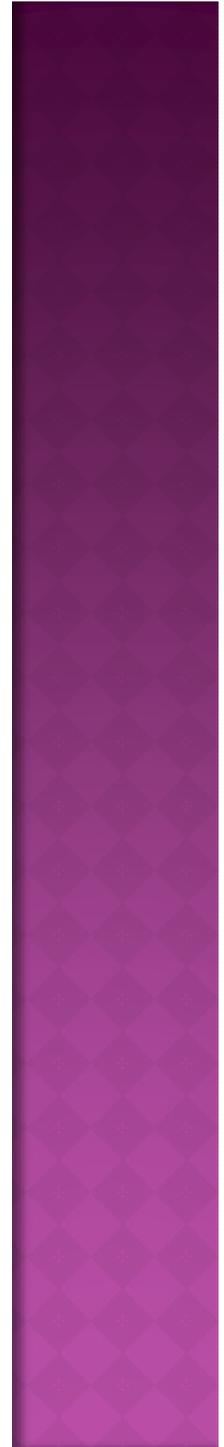


WORKSHOP 6: 品牌 組織與品牌領導

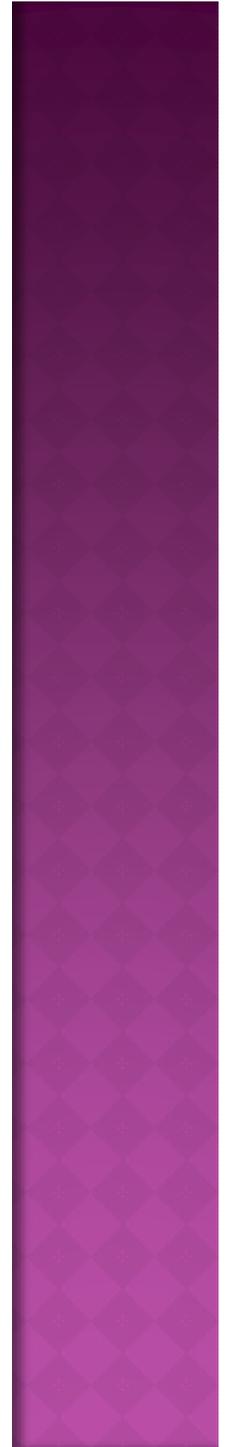
OUTLINE

- ⦿ I. Brand-Driven Organization
- ⦿ II. Cultivate Brand Orientation
- ⦿ III. Cultivate a Brand Culture
- ⦿ IV. Brand Leadership within the firm



