



BRAND POSITIONING DECISION BASED ON KNOWLEDGE MANAGEMENT

Liu, YingYen

Chang Jung Christian University, Ph.D.

in Business and Operation Management,

Doctoral Researcher of California State University

Abstract

On the core of operation management should possess business structure and system in the enterprise. Enterprise organization based on strong brand, constantly creating profits, and the concept of business management relied on knowledge management. Gartner Group (1997): Explained that knowledge management is the organizational and technological infrastructure of enterprises that prompt knowledge the sharing and utilization of knowledge. The enterprise must know the brand positioning and its purpose. Keller also stated, "Decision about the competitive frame of reference are closely linked to target market decision".

This research studies and analyzes how can establish brand positioning strategy according to knowledge management. It also provides advice on industry and academic research references.

Keywords: brand position, knowledge management, brand identity, target market, advertising communication, advantage development

Introduction

Concept of operations management

The success of sustainable enterprise operations is founded on the core of operation management, which also contributes to the organizational effectiveness of enterprise structure and system processes. In a competitive market, a strong brand strategy is based on enterprise management, constantly creating profits, and overcoming new challenges in the market. Porter said, “strengthening the brand image, investing in technology research and development, and special product specifications are the most common strategies in practice”.

The brand strategy needs to expand the organizational linkage that enterprises must strengthen, organizations’ execution and operations function, and promote the integration of brand resources. Organizations of internal marketing centers of enterprises need cooperate to promote their functions, therefore the internal communication of the organization must be smooth. The member of the organization must put in the time and to operate and create good organization climate.

The concept of successful operations management is not only to create profits, but also to form the fundamental ideas and strategies, to make way for technological advantages, and direct development, core beliefs, and business goals of the enterprise. Henry Mintzberg (2003) Illustrated that in each company, in which distinctive competence, organization resources, and organizational values are combined is or should be unique. The relationship between high level management and enterprise organization is substantive and interrelated. Therefore, the operation philosophy is systematic, which is the philosophy, concept, and standard of enterprise management. From the enterprise structure and system flow, it should distinguish different levels and the sense of organization between operation philosophy and operation management, such as the business strategy planning, complete financial, management, and administrative support functions, in addition the marketing relationship of the company's products and services. Operation management is derived from traditional regional markets. Major economic markets must consider developing a competitive advantage to confirm unique policy to expand the business

strategies of their competition. Strategic knowledge is the professional knowledge and understanding that supports the strategic direction of an enterprise. The action plan for the operation of the enterprise, through the life cycle of products and services and planning of integrated enterprise development to formulate and strengthen the activity efficiency of the enterprise organization. Parras M. (2013): "The strategy of product or service differentiation is to create something that a market segment perceives as unique. This proposition is the pillar of position management in the market segments".

Knowledge management

The sustainability of operation in the industry prolong life of integration of diversified operations management, constantly generating life cycle. However, the concept of business management relies on knowledge management. According to APQC (The American Productivity & Quality Center), the knowledge required of management is the ability to identify the processes required and acquire leverage, to help ensure that organizations maintain their competitive advantage. Gartner Group (1997) Explained that knowledge

management is the organizational and technological infrastructure of enterprises that prompt knowledge-ment the sharing and utilization of knowledge. Enterprises have always utilized their operational capabilities to identify, manage and share all databases, documents, organizational policies, and procedures, as well as tacit skills and experience of knowledge workers that have not yet been acquired. Jian (2005) Explained that an organization attempts to acquire the internal conditions of adaptability, application, and creativity, as well as respond to changes in resource related conditions, the "knowledge" becomes an asset to be managed.

With regards to the area of economics, operations management emphasizes that knowledgeable management and the enterprise's value come from innovative products and problem solving program. In other words, quality products must be produced together with knowledgeable services. An enterprise views products as the entity, and service as the performance experience. When the experience action begins, it adds value to the product and enhances the competitive advantage of an enterprise. Professional scholar JinFeng Wen (2009) Noted that to achieve high performance in organ-

izational management, overall consideration of the environment the organization is in must be made, including its stakeholders, and the internal characteristics of the organization. According to Beckman (1997): Well directed knowledge management enables the experience and expertise of an organization to develop new capabilities so that it can achieve higher performance, encourage innovation, and enhance customer value.

