



Business

工商管理经典教材·英文影印版  
Administration Classics

# STRATEGIC BRAND M

## 战略品牌管理

创建、评估和管理品牌资产

(第2版)

## MANAGEMENT

Building, Measuring, and Managing Brand Equity  
(Second Edition)

Kevin Lane Keller 凯文·莱恩·凯勒 著



中国人民大学出版社





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## 《战略品牌管理》

(第2版)

### 内容简介

随着竞争的加剧，不同企业之间相互模仿和借鉴对方成功的做法（如独特的产品设计、创新的营销手法），市场的同质化趋势日益明显，品牌成为企业引导顾客识别自己，并使自己的产品与竞争对手区别开来的重要标志，它是比企业产品更重要和更持久的无形资产，也是企业的核心竞争力所在。

本书是品牌管理领域的一本经典教材，自出版以来，广受美国和世界许多商学院及企业界的好评。全书系统地总结和阐述了有关品牌的战略管理方面的诸多问题，包括品牌为什么重要，品牌向消费者展示了什么，企业应该如何管理品牌等。

与同类著作相比，本书具有如下特点：

- ◆ 具有系统的理论框架，被美国西北大学的菲利普·科特勒教授誉为“给出了对有关品牌构筑的艺术与科学的最新、最完整的思考”；
- ◆ 涉及面广，覆盖了西方有关品牌管理理论和实践的所有发现和重要内容；
- ◆ 具有实用性，有着坚实的实践基础，便于读者观察过去和体验现在的各种营销活动、实践及案例分析；
- ◆ 广泛适用于各个层次的读者，包括：工商管理院校营销学教师、MBA和高年级本科生，各类工商企业中与品牌决策有关的中高层管理人员和分析人员，实施品牌产品特许经营或服务组合的机构管理者，希望将新思想应用于市场营销战略与战术的一线营销人员，对品牌管理感兴趣的相关从业人员及广大读者。

### 凯文·莱恩·凯勒 (Kevin Lane Keller)

美国达特茅斯大学Amos Yuck工商管理学院营销学E. B. Osborn教授，拥有康奈尔大学数学与经济学学士学位、卡耐基—梅隆大学MBA学位和杜克大学营销学博士学位。

凯勒教授曾执教于斯坦福大学商学院，并一直担任加州伯克利大学和北卡罗来纳大学营销学教员。他还是杜克大学和澳大利亚管理学院访问教授，并有着作为美国银行营销顾问的两年行业经验。

### 作者简介

凯勒教授是公认的营销沟通与战略品牌管理研究领域的国际先驱者之一。目前他正在进行有关品牌资产创建、评估和管理战略的大量研究。其广告和品牌研究成果已发表于三大营销学刊物——《营销学》、《营销研究》和《消费者研究》杂志。凯勒教授的研究成果被广泛引用，他也得到了众多组织的表彰和奖励。

在达特茅斯大学，凯勒教授为MBA讲授战略品牌管理课程，并为高级经理们开设专题讲座。他还活跃于产业界，主持着各种不同的品牌项目，并担任世界许多成功品牌，如迪士尼、福特、英特尔、利维·斯特劳斯、耐克、星巴克等的品牌顾问。他还参与了其他一些著名公司的品牌咨询活动，如埃森哲、尼尔森、固特异、柯达等公司。凯勒教授同时还是 Knowledge Networks公司资深营销顾问和美国营销科学学会学术理事。

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## 出版说明

进入 21 世纪,随着加入 WTO,中国已全面融入国际社会。在当今中国,任何企业、任何组织,如果脱离政治、经济、文化等联系日益紧密的国际舞台,将寸步难行。任何企业和组织都不可避免地要应对来自全球范围的更加激烈的挑战。熟悉、了解国际经济环境,掌握国际企业运作规律,并能运筹帷幄、在潮起潮落中立于不败之地,是每一个企业家和创业者的追求。正因为如此,从 20 世纪八九十年代起,人们对学习国外工商管理知识的渴望与日俱增,工商管理教育的发展如火如荼。

中国人民大学出版社从 1996 年开始系统地引进国外工商管理教材,推出了“工商管理经典译丛”。该套译丛所选的都是国外商学院反复再版的经典教材。这些教材的出版,不仅引领了国内引进翻译国外工商管理著作的潮流,满足了国内商学院选用教材的需要,而且其所提供的新的管理知识和理念在实践中极大地提高了我国工商管理的水平。

为了强化这套书的品牌,近年来我社在以下几个方面做了更深入的工作。

一、及时跟踪翻译出版已有版本的后续版。我们最先引进的教材在国外都是一版再版,原作者不断追踪管理学科理论的最新发展,并追踪瞬息万变的管理实践,将前沿理论、最新案例不断补充到教材中。我们将在今后陆续推出《管理学》、《管理经济学》、《组织行为学》、《人力资源管理》等书的最新版,使国内读者能与国外读者同步领略世界管理大师的最新风采。

二、在原有核心课程教材的基础上,按照专业细分,适时推出它们的子系列,如:市场营销系列、跨国企业管理系列、国际质量管理系列等。

三、选择部分教材,出版英文影印版。为了满足高校管理学教学中推行双语教学的需要,我社聘请了熟悉国内外教学和学科发展的专家,从欧美现行教材中遴选、引进了一批具有国际领先水准的英文原版教材,以影印形式出版,供开设相应课程的高等学校选用。

四、引进出版与教材配套的教辅材料。我们引进的经典教材,其英文原版大部分都配有教师用书、光盘、学生用书等。对学生用书,我们会翻译出版;对教师用书等教辅材料,我们将根据教师填写的反馈表,通过网络或邮寄等形式免费向使用教材的教师提供。

“出教材学术精品,育人文社科英才”是我们的出版理念。希望通过我们的努力,不断推出更多更好的经济和管理类出版物,推动我国工商管理教育的发展,提升我国工商管理的实践水平,并培育出一批能为我国经济和社会发展做出杰出贡献的职业经理人。

中国人民大学出版社

# 前言

回答读者和教师提出的有关本书背景的问题是有益的，例如：本书与其他有关品牌命名的书籍有什么区别，谁应该读这本书，读者如何能够从本书中最大限度地获益，本书是如何组织的，等等。

## 本书的目的

本书是关于品牌的书籍，说明品牌为什么重要，品牌向消费者展示什么，企业应该怎样管理品牌。正如许多企业领导人所认识到的那样，也许一个企业最有价值的资产之一，便是其长期投资和开发的品牌。企业的制造过程与企业的设计经常被竞争对手模仿，可是，通常难以模仿的是保留在顾客头脑中的深刻的信念和已经形成的态度。不过，导入新产品的困难和费用，比企业管理自己现有的品牌更大。

品牌代表着极其宝贵的无形资产，但创造和培育一个强大的品牌却提出了许多挑战。幸运的是，品牌资产的概念（这是本书的重点）能够提供给市场人员一个有价值的轮廓和“共同的衡量尺度”，用来阐明各种品牌战略和战术的潜在作用。品牌资产的概念强调品牌在市场营销策略中的作用。如果是同样的产品或服务但没有获得品牌识别将会发生什么情况呢？这时，品牌资产会因为品牌名称或其他品牌因素而造成这样的事实，即不同的结果会影响到产品或服务的市场营销。另外，品牌资产可以被认为是惟一可以归属于一个品牌的营销动产。从实践意义上看，品牌资产展示了赋予一个作为过去投资在品牌营销活动上的产品的附加价值。品牌资产成为连接品牌过去与品牌未来的桥梁。

本书的主要目的是提供品牌各个主题、品牌资产和战略品牌管理最新、最全面的知识。战略品牌管理涉及营销计划和活动设计及实施的构筑、评估和管理。本书的一个重要目标是为经理们提供改进品牌战略的长期盈利性的各种概念和技巧。书中吸收了学术界和产业界有关这些主题的新思想和各种发展结果，并将广泛的理论知识与大量的实际观察和研究结论结合起来，以帮助管理者作出日常的管理决策和长期品牌决策。书中重点介绍了在美国和世界范围内销售的产品的品牌实例和案例分析。

