

品牌管理工作坊 (3)

Design and Manage Brand Experience

設計和管理品牌體驗

提綱

- I. 甚麼是品牌體驗？
 - 定義
 - 範圍
- II. 如何設計品牌體驗？
- III. 功能性或是情緒的價值？

I. 甚麼是品牌體驗？

- 定義
- 範圍

Customer experience affects the bottom line

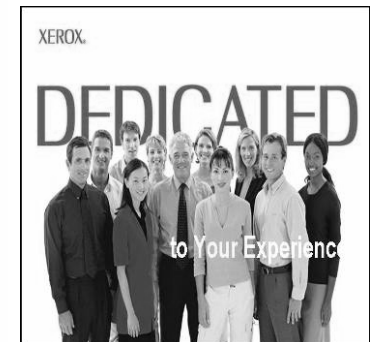
	Customer experience laggards (Bottom quartile)	Customer experience leaders (Top quartile)
Willingness to buy more products	-7.7%	+6.7%
Reluctance to switch	-7.6%	+8.2%
Likelihood to recommend	-8.2%	+8.4%

(Percentages are relative to industry averages)

Source: Forrester report "Customer Experience Boosts Revenue"



品牌體驗的重要性





Based on their experience
with the service!

SPECIFIC
MEASURABLE
ACTIONABLE
RELEVANT
TRACKABLE

品牌又顧客的感覺決定!



你的品牌是

...期望

... 連繫

...情緒

上述階由顧客的品牌體驗決定



根據情緒進行品牌定位?

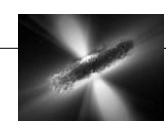
But Emotions are not rational constructs...

... they defy logic and reason

.... and are defined by perceptions

... which defines our reality

The key lies in understanding perceptions



品牌由10大類接觸點決定

Focus

Application

- | | | |
|-----------------------------|------------------------|------------------------|
| • Internal Brand Alignment | • Executive Vision | • Customer Insight |
| • Cultural Alignment | • Strategic Alignment | • Competitive Analysis |
| • Performance Management | • Brand Positioning | • Industry Analysis |
| • Operational Effectiveness | • Portfolio Management | • CRM Strategies |
| | | • Communication |

The following case studies that highlight some of these applications to provide an insight into the process

Brand Perceptions

The key to managing your brands

... and how people behave around them ...

... is manage the perceptions of the brand!

You need to manage ...

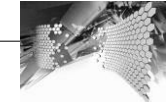
... the conscious and subconscious elements

.... of your Brand

Then you can control the perceptions around your brand

... whether this is for ... Your Executive... Your Staff ...

... Your Customers ... or even Your Competition



品牌體驗的五大層面 (SCHMITT)

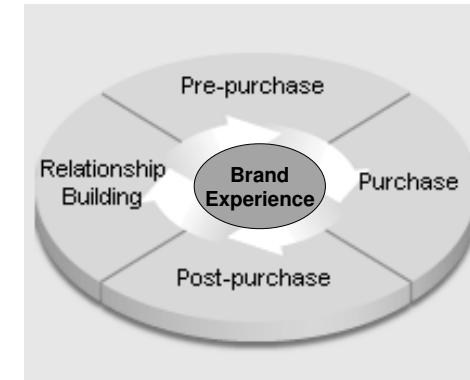
- 觸覺
- 感覺
- 思考
- 行為
- 關聯

All Brand Experiences - past and present - shape the consumers view of a brand and will effect their decisions to buy, buy again...and maybe even advocate it





需要全方位分析品牌體驗



Requires you to manage all contact points during pre-purchase, purchase and consumption, and post-purchase (including relationship building) stage

這些僅是少部分片段!

Now let's look at the whole process: From pre-purchase to consumption (if no membership service)

Compare:

零食物語的品牌創建

- 有何特點?
- 有何問題?
- 零食物語的品牌創建策略對你的啟發



品牌體驗決定品牌的感知價值

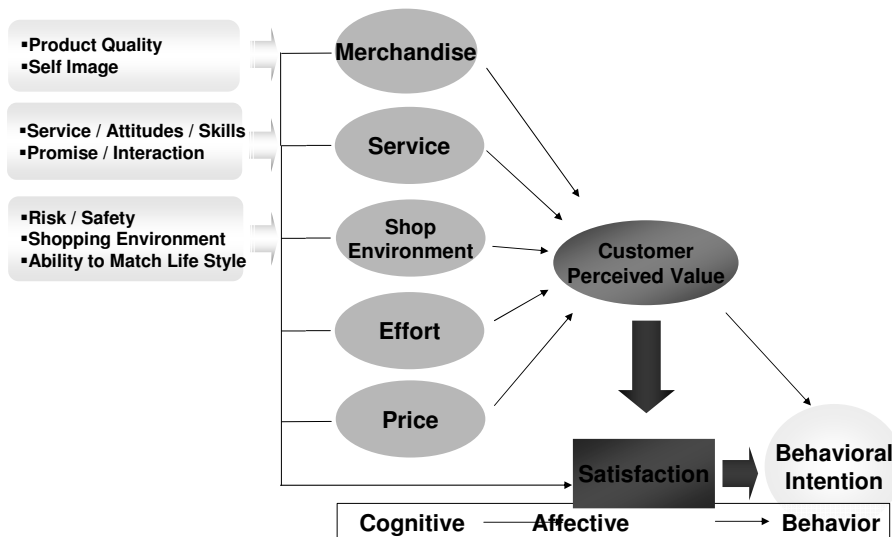
- Functional (Utilitarian) Value
- Emotional (Hedonic) Value
- Social value

以香港零售服務為例

Our CPV of HK's Retail Services project also reports strong impact of Brand Experience on CPV, Brand Preference and Brand Loyalty



Conceptual Model of Customer Perceived Value (CPV)



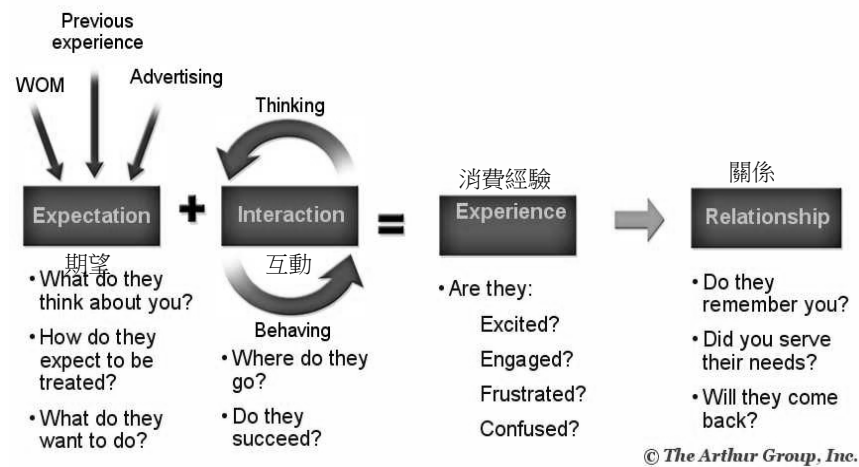
Relationship between Brand Preference and Performance on Value Factors

Description	Favourable	Less Favourable
Price	5.60	4.92
Service/ Attitudes/ Skills	5.81	5.18
Promise/ Interaction	5.77	5.00
Shop Environment	5.34	4.72
Risk/ Safety	6.01	5.31
Ability to Match Life Style	5.29	4.49
Style	5.11	4.55
Staff Performance	5.67	5.00
Product Quality	5.27	4.59
Product Quality	5.27	4.59
Self-Image	5.74	5.06
Service Quality	5.31	4.60
Price	5.60	4.92

- Shoppers who favour the brand in general have much higher ratings in all value factors. Particularly in the areas of "Risk/safety", "Service/attitude/skills" and "Self-image".
- Perceived performance is also higher for shoppers who prefer the brand.

