

Brand Building: Why Is it so Difficult to OEMs/SMEs?

(創建品牌對中小企及OEMs為何如此困難?)

Brand Management Seminars for SMEs: Seminar II (品牌管理講座系列之二)

- Delivered by Dr. Sherriff T. K. Luk
- Co-supported by:
 - *Hong Kong Trade Commission*
 - *Chinese Chamber of Manufacturers of Hong Kong,*
 - *Asian Centre for Brand Management – Hong Kong Polytechnic University*
- Hong Kong, March 31, 2010

Difficulties and challenges
emerged from “differences in
management practice and mindset”
and “changes in branding practice”

困難與挑戰源自「不同的管理實踐
和思維」與「品牌管理的變化上」

Content Structure (內容大綱)

- I. Business Model for Branding:
Conventional Wisdom (傳統智慧：建立品
牌的商業模式)
- II. New Trends in Brand Management (品
牌管理最新趨勢)
- III. Domain of Brand Management Today –
Including Formulation of Brand Strategy
(品牌管理範疇及制訂品牌戰略過程)



I. Business Model for Branding: Conventional Wisdom

(傳統智慧：建立品牌的商業模式)

Business Model for Conventional Branding Practice

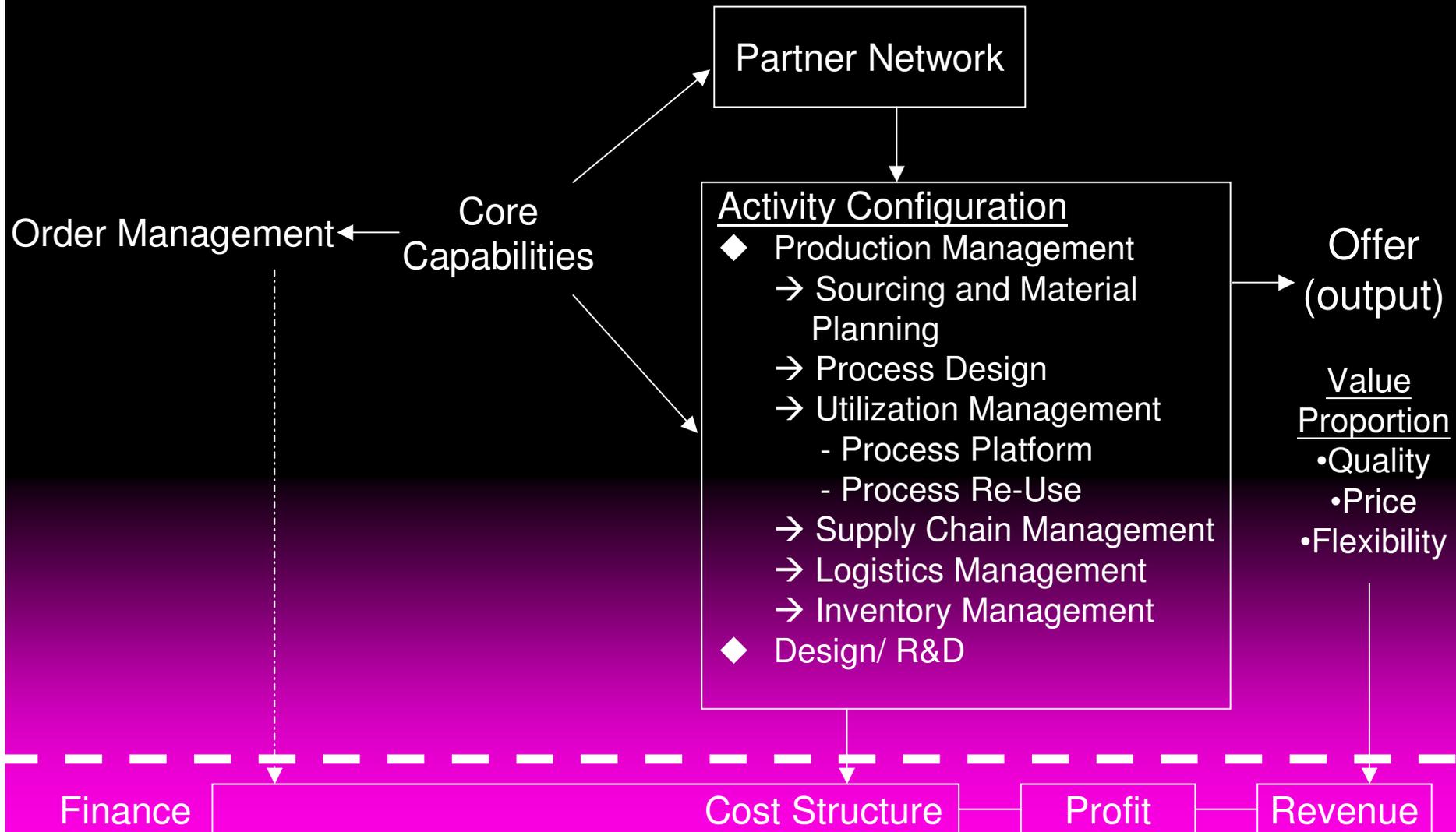
Infrastructure



NOW, LOOK AT THE BUSINESS MODEL OF A TYPICAL OEM

現在，讓我們分析OEMs的運作模式。

Business Model of OEMs



So, what are the implications for branding practice? 對品牌管理活動的含義?

- What are missing? (似乎缺少了什麼?)
 - Certain parts of the value chain
- Production-oriented management mentality
(生產為管理導向)
 - (well-structured, high level of certainty in cost and operation control and output/outcome)
- Inadequate market and customer knowledge
(缺乏足夠的市場和顧客知識)
