

Turn No Time Into Know Time!

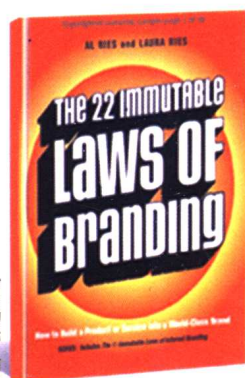
Smart看管理1

30分钟掌握全球最新管理思潮

Smart30'

(中英文对照)

市场营销



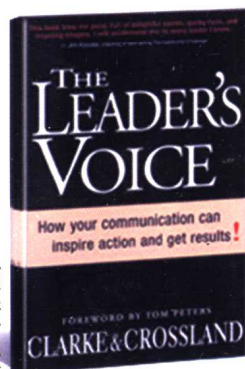
22个品牌金科玉律

22个打造世界级产品的不变定律

The 22 Immutable Laws Of Branding

How to Build a Product or Service into a World-Class Brand

领导艺术



领导真言

如何以沟通鼓励行动取得成果

The Leader's Voice

How your communication can inspire action and get results!

现在登录

www.smart30.com

加入会员 **免费**

获得Powerpoint文档
即学即用，讲课简报，
轻松上阵！

30-minute book summaries of the knowledge you need to succeed in business!

小知识

● 小公司如何吸引更多媒体青睐 - p18

● 漫画看管理

3S会议管理战略 - p60

颜色如何影响营销 - p26

● 以困境为契机 - p56

管理小辞典 - p30

-49



国际中英文版

Turn No Time Into Know Time!

Smart看管理

Smart30' (中英文对照)

22个品牌金科玉律

领导真言

高密度的信息,时常让忙碌的经理人,因为没有时间选书、读书,影响学习效果。有鉴于经理人高效学习要求,我们为经理人量身打造一套学习计划——《SM@RT 看管理》系列图书,使读者只要花 30 分钟,就能轻松看一本书,掌握全球管理思潮。

每辑图书由一流商业学院教授与专家分两阶段严格选书,选择出最新最有影响的两本海外图书,并将全书的关键概念以中英文两种形式用提纲挈领的方式表达,大大增加您的理解和记忆,并使您在与人谈论管理技巧与案例时,能够畅快地以中英文两种语言,对不同管理主题侃侃而谈。让老板对您刮目相看,同事羡慕您的博学。

《SM@RT 看管理》的姐妹出版物已先后出版英文、日文、德文、法文等十种语言版本,有系统地将企业/名人传记、领导艺术、竞争策略、人力资源、市场营销、自我成长、投资理财、网络与趋势八大类别呈现给读者,为全球管理精英规划 500 多种图书。

本辑介绍的是由《定位》的合作者、美国营销大师阿尔·莱思和罗拉·莱思合著的《22 个品牌金科玉律》和与《追求卓越》作者彼德斯合力创办公司的洛恩·克罗斯兰德和博伊德·克拉克合著的《领导真言》的精华。读者可以掌握打造强势品牌的 22 策略并学会领导者三大能力的塑造。

国际中文版 = 创新智能顾问有限公司

授权机构 = Innovation Intelligence, Ltd.

推广单位 = 上海市英诺威文化传播有限公司

主 编 = 王光华

责任编辑 = 黄 勇

译者 = 王欢欢 邱蔚 孟晓黎

责任编辑 = 刘秀云

封面设计 = 鞠 杨

责任编辑 = 路 琳

图书在版编目(CIP)数据

Sm@rt 看管理: 22 个品牌金科玉律、领导真言(中英文对照)/王光华主编.

