

2009/10 年度中小企業資訊科技培訓及推廣計劃 - 製造業

創建成功品牌基礎課程

Branding Fundamental

品牌建立與營商

講者 / Speaker :

Mr. Nadim Ashraf

CONTENTS // 目錄

What is Brand

什麼是品牌

New Business & Brand Models

新業務和品牌模式

The Brand as Satisfaction

視品牌如保證

Brand Evolution & Brand Definition

品牌的定義及其發展

Brand a personality

品牌的個性

The Brand As a Mark of Loyalty

商標品牌的忠誠度

The Rise & Rise of Retail Brand

零售品牌的崛起

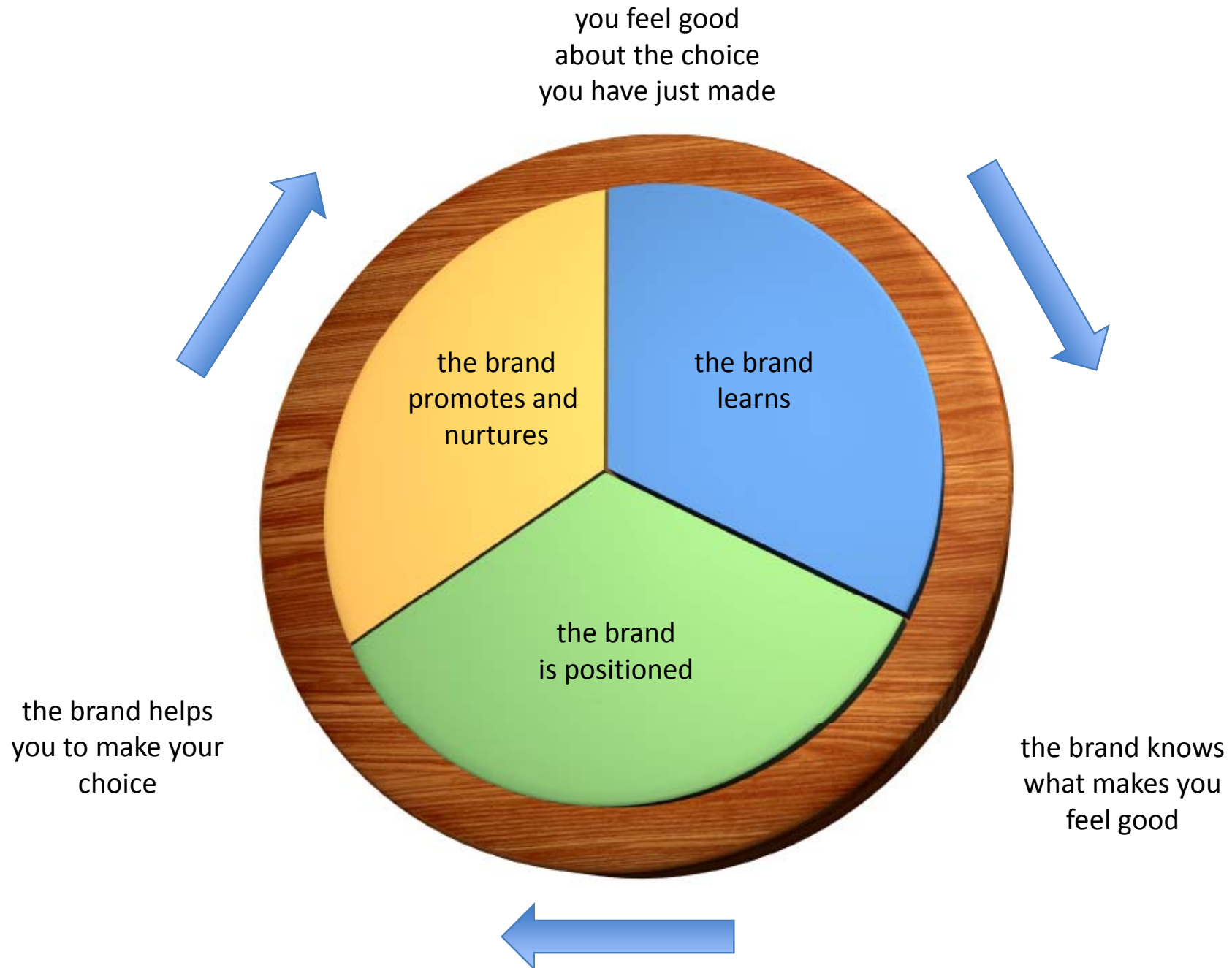
What is Brand?

什麼是品牌？

What is Brand / 什麼是品牌?

- A good brand makes you satisfied when you buy & consume it
良好品牌的產品能使你於購買及使用時感到滿足
- You will only choose the brand if the brand can satisfy you
正因為良好品牌使你滿足，你才會選擇該物品

The virtuous circle of a good brand 良好品牌所帶來的良性循環



What is Brand / 什麼是品牌?

