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Strengthening Brand Strategy & Execution: Enhancing Brand Experiential Effects

強化品牌戰略執行力 提升品牌體驗

Dr Eddie Yu

Adjunct Professor

The Hong Kong Management Association

余富強博士

香港管理專業協會客座教授

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Outline

- Brand basics
- Facts and figures
- Brand equity
- Brand management process
- Brand experiential case – brand building of a Hong Kong company in GBA and other mainland cities

Branding and its Roles

- Branding is a marketing practice to create a product name that is easily identifiable and recallable.

The role of Branding:

- Branding with name, logo, image, tagline gets Awareness and Recognition
- Branding with valuable equity increases Business Value
- Branding induces sales leads generates New Customers
- Branding improves Employee Pride and Loyalty
- Branding creates Trust with Customers and Business Partners



Hard and Soft Brand Attributes

HARD

- Name
- Logo
- Vision
- Slogan
- Value Mantra
- Sign / Gesture
- Song / Music

SOFT




















- Uniqueness
- Innovative Value
- Transcendence
- Appeal
- Positioning
- Consistency
- Credibility

100 Ventures 



What's in a name?

Source: BrandZ™

	Brand	Category	Brand Value 2020 \$Mil.	Brand Contribution	Brand Value % Change 2020 vs. 2019	Rank Change	Country of Origin
1	 amazon	Retail	415,855	4	+32%	0	
2		Technology	352,206	4	+14%	0	
3	 Microsoft	Technology	326,544	4	+30%	1	
4	 Google	Technology	323,601	4	+5%	-1	
5	 VISA	Payments	186,809	4	+5%	0	
6	 Alibaba Group 阿里巴巴集团	Retail	152,525	3	+16%	1	
7	 Tencent 腾讯	Technology	150,978	4	+15%	1	
8	FACEBOOK	Technology	147,190	4	-7%	-2	
9	 McDonald's	Fast Food	129,321	4	-1%	0	
10	 Mastercard	Payments	108,129	4	+18%	2	

