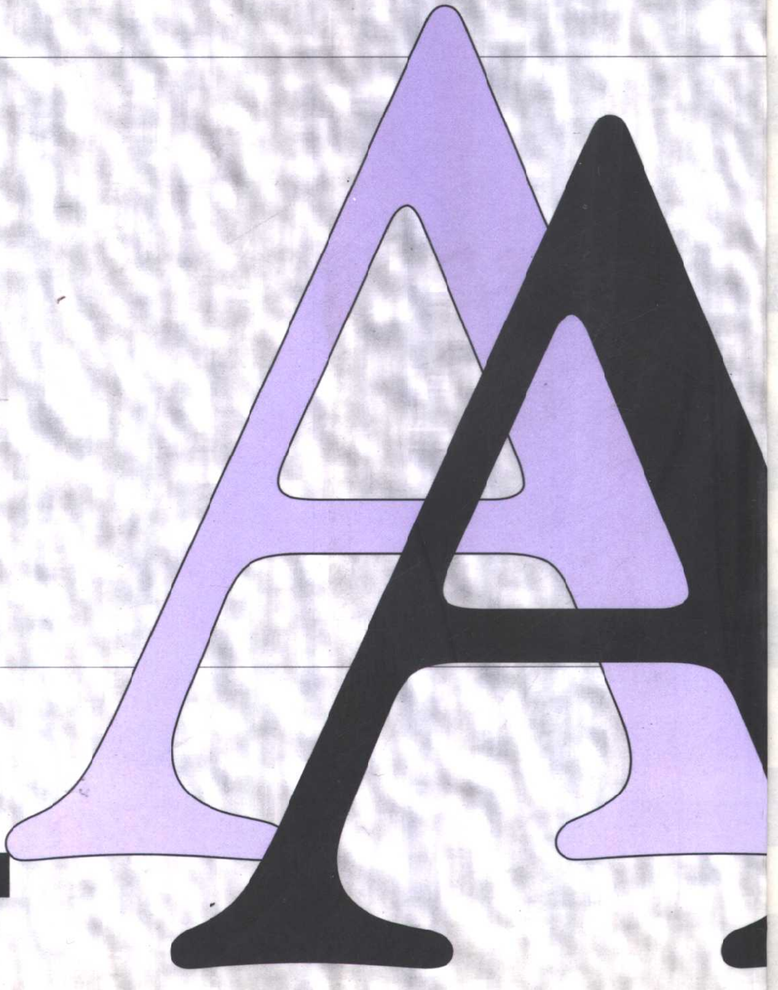
市场营销管理系列·英文版

战略品牌管理

Strategic Brand Management

凯文·莱恩·凯勒　著



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《市场营销管理系列·英文版》

出版说明

随着我国改革开放的不断深入和市场经济体制的建立，市场营销已成为工商企业的重要管理职能。近年来，由于跨国公司的大量进入和国内企业的快速成长，市场供求关系发生了很大变化，竞争日趋激烈。在市场短缺成为历史，消费者成为市场主导的条件下，营销竞争已成为企业竞争的主要手段。许多企业从过去只重视引进技术、引进设备、引进产品，进而认识到引进新的营销理念和技术，主动满足消费者需要，谋求竞争优势的重要性。

为使中国读者能够尽快了解和吸收国际营销学界的最新研究成果，提高营销管理水平，中国人民大学出版社与著名的美国 Prentice Hall 出版公司继《工商管理精要系列·影印版》之后，共同合作推出了这套《市场营销管理系列·英文版》，以期为中国各管理院校的营销教学和企业营销、管理人员提供优秀的原版图书。

本丛书所选图书均系美国营销学界有影响的各大学教授所著，内容涵盖了营销管理的各个重要领域，全面反映了美国营销学界 90 年代以来的理论研究和实践探索水平。因而受到美国和世界各国（地区）的大学和管理学院营销专业师生，以及企业营销、管理人员的普遍欢迎。本丛书中的大部分版本都已多次再版，畅销不衰。我们期望这套丛书的出版，能为我国的营销管理教育提供最新的理论、方法和可借鉴的教学模式，同时，也能对企业的营销管理水平和营销人员素质的提高有所帮助。

在《工商管理精要系列·影印版》出版后，我们曾收到许多读者的来信和电话，希望再出英文版图书时，将序言和目录译为中文，作为对原版的一种导读，供读者阅读时参考，同时仍保留英文版中的序言和目录。为此，我们在本丛书中作了这方面的努力。这样做虽然增加了不少工作量，但如果能给需要中文导读的读者们提供一些方便，我们便会感到欣慰。

