



**企业品牌的创建与管理**  
BUILDING AND MANAGING BRANDS

<http://exed.ceibs.edu>

2012

# 企业品牌的创建与管理

日期/语言/地点:

2012年11月7日-9日/英语授课配汉语交替翻译/上海

课程费用: 人民币26,800元

更多信息请访问: <http://exed.ceibs.edu>

在这为期三天的强化课程中, 学员将对品牌建设与管理最新概念进行探讨。在授课过程中, 我们将采用多种教学手段, 包括讲座/讨论、规划练习、以及小组讨论。讲座/讨论是为了给学员提供一个制定品牌战略的框架。在这一高度互动性的课程中, 我们将采用许多各行各业最新案例, 既有工业品和消费品行业, 也有产品和服务行业。这些案例将有助于学员透彻理解概念要点。

在规划练习中, 学员将以小组形式分析品牌管理中的市场和客户问题。学员在自己的工作中往往会运用这些方法来制定品牌战略。在小组讨论中, 学员则根据国际案例, 分析具体的品牌建设问题。

## 目标

本课程的主要目标是让学员掌握关键概念、技能和方法, 使他们能够更好地管理品牌, 达到品牌价值最大化, 同时更有效地实现经营目标。我们将在课程中透彻分析品牌的有关概念, 如品牌要素、品牌资产等, 并利用这些概念制定和实施应对各种竞争状况的品牌战略。

## 对象

任何负责企业品牌管理或对品牌建设管理有兴趣的人员都应该考虑参加本课程, 其中包括品牌经理、总经理、市场营销经理、产品或服务经理、广告经理、传播经理、财务经理等。

## 受益

学员将学习:

- 品牌组成要素以及如何管理这些要素
- 品牌识别、客户价值以及品牌联想之间的关系
- 品牌资产的涵义以及重要性
- 如何对品牌进行估值和管理

- 品牌战略的关键要素
- 主品牌和子品牌的作用
- 如何建立品牌架构
- 制定有效品牌战略的系统方法
- 如何建设品牌
- 如何延伸品牌
- 如何把品牌推广到国际领域
- 如何使品牌重焕活力
- 如何振兴品牌
- 如何处理品牌危机
- 如何在不断变化的竞争环境中长期有效地管理品牌

## 课程内容

- 不断变化的竞争环境以及品牌的重要性
- 品牌的组成要素
- 评估品牌的财务价值
- 品牌识别
- 客户价值
- 品牌联想
- 品牌建设层次
- 品牌架构或体系
- 确定目标市场
- 品牌定位
- 通过市场营销计划来管理品牌
- 建设、延伸和推广品牌
- 品牌的强化、重焕活力和振兴
- 处理品牌危机
- 品牌的长期管理

# Building and Managing Brands

Date / Language / Venue:

November 7–9, 2012 / English with sequential Chinese interpretation / Shanghai

Fee: RMB26,800

For more information, please visit <http://exed.ceibs.edu>

Over this extremely intensive three-day programme, managers will explore the latest ideas in building and managing brands. A variety of teaching techniques are employed, including lectures/discussions, planning exercises, and workshops. The lectures and discussions are designed to provide the participants with a framework for developing brand strategies. During these highly interactive sessions, many current illustrations from a variety of industries, both industry and consumer, product and service, are used to make the conceptual points vivid and memorable.

During the planning exercises, participants will work in teams to analyse specific brand management issues involving markets and customers. Participants often use these approaches to develop their own brand strategies. During workshops, the participants examine specific branding issues based on international case histories.

## Objective

The main objective of the programme is to provide participants with key concepts, skills and techniques that will enable them to manage their brands to maximum value and achieve their business objectives more effectively and efficiently. Participants will thoroughly examine concepts such as the components of brands and brand equity, and use them to develop and implement brand strategies for a variety of competitive situations.

## Who Should Attend

Anyone who is involved and interested in managing what is probably the single most valuable asset of their organisation – their brands – should consider enrolling in this programme. Managers who attend include brand managers, general managers, marketing managers, product or service managers, advertising managers, communications managers, finance managers, and others.