前十大最具价值中国品牌

= 2020年排名 \$ = 2020年品牌价值 % = 2019到2020年品牌价值变化%



ICBC

中国工商银行



HUAWEI

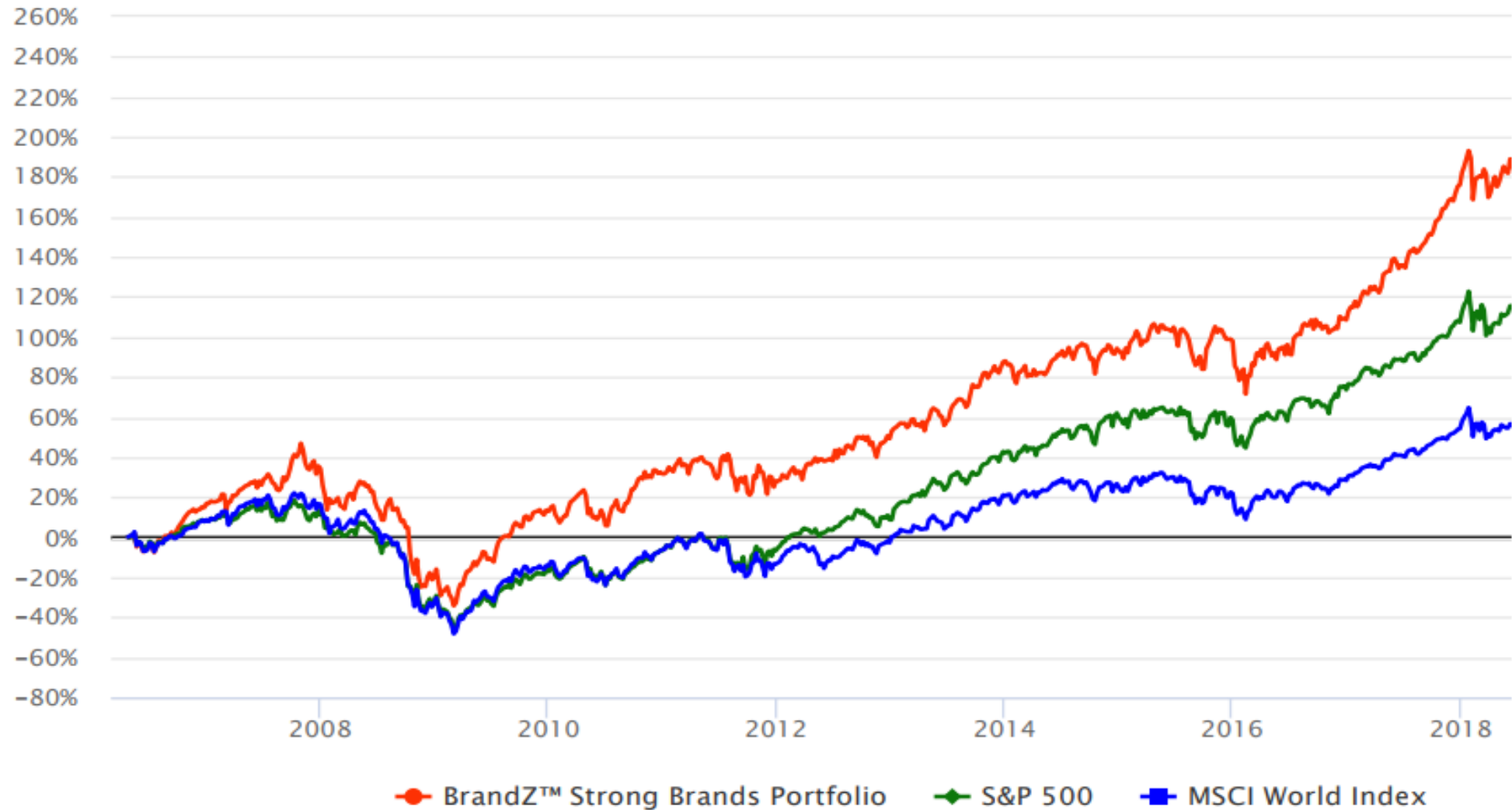


中国建设银行
China Construction Bank



BrandZ™ Strong Brands Portfolio vs S&P 500 vs MSCI World ind

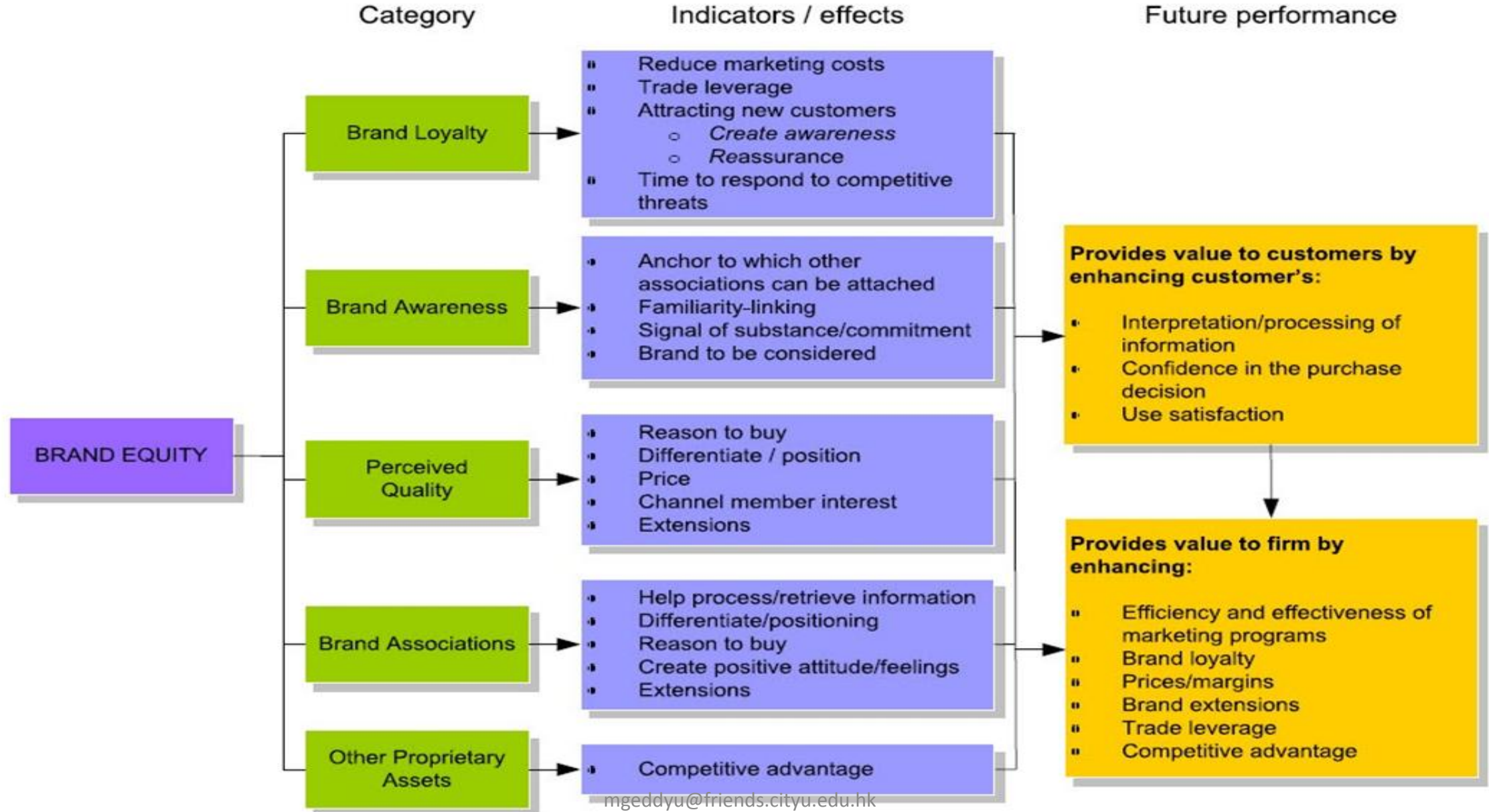
Click and drag in the plot area to zoom in



