

教育部高校工商管理类教学指导委员会 双语教学推荐教材

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工商管理经典教材·市场营销系列

Administration Classics

# 战略品牌管理

## STRATEGIC

# 牌管理

(第3版)

## BRAND MANAGEMENT

(3rd Edition)

[美] 凯文·莱恩·凯勒 (Kevin Lane Keller) 著

中国人民大学出版社

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图书在版编目 (CIP) 数据

战略品牌管理. 第3版. 英文/ (美) 凯勒著.  
北京: 中国人民大学出版社, 2009  
工商管理经典教材. 市场营销系列  
教育部高校工商管理类教学指导委员会双语教学推荐教材  
ISBN 978-7-300-11580-1

- I. 战…
- II. 凯…
- III. 企业管理-双语教学-高等学校-教材-英文
- IV. F273.2

中国版本图书馆 CIP 数据核字 (2009) 第 229229 号

教育部高校工商管理类教学指导委员会双语教学推荐教材  
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出版发行	中国人民大学出版社		
社 址	北京中关村大街 31 号	邮政编码	100080
电 话	010-62511242 (总编室)		010-62511398 (质管部)
	010-82501766 (邮购部)		010-62514148 (门市部)
	010-62515195 (发行公司)		010-62515275 (盗版举报)
网 址	http://www.crup.com.cn		
	http://www.ttrnet.com (人大教研网)		
经 销	新华书店		
印 刷	北京山润国际印务有限公司		
规 格	215 mm×275 mm 16 开本	版 次	2010 年 1 月第 1 版
印 张	36.5 插页 1	印 次	2010 年 1 月第 1 次印刷
字 数	823 000	定 价	58.00 元



# 总 序

随着我国加入 WTO,越来越多的国内企业参与到国际竞争中来,用国际上通用的语言思考、工作、交流的能力也越来越受到重视。这样一种能力也成为我国各类人才参与竞争的一种有效工具。国家教育机构、各类院校以及一些主要的教材出版单位一直在思考,如何顺应这一发展潮流,推动各层次人员通过学习来获取这种能力。双语教学就是这种背景下的一种尝试。

双语教学在我国主要指汉语和国际通用的英语教学。事实上,双语教学在我国教育界已经不是一个陌生的词汇了,以双语教学为主的科研课题也已列入国家“十五”规划的重点课题。但从另一方面来看,双语教学从其诞生的那天起就被包围在人们的赞成与反对声中。如今,依然是有人赞成有人反对,但不论是赞成居多还是反对占上,双语教学的规模 and 影响都在原有的基础上不断扩大,且呈大发展之势。一些率先进行双语教学的院校在实践中积累了经验,不断加以改进;一些待进入者也在模仿中学习,并静待时机成熟时加入这一行列。由于我国长期缺乏讲第二语言(包括英语)的环境,开展双语教学面临特殊的困难,因此,选用合适的教材就成为双语教学成功与否的一个重要问题。我们认为,双语教学从一开始就应该使用原版的各类学科的教材,而不是由本土教师自编的教材,从而可以避免中国式英语问题,保证语言的原汁原味。各院校除应执行国家颁布的教学大纲和课程标准外,还应根据双语教学的特点和需要,适当调整教学课时的设置,合理选择优秀的、合适的双语教材。

顺应这样一种大的教育发展趋势,中国人民大学出版社同众多国际知名的出版机构,如培生教育出版集团、麦格劳-希尔公司、圣智学习出版公司等合作,遴选了一批国外最优秀的经济管理类原版教材,涵盖经管类核心课程及各专业主干课程;同时,根据教育部对双语教学教材篇幅合理、定价低的要求,我们广泛听取了有着丰富的双语教学一线经验的教师的建议和意见,对原版教材进行了适当的改编,删减了一些不适合我国国情和不适合教学的内容。本套教材尤其突出了以下一些特点:

- 保持英文原版教材的特色。本套双语教材根据国内教学实际需要,对原书进行了一定的改编,主要是删减了一些不适合教学以及不符合我国国情的内容,但在体系结构和内容特色方面都保持了原版教材的风貌。专家们的认真改编和审定,使本套教材既保持了学术上的完整性,又贴近中国实际;既方便教师教学,又方便学生理解和掌握。

- 突出管理类专业教材的实用性。本套教材既强调学术的基础性,又兼顾应用的广泛性;既侧重让学生掌握基本的理论知识、专业术语和专业表达方式,又考虑到教材和管理实践的紧密结合,有助于学生形成专业的思维能力,培养实际的管理技能。

- 体系经过精心组织。本套教材在体系架构上充分考虑到当前我国在本科

教育阶段推广双语教学的进度安排，首先针对那些课程内容国际化程度较高的学科进行双语教材开发，在其专业模块内精心选择各专业教材。这种安排既有利于我国教师摸索双语教学的经验，使得双语教学贴近现实教学的需要；也有利于我们收集关于双语教学教材的建议，更好地推出后续的双语教材及教辅材料。

- 篇幅合理，价格较低。为适应国内双语教学内容和课时上的实际需要，本套教材进行了一定的删减和改编，使总体篇幅更为合理；而采取低定价，则充分考虑到了学生实际的购买能力，从而使本套教材得以真正走近广大读者。

- 提供强大的教学支持。依托国际大出版公司的力量，本套教材为教师提供了配套的教辅材料，如教师手册、PowerPoint 讲义、试题库等，并配有内容极为丰富的网络资源，从而使教学更为便利。

本套教材是在双语教学教材出版方面的一种尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导，在此深表谢意。同时，为使我们的教材更适于教学，我们也真诚地期待广大读者提出宝贵的意见和建议。需要说明的是，尽管我们在改编的过程中已加以注意，但由于各教材的作者所处的政治、经济和文化背景不同，书中内容仍可能有不妥之处，望读者在阅读时注意比较和甄别。

徐二明

中国人民大学商学院

# 前言

开卷先为读者和老师提供以下一些背景知识是非常有用的：本书的内容是什么；本书与其他品牌类图书相比有何区别；谁应该阅读本书；第3版中有哪些新的内容；本书是如何组织的；读者如何能够更有效地使用本书，以及有关本书的中国版等。

## 本书的目的

本书是有关品牌的教材，说明品牌为什么重要，品牌对于消费者来说意味着什么，以及公司应该如何妥善地管理品牌。许多企业高层管理人员现在已经意识到，公司最具有价值的资产之一，就是公司长期以来投资和开发的品牌。虽然生产流程与厂房设计经常会被复制，但是消费者头脑中业已形成的强势信念和态度难以轻易再生。然而，对于公司娴熟地推出新产品和管理现有品牌来说，由于推出新产品困难大、成本高，导致面临着比以往更大的压力。

虽然品牌也许只是难以衡量的无形资产，但是创建和培育一个强势品牌往往会面临巨大挑战。幸运的是，品牌资产的概念——也是本书的重点——为营销者提供了重要视角和“通用基准”，用以诠释各种品牌战略、战术的潜在效应和权衡。大体来说，品牌资产的概念强调了品牌在营销战略中的重要作用。与没有获得品牌认同的同类产品或服务相比，具有品牌名称或某些其他品牌元素的产品和服务的营销战略将导致不同的结果产生，这就是品牌资产。换言之，品牌资产可以被认为是品牌所独有的营销效应。从实践意义来看，品牌资产是由于以往对品牌进行营销投资，而产生的附着于产品的附加价值。品牌资产是连接品牌过去与品牌将来的桥梁。

本书的主要目的在于：就品牌、品牌资产和战略品牌管理的主题，提供最全面、最前沿的知识。战略品牌管理是指通过设计、执行营销方案和活动，创建、评估和管理品牌资产。本书的一个重要目标是为经理们提供各种概念和方法，以提高品牌战略的长期盈利性。书中从学术界与产业界吸收了有关品牌的最新思想和研究成果，并将理论与实际相结合，帮助人们进行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产品的品牌案例及其分析。

