



城镇品牌研究

——城镇品牌生态位选择与价值链构建

于树青 著

Study on Urban Brand



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图书在版编目 (CIP) 数据

城镇品牌研究：城镇品牌生态位选择与价值链构建/
于树青著. —北京：经济科学出版社，2012.3
ISBN 978-7-5141-1635-9

I. ①城… II. ①于… III. ①城市化-品牌战略-
研究-中国 IV. ①F299.21

中国版本图书馆 CIP 数据核字 (2012) 第 038091 号

责任编辑：柳 敏 马金玉

责任校对：徐领柱

版式设计：代小卫

技术编辑：邱 天

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经济科学出版社出版、发行 新华书店经销

社址：北京市海淀区阜成路甲 28 号 邮编：100142

总编部电话：88191217 发行部电话：88191540

网址：www.esp.com.cn

电子邮件：esp@esp.com.cn

北京汉德鼎印刷有限公司印刷

河北省三河市德利装订厂装订

710×1000 16 开 20.25 印张 390000 字

2012 年 3 月第 1 版 2012 年 3 月第 1 次印刷

ISBN 978-7-5141-1635-9 定价：28.00 元

(图书出现印装问题，本社负责调换)

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前 言

在我国目前快速城镇化的进程中，寻求城镇品牌发展的模式，在城镇化进程中树立标杆打造龙头，增强城镇品牌吸引力和核心竞争力，以城镇品牌力拉动人口的主动合理流动，是保证我国城镇化进程健康推进的关键。本研究运用品牌价值链与品牌生态位等品牌研究的前沿方向理论探讨城镇品牌的有效成长模式，是我国目前城镇发展重大战略课题的需要。根据我国当前“小城镇、大战略”规划要求，依据当前中国快速城镇化的实践需要和相应的理论研究的需要，在实践需要和理论研究需要的拉动下，本研究围绕城镇品牌价值链这一主线，展开本领域的研究和探索。快速城镇化结果必然将导致城镇品牌化，这是中国城镇化从重“量”到重“质”的转变趋势使然；然而，这一领域的理论研究严重滞后于当前快速城镇化的实践需要，对这一领域的理论支撑研究空前迫切；同时，地点品牌竞争已经成为国际大趋势，全球角度关于地点（地区）品牌、城市品牌等研究的崛起与兴盛，为城镇品牌研究创造了基础，孕育了本研究所需要的“气候和土壤”等基础条件。快速城镇化与城镇建设的趋势是城镇品牌化。品牌是获得持续竞争力的基础。城镇品牌化是中国城镇化的行政主导型向市场主导型并举过渡、由被动行政推动型向主动市场拉动型过渡的必然要求。

第一章作为本研究的绪论部分，是整个研究的基础切入点。主要分析了我国当前快速城镇化背景下城镇质量问题，从宏观战略角度分析当前中国“小城镇、大战略”的战略态势，在分析城镇品牌建设现状的基础上，提出了本研究的必要性、必然性、迫切性与可能性，确定了研究的问题与视角，界定了相关概念，拟定了研究方法，设计了研究的技术路线与逻辑框架，规划了研究的整体结构框架。本研究立足于我国目前快速城镇化背景，主旨在于寻求城镇品牌发展的模式，以增强城镇品牌吸引力和核心竞争力，以城镇品牌力拉动人口的主动

合理流动，保证我国城镇化进程健康推进。本研究运用品牌价值链与品牌生态位等品牌研究的前沿方向理论探讨城镇品牌的有效成长模式，通过城镇品牌生态位的合理构建，为城镇品牌的成长奠定关键的战略定位基础，这是城镇品牌成长的关键奠基，在此基础上勾勒出城镇品牌价值增长的动态链条，以城镇品牌价值链的打造为线索与流程，从战略与策略配合的角度构建城镇品牌成长的完整路线图，最终形成城镇生态位能够支撑城镇价值链的城镇品牌生态价值链。

第二章对于城镇品牌研究、品牌价值链研究以及品牌生态位研究分别进行了梳理与述评。城镇品牌相关研究文献的梳理，按照基础研究到应用研究的顺序，分别对品牌研究的历史、现状与趋势，以及地方品牌与城市品牌研究、城镇品牌研究、低碳城镇品牌研究等的历史、现状与趋势，进行了系统归纳和评述；品牌价值链研究的评述，从国外起源研究梳理开始，进而分析了国内引进相关理论研究与应用发展研究动态；品牌生态位研究综述，按照基础研究到直接应用研究的脉络，分别分析归纳了生态位理论、品牌生态位理论、城镇品牌生态位应用理论与实践的研究历史、研究现状以及相关研究动态与趋势。

第三章内容是属于本研究的理论基础支撑。在本研究中，较为成熟的发达国家小城镇发展理论，是本研究宏观层面的背景理论，为本研究提供了扎实的理论基础与理论依据，为本研究提供开阔的发展经济学与区域经济学视野，是孕育本研究主题的“空气与氛围”；品牌成长理论是本研究理论基础中的中观层面，是孕育本研究主题应用研究的直接营养“土壤”；品牌生态位理论与品牌价值链理论是属于本研究的具体应用的微观层面，兼具基础理论支撑与应用理论的双重作用。是孕育本研究主题的“优良品种”。本研究在城镇品牌发展背景理论、品牌成长理论（品牌理论发展动态与趋势、品牌生命周期理论、波特五力竞争模型、品牌成长路径与测度理论、品牌资产积累理论）、品牌生态位理论以及品牌价值链理论的基础上，依据扎实的品牌基础理论与应用理论的支撑，提炼城镇品牌生态位与价值链构建等应用理论。

在分析相关的基础理论与应用理论的基础上，首次提出了城镇品牌生态位概念，认为城镇品牌生态位是在复合人类生态系统中，由城

镇资源位、城镇市场位、城镇发展位以及城镇功能位等共同构成的城镇品牌复合生态位，是城镇品牌在复合人类生态环境中“觅食”、生存与成长的“总营养库”结构和功能位置的构成。或者说，城镇品牌生态位是能够被城镇品牌利用的自然因子与社会因子在时空位与功能位上整体融合架构，是能够形成城镇品牌生存位与发展位的适宜的可利用总资源位。在此基础上，提出城镇品牌价值链思想，认为城镇品牌价值链，就是一个价值流动的动态循环链条，它以城镇顾客需求定位为起点，以城镇顾客体验价值为终点，以城镇功能性价值、标志价值与情感性价值为载体，通过城镇品牌价值创造、价值交换与价值实现环节实现城镇品牌价值增值与城镇品牌溢价的目的，并最终实现城镇品牌的吸引力、辐射力、凝聚力、竞争力与城镇品牌力。从品牌生态位视角打造构建的城镇品牌价值链，本研究称之为城镇品牌生态价值链。

在对城镇品牌生态位概念与城镇品牌价值链概念进行界定的基础上，提炼出了城镇品牌生态价值链理论研究框架，首先分析了城镇品牌生态位的构成，作者把单个城镇个体喻作基本生态元，城镇群体比作种群，城镇种群以外的生存环境中的城市、乡村，与城镇一起构成群落，进而打开城镇品牌研究的新视角。这样，城镇品牌生态位的构成就分为：城镇个体品牌生态位、城镇种群品牌生态位与城镇群落品牌生态位。研究的视角是先战略后策略，先宏观后聚焦微观，从群落环境分析入手寻求城镇种群发展机遇与生态位适宜度，进而构建城镇个体的生态价值链，在此基础上勾勒出城镇品牌生态位构成模型。确定了城镇品牌生态位的前提下，从横向静态角度和纵向动态角度，分别梳理了城镇品牌价值链的构成，提出横向静态角度的城镇品牌核心价值构成由城镇品牌功能价值、城镇品牌形象价值与城镇品牌情感价值构成；纵向动态的城镇品牌核心价值构成，概括为4W1H要素，即WHO（主体）、WHOM（客体）、WHAT（本体）、HOW（载体）和WHERE（路径），它们分别对应城镇品牌价值创造、价值交换、价值体验与实现等价值活动的每一环节，每一环节中又分列出主要的价值活动，是指环环相扣，支链相接。作者这一思想通过本研究构建的静态横切面的城镇品牌价值模型，和动态纵切面的城镇品牌价值构成要

