

品牌价值 发展理论

刘平均 编著 | 朱秋玲 等 译

Theory of
Brand Value Development

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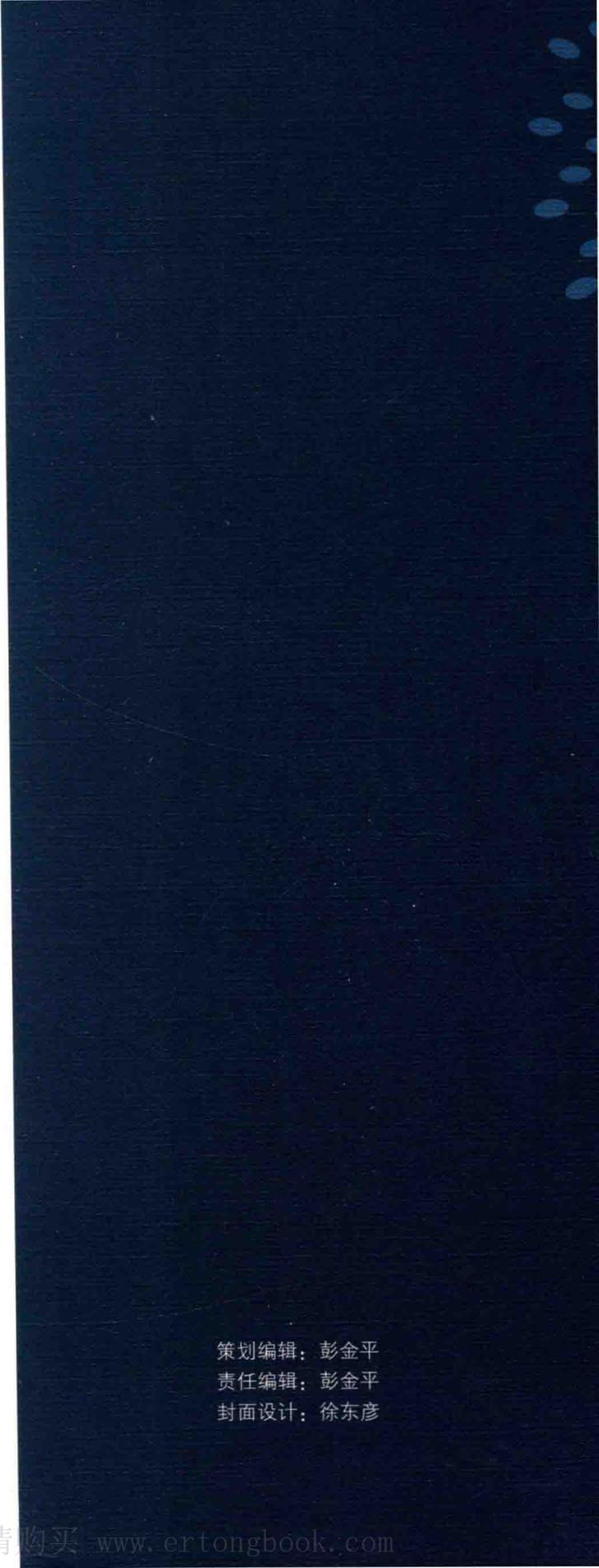
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Preface

Development of brand economy to drive industry upgrading

Li Yining (famous economist, honorary president and professor of Guanghua School of Management, Peking University)

I. Sustainability of industry upgrading and economic growth

1. Economic growth will not be sustainable without industry upgrading

(1) The economic development is the process of ongoing product upgrading and industry upgrading. Product upgrading leads to industry upgrading while industry upgrading further drives forward product upgrading.

(2) The sustainability of economic growth is connected with product upgrading and industry upgrading. Once product upgrading and industry upgrading stop, the economy will stop growing. This is how history develops.

(3) We are always proud of the rapid economic growth in the thirty years of openness and reform. There is no doubt that in these thirty years, the upgrading of products and industry plays an important role in the economic growth. Otherwise, we will not be able to have such great achievements.

(4) We should not forget that industry upgrading is the basis of product upgrading. The natural selection of products owes to industry upgrading after all. On the basis of industry upgrading, product upgrading is serial and in batch instead of fractured and scattered.

2. Industry transfer should be carried out in combination with industry upgrading

(1) Industry transfer often occurs due to different resource allocation in different regions, inconsistent cost growth and different distance to market in different regions. There is no need to criticize industry transfer since it is a normal phenomenon.