## Programme Benefits

Participants will learn:

- The components of a brand and how they can be managed
- The relationship among brand identity, customer value and associations
- The meaning of brand equity and its importance
- How to value and monitor a brand
- The key elements of a brand strategy
- The roles of master brands and sub-brands
- How to develop a brand architecture
- Systematic approaches to formulating effective brand strategies
- How to build a brand
- How to extend a brand
- How to transport a brand internationally
- How to rejuvenate a brand
- How to revive a brand
- How to handle a brand crisis
- How to manage a brand over time as competitive conditions change

## Programme Coverage

- The changing competitive environment and the importance of brands
- The major components of a brand
- Estimating the financial value of a brand
- Brand identity
- Customer value
- Brand associations
- Levels of branding
- Brand architecture or system
- Targeting markets
- Positioning a brand
- Using marketing programmes to manage a brand
- Building, extending and transporting a brand
- Reinforcing, rejuvenating and reviving a brand
- Handling a brand crisis
- Managing a brand over time

## 课程安排

### 第一天

- 上午
  - 品牌挑战
  - 市场力量及这些力量对品牌和品牌战略的意义
  - 什么是品牌
  - 什么是品牌资产
  - 品牌的财务价值
  - 评估品牌价值
- 下午
  - 剖析品牌
  - 品牌以及战略主题
  - 品牌的组成要素
  - 品牌识别
  - 客户价值
  - 品牌联想
  - 对战略和策略的意义
  - 规划练习：细分识别

### 第二天

- 上午
  - 制定品牌战略
  - 品牌战略的目的
  - 品牌建设层次
  - 品牌战略要素
  - 制定战略的步骤
  - 品牌定位
  - 利用市场营销计划，如传播和定价
- 下午
  - 规划练习：品牌定位
  - 小组讨论：建设品牌
  - 品牌架构
  - 确定目标市场
  - 品牌定位
  - 品牌传播

### 第三天

- 上午
  - 管理品牌
  - 品牌建设
  - 品牌延伸
  - 国际推广
  - 品牌强化
  - 使品牌重焕活力
  - 品牌振兴
  - 危机处理
- 下午
  - 品牌的长期管理
  - 品牌推介
  - 快速成长
  - 激烈竞争
  - 成熟期
  - 衰败期

整个教学过程能让我学习到很多关于品牌管理的知识和案例，对我日后的工作有很大的帮助。教授的授课水平很高，能将很多管理知识和管理模型通过生动的案例和个人的体会传达给学员。而和其他同学进行案例分析的小组讨论，我了解到了不同行业的管理者对品牌的看法，让我对课程有更深刻的体会。

陈晓然

总经理助理

深圳奥意建筑工程设计有限公司

## Programme Schedule

### Day 1

- Morning
- The brand challenge
  - Market forces and their implications for brands and brand strategies
  - What is a brand?
  - What is brand equity?
  - The financial value of a brand
  - Valuing a brand
- Afternoon
- Exploring brands
  - Brands and strategic themes
  - Components of a brand
  - Brand identity
  - Customer value
  - Brand associations
  - Implications for strategies and tactics
  - Planning exercise: Segment identification

*The overall teaching process, which was focused on brand management-related knowledge and cases, proved to be extremely useful to my future career. Through combining management know-how and management model in true-to-life cases and sharing his personal experience, the professor delivered high-quality lectures. Case analysis and group discussion with my fellow participants, on the other hand, gave me a deep insight into the way different managers from different industries view branding.*

*Eric Chan  
GM Assistant  
Shenzhen A+E Design Co Ltd*

### Day 2

- Morning
- Formulating the brand strategy
  - Purpose of the brand strategy
  - Levels of branding
  - Components of brand strategy
  - Steps in strategy formulation
  - Brand positioning
  - Using marketing programmes such as communications and pricing
- Afternoon
- Planning exercise: Brand positioning
  - Workshop: Building a brand
  - Brand architecture
  - Targeting markets
  - Brand positioning
  - Brand communications

### Day 3

- Morning
- Managing a brand
  - Building a brand
  - Extending a brand
  - Transporting a brand internationally
  - Reinforcing a brand
  - Rejuvenating a brand
  - Reviving a brand
  - Handling a brand crisis
- Afternoon
- Managing a brand over time
  - Introduction
  - Rapid growth
  - Competitive turbulence
  - Maturity
  - Decline

## 课程主任



### Donald Sexton

中欧国际工商学院客座教授  
美国哥伦比亚大学市场营销学教授，  
国际工商教育与研究中心主任

### 教育背景：

美国芝加哥大学，数字与经济学博士学位和硕士学位  
美国卫斯里安大学，数字与经济学学士学位

### 教学/研究领域：

Sexton教授是中欧国际工商学院客座教授，美国哥伦比亚大学市场营销学教授。他还曾任教于法国英士（INSEAD）国际商学院、加州大学伯克利分校、印度商管学院、香港科技大学、莫斯科管理学院、澳大利亚管理研究生院和夏威夷大学、德黑兰大学、工业管理学院（德黑兰）、贾基洛尼亚大学（波兰克拉科夫）和美国商学院布拉格分校。

