



# 中小企與品牌創建- 你已準備好了?

Dr. Sherriff T. K. LUK

Asian Centre for Brand Management

Hong Kong Polytechnic University

October 23, 2009



# 如何創建及管理品牌？

- 需要那些投資和條件？
- 需要企業具備甚麼能力？



什麼是品牌？

什麼不是品牌？

# 他們在賣什麼？



# 他們怎樣宣傳咖啡？

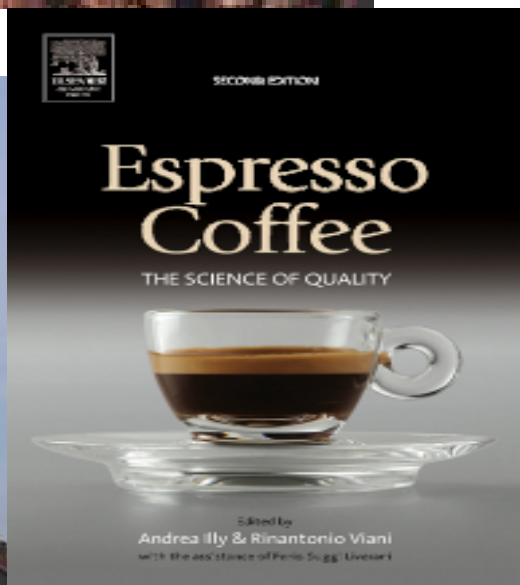
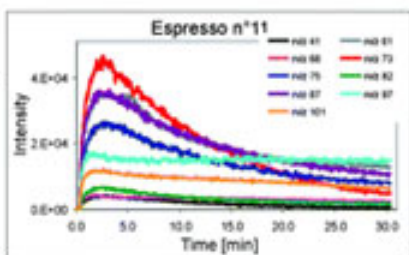
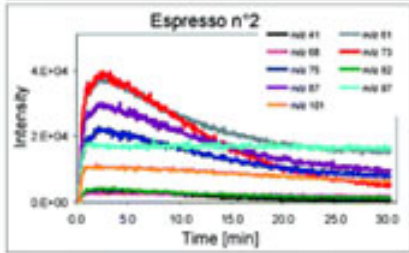
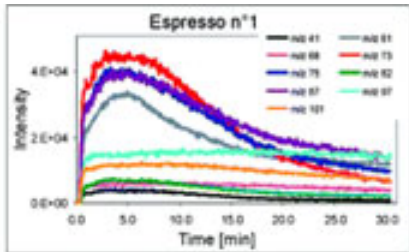
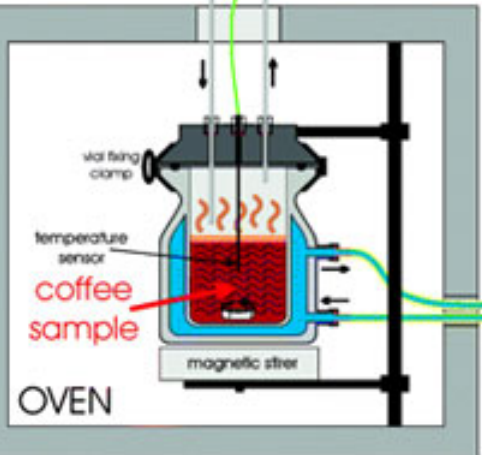
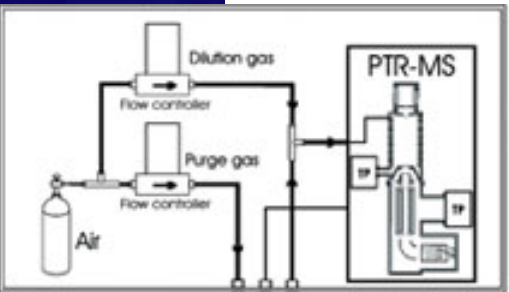


