发展与管理

——2006 管理发展与工业工程论坛

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前　言

一年一度的“管理发展与工业工程”论坛又要开始，今年已经是第四届了。开创这个论坛的主要目的之一，是为青年学者们建立一个广泛的展示学术思想、增进学术交流的平台。学术思想的交流需要一个自由、活跃的空间，特别是对于青年人，有一个快乐的、平等的和能够不断激发他们灵感的学术氛围是非常重要的。虽然我不能肯定，今天的论坛能否承担起这样的重任，但我们已经为此作出了努力，并且已经付诸行动，向前走出了一大步。这是值得众人欣慰的。

在这次论坛出书前，好友张耀伟博士提出，希望有一个能够持久响亮的书名。有道理，很感谢他的建议！的确，用论坛作为书名确实有点不合适，但一直就是不愿再动一下脑筋。有时候，旁人的提醒或是推一把还是很有作用的。可是，采纳这个建议也是一件不容易的事。思考之间，在既不改变论坛的原意、体现每一届论坛的内容与时俱进，又便于让读者共享论坛成果、体现论坛贡献的前提下，我想到了“发展与管理”。仔细想来，“发展与管理”作为书名真是最好不过了。“发展”的寓意非常广阔，有很大的想象空间；而“管理”又是论坛的主题，是一个既明确而又可永久研究的主旋律。

作为论坛的发起者，我感谢这几年来为论坛作出许多贡献的博士生们和博士后们，正是你们的努力，才使得论坛能够持续，并且越办越好。陈宝胜博士、杜学美博士、陈强博士、杜波博士、濮津博士、杨瑾博士，以及博士生武小军、邵鲁宁、朱岩梅、蔡依平、李龑等等，他们给予了论坛许多的贡献。特别值得一提的还有安慰博士，他虽然没有来直接参加论坛，却默默地为上届论坛提供了有力的资助。本书由杜学美博士、博士生邵鲁宁和我共同组织，同时也得到了许多同学和朋友的帮助以及他们的智慧贡献，赵红博士、马国丰博士、关贤军博士、程妤博士以及博士生武小军、朱岩梅等在百忙之中还对本书进行了认真审阅和校对，在此我一并表示衷心的感谢！

同时，作为论坛的发起者，我希望以下几点可以与大家共勉：

1. 论坛是一个学术平台，这是论坛的目的。一年一年的持续，目的不仅

仅是为了持续一个简单的论坛,而是要把一个有意义的学术平台持续下去;不仅仅是简单的持续,而是希望论坛越办越好。这就需要大家群策群力、集思广益。认清目的很重要,这样的话,论坛才会越办越有意义。

2. 要坚持学术自由,充分展示自己的思想。虽然发表论文有一定的规范要求,有时候某一个思想的火花难以形成一篇完整的文章。但是在论坛上,应该要有一个空间让这种火花有个冒出的机会。学术需要交流和碰撞,这样才会进步。

3. 要有集中的议题,提高论坛的绩效。由于论坛集中的时间较短,议题过于分散会影响大家的讨论,而且也难以深入。论坛集中前可以在网上交流,要充分利用网络工具创造的资源。在形成几个主要议题的前提下,集中在论坛上研讨。形式应该多样化,可以有主题报告,也可以问答互动,甚至可以请嘉宾客串。

总之,这是大家的舞台,要依靠大家来创新和发展。

本次论坛得到了上海人民出版社的张耀伟博士以及他的同事曹杨和曹怡波编辑的大力支持,在此表示衷心感谢!

书中汇集的是论坛发表的学术论文,有许多是正在研究和探讨的问题,还不能马上定论。错误之处,欢迎各位读者和专家提出批评指正。

尤建新

2006 年 8 月 18 日于云通楼

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·管理理论与工业工程

A three-dimensional evaluation index system of brand competitiveness

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Abstract: By analyzing an extensive literature on brand competitiveness both home and abroad, the design of the evaluation index system of brand competitiveness as well as the methods and principles of selecting brand competitiveness indexes were discussed. At the same time, the sources of brand competitiveness were found as a clue to the evaluation index system. Thus, a three-dimensional evaluation index system of brand competitiveness including brand power index, brand vitality index, and brand charm index was proposed, in which the basis was the brand power, fountain was the brand vitality, and value-fulfillment was the brand charm. The brand power, brand vitality and brand charm formed a dynamic brand competitiveness system through interaction force.