本丛书在选择和论证过程中，得到了中国人民大学工商管理学院吕一林副教授、对外经济贸易大学国际工商管理学院傅慧芬副教授、复旦大学管理学院王方华副教授的大力支持和帮助，许多专家和学者参与了本丛书前言和目录的翻译和审校工作，在此谨向他们一并致以敬意和衷心的感谢。

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前　言

向读者和教师提供一些背景，如本书内容是什么；与其他关于品牌的书有何不同；谁应阅读本书；读者如何从本书获得最多以及本书的基本结构等，是十分有用且必要的。

基本内容

本书是讨论有关品牌的问题——品牌为什么重要？它们向顾客传达了什么？公司为适当地管理它们应做些什么？等等。正如许多经理现在认识到的，他们一直投资和发展的品牌可能是公司最有价值的财产之一。尽管生产工艺和工厂设计经常能复制，但在顾客心目中建立起的强烈信念和态度却不那么容易复制。介绍新产品的困难和代价比熟练地投产新产品和管理现有品牌给公司带来更大的压力。

尽管品牌可以作为无形资产，但创造和培育一个著名品牌是相当大的挑战。幸运的是，品牌资产概念——本书的主要重点，能为营销人员提供有价值的观点和用“同一标准”来解释各种品牌战略和策略的潜在效果及利弊权衡。品牌资产强调品牌在营销战略中的重要角色，它与这样一个事实有关：一种产品或服务的营销，由于其品牌名称或其他一些品牌要素导致的结果与该产品或服务不具有品牌身份时的结果不同。换句话说，品牌资产可被认为是该产品营销效果的具体体现。在实践意义上，品牌资产代表一种产品的增加的价值，它是为一种品牌过去进行营销活动投资的结果，是连接过去发生的和未来将发生的对品牌进行投资的桥梁。

本书的主要目的是提供一种研究品牌、品牌资产和战略品牌管理的综合的、最新的方法。战略品牌管理包括建立、测量和管理品牌资产的营销计划及行动的设计与执行。本书一个重要的目标是为经理们提供有关的概念和技术，以提高其品牌战略的长期盈利性。基于此，本书综合了学术界和实业界当前的思想和在这些题目上的发展成果，并且把综合的理论基础同大量的实践活动结合起来，以帮助进行日常的管理决策和长期的品牌决策。用作说明的例子和案例研究主要基于美国和世界市场上的品牌。

本书特别提供了如何通过建立、测量和管理品牌资产，制定能盈利的品牌战略，并提出了以下三个重要问题：

1. 如何创造品牌资产？
2. 如何测量品牌资产？
3. 如何利用品牌资产扩展商机？

通过提出这些问题，本书为读者带来许多好处。读者将学到：

1. 品牌的角色、品牌资产的概念和创造著名品牌的利益。

2. 通过适当选择品牌要素、设计支持营销计划和利用二流品牌联合的杠杆作用建立品牌资产的三种主要方法。

3. 测量品牌资产的不同方法和如何运用品牌资产测量系统。

4. 替换的品牌战略及如何设计品牌等级和品牌组合。

5. 公司品牌、家族品牌、个别品牌和修正品牌的角色，以及如何把它们结合在一起形成附属品牌。

6. 如何按时间、地域调整品牌战略，使品牌资产最大化。

本书的特点

编写本书的目标是满足三个主要标准。任何营销教材都依此评价：

深度：本书的材料在一种概念结构背景中呈现。这种结构是综合的、内部连贯和一致的，并且蕴藏于学术和实践者的著作中。

宽度：本书包括所有那些在职经理和令学习品牌管理的学生们感到有兴趣和重要的论题。

相关性：本书完全基于实践，并且很容易和过去的与现在的营销活动、事件和案例研究联系起来。

尽管已有许多有关品牌的优秀教材，但都不能在这三个方面真正达到最佳。因此，本书将通过完成上述目标来弥补这种缺憾。首先，本书发展了一种综合结构，提出品牌资产的定义，区分品牌资产的来源和成果，并且提出如何建立、测量和管理品牌资产的战术指导。认识到顾客和顾客营销（了解和满足他们的需要和愿望）的一般重要性，这种结构接近于从顾客的观点制定品牌战略，由此被称为以消费者为基础的品牌资产。其次，除了广泛的、基础性的重要品牌论题外，作为补充，许多特定的、与品牌有关的论题也包括在书中，例如法律问题、品牌危机和公司名称改变等。最后，为使相关性最大，用了许多例子说明每一论题，并且有超过75篇的品牌化短文，提供对某些论题进行更深层次的研究。

