

## 摘 要

在数字经济时代，商业实践领域已经非常重视品牌生态圈的构建，品牌生态圈为品牌可持续发展提供了强大支撑。实践表明，品牌系统越单一，越容易随着市场条件、政策条件、技术变化等外部因素的影响而退出市场；品牌系统越复杂，品牌越能承受市场条件较大区间的变化，甚至承受市场巨变的极端情况。这主要是因为品牌生态圈具有自分化、自适应、自修复等内在运行机制，这些运行机制保证了品牌发展的可持续性。另外，从实践领域来看，尽管品牌生态圈的构建已蔚然成风，但是学术界对于品牌生态圈形成过程机理的研究则显得比较落后，目前大多数研究还是停留在“雾里看花”的层面，特别是对品牌生态圈形成过程的系统性研究还是十分匮乏。品牌生态圈形成过程本质是品牌不断升级和加强与外部合作发展的过程，每个阶段都会产生一些不可避免的冲突和矛盾，例如技术、市场、渠道、资源等的利用和探索问题，各参与主体的深度融合和共享问题等，而这些问题的解决都对企业能力提出了新的要求。当企业面临动态复杂的情景时，作为解决企业内外部矛盾冲突的双元能力，可以有效解决此类问题。另外，二元能力也被证明是一种探讨组织战略升级的有效新视角，具备二元能力的企业能够更好地应对环境剧变，从而帮助组织实现战略更新。而品牌生态圈的形成过程就是一种组织战略升级过程。因此，在研究品牌生态圈形成过程时，二元能力是一个新的理论视角。基于此，本文从二元能力视角出发，通过对仁和集团 1998 年至今的品牌发展历程进行分析，探讨品牌生态圈的形成过程机制。具体研究问题分为：品牌生态圈形成过程是怎样的？品牌生态圈形成过程中企业二元能力和资源配置如何发生演变？企业二元能力和资源配置交互如何影响品牌生态圈的形成？

为了回答以上研究问题，本文通过对品牌成长、资源配置、品牌生态圈以及二元能力等相关文献进行综述，使用探索性单案例研究的方法解构了二元能力视角下品牌生态圈形成过程及其作用机制。本文研究结论如下：（1）品牌生态圈本质上是一个以数字技术平台为基础，多方利益相关者紧密合作，品牌族群协同发展的闭环开放生态系统；（2）品牌生态圈的形成过程可划分为聚焦于市场破局的产品品牌培育阶段，聚焦于产业链完善的公司品牌发展阶段，聚焦于价值共创的品牌生态圈形成阶段。（3）在品牌生态圈形成的不同阶段，企业的二元能力先后经历了市场利用能力为主、技术探索能力为辅到市场探索能力为主、技术利用能力为辅再到平衡价值共创的探索和利用能力的变化，而资源配置的方式也随之经历拼凑式、整合式和协奏式的变化。

本文不仅丰富了品牌生态圈的研究，还在一定程度上促进了二元能力理论的发展。同时，本文针对具体企业展开研究，还具有一定的实践意义，对于构建品牌生态圈的企业提供了一定启发。

**关键词：**双元能力；资源配置；品牌族群；品牌生态圈；案例研究

## Abstract

In the era of digital economy, the field of business practice has attached great importance to the construction of brand ecosystem, which provides strong support for the sustainable development of brands. Practice shows that the more singular the brand system, the easier it is to withdraw from the market with the influence of external factors such as market conditions, policy conditions, and technological changes; The more complex the brand system, the more the brand can withstand changes in market conditions over a large range, and even extreme situations where the market changes dramatically. This is mainly due to the internal operating mechanisms of the brand ecosystem, such as self-differentiation, self-adaptation, and self-healing, which ensure the sustainability of brand development. In addition, from the perspective of practice, although the construction of brand ecosystem has become a trend, the academic research on the formation process mechanism of brand ecosystem is relatively backward, and most of the current research is still at the level of "seeing flowers in the fog", especially the systematic research on the formation process of brand ecosystem is still very lacking. The essence of the formation process of the brand ecosystem is the process of continuous upgrading of the brand and strengthening the development of cooperation with the outside, and there will be some inevitable conflicts and contradictions at each stage, such as the utilization and exploration of technology, market, channels, resources, etc., and the deep integration and sharing of various participants, etc., and the solution of these problems has put forward new requirements for the ability of enterprises. When an enterprise is faced with a dynamic and complex scenario, it can be used as an ambidextrous ability to resolve internal and external conflicts. In addition, ambidextrous capabilities have also proven to be an effective new perspective for exploring organizational strategy upgrades, and enterprises with ambidextrous capabilities can better cope with environmental upheavals, thereby helping organizations achieve strategic renewal. The formation process of the brand ecosystem is a process of upgrading the organizational strategy. Therefore, ambidextrous capability is a new theoretical perspective when studying the formation process of brand ecosystem. Based on this, this paper analyzes the brand development process of Renhe Group from 1998 to the present, and discusses the formation process mechanism of the brand ecosystem from the perspective of ambidextrous capabilities. The specific research questions are divided into: What is the process of the formation of the brand ecosystem? How does the ambidextrous capability and resource allocation of enterprises evolve in the process of forming a brand

ecosystem? How does the interaction of enterprise ambidextrous capability and resource allocation affect the formation of brand ecosystem?

In order to answer the above research questions, this thesis reviews the literature on brand growth, resource allocation, brand ecosystem and ambidextrous capability, and uses an exploratory single case study method to deconstruct the formation process and mechanism of brand ecosystem from the perspective of ambidextrous capability. The conclusions of this thesis are as follows: (1) The brand ecosystem is essentially a closed-loop open ecosystem based on digital technology platforms, close cooperation between multiple stakeholders, and coordinated development of brand groups; (2) The formation process of the brand ecosystem can be divided into the product brand cultivation stage focusing on market breakthrough, the brand development stage focusing on the perfect industrial chain, and the brand ecosystem formation stage focusing on value co-creation. (3) At different stages of the formation of the brand ecosystem, the ambidextrous ability of the enterprise has successively undergone changes in the exploration and utilization ability of market utilization ability, supplemented by technology exploration ability, supplemented by technology utilization ability, and then balanced value co-creation, and the way of resource allocation has also undergone patchwork, integration and concerted changes.

This thesis not only enriches the research on brand ecosystem, but also promotes the development of ambidextrous capability theory to a certain extent. At the same time, this thesis also has certain practical significance for the research on specific enterprises, and provides some inspiration for enterprises building brand ecosystems.

**Key Words:** ambidextrous capability; resource allocation; brand group; brand ecosystem; case Study

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