Much more than a name and a slogan
品牌不僅僅是一個名字或是一個標語

A brand name is much more powerful than advertisement
它的效用更大大超過廣告

The heart of the brand is an idea
品牌是一個觀念和思想

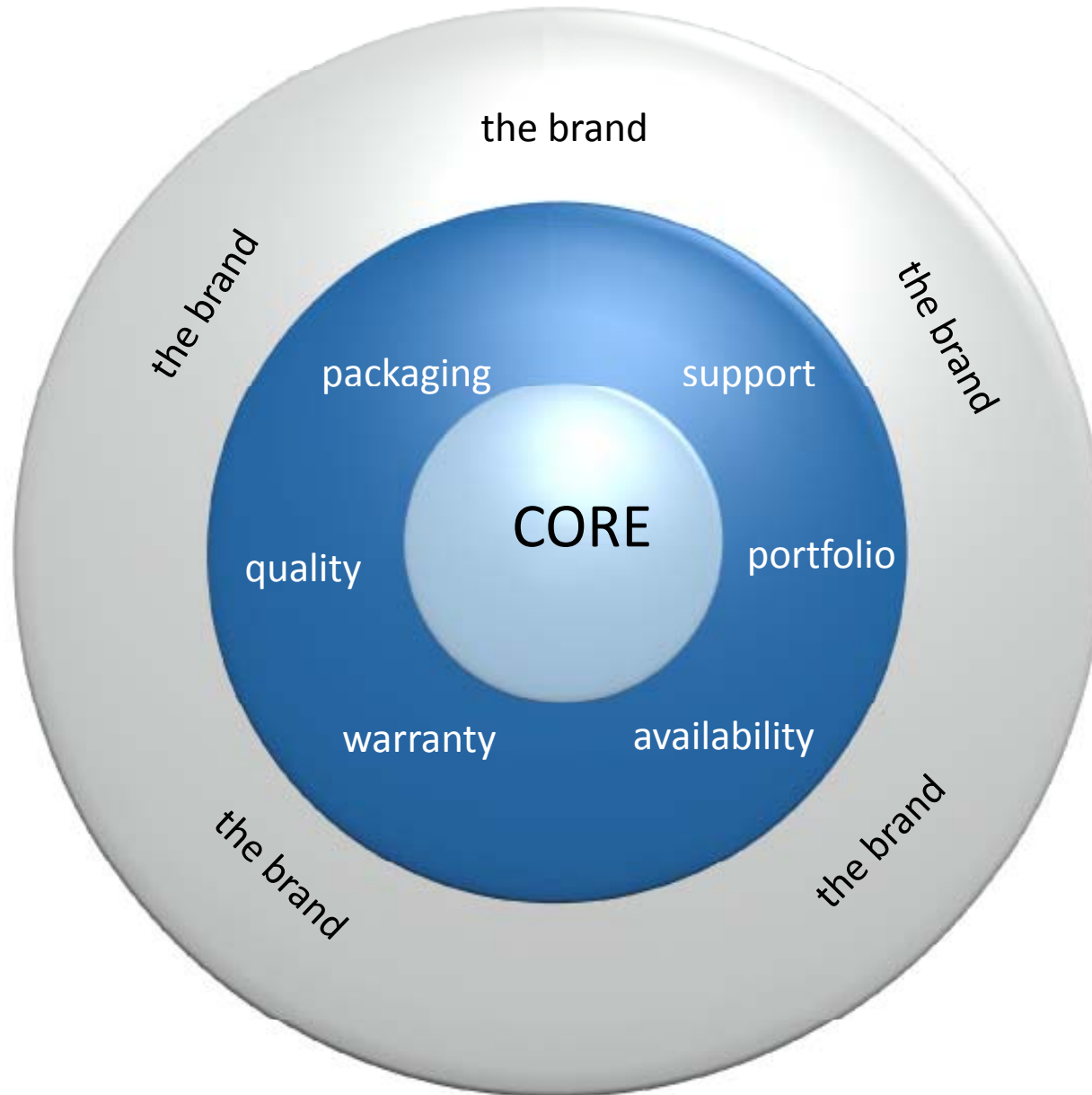
Ideas can change, and be changed
能夠變化或被改變

