

課題4： 品牌知識及品牌個性

- I. 品牌組成元素
- II. 品牌知識結構
- III. 品牌品牌個性
- IV. 管理品牌聯想

I. 品牌組成元素（傳統方法）

1. 選擇品牌元素的準則(Criteria)

- 可記憶性(Memorability)
- 意義性(Meaningfulness)
- 轉讓性(Transferability)
- 適應性(Adaptability)
- 保護性(Protectability)
- 喜愛性(Likability)

2. 組成元素

A. 名字

- 選擇名字的原則：
 - ✓ 簡單，易寫，易讀(Simplicity)
 - ✓ 熟悉，有意義(Meaningfulness)
 - ✓ 突出，鮮明(Uniqueness)
 - ✓ 易引起有關聯想+具想像力(Associations + Imagery)
 - ✓ 法律上易保護(Protectability)
 - ✓ Transferability
 - ✓ 因制宜Adaptability

B. 商標或標誌(Logos and Symbols)

- 具視覺想像力和美感
- 最好能與品牌名字應用範疇結合
- 須適時更改，因時制宜

C. 口號

- 描述力+說服力(Qualify for the Real World)
- 易記
- 一針見血，反映品牌特質 / 價值
- 根據產品更新換代，正變化和目標顧客需求變化而修改

D. 包裝

- 超越對產品的保護作用
- 最重要的資訊溝通工具
- 包含所有的基本市場行銷能力
- 成本優勢的來源之一
- 文化因素是包裝設計的重要考慮因素之一

E. 其他

- 品牌代言人
- 音樂訊息

明顯地，從全方位設計和管理品牌體驗的角度要求，傳統做法已相對不足！

II. 品牌知識結構 (Brand Knowledge Structure)

- 梯隊效應理論說明顧客對品牌的知識遠超乎『名字』及『注意力』。
- 豐富的品牌知識是品牌形象, 品牌態度, 品牌個性
- 和品牌忠誠度的基礎。
- 識別度, 美譽度 (品牌態度之一) 及品牌形象都是品牌知識的不同層面。

梯隊效應理論

認知和理解層面

感性層面

行爲層面



III. 品牌個性規劃模式

What is Brand Identity? (什麼是品牌個性?)

Brand Identity is the unique set of brand associations that the brand strategist aspires to create or maintain. These associations represent what the brand stands for and imply a promise to customers for the organization members. (品牌個性取決於獨特的品牌聯想)

A brand identity should not accept existing perceptions, but instead should be willing to consider creating changes. (個性並非永恆不變，它也隨時日改變)