 - (B2B experience, not fighting in the frontline)
- Focus: Inward instead of outward
(管理焦點：內部而非外部)

When going for branding, OEMs have to note the followings:
因此，為OEMs創建和管理品牌時，往往出現以下問題：

- New business model (主要建立新的商業運作模式)
- Establish a new value chain (建立新的價值鏈)
 - Organization and management system issues (組織和管理系統問題)
- Change in management mindset (改變管理思維)
- A long-term, strategic perspective (長期和戰略觀點)
- Shift of focus (轉為管理焦點)
 - Tangibles to intangibles (由有形的至無形的)
 - Internal to balance (內部轉為「平衡」)
- Prepare for uncertainty (為不確定因素作好準備)
- Develop brand management capability
(發展和提升品牌管理能力)
- Brand leadership within the organization
(明確訂立企業內誰是品牌管理的領導者)
- Cultivate a matching organizational culture
(培養相匹配的企業文化)

II. New Trends in Brand Management

品牌管理最新趨勢

Even worse are the changes and new challenges in brand management today

品牌管理最新趨勢

- 價值導向
- 企業戰略與品牌戰略
- 品牌體驗
- 全方位品牌管理
- 焦點從有形資產轉移往無形資產
- 關係行銷=>顧客終身價值(CLP)
- 品牌資產管理(*Brand Asset Management*): Eg.-品牌對 EVA (*Economic Value Added*)/資產增值的影向
 - 相關的行銷活動如何提升品牌價值
- 評定品牌表現的新標準(Matrix): 財務管理角度 + 行銷角度
- 社會活動/公民責任

- 過去我們對評定強勢品牌的指標主要集中在差異化、知名度、偏好度、帶動銷售等方面，過份偏重市場營銷活動對品牌表現的影響。
- 今天，企業與顧客逐漸從整體及平衡的角度考慮品牌是強勢品牌。

- 強勢及持續性發展的品牌必須能為顧客、企業、社會大眾及所有利益相關者創造和提供品牌所承諾的，及這些群體期望獲得的價值，並藉上述群體與品牌建立某些情緒聯繫。
- 對顧客而言，他們是通過顧客的品牌體驗感受品牌承諾提供的價值——包括經濟及非經濟性的價值，因此管理品牌體驗是成功創建及管理品牌的焦點。
- 對企業而言，強勢及具持續性競爭優勢的品牌讓企業享受更高的利潤差價、更多的利潤、更有效率的市場運作、更高的股票價格、更穩定的現金流、成本更低的融資能力、更快的資產增值、更低的顧客和員工流失率和更好的名聲。