That's how a brand lives, learns and grows
品牌就是這樣地存在，學習和成長

New Business and Brand Models
新業務和品牌模式

New Business and Brand Models

新業務和品牌模式



New Business and Brand Models

新業務和品牌模式

- Brands can encompass entire lifestyles

新模型認為品牌可以涵蓋整個生活方式

- Emotional charges and experiences that go well beyond their products

創造的情感和經驗，遠遠超出產品本身

New Business and Brand Models

新業務和品牌模式



NIKE

New Business and Brand Models

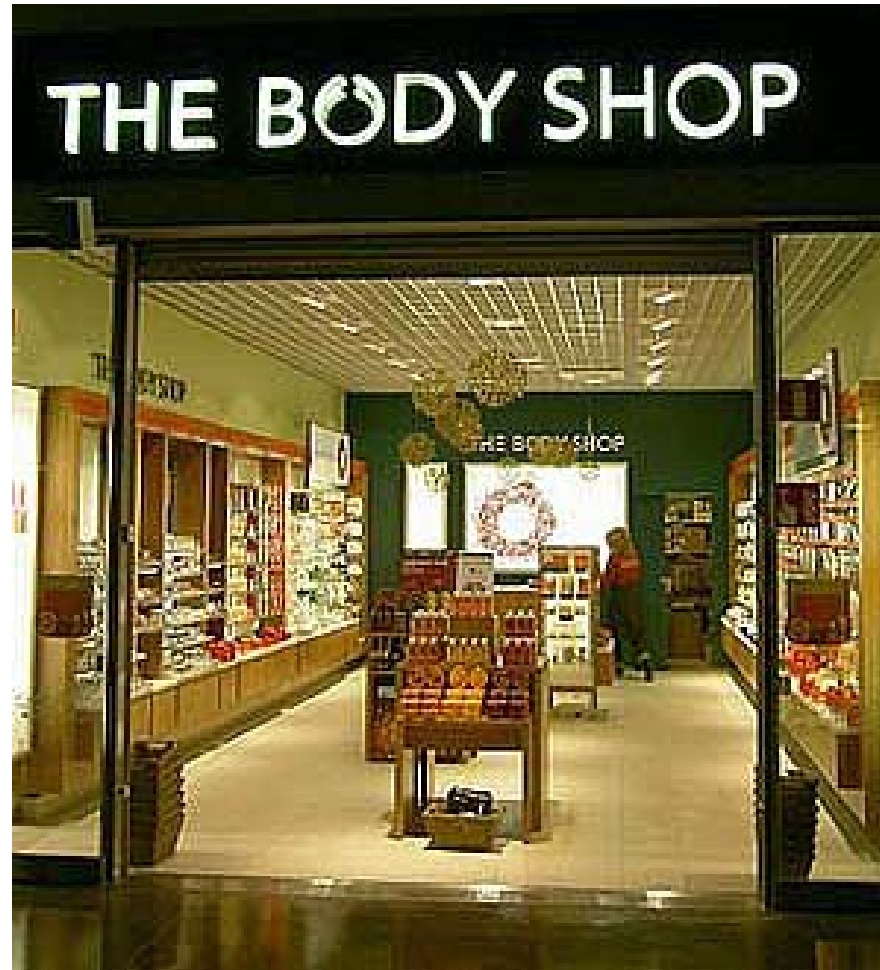
新業務和品牌模式



Disney

New Business and Brand Models

新業務和品牌模式



The Body Shop

New Business and Brand Models

新業務和品牌模式



IKEA

New Business and Brand Models

新業務和品牌模式



Starbucks

New Business and Brand Models

新業務和品牌模式

The old model can still be applied to Starbucks

舊模式還可實行於星巴克

Howard Shultz, CEO of Starbucks: “the people who line up for Starbucks aren't just here for the coffee”

人們到星巴克不是單單為了購買咖啡

The core (Old model): A cup of coffee, the surround is the environment, the other customers, the location, etc

咖啡，周邊環境，地點



New Business and Brand Models

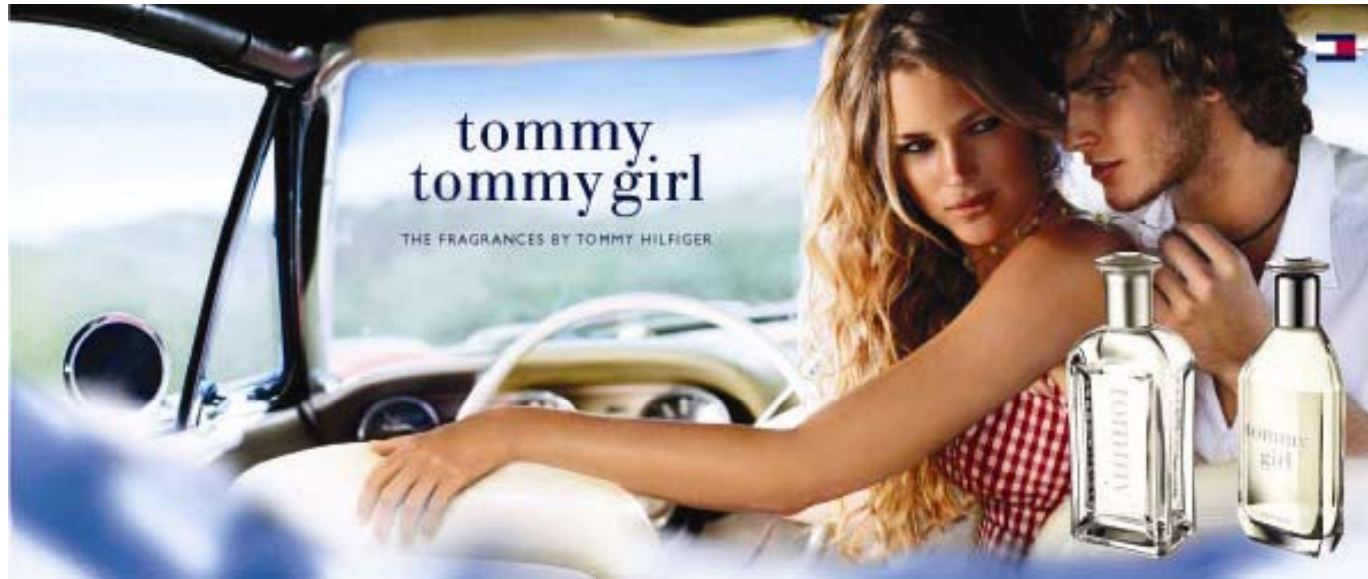
新業務和品牌模式

Some brands have gone on to break the “product & the surround” mould altogether, deciding that the manufacture of the product itself becomes less and less relevant

產品本身變得越來越不相關

New Business and Brand Models

新業務和品牌模式



TOMMY  HILFIGER

It makes no products, it is run entirely on licensing agreements with products made by a range of commissioned suppliers

它完全是靠委託供應商的產品許可協議所運作的，而這些委託供應商大多位於東南亞地區

New Business and Brand Models

新業務和品牌模式

Bleak advertising days of 1991
(暗淡廣告期)

The brand as an emotional charge

高感性品牌行銷



DISCUSSION // 討論

Try it with your favourite brand, write down six or so things - how many facts, how many emotions?