Morocco





**Obviously the focus is on product with  
“professionalism and quality”  
the major benefits**

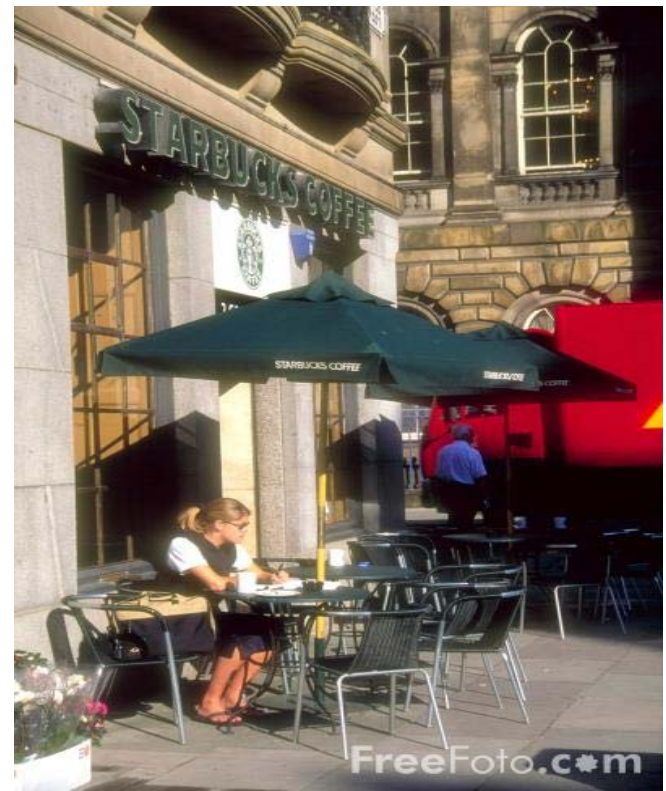




星巴克也是售賣咖啡?







他們主要的分別是什麼？  
這對品牌創建有什麼意義？







# 有效地創建和管理品牌

我們從這些企業  
學懂什麼？

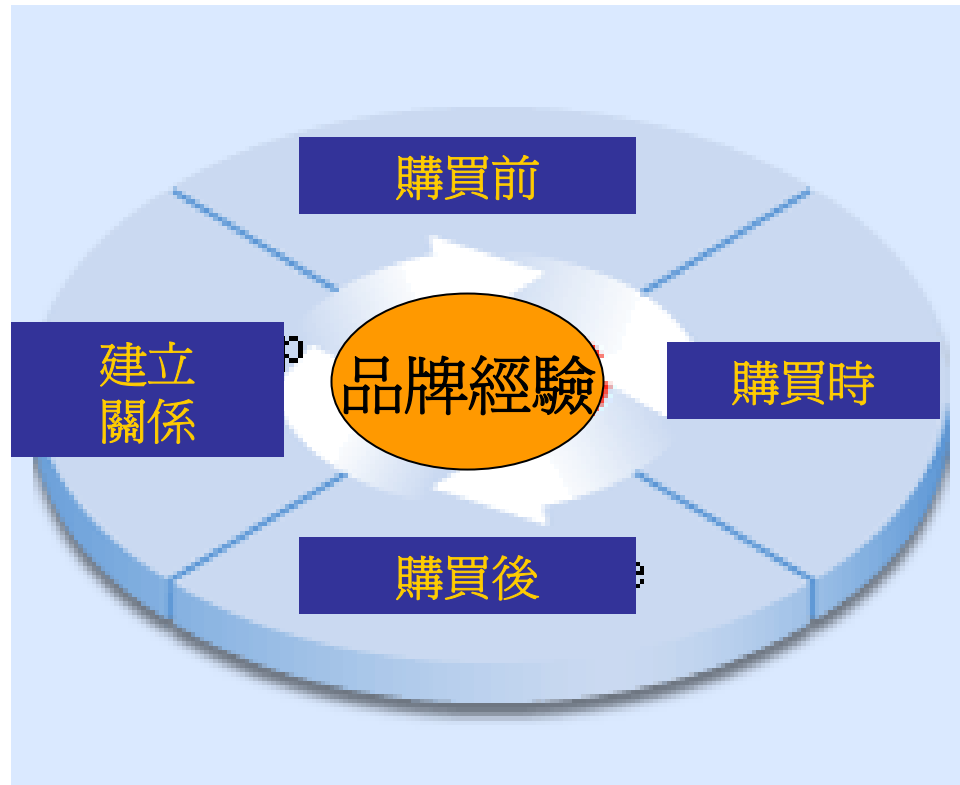


品牌和創建管理要我們...