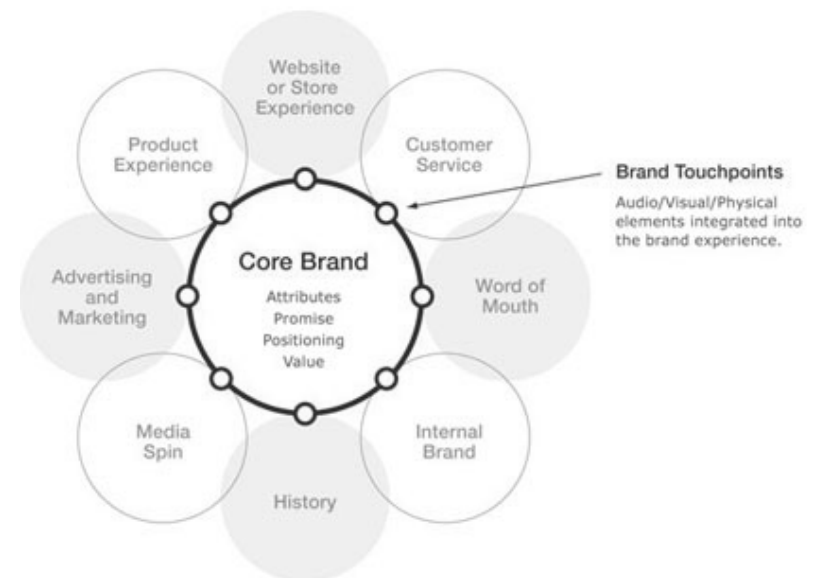
II. 如何設計品牌體驗？

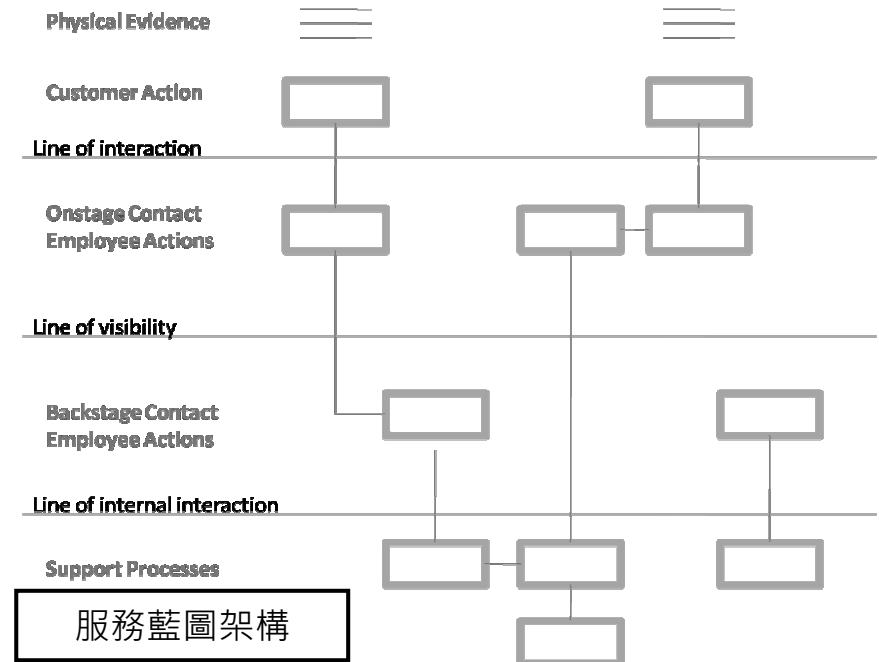
➤ 重要工具