嘗試用最喜愛的品牌，記下它所有的屬性以及它對你所產生的印象

The brand as an emotional charge

高感性品牌行銷



The brand image is of course more than a picture or a logo, and those associations might be called the brand's "emotional charge"

One of the strengths of a good brand is that it does all its best work inside your head

以上活動所表達的是一個成功的高感性品牌能夠讓你想起所有關於它的好處，不單單是該物品本身，還有該品牌帶給你的情感變化。例如：可以展示了一種榮譽或地位

The brand as an emotional charge

高感性品牌行銷



Kellogg's Experiment // 家樂氏粟米片實驗

The brand as a guarantee of authenticity

品牌的信賴

If a brand makes a promise of performance then it must be able to prove it. Often the proof is in the longevity of the brand, but this can be a problem

如果一個品牌作出承諾，那麼它必須能夠證明它的能力。但證明的過程往往須要較長的時間，在這段時期中，消費者未必能夠接受原來所定出的制度有所改變

The brand as a guarantee of authenticity 品牌的信賴



Coca-cola New Coke // 可口可樂新配方

The brand as a guarantee of authenticity

品牌的信賴



The higher the price tag or the higher the risk involved in the purchase, the more important is the promise

物價愈高，所承受的風險愈高，相對的承諾愈重要

Some products give long lists of their features as proof, but good brands can achieve the same end more effectively

一些擁有良好品牌的物品也面對同樣的問題，但它們可以更有效率地承受風險以及保守承諾

The brand as a guarantee of authenticity
品牌的信賴



Intel Inside

The brand as a guarantee of authenticity
品牌的信賴

Durex Exotic Range

The brand as a guarantee of authenticity
品牌的信賴

It is not easy for a brand to change
an emotional charge that has become
firmly attached

The Brand as Satisfaction

視品牌如保證

The brand as satisfaction

視品牌如保證

- Simply seeing the bottle, if we recognize the name and think well of it, it can convince us that the taste will be good
只要看到牌子，如果我們承認它的名稱和知名度，我們就會相信它有質素的保證

The brand as satisfaction

視品牌如保證



FMCG (快速消耗商品)

- Duracell battery in the Christmas toy that goes on, and on, and on

聖誕節玩具所用的金霸王電池，
電力持久，更持久

The brand as satisfaction

視品牌如保證

B2B (企業對企業)

- Alibaba is the world's leading brands of e-commerce between enterprises, bringing together supply and demand massive information, and is the world's leading online marketplace and business community

阿里巴巴是全球企業間電子商務的著名品牌，匯集海量供求資訊，是全球領先的網上交易市場和商人社區



The brand as satisfaction

視品牌如保證

Service (服務業)

- Hong Kong and Shanghai Banking Corporation provides customers with a superior wealth management and financial services

香港上海匯豐銀行為客戶提供一系列優越的財富管理和融資服務



Brand's slogan as a promise of performance

品牌口號作為服務的保證



FMCG (快速消耗商品)

- Vitasoy's latest slogan 'stand by me' ad. not only conveys a message that Vitasoy provide nutrient-rich, high-quality and delicious products, but also evoked the link between Vitasoy and Hong Kong people.

維他奶最新的 'stand by me' 廣告不單傳達了維他奶提供營養豐富、優質美味的產品，亦勾起了維他奶伴隨香港市民一起成長的故事

Brand's slogan as a promise of performance

品牌口號作為服務的保證

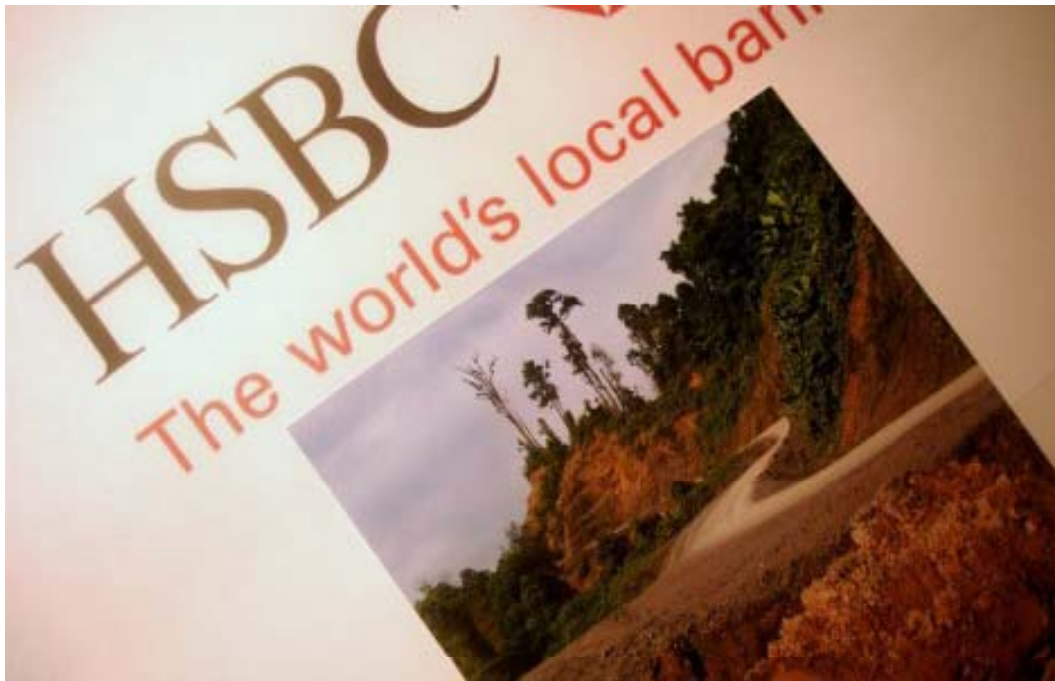
- Kee Wah Bakery represents Hong Kong's souvenir, like the Macao Choi Heong Yuen and Koikei; thus adds another identity to Kee Wah Bakery

