



**STUDY ON BRAND STRATEGY PLANNING AND OPERATION  
OF BD GLASSES COMPANY**



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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF  
THE REQUIREMENTS FOR THE MASTER'S DEGREE OF BUSINESS  
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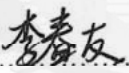
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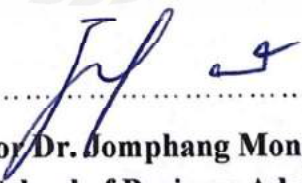
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**MAOFEN LI**

This Independent Study has been Approved as a Partial Fulfillment of the Requirement  
of International Master of Business Administration in International  
Business Management

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## ABSTRACT

In the 21st century, during the process of China's economic internationalization, the golden age of competition with domestic glasses brands came, and the competition within the market became more and more fierce. The gap between similar products in terms of quality, appearance, processing technology, price, and service mode obviously narrowed. In this kind of competition, consumers also had more and more goods to choose from, and the purchase space was further expanded. Under this background, the objective of this paper were: (1) To examine the brand strategy and operation status of BD Glasses Company. (2) To examine the strengths, weaknesses, opportunities, and threats of BD glasses company through SWOT analysis.

This study adopts documentary method. Based on SWOT analysis theory, this paper analyzes BD Glasses Company and provides corresponding strategies. The study found that: (1) The brand strategic planning and operation of BD Glasses Company were not optimistic. The company adopted diversification strategy in its operation. Although this method had certain advantages, its brand positioning was not clear enough, and it had not yet opened the online market, and it was also facing greater market competition. (2) The outstanding advantage of BD Glasses Company was that it had advanced production equipment and manufacturers, direct sales team and innovative materials, and the opportunity was to have the support of national policies, good industrial prospects and product diversification brought about by product upgrading. However, there were also some disadvantages and challenges. The disadvantages were weak brand marketing awareness, lack of professional marketing talents and single product line, and the threats were lack of talents, low commodity turnover rate and the squeeze of new retail model.

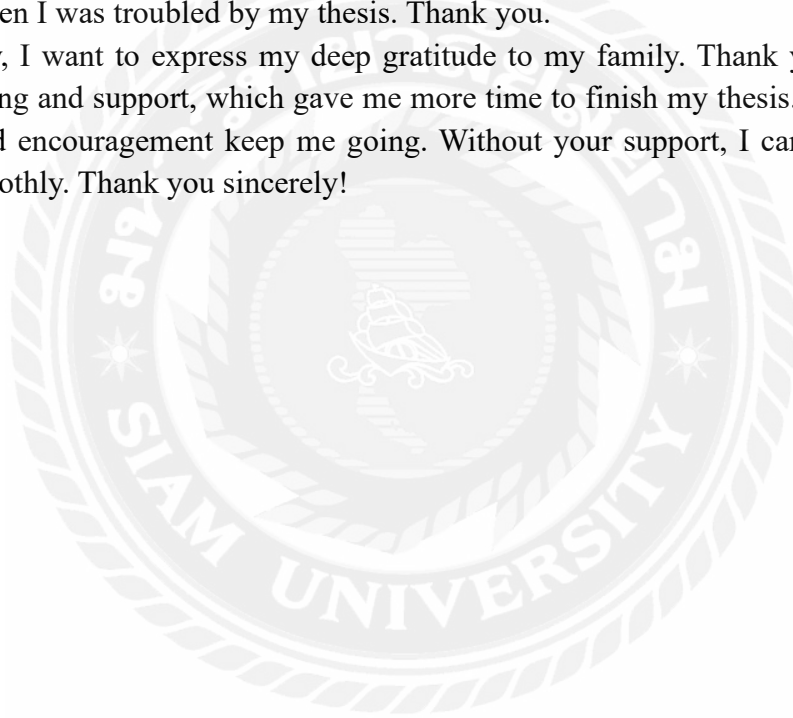
**Keywords:** glasses industry, brand strategy planning, brand operation

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## Declaration

*I am Mao fen Li, hereby certify that the work embodied in this independent study entitled “STUDY ON BRAND STRATEGY PLANNING AND OPERATION OF BD GLASSES COMPANY” is result of original research and has not been submitted for a higher degree to any other university or institution.*

*Maofen Li*

(Maofen Li)