Quintas, Lafrere, and Jones (1997) Pointed out that knowledge management is regarded as a continuous process of managing various areas of knowledge, meeting various needs now and in the future, identifying and exploring existing knowledge assets, and developing new opportunities. Shelda Debowski (2008) Pointed out that possess effective in knowledge management, the knowledgeable workers must connect with the social infrastructure that promotes knowledge sharing and focuses on core businesses. Knowledge management can promote the joint cooperation of enterprise and organization to add value, in addition and a strategic framework that exerts its power to expand knowledge through various mechanisms. Davenport and Prusak (1998) Pointed out

that the determination and action of operations are attributed to "doing things through knowledge".

The successful establishment of an enterprise brand must gather all knowledge and power and follow the complete planning process, to describe the operation philosophy and organizational connotation of the enterprise in the brand image. Kevin Lane Keller and Vanitha Swaminathan (2020): Explained brand image is consumer's perceptions about a brand, as reflected by the brand associations held in consumer memory. On the characteristics of the brand. Parras M. (2013): Pointed out that a strategic marketing principle is necessary to provide consumers with accurate, sufficient, and understandable information. Thus, the brand building is unique, complete, practical, and cultural, which is established by combining the resources. Therefore, the enterprises need efficient fields of knowledge to provide the enterprise operation and found good practice and performance.

Purpose of Research

The operation strategy of an enterprise is mainly to analyze from the connotation of the enterprise, and

to formulate strategy for the future of the enterprise and to combine the external opportunities and the conditions of the enterprise itself, to draft the direction of action and to establish the brand positioning of the enterprise. This study illustrates how enterprises access the knowledge sources and reward knowledgeable management to create the enterprise's value, pursue the target markets, provide the consumers with the best quality and service, bring profits and benefits to the enterprise, and make recommendations for academic research and practical operation.

Literature

Brand definition

Marketing scholar Philip Kotler defines the brand as a name, noun, symbol, design, or the sum of the above, which aims to differentiate one's product or service from competitors. The competitive environment creates new technology, the means of business distribution, and the differences in brand competition. When the customers accept the products, services, and various messages produced by the enterprise, they have already experienced the brand and given it depth and longev-

ity. The brand must remain consistent to ensure the quality of products and services for customers. Building a brand does not only adopt the creation of the brand assets, and is intangible and tangible assets, but also possess the necessary conditions for the overall success of the enterprise as an organization. A brand can gain power, and a good brand can transcend the products and become a company's core asset. Enterprises invest found to improve their brand image and value the consumers' views on the products.

Kotler Keller (2012) Believed that a strong brand will not only bring increased revenue and profit but will also bring higher value to shareholders. Brand building is to endow products and services the power of a brand. For a branding strategy to be successful and to create brand value, consumers must be convinced that the difference between brands are meaningful.

Brands can identify the source of products so that consumers can utilize the impression internalization products unique states, according to their cognitive psychology and function so that consumers can evaluate the differences between products. Kevin Lane Keller and Vanitha Swaminathan (2020) Indicated that a

strong brand can provide valuable reassurance and charity to business customers, who may be putting their company's fate. Consumers recognize brands based on their past product experience and entrepreneur's marketing plan, which are perceived as valuable to consumers. The brand also is an important role in improving the consumers' lives and enhancing the enterprise value. Kotler Keller (2012) Noted that the value delivery system includes all the experiences the customer will have on the way to obtaining and using the product.

Brand strategy

1. Brand identity

"Brand identity" identity claims that is in the success of brand positioning and the complete development of brand value. Related brand possess systematic, breadth and depth. The brand identity and value proposition are built based on consumer interaction. Kotler Keller (2012) Said that a brand is an offering from a known source, all companies strive to build a brand image with as many strong, favorable, and unique brand associations as possible. Parras M. (2013) Noted

that companies must develop a special image of their product in the consumers' minds relative to competing products.

2. Brand position

Kevin Lane Keller and Vanitha Swaminathan (2020) Point out that enterprise brand positioning is a process in which an enterprise or organization provides its business philosophy and connotation to consumers. The brand positioning is at the core of a marketing strategy. The enterprise turns the characteristics of the product into a brand, and the related marketing activities of the enterprise must conform to the connotation and advantage of the products, giving consumers the feeling of "knowing" in the target market, successful positioned brands with a core competitive advantage. Kotler Keller (2012) Indicated that establishing the brand positioning in the marketplace requires that consumers understand what the brand offers and what makes it a superior competitive choice.