Key words: Brand charm; Brand competitiveness; Brand power; Brand vitality; Evaluation index system

品牌竞争力的三维度测评指标体系

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摘要:基于对国内外品牌竞争力相关文献的分析,论述了品牌竞争力测评指标体系的设计思路、测评指标的选取方式和选取原则,并以品牌竞争力的来源为切入点,提出了一个包含品牌实力指数、品牌活力指数和品牌魅力指数在内的品牌竞争力的三维度测评指标体系。在该测评体系中,品牌实力是品牌竞争力的基础平台,品牌活力是品牌竞争力的源泉,品牌魅力是品牌竞争力的价值实现。品牌实力、品牌活力、品牌魅力相互作用和影响,形成了一个动态的品牌竞争力系统。

关键词:品牌竞争力;品牌实力;品牌活力;品牌魅力;测评指标体系

Brand competitiveness is an important concept in marketing management. And it serves basis for enterprise competitiveness, industrial competitiveness and national competitiveness. The study of brand competitiveness is becoming a priority project in brand management research. This paper mainly focused on the fundamental theory and it was structured in three sections. The first section made a literature review. The second section developed the sources of brand competitiveness and put forward a three-dimensional evaluation index system of brand competitiveness, in which the basis was the brand power, fountain was the brand vitality, and value-fulfillment was the brand charm. The main conclusion lay in the last part.

As we all known, brands are the soul of enterprises which represent customers' trust for the enterprise and embody employees' dedication to the company. Brands are the face of a country which stand for high quality of industry and bear the weight of national confidence (Huang Ming, 2005)[1]. Meanwhile, brands are also the useful and sharp weapon for competing in different markets, and brand competitiveness is becoming one of the key factors for enterprises' success.

To some extent, brand competitiveness mirrors enterprise competitiveness, industrial competitiveness and national competitiveness. And it can also reflect future economic growth and competitive capacity. However, the fact that Chinese brands' lack in competitiveness affects not only our performance on the international stage, but also the image in international community.

Compared with the strong international brands, Chinese brands are in great need of brand competitiveness which is the crucial ability for a brand to succeed in international market. So the research on how to effectively enhance Chinese brands' competitiveness through fundamental studies has become more and more important in brand management research.

This paper mainly focuses on the basic theory of brand competitiveness. Working out the sources and constructing evaluation index system of brand com-

petitiveness are the theme of this paper.

1 Literature Review

The existing literature review shows that the study on brand competitiveness began in U. S. in the 90's of the 20th century. Afterwards, the scholars from China, Singapore, Ukraine and Holland started to do further researches about it, the details as show below:

1.1 The research status of brand competitiveness abroad

David A. Aaker (1991) is a Professor of Marketing at the Berkeley's Haas School of Business, University of California. He expounded the concept of brand competitiveness from the performance of brand competitiveness perspective, but he didn't go further [2]. Barney (1991), Bharadwaj, Varadarajan and Fahy (1993) pointed out 'brand competitiveness refers to its capacity to achieve superior performance in terms of profits or profitability [3].'

Pradeep K. Chintagunta (1999), a Professor from University of Chicago, and Bo E. Honore, from Princeton University, proposed using a model of multi-probability to measure brand competitiveness. The multi-probability model was based on the scene simulation and mainly replied on the commonness and differentiation of customers' behavior to tap the intrinsic factors such as customers' preference of brands, etc [4].

Jennifer L. Aaker (1997), an Associate Professor of the University of California, regarded brand competitiveness as one of the five dimensions to measure brand personality [5]. Vicki Lane (1997), the Associate Professor of Kellogrito University, and Robert Jacobson, of Washington University, claimed to use the relationship between extended brands and brands not extended to evaluate brand competitiveness [6]. They demonstrated that there was a linear relationship between extended brands and brands not extended, so theories of evaluating extended brands could be used for brand competitiveness.

GT Lau is an Associate Professor at National University in Singapore, and he is also the manager of Singapore Telecom (1999). He pointed out that the evaluation of brand competitiveness should included evaluating brand's perceived relative competence [7]. And the evaluation ought to compare with other capable

brands. The perceived relative competence provided a new perspective to study brand competitiveness.

