identity and system
- Brand creates sales: A selling-oriented mindset
- Incomplete or lack of business plan
- No brand plan
- Reluctant to delegate
- Inadequate brand management know how
- No plan to develop management capabilities and overlook the strategic important of training for employees



Problems and Challenges

- Failed to leverage the strengths of channels – channel members' contributions are restricted to selling but not assisting in creating a strong brand and in delivering the promised brand values/experience
- Lack of sales analysis and therefore fail to identify the priority of target segments for future growth from a strategic perspective
- Use of limited brand elements
- Don't know how to leverage secondary associations

Problems and Challenges



- Branding from the Inside-Out: Senior management has inconsistent views on branding
- Confusion between “point-of-parity” and “point-of-differentiation”
- No brand health check
- Building a service brand is more difficult
- Call for a supporting business model
- How to increase commitment from top management
- Wrong mentality: No money, no branding

Remember:

