

# 淡市中的品牌「型」銷策略

**Baniel Cheung 張天秀**

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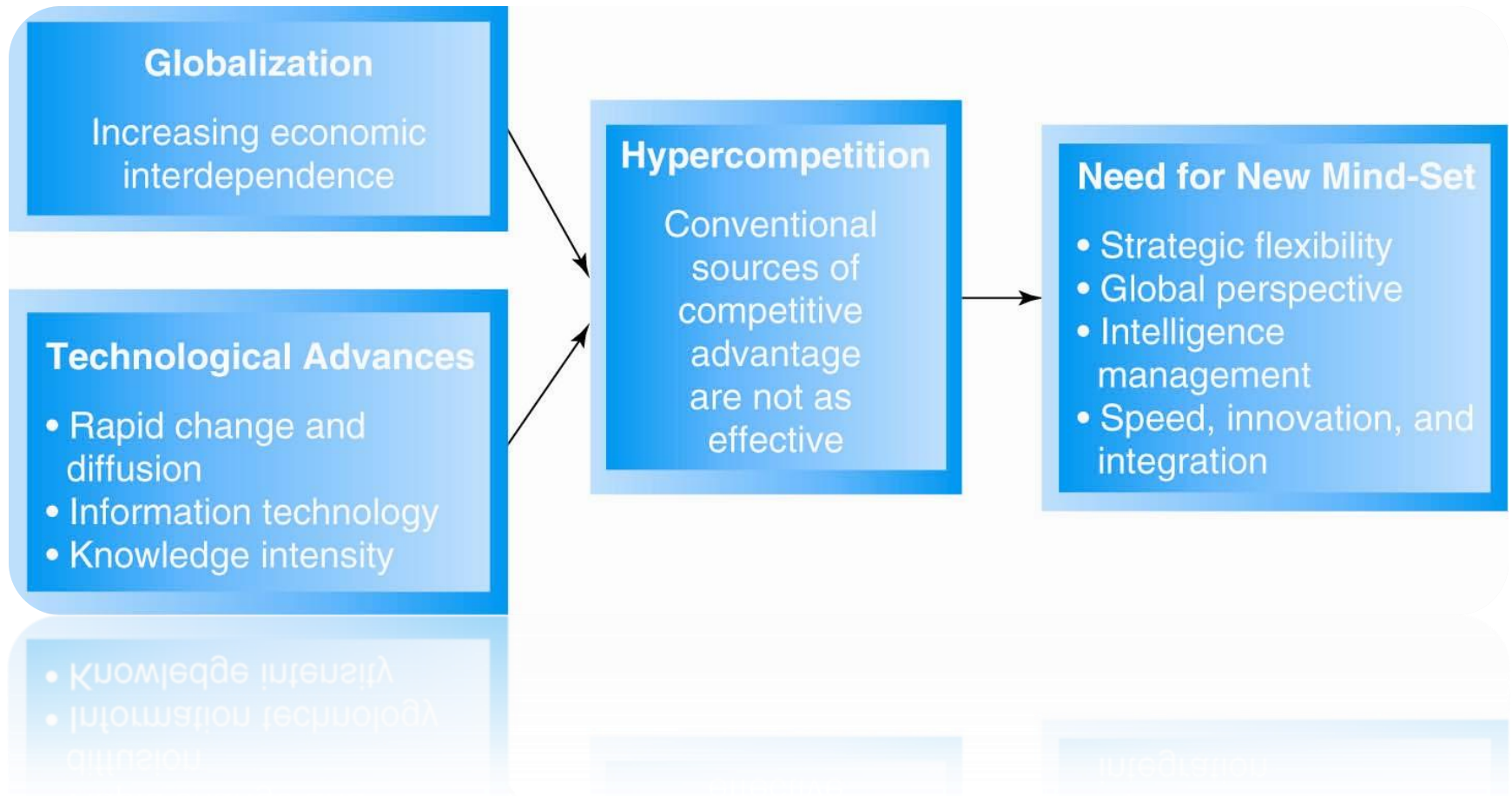
# My Background

- 以諾顧問亞洲創辦人及首席策略師
- 日本Ginza West (Hong Kong)合夥人及香港辦事處代表
- 陳宇琛工作室合夥人
- 富越海外合夥人及董事
- Snapask合夥人
- 香港大學
  - 商學院客席助理教授
  - 現代語言及文化學院名譽助理教授(全球創意產業)
  - 專業進修學院協理客席教授
- 數碼化聯盟 (Digital Transformation Alliance) 創會會長
- 美國CMO (Chief Marketing Officer) Council 學術聯絡委員

**In a slowing down economy, injecting a new mindset to branding strategy is need!**

**淡市中品牌策略需要注入新思維!**

# Nowadays' Competitive Market Landscape





# Nowadays' Competitive Market Landscape

**Quick business  
decision making  
process**

**Shorter product  
life cycles**

**Indistinguishable  
products**

**Rapid technology  
replacement**

**Transparency of  
information**

**New business  
culture from  
electronic-  
business models**

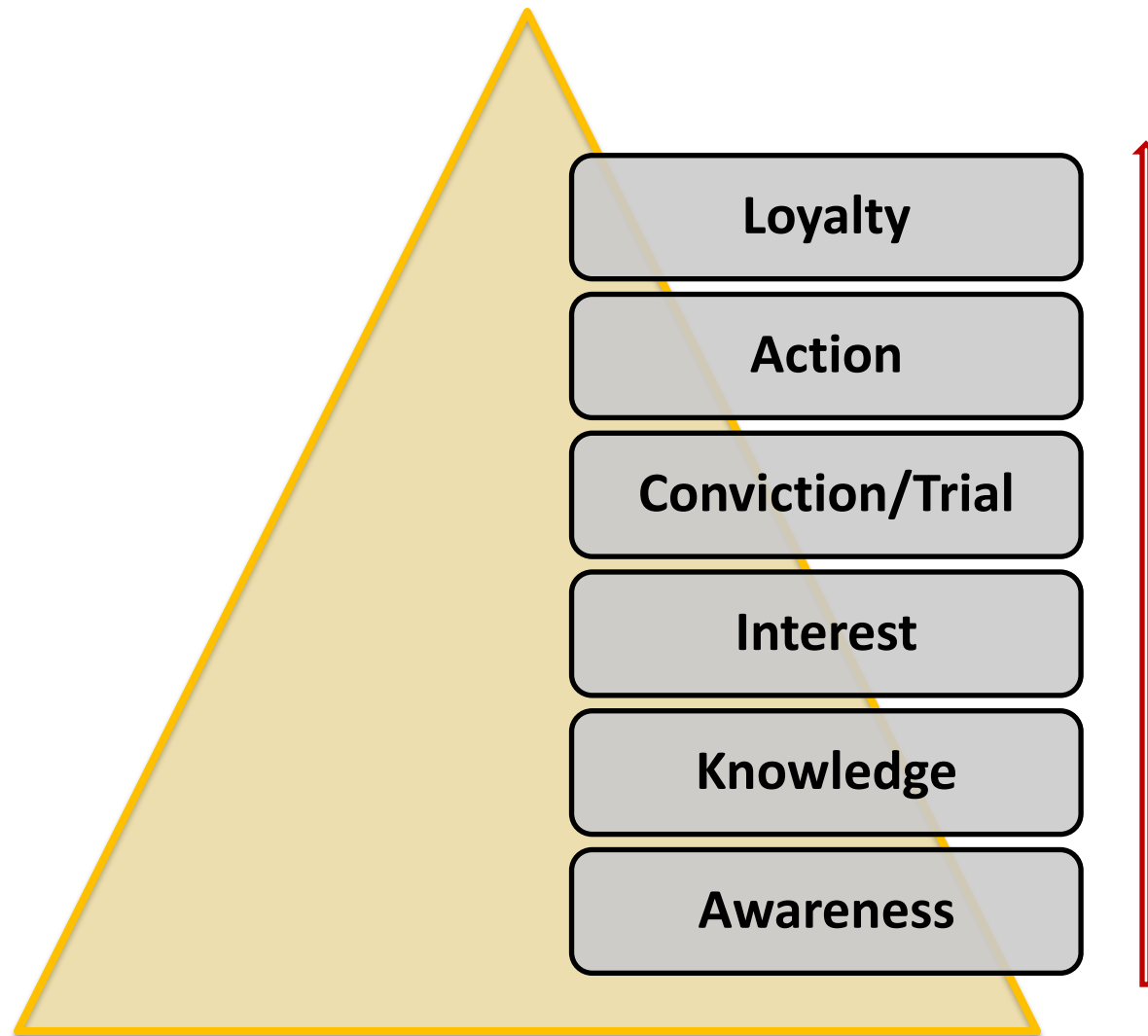
**Rethink about what you need to focus**

**重新思考你需要關注什麼**

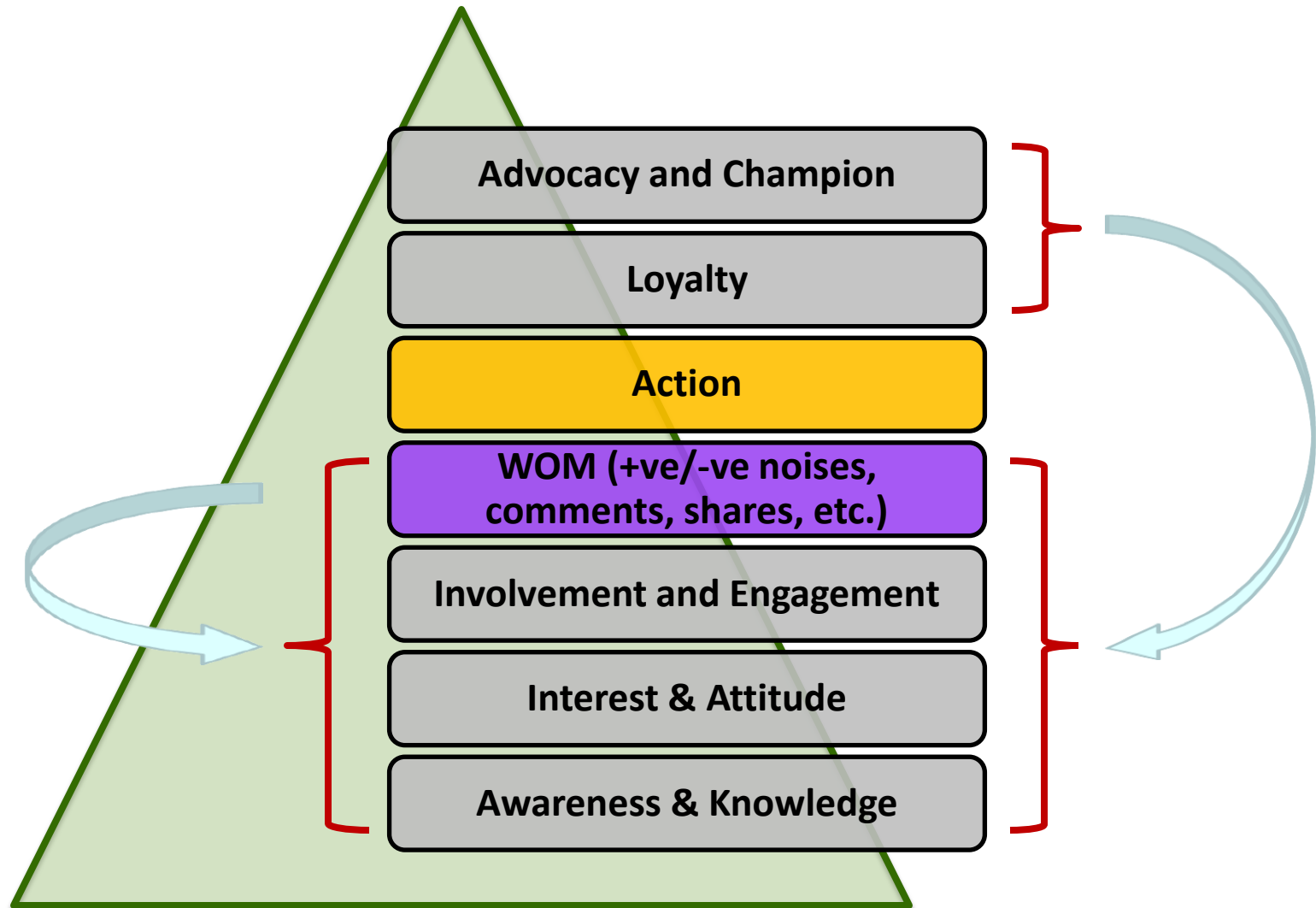
# Brand Image vs. Sales Focus



# Traditional Hierarchy of Effects Model

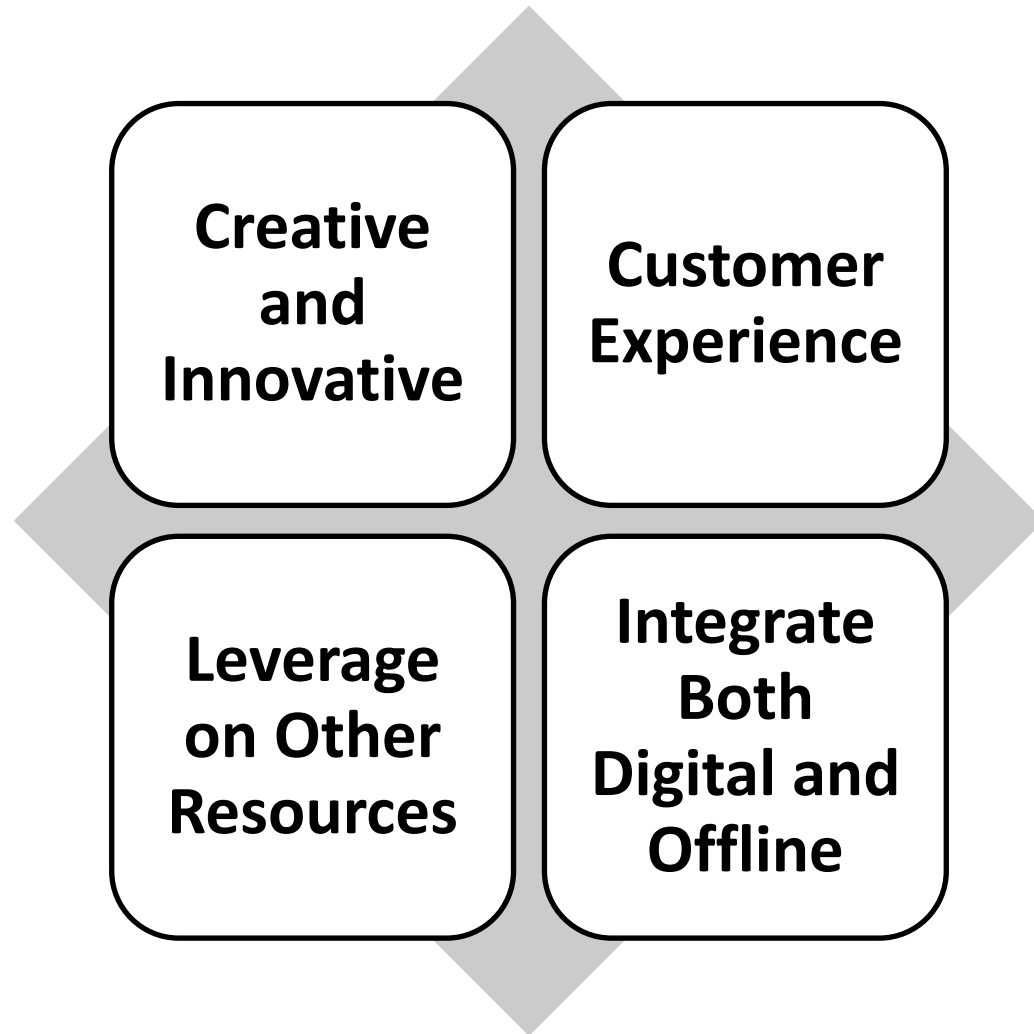


# Digital Engagement Model



\*Source: Digital Marketing Strategy by Baniel Cheung & Jeffrey Chu (2016)

# CSFs of Marketing/Branding Strategy



# Memorigin is a Good Example



萬希泉

# Compose of East and West Cultures

Eastern Design



Western Design





# Eastern Cultural Elements



# Western Cultural Elements



# Local Design Ingredients





# Word Engraving Service



# Cross-Over Collaboration



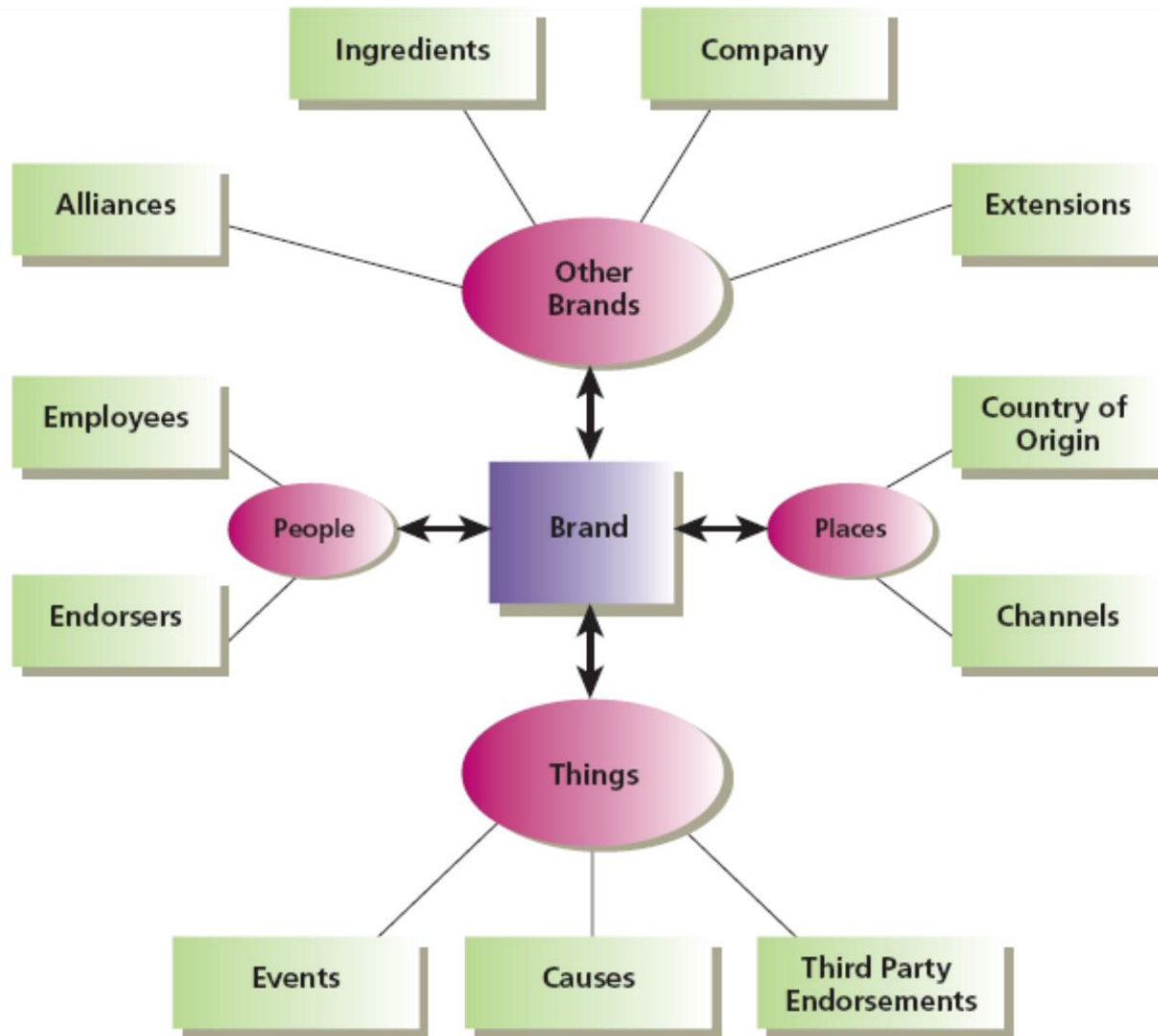


# HKU Memorigin Cross-Over



# Enhance Brand Image

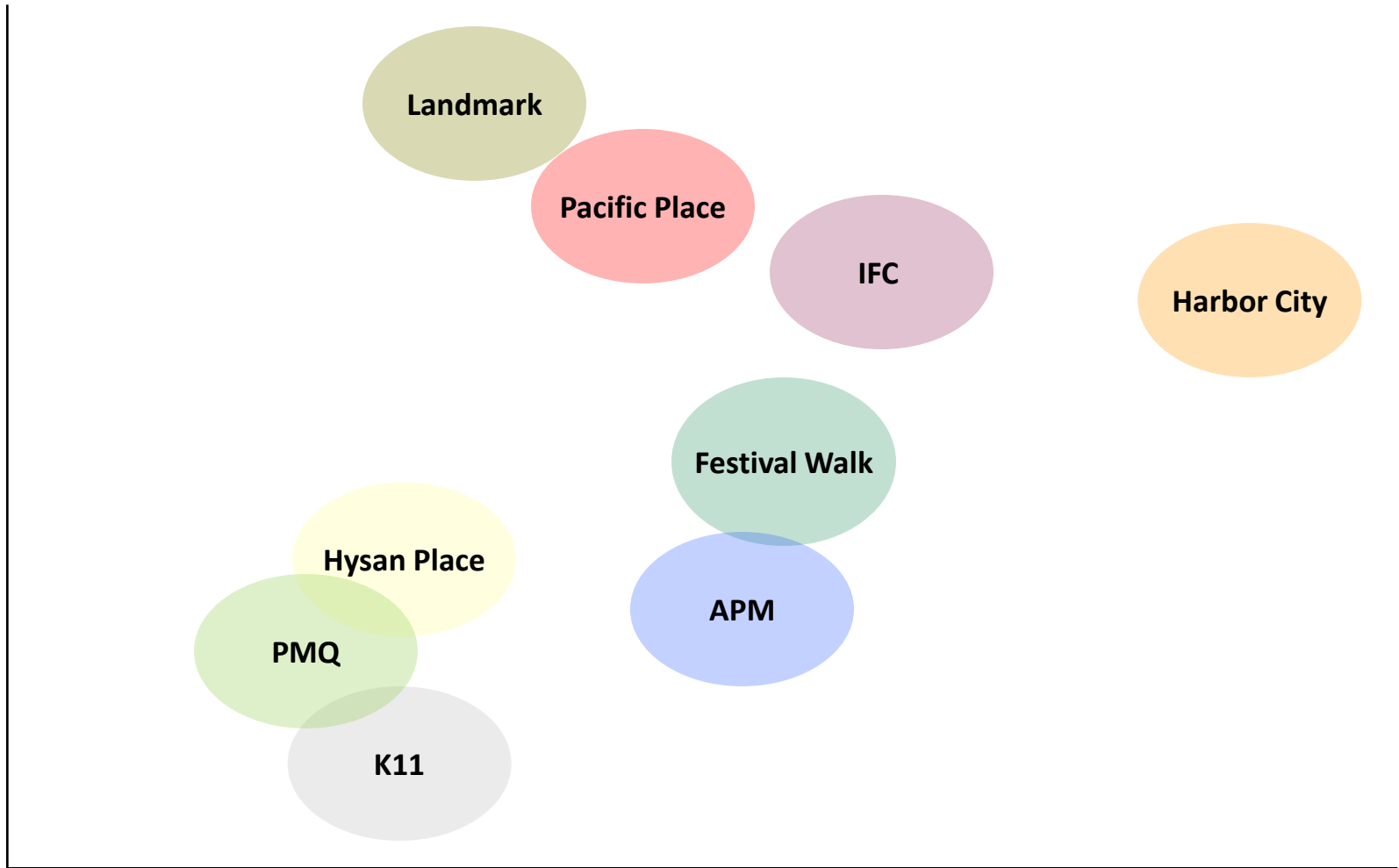
# Brand Compositions





# Positioning Map of HK Shopping Malls

Prestige

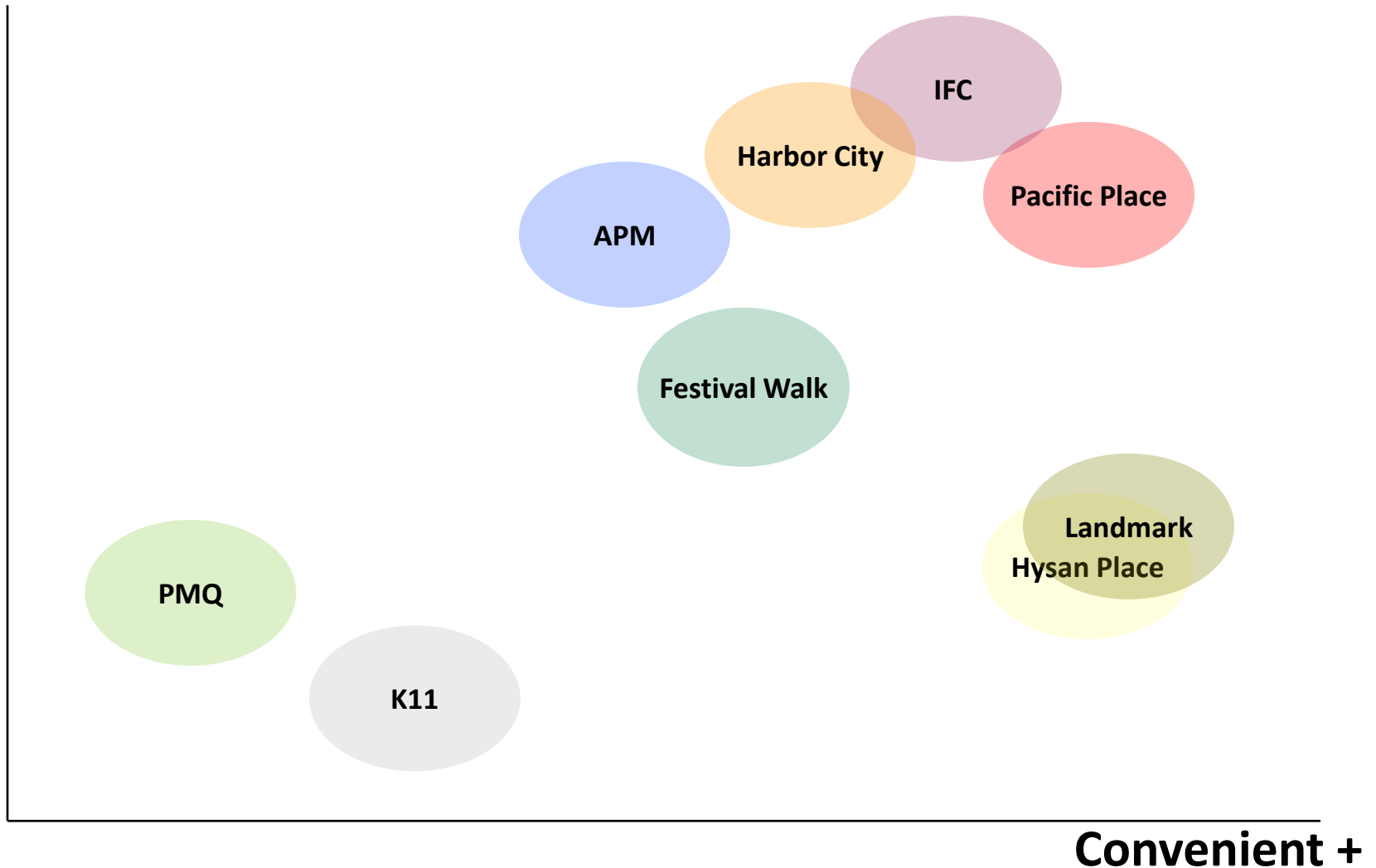


Stylish

Tenant Mix +

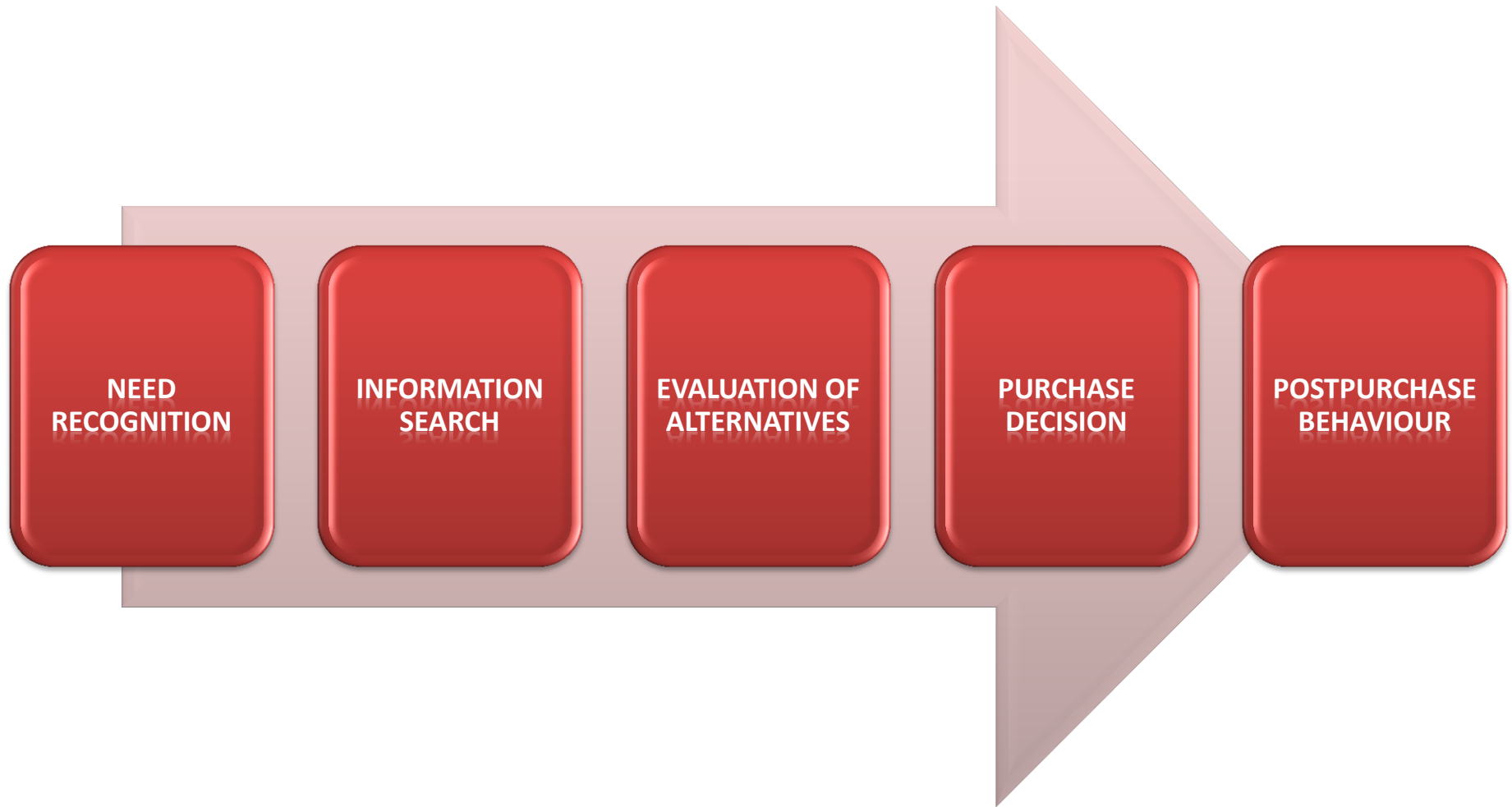
# Positioning Map of HK Shopping Malls

Shopping Experience +

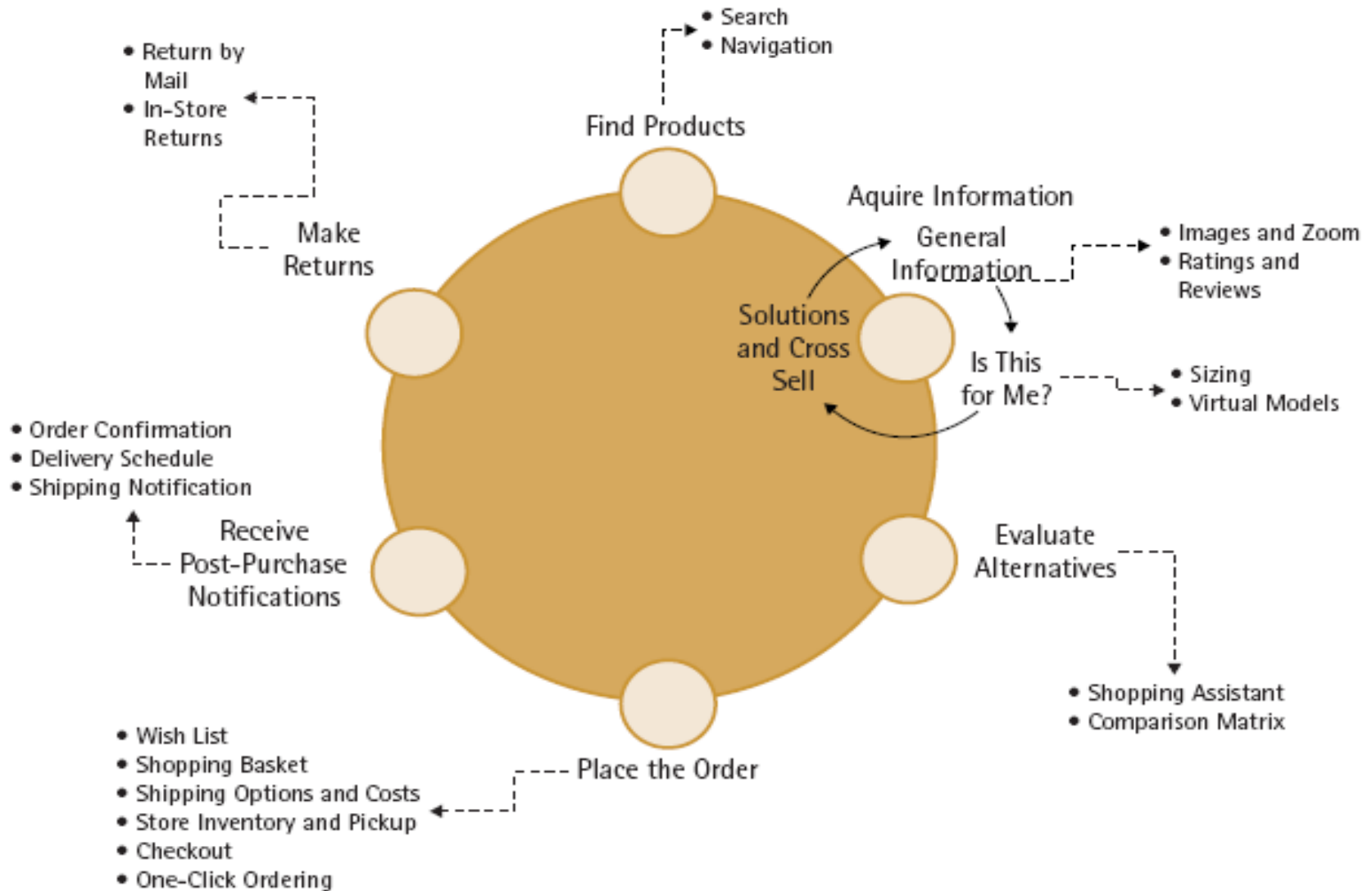


# Enhance Sales

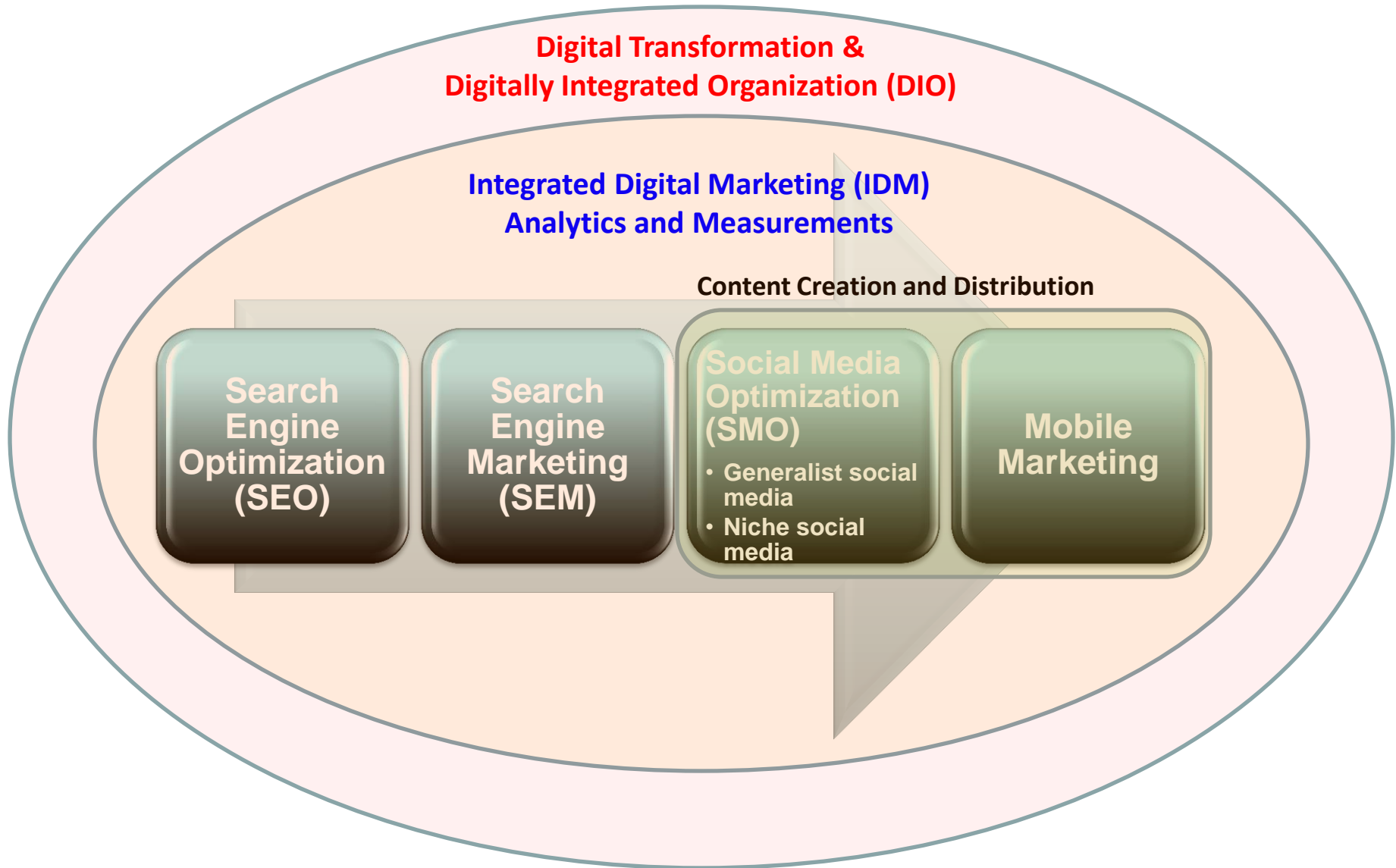
# Purchase Decision Process



# Online Purchase Decision Process



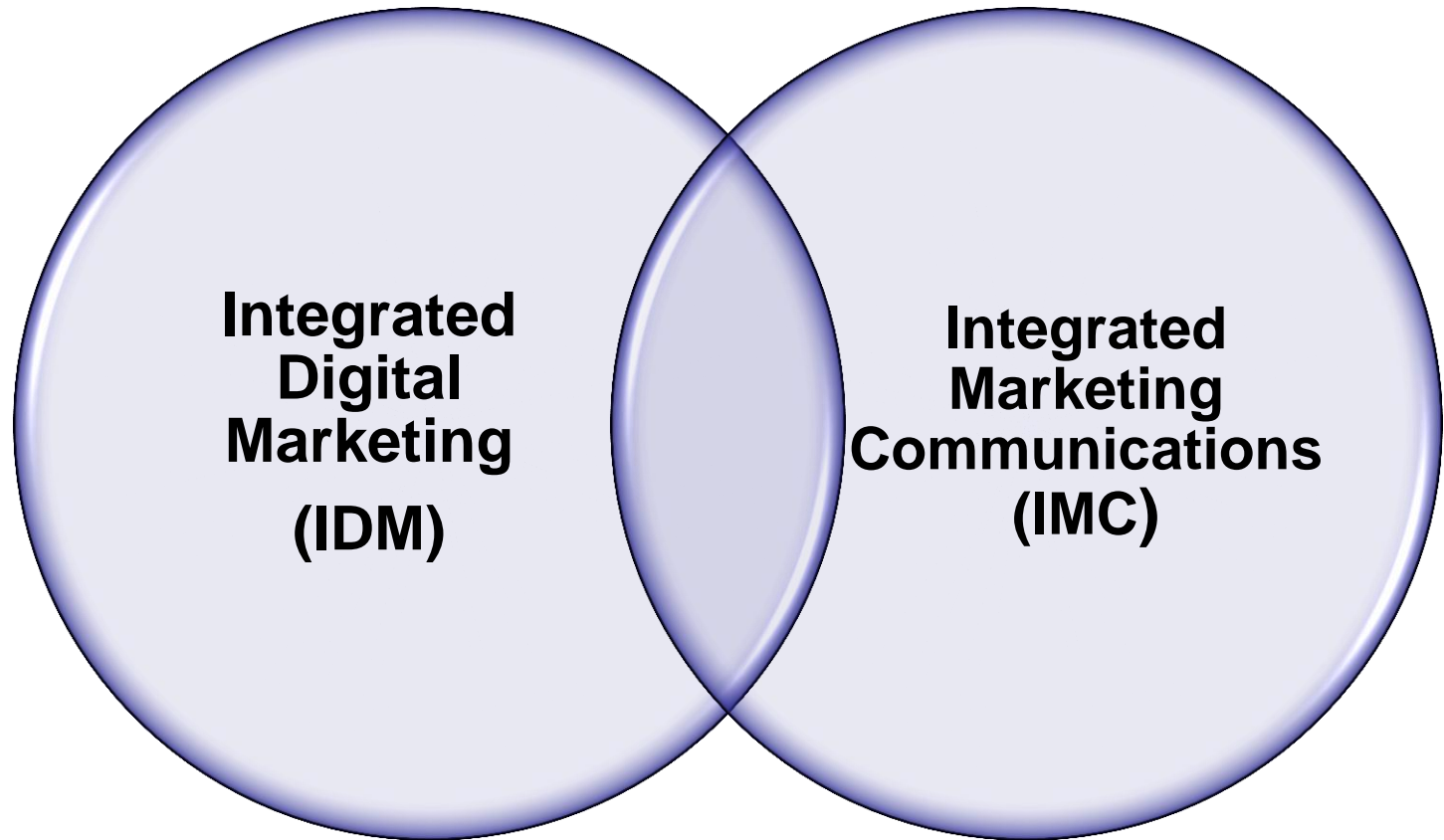
# Digital Strategy Roadmap to Drive Sales