简言之，本书能帮助读者了解计划和评价品牌战略中的重要问题，并提出适当的概念、理论和其他工具以便制定更好的品牌化决策。本书区分了成功的和不成功的品牌营销人员，以及他们为什么会如此。读者将对这一范围的品牌化问题具有更高的判断能力，以及组织有关问题进行思考的方法。

谁应阅读本书

以下广泛的读者均能从阅读本书中获益：

- 有兴趣增加对基础品牌化经典原理，以及当代品牌化应用进行研究的学生。
- 关心日常营销决策中有关品牌决策效果的经理和分析人员。

- 关心品牌特许和产品或服务组合长期繁荣的高级经理。
- 对应用营销战略和战术的新观点有兴趣的所有营销人员。

书中采用的观点与任何类型的组织（公共的或私人的；大的或小的）都有关，所举例子涉及广泛的行业和地域。为便于对不同环境下品牌化概念的理解，在第1章和第15章考察了品牌化在工业、高技术行业、服务业、零售业和小商业中的具体应用。

本书的结构

全书分为五部分，遵循有助于学习的“三次展示机会”方法。第一部分介绍品牌化概念；第二、第三、第四部分提供相关概念的所有细节；第五部分总结并在各种背景下应用这些概念。每部分的具体章节内容如下：

第一部分根据战略品牌管理是什么给出“全景”，为全书打下基础。这些章节的目标是通过辨别关键的品牌化决策和提示决策中一些重要的注意事项，使读者对战略品牌管理的内容和背景有所了解。其中，第1章介绍了有关品牌及其在营销战略中起到的和正在起着作用的若干概念，明确了品牌是什么；品牌为什么重要；如何给事物做品牌以及对品牌化作历史的回顾。第2章介绍了以顾客为基础的品牌资产概念，勾勒出品牌资产的框架，并且总结了对建立、测量和管理顾客基础品牌资产的指导。这两章提供了本书涉及范围及主题的总括，为那些想了解此书或不可能阅读全部章节的读者提供了“开场概括”。

第二部分考察了建立顾客基础品牌资产的三种主要方法，大多是从“单一产品—单一品牌”的角度观察的。作为背景，第3章发展了一个品牌知识的概念模型，并考察了其可能影响顾客对营销行为的反应。第4章提出建立顾客基础品牌资产的第一种方法，以及如何选择品牌要素（即品牌名称、标识、标志和标语），以及它们对品牌资产所起的作用。第5章、第6章是关于建立品牌资产的第二种方法，以及如何使营销组合最优化，以创造顾客基础品牌资产。第5章介绍产品、定价或分销策略。第6章介绍创立整合营销沟通计划，建立品牌资产的论题。尽管大多数读者可能熟悉营销中的“4Ps”，但本书是从品牌资产和品牌知识在顾客反应与营销组合行为相互作用方面产生的效果的视角考虑它们，并进行阐释的。最后，第7章考察了建立品牌资产的第三种方法——利用来自其他称号（例如公司、地域、个人及其他品牌）的附属品牌联合。

第三部分考察了如何测量顾客基础品牌资产。这些章节详细考察了顾客对品牌知道什么；营销人员想要他们知道什么；以及营销人员怎样开发测量程序评价其成果。第8章考察了测量顾客品牌知识的方法，以便对潜在品牌资产资源进行区分和定量化。第9章考察了如何根据一家企业从品牌资产获得利益测量品牌资产的潜在效果。第10章把所有这些观点结合在一起，考察如何开发和实施品牌资产测量系统。

第四部分提出如何管理品牌资产。从更广泛、“多产品—多品牌”以及长期的、多市场的角度进行观察。第11章考察了有关品牌战略（公司选择哪种品牌要素用于其出售的各种产品），即如何使品牌资产贯穿公司可能出售的所有不同品牌和产品，从而使效果最大化的问题。第11章描述了有助于阐明品牌战略的两个重要工具：品牌—产品