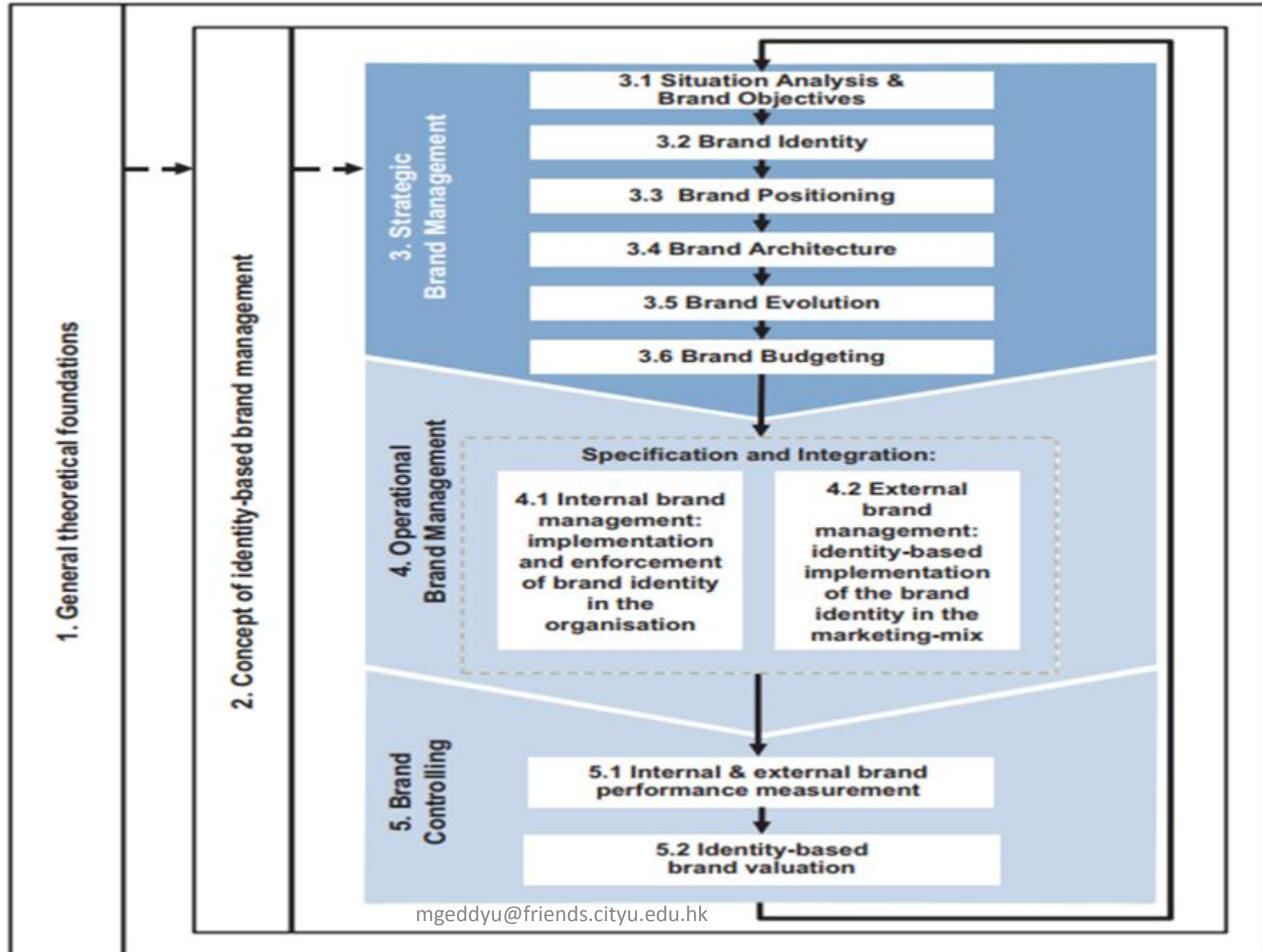
High failure rate of Brands

- Around 80% of 30,000 new consumer products launched fail (Harvard Business School professor, innovation guru, Clayton Christensen)
- 85% new consumer products fail (Nielsen Market Research)
- The road to success is littered with the corpses of thousands of brands that just couldn't hack it.

Components and Effects of a Brand Equity 品牌資產



Management process of identity-based brand management (Burmann 2017)