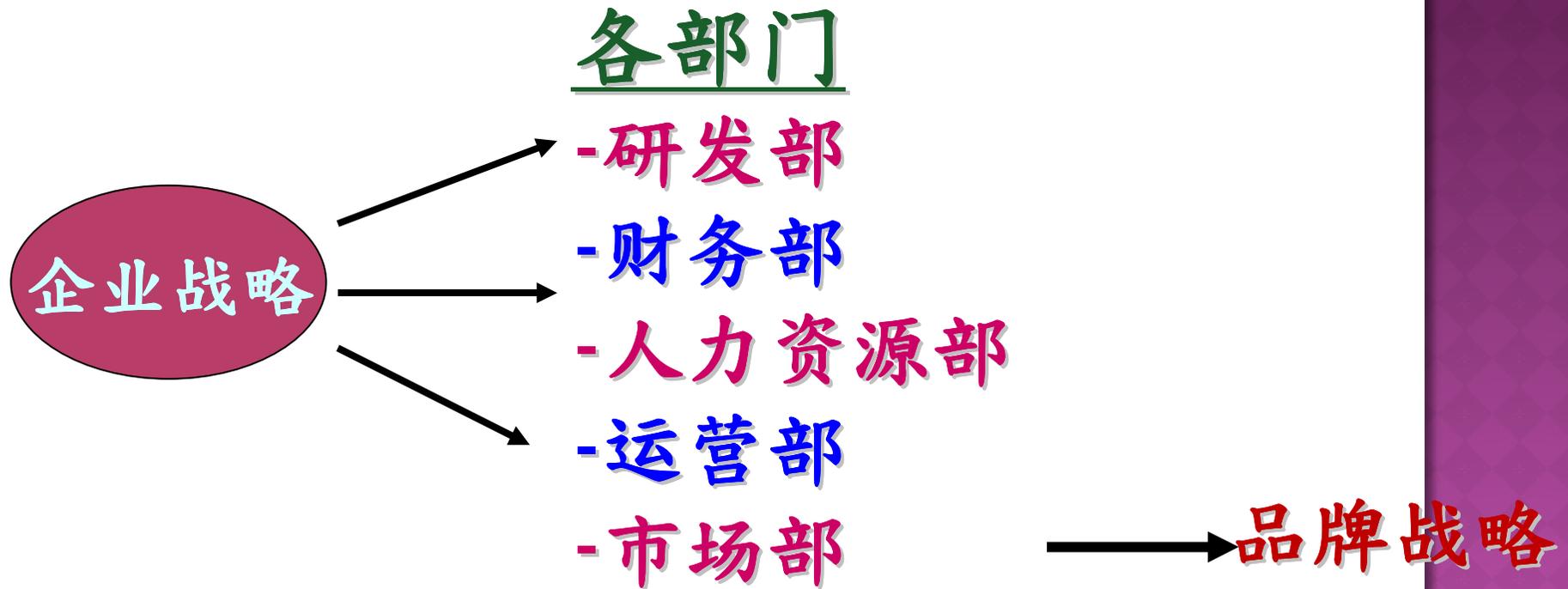
你們的企業是品牌導向
的組織結構嗎？

你們準備好做以品牌為
導向的企業了嗎？

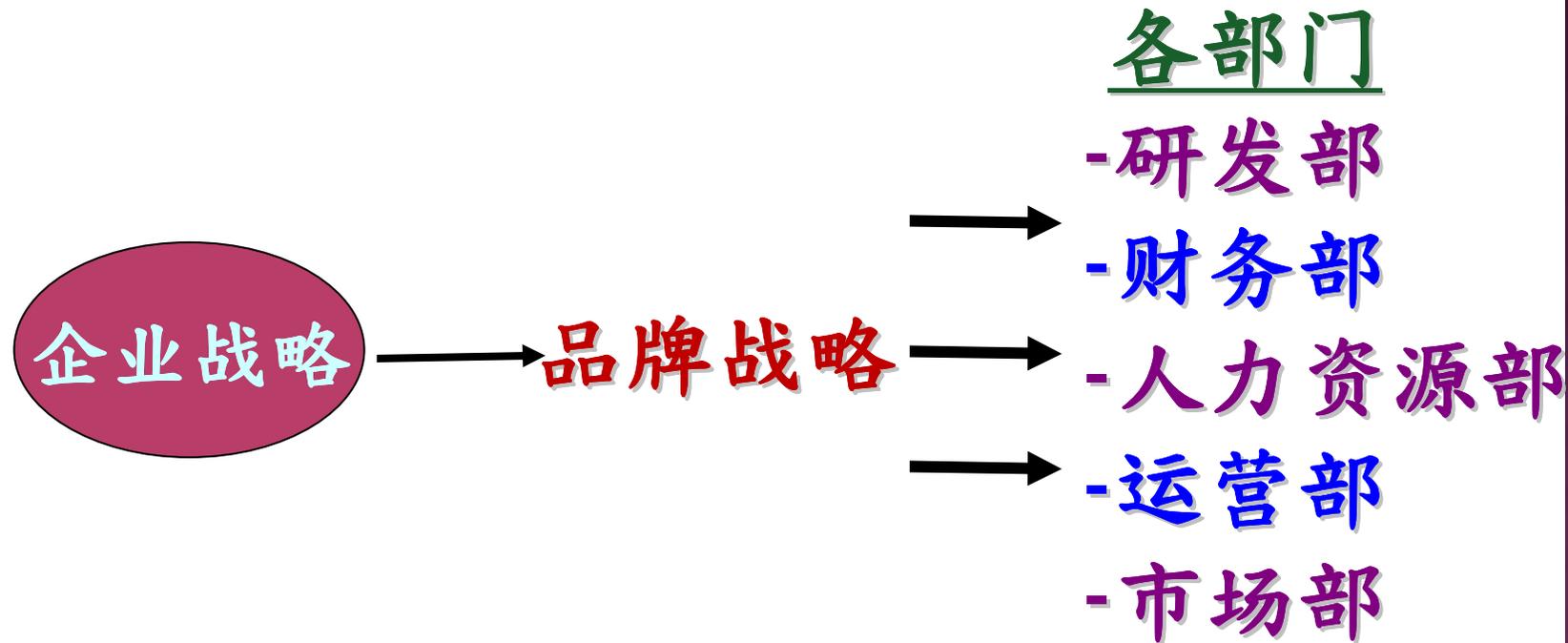


I. Brand-Driven Organization

品牌战略：传统思维

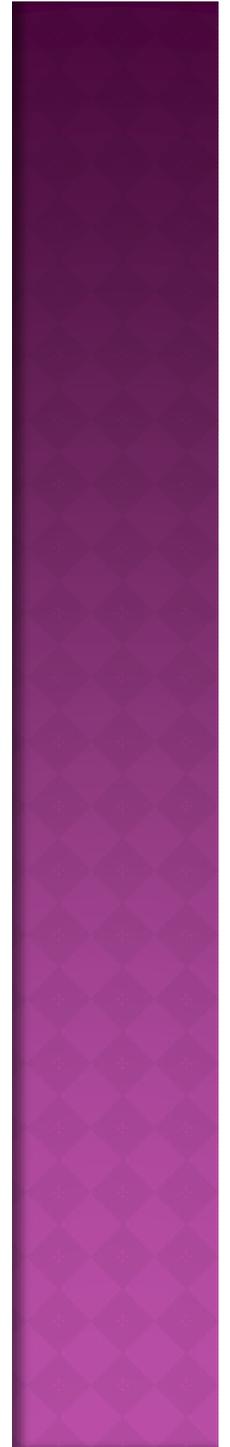