矩阵和品牌等级。第12章勾勒出品牌的前向后向延伸，对引入和命名新产品和品牌延伸进行了指导。第13章考察如何加强、重新激活和撤销品牌，涉及了许多品牌时间管理中的特定论题，如维持品牌连续性的好处；保护品牌资产源的重要性；加强品牌与利用品牌杠杆作用中的权衡。第14章就管理品牌资产考察了顾客行为差异的含义和不同类型细分市场的存在。特别注意了国际问题和全球品牌化战略。

最后，第五部分考察了顾客基础品牌资产框架的含义及应用。第15章着重于本书前面章节出现的管理指导和关键题目。该章还总结了品牌化的成功因素，将顾客基础品牌资产框架应用于不同类型产业（即制造业、高技术产业、服务业、零售和小企业）的特定战略品牌管理问题，并使框架与其他几种流行的品牌资产观点相联系。随后提供了5篇详细的关于特定品牌管理的案例研究。

读者如何从本书中获益

品牌化是一个奇妙的论题，在大众出版界受到相当关注。本书的观念能帮助读者解释当前的品牌化发展。更好地理解品牌化和顾客基础品牌资产框架的一种方法，就是应用本书中的概念和观点。这些应用涉及当前事件、任何更详细的品牌化问题，或品牌化文摘中出现的案例研究。前15章中的讨论经常要求读者选一个品牌，并应用一个或更多的概念。强调用一种品牌贯穿所有问题（可能作为课堂或工作计划的一部分），允许渐进的和整体的学习，这是一种优秀的方法，使课本材料更轻松更容易理解。

最后，尽管是老一套，但仍应说此书真正属于读者。至于大多数市场营销活动，以及品牌化并不涉及“正确或错误”答案，读者应质疑他们理解的或不相信的事情。此书方便你理解战略品牌管理所涉及到的问题，并提出一些“最好的实践指导”。然而，学完本书，你所得到的，将是你自创的和你是怎样将书中包含的观点同你已知道或相信的融为一体的能力。

凯文·莱恩·凯勒

Prologue: Branding Is Not Rocket Science

Although the challenges in branding can be immense and difficult, branding is not necessarily rocket science. I should know. I am not a rocket scientist—but my dad is. He was a physicist in the Air Force for twenty years, working on various rocket fuels. Always interested in what I do, he once asked what the book was all about. I explained the concept of brand equity and how the book addressed how to build, measure, and manage it. He listened, paused, and remarked, "That's very interesting but, uh, that's not *exactly* rocket science."

He's right. Branding is not rocket science. It is just as much an art as a science. There is always a creativity and originality component involved with branding. Even if someone were to faithfully follow all the guidelines in the book—and all the guidelines were completely and properly specified—the success or failure of a brand strategy would still depend largely on how exactly these guidelines were translated to make up the strategy and how this strategy was then implemented. Nevertheless, good marketing is all about improving the odds for success. The hope is that this book adds to the scientific aspect of branding, illuminating the subject and providing guidance to those who make brand-related decisions.

Preface

It is useful to answer a few questions to provide the reader and instructor with some background as to what this book is about, how it is different from other books about branding, who should read it, how a reader can get the most out of using the book, and how the rest of the book is organized.

What Is the Book About?

This book deals with brands—why they are important, what they represent to consumers, and what should be done by firms to manage them properly. As many business executives now recognize, perhaps one of the most valuable of a firm's assets are the brands that they have invested in and developed over time. Although manufacturing processes and factory designs often can be duplicated, strongly held beliefs and attitudes established in the minds of consumers often cannot be so easily reproduced. The difficulty and expense of introducing new products, however, puts more pressure than ever on firms to skillfully launch their new products as well as manage their existing brands.

Although brands may represent invaluable tangible assets, creating and nurturing a strong brand poses considerable challenges. Fortunately, the concept of *brand equity*—which is the main focus of this book—can provide marketers valuable perspective and a "common denominator" to interpret the potential effects and trade-offs of various brand strategies and tactics. Fundamentally, the brand equity concept stresses the important role of the brand in marketing strategies. Brand equity relates to the fact that different outcomes result in the marketing of a product or service because of its brand name or some other brand element, as compared to what happens if that same product or service did not have that brand identification. In other words, brand equity can be thought of as the marketing effects uniquely attributable to the brand. In a practical sense, brand equity represents the added value endowed to a product as a result of past investments in the marketing activity for a brand. Brand equity serves as the bridge between what happened to the brand in the past and what should happen to the brand in the future.