本书特别就如何通过创建、评估和管理品牌资产以制定盈利性的品牌战略，提供了远见卓识。这通常涉及三个重要问题：

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，读者将会了解：

1. 品牌的作用、品牌资产的概念和创建强势品牌的益处。
2. 创建品牌资产的三条路径：适当选择品牌元素；设计营销方法和活动；

创建品牌次级联想。

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，如何设计品牌架构和品牌组合。
5. 公司品牌、家族品牌、单个品牌、修饰品牌的作用，以及如何将它们应用到子品牌中去。
6. 如何在不同时间、不同空间调整品牌战略，以使品牌资产最大化。

## 本书与众不同之处

本书的写作目标是要满足市场营销教程通用的三个基本评价维度。

深度：本书具有概念框架的全面性、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重要的内容。

实用性：本书拥有坚实的实践基础，并紧密结合过去和当前的各种营销活动、事件和案例分析。

虽然已有大量有关品牌的优秀图书问世，但是没有一本书能真正在上述三个维度上彻底做到尽善尽美。相比之下，本书的出版在以下三个方面填补了空白。首先，本书提出了一个品牌资产的概念框架，阐述了识别品牌资产的来源与结果，以及如何创建、评估和管理品牌资产的战术指导准则。鉴于消费者和顾客对于营销的重要性（例如，必须理解和满足他们的需要与需求），本书从消费者的视角来阐述品牌问题，并将这种框架定义为基于顾客的品牌资产（CBBE）。其次，在囊括广泛的、基本的、重要的品牌主题的基础上，本书为读者提供了大量的专栏。品牌前沿专栏提供了具有深度的前沿思想和品牌研究专题；品牌专题专栏详细介绍了包括品牌审计、法律问题、品牌危机和公司品牌更名等具体的焦点主题。最后，为了尽可能提高本书的实用性，书中每一个基本的主题都辅以实例说明，还包括深度分析品牌专题的100多个品牌案例，为品牌管理提供了丰富的借鉴。

总之，本书能帮助读者理解品牌战略规划和评估品牌战略过程中的重要问题，同时提供了适当的概念、理论和用以改善品牌决策的其他工具。本书还界定了成功和不成功的品牌营销者，分析了其成败的原因。读者将会在品牌领域的各个方面获得更深的专业领悟，并更充分地掌握解决各种品牌问题的方法。

## 谁应当阅读本书

可以从阅读本书中获益的读者范围相当广泛，包括：

- 学生。若有兴趣，他们可以进一步了解品牌的基本原理，并参与当代杰出品牌的运作和案例分析。
- 经理和专家。他们关注品牌绩效和营销日常决策的效果。
- 高级主管。他们关注品牌经营、产品或服务组合的长期繁荣发展。
- 所有的营销者。只要你对营销战略与战术运用中的新理念抱有兴趣。

本书阐述的观点与各种类型的组织（公共的、私人的、大型的、小型的）都有关，所提供的案例涵盖了多个行业和领域。为了更好地理解不同情境下的品牌概念，本书在第1章和第15章介绍了品牌在工业品、高科技产品、在线产品、服

务业、零售业和小企业中的特殊应用。

## 本书的结构

本书分为六篇，读者可以通过“三次接触机会”的路径进行学习。第Ⅰ篇引入了品牌化的相关概念；第Ⅱ、Ⅲ、Ⅳ、Ⅴ篇详细展开论述了这些概念；第Ⅵ篇总结并在不同情境下应用了这些概念。各篇章的具体内容如下：

第Ⅰ篇通过战略品牌管理的“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并为这些决策提供一些重要思想，使读者理解战略品牌管理的内容和情境。特别地，第1章导入了关于品牌的基本概念，介绍了这些概念在营销战略中已经和正在扮演的角色；还定义了什么是品牌，品牌为什么重要，如何成为品牌，以及战略品牌管理的流程。