Strategic Brand Management 戰略品牌管理

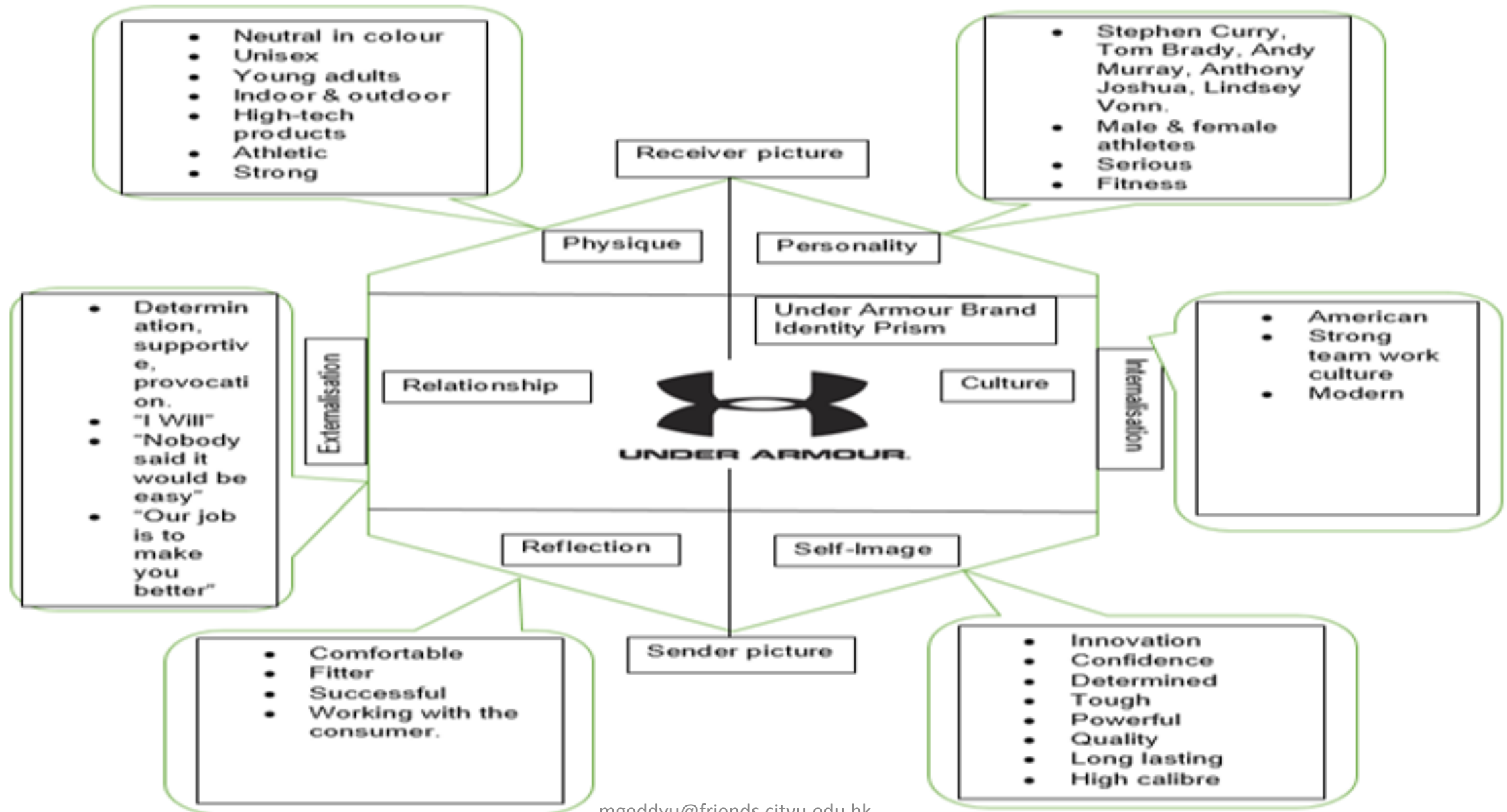
1. Situation Analysis & Brand Objectives – coherence of levels of strategy
2. Brand Identity 身份 – personality attributes of a brand (see Under Armour case)
3. Brand Positioning
4. Brand Architecture 品牌架構 – design of spectrum of brands (see BMW case)
5. Brand Evolution 演化
6. Brand Budgeting



Great products/brands can fail too!



Brand Identity Prism of Under Armour



Brand Architecture of BMW Brand Spectrum光譜/Family

BMW



Operation Brand Management

Internal brand management



External brand management



Brand Performance Evaluation and Control

- Internal and external brand performance measurement
- Identify-based evaluation with Brand Auditing 品牌審核



External Brand Management - Brand Metrics 指標

A brand performance needs to be measured and monitored just like sales, profits, operating costs and other key business metrics.

Important brand metrics include:

- Brand awareness 意識
- Brand perception 認知度
- Consumer confidence and trust in the brand
- Customer loyalty and engagement
- How a brand ranks versus competing brands and why
- Brand return on investment

The gap between a promise and delivery

- Service from the heart. Did you feel it?





The case of Hong Kong UMP's (聯合醫務集團) brand strategy and execution in China



UMP's Vision

我们的愿景是，未来的中国将会有海量的高**品质全科医生**，开着自己的**线上及线下**融合的诊所，在自己家的门口为老百姓提供**高品质及可负担**的医疗服务！

Acknowledgement: I am grateful to Mr Felix Lee, President of UMP China, for providing me all the valuable information for creating this case.