本书特别论述了如何通过建立、评估和管理品牌资产来创造富于盈利性的品牌战略，包括三个重要问题：

1. 如何创建品牌资产？
2. 如何评估品牌资产？



### 3. 如何利用品牌资产拓展商业机会？

通过阅读本书，读者将了解：

1. 品牌的作用、品牌资产的概念和创建名牌的好处；
2. 通过适当选择品牌要素、设计支持性营销计划和创建次级品牌联想以建立品牌资产的三种方法；
3. 评估品牌资产的不同方法，以及实施品牌资产的评估系统；
4. 可选择的品牌战略，如何设计品牌层次和品牌投资组合；
5. 公司品牌、品牌族、单一品牌、品牌修改要素，以及如何将它们应用到次级品牌中去；
6. 如何随时调整品牌战略，如何在地理区域内达到品牌资产最大化。

## 本书的不同凡响之处

本书的写作目标，是要满足各种市场营销课程的三个基本评价尺度：

- 深度：本书的材料已经表明了其概念框架的全面性、一致性、整合性及在学术上和实践中的价值。
- 广度：本书覆盖了品牌管理经理和品牌管理专业的学生所能发现的一切有趣的和/或重要的内容。
- 实用性：本书拥有坚实的实践基础，以及易于溯及历史与现在的各种营销活动、事件的案例分析。

尽管已有大量有关品牌的书籍问世，但是没有一本书能真正将这三个方面阐释得如此淋漓尽致。所以，本书的问世，在这三个方面填补了空白。首先，本书提出了一个全面的品牌资产定义，确定了品牌资产的来源与成果，阐述了如何建立、评估和管理品牌资产的战术指导原则。认识到消费者和顾客对营销的普遍重要性（即理解和满足他们需求的必要性），本书从消费者的角度出发阐释品牌，强调以顾客为本的品牌资产。其次，本书除了包括这些广泛的、极为重要的品牌主题外，还设计了 30 多个“品牌科学”专栏，其中提供了有深度的新锐观点和概念；另外每章都附有一个“品牌聚焦”栏目，深入讨论具体的与品牌相关的问题，如品牌审计、法律问题、品牌危机和公司名称的变化等。最后，为了尽可能提高本书的实用性，书中用了大量的实例说明几乎每一个题目，同时还包括 100 个品牌实例，说明主题，并为品牌管理提供更多的经验。

总之，本书可以帮助读者理解计划和评估品牌策略中的若干重要问题，同时也提供了恰当的概念、理论，以及制定更优决策的其他工具。本书将阐述应当如何识别成功和不成功的品牌市场营销者，指出为什么他们会是这样。读者将会对本书涉及的品牌命名问题的各个领域有一个更高的评价。

## 谁应当阅读本书

广大的、不同的读者群都可以从阅读本书中获益：

● 对进一步理解品牌命名原理及其展示的古典的和当代的品牌命名应用与案例分析感兴趣的学生；

- 与日常的品牌决策有关的经理和分析人员；
- 与长期品牌特许和产品或服务组合的成功有关的高级主管；
- 将新思想应用于市场营销战略与战术的市场营销人员。

本书中采纳的观点与各种类型的组织（公共的、私人的、大型的、小型的）有关，所提供的例子覆盖了广泛的产业界和地理区域。为促进对不同行业品牌概念的理解，对品牌在工业、高技术产业、服务业、零售业和小企业中的特殊应用，在第1章与第15章中均有论述。

## 本书的结构

本书分为六篇，按照“三次披露机会”的方法进行学习。第I篇引入了品牌的概念；第II、III、IV、V篇提供了所有这些概念的特别详细的说明；第VI篇介绍了如何在特殊情况下应用这些概念。各篇章的具体内容如下：

第I篇通过提供战略品牌管理的内容的“轮廓图”，为全书做了铺垫。主要目的是通过识别主要的品牌决策以及推荐这些决策的某些重要思想，为战略品牌管理内容和背景提供一种观念。第1章导入了关于品牌的基本概念，介绍了这些概念在市场营销策略中已经和正在扮演的角色。第1章还定义了什么是品牌，如何成为品牌，并回顾了品牌命名的历史。

第II篇进入品牌资产的主题，为全书的其余部分提供了蓝图。第2章引入了以顾客为本的品牌资产的概念，勾画了以顾客为本的品牌资产的框架，并且总结了建立、评估和管理品牌资产的准则。这两章为全书涉及的范围和主题提供了一个有用的基础，也为想掌握本书特色的读者或不可能阅读所有章节的读者提供了一个绝好的“最重要的头版消息”。第3章提出了一个品牌知识模型，并讨论了该模型可能如何影响消费者对营销活动的反应。

