

Chapter Three Brand Management

第 3 章 品牌管理

Unit One Build Strong Brand

单元 1 塑造品牌

Unit Two Brand Extension

单元 2 品牌扩展

Unit Three Private Brand Development

单元 3 自有品牌开发

Unit One

Build Strong Brand

单元 1 塑造品牌

Practice Objectives 实训目标

Understand the elements involved in a brand

了解品牌要素

Analyze the branding strategy of a company

分析公司的品牌策略

Concepts 知识点

Brands contain various elements, such as name, logo, tagline, graphics, colors, sounds, scents and tastes. But it is more than just names and symbols. It is a key element in the company's relationships with consumers. The purpose of brand management is to make the product or service relevant to its target audience. Proper branding can result in higher sales of not only one product, but also other products associated with that brand.

品牌包含各种元素,如名称、标志、标语、图形、颜色、声音、气味和味道。品牌不仅仅是名称和符号,还是公司与消费者关系中的关键因素。品牌管理的目的是让产品或服务与目标受众的联系更紧密。得当的品牌策略不仅会给一个产品带来更高的销售额,还会使和品牌有关的其他产品受益。

Words and Expressions 词语

contain v. 包含

relevant adj. 相关的

element n. 元素

result in 导致

tagline n. 标语

associate v. 联系

graphic n. 图形

Procedure 流程

➤ Define the brand's core values, mission, and goals.

定义品牌核心价值、使命和目标。

- Select the brand name.
选择品牌名称。
- Perfect the logo.
美化标志。
- Develop brand strategies.
开展品牌策略。

Skills 技能

- Marketers should develop unique visual and verbal identities such as logos, fonts, slogans for your brand. Design every aspect of your brand and make sure that they match each other. This will help create a personality.
营销者要为品牌打造独特的视觉、听觉形象,如标志、字体、品牌宣言。设计好品牌的每个方面,确保彼此吻合,有助于创建品牌独特个性。
- Marketers should analyze what is the first thing that comes to the customers' mind when your brand is mentioned to them. Carefully use the resources like SEM(Search Engine Marketing), PR(Public Relation), online advertising, blog, influential advisers and strategic E-mail campaigns. The brand experience totally depends upon how consistently you present your brand.
营销者应当分析当消费者听到品牌名称时,脑海中的第一印象是什么。谨慎使用搜索引擎营销、公共关系、在线广告、博客、有影响力的顾问和邮件促销策略。品牌体验取决于如何长期展示品牌。
- Offer new products and services from time to time to keep your brand relevant to the target audience. Modify visual and verbal identities to relate to the changing needs of the consumer. However, make sure that the brand message is delivered consistently. Create perfect brand customers experience. Elements include product performance, customer interactions, product manual, monthly statements or post-sales support.
不断提供新产品、新服务,让品牌和目标顾客紧密联系。改变品牌的视觉形象和听觉形象,适应消费者不断改变的需求。但是,要确保品牌信息传达的一致性,创造完美的品牌顾客体验。相关因素包括产品性能、顾客互动、产品手册、月报表和售后支持。
- Marketers should know what your competitors are doing and what are their strengths and weaknesses. Find out what your competitors are missing and what you can do to achieve it.
营销者应该知道竞争对手在做什么,以及他们的强项和弱点。找出他们做不到的,尽量在这方面完善。
- Marketers should take measures to prevent your brand from being confused with other similar brands as it can result in loss of business.
营销者应该想办法避免让自己的品牌和其他类似品牌相混淆,这样会导致业务流失。

Demo Practice Brand Strategy of a Cosmetics Company

示范实训 化妆品公司的品牌策略

Company Profile

公司档案

- A cosmetics company is on its way to strengthen the brand influence. Its manufacturing line includes women's and men's skin care products, perfumes and make-ups. It targets middle class consumers. The brand director is discussing the brand strategy with his team. They offer suggestions on brand expansion, promotions, product names, positioning and new channels.