有效的品牌管理要求企業必須：

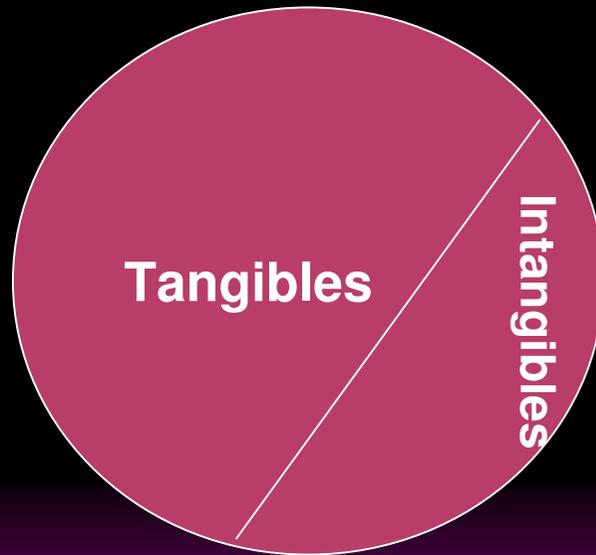
- 從價值導向出發
- 從戰略角度同時考慮企業發展戰略和品牌戰略，視品牌戰略乃企業戰略的組成部份
- 超越市場營銷的角度，全方位地分析、制定和管理品牌戰略和品牌活動
- 重視跨功能部門的協作及品牌價值鏈的管理
- 亦從投資回報評估品牌戰略和相關活動，更有效地管理品牌資產
- 重視如何組織品牌活動，明確品牌領導在企業所處位置

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)
- 品牌忠誠度高 (Brand Loyalty)
- 提供更多價值於顧客 (Value)

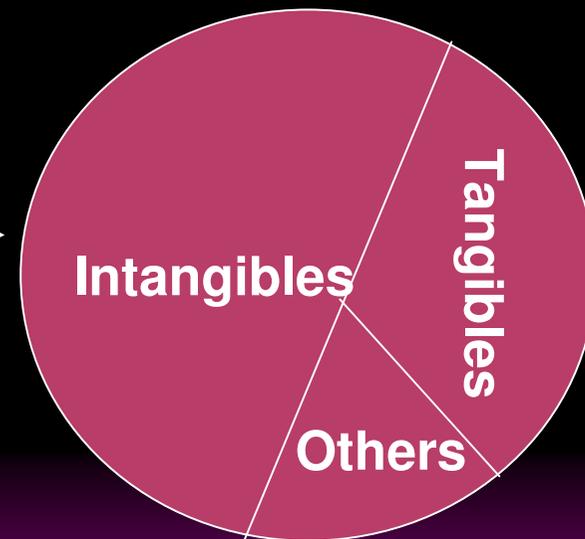
Shift of Focus

Conventional



Intangibles:
- Mainly refer to goodwill

21st Century



Intangibles:
- Brand equity, R & D, goodwill, service, culture, patent...



III. Domain of Brand Management Today

品牌管理範疇及製訂品牌戰略過程

Developing Brand Strategy and the Associated Brand Plan

制訂品牌戰略及相關計劃

- **A Complete Framework**
- 全面架構

The Complete Process 全面過程

1. Strategic Focus: 戰略焦點

2. Brand Vision/Promise/Position 品牌愿景/承諾/定位

3. Brand Planning Process 品牌規劃過程

4. Implementation Process 品牌管理執行過程

5. Measurement of Brand Performance 評估品牌表現

The Complete Process 全面過程

1. Strategic Focus: Growth Direction/Strategy
Business Model
A Stakeholder Approach

2. Brand Vision/Promise/Position: Brand Vision and Brand Promise
Core Brand Value
Mental Maps and Positioning
Perceived Competitive Position

3. Brand Planning Process: Organization, Initiative and Commitment
Brand Plan – Decision Criteria and Brand Elements
Leverage of Secondary Associations
Brand Experience Design
Brand Leadership

