

品牌管理工作坊系列(一)

品牌管理範疇—

全方位創建和管理品牌

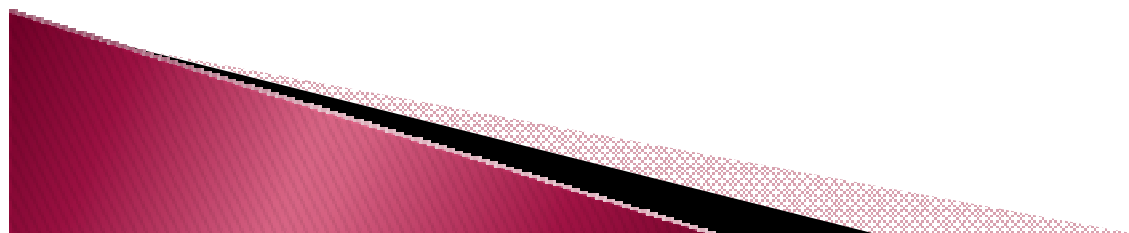
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香港理工大學深圳研究院品牌策略及創新中心

提綱

- ▶ I. 甚麼是品牌？
- ▶ II. 甚麼是品牌**體驗**？
- ▶ III. 甚麼是強勢品牌？
- ▶ IV. 全方位創建和管理品牌

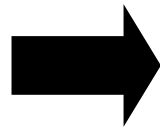


品牌管理思維的演變

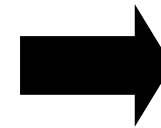
A New Brand Paradigm



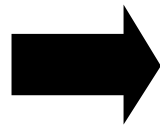
“Something you Buy”



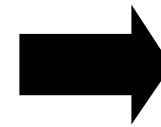
“Something you Trust”



“Something you Prefer”

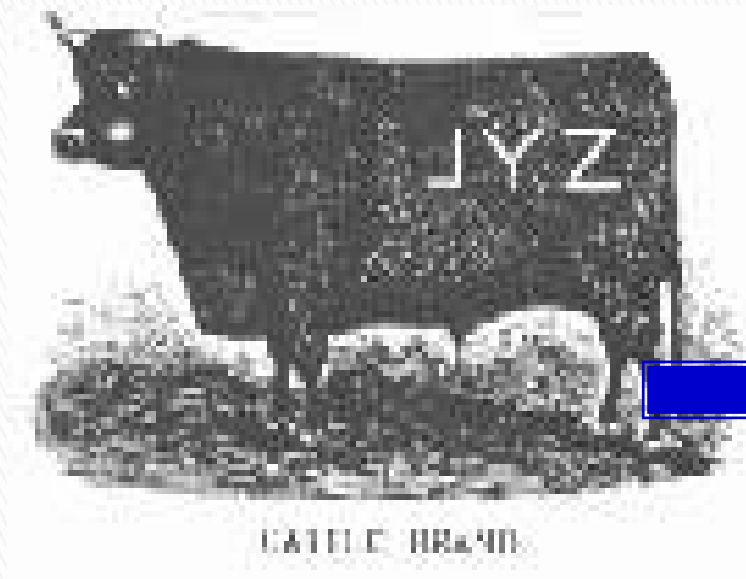


“Something you Love”



“Something you Participate In”

1st generation of brand management



“Something you Buy

- Identified ownership and liability
- No idea of management

2ND GENERATION OF BRAND MANAGEMENT



“Something you Trust”

- Brand is a name
- Brand management focused on brand awareness
- Quality played a key role in branding: Trust its quality & performance

3RD GENERATION OF BRAND MANAGEMENT



Your style

Marlboro

- Brand management focused on brand preference and brand personality
- Advertising, lifestyle marketing, and PR were major activities
- Segmentation and position were the key factors

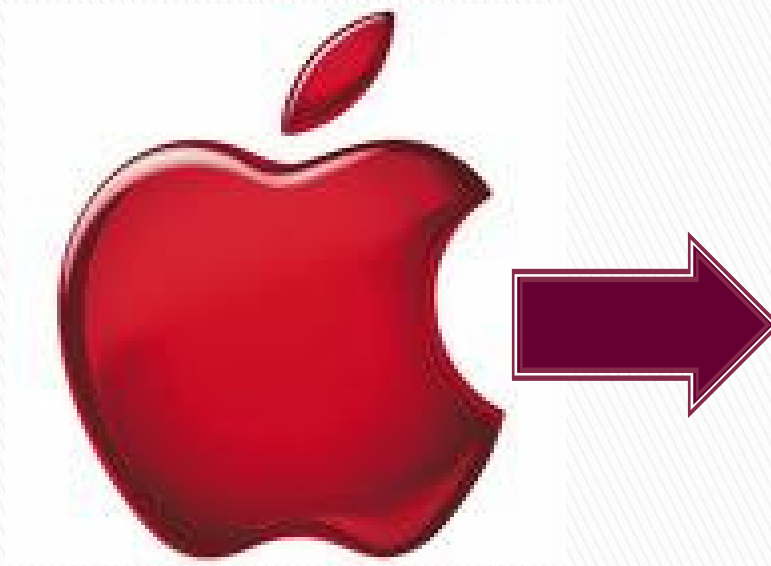
4TH GENERATION OF BRAND MANAGEMENT



“Something you Prefer”

- Brand management focused on brand preference and marketing communications
- Convinced customers why they should choose your brand, but quality was fundamental

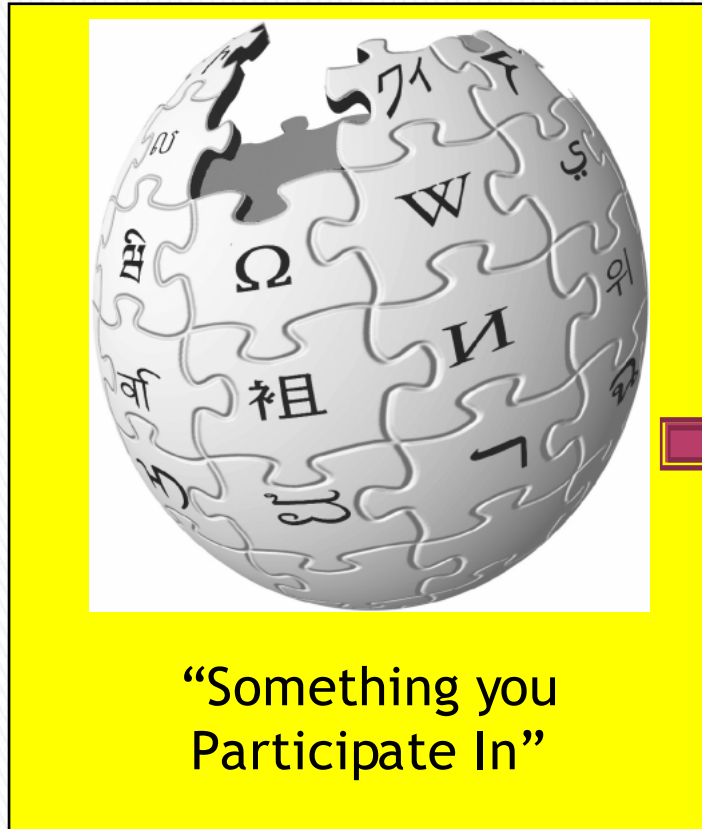
5TH GENERATION OF BRAND MANAGEMENT



“Something you Love”

- Focused on “value-based” brand management
- Shifted from functional value to emotional value
- Developed your brand as a lifestyle brand
- Paid greater attention to brand loyalty and the sustainability of your brand
- Innovation and customer research were of strategic importance