奇華禮餅的產品代表香港的手信，就像澳門的咀香園、鉅記等牌子一樣，讓產品有多一種的身份



Brand's slogan as a promise of performance

品牌口號作為服務的保證



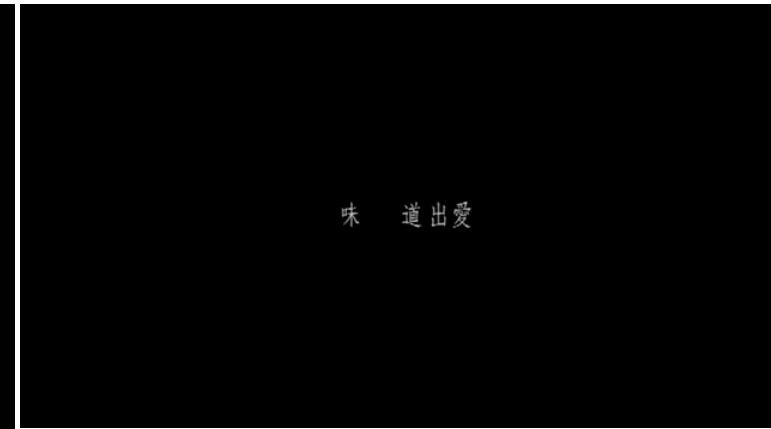
B2B (企業對企業)

- 'The world's local bank' HSBC Bank slogan conveys the message that it is not only a large multinational bank, but also provide tailor-made financial services for local investors

‘The world’s local bank’ 匯豐銀行這句標語所傳達的訊息表示它是一間跨國的大型銀行之餘，亦會為當地的投資者提供度身訂造的金融服務

Brand's slogan as a promise of performance

品牌口號作為服務的保證



Service (服務業)

- The Tao Heung Group providing customers with diversified and economic dishes, and also let customers the time when dining out , giving a 'home' feeling

稻香集團除為顧客提供多元化、物超所值的菜式外，亦致力讓顧客享受歡樂的用膳時光，給人一種‘家’的感覺

The brand as a social expression

品牌作為一種社會表達

- Certain brands have always been good for those in pursuit of recognition through their purchasing behaviour
某些人通過對某些品牌的購買行為來換取別人或社會的承認



- Driving a new Mercedes, wearing a Rolex watch and hanging a LV bag; these are very characteristic statements of the conspicuous consumer.
駕駛豪華平治房車、佩戴勞力士手錶、手挽路易威登手袋，這些都是非常引人注目的消費者行為

The brand as a social expression

品牌作為一種社會表達

- Brands that make social expressions relate to the customer's confidence about themselves, but in a complex way
具社會表達力的品牌以較複雜的方式連繫客戶對品牌的信心
- The designer label for example, Versace, is a confident statement about who they are, while for others it is a desire to belong to a recognized group, that is born out of insecurity
一些設計者的標籤，例如Versace，本身已是一個對自身有自信的表現；而對其他人來說，他們希望尋找一個受別人認同、得到安全的群體
- Sometimes we like to have our purchasing decisions 'approved', and while seeing others wearing the same designer jeans, might upset some, for others it says - 'whew, I did the right thing.'
有時候，我們希望購物決定是'被認可的'，雖然看到別人穿同樣牌子的牛仔褲可能會令自己感到不快，但其實這是對自己說'噢，我做了一件正確的事情'

The brand as a social expression

品牌作為一種社會表達

Ego - 自我意識

- The subtext of many car advertisements is more about reassuring you that you have in fact already made the right decision and it will be respected by your peers, than it is about trying to influence you to buy in the first place

很多汽車廣告所表達的訊息首要作用是假設你已經做了購車決定，將會得到您朋友的尊重；影響你當時買不買車反而是其次

Conformity/nonconformity - 一致/不一致

- Social expression can be about conformity or nonconformity, and brands can fit either of the positions. Drinking Qingdao Beer can set you apart from the crowd, while Heineken will make you become one of the group

社會表達可以是一致或不一致的，而品牌可以符合任何一種意義。例如在卡拉OK飲青島啤酒會令你感到置身人群之外；而飲喜力啤酒則令你成為人群的一份子

The brand as a social expression

品牌作為一種社會表達

Finding and securing your brand's level

找尋品牌的水平

- Sustaining a brand image at the level of a social expression is an expensive activity and requires a continuity of credibility over a long period. Entry costs are always high, but they rise dramatically as the intensity of the emotional charge increases. And then, the higher the emotional charge, the more precise your positioning

要維持一個品牌形象在某個社會表達水平是一項昂貴的活動，並需要一個長期而持續的信譽來支持。要進入某行業所需的成本一向很高，但要情感的強度增加，成本會大幅上升。不過，越高的情感強度，品牌的定位就會越清晰。

The brand as a social expression

品牌作為一種社會表達

- Rather than simply aspiring to the highest level, it is more sensible to recognize what level is realistic for your brand and your resources

首先要認清你的品牌和你所擁有的資源，從而估計它們能為你達到一個甚麼的實際水平，這會比渴望達到最高水平來得更加實際

- Two Main Ways 兩個主要途徑

- Brand activity - what that brand does to build its image

品牌活動 - 品牌如何建立自我形象

- Customer interaction - how customers relate to the brand

顧客互動 - 顧客如何與品牌互動

Brand Activity

品牌活動

- Brands must change, as must products. Nobody would expect a Sony product to be the same today as it was just two years ago. Is that product renewal or brand renewal? The answer is that it is both - some brands are about being up to date.