素与机理模型图集中体现出来。

第四章分析我国城镇品牌发展态势，首先分析了纵向时序视角下的城镇品牌发展脉络，从长远发展大脉络看，城镇发展经过了“从小到大”又“从大到小”这样的轨迹。从新中国成立以来看，中国城镇的改革与发展大致经历了以下四个阶段。从城镇品牌角度分析中国城镇发展历程，主要包括：城镇无品牌时期初期、城镇无品牌时期中期、城镇无品牌时期后期（或者称：城镇品牌化孕育期）、城镇品牌化初期。目前就城镇整体而言，中国正处于城镇品牌化初期。

中国正处于城镇品牌化初期，反映在城镇发展现状与问题方面，表现为：虽然整体而言，近几十年我国小城镇发展迅速，特别是快速城镇化以来，小城镇发展的动力足、速度快，规模化发展势头初现；但是中国目前城镇发展中还存在许多制约成真品牌快速发展的因素，其中的突出问题是“六缺”：缺人才、缺资金、缺规划、缺机制、缺企业、缺特色。从横向地域角度看，区域发展分化严重，表现为不均衡状态，早期的发展分化可以看出，发展状态主要依托的资源位优势与劣势，资源依赖性特征非常明显。几十年来我国城镇发展总态势是东部沿海地区发展速度与规模较之西部内陆具有优势，南部小镇特别是专业小镇崛起速度较之北部要快很多。通过城镇现有模式归纳也可以看出，现有的城镇品牌发展模式也主要体现为资源位的依赖与传承，创造性的竞争优势还很少发掘与体现。

因为中国正处于城镇品牌化初期，目前中国城镇品牌化成长整体处于起步阶段，属于品牌生命的开始阶段。从城镇品牌化发展的现状看，大多把城镇品牌化等同于城镇外在形象与城市工程，把品牌化简单化；模式雷同化；总结现有模式可见，资源依赖性强，模式发展过分倚重资源，所以后劲不足。城镇品牌发展现状态势从生态位适宜度与价值链角度看，集中表现为：城镇品牌塑造外表化、硬件化、简单化，城镇品牌生态位重叠，职能重构；城镇品牌塑造过分依赖资源位、忽视市场位；过分偏重资源推动、忽视市场拉动；强调比较优势，忽视竞争优势；定位不连贯、定位导向偏差；城镇品牌价值链条不牢固，许多时候表现为断链或不均衡链。

本章还从当前城镇品牌典型模式的生态位透视角度，选取了几个

典型作为实证分析与个案诊视，从中归纳现有城镇品牌发展模式中的具有共性的生态位特征，包括资源观决定资源位类型、资源位独特（人无我有）类型、发现趋势也是发掘资源类型、创造市场资源并拓展生态位类型，以启发更多的正处于城镇品牌化起步阶段的城镇，科学地进行其品牌生态位选择与规划定位。

第五章城镇品牌生态位构建，是本研究的核心重点内容，本章在前面几章提出问题、分析问题（理论分析与现实分析）的基础上，提出了城镇品牌生态位构建的机理模型、构建策略以及管理建议。