4. Implementation Process: Role, Functions, and Responsibilities
Integrating Brand Marketing Activities
Brand Value Chain and Cross-Functional Coordination
Leadership and Monitoring

5. Measurement of Brand Performance: Brand Health Audit
Measures of Brand Equity
Brand Asset/Equity Management

Strategic Brand Management: The Planning Process

- Strategic Vision and Objectives
- Define and understand your Target Audience
- Review Current Brand (City) Image
- Develop a Brand Strategy
 - ◆ Brand Promise
 - ◆ Positioning
 - ◆ Brand Identity, Image Attributes and Value Propositions
 - ◆ Marketing Communications: Internal and External
 - ◆ Policies and Development Projects
- Organize and Execute the Brand Strategy
- Brand Health Audit: Measure Success

From Tactics to Strategy (at Corporate Level)

從戰術性變為戰略性



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?

All Brands Must Articulate Their Brand Essence And Manage It Consistently



= Irreverence



= Performance, passion for driving



Authentic, real, original



Wholesome family entertainment



= Innovation



= Ubiquity

企業戰略與品牌戰略

- Brand Strategy must be articulated clearly with the organization's corporate strategy 品牌戰略必須與企業戰略相聯繫
- Also determine the role of branding as perceived by the organization 必須了解品牌在企業的角色
- You cannot develop an effective/meaningful brand strategy in the absence of a business strategy 在與企業戰略分割的情況下,不可能制訂長遠有效的品牌戰略

Branding is a Business process

品牌是企業業務規劃過程

- Branding is a business process which must be ***well-planned, strategically focused and integrated*** (良好規劃,整合,戰略聚焦) throughout the organization.
- Branding establishes the ***direction, leadership, clarity of purpose, inspiration and energy*** (方向,領導,清晰目標,感召及活力) for a company's most important asset – its brand.

Brand Strategy – Conventional Approach

品牌戰略：傳統思維



Brand Strategy – Strategic Approach

品牌戰略：新的戰略思維



Examples:

Business
(Corporate Growth)
Strategy

**Brand
Strategy 1**

品牌戰略

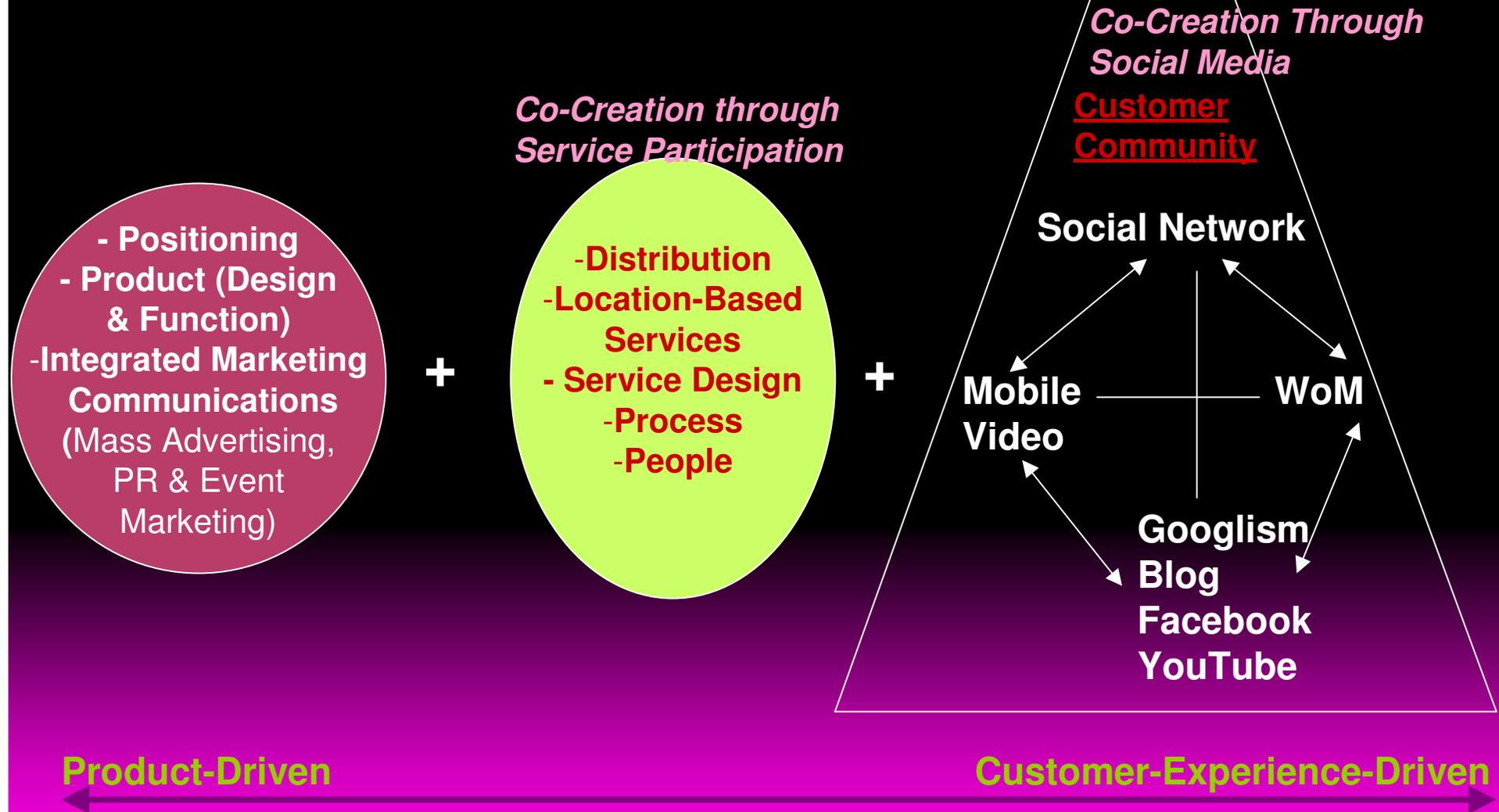
**Brand
Strategy 2**

品牌戰略

**Brand
Strategy N**

品牌戰略

品牌策略和管理的範疇



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

战略性地分析品牌

STRATEGIC BRAND ANALYSIS

顧客分析

Customer Analysis

- Trends
- Motivation
- Unmet Needs
- Segmentation

Competitor Analysis

- * Brand image/identity
- * Strengths, strategies
- * Vulnerabilities
- * Trends, Motivations

競爭對手分析

Self-Analysis

- * Existing Brand Image
- * Brand heritage
- * Strengths/capabilities
- * Organizational values
- *The Soul of the Brand™

自我分析

BRAND IDENTITY

品牌個性

(Core, Extended, Essence) -A set of associations we aspire to create

品牌即產品

Brand as Product

- Product Scope
- Product attributes
- Quality/value
- Uses
- Users
- Country of Origin



VALUE PROPOSITION

- Functional benefits
- Emotional benefits
- Self-expressive benefits

價值表達

品牌即企業

Brand as Organization

1. Organization attributes
2. Innovation
3. Consumer concern
4. Trustworthiness
5. Local vs. global

可信度



CREDIBILITY

Supports other brands in the family

品牌是人

Brand as Person

1. Personality 1. Visual
(ex. Genuine, Imagery
Energetic, Rugged,
Personal)
2. Brand-customer
relationships

品牌是符號

As Symbol

2. Metaphors
3. Brand
Heritage

品牌—顧客關係

BRAND-CUSTOMER RELATIONSHIP— speak their language –Brand Resonance™
BRAND IDENTITY IMPLEMENTATION SYSTEM— Brand Architecture,
BRAND POSITIONING, Execution ↓TRACKING – Monitoring the brand position