(2) The experience of industrialization of each country tells us that industry upgrading is speeding up due to the quickened technical innovation. Therefore, we

will not be able to keep up with the change of market condition if we focus only on the transfer of industry in where it is located while ignore industry upgrading.

(3) Therefore, it is necessary to combine industry transfer with industry upgrading. There is no future by relying solely on factory construction which

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发展品牌经济，促进产业升级

厉以宁

(著名经济学家，北京大学光华管理学院名誉院长、教授)

一、产业升级和经济增长的可持续性

1. 没有产业升级，经济增长不可能持续

(1) 整个人类的经济发展，就是产品升级和产业升级不间断的过程。产品升级，导致了产业升级；而产业升级，又进一步带动产品的升级。

(2) 经济之所以能持续增长，同持续不断的产品升级和产业升级有关。一旦产品升级停了，产业升级停了，经济增长也就停下来了。历史正是这样前进的。

(3) 我们常以改革开放 30 多年来中国经济的迅速增长为自豪。毫无疑问，这 30 多年，产品的升级换代、产业的升级换代起了无比重要的作用。否则我们能取得这样大的成绩吗？

(4) 不可忘记的是，产业升级是产品升级的基础，产品的优胜劣汰，归根到底归功于产业升级。有了产业升级为基础，产品的升级就不是零星的，而是成批的，不是破碎的，而是系列性的。

2. 产业转移必须同产业升级相结合，否则没有前途

(1) 由于不同地区的资源禀赋不同，各种成本的增长程度不同，再加上各地与市场距离远近不同，所以经常会发生产业转移。产业转移是正常现象，没有什么可指责的。

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takes advantages of low labor cost and land cost in the region where the factory is established. In the end, the factory will close down.

(4) This means that we could make full use of the cost advantage of the local region and take possession of new markets only when we combine industry transfer with industry upgrading and product upgrading. Keep in mind that cost advantage is never persistent because labor cost increases when the demand for labor increases.

3. The reason of industry upgrading can improve product competitiveness is the pioneer work has been done

(1) To put it simple: industry upgrading means technical innovation of industry. Innovation comes from originality and shall be applied to entrepreneurship. Otherwise, innovation will come to nothing in the end.

(2) Originality is the most difficult of all. It is reflected on the design of products, process of industry and creation of market.

(3) In simple terms, originality lies in daring to be the first and doing pioneer work.

(4) Originality, innovation and entrepreneurship all depend on inventors and entrepreneurs, both of whom are indispensable. The inventors can be entrepreneurs at the same time while entrepreneurs need not to be the inventors concurrently. The core qualifications of entrepreneurs are being insightful, courageous, well organized and able to identify and use talented people.

4. There is no end of industry upgrading, it means higher level when it comes to a new step

(1) There is no end for industry upgrading, neither does product upgrading. A good example is mobile phone. Manufacturers keeps upgrading mobile phones and adding new functions to mobile phones so as to take a larger slice of market. So, where is the end?

(2) The industry of mending bowls is a backward industry. However, the skills

of mending bowls keep innovating and various new and high-tech skills of mending bowls are applied. With more broken bowls discovered in the shipwrecks on the ocean bottom, the market for mending bowls is broad and unpredictable.

(3) Textile is also a traditional industry. Nevertheless, it never stops making

(2) 但各国工业化的经验告诉我们，由于技术创新速度在加快，产业升级的速度也在加快，所以仅限于产业所在地区的转移而忽视产业升级，那是跟不上市场形势的变化的。

(3) 因此，有必要把产业转移同产业升级结合起来。单纯的建厂活动没有前途。单靠所迁入地区的劳动力成本低和土地价格低，能维持多久，到时候该倒闭的依然会倒闭。

(4) 这意味着，只有在产业转移的同时使产业升级，使产品升级，才能利用所迁入地区的成本优势，占领新市场。千万不要以为成本优势会持久存在，因为对劳动力需求大了，劳动力成本是会上升的。

3. 产业升级之所以能提高产品竞争力，主要在于想别人之不敢想，做别人之不敢做

(1) 如果用较简练的语言来表述产业升级，那就是说：产业升级意味着产业在技术上有创新。创新来自创意，没有创意，就谈不上创新。创新还必须落实于创业，没有创业，创新仍会落空。

(2) 创意实际上是最困难的。创意主要体现于产品的设计上、产业的工艺上、市场的创造上。

(3) 更简练地说，创意主要在于想别人之不敢想，做别人之不敢做，即敢为天下先。

(4) 创意、创新、创业，三者都依靠发明家和企业家，二者缺一不可。发明家可以兼企业家。企业家不一定要兼当发明家。企业家重在有眼光，有胆量，有组织能力，包括发现人才，会用人。

4. 产业升级是没有终点的，每跨上一个新台阶，意味着更高一层台阶就在前面

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technological progress and its industry upgrading never come to an end.

