

Research on Brand Strategy Planning and Operation of BD Glasses Company

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Abstract: The 21st century, in the process of economic internationalization, the golden age of competition between China and domestic brands in the eyewear industry has arrived. The competition within the market is becoming more and more fierce, homogenization is becoming more and more serious, and consumer selectivity is gradually increasing. It is an urgent problem for the eyewear industry to create products with good reputation and do a good job in brand strategic layout. This paper takes BD Eyewear Company, which is the largest and classic eyewear marketing company at home and abroad, as an example. First of all, it systematically reviews the theories and literature related to the enterprise brand strategy, and uses PEST analysis method to analyze its macro environment, and summarizes the above analysis methods. Then according to the way of questionnaire survey, comprehensive and systematic study of the enterprise brand strategic planning and operation, so as to understand the key points of the success of the enterprise brand strategic planning and operation, so as to reasonably sum up the main problems faced in the process of the enterprise brand strategic planning and operation; Finally, according to the conclusion of the above study, through the application of EFE and IFE evaluation matrix to judge the brand planning suitable for BD glasses company, and for the overall strategy to provide some targeted measures and suggestions, BD glasses set the important strategic significance, enterprise brand value positioning and conception and BD glasses long-term vision planning, etc. In order to achieve the overall implementation of BD glasses company brand strategic planning requirements.

Keywords: Glasses industry; Brand; Brand strategy planning; Brand operation.

1. Research Background

With the continuous growth of market economy in our country and the improvement of the masses day by day, the consumption level is rising with the tide. After Chinese entry into WTO, luxury goods market development potential is great, luxury goods companies all over the world in our market expand constantly, and attract the world attention. At the same time, due to the current tendency of RMB appreciation and the downward trend of euro, the purchasing power of Chinese consumers in the global market is gradually increasing. The huge domestic consumption power prompts foreign eyewear giants to target at the middle and high-end consumer groups of eyewear products in China. This is because of the considerable number of middle and high-end consumer groups, but also because of the luxury consumer groups that have developed in the domestic market and will continue to expand (Hong X, 2018). So, in July 2005, Luxottica bought Sparkles; In October 2006, Luxottica acquired Mingong Eyeglasses, the first eyewear chain in Guangdong; In October 2006, Luxottica acquired Shanghai Modern Optics; In June 2007, HAL Holding N.V, the world's largest investment enterprise in the eyewear industry, also acquired 78% of the shares of China's time-honored Red Star Eyewear, and upgraded its positioning -- Li Xifang; In January 2021, ZOFF in Japan will be introduced into China. The biggest highlight of Zoff service in Japan is that Japanese users are very clear about the cost. They don't need to consider how to buy lenses, and they can save money by packing 380, 580 and 780 packages with simple prices. Later, the Japanese JINS glasses, Hong Kong-funded EGG glasses, Mu90 glasses and so on were divided into the market, and the BD glasses that took the mass line were attacked from top to bottom. After more than 30 years of development, BD Glasses has become the largest eyewear chain store in the Chinese region

with more than 1200 stores. However, it focuses on expanding its market share in the process of development, and its target consumer groups and market positioning are not very clear (Qin S J, 2017).

Due to the increasingly fierce competition in the international eyewear industry, the individual consumption requirements of Chinese consumers are becoming more and more prominent. The reputation of BD eyewear products in the high-end and low-end markets is gradually weakened, and a relatively independent brand can no longer cover all Chinese consumers. Moreover, due to the constant renewal of many high-end shopping centers and department stores, the original BD brand has been difficult to keep up with the fashion. Therefore, how to operate glasses brand according to market segments and unique target groups has become a huge challenge for BD Glasses Company at present (Cheng Zhiyu, 2021).

2. Theoretical Basis of Brand Strategy

2.1. Brand strategy

Brand strategy (Branding Strategy), hereinafter referred to as brand integration strategy, is an effective channel for enterprises to help consumers understand and understand the value of their goods and services. It also determines the choice of the company's brand elements. As the core content of the company's strategy, brand strategy is the strategic integration between brands and products with the goal of creating and maintaining strong brand value and maximizing the brand assets of the company in the early stage of the company's establishment and in different stages of the company's development (Li Ling, 2018).