首先分析了城镇品牌生态位构成因子，归纳城镇品牌生态因子作用机理，并从不同角度构建了城镇品牌生态位模型。从城镇品牌生态位的构成层次看，其构成主要包括城镇群落生态位、城镇种群生态位与城镇个体生态位。城镇个体的品牌生态价值链，从主要控制因子角度，重点分析构成其品牌资源位、发展位、竞争位以及可持续发展位的资源因子维集、市场因子维集、竞争因子维集以及创新因子维集。通过分析不同因子维集的作用机理，勾勒出其相互影响共同构建而成的城镇品牌生态位。

为了增强本研究成果的可操作性，本章还从定量研究角度，分析归纳了适宜的城镇品牌生态位测量与评估方法。首先选择了城镇品牌成长的综合测度视角，包括镇域经济的综合视角测度、城镇品牌分类视角测度、城镇品牌文化视角评价。对于城镇品牌成长的生态位视角测度，主要从城镇品牌生态位宽度、重叠度测度、城镇品牌生态位适宜度、城镇品牌生态位态势场势角度展开。

城镇品牌生态位构建策略，根据城镇品牌生命周期不同阶段，提出了不同的侧重点，主要提出了城镇品牌初创期的生态位构建重在生境选择；城镇品牌成长期的生态位构建重在适宜度的不断优化；城镇品牌成熟期以后的生态位构建重在协同进化格局的构建等观点。从食物链角度诊视归纳了城镇品牌长寿基因培植策略；根据复杂适应系统理论（Complex Adaptive Systems Theory, CAS）的特征，以及城镇品牌复合生态位与复杂适应系统理论（CAS）的密切相关性，分析了复杂适应系统理论对城镇品牌复合生态位构建的启示。

本章在定量定性分析城镇品牌生态位的基础上，归纳提出了关于

针对目前中国城镇品牌化初期的城镇品牌管理要点与几点建议，主要提出了城镇品牌生态位中的主体、资源、市场再定位问题；城镇品牌价值链再造问题；“木桶原理”与限制因子管理问题（危机管理：断链危险的防范）；“木桶原理逆定理”与关键优势控制因子管理问题。还提出了运用榜样的力量发展城镇品牌——“慢城”典型示范试点的建议，并尝试在城镇品牌树立的过程中导入蓝图技巧的服务流程，优化城镇服务质量，促进城镇品牌形象的树立；在建议中还强调了借鉴美国小城镇成功的秘诀与经验的价值与意义，运用他山之石可以攻玉。乡村都市（Agurbs）是杰克·舒尔茨对于美国具有吸引力的繁荣小镇的命名，“一个乡村都市（Agurbs）是一个繁荣的农业城镇，他和农业有着密切联系，它位于美国大都市统计区之外”。“它是继城市与郊区之后的一个词”。乡村都市正成为人们下一站的幸福站点。小城镇具有了前所未有的发展机遇。

第六章城镇品牌价值链构建，在审视城镇的资源位能否支撑城镇品牌生态位，以及审视城镇品牌生态位能否支持你的品牌价值链基础上，聚焦如何构建城镇品牌价值链。思路是在城镇品牌价值链文献梳理前提下，归纳城镇品牌价值链理论研究与城镇品牌价值链应用研究，在此基础上分析城镇品牌价值链构成的因子与作用机理，进而提出城镇品牌价值链构建对策并构建城镇品牌价值链模型。城镇品牌价值链的具体构建流程主要包括：资源禀赋评价与城镇品牌定位、城镇产品设计（旅游产品设计、宜居产品设计、投资产品设计）、城镇品牌 CIS 设计与意象元素、生态位错位理论与品牌个性设计、城镇品牌诉求点与聚合传播、城镇品牌利益相关者的价值体验与反馈，价值链初步形成与再造，最终实现城镇品牌溢价。

第七章山东城镇品牌生态价值链研究——以个案为例，本章以山东济南近郊名镇仲官镇为例，借用前面分析的城镇品牌生态位与价值链理论，诊视其生态位现状，分析其生态位再造与优化路径，提出其品牌生态位构架与价值链构造的建议与对策。包括：仲官的实际生态位、潜在生态位、理想生态位分析；仲官的生活生态位、生产生态位勾勒；提出其定位应以宜居与宜游为主，强调生态农业发展，突出农业加工业，旅游服务业与特色农业流通业，力促第六产业链形成；宜