品牌個性規劃模式

戰略性品牌分析

品牌個性系統

品牌個性

品牌即產品

品牌即企業

品牌即個人

品牌即符號

價值表述

功能

情緒

自我表述

可信性

關係

品牌個性執行系統

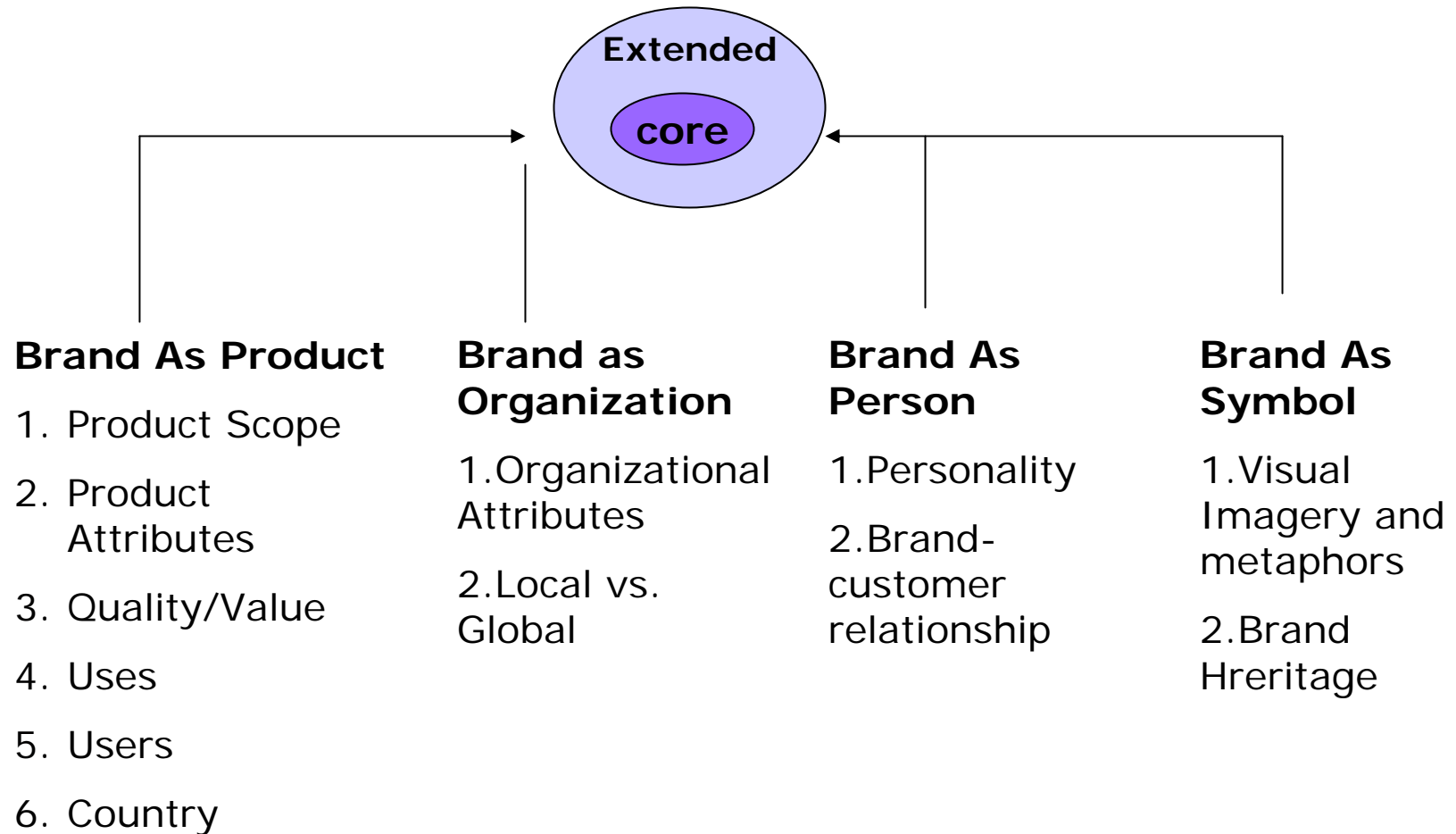
品牌個性
詳述

品牌定位

品牌建立
活動

追蹤及評估

Brand Identity Planning: The English version



More than a Product => It is an experience!

(品牌個性超出產品範疇，它是總體經驗的感覺。)

BRAND



戰略性地分析品牌個性

顧客分析

- 趨勢
- 動機
- 未被滿足的需求
- 消費群細分



品牌個性

(核心，延伸，本質) 我們想建立的一系列組合

品牌即產品

- 產品範圍
- 產品性質
- 品質/價值
- 用途
- 使用者
- 產地



競爭對手分析

- 品牌形象
- 優勢，戰略
- 弱點
- 趨勢，動機

自我分析

- 現有的品牌形象
- 品牌的繼承
- 強項/能力
- 組織價值

品牌即企業

- 機構性質
- 創新
- 消費者關注點
- 可信度
- 區域性對全球性

品牌是人

- 個性
- 品牌與消費者的關係

品牌是符號

- 真實的形狀
- 比喻
- 品牌繼承

價值表達

- 功能上的好處
- 情感上的好處
- 自身表現的好處



可信度

- 輔助家族中其他品牌



品牌定位



品牌—顧客關係-共同語言- 品牌共鳴 TM



品牌個性執行制度-品牌建築



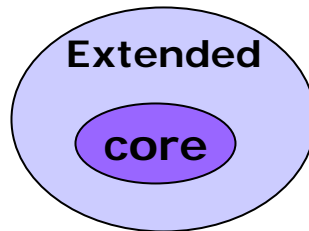
執行



跟蹤-監控品牌定位



Google™



Brand As Product

1. Search
2. Fast, comprehensive
3. "The best"
4. Find anything: research to fun
5. Everyone
6. International

Brand as Organization

1. Hardworking, fun, cult
2. Global view

Brand As Person

1. Honest, but playful.
2. Always there for you.

Brand As Symbol

1. Simple design, basic html. Logo is not sacred.
2. "old internet"

Brand Strategy- Li Ning

- a super gymnast hero in the heart of most of the Chinese
- won 106 gold medals
- was a two-time World Cup AA champion. His achievements included the winning of six out of seven gold medals
- represent the power of sports, the glory and honor of Chinese towards the world



李宁，一切皆有可能！



Brand Strategy- Li Ning

- Sports good =top 5 products that the youngsters will buy according the brands
- A study jointly undertaken by Horizon Research and Horizonkey.com on leading sports shoe brands in China in 2003...