BRAND MANAGEMENT TODAY



Scope of brand management shifts to “co-creation of brand value” and “customer engagement”

Design and management of “brand experience” is the key

A balanced and holistic approach to branding

Brand culture and brand leadership

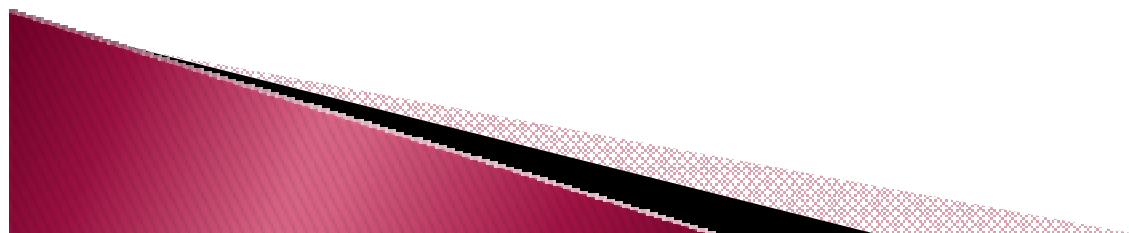
New measures for brand equity



Ed Malthouse, Research Director at the IMC Spiegel Research Initiatives, Northwestern University together with research associates Su Jung Kim and Mark Vandebosch analyzed social media and purchasing data from Canadian company LoyaltyOne's Air Miles. They found that when consumers are engaged in contests that “evoke positive expressions and involve active customer-creation such as submitting a photo or video”, they are more likely to purchase in the short and long-term. “If consumers are involved in the creation of the benefit, they tend to value it more and think about it longer than if it was presented to them directly”.

I. 什么是品牌?

什麼不是品牌?



What is a brand?

A brand is a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors. -*American Marketing Association*


品牌是名字，詞語，標誌，符號或設計，或以上元素的組合，使賣家能藉之界定其產品或服務，使與競爭對手的同類產品或服務相互區分。(AMA)



Classic example: Volvo

Build Your Volvo | Find A Volvo Dealer | Request a Volvo Brochure | Certified Pre Owned Volvos | Volvo Owners Info



VOLVO MODELS ▾ VOLVO SALES & SERVICES ▾ ABOUT VOLVO ▾



2008 VOLVO XC90

AWARDED TOP SAFETY PICK

STARTING AT \$36,210 MSRP*



*VEHICLE SHOWN WITH OPTIONAL EQUIPMENT AT ADDITIONAL COST

Safety First

Great example: BASF



Invisible Contribution. Visible Success.

Invisible Contribution – What the eye cannot see, the skater can feel. Our products ensure optimal durability, stability and reduced rolling resistance in street skates. Opening the way for more ambitious performances.

Visible Success – Working closely with customers in many industries, we develop best optimized solutions. The results of these partnerships are worth seeing: increased efficiency, increased quality and lower costs contribute to the success of our customers. And a better quality of life for us all.

www.basf.com/skate

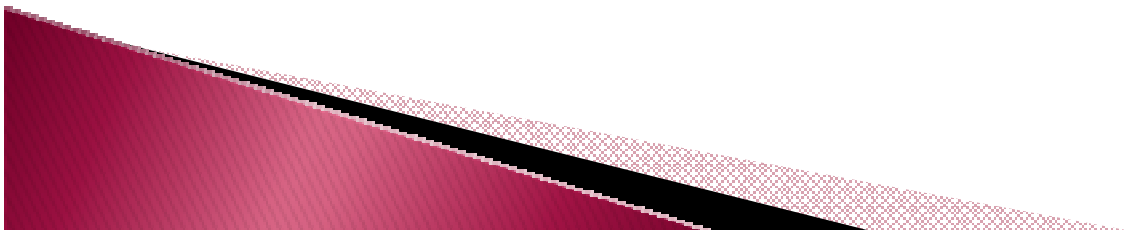
BASF
The Chemical Company

BASF: Invisible contribution, Visible success



**Is Starbucks instantly recognisable
from the words**

Third place between home and work?





McDonald's:

**The fastest burger
anywhere on earth.**





Audience: Anyone

Message: Every eats here, must be good

You deserve a break today



Audience: Adults

Message: Treat yourself, don't cook



Audience: Families

Message: it's fun here



Audience: Teens, young adults

Message: We're hip

Did these emerge from audience feedback, or strategy?

Also look at the brands under the Belle Group



As a corporate brand

百麗是中國第一女鞋品牌,為廣大女性消費者提供時尚、優雅、容易搭配的女裝鞋履產品。百麗提倡的“百變,所以美麗”的態度更是中國消費者認同的時尚概念。

JOY & PEACE
Simple & Match...

保持“simple & match”一貫作風，配合時裝潮流，時尚及獨特設計等元素互相配合，為緊貼潮流的行政女性，提供心儀之選。



Millie's 專為潮流愛好者提供創新、時尚及多元化的鞋履選擇，並以提供優質的國際品牌而著名，包括BCBG、Elle及Hush Puppies等；其獨有的無痛高跟鞋系列，更為上班族所喜愛，絕對是時尚與科技的完美結合。

Millie's

BASTO
百思圖

百思圖提供時尚而具有品味、價格合理的女裝鞋履產品。迎合追求時尚而又懂得平衡工作與生活的女性需求，她們熱愛生活，懂得釋放個人魅力。



Jipi Japa 是一個優閑與舒適兼備的女裝鞋履品牌。讀音為'Hepe Hapa'，是西班牙語，於06年秋冬季進駐香港。Jipi Japa 一直致力於造鞋工藝上，的鞋履能令客人體驗舒適與優閑之餘，又不失時尚風格。

Jipi Japa



STACCATO為年輕時尚上班族提供新潮時尚的女鞋，她們風格閃爍迷人而富有超凡的魅力。STACCATO女士平易近人，精力充沛而外向友善，熱衷於歐洲鞋款潮流。

STACCATO



Tata是一個年輕而時髦的鞋履品牌。它主要針對20多歲，追求時尚的女性，致力為她們提供優質、時尚的鞋子，讓她們看起來更加具有魅力和神彩。

Tata

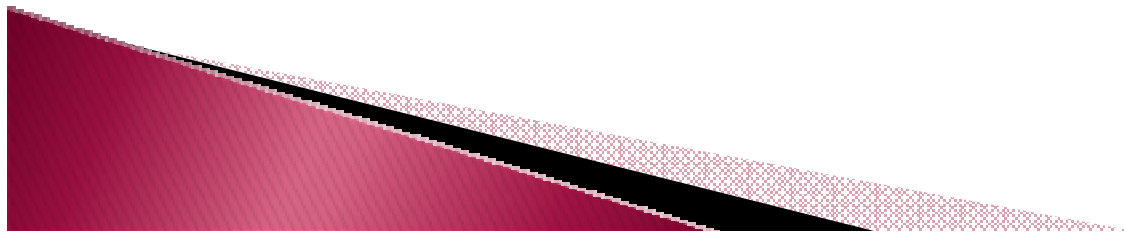
teemix
天美意

天美意是一個屬於年輕和擁有年輕心態人群的品牌。它主張“人生追求樂趣，年輕追求個性”的態度，體現出無限的青春活力。其產品設計新穎有趣、色彩繽紛而舒適，非常合適年輕而時尚的混搭風格。