—北京:机械工业出版社,2003.10

ISBN 7-111-13197-5

I. S... II. 王... III. 企业管理—通俗读物

IV. F270-49

中国版本图书馆CIP数据核字(2003)第092717号

机械工业出版社(北京市百万庄大街22号 邮政编码 100037)

网址:www.cmpbook.com

全国各地新华书店经销

北京机工印刷厂印刷·新华书店北京发行所发行

2004年1月第1版第1次印刷

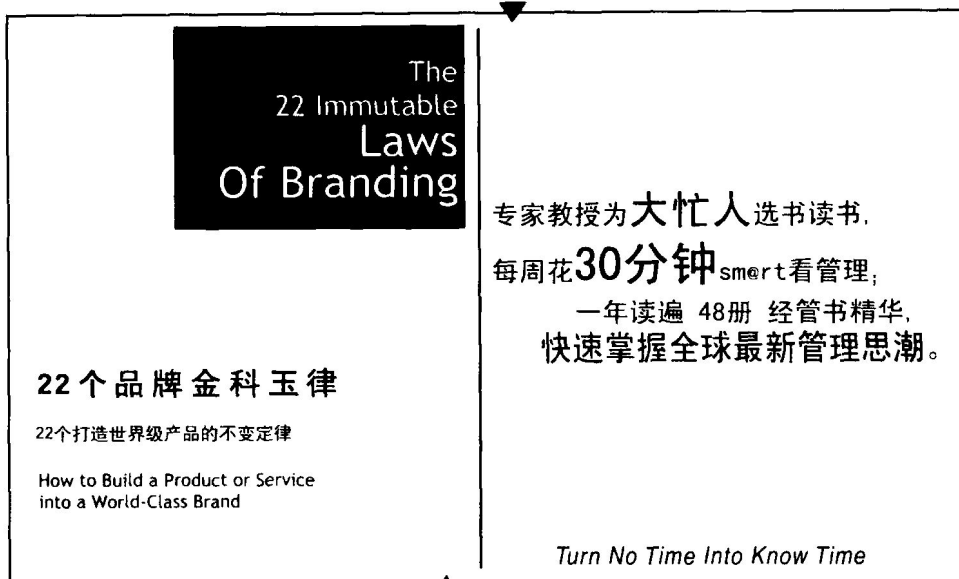
787mm×1092mm 1/16·5印张·120千字

定价:15.00元

凡购买本书,如有缺页、倒页、脱页,由本社发行部调换

本社购书热线电话(010)68993821、88379646

封面无防伪标均为盗版



The way to become first in a new category and eventually be a market leader is to narrow your focus and start something totally new. The easiest way to destroy a brand is to put its name on everything.

要成为第一个吃螃蟹并最终引领某商品领域的品牌，你必须聚焦注意力、开拓全新的业务。毁灭品牌最简单的办法就是把它的名字套在所有商品上。

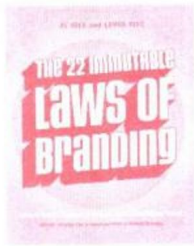
原著作者

阿尔·莱思 (Al Ries) 与 罗拉·莱思 (Laura Ries)

美国营销大师阿尔·莱思曾与杰克·特劳特 (Jack Trout) 合著《定位：心智之战》。1994年，阿尔和女儿罗拉·莱思成立营销策略公司“莱思莱思” (Ries&Ries)，并任总裁。两人合作演讲、著书并为许多知名企业提供咨询服务。



CONTENTS



The 22 Immutable Laws Of Branding

CONTRACT YOUR BRAND, NOT EXPAND IT P6

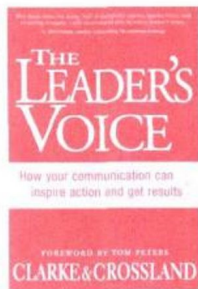
If you want to build a powerful brand in the minds of consumers, you need to contract your brand, not expand it. A brand becomes stronger only when you narrow its focus.

PUBLICITY BUILDS A BRAND, ADVERTISING MAINTAINS IT P16

The birth of a brand is achieved with publicity, not advertising. Once born, a brand needs advertising to stay healthy.

BUILDING A GLOBAL BRAND WITH POWERFUL PERCEPTION OF QUALITY P28

If you want to build a powerful brand, you need to build a powerful perception of quality in the mind of the consumer.



The Leader's Voice

INGREDIENTS FOR ELOQUENCE:

FACTS, EMOTIONS, AND SYMBOLS P50

By using facts, emotions, and symbols in their communication, leaders give out essential ingredients that stimulate and promote the transfer of meaning and quality decision making.

LEADER IS A CONCEPTSMITH MORE THAN A WORDSMITH. P64

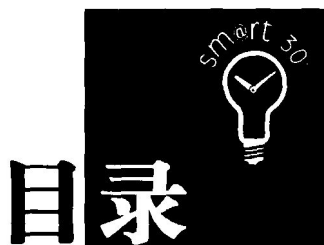
Conceptsmithing means polishing an idea before selecting the right words. He or she analyzes the past and present in order to create the future.

Coming Up P46

Courseware P72

Contribution Articles P74

Suggestions for Discussion P76



22 个品牌金科玉律

收缩品牌，不随意扩张

P7

如果想在消费者心目中建立起强大的品牌，你就应该浓缩精简品牌所覆盖的产品范围，而绝非无谓地扩张。只有集焦点，才能加强品牌。

公共宣传缔造品牌，广告维护品牌

P17

品牌的形成靠的是公共宣传，而非广告。诞生以后，品牌需要通过广告保持健康活力。

建立具有优质形象的国际品牌

P29

如果你要建立一个强大的品牌，你就需要在消费者心中建立起品牌的优质形象。

领导真言

说服力的要素：事实、情感和象征符号

P51

交流中善用事实、情感和象征符号这三大沟通要素，领导者们就能激励交流，促进沟通，并最终产生英明决策。

领导者是个语言大师，更是个概念大师。

P65

所谓概念大师，是指先锤炼概念，再寻找适当的说法。他们为创造未来而分析过去和现在。

下辑预告

P46

课 件

P72

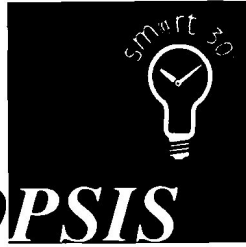
欢迎投稿

P75

讨论建议

P76

SYNOPSIS



Extend or narrow the focus?

A brand becomes stronger when you narrow its focus.

On the contrary, what happens when you extend your product line into so many types? You steadily lose your market share.

The easiest way to destroy a brand is to put its name on everything.

What is a brand? A singular idea or concept that you own inside the mind of the prospect. It's as simple and as difficult as that.

How to build a major brand with no advertising at all?

Use publicity, which is endless newspaper and magazine articles, radio and television interviews.

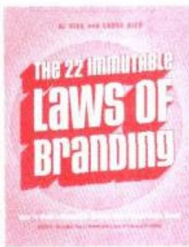
On the other hand, The advertising budget is an insurance against attacks on the minds of consumers by competitors of the brand.

BUILDING A GLOBAL BRAND WITH POWERFUL PERCEPTION OF QUALITY

Once a brand reaches its threshold in its domestic market to some extent, the perfect solution is to build a global brand.

Quality is important, but brands are not built by quality alone. Build quality into your brand, narrow the focus, combine it with a better name and higher price, then you'll have a quality brand.