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The chief purpose of this book is to provide a comprehensive and up-to-date treatment of the subjects of brands, brand equity, and strategic brand management. *Strategic brand management* involves the design and implementation of marketing programs and activities to build, measure, and manage brand equity. An important goal of the book is to provide managers with concepts and techniques to improve the long-term profitability of their brand strategies. The book incorporates current thinking and developments on these topics from both academics and industry participants. The book combines a comprehensive theoretical foundation with numerous practical insights to assist managerial decision-making in day-to-day and long-term brand decisions. Illustrative examples and case studies are based on brands marketed in the United States and all over the world.

Specifically, the book provides insights into how profitable brand strategies can be created by building, measuring, and managing brand equity. It addresses three important questions:

1. How can brand equity be created?
2. How can brand equity be measured?
3. How can brand equity be used to expand business opportunities?

In addressing these questions, the book is written to deliver a number of benefits. Readers will learn:

1. The role of brands, the concept of brand equity, and the advantages of creating strong brands.
2. The three main ways to build brand equity by properly choosing brand elements, designing supporting marketing programs, and leveraging secondary associations.
3. Different approaches to measure brand equity and how to implement a brand equity measurement system.
4. Alternative branding strategies and how to devise brand hierarchies and brand portfolios.
5. The role of corporate brands, family brands, individual brands, modifiers, and how they can be combined into sub-brands.
6. How to adjust branding strategies over time and geographic boundaries to maximize brand equity.

What Is Different About This Book?

In writing this book, the objective was to satisfy three key criteria by which any marketing text can be judged:

Depth:	The material in the book had to be presented in the context of a conceptual framework that was comprehensive, internally consistent and cohesive, and well-grounded in the academic and practitioner literature.
Breadth:	The book had to cover all those topics that practicing managers and students of brand management find interesting and/or important.
Relevance:	The book had to be well-grounded in practice and easily related to past and present marketing activities, events, and case studies.

Although a number of excellent books have been written about brands, no book has really maximized those three dimensions to the extent possible. Accordingly, this book set out to fill that gap by accomplishing three things. First, the book develops a comprehensive framework that provides a definition of brand equity, identifies sources and outcomes of brand equity, and provides tactical guidelines as to how to build, measure, and manage brand equity. Recognizing the general importance of consumers and customers to marketing—understanding and satisfying their needs and wants—this framework approaches branding from the perspective of the consumer and is referred to as *customer-based brand equity.* Second, besides these broad, fundamentally important branding topics, for completeness, a number of specific, related branding topics are covered all through the book, such as legal issues, brand crises, and corporate name changes. Finally, to maximize relevance, numerous examples are included to illuminate the discussion on virtually every topic, and over 75 Branding Briefs are included to provide more in-depth examination of certain topics or brands.

In short, this book can help readers understand the important issues in planning and evaluating brand strategies, as well as provide appropriate concepts, theories, and other tools to make better branding decisions. The book identifies successful and unsuccessful brand marketers—and why they have been so. Readers will have a greater appreciation of the range of issues covered in branding as well as a means to organize their thoughts about those issues.

Who Should Read the Book?

A wide range of people can benefit from reading this book:

- Students interested in increasing both their understanding of basic branding principles and their exposure to classic and contemporary branding applications and case studies.
- Managers and analysts concerned with the effects of their day-to-day marketing decisions on brand performance.
- Senior executives concerned with the longer-term prosperity of their brand franchises and product or service portfolios.
- All marketers interested in new ideas with implications for marketing strategies and tactics.

The perspective adopted in the book is relevant to any type of organization (public or private, large or small), and the examples provided cover a wide range of industries and geographies. To facilitate understanding of branding concepts across different settings, specific applications to industrial, high-tech, service, retailer, and small-business are reviewed in both chapters 1 and 15.

How Is the Book Organized?

The book is divided into five major parts, adhering to the "three-exposure opportunity" approach to learning. Part I introduces branding concepts, Parts II, III, and IV provide all the specific details of those concepts, and Part V summarizes and applies the concepts in various contexts. The specific chapters for each part and their contents are as follows.