2.2. Brand strategy planning and operation

(1) Brand strategy planning

Brand strategic planning is on the basis of the company's internal environment system analysis, using reasonable set the way of the strategy, to clarify the company's management responsibility, goals, development strategy and policies of a system, the overall planning and implementation framework

is generally divided into three steps, information input stage, strategic matching stage and strategic decision stage, in turn, to the company's internal information analysis, strategy selection and strategic decision(Veseli, A., 2020). Strategic planning process, as shown in Figure Figure 1:

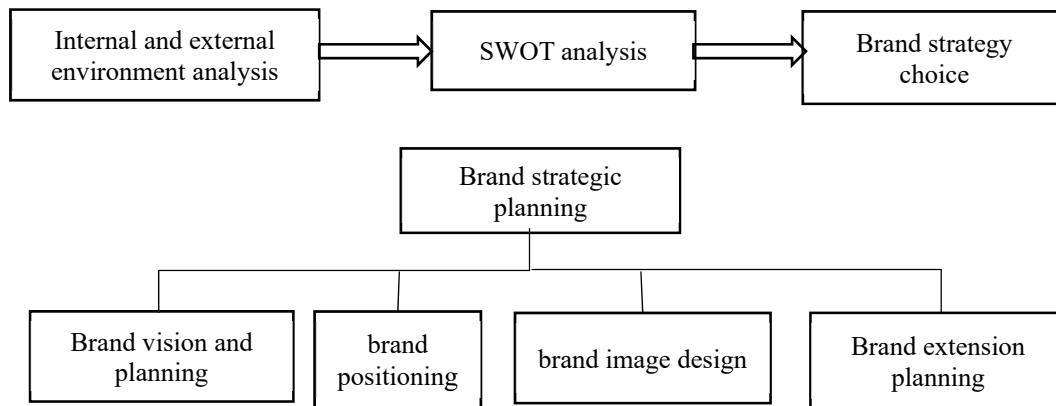


Figure 1. Brand strategic planning process

(2) Brand strategy operation

Brand strategic operation refers to the brand management in the national brand plan guidance and constraints, from the target brand resources efficiency, promote brand value assets growth and enhance the target brand response to the environment, to influence the growth of brand value development strategy, image identification and specific

operation system planning, organization, guidance, coordination and management process. Brand strategy marketing management is mainly composed of the following three important modules: brand strategy management, brand standard management, brand marketing management (Alnawas, I. ,& Farha, A. A, 2020). As shown in Figure 2:

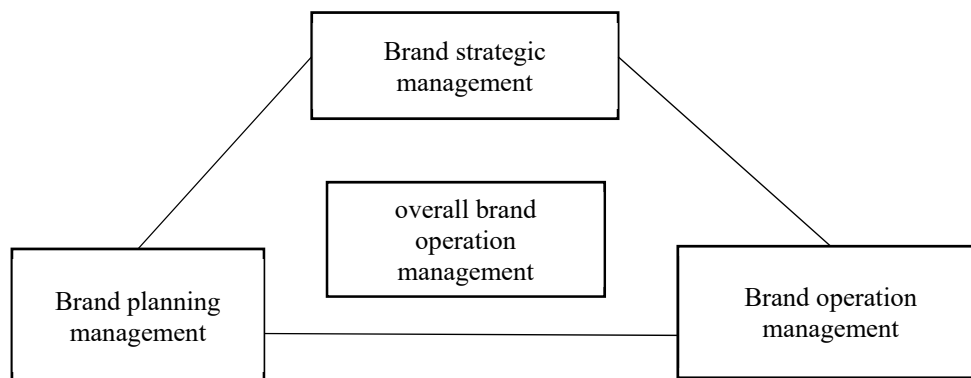


Figure 2. Brand strategy operation management system

Brand management focuses on the implementation and management of brand strategy. Brand strategic management puts forward the strategic objectives of the company's brand management, embodies the brand planning management into the brand strategy in the systematic way, and puts forward the basis and principles of management, while brand management is to solve the specific operation and control problems in brand management, including the implementation of brand planning and the application of brand standards.