居与宜游为主，应强化生活生态位，把生活生态位的权重加大；提出目前仲官镇生态位构建重在生境选择，品牌初创期的仲官镇，生境选择是关键，首先进行生境选择，品牌成长过程中不断修复重叠度与分离度、泛化与特化程度、适宜度等，不断优化生态位，最终在种群中走协同进化之路。通过仲官镇生态位的特化之路、仲官镇生态位的态势场形成的品牌吸引力与辐射力，实现人们追求的“乡村都市”、“愿望乡村”的愿景。

综上所述，本研究围绕城镇品牌生态价值链这一主题，按照提出问题、分析问题（理论分析与实践分析）并解决问题的思路顺序进行了探讨与研究。

第八章总结与展望，总结了本研究的基本观点与结论，提炼归纳本研究的主要创新点，表明了本研究的主要局限，并提出了未来研究展望。

本研究希望通过对这一领域与角度的研究与关注，激发更多的关于相关领域研究的热情与灵感，理论上促进区域品牌特别是城镇品牌生态位与价值链的相关研究，在中国城镇品牌化实践中，对于相关的管理决策实践活动能够有所启发与借鉴价值。

Abstract

At present, in the process of rapid urbanization in our country, to find models for town brand, to set a benchmark, to enhance the attractiveness and the core competitiveness of town brand, and to boost active rational flows of population by town brand, are the keys to ensure China's urbanization process move forward. The paper uses new theory of value chain and brand niche, etc. to discuss effective growth model of town brand. This is useful to China's major strategic issue of town development. According to China's current planning requirements "small towns, big strategy", considering the need of current practice of China and the theoretical research, the paper starts the research around the main line of the town brand value chain. Rapid urbanization will lead to town branding. This is the inevitable result of China's urbanization trending. However, theoretical research in this area lags behind the rapid urbanization of the current practice. At the same time, regional brand competition has become an international trend. The research to regional brand competition and city brand of worldwide provides the foundation of town brand research. Brand is the foundation for sustained competitiveness. Town branding is the necessary need for China's urbanization transform from executive-led to the market-oriented.

Chapter 1 is the introduction and the entry point of the study. It analyzes the current context of town quality under the process of rapid urbanization, and studies the strategic situation "small towns, big strategy" from a macro point of view. By analyzing the status of town brand building, the paper puts forward the necessity, urgency and possibility for this study, to determine the research problems and perspectives define the concepts, research methods and design the logical framework. The main objective of paper based on the background of China's current rapid urbanization is to find brand model for towns, to set a benchmark, to enhance the attractiveness and the core competitiveness of town brand, and to boost active rational flows of population by town brand. Along the line of construction of town brand value chain, the paper designs a complete roadmap for brand growth.

The paper uses new theory of value chain and brand niche, etc. to discuss effective growth model of town brand. It lays the basis of key strategic positioning by construction of town brand. The paper outlines the dynamic value chain of town brand, and ultimately forms ecological theory of town brand value chain from the perspective of strategy and tactics.

Chapter 2 commentates on town brand, value chain of brand and theory of brand niche. Document spreading from basic research to application research, summarizes the history, status and trends of the town brand. About value chain of the brand, the paper recites its foreign origin and domestic application.

The part of brand niche analyzes niche theory, theory of brand niche, application of theory of town brand niche and its history, status and develop trends.

Chapter 3 is the theoretical basis of this paper. The more mature development theory of small town in developed country is macro-level background, which provides perspective of economics for development and regional economics. And it's the "air and atmosphere" of the topic. Brand growth theory is the the medium level, which is the "soil" of the paper. Theory of brand niche and brand value chain is the micro level of the specific application for this study, and they are application and support theories. The paper refines application theory of town brand niche and value chain construction at the base of brand growth theory, brand niche theory, brand value chain theory, supported by basic theory and application theory.