品牌战略：新的战略思维



=> To support holistic brand management!

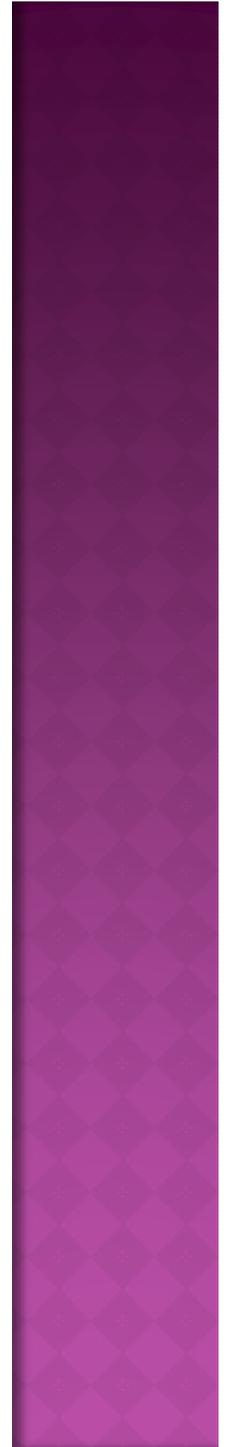
- ◎ 創建強勢品牌需要全盤的戰略規劃、管理層及員工在思維、態度及行為上作出適當的轉變外，更要求企業在組織結構上作配合的調整和強勢的品牌領導者