Brand planning is an organic part of enterprise management strategy. Enterprise management strategy has a guiding and restricting effect on brand planning, and the rational planning and implementation of brand planning plays a positive role in helping and guaranteeing the completion of enterprise management strategy. The enterprise brand strategy operation management system mainly adopts the basic operation units of the enterprise annual brand management planning/budget management system, department/post responsibility, operation tracking management and performance assessment, and implements

the brand strategy management system and standardized management measures into the specific operation project management, performance assessment and other processes of the enterprise (Zhu Kunfu, 2021). So that the enterprise brand management system in the actual operation process of more integrated, integral, full process, more executable and assessable. Therefore, the implementation of brand planning management of enterprise brand operation runs through the whole process of company marketing. The brand operation manager not only proposed the annual quality control target, divided the tasks into departments and work levels, and established the quality management performance evaluation index system; At the same time, institutionalized target dialogue, regular operation assessment and other channels are used to carry out performance monitoring in a timely manner. In addition, performance assessment method is also used to link performance with salary, so as to implement quality management and make operation and management more targeted and timely.

(3) Brand strategy selection

At present, brand development can be divided into three types, namely single-brand mode, multi-brand mode and main and sub-brand mode. Each type of mode has its own advantages and disadvantages. Enterprises are often faced with complex branding choices, and the first decision is to choose whether to adopt a famous brand. Some businesses actually choose non-name brand products as the main selling point, and these non-name brand products are also called generic products. Once companies choose to give consumers a new product, they often have to choose a variety of ways, either using the producer's own product, using the distributor's product, or a combination of the two. In each case, they often have to choose whether to use an individual portfolio strategy, a family portfolio strategy, or a combination of both (Zhao M H, 2020). As shown in Figure 3:

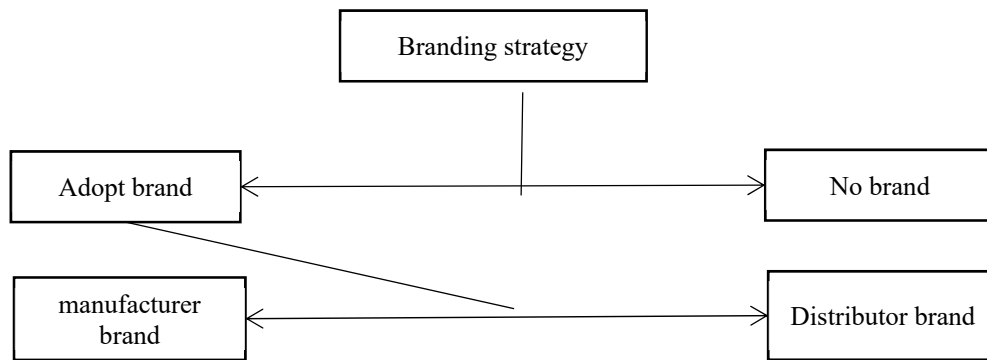


Figure 3. Selection of branding strategy

What kind of brand development model the BD glasses company adopts should be decided according to the company's resources and operating environment. At the same time, the company's strategy and development needs should also be considered, so as to formulate a reasonable company brand strategy to promote the development and expansion of the company.

3. Research Methods

Questionnaire survey method: In order to further analyze the brand strategic planning and operation status of BD

Glasses company, this paper collects first-hand statistical data through the method of questionnaire. Through data analysis, it can more directly and accurately analyze the specific situation of brand strategic planning and operation of the enterprise.

This survey questionnaire set a total of 10 questions: 1.4 questions, mainly introduced the basic information of the individuals who participated in the survey; Question 5.7 mainly introduces the brand strategy planning of BD Glasses company; 8.10 Topic introduces the brand strategic management of BD Glasses Company.

Table 1. Questionnaire sample structure statistics

Questions	Options	Sample size	Percentage (%)
Gender	male	126	43.60
	female	163	56.40
Age	Under 25 years old	22	7.60
	25.35 years old	220	76.12
	Over 35 years old	47	16.28
Academic qualifications	Master's degree or above	50	17.30
	Undergraduate	130	44.98
	Junior college	54	18.68
	High school and under	50	19.04
Relevant departments	Management	61	21.10
	Marketing Department	96	33.22
	Production Department	132	45.68

The questionnaire will be issued from November 1, 2021 to November 15, 2021. The survey questionnaire was sent to senior managers, technical and product staff of BD Glasses Company by SMS and email, and corresponding telephone reminders were sent to facilitate the collection of the survey questionnaire.