At the base of basic and application theory, the paper firstly puts forward brand niche of town, and thinks brand niche of town includes resource niche of town, market niche of town, development niche of town, and function niche of town and so on, and it's the environment where town brand foragings, lives and grows. In other words, brand niche of town is the architecture of natural factor and social factor on the time and space niche and function niche, is the whole resource niche that can form living niche and development of brand. Fundamentally, the paper puts forward theory of brand value chain of town, which is a circular flow of value chain. It starts from needs of customer to experience of customer. By stages of creation, exchange, and realization, it comes to value increment, and realizes the result of attraction, radiometric force, cohesion, and competitiveness. We name it brand value chain of town from the vision of brand niche of town.

Author consider single town as an ecological unit, town group as population, the environment of city, village and town as community. Then brand niche of town consists

of brand niche of single town, brand niche of group town, and brand niche of community town. The perspective of study is strategy firstly and then tactics, macroscopic view firstly and then microscopic view. Starting with analysis of environment of group, the paper constructs ecological value chain, and model of brand niche of town. From static point of view, the author puts forward core value of town brand consisting of function value, image value and feeling value. From dynamic point of view, the author puts forward core value of town brand consisting of factors of 4W1H, which is WHO, WHOM, WHAT, HOW, WHERE. They are corresponding to stages of value creation, value exchange, value experience and realization.

Chapter 4 analyzes development situation of town brand in our country. To see from the time series, we can see that Chinese town experience a stage of “from small to big” to “from big to small”. The stage of town brand includes 4 parts, town without brand in its youth, town without brand in the middle, town without brand later, and town with brand in its youth. In view of the overall situation, we are experiencing a time of town with brand in its youth.

Town with brand in its youth has its own feature. Small towns in our country are developing rapidly in recent decades. Especially since the rapid urbanization time, the power of the development of small towns is strong, and large-scale development appears. But China's town is still suffering from growing pains, among which the prominent question is “six shorts”: short of talent, short of funds, short of planning, short of mechanism, short of enterprise, short of feature. From the perspective of region, we can see that regional development are becoming differentiation seriously, and lives in a state of dependence on resource very obviously. For decades general trend of China's town development is the eastern coastal area develops fast than western inland, southern town especially professional town rises faster than the north. Through the existing model of the town we can summarize, the existing model of town brand development is also mainly dependent on resources, and creative competitive advantage is little excavated and reflected.

The development of town brand of China is at early stage. Most people think brand of town is the external image and town project. The brand is oversimplified and there is too much conformity in the pattern. The existing model of town brand development is dependent on resources excessively, staying power is short. From the perspective of niche suitability and value chain, we can see the town brand is oversimplified, over externalized. Town brand niche overlapped, function reconstructed. Town brand molding relies

too much on resources, but ignores market mainspring. While emphasis on comparative advantage, ignore competitive advantages. Position is not coherent, positioning orientation deviates. And value chain of town brand is unstable.

The chapter also from the niche point of view, chooses several typical examples to analyze, and induces the common characteristics of town brand to inspire more towns to select their brand niche and planning position. The common characteristics of town brand niche include four types, and they are resource niche decided by views of natural resource, unique resource niche, excavated resource niche, market resource niche.

Chapter 5 is the key content of the paper, which is about construction of town brand niche. On the foundation of preceding chapters, this chapter puts forward a town brand mechanism model, construction strategy and management suggestion.

The chapter firstly analyzes the factors of town brand niche, induces mechanism of action, constructs model of town brand niche from different angle. Author considers single town as a ecological unit, town group as population, the environment of city, village and town as community. Then brand niche of town consists of brand niche of single town, brand niche of group town, and brand niche of community town. The perspective of study is strategy firstly and then tactics, macroscopic view firstly and then microscopic view. Starting with analysis of environment of group, the paper constructs ecological value chain, and model of brand niche of town. To single town brand value chain, from the main controllable factor we selectively analyze brand niche, development niche, competitive niche, and resource factor collection, market factor collection, competitive factor collection and innovation factor collection. The paper draws the outline of the mutual influence town brand niche by analysis of action mechanism of different factor collections.