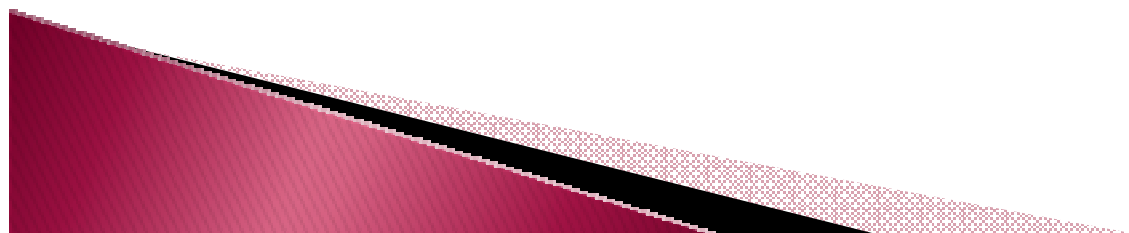


有效地創建和管理品牌

我們從這些企業
學懂什麼？



品牌並非名字或標記這麼簡單！



I. 什麼是品牌？

A. 傳統定義：

品牌是名字，詞語，標誌，符號或設計，或以上元素的組合，使賣家能藉之界定其產品或服務，使與競爭對手的同類產品或服務相互區分。(AMA)

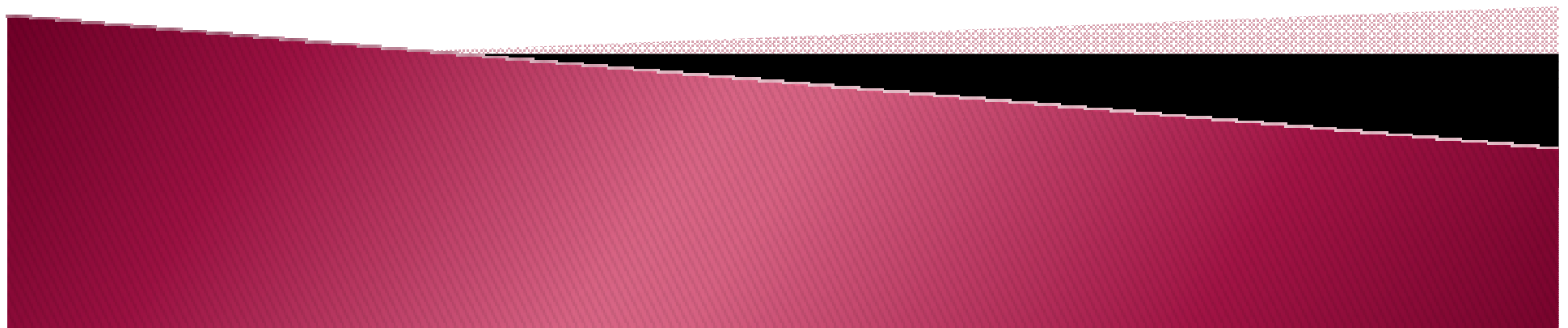
*B. 抽象的定義：

“品牌是紮根于顧客腦海中對某此些東西的感知實體 (Perceptual Entity)，根源于現實，卻反應某種感知，甚至反映顧客的獨特性。” (Kevin Keller, 1998)

* 廣告顧問公司遂把品牌定義為：「產品、服務或企業通過市場溝通活動發放資訊的總和。」（例如Mercer Management）



How do these definition
affect brand management
activities?



傳統的品牌戰略管理

- A · 市場細分
- B · 市場行銷組合整合
- C · 定位
- D · 企業文化
- E · 評估



如何創建品牌:

◆ 主要投資於那些活動/元素?