第III篇检查了三种主要的以消费者为本的品牌资产的方法，选取了更多的“单一产品—单一品牌”作为背景。第4章阐明了建立以顾客为本的品牌资产的第一种方法，以及如何选择品牌诸要素（如品牌名称、标识、标志、口号）和这些要素在品牌资产中所扮演的角色。第5章与第6章介绍了第二种建立品牌资产的方法，以及如何进行最优化营销组合，以创立以顾客为本的品牌资产。第5章涉及产品、定价和分销策略。第6章侧重于制定一体化营销沟通计划以建立品牌资产的主题。尽管大多数读者可能都熟悉营销的“4P”，但从品牌资产的观点看，还是应当用消费者响应市场营销组合活动的各种效果来启发他们；反之也一样。最后，第7章研究了第三种建立品牌的方法——利用来自其他实体（如公司、地理区域、个人、其他品牌）的品牌知识。

第IV篇考察如何评估以顾客为本的品牌资产。这些章节主要是关于顾客对品牌有什么了解，市场营销人员要求他们知道些什么，以及市场营销人员如何评估自己做得是否足够好的详细论述。第8章提供了关于这些问题的轮廓图，引入了品牌价值链概念，考察了如何建立和完善一套品牌资产评估系统。为了能够识别和评估品牌资产的潜在来源，第9章研究了评估顾客的品牌知识结构的各种方法。第10章介绍了如何根据一个企业从品牌资产的各种来源



中逐步获取的主要得益来评估品牌资产的潜在结果。

第V篇从一种更广阔的“多产品—多品牌”的角度，同时也是长期的、多个市场的视角，探讨如何管理品牌资产。第11章考虑的是与品牌战略有关的问题（如一个企业应当选择哪些品牌要素应用于自己销售的各种产品），以及企业如何使品牌资产最大化。第11章描述了两种有助于制定品牌战略的重要工具——品牌—产品矩阵和品牌等级层次。第12章从正反两方面简述了品牌延伸和发展的若干准则，目的是促进新产品和品牌延伸的导入及命名。第13章论述了如何增强、重振和引进品牌，研究了各个时期管理品牌过程中的特定主题，诸如维持品牌一致性的各种优势，保护品牌资产来源的重要性，以及如何在增强品牌和利用杠杆经营品牌之间认真权衡利弊。第14章考察消费者行为的差异和不同类型的细分市场对品牌资产管理所蕴涵的意义，特别关注国际问题和全球品牌战略。

第VI篇考察了某些以顾客为本的品牌资产的框架的各种含义及应用。第15章强调本书前面几章出现的管理准则和关键主题，总结了品牌化的成功因素，应用以顾客为本的品牌资产的框架来阐述产品（如工业产品、高技术产品、各种服务、零售商和小企业）的不同类型，并介绍了与该框架有关的关于品牌资产的一些流行的观点。

## 第2版修订策略

对《战略品牌管理》一书进行修订的目的是在保留原书成功之处的同时，尽可能改进，并加入需要的新内容。第2版的主要目标仍然是在三个方面的评价尺度上做到最好，即深度、广度和实用性。第1版中以顾客为本的品牌资产框架，在本版中仍然被保留，并从几个重要的方面作了进一步阐释。随着近年来学术研究的进展以及新的市场发展变化，本书也需要并进行了一些实质性的更新。

本次修订的六个具体目标如下：

1. 更新特定章节中的概念；
2. 更强调技术视角和全球视角；
3. 更新品牌实例和参考文献；
4. 简化章节结构；
5. 更新案例，增加新案例；
6. 提供更好的教辅材料和更强大的教学支持。

### 更新特定章节中的概念

很多章节反映了新的思考和新的概念。

► 第1章：正式引入了战略品牌管理过程的概念。

► 第2章：围绕以顾客为本的品牌资产金字塔来组织，阐述了创建一个品牌所必需的四个步骤（标识、内涵、响应和关系）和六种核心品牌价值（卓越、表现、形象、判断、感觉和共鸣）。这个具体的框架有助于提供顾客品牌知识问题的结构，与接下来四章讨论的如何创建品牌资产问题的联系也更加直接。