品牌創建及管理是全方位系統工程

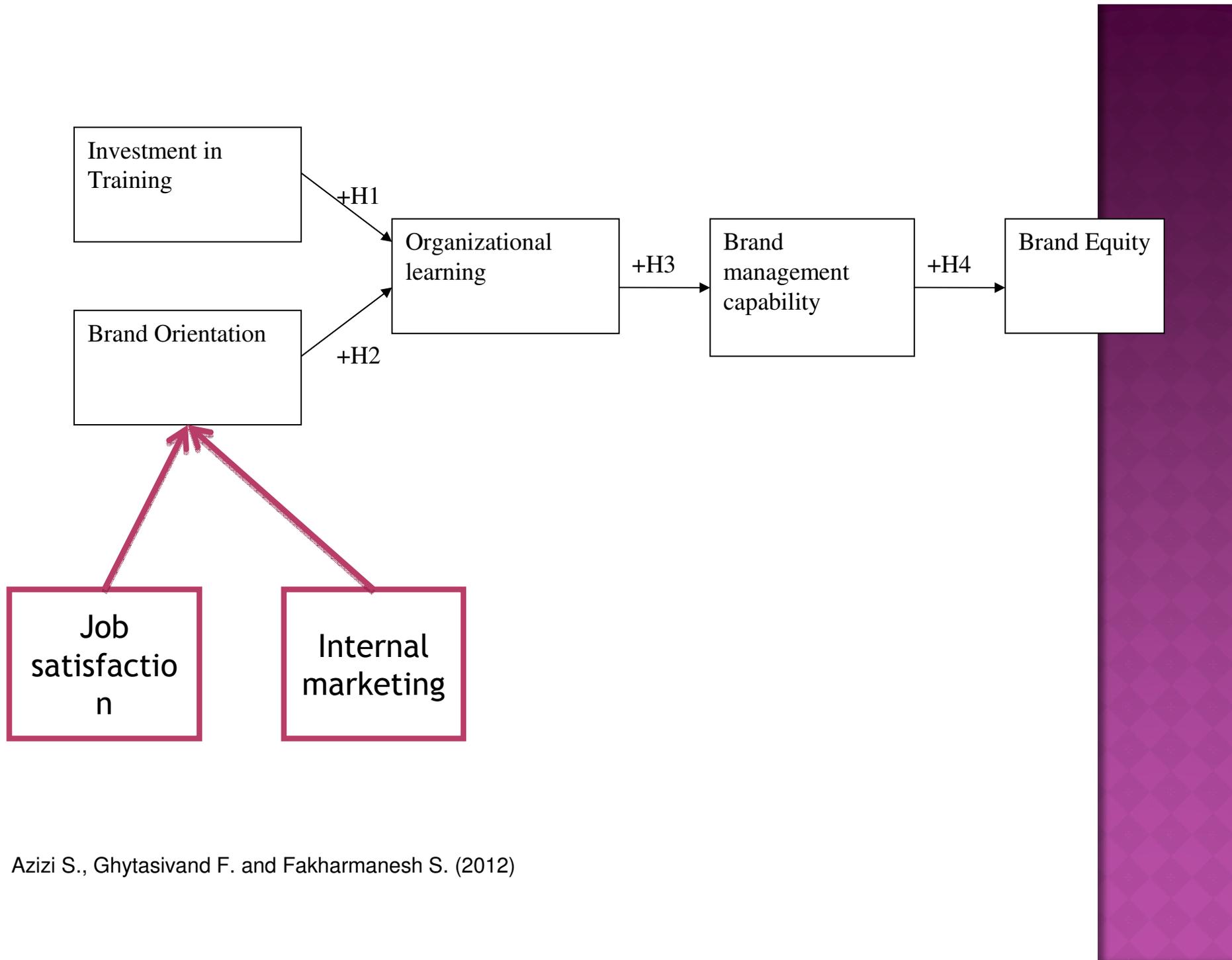
- 企業不能局限於總某一管理部門的角度考慮及分析品牌戰略和相關活動，應要從全方位的角度考慮及分析，特別是品牌價值鏈的角度尤為重要