一家化妆品公司正在加强品牌影响力。其产品线包括男女士护肤品、香水和化妆品。其目标顾客是中产阶级消费者。品牌经理正在和团队讨论品牌战略。他们提出品牌扩张、促销、产品名称、定位和新渠道方面的建议。

Task

任务

- Carry out the conversation practice between the marketing assistant and the brand director concerning the building of the brand.

就品牌管理问题进行营销助理和品牌经理之间的谈话实训。

Model of Practice

实训对照

Marketing assistant: In order to achieve success in the competing market, it is crucial to position our brand clearly in the customers' minds. What about investing more in advertising our product features?

营销助理: 为了在这个充满竞争的市场取得成功,顾客心中对我们的品牌有清晰的定位是非常关键的。在宣传产品特性上加大些投入,怎么样?

Brand director: The brand will be better positioned if our consumers link the name with some beliefs or values when they think of it. Our products mean much more than just beautifying products. We must change our brand image from being just a user friendly skin care and make-up products, we are actually building up the brand image of trend leader. Our mission must be simple and clear. That is to create world leading fashion experience with affordable price.

品牌经理: 如果消费者想起我们,能够将我们的品牌与一些信念或价值观联系起来,品牌定位会更成功。我们的品牌不只是美容产品。我们必须改变仅仅是好用的护肤化妆用品这样的品牌形象。我们实际上是在塑造潮流引领者的形象。我们的使命必须简单而明确,那就是创造世界顶尖时尚体验,而价格却是可以承担的。

Marketing assistant: I see the point. For this season's promotion, I suggest shows in those influential shopping centers. The theme is our trendy make-up products.

品牌经理: 我了解了。这一季的促销,我建议在那些有影响力的购物中心举行几场秀。主题就是我们的潮流化妆用品。

Marketing assistant: That's a good idea. I think we can have make-up artist who can transform our model's faces instantly with our products. We need passionate accompanying music. And the backdrop of the show will be the world famous fashion city skyline, which represents the origin of our brand.

营销助理: 是个好主意。我认为我们可以请来化妆师用我们的产品为模特迅速转换妆容。配乐要有活力。秀的背景可以是世界著名时尚城市天际线,它代表品牌发源地。

Brand director: To expand our business, we can buy some mature international brands. In this way, we will be able to convey the charm of different cultures through many products. Then we will be reaching out to more people across a bigger range of incomes and cultures. We should make conscious effort to diversify the cultural origins of our brands. But we must be careful that the brands don't blur together for consumers. That's a big challenge for this company—to add brands, yet keep the differentiation. That poses demand of our marketing team to embody different culture or essence for each brand.

品牌经理: 为了扩大经营,我们可以购买一些成熟的国际品牌。这样就可以通过许多产品,传达不同文化的魅力。我们能够面向更多文化背景和收入的消费者。我们还要努力让品牌的文化背景多样化。但是,一定要小心品牌不要混在一起,难以让消费者辨认。这对我们的公司是一个巨大挑战——增加品牌,还要保持区别性。这就要求我们的营销团队为每个品牌赋予不同的文化或内涵。

Marketing assistant: This is really challenging. I also have something in mind. Do you know a nail enamel product named "Great Finish"? It dried in one minute; they changed the name to "Express Finish". Then they sold it heavily, because the name suggests something about the product's benefits. Meanwhile, our brand name must be easy to pronounce and remember. This is what we must take into consideration when we select names for our brands.

营销助理: 这很有挑战性。我还有个想法,您知道一款叫“完美体验”的指甲油吗?它能够在一分钟变干,商家就把名字改为“超快体验”,结果销售量大增,因为品牌名称显示了产品的优势。同时,品牌名称还要容易发音和记忆。这是我们在为品牌选择名称时必须加以考虑的。

Task of Practice ANTA Brand Building Strategies

实训任务 安踏品牌塑造策略分析

Company Profile

公司介绍

- As one of the leading sportswear enterprises in China, ANTA Sports Products Limited primarily designs, develops, manufactures and markets sportswear, including sports footwear, apparel and accessories. The Group has established extensive distribution network with a leading presence in many cities in China under the management of regional distributors. ANTA places great emphasis on branding by integrating sports resources and sponsorship, advertising and promotional activities and consistent store image to enhance brand and product differentiation. For the past 10 years, its footwear has been enjoying a leading position on market shares.