我们的使命

让所有人获得可信任及可负担的服务，
从而在不用担忧健康的考虑下，追求自己的梦想

持续普及家庭医生理念

我们深知提供安全、有效、循证以患者为中心的基础医疗服务的重要性，争取患者信任的重要性以及我们医疗队伍持续参与家庭医学培训的重要性

以人为本

联合医务的宗旨是要成为
患者，同事，企业，合作伙伴及社会
最有价值的医疗服务网络。

以病人为我们的中心

我们会不断的争取持续进步
超越客户的期望
促进一个患者
同事及社会互相尊重的生态

不断改善服务质量

我们承诺透过我们的专业团队的支持
在便利的位置提供高质量物超所值的医疗服务



我们追求的是什么？

- 通过极度的求真和极度的透明，实现有意义的工作和有意义的人际关系
- We are constantly redefining UMPeople for meaningful work and meaningful relationship through radical focus and radical transparency



我们的价值观 – 消遣精神



- SINCE 1990 -



Perseverance
永不言棄



Agile
靈活應變



Sustainable
著眼未來



Trustworthy
誠信可靠



Innovative
擁抱變化

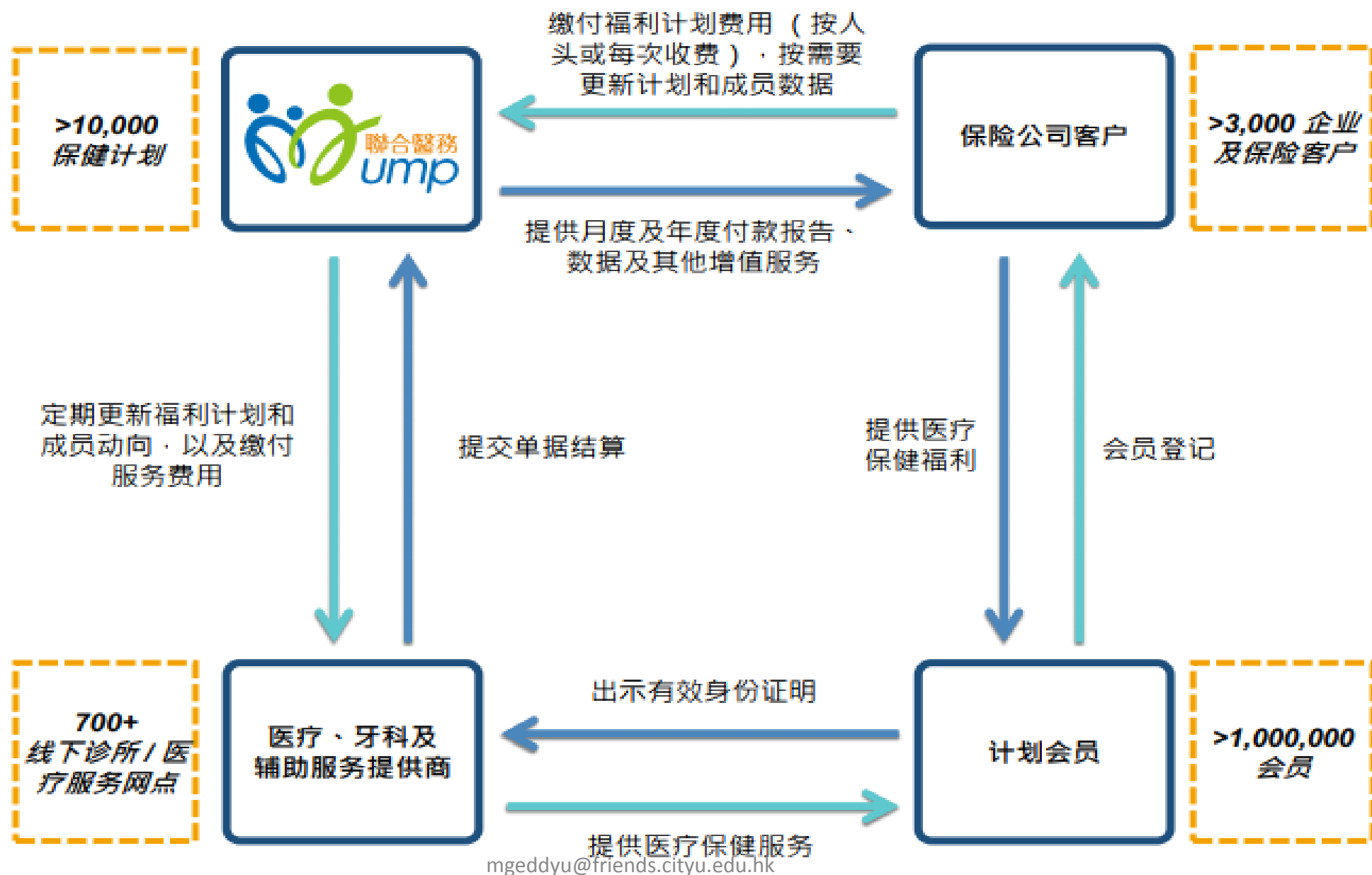


Mindset
成長思維

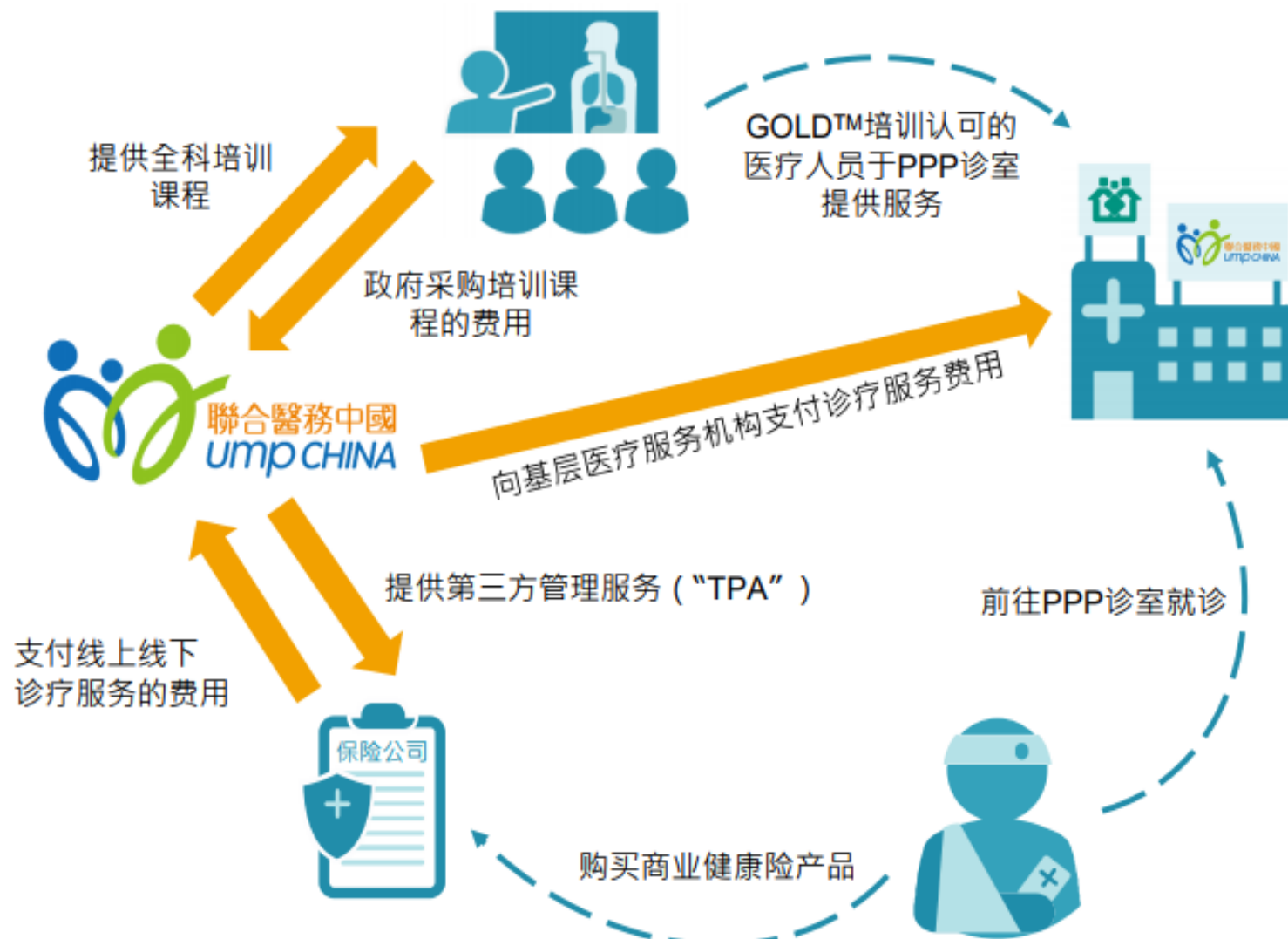


Excellence
追求卓越

联合医务在港澳地区的业务运营模式



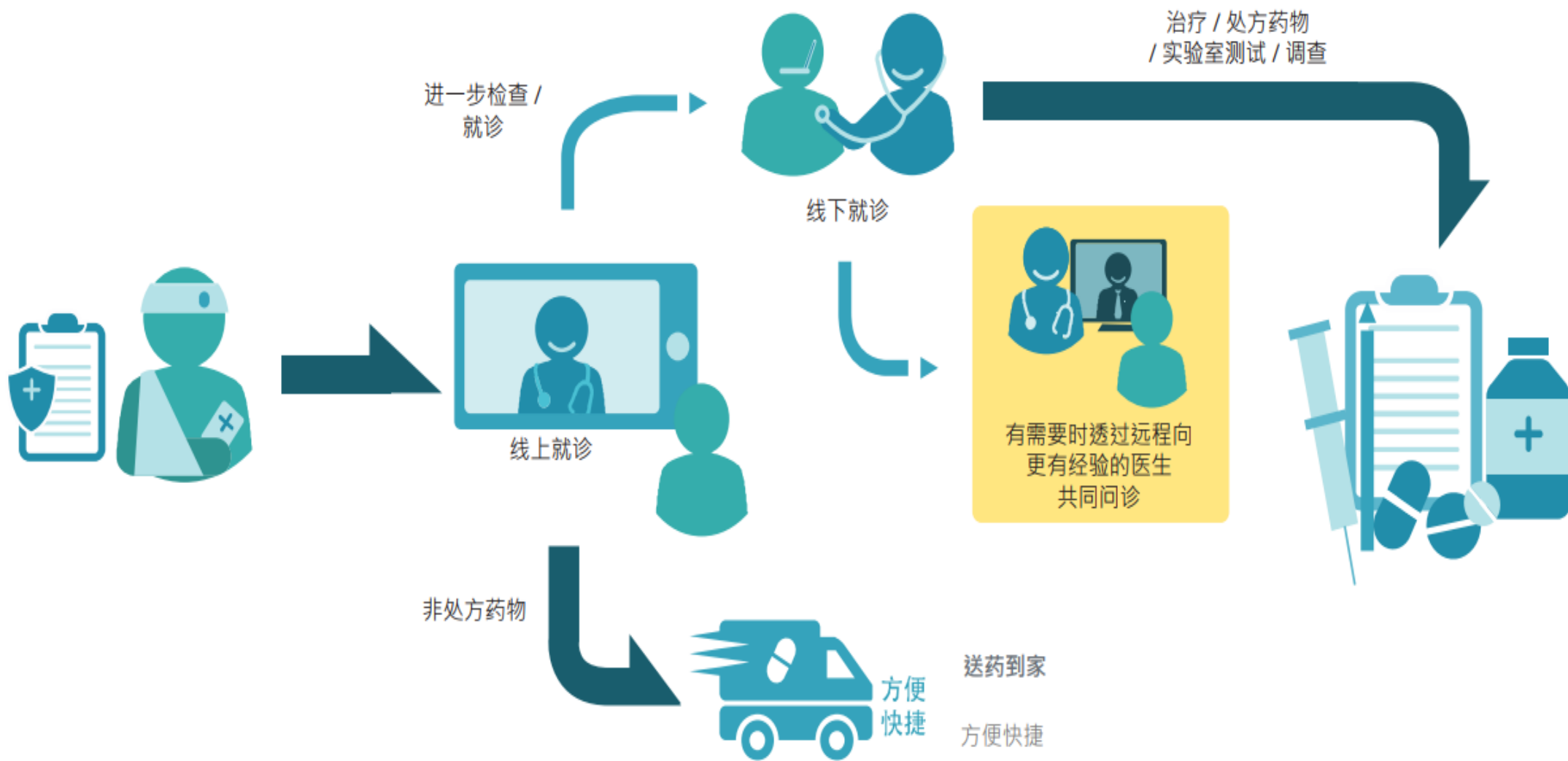
UMP China's Value Chain



UMP China's Brand Touch Points 體驗接觸點



PPP诊室 + 视频问诊：打造全新线上融合线下的就诊体验