1 分钟大纲



是扩张还是聚焦？

集焦点，能加强品牌。

反之，当你无限扩建生产线，推出新产品时，会发生怎样的变化呢？你所拥有的市场份额会持续下滑。

毁灭品牌最简单的办法就是把它套在所有商品上。

品牌是什么？品牌就是你在消费者心中建立起来的一个简单的专一的概念或理念。这条法则说起来简单，操作起来并不容易。

如何能不打广告就塑造知名品牌？

靠公共宣传，即是依靠报纸和杂志的轮番轰炸，辅以电台和电视的采访树立品牌。

而广告预算则如同一个国家的国防预算。广告预算为品牌上了一道保险，用来抵御同类竞争者为争夺顾客而发起的进攻。

建立具有优质形象的国际品牌

一旦品牌在国内市场遭遇瓶颈，最佳的解决方案是建立一个国际品牌。

品质固然重要，但开发品牌依靠的不仅仅是品质。将品质彻底融入你的品牌，聚拢焦点，配以悦耳的名字和高贵的价格，这样你就拥有了一个好品牌。

CONTRACT YOUR BRAND, NOT EXPAND IT

CORE CONCEPT

The way to become first in a new category and eventually be a market leader is to narrow your focus and start something totally new.

Your brand owns an idea in the mind of the consumer, and by subbranding, you may be communicating a totally different message to the consumer, who has no idea you are already targeting another market.

There is a time and a place to launch a second brand.

The key to having a happy family of brands is to give each individual brand its own unique identity.

The easiest way to destroy a brand is to put its name on everything.

SUPPORTING IDEAS

—— 1. *The Law of Expansion*

The power of a brand is inversely proportional to its scope.

If you want to build a powerful brand in the minds of consumers, you need to contract your brand, not expand it.

Putting your brand name on everything diminishes the brand name's power. Take a look at Chevrolet, a company that used to be the leader in the automobile industry. It expanded its brand into Corvette, Camaro, Caprice, Lumina, Malibu, Prizm, and so many other brands. People don't exactly know what a Chevrolet is anymore.

What happens when you extend your product line into so many types? You steadily lose your market share. In 1988 American Express had 27% of the market. Then it expanded into offering Senior cards, Student, Membership Miles, Optima, Optima Rewards Plus Gold, and a whole range of other cards. Their market share is 18 per cents today.



收缩品牌，不随意扩张

核心概念

要 第一个吃螃蟹并最终成为引领某商品领域的品牌，你必须聚焦注意力，开拓全新的业务。

你的品牌在消费者心中已经形成一种理念，副品牌会为你向消费者传递一个截然不同的理念，而消费者并不知道你正在开拓新的市场。

具备天时地利，不妨推出第二品牌。

要让同一家族中的各个品牌相处甚欢，关键在于赋予每个品牌独特的身份。

毁灭品牌最简单的办法就是把它套在所有商品上。

支撑观点

1. 扩展法则

品牌的影响力与涵盖范围恰成反比。

如果想在消费者心目中建立起强大的品牌，你就应该浓缩精简品牌所覆盖的产品范围，而绝非无谓地扩张。

不同产品冠以同样品牌，只会削弱该品牌名称的震撼效应。举个简单的例子，雪佛兰是一个曾经响彻汽车行业的品牌。不幸的是，这个品牌后来被扩张成 Corvette, Camaro, Caprice, Lumina, Malibu, Prizm 以及其他名目繁多的牌号，最后人们被弄得晕头转向，甚至不知道雪佛兰到底是什么玩意儿了。

当你无限地扩建生产线，推出新产品时，会发生怎样的变化呢？你所拥有的市场份额会持续下滑。1988 年美国运通公司占有 27% 的市场。接着，它开始扩展业务，相继推出银发卡、学生卡、会员卡、运显卡、运显回馈金卡服务等一整套各式各样的卡式服务。结果如何？它现在的市场份额只有 18%。



22
个
品
牌
金
科
玉
律

—— 2. The Law of Contraction

A brand becomes stronger when you narrow its focus.

There used to be a time when every neighborhood had a small coffee shop where you could get everything from breakfast, lunch, dinner, to hamburgers, hotdogs, pancakes, and ice cream, and of course, coffee. This was before Howard Schultz had a simply wonderful idea: why not focus on selling great coffee? Today Starbucks Corp. is worth \$8.7 billion on the stock market.

Schultz focused on coffee, but that doesn't mean he just offered one, Starbucks offers thirty different kinds of coffee.