➤ 命名

➤ 研發

→ 產品

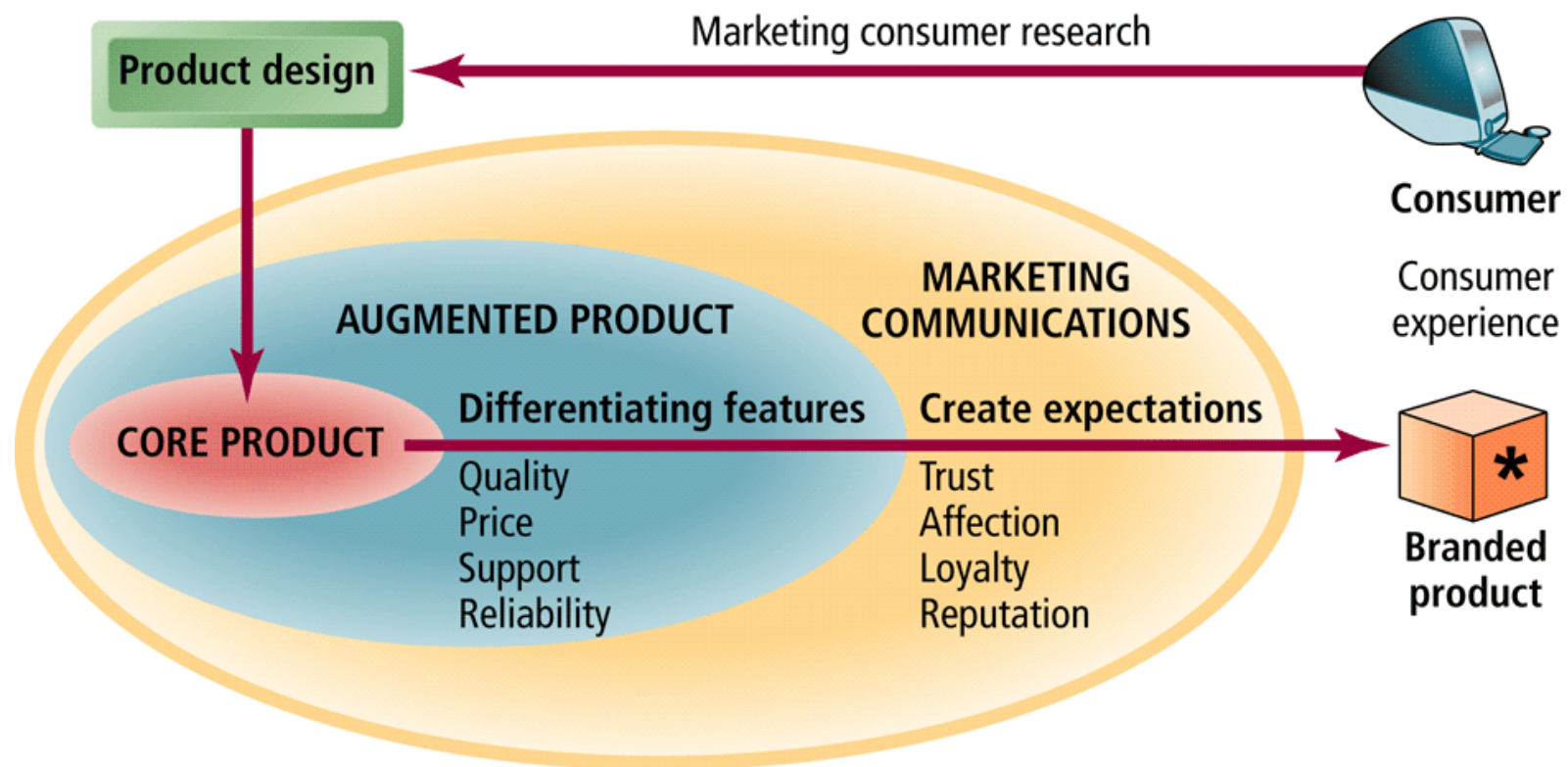
→ 包裝

➤ 廣告

➤ 公關

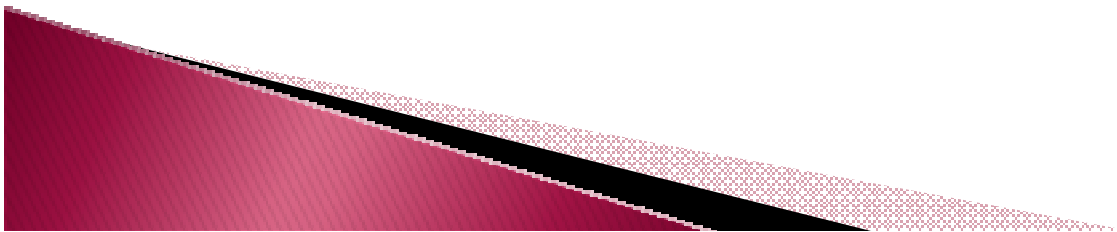


From Product to Brand => A Conventional Approach



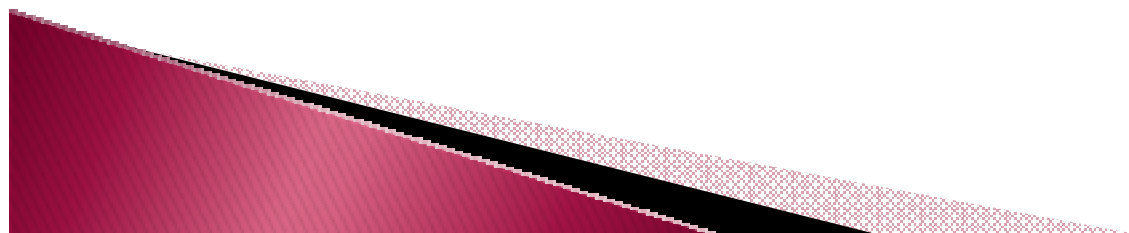
And a more comprehensive illustration by:

- ▶ Hakuna Matata: The African Food



近年:

- 人
- 企業文化
- 科技
- 社會活動/公民責任



這是否足夠？

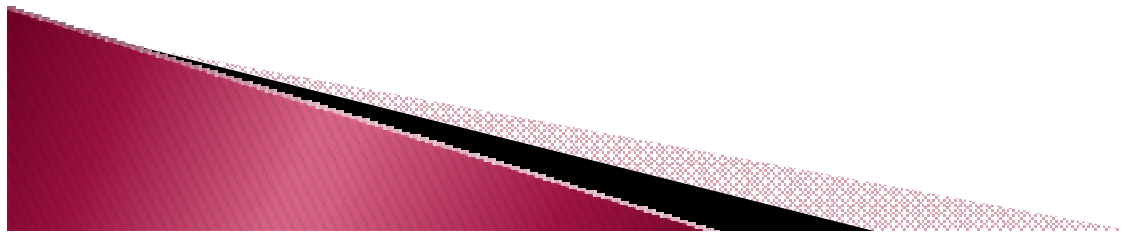
- 管道
- 政策
- 管理思維、制度、過程
- All other touch points **品牌接觸點**

➤ 那一水準才算足夠？



I. 什麼是品牌？

今天，愈來愈多學者及專家
贊同品牌是-價值體系！



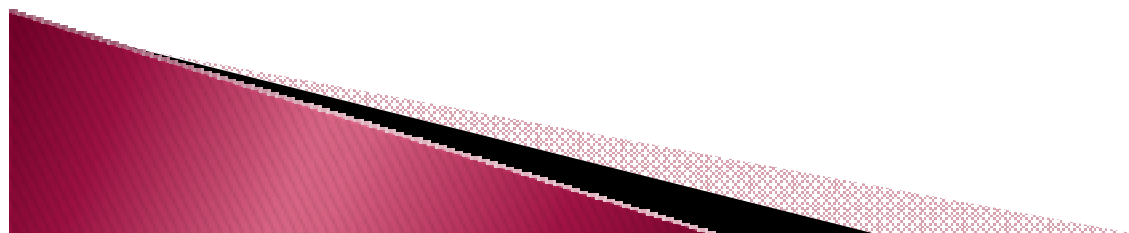
I. 什麼是品牌？

品牌是 =>

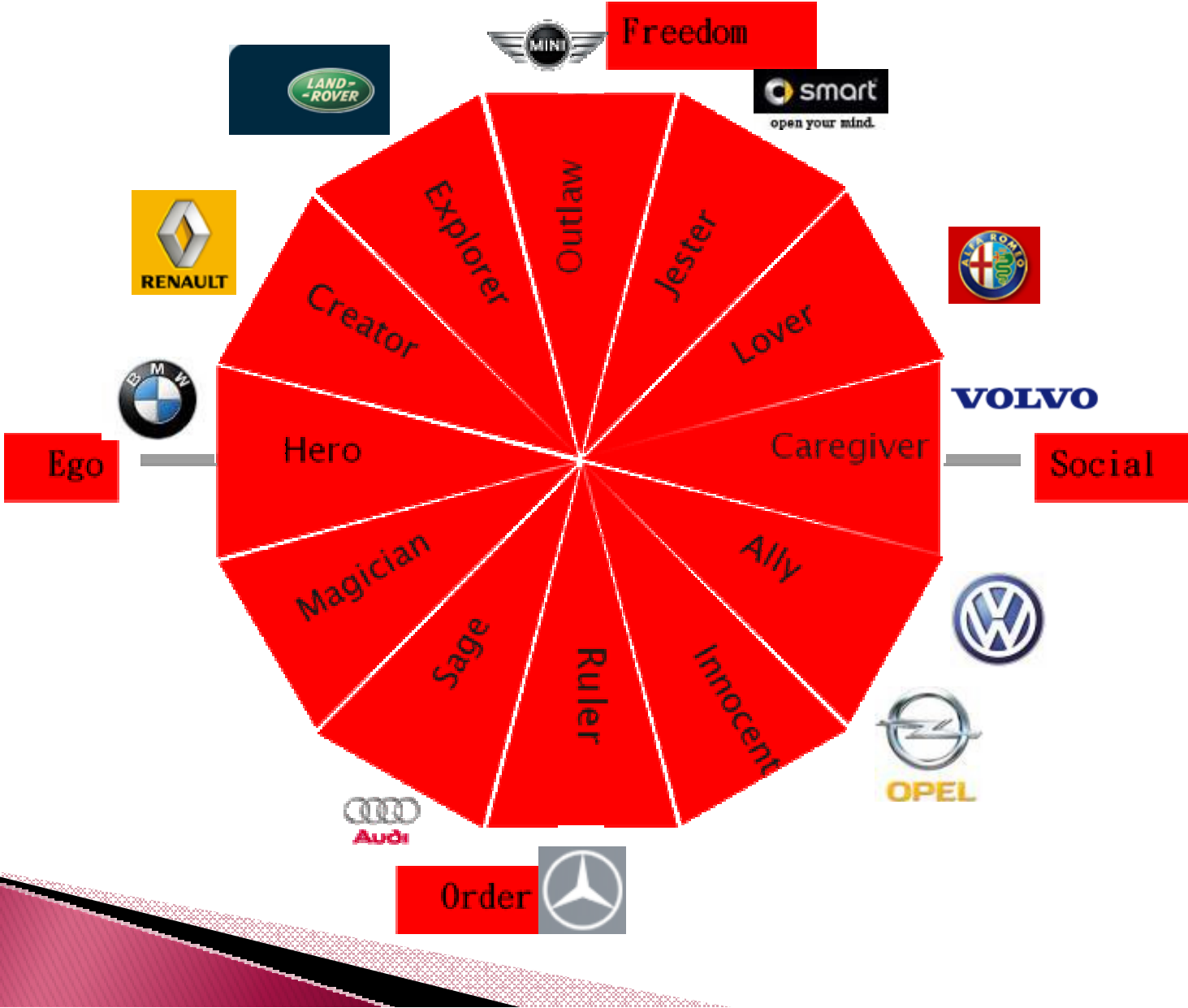
- It is a collection of perceptions in the mind of the customer based on his/her learning, purchasing, consumption, and relationship experience with the brand. Based on such perceptions the customer is able to perceive the *values* delivered by the brand