# Design and Manage Brand Experience

品牌經驗

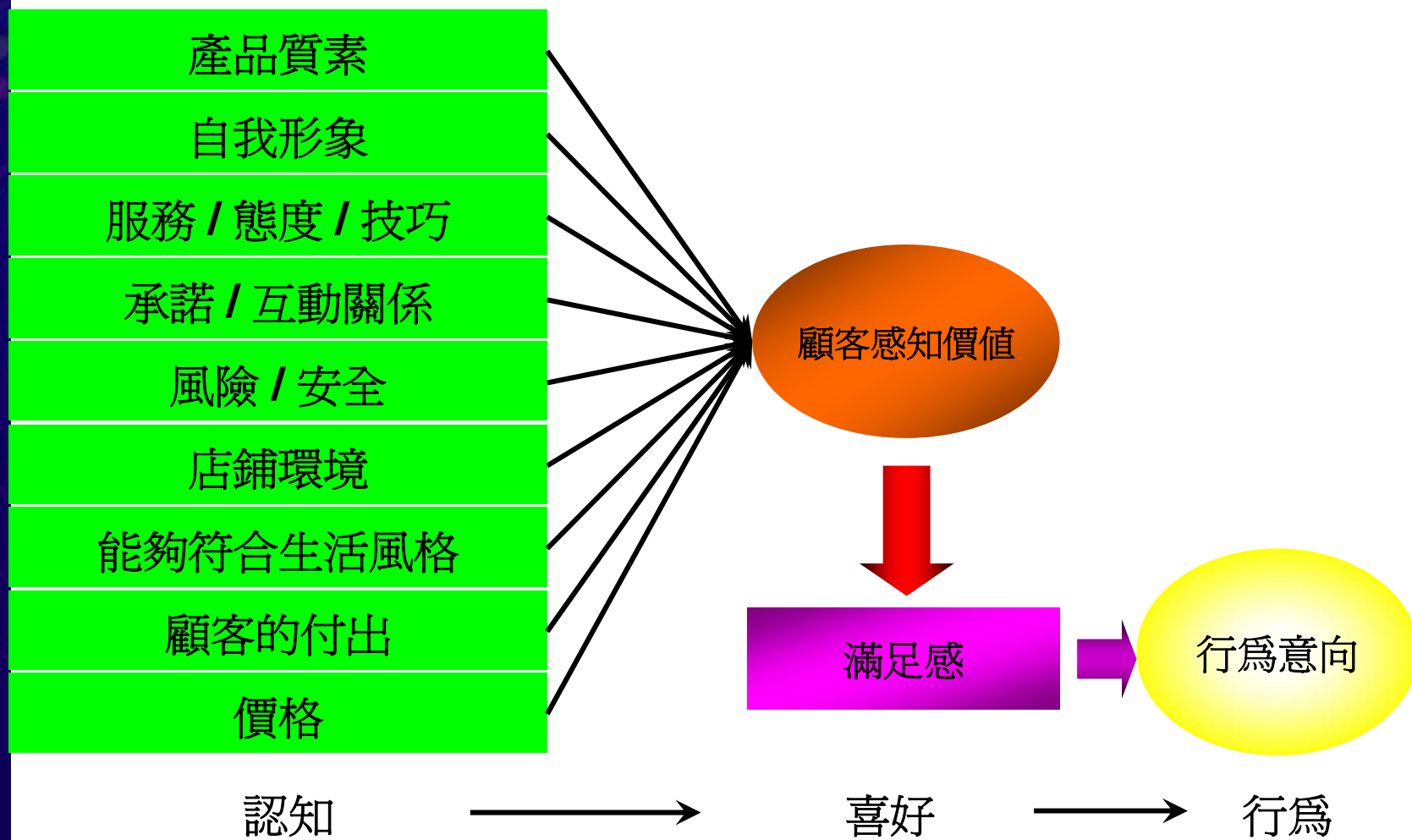
# 購買、享用以至享用後 的全面體驗



不同階段的所有接觸點都需要你去妥善管理，由購買前、購買 / 享用，以至購買後(包括建立關係)等。