Communicating brand **promise** and indoctrinating brand **value** internally

Extracts from UMP CEO's monthly letter to employees:

- Know what UMP stands for, what UMPeople's qualities are, and look to guide you all on what the UMP **Culture** is.
- Everyone in our UMP family has the **power to influence** others, to **motivate** others, and to **inspire** others; indeed, many of you are already doing so!
- **Passion** comes in many forms, including dedication, innovation, selflessness, caring for others, and motivating the team.
- The coronavirus epidemic is a good reminder to UMP that we must not stay **complacent** with our success in the past and must continue to adapt and innovate.
- We do not promise lightly, because we **always deliver on what we promise.**

We place 200 percent emphasis on **trust** among:

- a) Between managers and their team members 部门主管及团队成员之间
- b) Among ump and its doctors & partners 医生及搭档之间
- c) Between patients and doctors 医生及患者之间
- d) Among administration and business units 运营管理及业务发展之间
- e) Between our clients and us 客户与我们之间

在中国可提高品牌体验效应的行动 (BrandZ 2020)

1. 代表**某事** - 这些品牌代表**某种东西**。他们有一个目的，一个存在的理由，指导他们的所有行动和沟通。
2. 推进**中国梦** - 像中国这样的**共同体社会**尊重不仅能提高自己的福利，而且能帮助邻居和更广泛社区的人们，建立一个更加繁荣和公平的社会 推进中国梦。
3. 讲**情感故事** - 社交媒体上的年轻人可能想与同伴相处或**表达个性**；被视为**全球公民**或对成为**中国人**感到自豪。讲正确的故事很关键。
4. 创造**难忘的经历** - 体验是一个关键的区分因素。十年前，经验可能仅限于展示用于店内采样的产品。如今，除了采样外，经验还可以是在 **难忘的场地**。或体验可能与品牌在**社交网络上展示的内容**有关。**经验**也是品牌延伸的机会。
5. **创新** - 以所有常规方式进行创新（原始产品，包装和消息传递）至关重要，但还不够。品牌还需要在整个**组织内部进行创新**。品牌不仅需要考虑如何添加**创新技术**，还需要考虑如何**以新方式使用现有技术**。
6. 具有**中国特色的社交** - 中国的社交媒体比西方的社交媒体**更加分层**，中国的社交媒体是对传统的中国社区，**小巷或院子**的虚拟再现，**邻居**在这里聚集在一起聊天，辩论，打牌，以及分享购物，保姆和其他家庭任务。中国人可以使用**社交媒体在团体内部和团体之间进行交流**，提出建议，**组织团体购买**，发送礼物以及最终进行购买。适应中国的社交媒体，为每个平台或应用程序以及目标受众创造适当的内容和商业机会。