A total of 305 questionnaires were collected, and a total of 289 were collected after deducting invalid questionnaires. 289 questionnaires were collected and sorted out. The actual number of respondents is shown in Table 1:

Through the above, it can be found that the selected sample is more suitable for the actual situation of BD glasses, and the sample has high typicality.

4. Reliability and Validity Analysis of Questionnaire

4.1. Reliability analysis

Before making a specific analysis of the questionnaire conclusions, we must first make a reliability analysis of the

scale conclusions. Measuring the reliability of the scale in the field of statistics is mainly to determine the reliability and accuracy of the scale. Reliability analysis command in SPSS software can be used to test the reliability coefficient of the questionnaire results, and the results can be shown in Table 2. According to traditional statistical methods, the theoretical accuracy of Cronbach Alpha relationship generally only appeared between 0 and 1, and the higher the value, the higher the internal accuracy reliability of the scale. For actual operation, statisticians divided Cronbach Alpha into the following grades. When Cronbach Alpha equals 0.9, it may be considered that the internal consistency reliability coefficient of the current data scale is quite high. If it is between 0.8 and 0.9, the accuracy is considered good, and if it is between 0.7 and 0.8, it can be satisfied. However, when the Cronbach Alpha relationship is lower than 0.7, the internal reliability of the current data scale may be insufficient. Cronbach Alpha coefficient of this survey questionnaire is all greater than 0.8. For details, see Table 2. Based on this, it can be determined that the reliability of the questionnaire is high.

Table 2. Reliability test results of the questionnaire

Reliability test	Number of questions	Cronbach's Alpha coefficient
Questionnaire survey	10	0.811

4.2. Validity analysis

The validity analysis is mainly by judging the correctness of the concept of the target which can be effectively measured in the sub-test scale. And KMO value is usually judged by calculating the proportional relationship of various variables in the test scale to determine whether the main objective of factor analysis is suitable for the test scale. According to the rule of thumb commonly used in statistics, statisticians generally believe that KMO value must be equal to more than 0.5, in order to have the main objective of factor analysis with statistical significance. When KMO value is within 0.7 and 0.8, the validity of factor analysis theory is generally good; When the KMO value is between 0.8-0.9, its validity is generally good; When the KMO value is above 0.9 and approximates to 1 infinitely, the effect is very good. The KMO value calculated by SPSS software is greater than 0.7. For

details, see Table 3. Factor analysis can be used.

Table 3. Validity test results of the questionnaire

Validity test	Kaiser.Meyer.Olkin
Questionnaire	0.719

4.3. Statistical analysis of survey results

After the researchers fill in the survey results online, they rearrange the survey results and classify them for statistics. According to the brand strategic layout and actual business situation mentioned above, they correspond to the options in the questionnaire one by one. Then, the mean value of each person in the module is calculated first, and then the overall mean value of BD glasses is calculated. The closer the mean is to 5, the higher the user evaluation is, and then the descending ranking is carried out. Finally, SPSS program is used to complete the statistical analysis, as shown in Table 4.

Table 4. Descriptive analysis of satisfaction of sales staff in BD Glasses Company

Dimensions	Indicators	N	mean	Standard deviation	Minimum	Maximum
Brand strategic planning	Brand strategic objectives	289	3.2536	0.4860	1	4
	Brand positioning	289	4.6578	0.4305	1	4
	Brand marketing	289	3.5489	0.4809	1	4
Brand strategy operation	Brand standard management	289	3.4437	0.3505	1	3
	Brand strategy management	289	3.3818	0.3317	1	3
	Brand operation management	289	2.6032	0.5206	1	4

By analyzing the above, it can be found that the evaluation of brand strategy planning and operation of BD glasses

company by various research institutions is quite good. In order to facilitate the research, this paper is based on 3.0. If the score is higher than 3.0, the evaluation is OK, while if the score is lower than 3.0, it needs to be further improved. This shows that although BD glasses in brand strategic planning and operation is quite excellent, but most of them are still in the general level, also shows that the enterprise brand strategic planning and operation still need to continue to improve.