3. Target market

A target market is a set of buyers with common needs or characteristics that an enterprise decides to enter. An enterprise to meet the needs of the market

through market segmentation and provide corresponding products and services. Parras M. (2013) Noted these market segments must feel that the company has a unique way to meet consumer needs. Marketers confirm the combination of buyers, determine the best opportunity, to deliver central profits, and develop the marketing products and services. Parras M. (2013) Explained that a market oriented company promotes a company culture of organization, based on the fundamental principle that the members of an organization at every level should be aware of the importance of the consumer to their existence, progress, and profitability because while marketing is a business function, above all it is an attitude and management philosophy. Therefore, a clear target market is conducive to the formulation of corporate marketing strategy. In term of marketing strategy, the products and services can expert more substantially competitive and sustainable.

4. Advertising communication Advertising communication is to enhance the brand's marketing and product positioning and achieve positive benefits. Kevin

Lane Keller and Vanitha Swaminathan (2020) Said that consider the effects of the positive brand image on the persuasive ability of advertising. The characteristics and image of the brand through advertising let consumers perceive the impression left by the brand.

The core of advertising communication is information. In the advertising activities, the starting point is to spread the target to everyone, namely the target consumers. The advantages of products and services in an enterprise's marketing concept, through advertising communication, to let consumer enhance needs and desires, to strengthen the consumers' feelings toward products and services, to decide to buy. Advertising is one of the most important to satisfy consumer perceived value in marketing strategy. Lane Keller and Vanitha Swaminathan (2020) Explained that consumers may be more likely to notice an ad, may more easily learn about the brand and form a favorable opinion, and may retain and act on these beliefs.

5. Advantage development Kotler Keller (2012) Explained

that companies must also focus on building customer advantage. Then, they will deliver high customer value and satisfaction, which leads to high customer value and ultimately to high company profitability. Also, the said competitive advantage is a company's ability to perform in one or more ways that competitors cannot or will not match.

The market share and profitability of an enterprise are strongly correlated with brand equity. Consumers feel high loyalty to an enterprise brand with a large market share. The leading brands in the market, despite the shifting nature of consumers and the impact of competitors over time, are valued by consumers, and their loyalty is enough to challenge and reject and even create enterprises. Lane Keller and Vanitha Swamina than (2020) Explained creating such goodwill with business customers is through to lead greater selling opportunities and more profitable relationships. This is tern increases the steady stream of income and enhance the development of the company's advantages. Brand positioning is clear that can better expand the advan-

tage of developing the market share and gaining economies of scale in the development of the target market.

Research Methods

In this study, appropriate and relevant measurement strategies are found, the relevant figures and evaluation criteria are selected based on the expertise and rich experience of the experts, and the questionnaire interviews are conducted according to the hierarchical analysis method. This study aims to assist the enterprise operators and academic research institutes in making brand positioning decisions based on knowledge management.

1. This study adopts the case study and questionnaire investigation method. Firstly the study method collects qualitative data, the investigation of the current application situation of the brand positioning by analyzing the backgrounds of the study subject, interviewing, and observation of the study subjects to understand the requirement and expectations of the enterprise for brand positioning.

2. Next, the study uses questionnaires to perform a quantitative investigation by referring to relevant foreign and domestic literature and studies and integrating the content of correlated cases. Furthermore, the study performs a questionnaire investigation by random sampling, and further analyzes and confirms the marketing management method by the study cases.
3. Finally, the study analyzes related data and the questionnaire investigation of the correlated case to understand how knowledge management methods influence brand position to determine, the study's results and provide effective suggestions for the brand position.

Brand Illustration

U.S. Vizio brand strategy

Vizio is the most powerful brand in the U.S. LCD TV market. Since its establishment in 2002, Vizio has achieved smooth growth and sales. In March 2009, the sales volume surpassed Samsung and Sony to 4.07 million units and became a worldclass brand. Vizio en-

tered the LCD TV market responding to the market demand. When the U.S. government decided to promote TV digitization, the consumers and mass market followed the new changes in government policy and the concept of replacing old with new created high sales.