Serhiy Shtovba (1999) and Olena Shtovba (1999), professor of Vinnitsa National Technical University, confirmed that brand competitiveness could be measured by using fuzzy analytic method [8]. The indexes of brand competitiveness (Q) could be a certain number in the area [0, 100], which stands for the competitiveness that a certain brand held compared with other brands in the same market. The competitiveness indexes took direct proportion with the subdivision of market, and the influence factors impacted each other among hierarchies.

The theory of fuzzy sets provided an easy path that could transform the experts' opinions into quantitative data. It is easy to find that the professor Serhiy Shtovba studied about brand's perceived relative competence, too. That is to say, in 1999, both scholars from Singapore and Ukraine studied brand's perceived relative competence.

Philip Hans Franses (2004) and Erjen Van Nierop (2004), the Erasmus University of Holland, modeled customers' brand choice by using artificial neutral network which can be used to measure the indexes of brand competitiveness indirectly [9].

1.2 The research status of brand competitiveness in China

At the end of 1990s, some Chinese scholars began to study brand competitiveness, such as Zhang Shi Xian, Lu Tai Hong, Li Guang Dou, Shen Zhan Bo, Hu Da Li, Fan Xiao Ping and Ji Liu Xiang. Some of them focused on the concept and others on national brand competitiveness. They not only aroused up the recognition and attention of brand competitiveness in the society, but also provided precious perspective and clue for further research.

Professor Fan Xiao Ping (2004) of Zhejiang University, put forward that 'brand competitiveness is the capability of exploring and occupying market that a certain brand formulated. As brands have particularity on technique, benefit, cost and advantage of utility, thus the brand competitiveness is not easy to be imitated by its competitors' [10].

As to the concept, Li Dong Sheng, Industry and Business School of Tianjin, defined brand competitiveness from a sustainable development view. He thought that brand competitiveness was the external performance of a sustainable

enterprise [11]. Besides, other scholars such as Ji Liu Xiang (2003) also defined brand competitiveness [12].

In terms of brand competitiveness indexes, Zhang Shi Xian (2004), researcher of Chinese Academy of Social Sciences, put forward three indexes: brand reputation, brand preference and brand loyalty [13].

Professor Hu Da Li (2005), Finance and Economics University of Jiangxi, developed a set of evaluation indexes such as basic indexes, sustainable indexes and so on [14].

1.3 Brief comments on the literature review

1) Generally speaking, previous researches on brand competitiveness have made great achievements. However, they are still not systematic enough. The intensive academic atmosphere of brand competitiveness has not come into being.

2) With regard to the content, scholars in U. S., Ukraine and Holland preferred to construct models to measure brand competitiveness, while scholars in China and Singapore pay more attention to the concept and the path to enhance brand competitiveness.

3) In the aspect of the method, scholars abroad mainly use quantitative ways such as fuzzy mathematics or hierarchy analytics to evaluate brand competitiveness. In China, some researchers tend to draw references from the theories and methods of enterprise competitiveness. Others prefer to use qualitative indexes such as brand reputation, brand preference and brand loyalty to describe brand competitiveness.

2 The sources and evaluation index system of brand competitiveness

Based on the theories of brand competitiveness both home and abroad, firstly, this paper worked out the sources of brand competitiveness from a new perspective, and then, we put forward a three-dimensional evaluation index system.

In the author's opinion, brand competitiveness is a mixture of brand power, brand vitality and brand charm. It reflects a brand's past, present as well as future. It also unified the current situation and future trends, the extrinsic and intrinsic, static and dynamic competitiveness.

Extrinsic competitiveness, the sign of brands' accumulated state from past to present, is mainly displayed by brand power. While intrinsic competitiveness, mostly showed by brand vitality and brand charm, is the symbol of brand's future growth and trends.

Therefore, brand competitiveness is not only the accumulation of employees' painstaking effort, but also the mirror of brand potential. Being the sources of brand competitiveness, brand power, brand vitality and brand charm also form the three-level of brand competitiveness as the following figure shows:

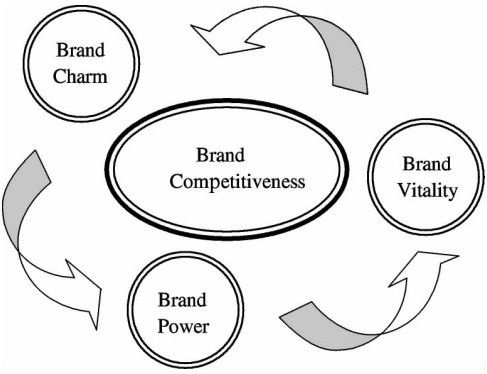


Figure. 1: Three sources of brand competitiveness

Figure 1 shows that the formative process of brand competitiveness goes a dynamic way. And we can discover clearly that three sources form brand competitiveness:

The first source is the brand power which is the ability to satisfy customers' needs in the market competition. With the swelling brand power, brand vitality will also increase through constant learning, transformation and innovation. Under the effect of brand power and brand vitality, the ability for a brand to attract the public and the interest groups in its supply chain (i. e. brand charm) will strengthen, too. Correspondingly, the increasing brand charm will act on brand power. After this cycle finished, brand power, brand vitality and brand charm will start the next cycle coordinately.

On the basis of the three aspects above, we believe brand power, brand vitality and brand charm structure brand competitiveness.

To begin with, brand power means the competence for a brand to gain market share and threaten competitors, thus it is the direct embodiment and platform

of brand competitiveness. Thus we can say no brand power, no brand competitiveness.

Secondly, brand vitality reflects abilities like adaptability and learning ability, and it is the fountain of brand competitiveness.

Finally, brand charm, mirroring a brand's attraction of supply chain as well as the public, is the value-fulfillment and the highest level of brand competitiveness.

On the whole, brand power and brand vitality serve basis for brand charm. And the relationship is: the stronger the power, vitality and charm a brand has, the higher the competitiveness a brand holds.

After making the sources of brand competitiveness clear, the next work is to construct the evaluation index system of brand competitiveness.

2.1 The design of evaluation index system of brand competitiveness

This paper designs the index system following the train of thoughts: the evaluation indexes can be divided into two sorts: directly measured indexes and indexes difficult to measure, such as 'the learning ability of a brand' and 'brand welcome index'. To those indexes, some indirect measured indexes can be used. Such indirect method is usually realized by sending out questionnaires to special groups. That is to say, we admit that some influence factors of brand competitiveness can be measured directly whereas others can only be measured indirectly. The framework of evaluation index system is as following:

Table 1 The framework of evaluation index system

Types of indexes	The function	Data collection
Directly measured indexes	To measure the results of competitiveness	Statistic materials
Indirectly measured indexes	To reflect factors difficult to measure	Sending out questionnaires to special groups

2.2 The methods and principles of selecting brand competitiveness indexes.

There are two clews can be showed: one is to set up an evaluation index system of brand competitiveness through experts' theoretic analysis; the other is to combine scientific theory and practical experience by distributing questionnaires to related groups, most of whom are managers.

There are five principles of selecting evaluation indexes of brand competi-

tiveness：

1) Comprehensive principle. To be concise, this principle requires fewer indexes to measure brand competitiveness.

2) The principle of growth. The indexes should reflect not only the past and current brand performance, but also the intrinsic competitiveness and the future trends.

3) The principle of combining quantitative indexes and qualitative indexes. Quantitative indexes are extrinsic which represent the past and the present, while qualitative indexes, with more characteristic information, are intrinsic and can be used to forecast brand competitiveness. In terms of reflecting future trends, qualitative indexes are better than quantitative ones. Thus it is advisable to combine them.

4) Data available principle requires that it should be easy to obtain the statistic data. Under this guidance, some indexes considered to be important aren't list in. For example, 'market share' is not selected, because it is difficult to gain accurate data. At the same time, we can use other index such as 'sales income' or 'sales growth rate' to replace 'market share'.

5) The principle of relating to brand competitiveness which means the selected indexes ought to be apparently related to brand competitiveness.

2.3 The evaluation index system of brand competitiveness

In this part, with the exploration of the sources of brand competitiveness, we will discuss our evaluation index system：there are 3 first-level indexes and 13 second-level indexes, 7 of which are quantitative (54%).

Table 2 A three-dimensional evaluation index system of brand competitiveness

First-level index	Second-level index	Main meanings	Purpose
Brand power index	1. Brand's sales income 2. The average growth rate of brand's sales income in the recent 3 years 3. Brand premium 4. Brand profit 5. The average growth rate of brand's profit in the recent 3 years 6. Brand security	1. Market share 2. Growth trends 3. The ability of value innovation 4. Profit ability 5. Sustainable profit ability 6. Independent intellectual property and ability of crisis handling	To evaluate a brand's extrinsic competitiveness