5. Discussion and Suggestions

5.1. Discussion

(1) Based on PEST model analysis of BD Eyeglasses company and questionnaire, this paper analyzes the operation of brand strategic planning language of BD Eyeglasses Company. The results show that the average score is 3 points, which indicates that although BD eyeglasses are still at the general level in terms of brand strategic planning and operation, It also shows that the brand strategic planning and operation of the enterprise needs to be further improved. On the internal and external business environment evaluation to take the external environment EFE matrix evaluation and internal environment IFE matrix evaluation, the final evaluation result score average is higher than the market average score 2.5, therefore, BD glasses company in the market competition has a certain potential for development.

(2) This paper provides specific guidance for the formulation of brand strategic planning of BD Glasses company, focusing on the major strategic design of glasses, brand positioning and conception, ideal vision plan of glasses, brand culture design of BD glasses, etc. In the specific implementation, BD Glasses company will improve the team structure and responsibility description, brand retail store management mode, strengthen brand management and brand publicity activities, and thus for BD glasses company brand strategy planning and implementation to lay a solid foundation.

5.2. Suggestion

BD Glasses company adopts the strategy of forward globalization. In the basic strategy, it can adopt the strategic structure of differentiation first and total cost leading second, just as follows:

First, implement product line expansion strategy. In terms of research and product technology, BD Glasses company has always maintained the leading technology, the important production fields include: products of high-end glass glasses, optical gun body, reading glasses, different colors, glasses and other accessories. For more than 30 years, we have cooperated with the world's major lens companies. In order to achieve a leading position in China's high-end lens manufacturing industry, we have carried out a number of important technological innovations and improvements in research and product technology, and gradually formed a product line with modern equipment and technological process as the main axis. With the latest automatic manufacturing equipment in the industry and the world's top product technology level, we can realize the development of products from design, research and development, parts manufacturing, To surface processing, molding and assembly of the overall industrial production process, so as to become an independent research and development, independent design, the most perfect process, is a strong production

efficiency of the world's top lens manufacturers. Has from different colors (glasses technology), spare parts, to a variety of materials and other world's leading production process. And has a long reputation in the industry. Before the product line has been focused on the solar glasses products, the optical gun body, reading glasses and other lack of too much technical development, so the market share is not high, while the lenses, parts and other products are in the stage of technology research and development, self-sufficiency, and the long-term accumulation of these technological development achievements and production process, For the company's future product line expansion strategy has brought a solid technical foundation.

Second, in the domestic market, multi-brand strategy and sales mix integration strategy. Relying on the high reputation and credibility of the company in the field of scientific research and production technology, BD Glasses company has successfully carried out PL, PK, PO, AP, DS, RP, NB, BW and other international famous designer brands such as WJ and MI, from lens design, production to product marketing in the domestic market. And its own brands :PR, OT, CM, FL. At present, it is one of the international glasses companies with the most brands. These brands have gained certain recognition and reputation among consumers. In addition, the local professional marketing team has fully mastered the direct marketing system and sales system, covering more than 90% of the market and interacting well with channels, dealers, suppliers and media. Moreover, it can carry out strategic alliance with the existing international famous national chain institutions (such as Baoshida Glasses, etc.), merger, franchise, set up its own terminal retail chain in a specific area, e-commerce services and other forward integration business strategy, which can generate a considerable market scale after integrating the brand strategy and sales mix.

Third, in the global field, due to the transparency of the global supplier information and the reduction of the supply link, BD glasses company should actively promote the globalization strategy, step by step over the traditional intermediate traders, and gradually establish marketing organizations around the world (has set up pilot in North America, Europe, etc., employing local personnel, good benefits), and establish direct trade relations with customers. Over the years, BD eyeglasses company has accepted the world's major express enterprise customers, from OEM to ODM transformation, to cultivate a group of experienced overseas sales team, fully familiar with the local market and customer needs, put forward comprehensive opinions and solutions, is the preferred partner of many global famous brands, for the completion of BD eyeglasses company globalization strategy laid a good foundation.

Through the effective combination of the above brand strategy, sales portfolio strategy and forward service integration strategy, the company can immediately understand the user's demand information, and effectively recommend the corresponding goods and services to users and enterprises, so as to carry out the value chain integration, the total cost of the leading competitive strategy, in order to achieve a virtuous circle of corporate value optimization.

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