(4) The above are just some examples to tell us that industry upgrading will never come to an end, therefore inventors and entrepreneurs will never stop developing a new and broader market.

II. Brand is of great importance to modern enterprises

1. Don't believe "brand belongs to enterprises which have a long history and big size". In fact, small or new enterprises could also create their brands

(1) For an enterprise which owns a well-known brand, such brand not only represent the glorious history of the enterprise, but also shows that the very enterprise could have a greater prospect because brand needs getting rid of the stale and bringing forth the fresh.

(2) Large enterprises or super enterprises are proud of their brands. However, some well-known small enterprises or new-emerging enterprises also have a well-known brand. Brand means market. Therefore, whoever has a brand, he possesses the market.

(3) During our short tour in Germany, we found that that some small businesses producing a specific tool or a spare parts receive full orders, though only with a small number of employees. The reason is that they have the brand. The brand has been recognized by customers after enduring numerous tests in the market.

(4) Newly established enterprises also have their own brands due to the mastery of new technology. With new technology, a company is able to create its own brand followed by launching a new product into the market at its foundation. In contrast, some famous long-established enterprises lost their market shares because of lower product quality.

2. To some extent, the brand represents the vitality of the enterprise, and the decline of the brand implies that the enterprise is going downhill

(1) A brand can be long-lasting, but the product cannot be the same pattern for

many years, because the product should be improved with technical progress and be changed in line with consumers' habits and preferences. Mercedes-Benz is an old brand, but Mercedes-Benz cars manufactured each year are constantly updated.

(2) The brand shall be enriched with new contents, but also shall be accustomed

(1) 产业升级没有终点，产品升级也没有终点。一个明显的例子就是手机。手机作为一种不断升级的产品，时刻在增加新功能，时刻在扩大市场，哪里会有终点？

(2) 补碗行业是落后的产业，但补碗技术在不断创新。各种新的补碗技术都被用在高技术补碗上了。市场是广阔的，至今难以预料。海底沉船不断有破碎碗碟出现，这就是市场。

(3) 纺织也是一个老行业了。但技术进步却从来没有停止过，产业升级也从来不曾到达终点。

(4) 以上所说的不过是些例子。它们告诉人们：正因为产业升级永无止境，所以发明家和企业家永远不会闲着。前面更广阔的市场正等待他们去开发。

二、品牌对现代企业的重要意义

1. 不要只相信“品牌来自企业历史悠久，规模巨大”，实际上，小企业、新企业一样有品牌

(1) 品牌对某一个拥有著名品牌的企业来说，既代表了该企业的辉煌历史，更表明这个企业可能有更大的前景，因为品牌是会推陈出新的，品牌也需要推陈出新。

(2) 大企业、特大型企业都以自己拥有光辉的品牌而骄傲。但不要忘记，一些著名的小企业、新企业同样拥有响亮的品牌。品牌带来市场，谁掌握品牌，谁就拥有市场。

(3) 我们在德国考察，发现一些小企业生产某个工具、某个零配件，企业人数不多，但订单满满的，因为它们有品牌。品牌是经过多少次市场的考验而被客户公认的。

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to market preferences in a specific period. If the brand are not enriched with new contents, it reflects that the brand has declined, or even implies that company began to go downhill. Therefore, the brand content shall keep up with the times.

(3) It's necessary for enterprises to maintain their own brands. However, if enterprises are aware of the gap between their own brands with the times, they should think deeper: why the brand cannot keep up with the times, is it due to the problems in manufacturing or in marketing?

(4) Some people say that brand is used as a stepping stone to open the door to the market of others, but also used as the breakwater to protect their original market share. It makes sense. The important thing is how to understand the notion of a stepping stone and a breakwater. Desired results could be achieve, if characteristics of corporate culture are isolated. Therefore, corporate culture research shall be valued.

3. The brand is valuable and brand value comes from market evaluation and product originality

(1) Without market evaluation for brand and brand products, the enterprise's shortcomings cannot be found, thus causing a blindly optimistic attitude.