品牌承諾的價值

品牌聯想的價值



Example: brand type of cars



中國人壽的品牌創建之路 (2006—2010)

- 有何變化？
- 變化背後的理念



CHINA LIFE
中國人壽

I. 什麼是品牌？

Answer:

品牌包涵的內容遠超產品

A value-based approach


A "Total Solution" approach: All dimension – managing all TOUCH POINTS



价值

- ▶ Functional Value/Benefit
- ▶ Emotional/Psychological Value/Self_expressive Benefits
- ▶ Social Value

品牌讓顧客感受到:

- 功能價值/利益
 - 情緒/心理價值 利益
 - 社會價值
- 

因此，若你的企業已建立品牌，請反思 →



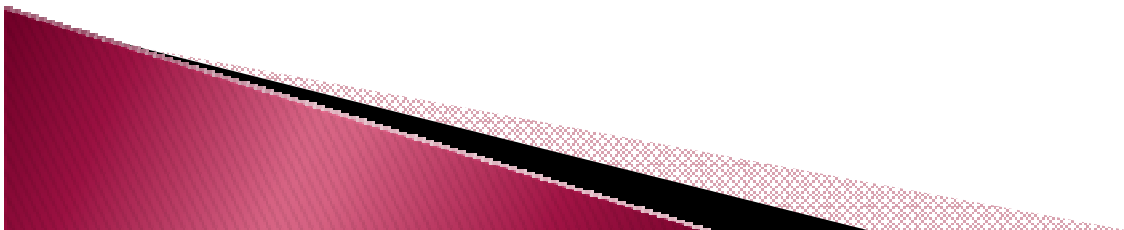
品牌和創建管理要我們
Design and Manage
品牌經驗



Now it is time for you to
analyze and assess Okashi
Land's Branding Strategy

Exercise 1

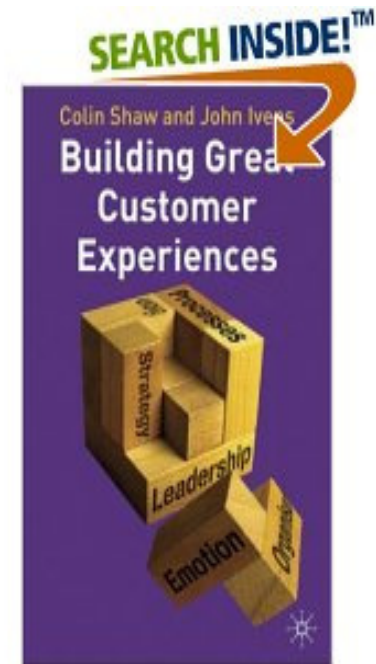
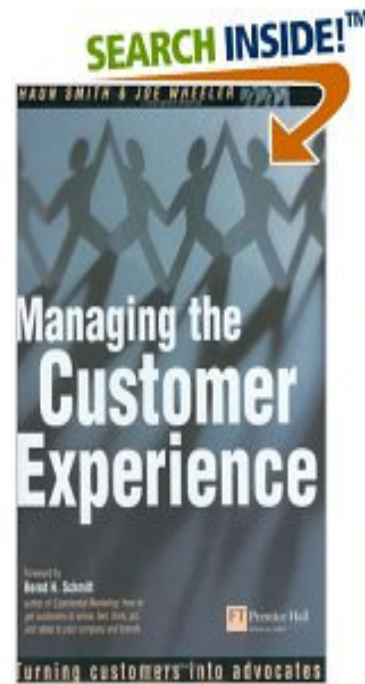
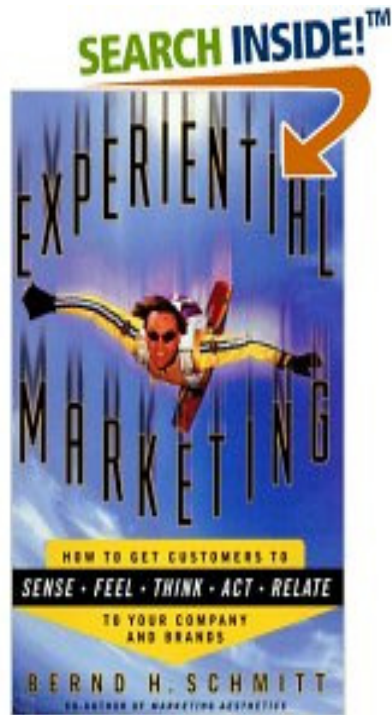
- ▶ What are the values, benefits, attributes most of your target customers can associate with your brand?



II. 甚么是品牌体验？



品牌體驗



往後數年「品牌管理」的焦點

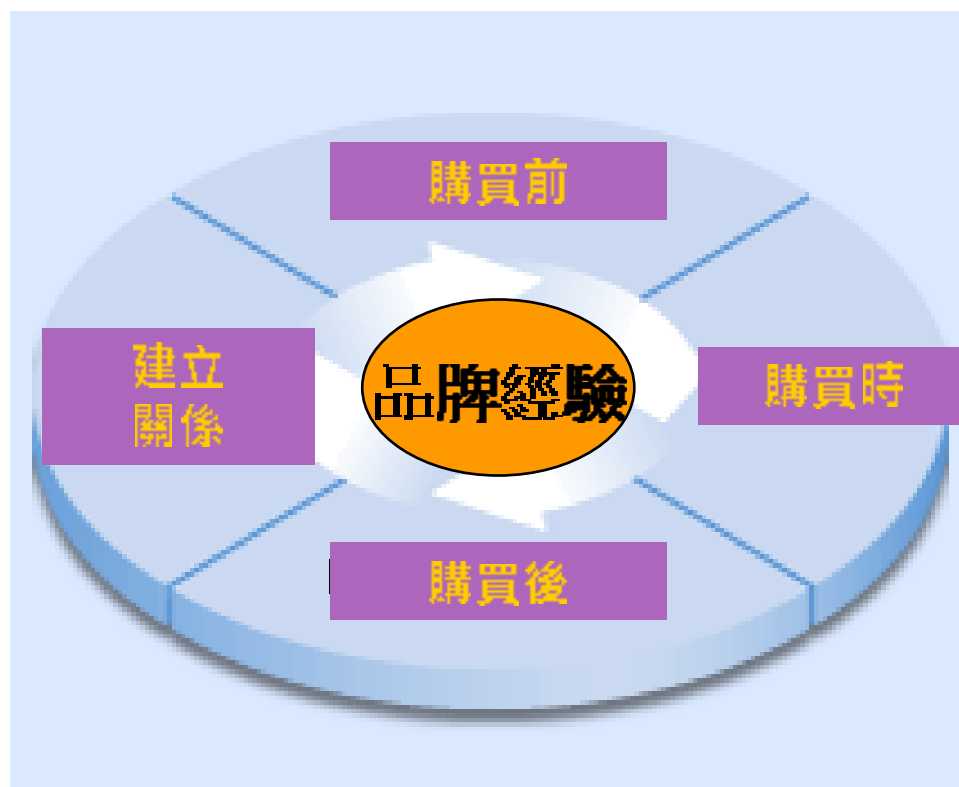
從5方面看品牌體驗

(Schmitt)

- 感覺
- 觸覺
- 思想
- 行為
- 聯繫



購買、享用以至享用後 的全面體驗



品牌接觸點輪子

不同階段的所有接觸點都需要你去妥善管理，由購買前、購買/享用，以至購買後(包括建立關係)等。

在過往，很明顯...