Sexton教授拥有实证研究经验和与全球各地企业合作的丰富经验，重点研究成功的全球产品战略和全球品牌战略，曾获学院颁发的“杰出教学奖”，现讲授多门市场营销、国际商务、管理学课程。哥伦比亚大学的市场营销管理课程多年来在英国《金融时报》的排名中一直位居全球第一，而Sexton教授在这一课程的设计和开发中发挥了重要作用，并曾担任该课程的课程主任多年。

### 学术成就：

Sexton教授在营销和品牌战略领域的研究成果获得2011营销趋势大会的表彰。他在众多刊物上发表了大量文章，如《哈佛商业评

## Programme Director

Visiting Professor, CEIBS

Professor of Marketing,

Director, Centre on International Business Education and Research,  
Columbia Business School, US

### Educational Background:

PhD and MBA, Mathematics and Economics, University of Chicago, US  
BA, Mathematics and Economics, Wesleyan University, US

### Teaching/Research Interests:

Professor Sexton is Visiting Professor at CEIBS, and Professor of Marketing at Columbia Business School. He has also taught at INSEAD, the University of California-Berkeley, the Indian School of Business, Hong Kong University of Science and Technology, Skolkovo (Moscow School of Management), Australian Graduate School of Management and the University of Hawaii, the University of Tehran, Industrial Management Institute (Tehran), Jagiellonian University (Krakow), and the US Business School in Prague.

Professor Sexton's research concerns successful global product and brand strategies and is based on both empirical work and his considerable experience with companies throughout the world. A recipient of the School's Distinguished Teaching Award, professor Sexton has taught a wide variety of courses in the fields of marketing, international business and management science. He played a major role in designing and developing the Columbia Marketing Management Programme, which for many years rated number one in the world by the *Financial Times*.

### Academic Achievements:

Professor Sexton received the 2011 Marketing Trends Conference Award for his work on marketing and branding strategy. His numerous articles have

appeared in publications such as the *Harvard Business Review*, the *Journal of Marketing*, the *Journal of Marketing Research*, the *Journal of Business*, and *Management Science*. His book on marketing strategy, *Marketing 101* is sold throughout the world and has been translated into several languages. His newest book, *Value Above Cost: Driving Superior Financial Performance with CVA®*, the *Most Important Metric You've Never Used* explains how marketing and branding determine financial performance. Professor Sexton is also a frequent conference speaker on marketing, branding, marketing ROI, international business, advertising, sales management, and pricing and is often interviewed and quoted in media such as the *New York Times*, *Business Week*, *BtoB*, *Ad Age*, *WCBS*, and *China Economic Daily*.

### Corporate Experience:

Professor Sexton is the founder and president of The Arrow Group, Ltd., an organisation that develops and conducts executive seminars and provides consulting services in marketing and branding strategy and in marketing and branding ROI. His clients have included GE, Unilever, Citicorp, Sony, IBM, AT&T, Novartis, Pepsi, Boeing, Kellogg's, DuPont, Pfizer, Grainger, MetLife, Omnicom, Brown-Forman, McGraw-Hill, Eastman Chemical, Bacardi, UNICEF, Merck Sharp & Dohme, AIG, Domino's, Abbott, Corning, Alitalia, Wendy's, Metropolitan Opera, Avon, Chase, Shell, Zeiss, Dow Corning, Mattel, Hershey, Hormel, Miller Brewing, Symantec, Hallmark Channel, Sanofi-Aventis, Volkswagen, Becton Dickinson, and Texas Instruments.



创建一个良好的企业品牌并给予持之以恒的精心呵护，非一日之功。Donald Sexton教授的悉心传授让每一位从事品牌营销工作的职业经理人能够以一个新的高度来看待自身企业品牌的经营，对于品牌的建设更具系统化的认识，让我们对工作充满了信心和乐趣。

孙强  
资深企业传播经理  
利乐中国有限公司

## 日期/语言/地点

2012年11月7日-9日 / 英语授课配汉语交替翻译 / 上海（上海市浦东红枫路699号中欧国际工商学院）

## 申请程序

申请者可以通过以下方式申请课程：

- 在线申请。请登录中欧高层经理培训课程网站<http://exed.ceibs.edu>，选定您想要申请的课程，点击在线申请即可进行课程申请。
- 您也可以致电中欧客户服务小组索取课程申请表，填写完整之后传真、电子邮件或邮寄至中欧客户服务小组即可完成课程申请。