(2) Only with the originality of a specific product and all products of the enterprise, shall the brand bring great achievements.

(3) The brand depends on the promotion of the product originality to obtain good market reputation.

(4) To solely rely on the brand created by predecessors shall not guarantee the future.

4. To maintain the brand value, it must guarantee integrity first, customer first and service first before/after production

(1) Only with "Integrity First", could people trust the brand of the enterprise and its product quality.

(2) Only with "Customer First", could people be willing to trade with the

enterprise. “Customer First” signifies that the enterprise values humanity.

(3) Only with “Services (before/after production processes) First”, could the enterprise’s service chain be really extended, so as to facilitate the alignment of the enterprise and customers.

(4) 新设置的企业，一样拥有品牌。这或者是因为掌握新技术，一成立企业就向市场推出了新产品，从而创造了自己的品牌。相形之下，过去著名的老企业因产品质量不如别人，市场丢了。

2. 从某种程度上说，品牌代表着企业的生命力，品牌的褪色意味着企业走下坡路了

(1) 品牌可以是长久性的，但产品不可能多年一个式样，一个形象，因为产品要随着技术进步而改进，要随着消费者的习惯和爱好而变更。奔驰汽车是一个老品牌了，但年年出厂的奔驰车却在不断更新。

(2) 品牌要充实新内容，也要适应特定时期的市场偏好。品牌不充实新内容，那只能表示它已经褪色了，甚至表明生产这种产品的企业开始走下坡路了。所以品牌内容要跟上时代。

(3) 要维护自己的品牌，这是应该做到的。但如果察觉到自己的品牌跟不上时代，那就需要有进一步思考：为什么跟不上时代，是生产方面出了问题，还是营销方面出了问题？

(4) 有人说：品牌是用以打开别人的市场大门的敲门砖，也是用来保护自己原有市场份额的防波堤。这句话并不错。重要的是如何领会什么是敲门砖？什么是防波堤？如果脱离企业文化的特色来考虑问题，很可能达不到预期效果。因此，一定要重企业文化研究。

3. 品牌是有价值的；品牌价值来自市场评价，来自产品的独创性

(1) 离开市场对品牌和品牌产品的评价，发现不了本企业的不足之处，会盲目乐观。

(2) 不显示本企业产品的独创性，而且不显示这种产品的独创性，靠品牌自身不会有大的成绩。

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(4) Therefore, enterprises shall put the three “First” in the first place in order to maintain their own brands.

III. Technical innovation, marketing innovation and brand innovation

1. The role of technical innovation

(1) In the process of developing brand economy, the technical innovation of enterprises plays a vital role. Without new breakthrough or technical innovation in technology, the brand will decline. Therefore, any far-sighted enterprise shall focus on technical innovation.

(2) The second significant role of technical innovation for developing brand economy lies in the extension of the industrial chain. The extension of industrial chain extension will help companies to expand the market and their influence more effectively. One index for evaluating the influence of an enterprise lies in whether the enterprise extends the industrial chain or not.

(3) Truly influential enterprises with brand are in the high-end of the value chain, which ensures to achieve high added-value. In contrast, as for companies in the low-end and mid-end of the value chain, they will lose numerous opportunities for making profits in the expansion of the market.

(4) For any enterprise which already has a well-known brand, the best way for maintaining its brand is to continually achieve technical innovation. In fact, each enterprise is in a state of sailing against the current: no advancement means retreat, less advancement also means decline.

2. The role of marketing innovation

(1) In order to give play to the brand effect, enterprises can not merely focus on technical innovation while ignoring marketing innovation. Both the technical innovation and marketing innovation are indispensable. Without innovation in technology and marketing innovation, enterprises will lose the market.

(2) The achievements of technical innovation embodies in the upgrading of

products, enterprises and the whole industry. Without market innovation, it's impossible for enterprises to open the market and make profits. Marketing innovation enables enterprises to earn what they deserve.

