

麥當勞品牌再造

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前言

演講者與成員簡介

前言

課程目標與規範

一、品牌再造

影

片

欣

賞



一、品牌再造



從影片中觀察到什麼？

一、品牌再造

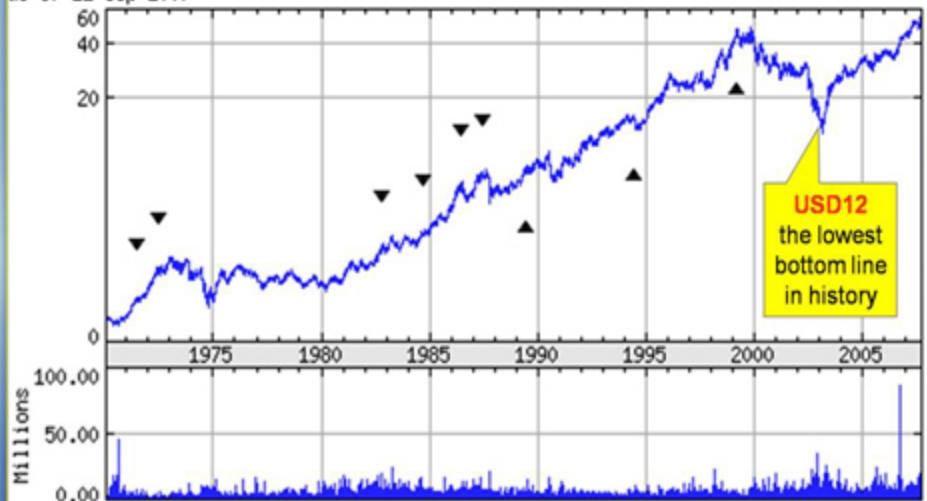


二、Brutal Fact

MCDONALDS CORP

Splits: ▼

as of 21-Sep-2007



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二、Brutal Fact

Brutal Learning NO. 1

- ◆ Eroding Core Competence (核心優勢)
Quality Service Cleanness Value

1995~2001 顧客滿意持續下滑



二、Brutal Fact

Why ? Quick Business Expansion Year 1995~2000



Replicate Operation Model Globally

Global –
over 30,000
restaurants
in 120 countries

Taiwan –expand to 300
restaurants from 150
1 centralized office to
1 head office & 4 markets

二、Brutal Fact

Brutal Learning NO. 1

- ◆ Eroding Core Competence (核心優勢)
Quality Service Cleanness Value

1995~2001 顧客滿意持續下滑



二、Brutal Fact

Brutal Learning NO. 2

◆ Losing Strategic Position (策略定位)



二、Brutal Fact

Brutal Learning NO. 3

- ◆ Anti Globalization
- ◆ Retail/Food Trend
- ◆ Environmental Protection
- ◆ Technology Advancement
- ◆ Fierce Competition



二、Brutal Fact

Result of Quick Expansion

- ◆ Declining Brand Trust (品牌信任) and Aspiration (品牌魅力)
- ◆ Not the customers' first choice

2002年底台灣麥當勞關閉15家分店

2003第一季出現虧損，這是自1965年來首度出現虧損

2003初全球股價滑落至12美元，為10年來最低

二、Brutal Fact

Change or Not Change? Determine factors are ...

Core activities

Core Assets

	Threatened	Not Threatened
Threatened	Radical Change Everything is up in the air.	Creative Change The industry is constantly redeveloping assets and resources.
Not Threatened	Intermediating Change Relationships are fragile.	Progressive Change Companies implement incremental testing and adapt to feedback.

三、How to cope with

- ◆ The Paradox of Change and Not Change
- ◆ The Dream of Branding—Forever + Young



≡ 、 How to cope with

Search for McDonald's Brand

- ◆ Based on
Consumer Based Brand Equity Model
- ◆ Find answers for brand revitalization
 - What makes brand strong?
 - How do you build a strong brand?