- 我們著眼於購買前經驗

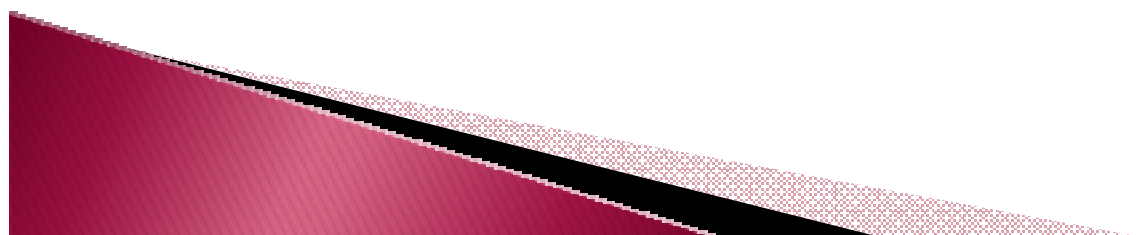


現在，已經不再足夠！

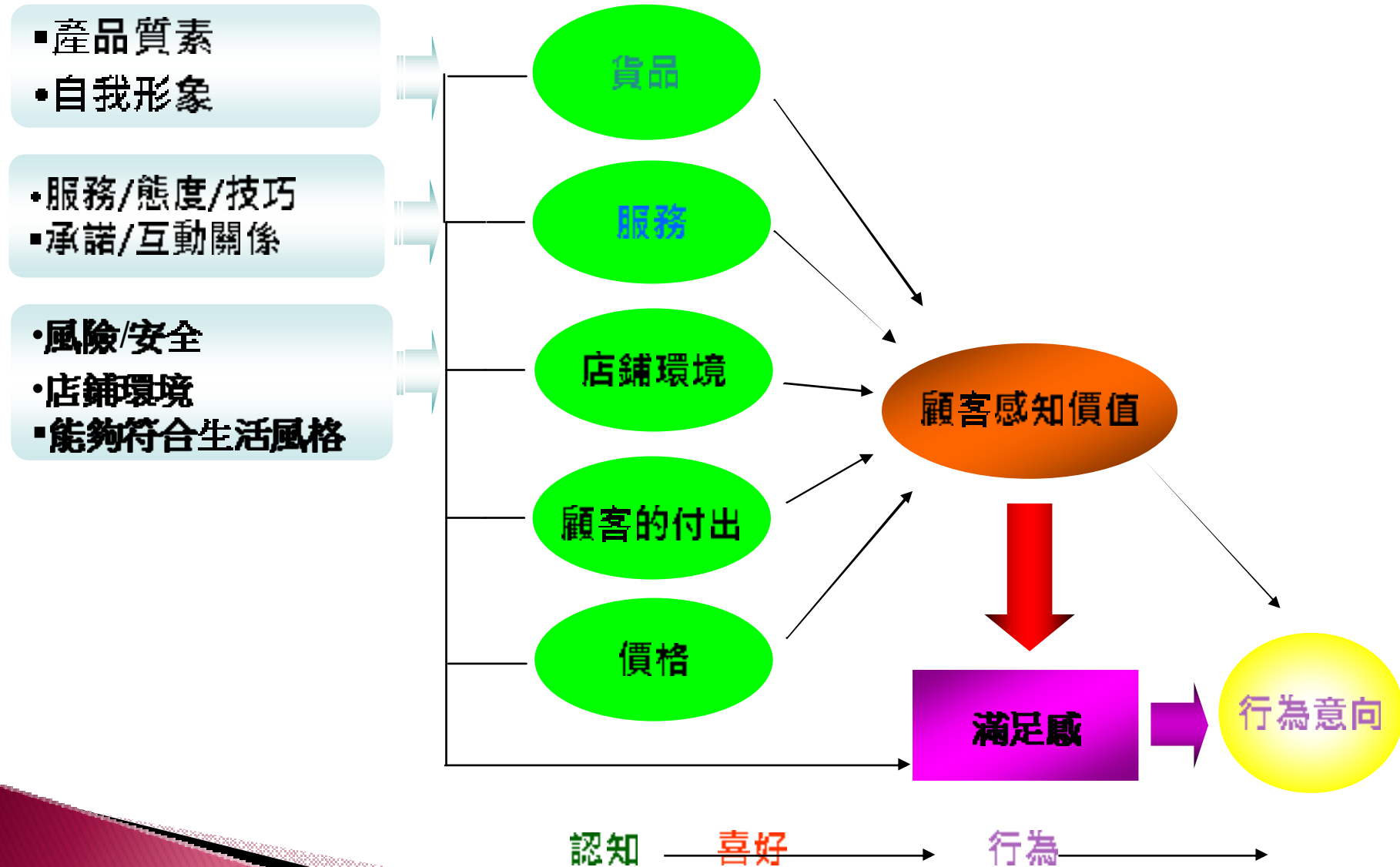
根據INSEAD 最近所作的調查研究，
發現「品牌經驗」及「市場佔有率」
有正面的相互關係。