(3) Briefly, marketing innovation refers to using new methods to promote new

(3) 因此品牌的作用要靠产品的独创性的宣传,才能真正赢得好的市场评价。

(4) 盲目躺在前辈创出的品牌上面吃老本,日子是不会长久的。

4. 要持久维护一个品牌的价值,必须诚信第一、客户第一、产前产后服务第一

(1) 只有“诚信第一”,别人才信得过本企业的品牌,信得过本企业的产品质量。

(2) 只有“客户第一”,别人才愿意同本企业进行交易。“客户第一”,意味着企业的人性化。

(3) 只有“产前产后服务第一”,企业的服务链才能真正延长,从而企业与客户就融为一体了。

(4) 因此,企业为了维持自己的品牌,必须把上述三个第一放在首位。

三、技术创新、营销创新和品牌创新

1. 技术创新的作用

(1) 在发展品牌经济的过程中,企业的技术创新起着十分重要的作用。没有技术创新,没有技术上的新突破,品牌将呈现褪色。因此,任何一个有远见的企业,决不能放松技术创新。

(2) 技术创新对发展品牌经济的第二个重要作用,表现于产业链的延长,而产业链的延长将有助于企业能更有效地扩大市场,扩大自己的影响力。一个企业的影响力大小,首先在于它是否延伸了产业链。

(3) 真正有影响力的企业及其品牌,一定掌握了价值链的高端,这样才能有高的附加值。如果不是这种情况,仅仅处于价值链的低端和中端,企业在扩张的市场中将丧失不少盈利机会。

(4) 对任何一家已经拥有著名品牌的企业来说,继续实现技术创新,才是

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products. The key is to let customers make choices for buying or not buying “products you’d like to buy but can put off”. It’s the best to drive customers to buy the products and to feel that “not buying is equal to loss”.

(4) Therefore, a smart entrepreneur will make great efforts in marketing, trying to explore various new marketing methods in line with the needs of customers, so as to enable the products of the enterprise to be the first choice for customers.

3. The role of brand innovation

(1) It can be said that the truly fierce market competition lies not only in technical innovation, but also in marketing. It’s is a battle for clients and customers which is achieved in a friendly and pleasant atmosphere.

(2) How to win customers? The key is product quality. To some extent, brand relies on the past and the history of an enterprise, but this is far from enough. Most importantly, brand should represent the current status of an enterprise. Brand is the embodiment of the latest achievements of enterprises.

(3) The brand reflects the latest achievements of the enterprise and this is the meaning of brand innovation. In this sense, the brand is not static, but dynamic. Brand is not once and for all, but full of vitality.

(4) Who is creating the brand? Who is giving the brand new life? Are the staff of the enterprise, including managers, technical personnel, R&D personnel, marketing personnel included?

4. The integration of technical innovation, marketing innovation and brand innovation

(1) The entrepreneur is responsible for the integration of technical innovation, marketing innovation and brand innovation. In other words, the entrepreneur is the one who has the vision, ability and wisdom to integrate the three together.

(2) Entrepreneurs are not those who sit and prattle about the general principle. Entrepreneurs must understand the trend of technology, market changes, the potential

of marketing and the role of the brand. The reason that entrepreneurs exceed other people, is that they aim high, look into the future, make deliberate decisions and put them into practice.

(3) It is necessary to give play to the collective wisdom of entrepreneurs.

保持已有品牌的最佳选择。实际上每个企业都处于逆水行舟的状态：不进就意味着退缩，进得少也意味着在走下坡路。

2. 营销创新的作用

(1) 为了发挥品牌效应，企业不能只埋头于技术创新而忽视营销创新。技术创新是必不可少的，营销创新同样必不可少。没有技术创新会失去市场，没有营销创新同样会失去市场。

(2) 技术创新的成果体现于产品的升级、企业的升级、产业的升级。但如果没有营销创新，就打不开市场，只能是“长在深闺人未识”，实现不了盈利。营销创新能把自己应赚的钱都赚到。

(3) 简要地说，营销创新就是新产品用新的方式来促销。关键在于：对客户来说，就是“可买可不买的不买”还是“可买可不买的买”二者之间的选择。最好是使客户“非买不可”“不买就亏了！”

(4) 因此，一个聪明能干的企业家一定会在营销方面下功夫，推出适应客户需要的种种新营销方式，让本企业的新产品成为客户的第一选择。

3. 品牌创新的作用

(1) 在营销方面，可以这么说，真正激烈的市场竞争不仅在技术创新方面，而且也在营销方面。这是一场客户争夺战、顾客争夺战。但它是在友好、和气的氛围中实现的。

(2) 争夺客户，靠什么？归根到底在于产品的质量如何。品牌在较大程度上靠过去，靠历史，但这是远远不够的。品牌最重要的是代表现在。品牌是企业最新成就的体现。

(3) 品牌体现企业的最新成就，这就是品牌创新的含义。从这个意义上说，品牌绝不是静态的，而只能是动态的。品牌也不是一劳永逸的，而是富有生命力的。