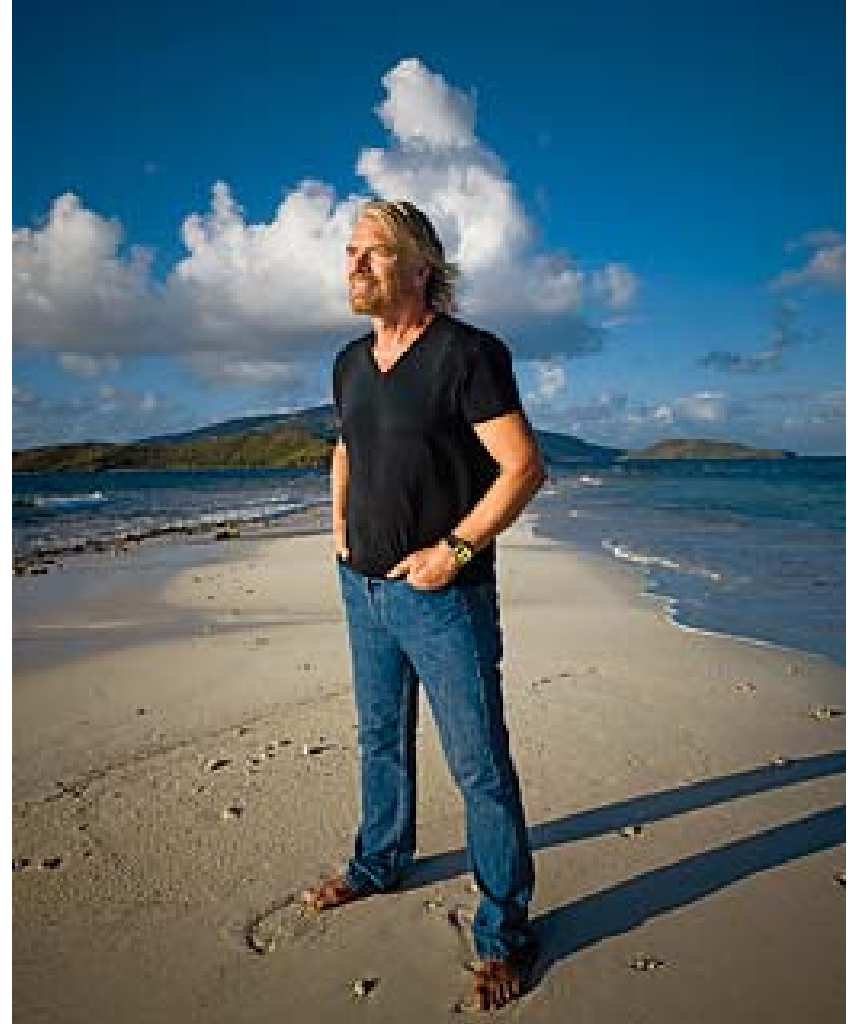
品牌必須改變的同時，產品也必須作出改變。沒有人會期望索尼今天的產品會與它兩年前的產品相同。那麼這是產品的更新抑或是品牌的更新？答案是雙方都有，一些品牌正在不斷更新。贊助和公關都是提高品牌情感強度的手法之一。香煙品牌和體育活動的結合便是其中一個例子。

Brand Activity

品牌活動

- Virgin was made all the more powerful as a brand just because Sir Richard Branson kept trying to take a balloon around the world, and had longish hair.

維珍航空是一個強大的品牌，這除了因為它的主席理查德布蘭森爵士擁有一頭長長的頭髮外，他又試圖利用一個氣球環遊世界各地，給大眾留下一種非凡的魅力。



Brand Activity

品牌活動

- Of course some brands manage to get along with doing very little - no linked promotions, no advertising, just the continuation of a heritage built up by a previous generation of brand managers.

當然，有些品牌儘管在品牌管理上做得很少，但依然取得一定的成就，它們沒有相關的促銷，沒有廣告，只是延續了上一代品牌經理所建立的傳統。例如驅風油的品牌大多歷史悠久，缺乏新競爭者加入市場，所以無須大量的品牌活動。但當有競爭對手進入市場，並以進取主動的策略進行品牌建立，舊有的老品牌就會迅速消失。

Customer Interaction

顧客互動

- Brands can pour millions into urging their customers to interact with them, and get very little return

資金的投入與所得回報並不一定成為正比，品牌可以投入數以百萬計的資金進行顧客與品牌之間的交流，但可能只取得微薄的收益。

Customer Interaction

顧客互動

Factors that determine the level and nature of customer interactions:

- the price paid;
- the budget available;
- the percentage of your budget involved;
- the frequency of purchase;
- the risks involved in use;
- the conspicuity of the purchase;
- the consumer's desire to make a statement;
- the consumer's aspirations;
- the importance of consistency;
- the utility of the product or service; t. the tangibility of performance;
- the number of brands competing for attention;
- the number of interactions with the brand

- 影響顧客互動的水平與性質的因素：
- - 價錢；
 - 現有的預算；
 - 涉及預算的百分比；
 - 購買的頻率；
 - 使用產品所涉及的風險；
 - 購買的透明度；
 - 消費者對作出聲明的意願；
 - 消費者對產品的期望
 - 產品的一致性；
 - 產品或服務的實用性；
 - 產品表現
 - 競爭品牌的數目；
 - 與品牌互動的數目

Customer Interaction

顧客互動

- The number of interactions with the brand, is a factor that has come increasingly to the fore with the rise of so called superbrands. These are often found in the world of fashion and clothing (Nike, Tommy Hilfiger), and in retailing and entertainment (Gap, Starbucks, Disney, Sky).