Narrowing the focus has resulted in big time success stories:

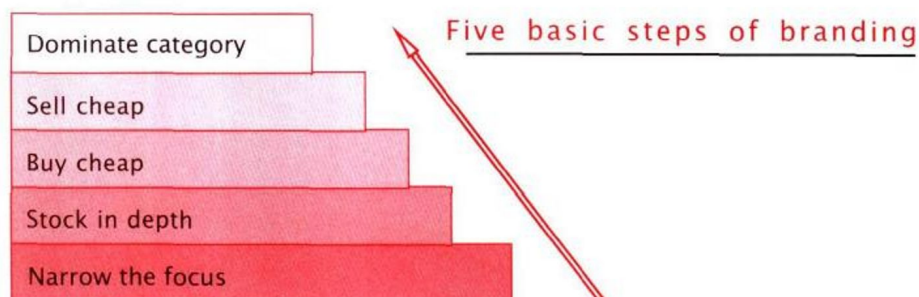
Toys R' Us narrowed the focus from the original Children's Supermart concept carrying kid's clothing, children's toys, baby food, and diapers down to a store that offered a greater selection of toys. Schultz focused on coffee, but that doesn't mean he just offered one, Starbucks offers thirty different kinds of coffee.

Narrowing the focus has resulted in big time success stories:

- Toys R' Us narrowed the focus from the original Children's Supermart concept carrying kid's clothing, children's toys, baby food, and diapers down to a store that offered a greater selection of toys.

- Subway specializes in the submarine sandwich.

To be the brand that rules your category, these are the five basic steps: 1) Narrow the focus. 2) Stock in depth. 3) Buy cheap. 4) Sell cheap.



< 专一特色 >



2. 收缩法则



22
个品牌
金科
玉律

集焦点，能加强品牌。

曾几何时，每个街区都有间小咖啡店。在那儿，你可以买到所有日常食品，从一日三餐，到汉堡包、热狗、煎薄饼、冰淇淋，当然，还有咖啡。这种营销模式一直延续下来，直到一天霍华德·舒尔兹突发奇想：为什么不集中精力专卖香醇可口的咖啡呢？时至今日，星巴克公司的市值已高达 87 亿美元。

舒尔兹所谓的专营咖啡，并非只卖一种咖啡，星巴克推出了 30 余种口味各异的咖啡。

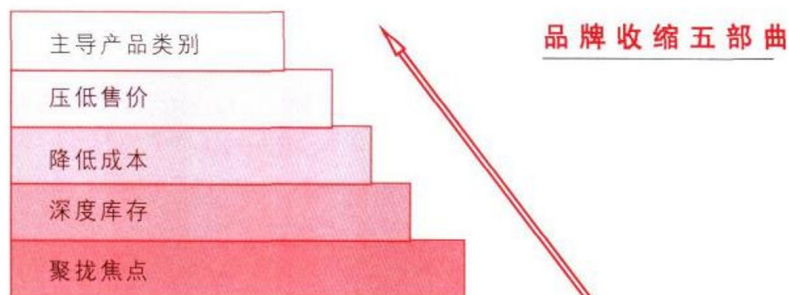
聚拢焦点成就了许多大手笔：

■ 玩具反斗城 (Toys R Us) 最初的定位概念是成为：

一个儿童超市，提供童装、儿童玩具、婴儿食品、尿布等。最终他们聚拢注意力，把公司定位成一个专营各类儿童玩具的商店。

■ 赛百味 (Subway) 专营潜艇三明治。

想成为某领域内的主导品牌，您必须了解基本的“五部曲”：①聚拢焦点，②深度库存，③降低成本，④压低售价，⑤主导产品类别。



3. The Law of the Category

A leading brand should promote the category, not the brand.

Before Stolichnaya there was no market for expensive vodka. Before Domino's there was no market for home pizza delivery. Before Rollerblades what was the market for in-line skates?

The way to become first in a new category and eventually be a market leader is to narrow your focus and start something totally new.