7. 达到**老少皆宜**- 年轻人，尤其是**GenZ**，正在推动**社交媒体和许多在线购物**趋势。了解他们的态度和购物习惯。这些年轻的潮流引领者的父母和祖父母也有特殊的兴趣和需求，外加大量的储蓄和花钱的意愿。中国**人口老龄化活跃而充满活力**。他们正在网上社交和购物。它们代表了许多类别的重要市场。
8. 达到多个**兴趣小组** - 基于跨越人口统计类别并联系人们的共同利益来查看市场。有了这些知识，品牌可以通过根据个人的**兴趣和相关的社交媒体圈**来识别个人来吸引相关受众。由于中国的规模，这些受众是巨大的。而且由于它们的规模，它们也具有**多样性和流动性**。
9. 直接去给客户 - 中国消费者越来越期望能够根据其特定需求进行**个性化的产品和服务**。他们通常**愿意为此利益支付额外费用**。个性化需要深入了解客户的行为和态度。这些种类的细节可能更难确定主要电子商务生态系统何时过滤消费者数据。
10. 大流行加速了一些现有趋势，这些趋势将初步塑造“新常态”。**民族自豪感**的重要性和购买**中国产品的意愿**增加了。随着中国社会适应繁荣，享受物质福祉与实现财富同等重要，财富积累的优先顺序下降。

在中国实现品牌价值

随着中国市场持续快速变化，实现品牌价值增长将变得更加重要和挑战。以下是三个重要的注意事项：

- 除了提供优质的产品和服务之外，成功的品牌还将证明他们关心员工，客户，环境和社会。
- 根据BrandZ的分析，无形资产品牌资产对公司标准普尔 (S&P) 估值的贡献从37%增加到41%。
- 建立品牌将需要媒体平衡，以推动销售业绩，同时建立必要的品牌实力，以维持业务的长期增长。

What if we are just SMEs and cannot afford sizable brand-building budgets?



To begin with

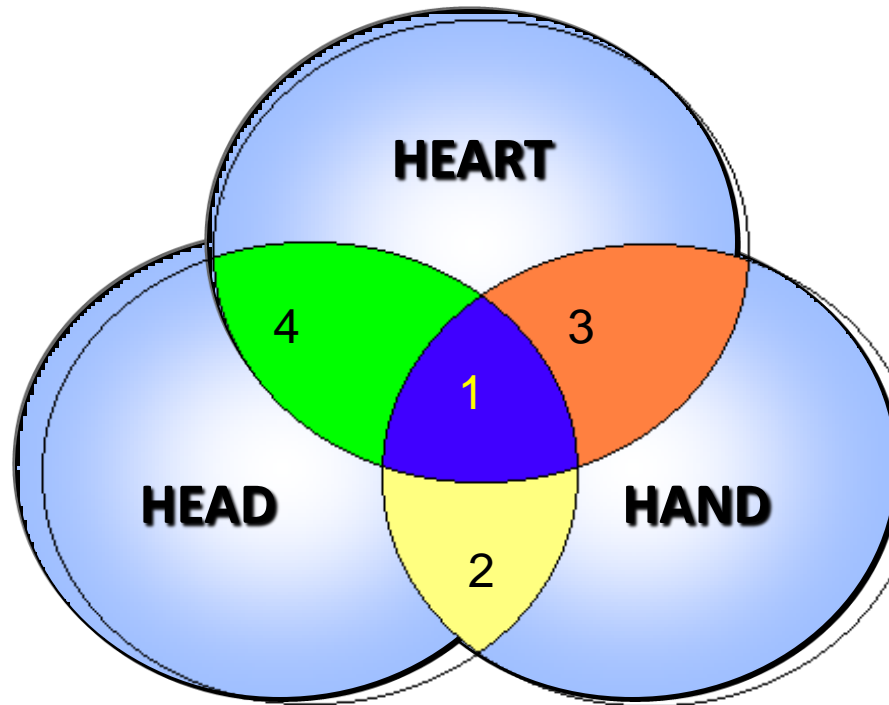


Personal Brand Building – affordable way of branding

- “If you are born poor it’s not your mistake, but if you die poor it’s your mistake.”
- “Your time is limited, so don’t waste it living someone else’s life.”
- “Never ever compete on prices, compete on services and innovation.”
- “A good reputation for yourself and your company is an invaluable asset not reflected in the balance sheets.”

Yu's 3H framework for Holistic Brand Management


Scenarios resulting from different H factors' interception



 Case 1- Committed & capable of holistically managing Brand right

 Case 2 – Uncommitted but capable of planning & operating right Brand Management

 Case 3 - Committed & capable of operating but not sure Brand Planning is right

 Case 4 - Committed and well planned but don't know how to execute the plan right

Thank You!
Any Questions?