- 第3章：对本书独特的竞争性品牌定位模型，以及参照点和差异点两个关键概念进行了进一步扩展，加入了新的定位资料。
- 第6章：提出了一套评估整合营销沟通方案的新标准。
- 第7章：对品牌杠杆框架进行了修订。
- 第8、9、10章：第一版第10章中的资料与关于品牌价值链的新资料一起，构成了新的第8章，提供了品牌资产评估理论和实践的轮廓图。研究技术和方法进行了更新和扩充，在第9章和第10章中作了阐述。
- 第14章：将全球品牌管理准则改称为“全球品牌十诫”以示突出。
- 第15章：包括了新的总结性评论和未来品牌展望以提供当代的视角。

### 更强调技术视角和全球视角

全书强调了高技术品牌和在线品牌概念。特别是在第1章中，将高技术品牌和在线品牌作为关键的品牌应用。第4章特别关注URLs和网站命名；第5章涉及网站设计和服务问题；第6章将互联网作为沟通工具和品牌建立者。最后，第15章中包括如何创建高技术品牌和在线品牌的具体内容。除了第14章，全球视角也体现在文中的案例和品牌实例中。

### 更新品牌实例和参考文献

正文中半数以上的案例和100多个品牌实例使用新资料进行了更新。出于提供经典的和及时的案例的目的，第一版中一些恰当的案例得到了保留。全书参考文献进行了更新。

### 简化章节结构

重新编辑了过长的段落和案例。每一章都包括一个“品牌聚焦”附录，提供更为详细的资料或可能打乱全章顺序的内容。第1章的附录是“品牌的历史”，第2章是“品牌审计的指导原则”，第5章是“自有商标”，第6章是“危机营销”，第13章是“公司名称变更”。

### 更新旧案例，增加新案例

第一版书末的案例被抽出，经过更新放在单独的案例书中，力图做到更广泛、更翔实。该案例书包括了涉及更多品牌主题的七个新案例，分别是：星巴克、杜邦、Snapple、埃森哲、红牛、MTV和雅虎。

### 提供更好的教辅材料和更强大的教学支持

正文中包括了更多的图表，帮助概括关键概念。所有的重要图表都保留在教师用书中。教师用书提供了更多的课堂指导和体验学习指南。

## 读者如何从本书中得益最大

品牌是一个在出版界已受到广泛注意的热门话题。本书中展开的各主题，将有助于读者

理解当前的品牌发展。一种更好地理解品牌和品牌资产的方法，是将本书中的各种概念和思想应用于当前的活动，或更为详细的品牌内容，抑或品牌实例中的案例分析。每章末的讨论题通常是让读者从本书中挑选一个品牌，并应用该章节中的一个或更多的概念。针对同一品牌回答所有这些问题——可以作为课程项目的一部分——能使学习循序渐进并有系统性，也是理解本书内容的一个绝好方法。

最后，用一句老话说：本书真正属于读者。正如大多数营销问题一样，品牌问题也不存在对或错的具体答案，读者应该对自己不理解或不相信的事情提出质疑。本书的设计使读者能更容易理解战略品牌管理和某些“最佳实践准则”。

# *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 was. He was a physicist in the Air Force for 20 years, working on various rocket fuels. Always interested in what I did, 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. In fact, it is an art and a science. There is always a creativity and originality component involved with marketing. Even if someone were to follow all the guidelines in the book—and all the guidelines were properly specified—the success or failure of a brand strategy would still depend largely on how exactly the guidelines were translated into a 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 the book is organized, what is new in this second edition, and how a reader can get the most out of using the book.

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## 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 assets that a firm has is the brands that the firm has 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 intangible assets, creating and nurturing a strong brand poses considerable challenges. Fortunately, the concept of *brand equity*—the main focus of this book—can provide marketers valuable perspective and a common denominator to interpret the potential effects and tradeoffs of various strategies and tactics for their brands. Fundamentally, the brand equity concept stresses the importance of the role of the brand in marketing strategies. Brand equity relates to the fact that different outcomes result from the marketing of a product or service because of its brand name or some other brand element than 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.