作为中国运动服装的领导企业之一,安踏体育用品有限公司主要设计、研发、制造和营销运动服,包括运动鞋、服装及配饰。集团在中国建立了广泛的分销网络,在当地分销商的管理下,市场占有率在很多城市位居前列。集团着力打造品牌,通过将体育资源和赞助、广告、促销活动相结合,打造店面形象,强化品牌和产品差别。在过去 10 年中,安踏运动鞋在中国的市场份额处于领先地位。

Task

任务

- Please visit the official website of ANTA, and summarize the brand building strategies adopted by the organization.

请浏览安踏官方网站,组织、总结公司的品牌策略。

Practice Prompt

实训提示

ANTA's Brand Building Strategies

安踏品牌策略

Brand Positioning 品牌定位	
Features and Benefits 产品性能	
Beliefs and Values 信念和价值观	
Brand Name and Meaning 品牌名称和含义	
Logo 标志	
Brand Promotion 品牌推广	
Line Extension 产品线扩大	
Multi Brands 多品牌	

Case Study 案例研究

Tsingtao Beer Held Up As Example of Powerful Chinese Marketing

Tsingtao beer is one of the most familiar Chinese brands recognized by foreigners. According to a survey conducted by Ipsos, the world's third-largest market research company, and the Chinese magazine *Global Entrepreneur*, many Chinese brands have gained recognition among foreigners, but the usage of these products or services remains quite low. Tsingtao beer was top among the 39 brands bought by foreigners. A total of 18 percent of the 1,103 respondents said they had drunk Chinese-made beverage. Tsingtao was very popular in South Korea with 31 percent of South Korean respondents saying they had bought the drink, and in Japan where 44 percent had tried it.

Tsingtao set up a partnership with Anheuser-Busch Company to successfully penetrate the North American market. Although “cheap” is still synonymous with Chinese products in the international market, people overseas now find that a low cost but high performance or reasonable ratio of performance and price is how Chinese brands compete with multinational brands. Chairman of Tsingtao Brewery said what they did during the 2008 Olympic Games—our cooperation with the US National Basketball Association and the annual international Tsingtao Beer Festival—made a great contribution to our status.

(Adapted from essay by Zhang Ye, *China Daily*)

青岛啤酒的崛起——强有力的中国营销

青岛啤酒是外国人最为熟悉的中国品牌之一,根据世界第三大市场调查公司益普索的调查结果,以及中国杂志《全球企业家》的调查结果,许多中国品牌在国际上获得了认可,但是这些产品或服务的使用率还比较低。青岛啤酒在39个外国人购买消费的品牌中排名第一。1103名受访者之中,18%喝过中国品牌的饮品。青岛啤酒在韩国非常受欢迎,31%的韩国受访者说喝过该品牌啤酒,日本的数据是44%。

青岛啤酒和安海斯-布希公司合作,成功打入北美市场。尽管“便宜”仍然是中国产品在国际市场的代名词,海外消费者现在发现低成本、高性能或合理性价比是中国品牌的竞争法宝。青岛啤酒集团的主席说,他们在2008年奥运会——与美国国家篮球联盟的合作以及每年青岛国际啤酒节——都为青岛啤酒的崛起做出了巨大贡献。

(改编自《中国日报》张叶的文章)

Discussion

讨论

1. What kind of marketing strategies are contributive for the successful promotion of Tsingtao beer in the overseas market?
什么样的营销战略有利于青岛啤酒在国际市场的成功推广?
2. What are the key factors in the building of Chinese brands in the international market?
国际市场上的中国品牌树立需要考虑哪些关键因素?