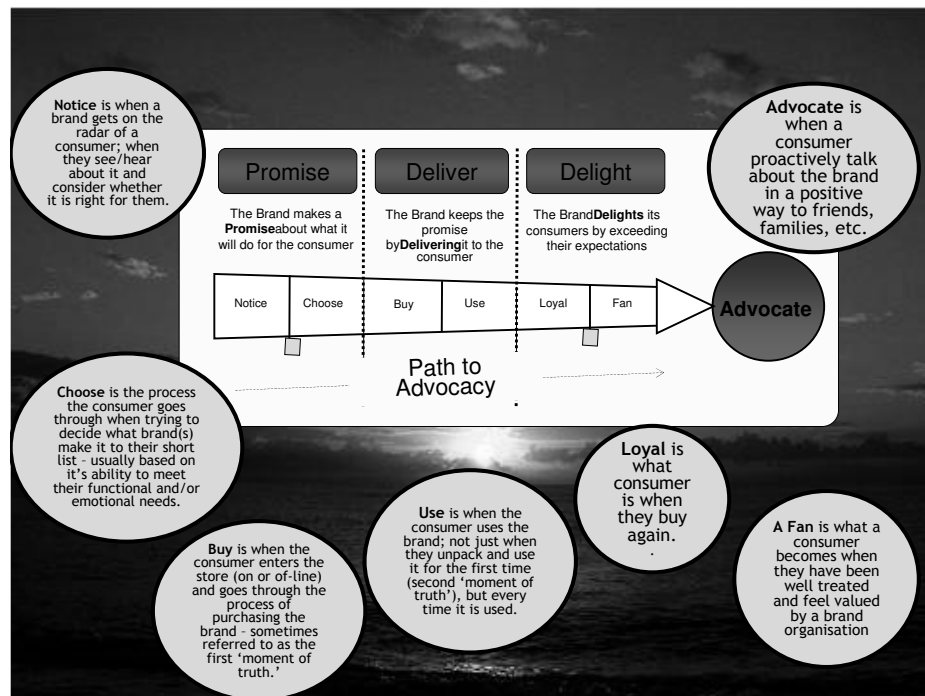
全面分析服務體驗

Shaping customer experience





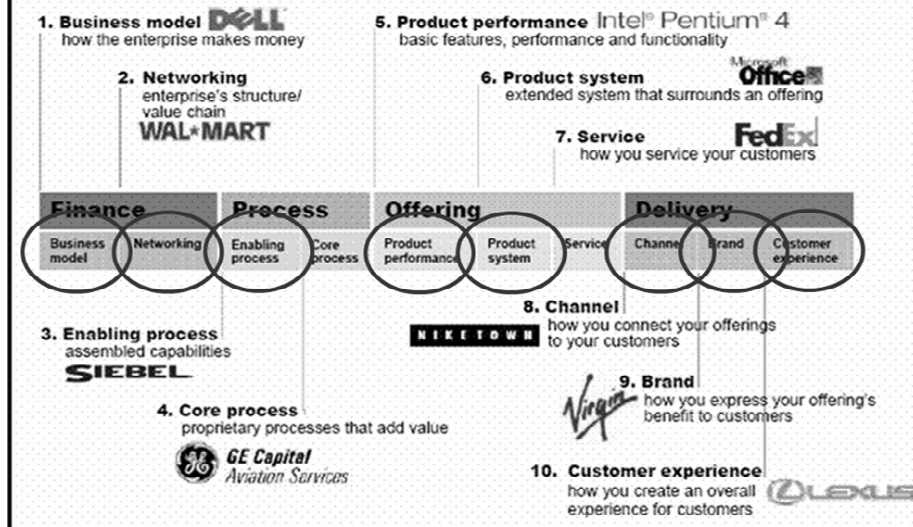
服務藍圖架構



但不要忽略:

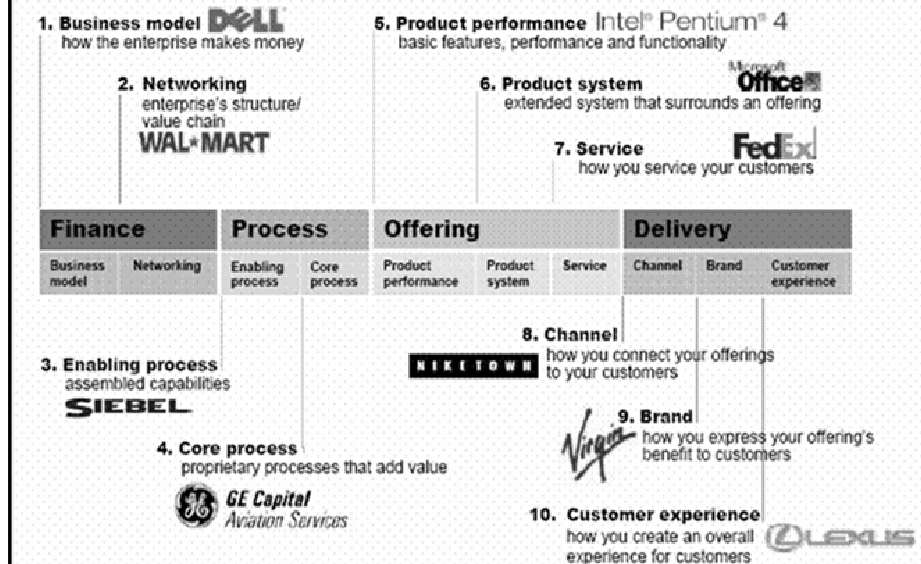
- 戰略
- 創新
- 跨部門協作
- 顧客的參與: 由共同生產至共同創造價值

10 types of innovation: move beyond products to win

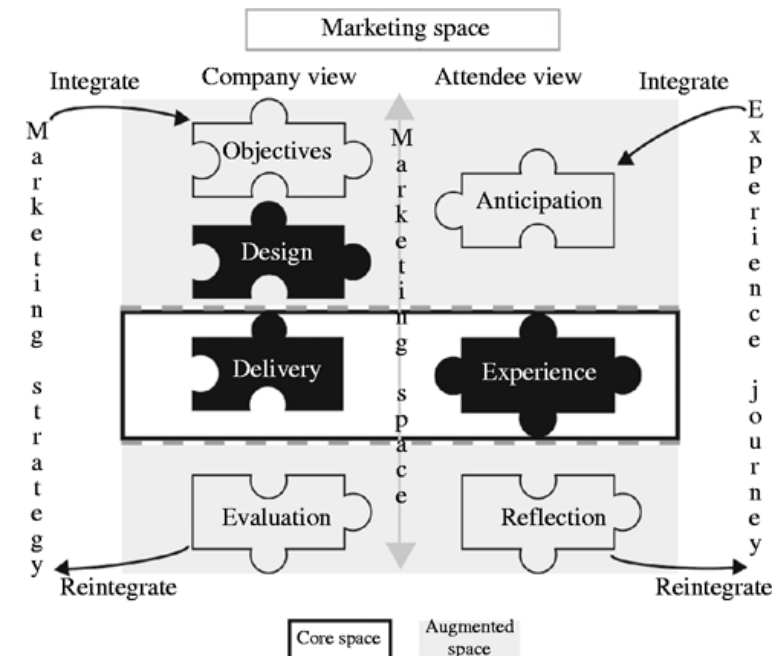
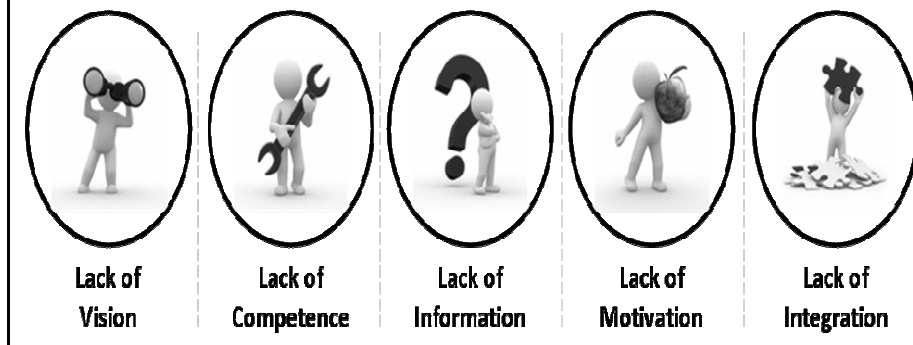


Apple music used seven types of Innovation

10 types of innovation: move beyond products to win



Employee-Related Customer Experience Breakdown - Root



III. 創新體驗: 功能價值或情緒價值

=> McCafe versus Starbucks



是否非要全方位豐富品牌體驗不可？

McCafe 回歸基本
反出 *星巴克*



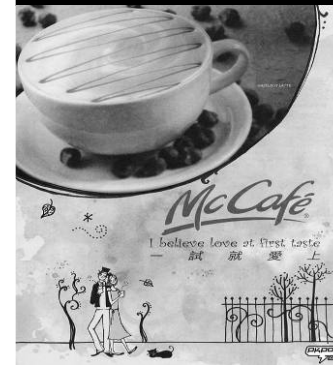
McDonald's brews plans for gourmet coffee

- By Bruce Horovitz, USA TODAY, Friday, September 22, 2000
- SYDNEY - After years of testing the leisure coffee concept in Australia, McDonald's will begin to open McCafe coffee shops in the USA next year, says Jack Greenberg, McDonald's CEO.
- This is the first time that McDonald's has publicly commented on domestic plans for the value-priced, gourmet coffee shops that operate as separate units inside 50 McDonald's restaurants in Australia.
- The fallout could be enormous. Starbucks owns roughly half of the nation's 7,000 gourmet coffeehouses. No one else comes close. But McDonald's has 13,500 locations in the USA, and it has another 13,500 abroad.
- If even a quarter of those stores eventually sell gourmet coffee



McDonald's McCafes set to take on Starbucks
McDonald's is set to take on Starbucks in Europe as it rolls out its McCafe coffee shops by the end of the year.

