

玛氏公司在中国的巧克力品牌管理策略分析

摘 要

玛氏是一家于 1911 年成立的，主要生产巧克力食品和宠物食品的美国私人的家族企业。随着经济全球化，世界排名前十的巧克力企业全部进入中国，中国巧克力市场出现激烈竞争，各种品牌层出不穷。玛氏公司作为全球最大的食品商之一，拥有许多知名巧克力品牌，例如“德芙”、“士力架”、“脆香米”等，并且在中国市场占据 60% 的市场份额。那么玛氏在这样的环境下，是如何有效管理这些品牌使其创造出如此巨大的价值的呢？

本文依据品牌管理策略理论分析玛氏巧克力品牌的品牌管理策略，包括品牌建立与推广、品牌媒体宣传、品牌创新与发展、多品牌管理和企业文化策略等，全面了解玛氏是如何对巧克力品牌进行有效管理。再对中国巧克力市场总体状况进行宏观分析，了解中国巧克力市场在品牌管理方面的优势和弱势，并与玛氏的品牌管理策略相结合，分析 Mars 在品牌管理方面的先进之处和存在的问题，并针对玛氏的这些问题提出相应的解决方案。

关键词：玛氏公司；巧克力品牌；品牌管理；中国巧克力市场

ABSTRACT

Mars Incorporation was established in America in 1911. Major products of Mars are chocolates and pet foods. In recent years, more and more foreign brands entered Chinese market and made the market more competitive so that various chocolate brands are emerging. Mars is one of the biggest food companies in the world which produces many famous chocolate brands, such as ‘Dove’, ‘Snickers’ and so on. The market share of those chocolate brands is around 60% in China. In such an environment, how does Mars effectively manage these brands to create such a huge value?

According to the theories of brands management, the author analyzes the application of multi-brand strategy, brands media publicity strategy, brand innovation and localization strategy and corporate culture strategy of Mars and then fully understands how Mars effectively manages its chocolate brands. Then the author conducts a macro analysis of the overall situation of the Chinese chocolate market, understanding the strengths and weaknesses of the Chinese chocolate market in brand management. And based on Mars’ brand management strategy, the author analyzes the advanced and existing problems of Mars in brand management, and proposes some solutions to these problems.

Key words: Mars Incorporation; chocolate brands; brands management; Chinese chocolate market

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