II. Cultivate Brand Orientation



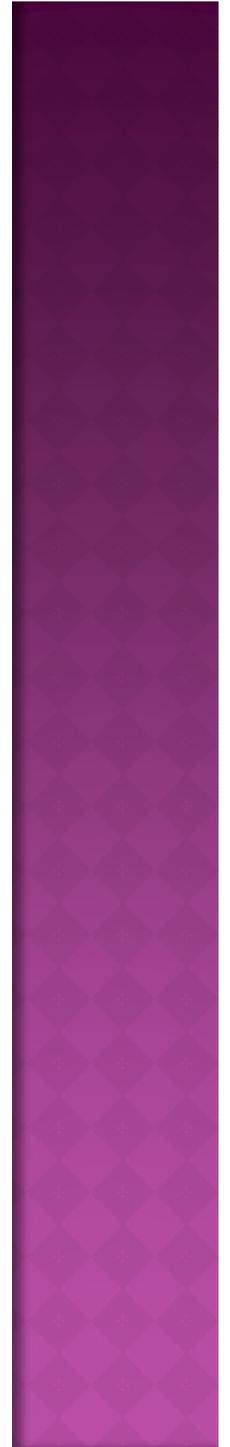
DEFINITION OF BRAND ORIENTATION

- ◉ Urde (1999, p. 117-118): “An approach in which the processes of the organization revolve around the creation, development, and protection of brand identity in an ongoing interaction with target customers with the aim of achieving lasting competitive advantages in the form of brands”