品牌互動的增加，是造就超級品牌興起的其中一個因素。這種情況很多時出現在時裝和衣著行業（例如耐克）；及零售和娛樂行業（例如GAP、星巴克、迪斯尼、SKY等等）



Customer Interaction

顧客互動

Andrex

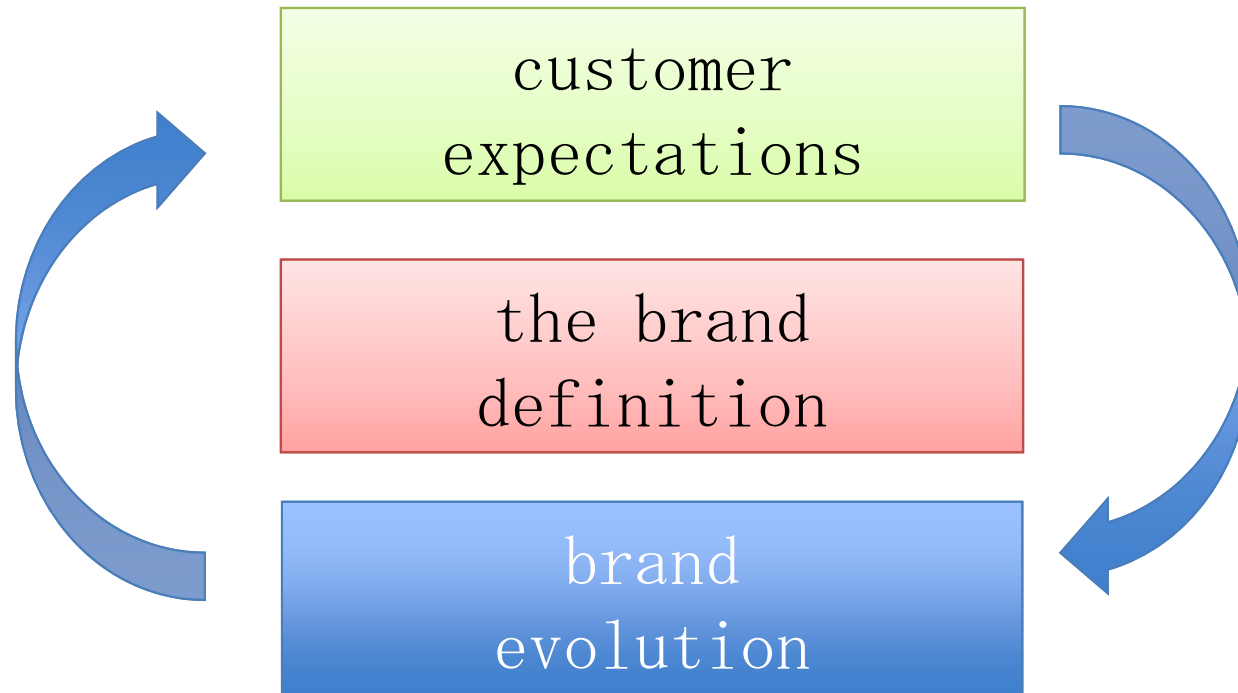
- The Andrex brand builds emotional responses that go well beyond the everyday utilitarian factors. The Andrex puppies exude messages of softness, warmth, care and responsibility, while at the same time helping to communicate messages about the length of the roll. It is a subtle blend with a strong appeal. It is also a very neat solution to the problem of ‘taste’ in saying what you need to say about such a product.

- Andrex品牌所建立的的情緒反應遠遠超出了預期。Andrex 小狗流露出柔軟、溫暖、關懷和責任等等的訊息；與此同時，它亦傳達了滾動的長度。這是一個微妙、具有強大吸引力的混合，並解決了顧客可能關注產品‘有異味’的問題

Brand evolution & brand definition
品牌的定義及其發展

Brand evolution and brand definition

品牌的定義及其發展



Brand evolution and brand definition

品牌的定義及其發展

With a circular process, the brand managers can act or react. Reacting reduces the risk of failure, but also increases the risk of being overtaken by competitors

A delicate balance

於一個循環過程中，品牌管理者可以在任何地方選擇行動或作出反應。採取行動會比因市場變動而作出反應更有效。作出反應可減少失敗的風險，但也會增加被競爭對手吞併的危機

Brand as personality
品牌的個性

Brand as personality

品牌的個性



A collage of the pictures and words can express people's perception of a brand
品牌可以透過圖片和文字拼貼，人們可表達他們對品牌的看法

Brands can be described in very technical terms, but we want to understand is just customers' perceptions
品牌可以一些深奧的學術詞彙來形容，但這些詞彙不是我們想知道的東西，我們想知道的是人們對品牌的看法

Who is your brand

誰是你的品牌？

With the help of a professional market researcher (experienced in brand positioning) to pose the questions and assess the result, exercise like these will help you to construct a personality profile of your brand:

專業的市場研究人員能夠提出相關的問題及以專業的分析來定出一個品牌的個性問題如下：

這是你的目的嗎？ Is this what you aimed for?

如果沒有，是不是足夠接近目的？ If not, is it close enough?

如果不足夠，我們如何縮小差距？ If not, how can we close the gap?

如果不是，用個人描述會否更加好？因為品牌畢竟已經建立了在客戶的心中... If not, might the described personally actually be preferable? It is after all already established in the customer's mind...

Brand as personality

品牌的個性



There are strong links between the looks and the character of a brand and the looks and character of a person, the brand as a personality is of huge importance, people can identify with people they can love them, but they can also hate them

品牌就好像人一樣，人與人會依照大家的性格來分別好與壞，人們也會依照品牌的特徵及聲譽來判斷一個品牌的好壞與否

Brand as personality

品牌的個性

為什麼看到品牌作為個性幫助?

Why seeing the brand as a personality helps?