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 managers in their day-to-day and long-term brand decisions. Illustrative exam-





ples 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 the following:

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

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## 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 found interesting or important.
- *Relevance:* Finally, 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 these three dimensions to the greatest possible extent. Accordingly, this book set out to fill that gap by accomplishing three things. First, the book develops a 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 (i.e., the necessity of understanding and satisfying their needs and wants), this framework approaches branding from the perspective of



## Preface

the consumer and is referred to as *customer-based brand equity*. Second, besides these broad, fundamentally important branding topics, over 30 Science of Branding boxes provide in-depth treatment of cutting-edge ideas and concepts, and each chapter contains a Brand Focus appendix that delves into detail on specific, related branding topics such as brand audits, 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 100 Branding Briefs are included to provide more in-depth examination of certain topics or brands.

Thus, 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 gain a greater appreciation of the range of issues covered in branding as well as a means to organize their thoughts about those issues.

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## WHO SHOULD READ THIS 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, online, service, retailer, and small-business brands are reviewed in Chapters 1 and 15.

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## HOW IS THE BOOK ORGANIZED?

The book is divided into six major parts, adhering to the “three-exposure opportunity” approach to learning new material. Part I introduces branding concepts; Parts II, III, IV, and V provide all the specific details of those concepts; and Part VI 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” of what strategic brand management is all about. The goal of these chapters is to provide a sense of 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, and how anything can be branded and provides an overview of the strategic brand management process.

Part II addresses the topic of brand equity and provides a blueprint for the rest of the book. 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 first two chapters provide a useful overview of the scope and topics covered in the book. As such, they provide an excellent “top-line summary” for readers who want to sample the flavor of the book or who do not have the time to read all of the chapters. Chapter 3 develops a conceptual model of brand knowledge and addresses the critically important issue of competitive brand positioning.

Part III examines the three major ways to build customer-based brand equity, taking more of a “single product–single brand” perspective. Chapter 4 addresses the first way to build customer-based brand equity and how to choose brand elements (i.e., brand names, logos, symbols, slogans, and so forth) 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, and 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., companies, geographic regions, persons, other brands, and so on).

Part IV 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 provides a big-picture perspective of these topics, introducing the brand value chain and examining how to develop and implement a brand equity measurement system. Chapter 9 examines approaches to measure customers’ brand knowledge structures in order to be able to identify and quantify potential sources of brand equity. Chapter 10 examines how to measure potential outcomes of brand equity in terms of the major benefits a firm accrues from these sources of brand equity.

Part V 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 (e.g., 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 protect-



ing sources of brand equity, and tradeoffs between fortifying and 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 VI 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, online brands, services, retailers, and small businesses), and relates the framework to several other popular views of brand equity.

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## REVISION STRATEGY FOR THE SECOND EDITION

The overarching goal of the revision of *Strategic Brand Management* was to preserve the aspects of the text that worked well but to improve it as much as possible and add new material as needed. The main objective of the second edition was to again maximize three dimensions: depth, breadth, and relevance. The customer-based brand equity framework that was the centerpiece of the first edition was retained but embellished in several significant ways. Given all the academic research progress that has been made in recent years as well as new market developments and events, the book required and was given some substantial updates.

Specifically, there were six objectives to the revision, as follows:

1. Overhaul the conceptual thrust of certain chapters.
2. Adopt a stronger technological and global perspective.
3. Update Branding Briefs and academic references.
4. Streamline chapters.
5. Update original cases and introduce new cases.
6. Provide better presentation of text material and stronger supplementary support.

### Overhaul the Conceptual Thrust of Certain Chapters

A number of chapters reflect new thinking and concepts.

- *Chapter 1:* The chapter now formally introduces the strategic brand management process.
- *Chapter 2:* This chapter is now organized around the customer-based brand equity pyramid that describes the four steps (identity, meaning, response, and relationships) and six different types of core brand values (salience, performance, image, judgments, feelings, and resonance) necessary to build a brand. This detailed framework helps to provide more structure to the consumer brand knowledge topics as well as tie more directly into how to build brand equity, the thrust of the next four chapters.
- *Chapter 3:* New positioning material is included to further develop the book's unique competitive brand positioning model and the key concepts of points of parity and points of difference.
- *Chapter 6:* A new set of criteria is included on how to evaluate integrated marketing communication programs.