顧客感知價值、品牌 經驗、顧客忠誠度

我們的「香港零售行業的顧客感知價值研究報告」中，發現品牌經驗對於顧客感知價值、對品牌偏好及顧客忠誠度有強烈影響。



(CPV)顧客感知價值的概念模式

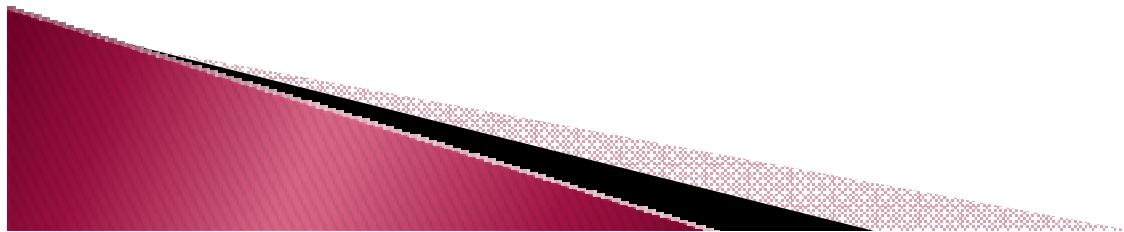


III. 什么是强势品牌？

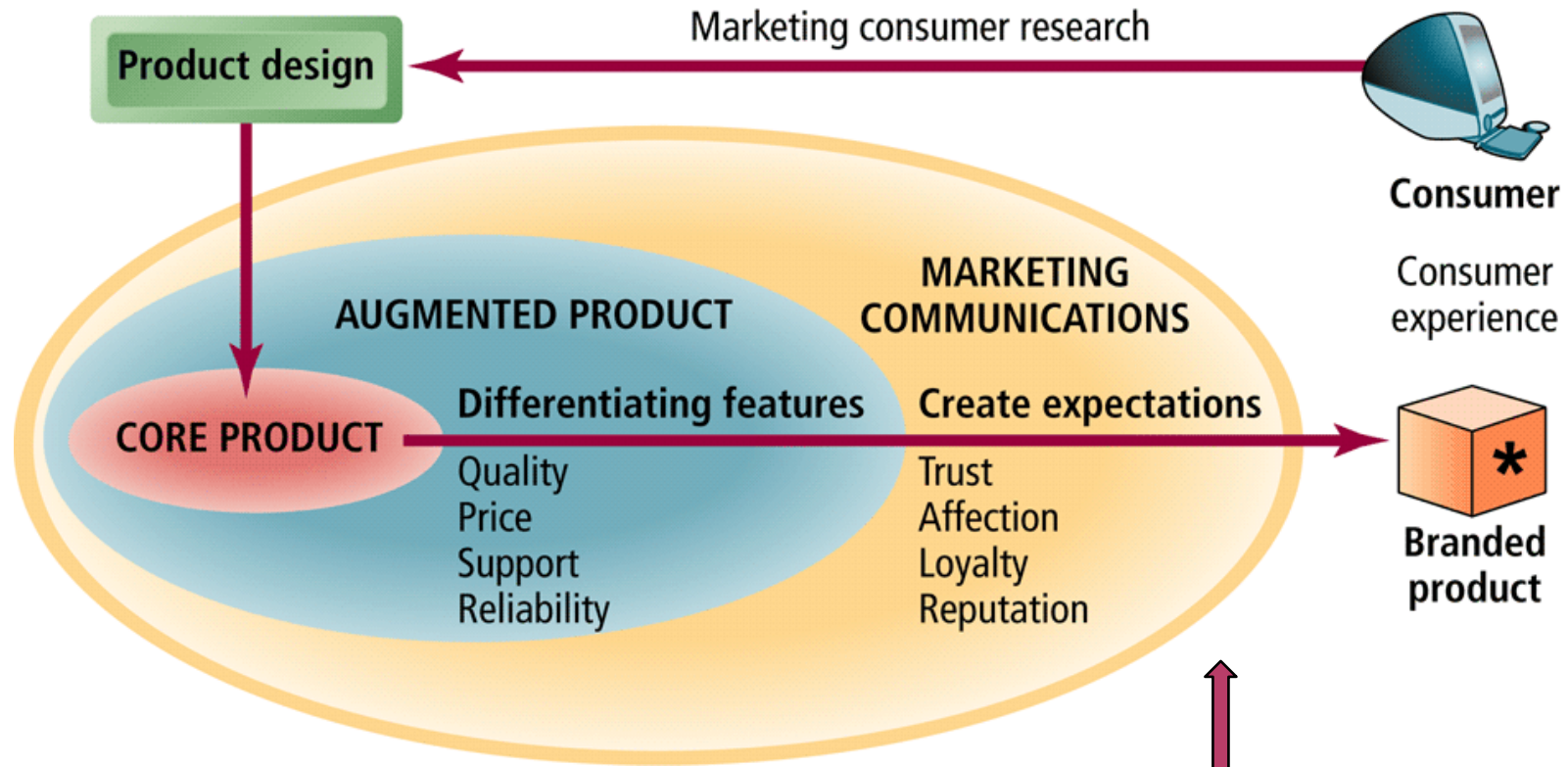
強勢品牌往往具有以下特點：

- ✓ 差異化以至獨特的體驗 (Differentiation of Unique Experience)
- ✓ 顧客與品牌產生情緒聯繫 (Emotional Connections)
- ✓ 提供顧客期望獲得的利益或價值 (Relevance)
- ✓ 持續性地維持競爭優勢 (Substantiality)
- ✓ Brand Trust
- ✓ 品牌忠誠度高 (Brand Loyalty)
- ✓ 提供更多價值于顧客 (Value) + Relevance
- ✓ 為投資者達致資產增值
- ✓ Growth platform

IV.全方位創建和管理品牌



Today

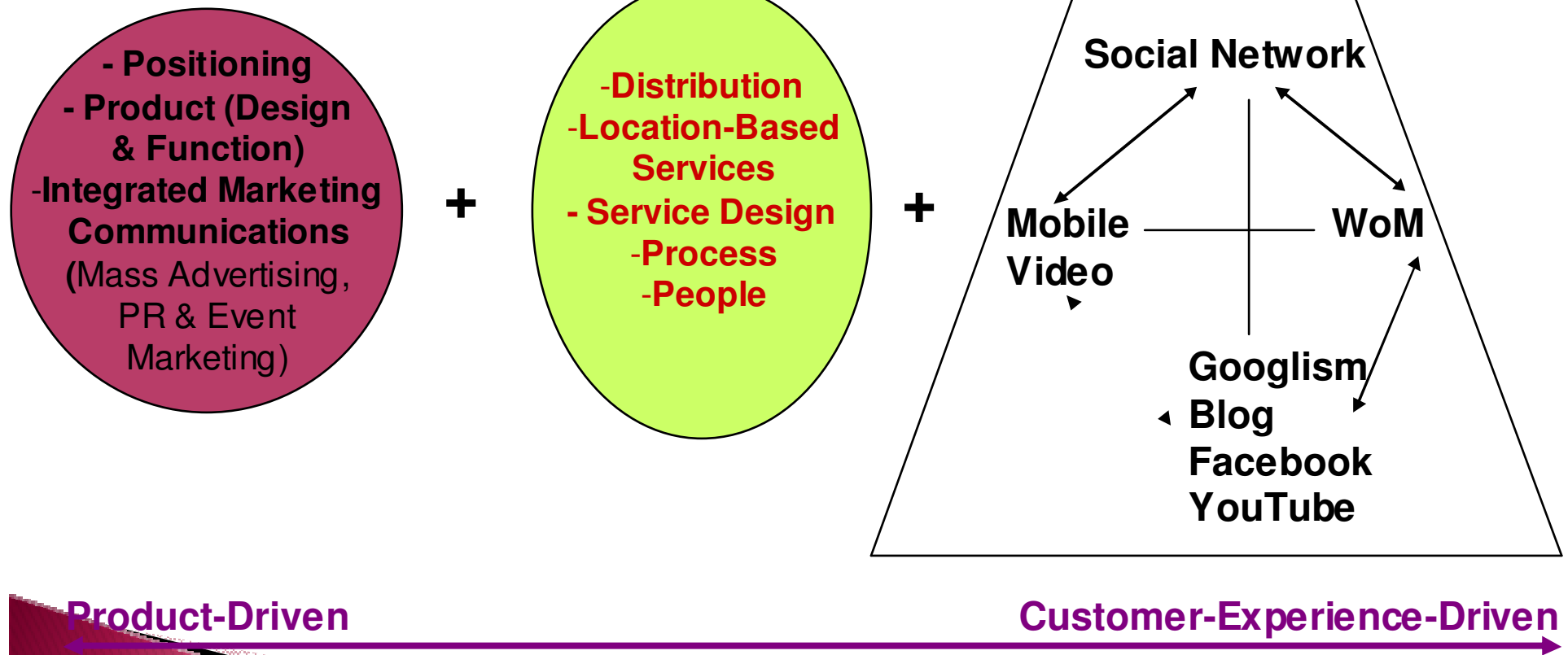


**Design and Manage
Brand Experience!**

- All touch points**
- Service elements
 - Service area
 - Channel performance
 - Brand community..... etc