第Ⅱ篇提出了品牌资产的主题，并为全书其他部分勾画出一幅蓝图。第2章引入了基于顾客的品牌资产的概念，描绘了基于顾客的品牌资产的框架，并且总结了创建、评估和管理品牌资产的准则。前两章对全书涉及的主题范围进行了很好的概述，因此也为想要掌握本书特色或不可能阅读所有章节的读者提供了一条绝好的“最重要的头版消息”。第3章介绍了品牌知识的概念模型，并提出了竞争性品牌定位这一非常重要的问题。

第Ⅲ篇介绍了创建基于顾客的品牌资产的三条主要路径，更多选取了“单一产品—单一品牌”的视角。第4章阐明了建立基于顾客的品牌资产的第一条路径，以及如何选择品牌元素（如品牌名称、标识、符号、口号等）和这些元素在品牌资产中所扮演的角色。第5章与第6章介绍了创建品牌资产的第二条路径，以及如何进行最优化营销组合，以创立基于顾客的品牌资产。第5章涉及产品、定价和渠道策略。第6章是如何通过整合营销传播方案创建品牌资产的专题。大多数读者可能都熟悉营销的“4P”，该章则侧重从品牌资产的视角分析，讨论品牌知识与营销组合的顾客反应两者之间的双向影响。最后，第7章研究了创建品牌资产的第三条路径——从其他实体（如公司、地理区域、个人、其他品牌等）中提升品牌的次级联想。

第Ⅳ篇介绍了如何评估基于顾客的品牌资产，详尽地阐述了顾客对品牌的理解、公司所期望的顾客对品牌的感知，以及公司应如何建立品牌评估流程等问题。第8章概述了这些主题，导入了品牌价值链的概念，并考察了如何制定、实施品牌资产评估系统。第9章研究了衡量顾客的品牌知识结构的各种方法，用于识别和量化品牌资产的潜在来源。第10章基于公司从品牌资产来源中获取的主要利益的角度，研究了如何测量品牌资产的潜在成果。

第Ⅴ篇从更宽泛的“多产品—多品牌”的角度和长期的、多市场的视角，论述了如何管理品牌资产。第11章涉及品牌战略相关的主题，即公司应当选择哪些品牌元素应用于自己销售的各种产品，如何使不同产品的品牌资产最大化；介绍了制定品牌战略的两个重要工具——品牌—产品矩阵和品牌架构。第12章从正反两方面论述了发展品牌延伸的若干原则，目的在于顺利推出新产品及将品牌进行延伸。第13章论述了如何强化、激活和撤销品牌，研究了各个时期管理品牌的具体问题，诸如维持品牌一致性的好处、保护品牌资产来源的重要性，以及如何在强化品牌与利用杠杆经营品牌之间权衡利弊。第14章研究了消费者行为差异性以及不同类型细分市场对管理品牌资产的启示，这一章还特别关注



了国际化问题和全球品牌战略。

第VI篇介绍了基于顾客的品牌资产框架的种种内涵和应用。第15章进一步强化了前面几章出现的管理原则和重要主题，总结了品牌的成功因素，并将基于顾客的品牌资产框架应用于不同类型的具体产品（如工业品、高科技产品、在线产品、服务业、零售业和小企业）的战略品牌管理中，又将该框架与品牌资产其他几个重要观点联系起来。

### 第3版的改版策略

《战略品牌管理》改版的目标是：一方面保留原书中好的内容；另一方面尽可能地改进并且增加所需要的新材料。第3版的主要目的是再一次最大化以下三个维度的内容：深度、广度和相关性。在保留了第2版的核心——基于顾客的品牌资产框架的前提下，鉴于近几年学术研究不断取得新成果，市场也不断出现新的发展和新的事件，第3版在内容上进行了以下必要的重要更新。