课程申请必须在开课前20日前完成。所有申请根据先后顺序进行审核，席位以中欧最终确认为准。开课前20日内收到的申请视具体情况而定。如需咨询详情，请联系我院设于上海、北京和深圳的客户服务小组。

## 收费

整个课程费用人民币26,800元，包括学费、案例使用费、午餐费、资料费、文具费、其他相关材料费，以及口译和笔译费用（如有需要）。课程费用应在开课15日前全部缴清。开课15日内提出申请时需立即付费。

## 撤销席位

开课15日（含第15日）之前取消课程，将退还全部学费，因为退款所发生的费用由学员/学员企业承担。在开课15日之内取消课程，将收取应付学费总额的20%。开课15日后，学员因任何原因自行退出学习，学费概不退还。

\* 我院保留对课程信息（包括价格、日期、地点、师资、课程安排和其他细节等）进行调整的权利。



## 联系我们

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中欧EDP在新浪微博 (<http://weibo.com/ceibsedp>)  
中欧EDP在腾讯微博 (<http://t.qq.com/ceibsedp>)

*It takes a long time for a business to build up an excellent reputation and to put it under constant protection. Professor Donald Sexton took the utmost care to deliver us a lecture so that we, as professional manager of brand marketing, could focus on brand operation of our own business from a higher perspective. It is under his instruction that we have developed a more systematic understanding on brand construction, and found more confidence and fun in work.*

*John Sun  
Senior Communications Manager  
Tetra Pak China*



### **Date / Language / Venue**

November 7-9, 2012/ English with sequential Chinese interpretation / Shanghai (CEIBS Shanghai campus, 699 Hongfeng Road, Pudong, Shanghai)

### **Admissions Procedures**

Applicants can apply for the programme in either of the following two ways:

- Online application: Please visit the CEIBS Executive Education website at <http://exed.ceibs.edu>, then select the programme you want to take and click “**Apply Now**” to apply for the programme; or
- Please call the CEIBS Customer Service Team for a printed Application Form, then fill in the form and send it to the CEIBS Customer Service Team by fax, email or mail.

Applications are requested at least 20 days before the programme start date. Applications are reviewed as they arrive and admissions are subject to the final confirmation of CEIBS. Any applications received after that date will be considered on the basis of space availability. For more information, please contact our Customer Service Team in Shanghai, Beijing or Shenzhen.

### **Fee**

The cost of the programme is RMB26,800, which includes tuition, case licensing fees, lunches, stationery, other course materials, and interpretation and translation fees if required. The full fee must be paid no later than 15 days before the start of the programme. Applications made within 15 days of the start of a programme require immediate payment.

### **Cancellations**

Any cancellation made 15 days or more prior to the programme start date is eligible for a full refund of programme fees paid. However, any expenses arising therefrom shall be the responsibility of the applicant or his/her employer. Any cancellation made fewer than 15 days prior to the programme start date shall be subject to a fee of 20 percent of total programme fees. After the programme begins, no fees shall be refunded for participants who withdraw from the programme for any reason.

*\* CEIBS reserves the right to amend information on this programme including price, date, location, faculty, daily schedule and other details.*

### **Contact Information**

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如需具体了解中欧国际工商学院高层经理培训课程，请在所需要了解的课程名前打勾。

### 跨国经营

- 中欧-英士 (INSEAD) 国际商学院合作中国欧洲经营之道<sup>新</sup>
- 在华经营之道

### 高级管理

- 打造创新型企业：激发、管理和成就创新 (模块制)<sup>新</sup>
- 中欧-哈佛商学院-IESE商学院合作全球CEO课程 (模块制)
- 中国CEO领导力课程：领导力巅峰之旅 (模块制)
- 中欧-哈佛商学院-清华经管学院合作高级经理人课程 (模块制)
- 总经理课程 (模块制)
- 首席营销官 (CMO) 课程 (模块制)
- 中欧-伦敦商学院合作首席财务官 (CFO) 课程 (模块制)
- 医院院长领导力发展课程 (模块制)

### 公司治理

- 中欧-沃顿商学院合作公司治理和董事会课程

### 综合管理

- 管理文凭课程 (模块制)
- 管理发展课程 (模块制)