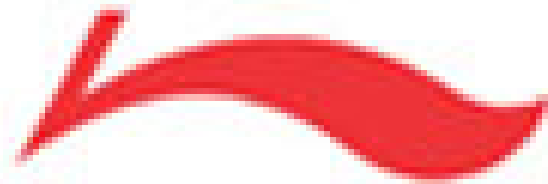
LiNing:53.4%

Adidas: 39.8%

Nike: 39.1%

Brand Strategy- Li Ning

- How does the name of “Li Ning” influence on the footwear products?
 - identify of source of product
 - the signal of good, reliable products
 - a sense of promise to the Chinese customers



價值表達

- 功能上的好處
- 情感上的好處
- 自身表現(self-expressive)的好處

例子 Examples

-Song: Coca-Cola

-Slogans

-Celebrity/Spokeman: Li Ning

Coca-Cola

- I'd Like to Buy the World a Coke

I'd like to the buy the world a home
And furnish it with love
Grow apple tress and honey bees
And snow-white turtle doves
I'd like to teach the world to sing
In perfect harmony
I'd like to buy the world a Coke
And keep it company
That's the real thing

I'd like to teach the world to sing
In perfect harmony
I'd like to buy the world a Coke
And keep it company
That's the real thing

Use of Slogan

- _1_ Reach out and Touch Someone
- _2_ Have It Your Way
- _3_ Just Do It
- _4_ When It Absolutely, Positively Has to Be There
Overnite
- _5_ Drivers Wanted
- _6_ Don't Leave Home Without It
- _7_ Where's the Beef?
- _8_ The Ultimate Driving Machine
- _9_ When You Care Enough to Send the Very Best
- _10_ Where Do You Want to Go Today?
- _11_ Melts in Your Mouth, Not in Your Hand
- _12_ We Try Harder
- _13_ Nobody Doesn't Like
- _14_ No More Tears
- _15_ Mmm Mmm Good

1=Bell Telephone, 2=Burger King, 3=Nike, 4=Federal Express, 5=Volkswagen, 6=American Express, 7=Wendy's, 8=BMW, 9=Hallmark, 10=Microsoft, 11=M&M, 12=Avis, 13=Sara Lee, 14=Johnson's Baby Shampoo, 15=Campell's

Consistency is the Key!
一致性是重要的法則！

Brand identity traps (品牌個性的管理陷阱)

- Critical to understand what brand identity is and is not
- Four traps represent approaches to creating an identity that are:
 - Excessively limiting or tactical and...
 - That can lead to ineffective and often dysfunctional brand strategies
- Needless to say, they need to be avoided!

The brand image trap (品牌形象陷阱)

- Brand image is how customers perceive the brand
 - It provides useful and necessary background information when developing brand identity
- A brand image trap results when efforts to go beyond the brand image is lacking
- The brand image becomes the brand identity rather than just one input to be considered

品牌個性與品牌形象的差異

Brand Image

- Is passive and looks to the past
- Tends to be tactical
- Might not be salient

Brand Identity

- Should be active and look to the future, reflecting associations aspired for brand
- Should be strategic, reflecting a business strategy leading to sustainable advantage
- Should reflect brand's enduring qualities

The brand position trap (品牌定位陷阱)

- A brand position is the part of brand identity and value proposition that is to be communicated and that demonstrates an advantage over competing brands
- The Brand Position trap occurs when the search for a brand identity becomes a search for a brand position
- This inhibits evolution of a full-fledged brand identity

The external perspective trap (單一的外部思維陷阱)

- This occurs when firms fail to realize role that brand identity plays in helping organization understand its basic values and purpose.
- It is hard to expect employees to make a vision happen if they do not understand and buy into that vision. (若你的員工不了解品牌個性，他們怎可能告訴外界所涉及品牌的個性特點)

The product-attribute fixation trap (產品特質陷阱)

- Here the strategic and tactical management of the brand is focused solely on product attributes
- This trap is often caused in part by a reliance on research focusing on attributes

Product attributes as the basis for brand identity have important limitations:

- They fail to differentiate
- They are easy to copy
- They assume a rational customer
- They reduce strategic flexibility
- Attributes are not the only relevant bases for customer decisions and competitive dynamics
 - A brand is more than a product

Breaking out of the traps

(品牌個性規劃幫助企業打破上述的陷阱)

- To help break out of the traps, brand strategists should consider the brand as:
 - Product
 - Organization
 - Person
 - Symbol
- The objective is to help consider different brand elements and patterns that can help clarify, enrich and differentiate an identity
- Not every brand identity needs to employ all or even several of these perspectives
For some brands, one will be viable / appropriate