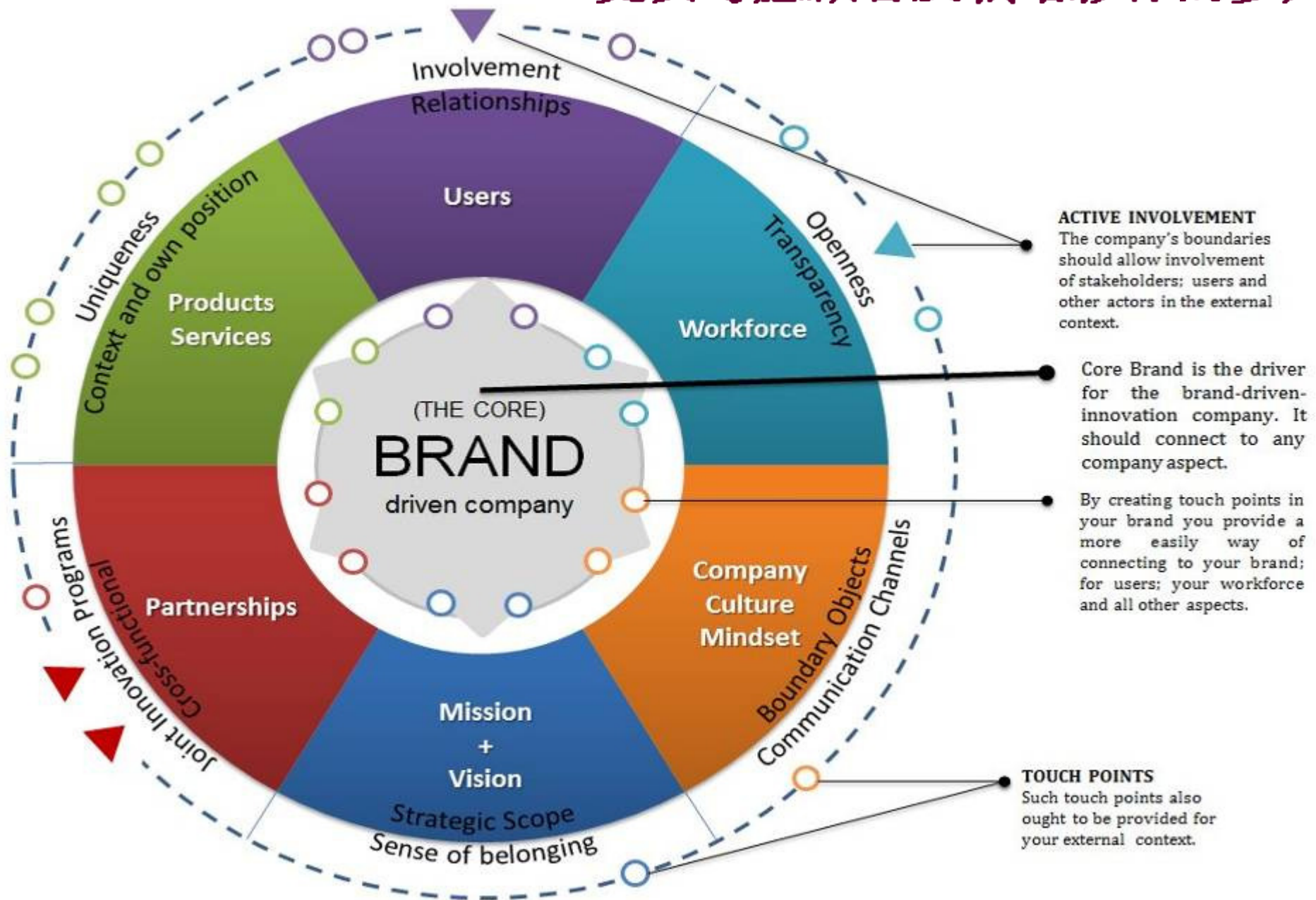
The Extended Domain of Branding

品牌管理新範疇



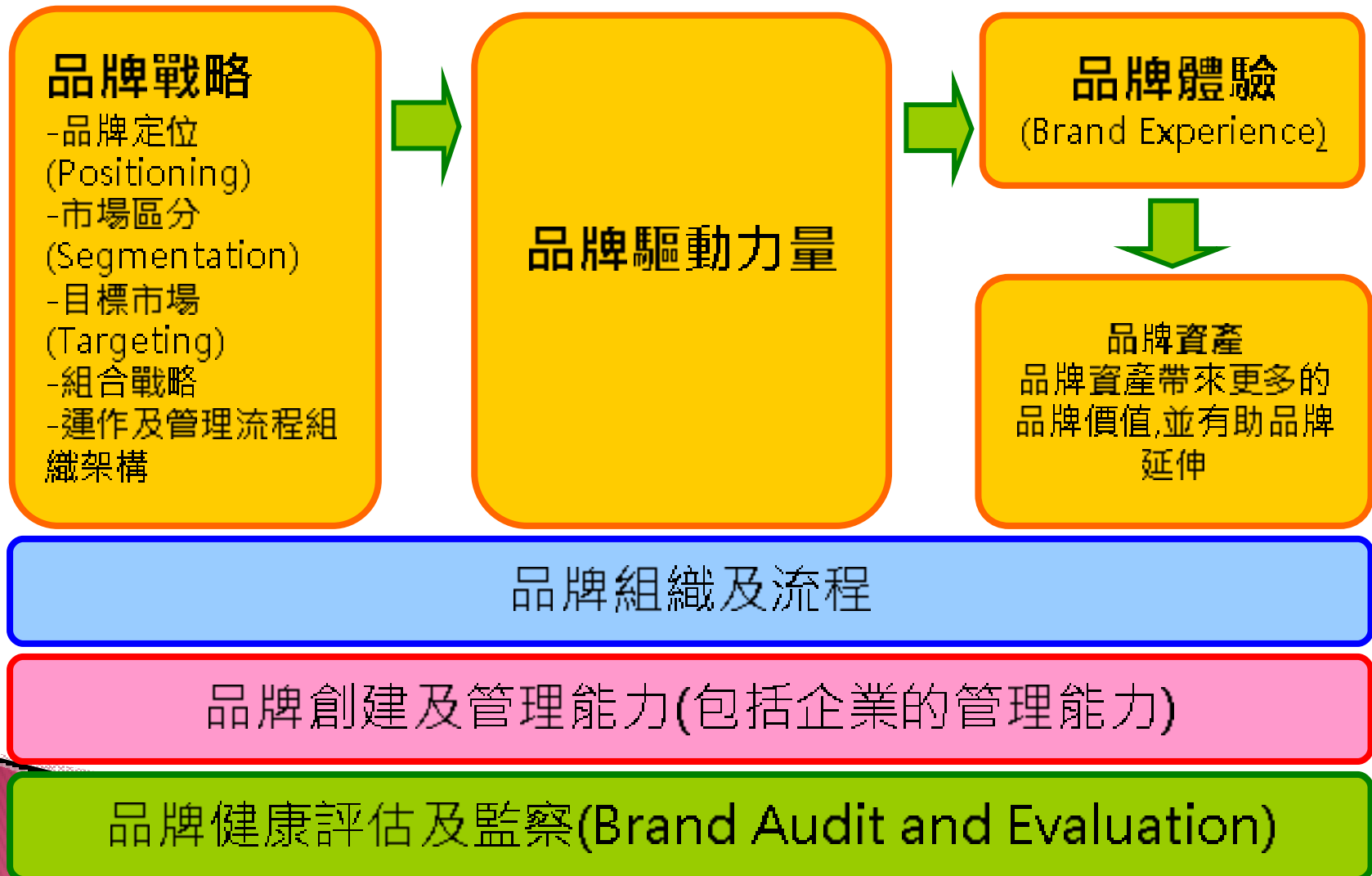
* Note: Internal factors are not considered here, Copyright - Sherriff LUK

更要考慮顧客及戰略夥伴的參與



品牌管理架構

通過管理策略為企業和顧客創造更多價值



Take-away