- 更新了品牌案例和学术参考文献。本书采用的案例以及100多个品牌案例中有一多半都更换了最新素材，其目的在于融合经典与现代案例，因此，一些旧版中非常有用的例子仍被保留。全书通篇都加入了最新的学术参考文献。

- 对各章节文字进行优化润色。对于旧版中冗长的文字和案例，第3版进行了编辑。此外，第3版更多地采用了主动句式。

- 更新了原有案例并引入了新案例。为了提供更广泛、更相关的内容，本书增加了品牌最佳实践的三个案例——通用电气、美国运通和苹果 iPod，对书中其他12个案例也都进行了更新并使之更加紧凑。

- 提供了更好的内容材料和更强大的教学辅助支持。第3版包括更多的图表，所有关键数据在教师手册中均有转载。教师手册可以提供有关课堂教学的更多帮助以及经验学习的指导准则。

### 读者如何从本书中获益最大

品牌是一个在出版界已受到广泛关注的热门话题。本书中体现的思想将有助于读者理解当前的品牌发展状况。一种更好地理解品牌和基于顾客的品牌资产框架的方法是：将本书中的概念和思想，应用到当前营销活动，或者任何更加详细的品牌问题，或者品牌案例的研究中。每章的讨论题通常要求读者选择一个品牌，并应用该章中一个或更多的概念。在所有讨论题中聚焦一个品牌——也许作为班级讨论项目——进行一些积累和整合的学习，这是理解本书内容的一个绝好方法。

最后，用一句俗话说：本书真正属于读者。鉴于大多数营销和品牌不涉及对或错的具体回答，读者也许会问一些自己不理解或不相信的问题。本书的设计使读者更容易理解所涉及的战略品牌管理和某些“最佳实践”准则。然而，最后你能从本书中得到的，将是你所投入及融入的包括在各章节中的各种观点。

凯文·莱恩·凯勒

Let me answer a few questions as to what this book is about, how it's different from other books about branding, what's new with this third edition, who should read it, how it's organized, and how you can get the most out of it.

## What Is the Book About?

This book deals with brands—why they are important, what they represent to consumers, and what firms should do to manage them properly. As many business executives now recognize, perhaps one of the most valuable assets a firm has are the brands it has invested in and developed over time. Although competitors can often duplicate manufacturing processes and factory designs, it's not so easy to reproduce strongly held beliefs and attitudes established in the minds of consumers. 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 with valuable perspective and a common denominator to interpret the potential effects and tradeoffs of various strategies and tactics for their brands. Think of brand equity as the marketing effects uniquely attributable to the brand. In a practical sense, brand equity is the added value a product accrues as a result of past investments in the marketing activity for the brand. It's the bridge between what happened to the brand in the past and what should happen to it 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*—the design and implementation of marketing programs and activities to build, measure, and manage brand equity. One of the book's important goals is to provide managers with concepts and techniques to improve the long-term profitability of their brand strategies. We'll incorporate current thinking and developments on these topics from both academics and industry participants, and combine a comprehensive theoretical foundation with enough practical insights to assist managers in their day-to-day and long-term brand decisions. And we'll draw on illustrative examples and case studies of brands marketed in the United States and all over the world.

Specifically, we'll provide insights into how to create profitable brand strategies by building, measuring, and managing brand equity. We address three important questions:

1. How can we create brand equity?
2. How can we measure brand equity?
3. How can we sustain brand equity to expand business opportunities?

Readers will learn:

- 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 marketing programs and activities, and leveraging secondary associations
- Different approaches to measuring 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, modifiers, and how to combine them into sub-brands
- How to adjust branding strategies over time and across geographic boundaries to maximize brand equity

## What's Different about This Book?

My objective in writing this book was to satisfy three key criteria by which any marketing text could 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 intriguing and/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 those dimensions to the greatest possible extent. This book set out to fill that gap by accomplishing three things.

First, we develop a framework that provides a definition of brand equity, identifies sources and outcomes of brand equity, and provides tactical guidelines about 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; it is called *customer-based brand equity*.