- The brand as a personal relationship
品牌作為一種人際關係

熟識的面孔 > 朋友 > 真心朋友 > 伴侶 > 終生伴侶

Familiar
face

Acquaintance
or “male”

A trusted
friend

A lover or
“soulmate”

A lifetime
companion



The brand as a mark of loyalty
商標品牌的忠誠度

The brand as a mark of loyalty

商標品牌的忠誠度



True loyalty does not result from bribery. Retailer loyalty cards, credit card membership reward schemes, air miles, these are all bribery, and when the bribe is withdrawn or the novelty wears off, the customer looks elsewhere

消費者對一個商標品牌建立的忠誠不是因為他們得到某些優待，例如：會員卡，信用卡會席或航空里數，當這些優待結束之時，也正是消費者離開該品牌之時

The brand as a mark of loyalty 商標品牌的忠誠度



Many studies have shown that when consumers buy a discounted product for reasons of price alone, they still yearn to buy the higher priced, big brand name alternative, but money won out this time – just wait until they win the lottery

眾多研究報告指出，當消費者因為價格下降而購買時，其實消費者真正渴望的是能夠購買一些較昂貴，有較大聲譽的大品牌消費品

The brand as a mark of loyalty

商標品牌的忠誠度

True loyalty results from the quality of the relationship built between the supplier and the customer. If this involves direct human contact, the brand is the main and most representative representation of the relationship

消費者對一個商標品牌的真正忠誠是由供應商與他們一直所建立的良好關係而崛起，假如忠誠度是從這個關係而建立的，那麼忠誠度就變得容易建立了

The brand as a mark of loyalty

商標品牌的忠誠度



1. 消費者與品牌的關係愈複雜，便會對品牌愈忠誠 (The more complex of the relationship the customer has with the brand, the higher the loyalty)
2. 一個能夠打動消費者的品牌能夠使消費者產生忠誠 (The more the brand can identify with the customer's pressing issues, the more chance for building long-lasting loyalty)

The brand as a mark of loyalty

商標品牌的忠誠度



- If they can increase those customer interactions then they have a good chance of increasing brand's significance and so the customer's loyalty. The brands that inspire the most loyalty are those that are most significant to the customer as a result of their high level of involvement.

如果公司擴大顧客互動的數量，他們的品牌重要性及顧客忠誠度便很有可能得大大提升。這是因為對某品牌特別忠心的顧客大多會經常參與該品牌的活動。

The brand as a mark of loyalty

商標品牌的忠誠度



- Brands of course act to increase their significance by various means, some more long-lasting than the others. Esso and Shell have little to distinguish between them, but if one brand adds a shop to its station, with a cash machine, and clean toilets, then it will win loyalty, until the other brand matches it.

公司當然可以制定各種不同的策略來提高品牌的重要性，但其中有些策略會對品牌有較長遠的影響。例如，埃克森美孚和殼牌對於駕駛者可謂沒有太大分別，但若果其中一個品牌引入便利店、提款機、洗手間等設施到其加油站，駕駛者對該品牌的忠誠度就會提高，直至另一品牌採取相應措施，兩者才會持平。

The brand as a mark of loyalty

商標品牌的忠誠度

- Adding to the product element of the brand is often less effective than other actions, and it is also relatively easy to copy.

在某品牌的產品添加元素，所得來的效果往往低於其他行動，而且也比較容易被別人複製。



- A longer-lasting loyalty might be built if identify one brand as more environmentally sensitive, or as a more responsible employer – the link between the brand image and the reality of the company behind the brand.

如果顧客可以認為某個品牌致力保護環境，或是一個負責任的雇主，他們對該品牌的忠誠度就會比較持久，這就是所謂品牌形象及品牌背後的公司實況之間的連繫。

市場營銷 – 目的與實踐

Marketing –its purpose and practice

公司能力 -- 市場需要

Company capabilities – Market needs

- 市場營銷是關於供應者能力及市場或客戶需求的一個配對過程，以追求具有盈利競爭力為依歸。
- Marketing is a matching process between capabilities of the supplier and the needs of the market or customer, in pursuit of a profitable competitive advantage.
- 營銷人員最重要的的任務是比競爭者更快、更準確地找到以上兩者所追求的配對。獨特的配對仍然需要真正符合實際能力和實際需要。
- The marketer's task is to find the match between these two pursuits and, most importantly, to do it better than the competition. The more unique the match can be, provided it is a genuine match of real capabilities and real needs.
- 品牌經理的任務就是要建立這個配對，並通過品牌的獨立性來代表配對的獨特性。
- The brand manager's task is to help develop this match and represent its uniqueness through the uniqueness of the brand.
- 頂級品牌代表著需求和能力之間的一個獨特配合，但若要維持品牌的高尚位置，那個配合必須隨著需求變化而演變。
- Brands will live and prosper so long as they continue to express a unique match between real needs and real capabilities. As needs change, as they almost always do, so must the supplier's capabilities, and so must the brand.

The rise & rise of the retail brand
零售品牌的崛起

The rise and rise of the retail brand

零售品牌的崛起



- Big FMCG product brands' used to be very superior in their attitude to retailers. When the retailers had the temerity to launch products under their own names, these efforts were dismissed as “no brands”.

一些FMCG的大品牌，以前對零售商的態度是十分傲慢的，給人一種高高在上的感覺。當零售商貿然推出自己名下的產品，這些努力會被稱為‘沒有牌子’。

- Quality and consistency of own labels improved, the imitation of branded packaging design became rife and throughout the 1990s many branded suppliers were speaking with their lawyers almost as frequently as with their customers.

隨著自家品牌的質量和一致性不斷改善，品牌的包裝設計成為仿製的對象，這種現象在90年代屢見不鮮，許多品牌供應商必須經常與他們的律師接觸，情況與他們接觸客戶一樣頻繁。

The rise and rise of the retail brand

零售品牌的崛起

- Customer brands still have a power over retailers, but only if they continue to behave as customer brands - understanding the needs of their target customers, coming up with the goods, and investing in communicating that achievement.

消費品牌對零售商仍有一定的話事權，但這需要他們繼續表現為消費品牌-了解目標客戶的需要、未來的產品、及投資在成就上的溝通。

- Brands have no rights, least of all a right to survive - that depends on their ability to understand their customers better than anyone else.

品牌沒有任何權利，至少所有的生存權利 - 取決於品牌對顧客的認知能力是否比其他競爭者優勝。

Q & A