In order to enhance maneuverability of the research, the chapter analyzes the measurement and assessment method of brand niche from the quantitative point of view. The paper chooses the angle of comprehensive measurement of town brand growth, including the comprehensive angle measurement of town economy, classification angle measurement of town brand, cultural measurement angle of town brand. For the niche angle measurement of town brand growth, the paper discusses mainly from angle of the breadth of town brand niche, overlapping degree measurement, suitability of town brand niche, potential field of town brand niche.

The strategy of town brand niche construction puts forward different priorities, mainly the habitat choice, according to different stages of town brand life cycle. The construction of niche focuses on the suitability of the continuous optimization in the initial

stage, and cooperation with evolutionary pattern in the state of maturity. According to the feature of Complex Adaptive Systems Theory (CAS), and close correlation with compound niche of town brand, the paper analyzes the enlightenment from CAS to construction of compound niche of town brand.

On the basis of analysis of town brand niche, this chapter puts forward suggestions about brand management in the early stage. That includes suggestions about main body, resources, market positioning for town brand niche, about town brand value chain re-engineering, barrel principle, limiting factors of management, converse barrel principle, and key advantage control factor management. The paper also comes up with suggestions to develop town brand following the example of “slow town”, and tries to import blueprint skills service process, optimizes the service quality and promotes the brand image of the town. We also stress the value and meaning of experience of American small towns. Agurbs is named by Jack Schultz which presents attractive and prosperous town with close contact to agriculture. Agurbs is becoming the next happiness stop for people and facing unprecedented opportunities for development.

Chapter 6 is about construction of town brand value chain. It focuses on how to construct town brand value chain considering if resource niche of town could support ecological niche and ecological niche could support town brand value chain. This chapter firstly sums up theoretical research and application research, and then analyzes factor and action mechanism of town brand value chain, and lastly puts forward suggestion to construct town brand value chain and sets a model of town brand value chain. Town brand value chain construction process mainly includes: the resource evaluation and town brand positioning, product design (tourism product design, livable product design, investment product design), brand CIS design and image elements, ecological niche dislocation theory and brand personality design, brand with the demands of urban design, brand appeal point and polymerization spreading, value chain forming and reconstruction, brand premium.

Chapter 7 takes Town of Zhong Gong for an example, which is in the nearby suburbs of the city Jinan. According to theory of brand niche of town and value chain the paper examines the current situation of its ecological niche, analyzes reengineering and optimization path, puts forward suggestion. The suggestion includes: analysis of Zhong Gong's current niche, potential and ideal niche; outline of living and production niche; the positioning to be livable and suitable to travel, development of ecological agriculture, processing industry of agro-products, tourism, agricultural circulation; increasing

weight of livable niche; emphasis on habitat selection. Habitat selection is the key content in the period of brand newly established. In the process of brand growth it should continuously repair degree of overlap and separation, generalization and specialization degree, suitability; constantly optimize the ecological niche, follow the path of collaborative evolution. And finally we could realize people's pursuit of "Agurbs" and "dream country" by brand attractiveness and radiation formed through niche potential field.

To sum up, this paper carries out study around theme of value chain of town brand; train of thought is to raise questions firstly, to analyze questions secondly, and to solve the question lastly.

The chapter 8 is summary and outlook. It summarizes the basic viewpoints and conclusion, refines the main innovative points, points out the main limitation of the research, and puts forward the future research prospect.

This paper hopes to stimulate more passion and inspiration to research the field, theoretically promote related research about the regional brand especially town brand niche and value chain in China, and could be valuable for management decision-making activity.

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