# Integrating Digital and Offline Strategies

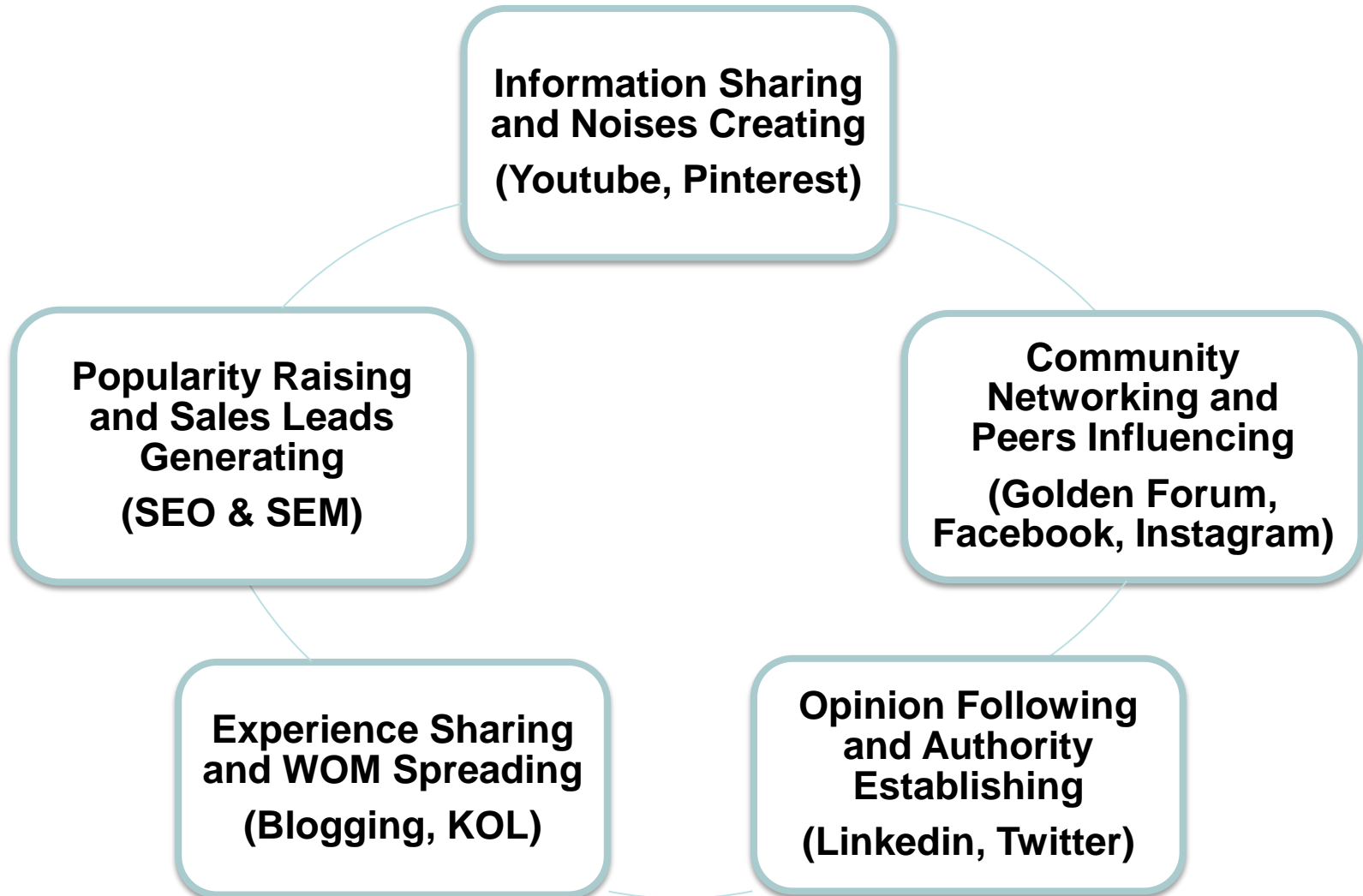
## 整合數碼和離線策略

# Digital and Offline Integration





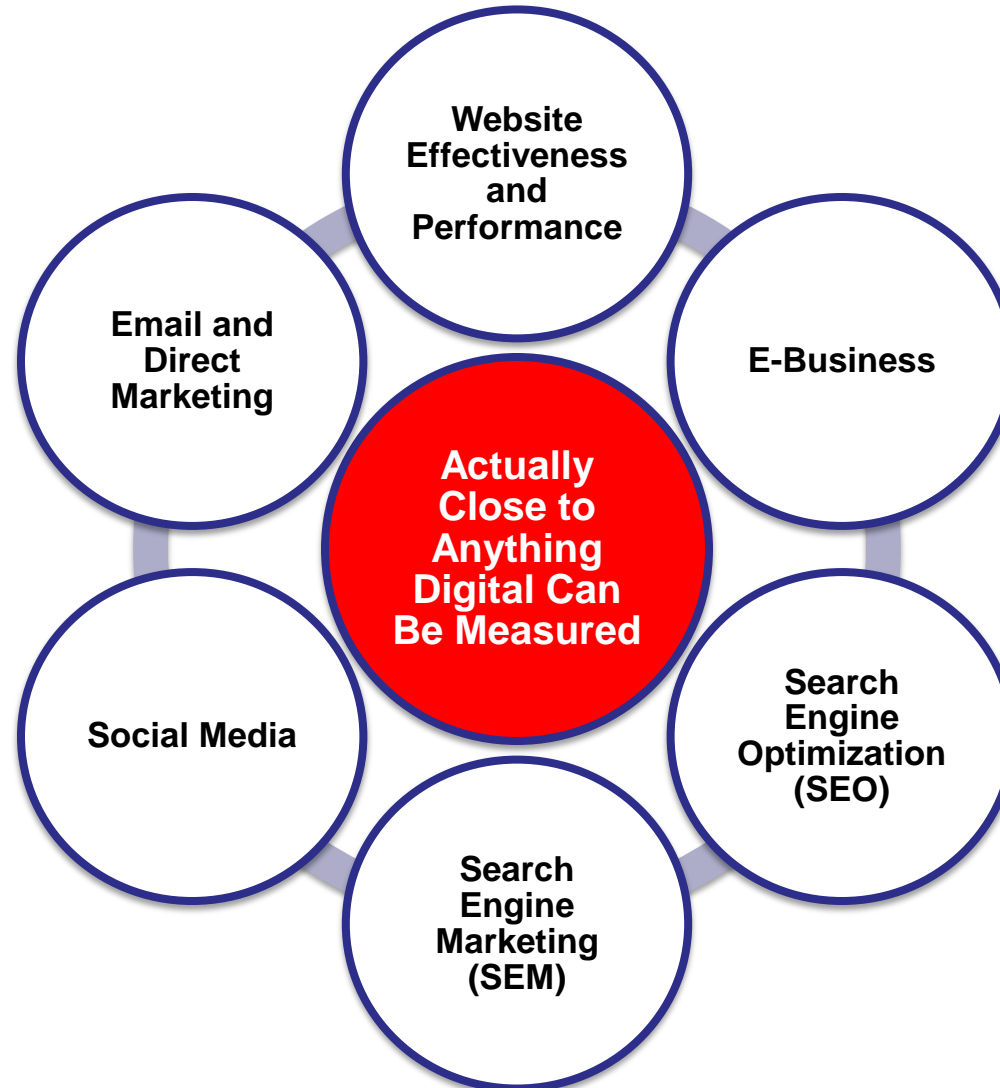
# Integrated Digital Marketing (IDM)



# Making use of Data Analytics

## 利用數據分析

# For Digital, Which Areas Can Be Measured and Which Items should Be Measured?



# Analytics and Measurements

## Website

- *Traffic, behavior, source of entry, funnel analysis, web chain analysis*

## E-Business

- *Online to offline sales, new customer, repeated customer, purchase cycle, AOV*