# 顧客感知價值(CPV)的概念模式



# 傳統的品牌戰略管理

- A. 市場細分
- B. 市場營銷組合整合
- C. 定位
- D. 企業文化
- E. 評估



# 如何創建品牌:

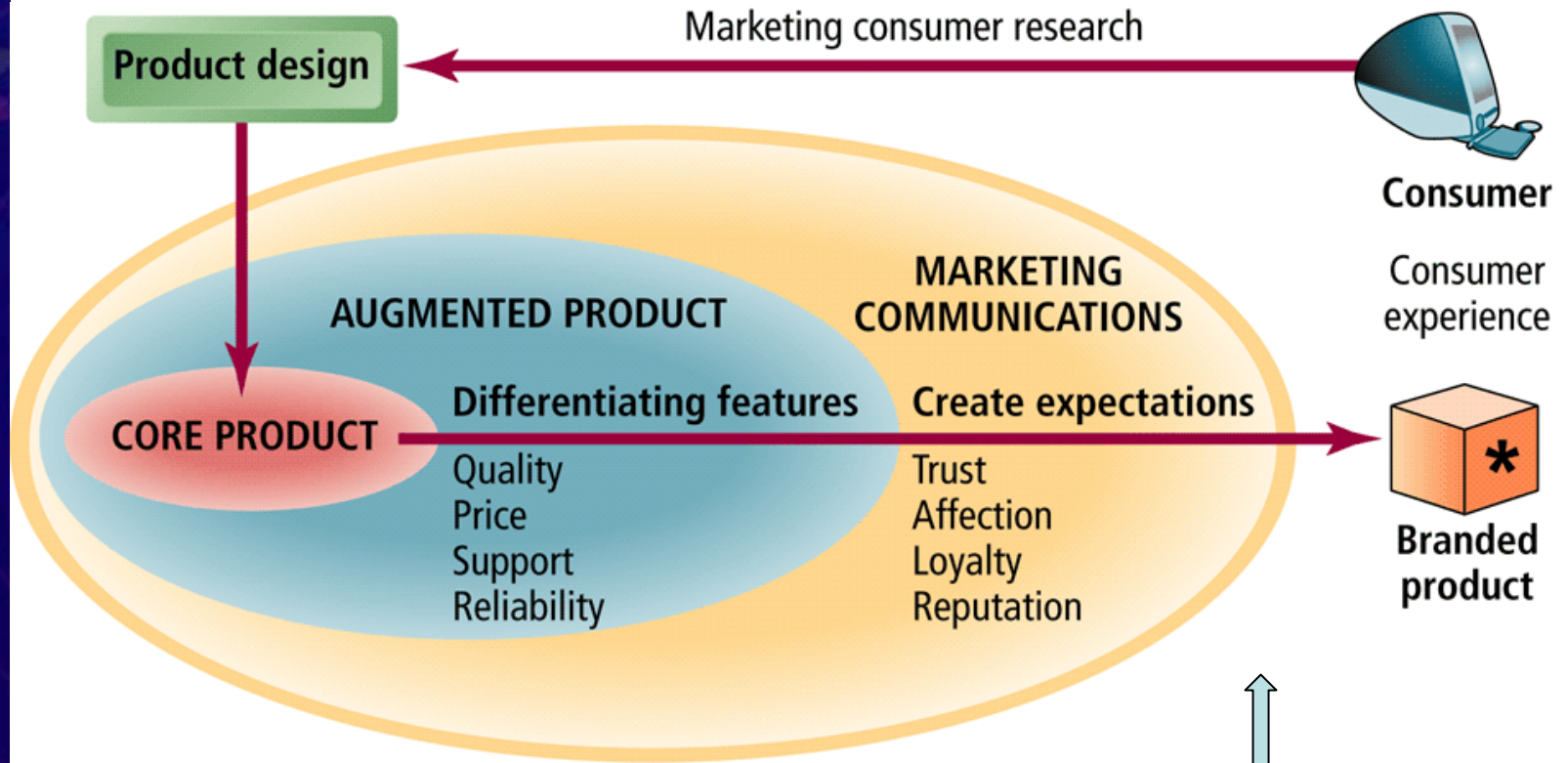
主要投資於那些活動/元素?