Second, besides these broad, fundamentally important branding topics, for completeness, numerous Science of Branding boxes provide in-depth treatment of cutting-edge ideas and concepts, and each chapter contains a Brand Focus case study 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 illuminate the discussion of virtually every topic, and over 100 Branding Briefs provide more in-depth examinations of selected topics or brands.

Thus, this book can help readers understand the important issues in planning and evaluating brand strategies, as well as providing appropriate concepts, theories, and other tools to make better branding decisions. We identify successful and unsuccessful brand marketers—and why they have been so—to offer readers a greater appreciation of the range of issues in branding, as well as a means to organize their own 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 we adopt is relevant to any type of organization (public or private, large or small), and the examples cover a wide range of industries and geographies. To illuminate branding concepts across different settings, we review specific applications to industrial, high-tech, online, service, retailer, and small business in both Chapters 1 and 15.

## 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 by providing the “big picture” of what strategic brand management is all about. The goal 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 they’ve played and continue to play in marketing strategies. It 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. With Chapter 1, it provides a useful overview or top-line summary of the scope of topics covered in the book. 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 a single product–single brand perspective. Chapter 4 addresses the first way to build customer-based brand equity and how to choose brand elements (brand names, logos, symbols, slogans), and the role they play in contributing to brand equity. Chapters 5 and 6 outline the second way to build brand equity and how to optimize the marketing mix to create customer-based brand equity. Chapter 5 covers product, pricing, and distribution strategies; Chapter 6 is devoted to creating integrated marketing communication programs to build brand equity. Although most readers are probably familiar with these “4 P’s” of marketing, it’s 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—by leveraging secondary associations from other entities like company, geographical region, person, and other brands.

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’re 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 measuring customers’ brand knowledge structures, in order to identify and quantify potential sources of brand equity. Chapter 10 looks at measuring 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 view of 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 to maximize brand equity across all the different brands and products that a firm might sell. It also 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 for introducing and naming 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 tradeoffs in fortifying vs. leveraging brands. Chapter 14 examines the implications of differences in consumer behavior and different types of market segments for managing brand equity. We pay particular attention 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. This 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 (industrial goods, high-tech products, online, services, retailers, and small businesses), and relates the framework to several other popular views of brand equity.

## Revision Strategy for Third 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. We retained the customer-based brand equity framework that was the centerpiece of the second edition, and the three dimensions of depth, breadth, and relevance. Given all the academic research progress that has been made in recent years, however, as well as all the new market developments and events, the book required—and got—some important updates.

1. *Updated Branding Briefs and academic references:* Over half the 100-plus Branding Briefs and other examples within the text have been replaced with more current material. The goal was to blend classic and contemporary examples, so some appropriate examples remain. The academic references throughout the book are newly updated.
2. *Streamlined chapters:* Lengthy passages and examples have been edited and the text now employs a more active voice.
3. *Updated original as well as additional new cases:* To provide broader, more relevant coverage, three new cases have been added to the *Best Practices in Branding* casebook – GE, American Express, and iPod. Each of the 12 other cases has been updated and more tightly edited.
4. *Better presentation of text material and stronger supplementary support:* The text now includes more colorful graphics. All critical figures are reprinted in the Instructor's Manual, which has been expanded to provide more help for classroom instruction and guidance for experiential learning.

## How Can You Get the Most out of the Book?

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

This book truly belongs to you, the reader. Like most marketing, branding doesn't offer "right" or "wrong" answers, and you should question things you don't understand or don't believe. The book is designed to facilitate your understanding of strategic brand management and present some "best practice" guidelines. At the end of the day, however, what you get out of it will be what you put into it, and how you blend the ideas contained in these pages with what you already know or believe.



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中国人民大学出版社工商管理出版分社

# 中国人民大学出版社工商管理类英文原版教材

序号	中文书名	英文书名	版次	作者	定价(元)	出版年份	ISBN
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