- Launch the brand in such a way to create the perception that the brand is the first, the leader, the pioneer, the original.

- Promote the new category.

The rightful share of a leading brand is never more than 50 percent. Don't fight with competitive brands, fight against competitive categories.

4. The Law of Extensions

The easiest way to destroy a brand is to put its name on everything.

The beer industry tends to line-extend like there is no tomorrow. There's a Budweiser, Bud Lite, Bud Dry, Bud Ice, Miller Lite, Miller Draft Light, Miller Genuine Draft, Miller Reserve Amber Ale, Coors, Coors Light, Coors Extra Gold...

A big powerful brand should have a market share of 50 percent. Big lineextended brands like Budweiser, Marlboro and IBM have only 30 percent or less of their respective market shares. If the market is slipping away from you, stay where you are and launch a second brand. If it's not, stay where you are and continue building your brand.

3. 领域法则

一个主导品牌推动的不是该品牌，而且是其所属的整个商品领域的发展。

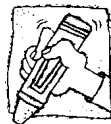
在斯道力西那亚（Stolichnaya，俄文“首都”意）之前，没有一家商场提供高价的伏特加。在达美乐（Domino）之前，没有送货上门的比萨店。在Rollerblades之前压根就没有单排旱冰鞋。

要成为第一个吃螃蟹并最终引领某商品领域的品牌，你必须聚焦注意力，开拓全新的业务。

■ 开创之初，就要为品牌塑造这样的形象，该品牌是第一个，是领头羊，是行业先锋，它独一无二。

■ 推广新领域

一个主导品牌所能拥有的合理的最大市场份额不会超过50%。不要与有竞争力的同类品牌抗衡，应该与有竞争实力的其他领域一较高下。



22
个
品
牌
金
科
玉
律

4. 外延法则

毁灭品牌最简单的办法就是把它套在所有商品上。

啤酒行业总喜欢线性扩张，惟恐第二天就会风光不再。我们有百威、百迪、干百威、冰百威，有米乐淡啤、米乐淡生啤、米乐正宗淡啤、米乐经典淡琥珀、库斯、库斯淡啤、特别黄金版库斯。

一个强势品牌应该占有50%的市场份额。像百威，万宝路和IBM这样的超级线性延伸型公司所占份额仅仅是各自领域中的30%左右而已。如果市场份额从你身边溜走，稳住阵脚，保持冷静，推出第二品牌。如果你还能稳稳把持着市场份额，则按兵不动，继续建设你的品牌吧。

5. The Law of Fellowship

In order to build the category, a brand should welcome other brands.

Choice stimulates demand. Cola consumption goes up when the public is aware there are two colas battling for their minds.

Every category seems to be dominated by two major brands. The third brand is usually superfluous. Unless a brand is a government-sanctioned monopoly, no brand can ever own the entire market.

6. The Law of Subbrands

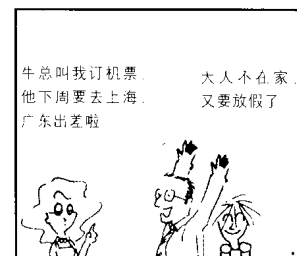
What branding builds, subbranding can destroy.

Donna Karan, a big fashion designer, wanted to market less costly casual wear, so she came up with DKNY. Then came DKNY kids, along with DKNY menswear, further diluting the Donna Karan brand.

Holiday Inn, the leading hotel/motel operator, wanted to get into the upscale hotel market, so it developed Holiday Inn Crowne Plaza. The problem was, Holiday Inn customers became confused. Their response was, "Hey it's a bit expensive for a Holiday Inn". The company finally just called its upscale chain Crowne Plaza.

Subbranding in this way will destroy the essence of your brand. Your brand owns an idea in the mind of the consumer, and by subbranding, you may be communicating a totally different message to the consumer, who has no idea you are already targeting another market.