- 命名
- 研發
  - 產品
  - 包裝
- 廣告
- 公關





# 今天

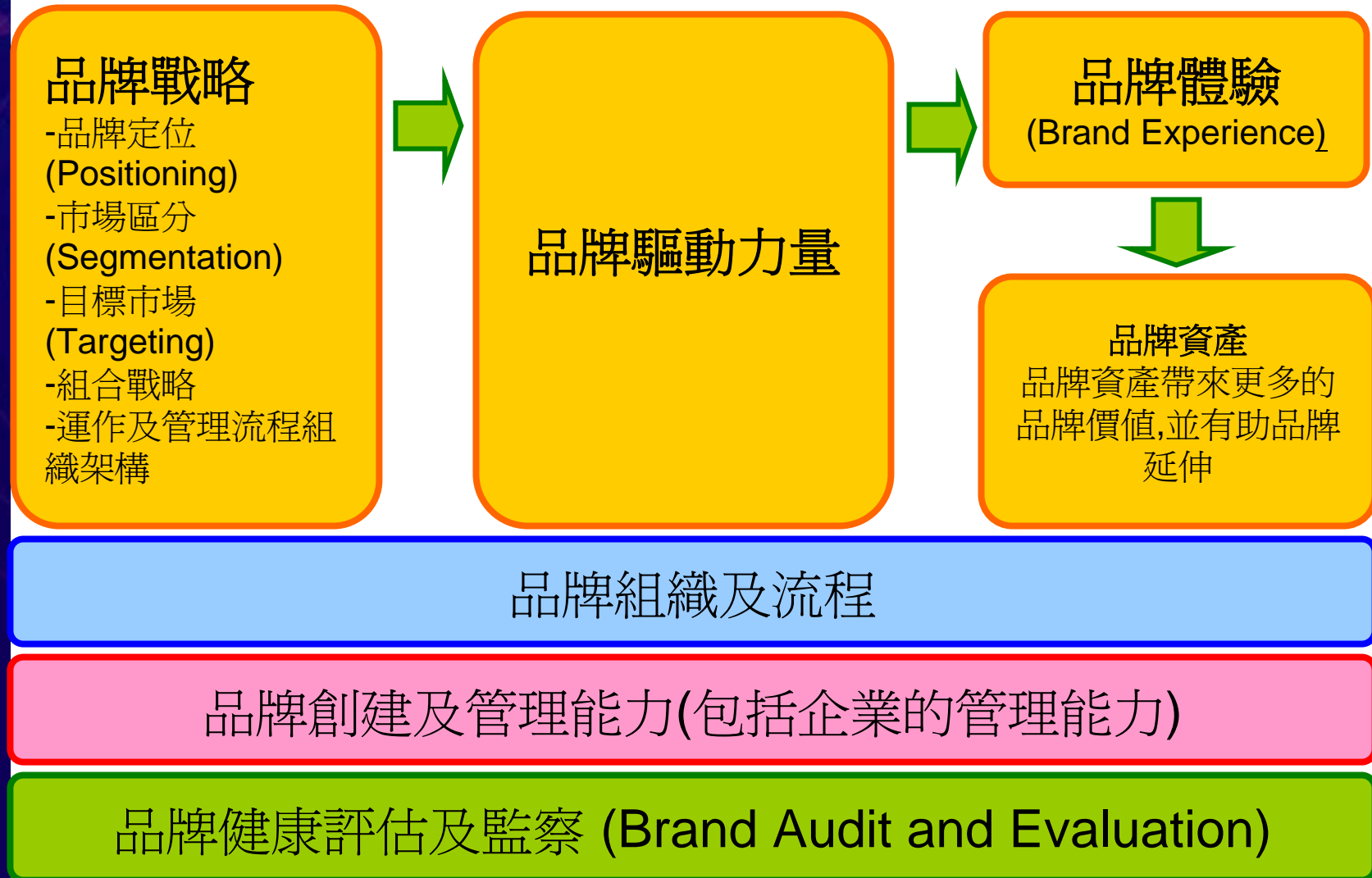


**Design and Manage  
Brand Experience!**

- All touch points**
- **Service elements**
  - **Service area**
  - **Channel performance**
  - **Brand community..... etc**