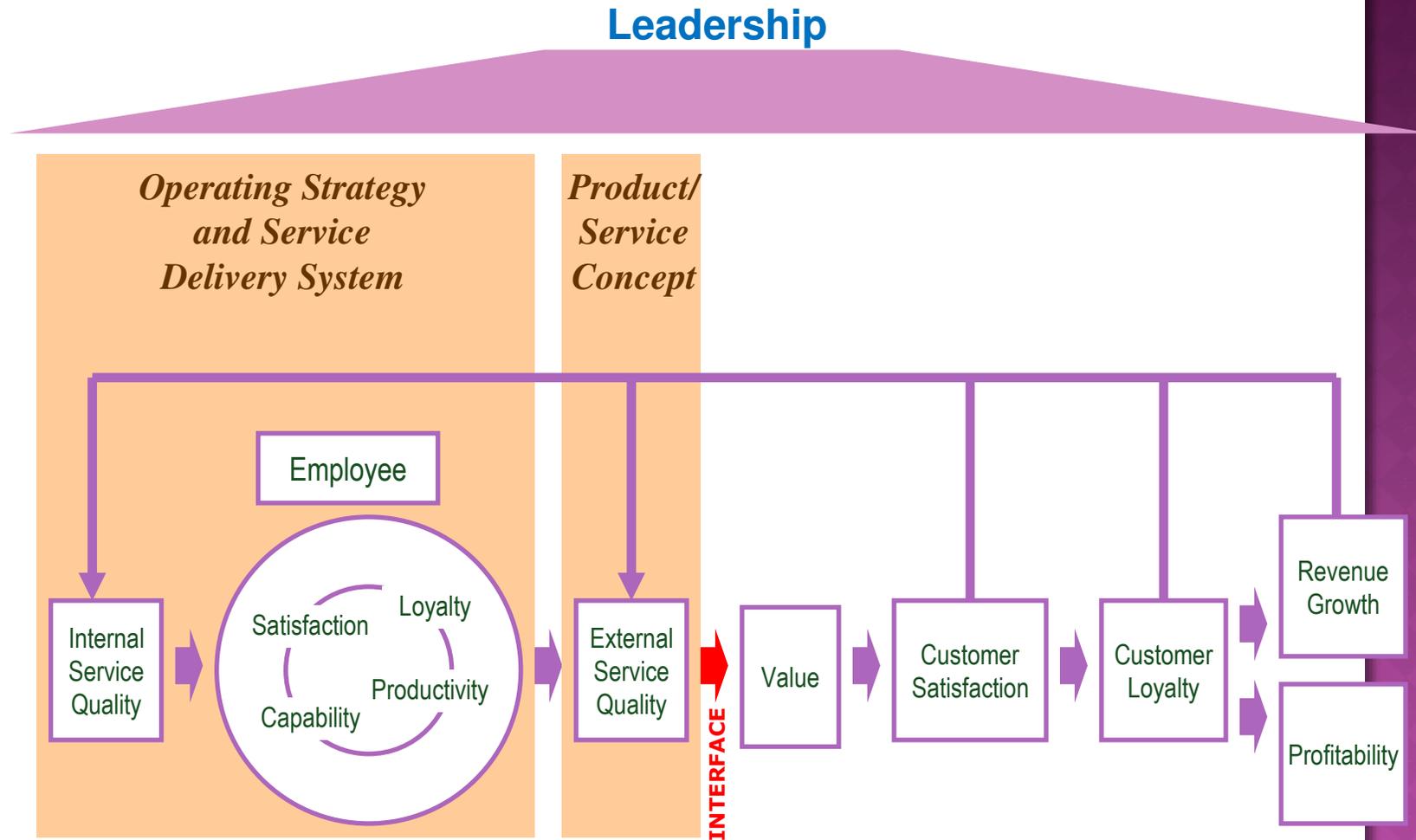


Azizi S., Ghytasivand F. and Fakharmanesh S. (2012)