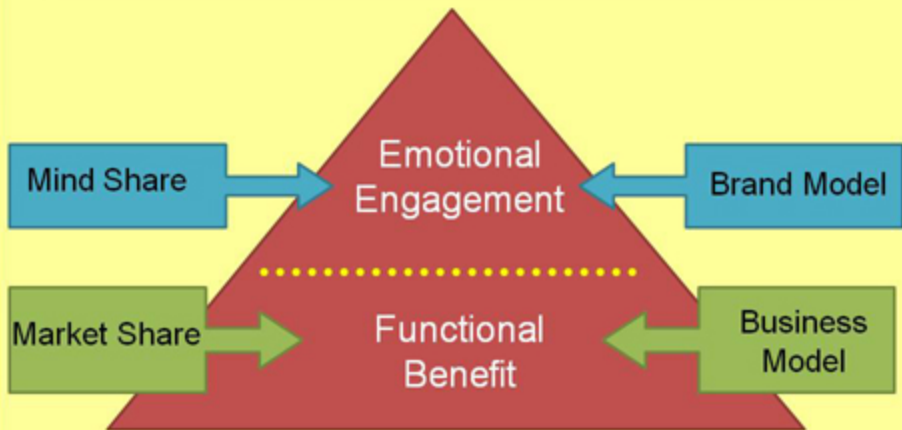
三、How to cope with



Brand Pyramid

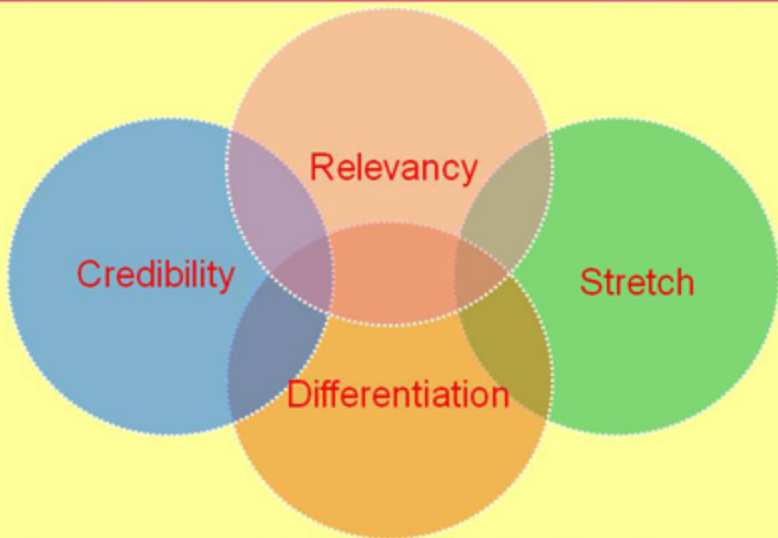
≡ 、How to cope with

Brand leads business model (brand iceberg)



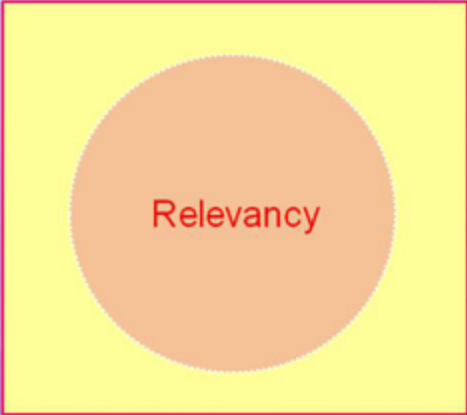
≡ 、 How to cope with

- Brand positioning leads business platforms



≡ 、 How to cope with

- Brand positioning leads business platforms



Relevancy

≡ 、 How to cope with

- Brand positioning leads business platforms



Differentiation

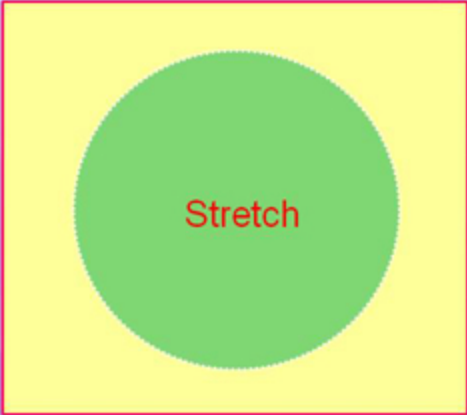
≡ 、 How to cope with

- Brand positioning leads business platforms



≡ 、 How to cope with

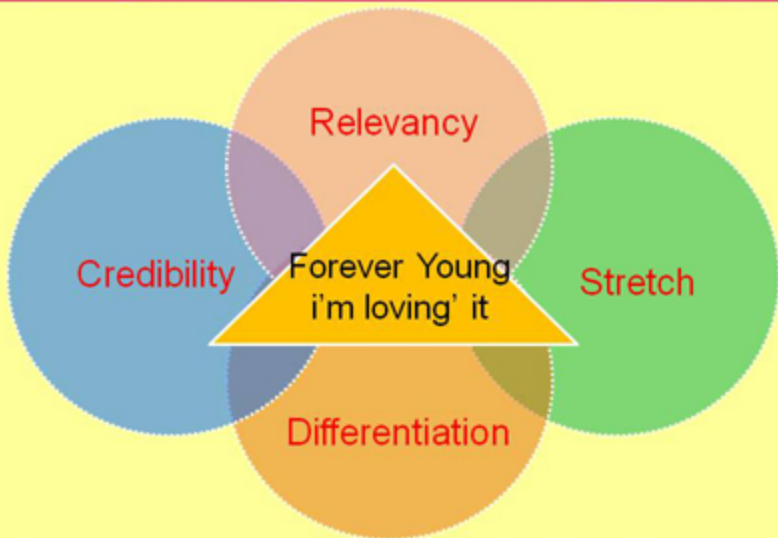
- Brand positioning leads business platforms



Stretch

≡ 、 How to cope with

- Brand positioning leads business platforms



Q&A

Q1

Stretch已經延展到一個極限了，
現階段還可以朝哪個方向發展？

Q2

黃綠紅的系列廣告只有對第一年印象比較深刻，後面兩年的印象不深。是因為第一年的廣告印象太過強烈還是後面兩年的創意不夠？

Q&A

Q3

Mc café品牌的核心精神和
Mc Donald's的品牌精神有
何不同？