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# Chapter 1 Introduction

## 1.1 Background of the Study

With the continuous growth of the Chinese market economy and the daily improvement of the masses, the consumption level is also rising with the tide. After China entered WTO, the luxury goods market had excellent potential development; The luxury goods companies all worldwide expanded constantly in our market, and attracted the world's attention. At the same time, due to the current tendency of RMB appreciation and the downward trend of the euro, the purchasing power of Chinese consumers on the global market is gradually increasing. Given, Because of Hong (2018), the vast domestic consumption power has prompted the foreign eyewear giants to target the middle and high-end consumer groups of eyewear products in China. This is to take a fancy to the considerable number of medium and high-end consumer groups, This is to take a fancy to the considerable number of middle and high-end consumer groups, but also to take a fancy to the luxury consumer groups that have developed and will continue to expand in the domestic market. Therefore, in July 2005, Luxottica purchased the lenses; In October 2006, Luxottica acquired Mingong Eyeglasses, the number one eyewear chain in Guangdong. In October 2006, Luxottica developed Shanghai Modern Optics; In January 2021, ZOFF of Japan began to enter China. The biggest highlight of Zoff service in Japan is that Japanese users are very clear about the cost, so they do not need to consider how to buy lenses. They can save money with simple price packages of 380, 580, and 780. Later, follow up the Japanese JINS glasses, Hong Kong EGG glasses, Mu90 glasses , and other market divisions, and take the mass line of BD glasses for up and down attack. BD Glasses has gone through more than 30 years of development, and has become more than 1200 stores in the Chinese area of the largest eyewear chain stores. However, in the d development process, growth focuses on expanding the market share, its target consumer groups, and market positioning is not very clear.

Yang (2012) pointed out, that 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 continuous update of many high-end shopping centers and department stores, the original BD brand has found it challenging to keep up with the pace of fashion. Therefore, how to operate the eyewear brand according to the market segments and unique target groups has become a massive, challenge for BD glasses company.

The glasses market is a huge and growing market with a high market share worldwide. By 2025, the global glasses market is expected to exceed \$180 billion, so the

development of the glasses market has been a concern. The glasses market can be divided into myopia glasses, hyperopia glasses, ordinary glasses, and special glasses, among which the growth trend of the myopia glasses market is the most obvious. According to the needs of users, different types of glasses can be subdivided according to their functions, prices, and brands. BD Glasses Company is a company that provides glasses products and services, and its business scope includes glasses stores and online channels. As a glasses company with a long history, BD glasses company has a particular market share, but it faces fierce pressure from market competition.

In a word, aiming at the brand strategy planning and operation research of BD Glasses Company, this paper needs to know the scale, segmentation, and development trend of the glasses market, to design the brand strategy and operation strategy that meet the market demand and consumer demand.

## **1.2 Problems of the Study**

The brand is the foundation of an enterprise. For BD Glasses Company, brand strategy is also the key to its development and competition. Scholars Liu and Wei (2016) pointed out that "brand strategy essential for developing of enterprises. Only by formulating the correct brand strategy can enterprises win in the fierce market competition." With the intensification of market competition, the company is faces the challenge of steadily developing and improving its influence in the glass industry. At present, the company's brand planning is not systematic enough and needs to be improved. In the fierce market competition, how to carry out more effective brand planning to promote the steady development of the company is an important issue.

Brand awareness and reputation are important factors that affect consumers' purchasing decisions. Keller (2008) said that "improving brand awareness and strengthening brand image is the key to enterprise development, which can be achieved by improving brand visibility and promoting brand culture." At present, the brand positioning of BD Glasses Company is not precise, which leads to a vague image of the brand in the eyes of users. The company's brand awareness is relatively low, so make the brand positioning clearer, improve the brand awareness, and establish a good impression of the company image in the eyes of users is very important.

The core competitiveness of BD Glass Company needs to be further improved to enhance the brand strength of the company. The company's understanding of brand strategy is not deep enough. How to strengthen the cognition of brand strategy, further improve the core competitiveness of enterprises, and enhance the brand strength of the company is worth pondering.

Marketing strategy is the key for enterprises to gain a competitive advantage in the market. Scholars Kotler and Keller (2016) believe that "many factors need to be

considered in formulating marketing strategies, including product characteristics, market environment, consumer demand, etc." BD Glasses Company lacks communication in business promotion, so it needs to strengthen communication to promote the company's business development and use various channels to promote its business.

### **1.3 Objectives of the Study**

1. To examine the brand strategy and operation status of BD Glasses Company.
2. To examine the strengths, weaknesses, opportunities, and threats of BD glasses company through SWOT analysis.

### **1.4 Significant of the Study**

First of all, the study of brand strategic planning and operation can help theoretical circles to better understand the process and mechanism of enterprise brand building. When analyzing the brand strategy planning and operation of BD Glasses Company, this paper can verify some theoretical assumptions through a large number of market data and user feedback data. For example, by analyzing the sales data, this paper can ascertain the market demand for BD glasses products, such as the type of glasses and the color of frames. By analyzing the user's feedback data, this paper can know which functions, accessories, prices and other factors have a more significant impact on users' purchase of BD glasses products, thus providing a more complete and accurate explanation for the theory.