Business Strategy

Responding to the market trend change, William Wang, founder of Vizio, gained good the opportunity at the right time, in the right place, and for the right people, plus Taiwan's LCD TV supply chain had matured by then. Due to the focus on the brand, he decided to create a new brand in the business model of the vertical alliance, with Taiwan's professional OEM for manufacturing and established a close relationship with OEM to share the information and profits. However, there were strong brands with market share in the LCD TV market of the United States. Through the market analysis, William Wang found that the profit margin was still very large, and the profit of a TV was high but not affordable to the general public. So, William Wang adopted the affordable strategy to enter the market at a friendly price. He also directly

adopted the variety store, on the channel, it directly uses the mass retailers as the sales channel, and grabs a place in the vast middle and low end market of the United States. Ming-Shu Yuan (2007) Indicated that the key to success is a thorough understanding and analysis of the industry before conduct planning. He also said that the improvement of productivity is the personal knowledge to transform into an organizational power, which can be effectively admitted and applied to increase organizational performance.

Marketing Strategy

Vizio was a new brand in the market. William Wang believes that a brand is just like a tree, which needs tender care. Although there was not a high marketing budget, the persistent care would gradually help the tree to grow up. He also knew the American culture, so he sponsored many sports events at the right time, and launched relevant advertisements to accurately reach the target consumer groups.

Vizio also depends on customer service business. It belong to durable goods, and the sales of distributors are the main marketing strategy.

However, William Wang believes that the end consumers are the crucial to the success of the brand, so the related aftersales service of the Customer Service Center is an important strategy to retain customers. Porter pointed out that an enterprise can enhance its competitiveness through the improvement in the execution of all valued activities and cost reduction, and emphasized management that the cross-integration of processes and functions of the management of the core enterprise is very important for management efficiency. The purpose is to gain the trust of customers, and the repurchase intention of customers in the future, then the brand will naturally highlight. It took Vizio just five years to become the TV sales champion in the United States. By 2020, it has developed into a leader in the complete TV industry, not only manufacturing TVs but also cooperate with TV stations and advertisers to operate a wide range of businesses, transforming from a manufacturer of hardware and software devices to a leader in TV brands.

The change strategy of “Mos Burger”

“Mos Burger” is a Japanese

food brand founded in 1972. It was introduced into Taiwan by TECO TV Group in November 1990. At that time, several fast food brands dominated the market, and Mos Burger, a weak brand, had to adopt correct operation strategies to establish itself in the strong brand environment. Marketing Scholar Kevin Keller said that creating strong brands that deliver that promises and maintaining and enhancing the strength of those brands over time is thus a management imperative.

In 2008, Mos Burger rose to second place in the fastfood chain with 147 stores. After 30 years since entering Taiwan, the number of stores increased to 275 in 2019. Mos Burger has been promoted from a weak brand to a strong brand. “The promotion power of a product” is that contend with a strong brand and stress from competitors in a weak position. Lane Keller and Vanitha Swaminathan (2020) Noted that consumers in some product categories just do not have the necessary knowledge or experience to judge product quality even if they so desired.

1. Product differentiation
Parras M. (2013) Explained that differentiation strengthens the

position of a firm relative to its competitors and substitutes and increases the dependence of consumers or buyers. To distinguish itself from ordinary hamburgers, Mos Burger developed another kind of hamburger to add to its product list, namely the "rice burger". Since 1991, the rice burger, which is made of Taiwan's high quality rice, has been sold over 100 million times. The cooking method and selection of Tainan No. 11 rice, known by the Japanese as "holy rice", with special Taiwanese ingredients, is completely different from the Western taste. In addition, Mos Burger also offers a range of healthoriented products focusing on lowfat, lowcalorie, and high-fiber garden vegetables, providing a healthy and delicious fast food taste. Their slogan is, “Local good rice, safe and delicious”. Since 2008, the R&D Center has regularly launched the "Lohas Morning Market". In July 2019, the R & d Center established "Green Smart Farm", which aims to reduce the impact of extreme climate on the atmosphere and make consumers feel at ease at any time, utilizing and providing the food ingredients of green vegetables that can be used as

products for stores. Until 2020, Mos Burger's "healthy and safe" brand characteristics continue to consolidate the brand's competitive advantage and provide consumers with diversified product selections. Through the deep differentiation of product characteristics, the extensive application of local ingredients, the development of new vegetable products, and the concentrated resource management for development, thus improving their chance to become a strong brand. Parras M. (2013) Believed that these services are increasingly appropriate to add value to company products through differentiation.