## Social Media

- *Exposure, sentiment, sales lead, response speed & rate, diffusion pattern*

## SEM

- *CTR, content and location, split testing, profitability, ROI*

## SEO

- *Popularity, site ranking, CTR, bounce rate, landing page selection*

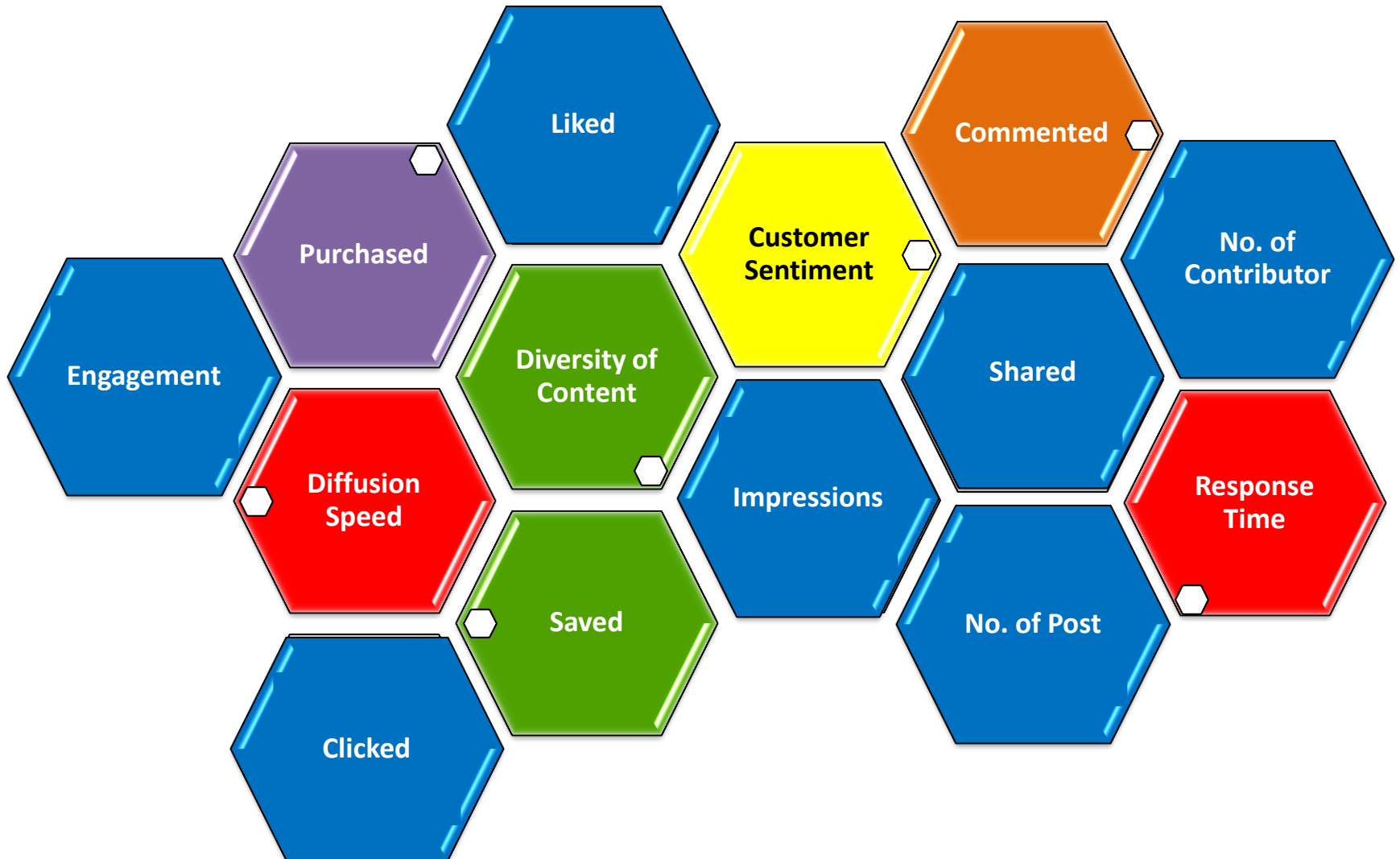
## Email

- *Bounce rate, open rate, CTR, sales lead*

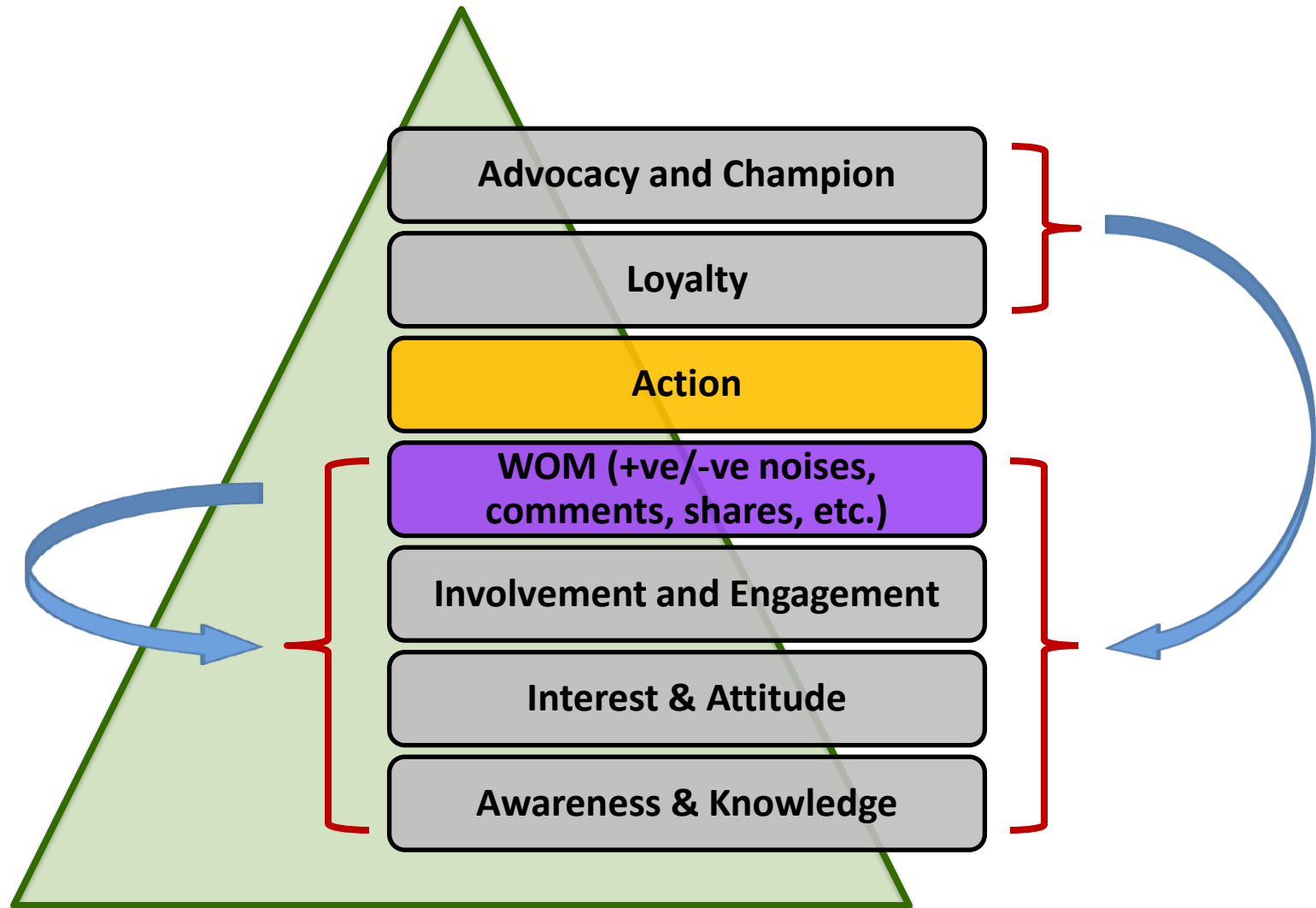
# Examples of Digital Measurement & KPIs



# Examples of Social Media Measurement and KPIs



# Digital Engagement Model



\*Source: Digital Marketing Strategy by Baniel Cheung & Jeffrey Chu (2016)

# Digital Key Performance Indicators

## Campaign Performance Metrics

- Impressions, likes, comments, shares, clicks, sales leads, access duration
- Effective engagement = (no. of like + comment + share) / no. of post
- Diffusion depth and speed, lifespan of effectiveness
- Level/amount of interaction, customer sentiment

## Engagement Level Metrics

- Awareness and Knowledge, Interest & Attitude, Involvement and Engagement, +ve/-ve WOM, Action, Loyalty, Advocacy and Champion

## Business Value Metrics

- Sales, profit, market share, ROI
- Brand awareness, customer perception, customer satisfaction, churn rate
- Employee productivity, cost reduction, stakeholders relationship



# A Closing Case Study – Ginza West

# Company History

- **First café restaurant at Tokyo opened in year 1947 soon after World War 2**
  - Inviting a chef from Yusen, a luxury cruise liner during the peak of sailing days
  - Featuring “Evening with Classical Music” started in 1948
  - West became a well-known place where “sophisticated people” gathered together, instead of being just a parlor which served expensive coffee
- **Selling of biscuits<sup>1</sup> at the Ginza store of Tokyo since year 1962**
- **One of the most reputable café and biscuits chain outlets in Tokyo area**

<sup>1</sup> Assorted Butter Cookies

# Domestic Operation

## **Parlor + Café Outlet (Direct Operation)**

- Ginza, Aoyama and Yokohama

## **Biscuits Shop**

- 19 prestige locations in Tokyo area, e.g. Takashimaya, Mitsukoshi, Daimaru, Isetan, Keio, Narita Airport, Haneda Airport

## **Factory**

- Hino (Tokyo) and Yamanashi Prefecture

## **Delivery Center**

- Kunitachi (Tokyo)