品牌個性執行制度
執行
品牌定位

品牌管理架構

通過管理策略為企業和顧客創造更多價值



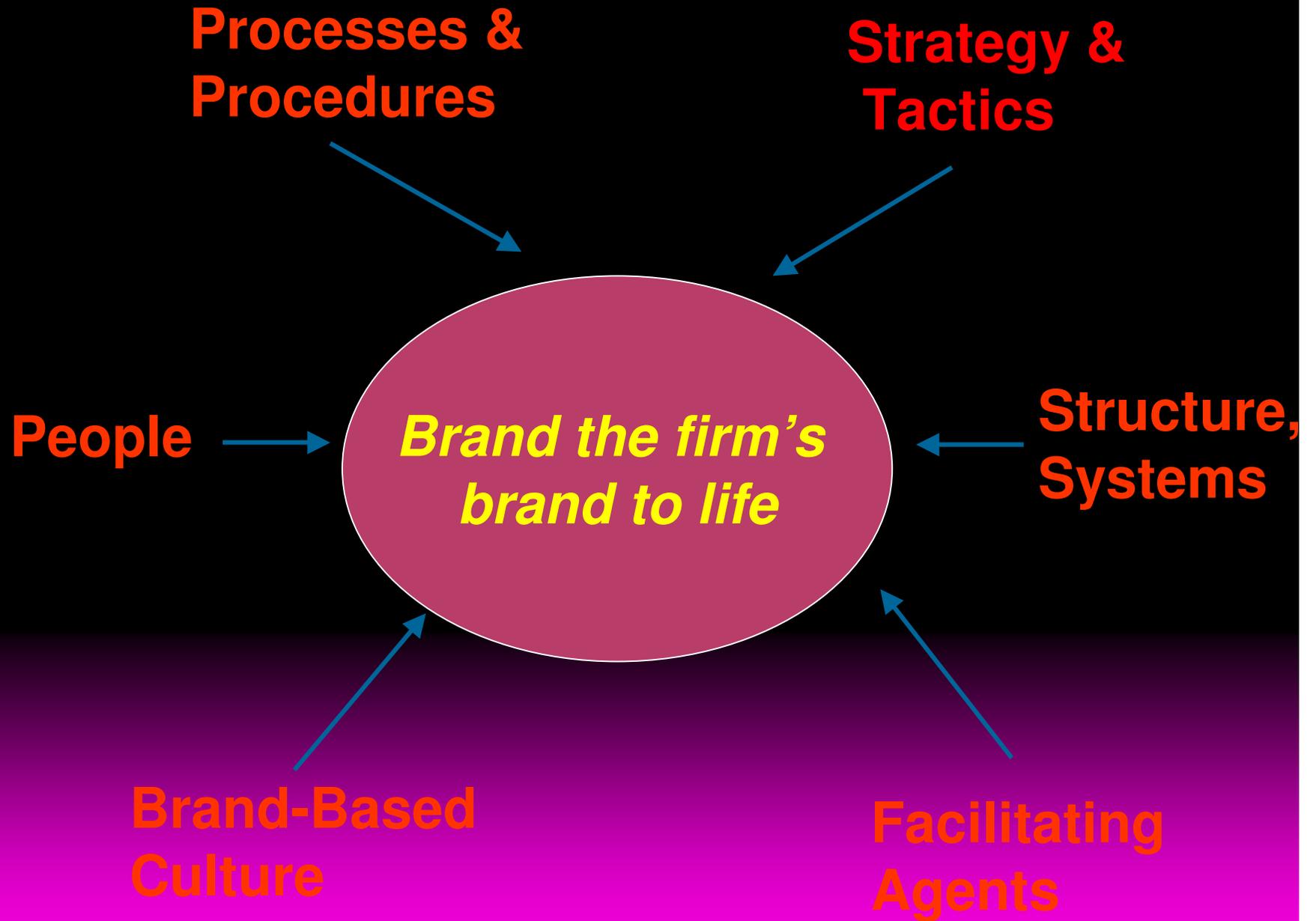
Capability Centric Brand Management Capabilities

***- Deliver Greater Values to
Customers and all Stakeholders***

How to do it?

The Need of Developing Brand Management Capabilities

- Planning
- Marketing Communications Management
- Market Sensing Ability
- R&D (Product, Service, Process...etc)
- Implementation/Operations
- Brand Orientation (Culture)
- Organizing and Brand Leadership
- Strategic perspective



品牌策略和管理的基本範疇： 市場營銷角度考慮

- Therefore, the scope of brand management can be described by the Brand Wheel