2. Location

Mos Burger's previous locations were mostly in the metropolitan areas. In recent years, the location strategy of Mos Burger has been changed. In addition, the location of the main roads in the city has been considered. In 2007, Mos Burger was stationed in the busy railway station, which improves its visibility. Moreover, the extension to the second-tier areas avoids strong brand competition. The location of the company's establishment is

based on the attributes of the planned location, scale and patterns of consumer behavior in target markets.

3. Improvement of service efficiency

TECO Company (the parent company), launched the APP system in 2012. Combining the electronic wallet and electronic payment function. This catering information system can improve the smoothness of operation and provide consumers with more diverse ordering choices. In 2016, the MIT self-service ordering machine was launched, and in 2019, the robot food delivery service was introduced in Taiwan and the function of table scanning code ordering was used to create an innovative dining experience and improve the overall competitiveness and brand positioning.

Mos Burger entered Taiwan in 1990 as a Japanese brand, to win through product innovation and selection of fresh food produce. by occupying the market with integrated resources, and attracting the consumer demand with healthy and natural products, and high-quality diet specifica-

tions. They set out to control the safety aspect of the food products and make safe food for consumers, become the preferred fast-food chain restaurant of health-conscious consumers, further improve the quality of core products, win the market performance through functional strengthened innovative distribution strategy, and become a strong brand in the fastfood industry.

Brand naming of "TaiSiKang"

"TaiSiKang" is a brand manufacturing peptide nutritional supplementary food in Taiwan. When naming the brand, it opted for brand competition and consumer acceptance as the product naming method. The brand name must be protected by law, and their choice shall not be confused in the competitive market for its unique sales proposition. Its elements are as follows:

1. Perfect target: the brand name emphasizes that the raw material is a peptide, which is a kind of smallmolecule protein raw material for easy absorption and digestibility, bringing the direct meaning of "visible health" to distributors and consumers.
2. Developing the brand name options: to come up with various related names and concepts and provide them to potential customers and suppliers with key indicators for discussion.
3. Screening the names: the brand name must be screened in the market with compliant meaning, able to drive the product sales to gain a strong reputation.
4. Researching the name options: after screening, the compliant names, or similar ones left will be viewed and studied.
5. Researching the consumer options: the screened names shall be put through the consumer test; the pronunciation of the brand name, the comparison with competitors, the difficulty of words, and whether they will be easily accepted by consumers.
6. Finally selecting the best brand name: the above five processes decide the brand name of "TaiSiKang", with the definition on a clear label of peptide nutrition, with the connection of health, namely "visible health" after consumption. JianZhang Peng, WangKun Lu (2021) Said that the slogan is a strong and powerful short sentence, which has the communication function

of describing and persuading relevant stakeholders to recognize the brand, and is a phrase helping the consumers understanding how different the brand is.

"TaiSiKang" was named before entering the market, and is now well known in the field of peptide nutrition. JianZhang Peng and WangKun Lu explained that the brand name can be regarded as an important indicator for consumers in the process of collecting the product information, because it can provide a benign communication channel in a very short time, to convey the knowledge and connotation of products and services.

Conclusion

In summary, brand positioning is based on competent knowledge management, and the most effective brand strategy comes from a good marketing concept. Kotler Keller (2012) Expressed that a good brand positioning helps guide marketing strategy by clarifying the brand's essence, and by identifying the goals it helps the consumer achieve, and showing how it does so in a unique

way. The enterprise must know the brand positioning and its purpose. Keller also stated, "Decisions about the competitive frame of reference are closely linked to target market decision".

Kevin Lane Keller and Vanitha Swaminathan (2020) Said that a good position should reflect a consumer point of view in terms of the benefits that consumers derive from the brand. Kotler Keller (2012) Expressed that establishing the brand positioning in the marketplace requires that consumers understand what the brand offers and what makes it a superior competitive choice.

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