However, each brand should consider all and use those that help in articulating what brand should stand for in the customer's mind

The Identity Structure (品牌個性結構)

The core identity (核心個性)

- Represents the timeless essence of the brand
- Associations that are mostly constant as the brand travels to new markets
- More resistant to change
- Includes elements that make the brand both unique and valuable

The core identity: Examples

- McDonald's
 - Value Offering, Quality, Service, Cleanliness, User
- Nike
 - Product thrust, User, Performance, Enhancing lives
- Close Up
 - Gel form, User, Red colour

The extended identity (延伸個性)

- Includes elements that provide texture and completeness
- Fills in the picture, adding details that help portray what the brand stands for

The extended identity: Examples

- McDonald's
 - Sub-brands, Logo, Characters, Convenience
- Nike
 - Personality, Logo, Sub-brands, Slogan, Endorsers
- Close Up
 - Mnemonic, Variants, Packaging

IV. 管理品牌聯想

A. 聯想的訊息來源

- 個人經驗
- 企業的市場活動
- 根據市場流傳的某些資訊而推斷
- 但廣告對產生品牌聯想的成效很低
- 訊息的質和量

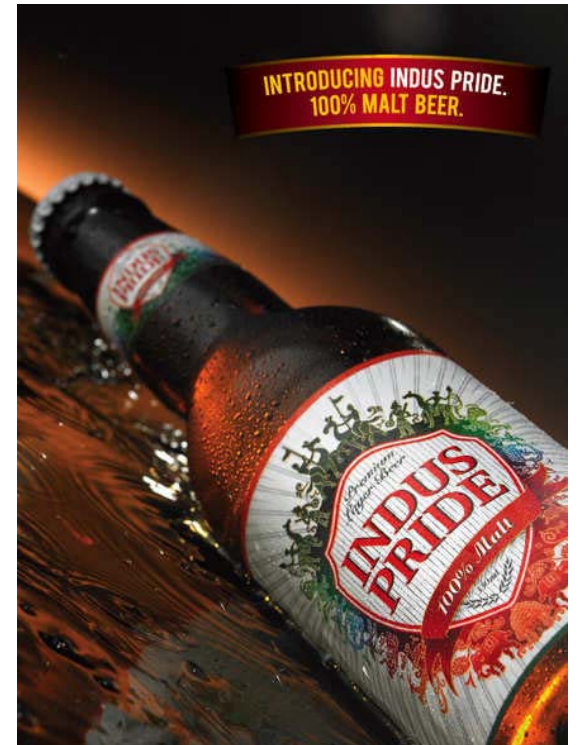
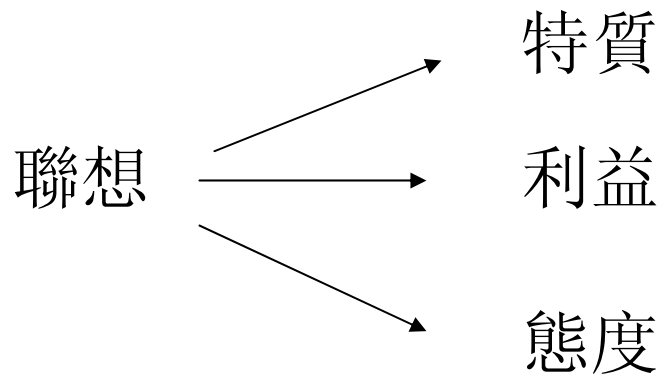
B. 有關的品牌聯想必須是