III. Cultivate a Brand Culture

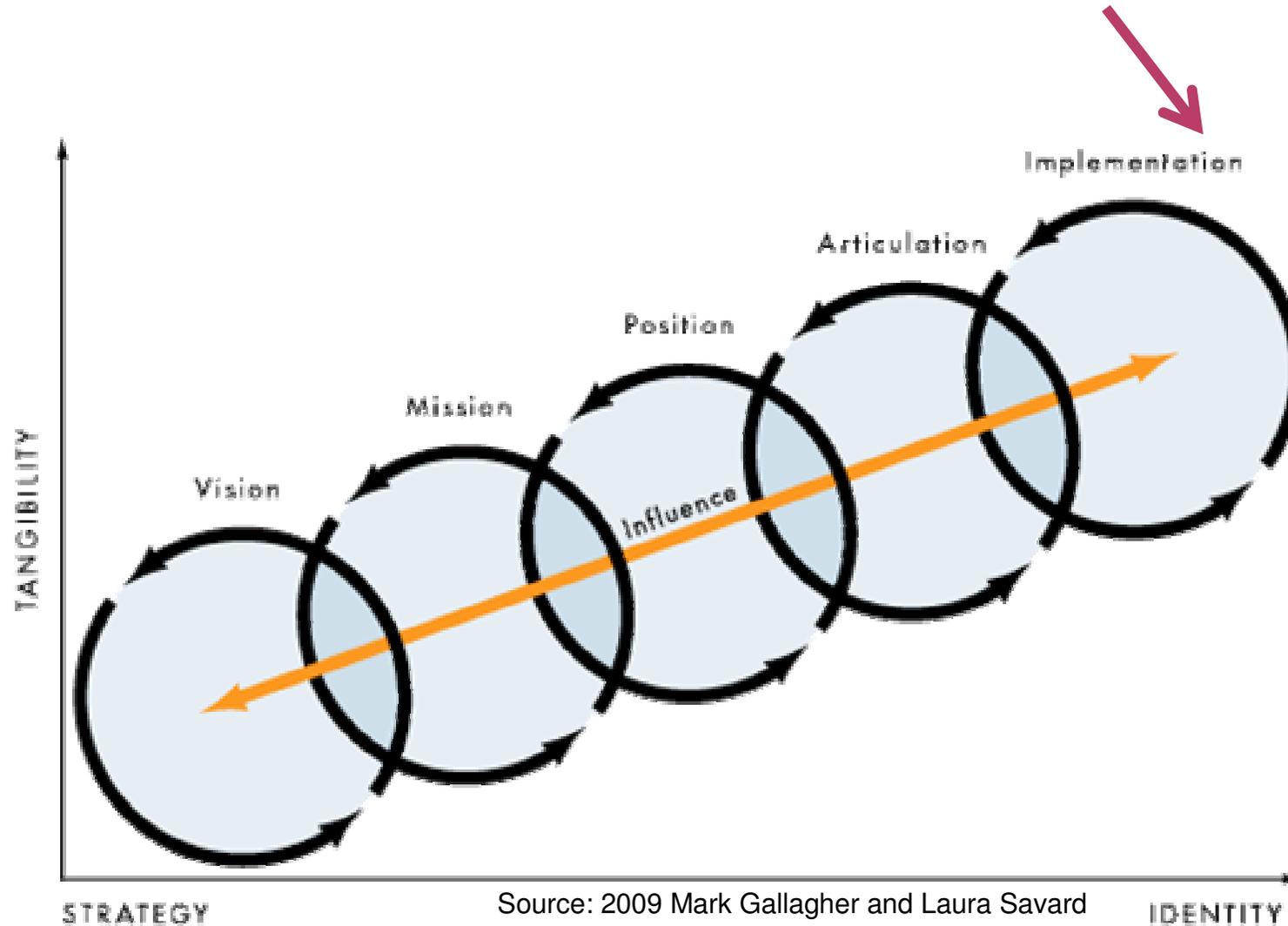


Theoretical Foundation: The Service Profit Chain



Source: Heskett, Jones, Loveman, Sasser, & Schlesinger

This could be the most important Brand Touchpoint!



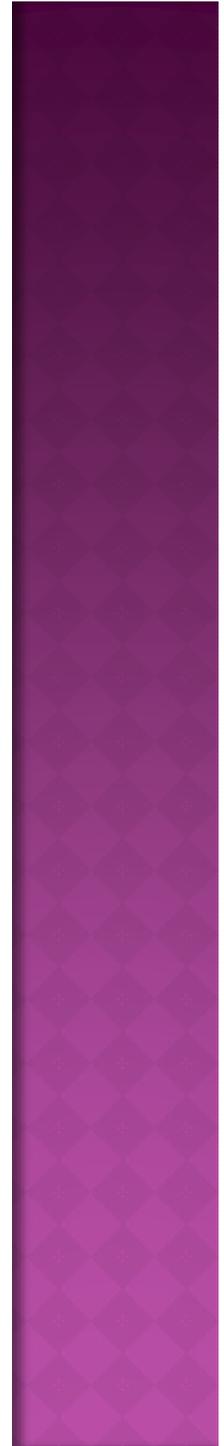
把企業的員工，管理政策和執行過程拉在一起，朝品牌承諾的價值和品牌价值鏈最終目標的方向發展,前進