< 80/20 法则 >



5. 伙伴法则

要开创一个新的商品领域，一个品牌必须欢迎其他品牌的加盟。

选择将刺激消费。当老百姓发现有两家可乐公司为赢取他们的芳心而斗得不可开交时，可乐的消费量扶摇直上。

每个商品领域似乎都被两个大品牌控制着。第三个品牌通常都是多余的看客。除非一个品牌是政府特许的垄断品牌，没有哪个品牌能独霸整个市场。



6. 副品牌法则

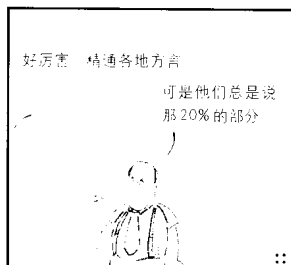
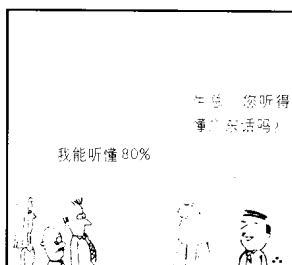
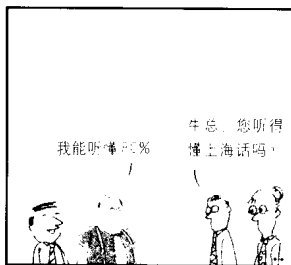
品牌所构筑的任何王国，均能被副品牌摧毁。

大牌时装设计师唐娜·卡兰，为了拿下平价休闲装的市场，推出了DKNY品牌。随之而来的DKNY童装和DKNY男装，均削弱了“唐娜·卡兰”这一品牌。

假日饭店本是一流的酒店与汽车旅店经营翘楚，它想要挤进高档酒店之列，于是乎推出了假日皇冠饭店。问题是这种作法让消费者搞不清状况。他们的反应是“嗨，这么说假日饭店贵起来了。”最终，该公司只能将他们的高档系列分店命名为“皇冠酒店”。

如此这般的推出副品牌只会让原来品牌的精髓丧失殆尽。你的品牌在消费者心中已经形成一种理念，副品牌会为你向消费者传递一个截然不同的理念，而消费者全然不知你正在开拓新的市场。

22
个
品
牌
金
科
玉
律



7. The Law of Siblings

There is a time and a place to launch a second brand.

The key to having a happy family of brands is to give each individual brand its own unique identity:

Wrigley has a family of chewing gum brands:

Big Red, Doublemint, Extra, Freedent, Juicy Fruit, Spearmint, Winterfresh.

Time Inc. has several magazines under its wing:

Time, Fortune, Life, Sports Illustrated, Money, People, Entertainment Weekly.

Sara Lee created a separate brand for pantyhose, designed for supermarket distribution called L'eggs.

Just like siblings in any family, maintaining separate identities is crucial. Management should keep the following principles in mind when selecting a sibling strategy for its stable of brands:

- Focus on a common product area.
- Select a single attribute to segment, either by price, age, calories, sex, or flavors. You want to avoid any overlapping. Keep each brand totally unique and special.
- Set up rigid distinctions among brands.
- Create different brand names.
- Launch a new sibling only when you can create a new category. New brands should not be launched just to compete directly with an existing competitor. That never works. E.g. Whatever happened to Mello Yello that was supposed to block Mountain Dew?
- Keep control of your family at the highest level. You don't want to see any sibling rivalry. You don't want a family of brands that all look alike.

8. The Law of Singularity

The most important aspect of a brand is its single-mindedness.

What is a brand? A proper noun you can use in place of a common noun:

- Instead of an imported beer, you can ask for a Heineken.
- Instead of an expensive Swiss watch, you can ask for a Rolex.
- Instead of a safe car, you can ask for a Volvo.
- Instead of a driving machine, you can ask for a BMW.

What is a brand? A singular idea or concept that you own inside the mind of the prospect. It's as simple and as difficult as that.