- 獨特的
- 顧客所喜愛的
- 品牌能提供的
- 能有效溝通的
- 持久的

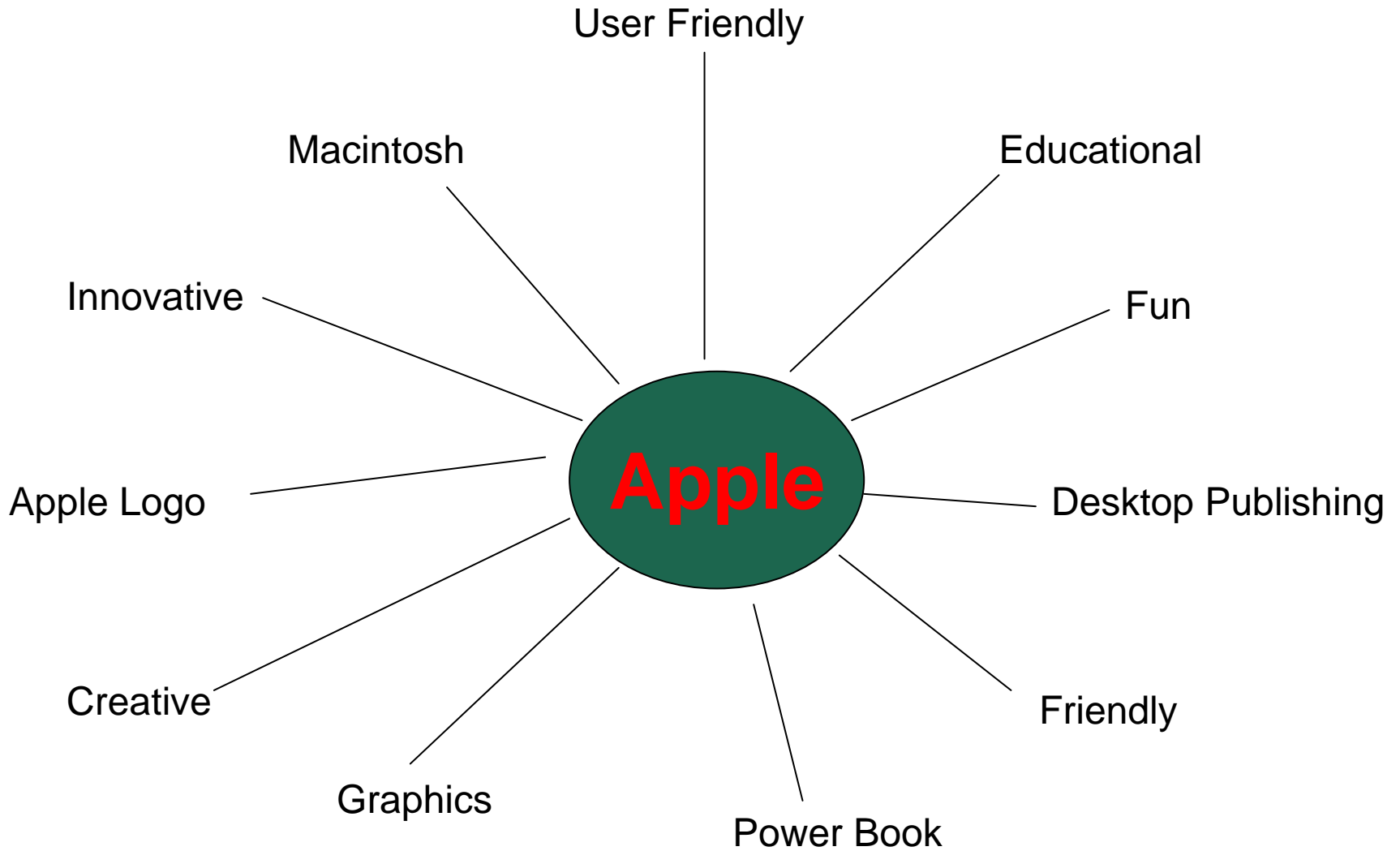
C. 顧客選擇品牌的不同原因(The Roper Organization, 1992)

- 按重要性依次掛列（高 低）：過往經驗，價格，品質，友人推介，廣告，消費者報告，環保表現等

- 某一特定品牌所有聯想(Association)的感知



Associations of APPLE: Keller



1. 特質(Attribute)

A. 與產品有關的特質 / 特徵

B. 與產品無關(Non-Product Related)的特質包括：價格，用戶的想像(User Imagery)，用途的想像(Usage Imagery)，感覺，品牌個性，經驗等





Audience: Anyone

Message: Everyone 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 need to manage the “Leverage of Secondary Associations” (亦需要管理「次級聯想」)

- ❖ A. Companies (The Firm’s Branding Strategies)
- ❖ B. Countries or other geographic areas (COO, COD, CO Ingredients)
- ❖ C. Channels of distributions
- ❖ D. Other brands (Co-branding)
- ❖ E. Characters (Licensing)
- ❖ F. Spokesperson (Celebrity, Endorsements)
- ❖ G. Events (Sponsorship)
- ❖ H. Other third party sources (Awards or Review)

These help determine the brand identity as well!

Don't forget the Value (core value) Proposition of your brand (任何時候都不能忘記品牌的核心價值和相關的價值表述)

A brand's value proposition is a statement of the functional, emotional and self-expressive benefits

delivered by the brand

that provide value to the customer

An effective value proposition should lead to a brand-customer relationship and drive purchase decisions