### 战略

- 数字经济时代的战略反思<sup>新</sup>
- 未来大趋势：前瞻性思考
- 企业并购与整合
- 博弈论实践：如何更有效地竞争与合作?
- 发展组织能力，推动战略实施
- 战略实施

### 领导艺术

- 积极领导力<sup>新</sup>
- 高绩效与可持续领导力
- 领导艺术与变革管理

- 领导艺术与管理教练课程
- 女性领导力课程

### 谈判和决策

- 战略谈判课程
- 谈判和决策管理

### 组织与管理

- 驾驭变革：提升组织效能与活力<sup>新</sup>
- 管理心理学实践：用心管理<sup>新</sup>
- 人才管理课程<sup>新</sup>
- EVA与绩效管理
- 人力资源管理：心理、人性、文化
- 人力资源管理

### 市场营销

- 数字营销：营销的未来趋势<sup>新</sup>
- 市场创建课程
- 关键客户管理

- 战略销售队伍管理
- 企业品牌的创建与管理
- 市场营销战略与规划
- 创新和新产品开发管理

### 财务

- 私募股权基金课程
- 战略投资决策管理
- 非财务经理的财务课程
- 决策者的财务报表解析课程
- 决策者的管理会计

### 运营管理

- 卓越服务管理
- 供应链管理
- 项目管理

### 公益项目

- 新生代创业领袖成长营 (模块制)<sup>新</sup>
- 后首席财务官 (CFO) 课程<sup>新</sup>

姓名 (先生 / 女士) .....

职务 .....

公司 .....

地址 .....

省/国家 .....

办公电话/手机 .....

传真 .....

电子邮件 .....

填完此表后，将其邮寄或传真至我院。

**For more information about any CEIBS Executive Education programme, please tick it.**

### Multinational Management

- CEIBS-INSEAD Expanding Opportunities - Doing Business in Europe *New*
- Doing Business in China
- Global CEO Programme: A Transformational Journey

### Advanced Management

- Shaping Innovative Companies: Inspiring, Managing and Implementing Innovation (Modular) *New*
- CEIBS-Harvard Business School-IESE Business School Global CEO Programme for China (Modular)
- Leadership for CEOs in China: A Journey to Leadership at Peak (Modular)
- CEIBS-Harvard Business School-Tsinghua SEM Senior Executive Programme (Modular)
- Advanced Management Programme (Modular)
- Chief Marketing Officer (CMO) Programme (Modular)
- CEIBS-LBS CFO Programme (Modular)

- Leadership Development Programme for Hospital Executives (Modular)

### Corporate Governance

- CEIBS-Wharton Programme: Corporate Governance and Board of Directors

### General Management

- Diploma in Management Programme (Modular)
- Management Development Programme (Modular)

### Strategy

- Rethinking Strategy of the Digital World *New*
- Mega-Trends for the Future
- Integrating and Managing Acquisitions
- Game Theory in Practice: How to Compete and Cooperate More Effectively?
- Building Organisational Capability for Strategic Implementation
- Strategy Execution

### Leadership

- Proactive Leadership Programme *New*
- High Performance and Sustainable Leadership
- Leadership and Change Management
- Leadership and Coaching
- Women in Leadership Programme

### Negotiation & Decision-making

- Strategic Negotiation Programme
- Management of Negotiation and Decision-making

### Organisation & Management

- Leading Change: Enhancing Organisation's Effectiveness and Viability *New*
- Managerial Psychology in Practice *New*
- Talent Management Programme *New*
- EVA and Performance Management
- Human Resources Management: Psychology, Human Nature and Culture
- Human Resources Management

### Marketing & Sales

- Digital Marketing: The Future of Your Marketing *New*

- Market Creation Programme
- Key Account Management
- Strategic Sales Forces Management
- Building and Managing Brands
- Marketing Strategy and Planning
- Management of Innovation and New Product Development

### Finance

- Private Equity Management Programme
- Managing Strategic Investment Decisions
- Finance for Non-financial Executives
- Financial Statements Interpretation for Decision-makers
- Managerial Accounting for Decision-makers

### Operations Management

- Delivering Service Excellence
- Supply Chain Management
- Project Management

### Special Offering

- China Entrepreneurial Leadership Programme (Modular) *New*
- Post-CFO Programme *New*

Name (Mr/Ms) .....

Company .....

Province/State .....

Fax .....

Please fill in the form and send it to CEIBS by fax, email or mail.

Job Title .....

Address .....

Business Telephone/Mobile .....

Email .....