# Shop Locations in Tokyo





# Ginza Parlor



# Ginza Parlor





# Ginza Parlor



# Aoyama Garden





# Aoyama Garden



# Tokyo Station Daimaru





# Shinjuku Isetan



# Shinjuku Takashimaya

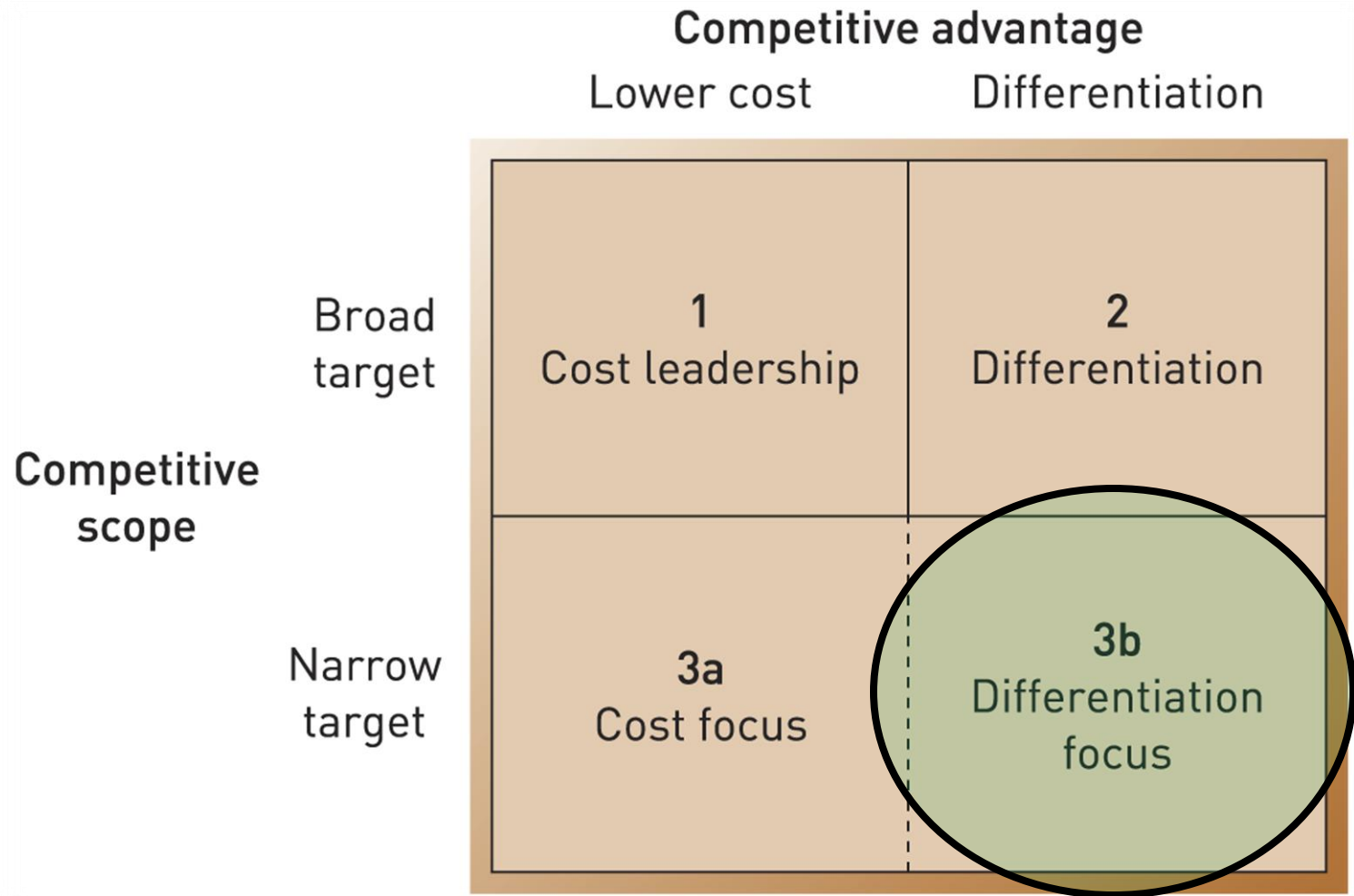




# Narita Airport



# Porter's Three Generic Strategies



# Differentiation by High Quality Ingredients

- **Butter:** from Tohoku and Hokkaido
- **Egg:** from Shizuoka, Iwate and Aomori Prefectures
- **Flour:** from US and Canada
- **Sugar:** from Brazil, Thailand, Australia, Philippines, South Africa, Guatemala and domestic (Hokkaido, Okinawa and Kagoshima)
- **Nut:** from overseas
- **Raisin:** from US
- **Strawberry Jam:** from Kyusyu



# Ichinomiya Factory





# Ichinomiya Factory



# Ichinomiya Factory



# Biscuits Product Lines





# Biscuits Product Lines



# Biscuits Product Lines



# Leaf Pie





# Victoria



# Polon





# Sablest



# Gift Set



# Retail Store Design Concept





# Retail Store Design Concept



# Retail Outlet at Lee Tung Avenue



# Marketing Strategies in 2016

**Both brand building  
and sales focus**

**CRM and data analytics  
to identify consumer  
behavior changes /  
patterns**

**Customized promotion  
campaigns to achieve  
customer acquisition,  
retention and  
stimulation purposes**

**Integrate digital and  
traditional marketing  
strategies**

**More leverage on  
strategic partnership**

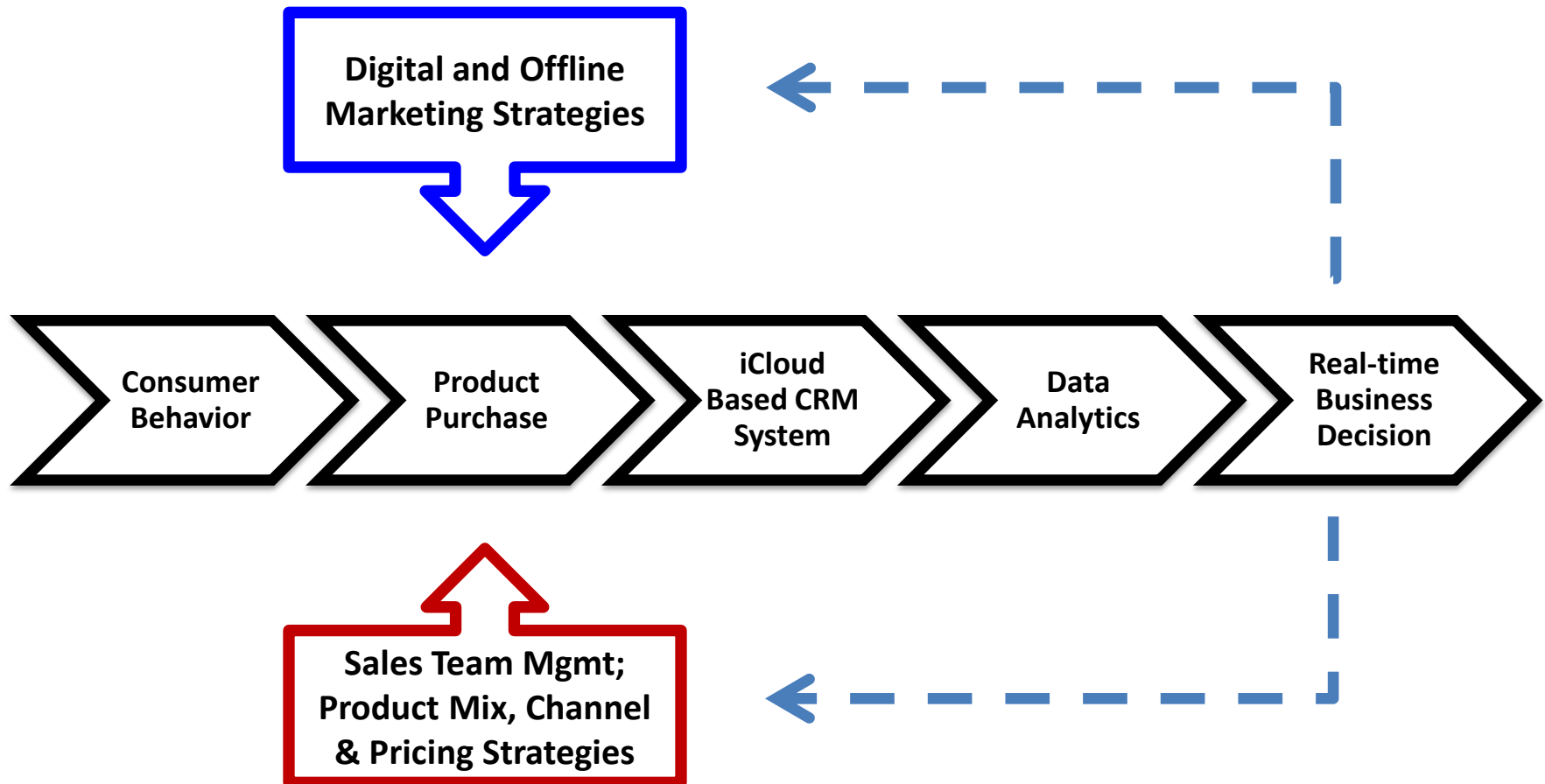
**Integrated effort of  
in-house marketing and  
agency support**

**Use more targeted and  
cost effective way of  
promotion such as KOL**

**Invest in technology to  
enhance in-house  
marketing capability**

**Treat data analytics as a  
very important tool to  
make business and  
marketing decisions**

# Making Effective Business Decision



**End of Presentation**

**Q&A Session**