Part I sets the stage for the book by providing the "big picture" in terms of what strategic brand management is all about. The goal of these chapters is to provide a sense for the content and context of strategic brand management by identifying key branding decisions and suggesting some of the important considerations for those decisions. Specifically, chapter 1 introduces some basic notions about brands and the role that they have played and are playing in marketing strategies. Chapter 1 defines what a brand is, why brands matter, how anything can be branded, and provides a historical review of branding. Chapter 2 introduces the concept of customer-based brand equity, outlines the customer-based brand equity framework, and summarizes guidelines for building, measuring, and managing customer-based brand equity. The two chapters provide a useful overview of the scope of and topics covered in the book. As such they provide an excellent "top-line summary" for readers who want a flavor for the book or when it is not possible to read all of the chapters.

Part II examines the three major ways to build customer-based brand equity, taking more of a "single product–single brand" perspective. As background, chapter 3 develops a conceptual model of brand knowledge and considers how it may impact consumer response to marketing actions. Chapter 4 addresses the first way to build customer-based brand equity and how to choose brand elements (e.g., brand names, logos, symbols, slogans) and the role they play in contributing to brand equity. Chapters 5 and 6 are concerned with the second way to build brand equity and how to optimize the marketing mix to create customer-based brand equity. Chapter 5 is concerned with product, pricing, or distribution strategies; chapter 6 is devoted to the topic of creating integrated marketing communication programs to build brand equity. Although most readers are probably familiar with these "4 Ps" of marketing, it can be illuminating to consider them from the standpoint of brand equity and the effects of brand knowledge on consumer response to marketing mix activity and vice versa. Finally, chapter 7 examines the third major way to build brand equity—leveraging secondary associations from other entities (e.g., company, geographical region, person, other brands).

Part III looks at how to measure customer-based brand equity. These chapters take a detailed look at what consumers know about brands, what marketers want them to know, and how marketers can develop measurement procedures to assess how well they are doing. Chapter 8 examines approaches to measure customers' brand knowledge structures in order to be able to identify and quantify potential sources of brand equity. Chapter 9 examines how to measure potential outcomes of brand equity in terms of the major benefits a firm accrues from these sources of brand equity. Chapter 10 puts all of these ideas together to consider how to develop and implement a brand equity measurement system.

Part IV addresses how to manage brand equity, taking a broader, "multiple product–multiple brand" perspective as well as a longer-term, multiple market perspective to brands. Chapter 11 considers issues related to branding strategies—which brand elements a firm chooses to apply across the various products it sells—and how brand equity can be maximized across all the different brands and products that might be sold by a firm. Chapter 11 describes two important tools to help formulate branding strategies—the brand-product matrix and the brand hierarchy. Chapter 12 outlines the pros and cons of brand extensions and develops guidelines to facilitate the introduction and naming of new products and brand extensions. Chapter 13 considers how to reinforce, revitalize, and retire brands, examining a number of specific topics in managing brands over time such as the advantages of maintaining brand consistency, the importance of protecting sources of brand equity, and trade-offs in fortifying versus leveraging brands. Chapter 14 examines the implications of differences in consumer behavior and the existence of different types of market segments on managing brand equity. Particular attention is paid to international issues and global branding strategies.

Finally, Part V considers some implications and applications of the customer-based brand equity framework. Chapter 15 highlights managerial guidelines and key themes that emerged in earlier chapters of the book. The chapter also summarizes success factors for branding, applies the customer-based brand equity framework to address specific strategic brand management issues for different types of products (i.e., industrial goods, high-tech products, services, retailers, and small businesses) and relates the framework to several other popular views of brand equity. The appendices that follow provide five detailed case studies on specific brand management topics.

How Can a Reader Get the Most Out of the Book?

Branding is a fascinating topic that has received much attention in the popular press. The ideas presented in the book will help readers interpret current branding developments. One obvious way to better understand branding and the customer-based brand equity framework is to apply the concepts and ideas presented in the book. These applications could involve current events or any of the more detailed branding issues or case studies presented in the Branding Briefs. The Discussion Questions from the first fifteen chapters often ask readers to pick a brand and apply one or more concepts from that chapter. Focusing on one brand across all of the questions—perhaps as part of a class or work project—permits some cumulative and integrated learning and is an excellent way to become more comfortable and facile with the book material.

Finally, although trite to say, this book truly belongs to the reader. As with most marketing, branding does not involve "right or wrong" answers, and readers should question things they do understand or do not believe. This book is designed to facilitate your understanding of what is involved with strategic brand management and present some "best practice guidelines." At the end of the day, however, what you get out of the book will be what you put into it, and how you blend the ideas contained in these pages with what you already know or believe.

Kevin Lane Keller

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