企業的品牌文化

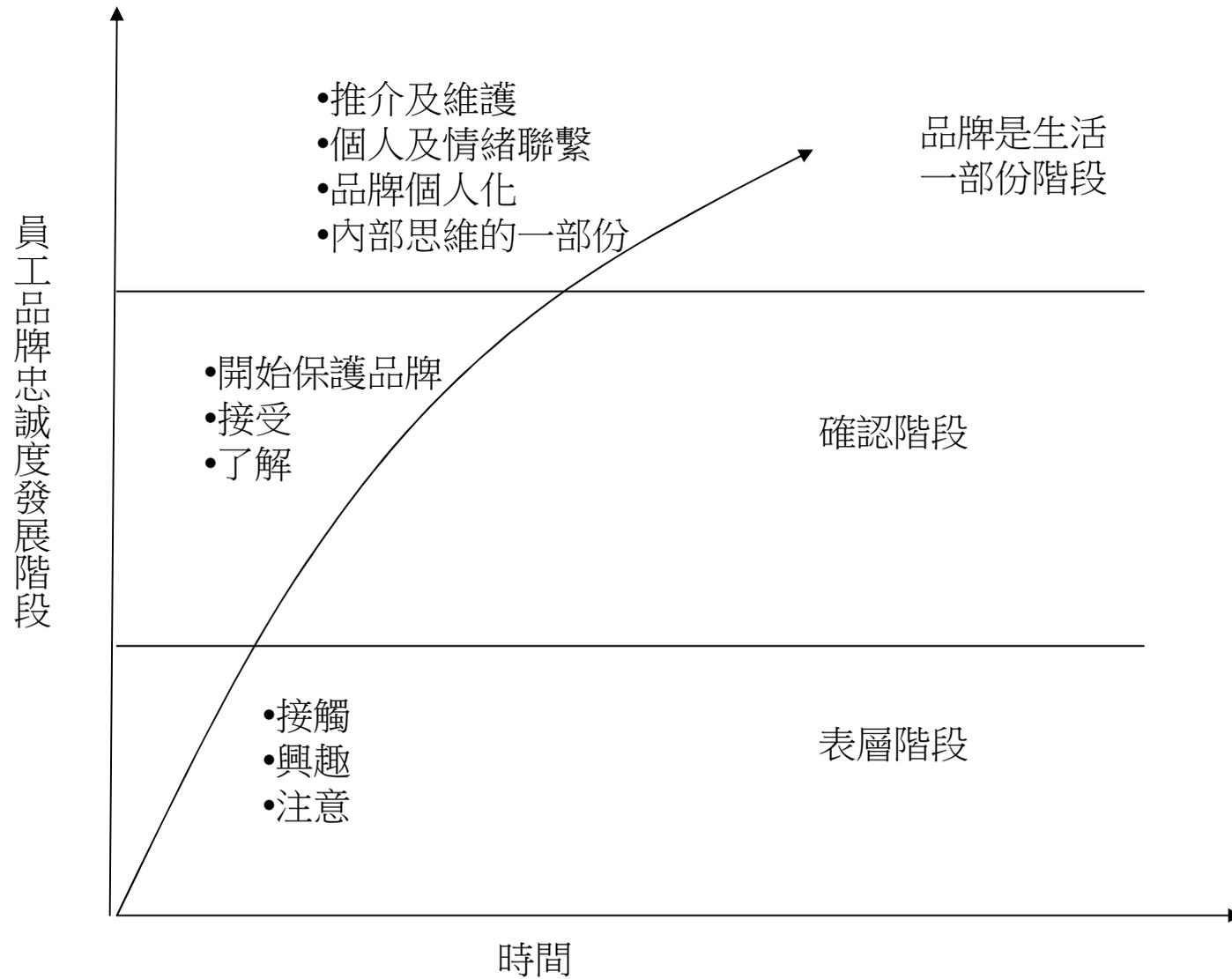
- ◎ 建立支持品牌創建的價值鏈後，必須清晰界定相關的品牌規劃、執行流程和培養與品牌核心價值相匹配的企業文化
- ◎ 品牌領導者須與品牌部門和人力資源部門共同設計，規劃有關的培養品牌知識和企業的品牌文化策略和所涵蓋的活動
- ◎ 要達致各級員工了解和接受品牌所代表的價值和個性
- ◎ 要達致各級員工因品牌而活(Live the Brand)

REMEMBER:

- ⦿ Branding from the Inside-Out!
- ⦿ Let your employee deliver brand value, speak for the brand and defend the brand



員工對品牌接受程度進程概括分三階段：



IV. Brand Leadership within the firm

品牌領導者的

- ◎ Individual
- ◎ Unit
- ◎ Brand Management Committee

品牌領導者的工作和特點：

- ◎ 必須是C級的高層領導
- ◎ 能直接與行政總裁溝通
- ◎ 能夠參與董事局的會議、解釋品牌戰略、評估品牌戰略和爭取品牌活動的支持
- ◎ 參與品牌戰略的決策過程
- ◎ 具權力協調各部門的工作和資源，支持品牌的活動
- ◎ 監控企業內品牌文化的培養過程
- ◎ 協助製訂適合、與品牌表現掛鈎的員工表現評估指標
- ◎ 定期進行和匯報品牌健康度及品牌資產的評估