- Starbucks executives are keeping mum on McCafe. "As a company, we don't comment on competitors' concepts," a statement reads.
- However, "it's going to be **difficult to convince anyone that McDonald's stands for premium coffee**," says Ron Paul, analyst at Technomic, a consulting firm. Because of that, it will have to treat McCafe as a separate brand.
- That's what it does in Australia. The typical McCafe is at the front of a McDonald's, has its own counter, signs and coffeehouse-like furniture. Employees are dressed in visibly more upscale outfits than those at the McDonald's counter. Drinks such as cappuccino and cafe latte are served in ceramic mugs; beans are 100% Arabica. And like any gourmet coffee shop, the counter is stocked with all sorts of sweets, from muffins to biscotti.
- Cappuccino, which is the top-selling drink at McCafe, sells for slightly less than \$1 (American) here. Fresh-baked muffins are about \$1 each, as well. That's roughly half the price that Starbucks sells the same products for in the USA.
- But quality, not price, is the big issue with most Starbucks customers, says Bonnie Kramer



屯門鄉事會路，夜晚都算多人，d人鐘意去附近的酒吧、糖水鋪和麥當勞傾計。
McCafe其實無咩特別，不過我臨返屋企前，入去開Notebook上網都幾好。
Cappuccino，\$12，奶泡好滑！正！
Lamington，約\$6，味道都可以接受。
用餐日期:2009-06-02



McDonald's expects the addition of beverages ranging from coffee and cappuccino to water and sports drinks to eventually add \$1 billion to annual sales.

Whatever the success it has -***we say - save your money.*** We visited a McCafe enabled McDonald's yesterday, and both the latte and cappuccino are not worth the money. It's a shame really, we liked it when they upgraded their base coffee offerings to Green Mountain, and then onto the current generic "better coffee", but even that isn't worth it. At over \$1.19 to upwards of \$3+ bucks for some drinks, you could purchase 3-6 single serve coffee K-Cups, T-Discs, or coffee pods.

But McDonald's McCafé concept with small, comfortable coffee shops next to the hustling, bustling burger outlets is the biggest challenger to Starbucks.

-Wang Jinlong, head of Starbucks Greater China



http://www.youtube.com/watch?v=dHjNkW_jGx0&feature=related
<http://www.youtube.com/watch?v=IVzxy0L5SxE&feature=related>
<http://www.youtube.com/watch?v=eBZhDAKq1CI&feature=related>
<http://www.youtube.com/watch?v=6S6kH6YRSa4>
<http://www.youtube.com/watch?v=EGtnUfgKzds&feature=related>
<http://www.youtube.com/watch?v=zxIM7NB2NF0&feature=related>
http://www.youtube.com/watch?v=ug8OB0M_cUM&NR=1



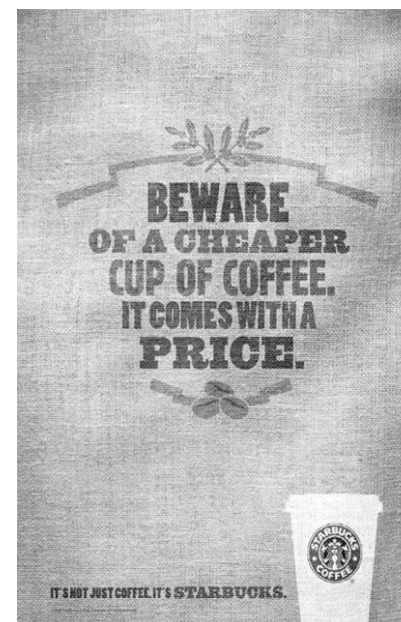
STARBUCKS ANSWERS MCCAPE

JUNE 13, 2009 BYBRANDONBLOG

- Following McCafe Marketing Blitz in May (\$100 Million) for its new speciality coffee line Starbucks thinks it has found the right answer. The high-end coffee retailer is breaking a series of long ads designed to tell the brand's "story" while warning consumers about the dangers of trading down. It's all part of its effort to combat consumer perception about its prices and separate itself from McDonald's. Starbucks has generated buzz through a variety of channels, including 'Coffee value and values' campaign, sponsorship with 'Morning Joe' on MSNBC and being named No. 1 best coffee by the Zagat survey, using Facebook and Twitter to tout its efforts. Starbucks is trying to get people... How expensive is a \$3 latte when you think about other things in your life - like providing health care, working with farmers in areas where coffee is imported?



McDonald's advertises its coffee while taking a shot at Starbucks on this billboard on East Marginal Way in Seattle. Scott Eklund / P-I



分析：

➤ McCafe

➤ 麥當勞密密送

➤ <http://www.mcdonalds.com.hk/chinese/mds/moments/>

的品牌體驗與效果

➔ 我們學懂什麼？

總結(TAKE-AWAY):