Manager's Comment 经理点评

中国品牌目前在国际市场上的吸引力很大程度上仍然来自于价格低廉。例如,日本及韩国的消费者,选择中国产品的原因主要是价格低。近些年,中国产品的高性价比得到认同。然而,企业真正想获得品牌塑造上的成功并获得丰厚利润,不能只依靠低价战略,而是需要为品牌树立真正的中国特色来赢得国际市场。历史上,中国并没有创造出如瑞士手表那样独具国家特色与魅力的产品品牌。为了传播品牌精髓,品牌一定要融入新技术。更重要的是,与中国的物质与非物质文化遗产建立联系。在营销手段上,中国品牌应该加强和国际各大赛事、展会、社会活动的联系,进行品牌推广。此外,目前各品牌的市场调研主要用来评估经营效果。公司应该利用调研的结果来更好地理解市场,以开创更多品牌化、中国特色化的产品。

Unit Two

Brand Extension

单元2 品牌扩展

Practice Objectives 实训目标

Understand modes of brand extension

理解品牌扩展的模式

Devise the brand extension strategies

设计品牌扩展策略

Concepts 知识点

Brand extension refers to the use of a successful brand name to launch a new or modified product in a same broad market. A successful brand helps a company enter new product categories more easily. Brand extension is a marketing strategy in which a firm marketing a new product uses the same brand name in a different product category. Organizations use this strategy to increase brand equity, which means the net worth and long-term sustainability from the renowned name. Brand extension is sometimes referred as brand stretching.

品牌扩展是指在同一个市场内运用成功的品牌开发新产品或者改进原有产品。一个成功的品牌可以帮助公司更容易地开发新类别的产品。品牌扩展是一种营销策略,公司用同一种品牌来开发新的产品类别。公司使用这种营销策略来增加品牌资产。品牌资产是指品牌蕴含的净值和长期可持续发展的潜力。有时,品牌扩展也称品牌延伸。

Words and Expressions 词语

refer to 指向,指代

net worth 净值

launch v. 发起

sustainability n. 可持续发展

modify v. 修改

Procedures 流程

➤ Determine the association between the brand and the new category.

确定品牌和扩展类别之间的联系。

- Identify the image of the brand in the consumers' mind.
确认品牌在消费者心目中的形象。
- Make sure the leverage can be extended to the new category.
确保新产品能继承原品牌的影响力。
- Conduct thorough consumers survey about the extension.
就品牌扩张进行深入的消费者调查。
- Implement the brand extension.
实施品牌扩展。

Skills 技能

- Brand extensions can come in many forms. Generally speaking, there are the following strategies: to introduce the same product in a different form; to introduce companion products for the brand; to introduce new taste, ingredient or component; to introduce product that reflects the brand's distinctive features.
品牌扩展有很多种形式。一般来说,有以下几种形式:开发原产品的新形式;开发品牌下的配套产品;开发新的口味、原料或者成分;开发独具品牌特点的产品。
- There are many ways to do brand extension, such as parallel extension, up-extension and down-extension, etc..
品牌扩展有很多多种方式,如平行扩展、向上扩展、向下扩展等。
- Brands that produce a single type of products can extend to more types of products to form series, such as a brand that is famous for its only type of products, ties, may also produce shoes, clothes, boxes or cases.
生产单一商品的品牌可以扩展到更多种类的商品。例如,只以一种领带商品而出名的品牌,也可以生产鞋、服装或者箱包等。
- Parallel extension requires the same or similar target markets or sales channel. It's a good way to enlarge the business and to make it more able to resist high risks. For example, brands that sell fruit milk may also sell yogurt or fresh milk.
平行扩展最好有相同的或者相似的目标市场或者是销售渠道。这是扩大企业规模和增加抗风险能力的好办法。例如,生产果奶的品牌也可以生产酸奶或者鲜奶。
- Marketer may also increase high-level products in the production line to enter high-grade markets. This is up-extension. Down-extension is another way to do brand extension. In this way, marketer makes use of the reputation of the high-grade products to sell low-priced products with the same brand. This is very tempting to consumers with low purchasing power.
营销者也可以在生产线上增加高档次的产品以进入高档市场,这种方法是向上扩展。向下扩展也是品牌扩展的一种方法,营销者利用同种品牌的高档商品的声誉来销售低档商品。对购买力不高的消费者,这很有吸引力。
- Be careful when you do down-extension. You may run a great risk because it might harm the reputation of those high-priced products.