# 品牌管理架構

通過管理策略為企業和顧客創造更多價值



# The Complete Process 全面過程

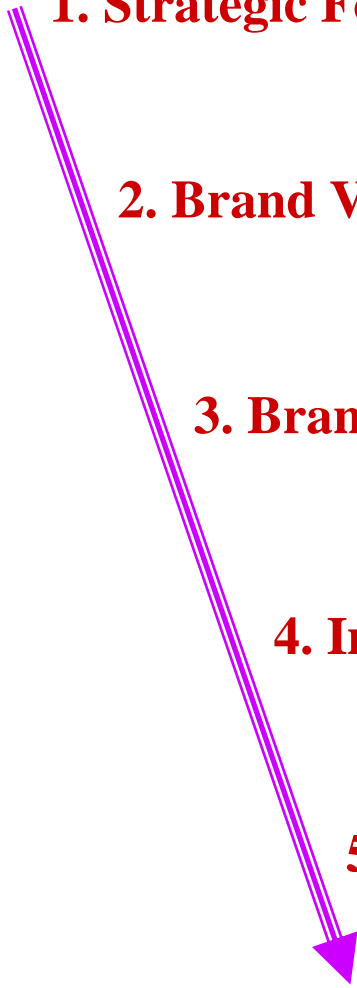
**1. Strategic Focus: 戰略焦點**

**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**



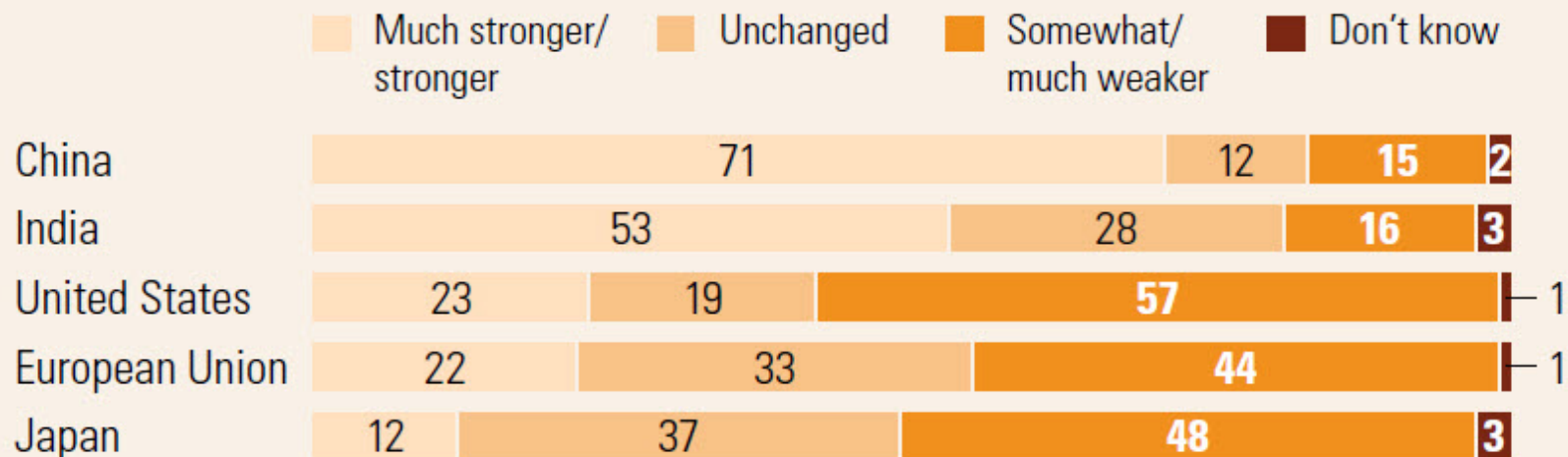


# 在中國大陸市場之應用

- 中國市場的獨有特色
- 對有效品牌創建的意義 (問題, 挑戰及機會)

Source: Mckinsey 2009

*For each country/region, what do you expect its condition to be (in terms of influence in the world economy) as it emerges from economic crisis?*



## 是否/能否應用於中小企?

- 如果是,該怎樣做? 又有什麼特別挑戰?
- 對,資源限制為中小企主要面對問題
- 但相對大型企業,靈活性大及反應迅速則是中小企可競爭優勢



# 我們的研究

有效的品牌創建  
為中小企而設的計劃

# 本計劃目標

- To enable HK manufacturers and SMEs to build and sustain brand equity through the development and implementation of brand planning protocols that fit local and regional contexts both in Hong Kong and China
- To provide local SMEs with concepts and techniques on designing their brand elements and aligning their resources deployed in integrated marketing communications and cross-functional market context
- To develop a framework and a set of guidelines that enable individual SMEs to:
  - ◆ *check its readiness for brand creation;*
  - ◆ *identify the actions that need to be undertaken first in order to develop the required capabilities crucial for effective brand management;*
  - ◆ *formulate brand development strategies and establish the related brand management procedures in a systematic way; and*
  - ◆ *identify the measures for brand health check*
- To explore brand management issues that are unique in the context of the China market
- To benchmark the brand creation and management experience of pioneer firms so as to deal with various brand management related issues in a more efficient manner

# 我們的研究

## 怎樣篩選參與的中小企業？

Never Tried  
by Thought  
of Branding

Tried but  
Failed

Tried and  
still Continue

Successful

Hong Kong Based Firms

---

Guangdong Based Firms

行業包括: 時裝、鞋履、珠寶/鐘錶、電子產品/電器、及食品/飲品

兩個參與方案:

1. 只參與是次訪問 (包括2-3次面談訪問)
2. 持續參與 (雙贏合作夥伴)



我們的研究:到目前為止, 我們訪問了.....

- Three firms: 2 in HK, 1 in Guangzhou

我們還需要您的支持!