Secondly, it is of practical significance to analyze the brand strategy planning and operation data of BD Glasses Company. Brand building is one of the critical factors for the long-term development of enterprises. data analysis, can help enterprises formulate more effective brand strategies. For example, through data analysis, this paper can determine which lenses, spectacle frame accessories, and spectacle accessories users pay more attention to when buying glasses. According to these data results, enterprises can adjust product circulation schemes, improve product competitiveness, and expand customer base, thus improving their market share and profit margin.

This study can effectively assist BD Glasses company in summarizing the crux of brand strategic planning and operation at the present stage, and put forward suggestions on improving brand strategic planning and operation measures given, because of the problems of brand strategic planning and implementation, to promote the improvement of BD Glasses company's brand strategic structure, enhance product competitiveness and promote the improvement of enterprise efficiency. To promote the sustainable

growth of BD Glasses company. It provides an essential answer for Chinese glass companies to win the opportunity in the industrial homogeneity and fierce international competition, to avoid the Red Sea battle and continue to burst out new life and vitality in the new development period. For other eyeglasses manufacturers, Zhu (2019) believes, that when further improving the establishment of enterprise brands, and brand management systems, and formulating brand strategy and policy, the content of this paper can be used as a reference, which will also make some contributions to the long-term stable and healthy development of Chinese eyeglasses industry brand strategy. Through data analysis, BD Glasses Company can learn about its brand awareness, market share, and product sales, and formulate corresponding marketing strategies and brand strategies, to maintain its competitive advantage in the fierce market competition. This paper can also understand consumers' needs and expectations for products, so as to improve product design, improve product quality, and provide better service quality to meet consumers' requirements. At the same time, by studying the data of brand awareness and cognitive rate, market share, and product pricing, BD Glasses Company can formulate corresponding brand-building plans, enhance brand awareness and reputation, promote the building process, and brand competitiveness.

### **1.5 Limitations of the Study**

Data is the basis of research, but the data of the glasses industry may be challenging to collect. In particular, some sensitive data for BD glasses companies may not be available, which may affect the depth of research. If we only study BD glasses companies, it will limit the popularization and application of the research results to a certain extent. The investigation can be compared with many enterprises to draw a more universal conclusion. Different research methods will also lead to further research results. Therefore, researchers need to choose appropriate research methods and make a comprehensive analysis by combining various approaches.

Moreover, the glasses industry is changing, such as products, markets, manufacturing, distribution and sales, which will have a significant impact on the research results. Therefore, the change of business environment should be taken into account in the research process, to adopt appropriate research direction and methods. Brand strategic planning and operation need to consume a lot of energy, leadership, and financial resources, so researchers need to analyze the feasibility, actual effect, and cost of the scheme

## 1.6 Research Scope

This paper mainly studies the brand strategic planning and operation of BD Glasses Company. Based on brand strategy theory, brand value theory, competitive advantage theory, enterprise strategic management theory, and market segmentation theory, this paper studies the strengths, weaknesses, opportunities, and threats of BD Glasses Company by consulting 53 related documents and using SWOT analysis, to understand the importance of brand strategic planning and operation to the development of the company and provide more favorable suggestions for the future development of the company.



## **Chapter 2 Literature Review**

### **2.1 Introduction**

BD Glasses Company is an enterprise mainly engaged in glasses retail and vision health services, and its brand strategic planning and operation management are of great significance to the competitiveness and long-term development of the enterprise in the market. At the same time, the competition in the glass industry is fierce. Therefore, discussing the brand strategy and operation management of BD Glasses Company is helpful for enterprises to formulate more suitable marketing strategies and management schemes, and realize business growth and differentiated customer experience. Studying the brand strategic planning and operation management of BD Glasses Company can not only help enterprises to establish a brand image, but also improve their operational efficiency and customer experience, and promote their innovation and sustainable development. Through the literature research on the brand strategy of BD Glasses Company, the study will be more in-depth, and it will also help to improve the future operation and planning of the company.

### **2.2 Literature Reviews**

#### **2.2.1 Brand**

The basic concept of branding accepted by many experts (Keller, 1993; George and Ronald, 1994) is the product concept given by the National Marketing Association (AMA): a brand should be a combination of product name, concept, logo, symbol, and other elements to classify and identify itself and differentiate itself from competitors. Then, Gardner and Levy (1955) also gave the connotation of brand value, pointing out that the meaning of a brand is not only practical significance, but also exciting significance, and the focus of brand creation is often to break through product defects, reflect the value of self-thought and emotional significance, to win the wide recognition of consumers. Kotler (2009) believes that the importance of brand value is not only because of brand words or logos, but, more importantly, because it reflects the long-term interests of consumers and the meaning to consumers. It also reflects the long-term interest relationship between consumers, users, and manufacturers.

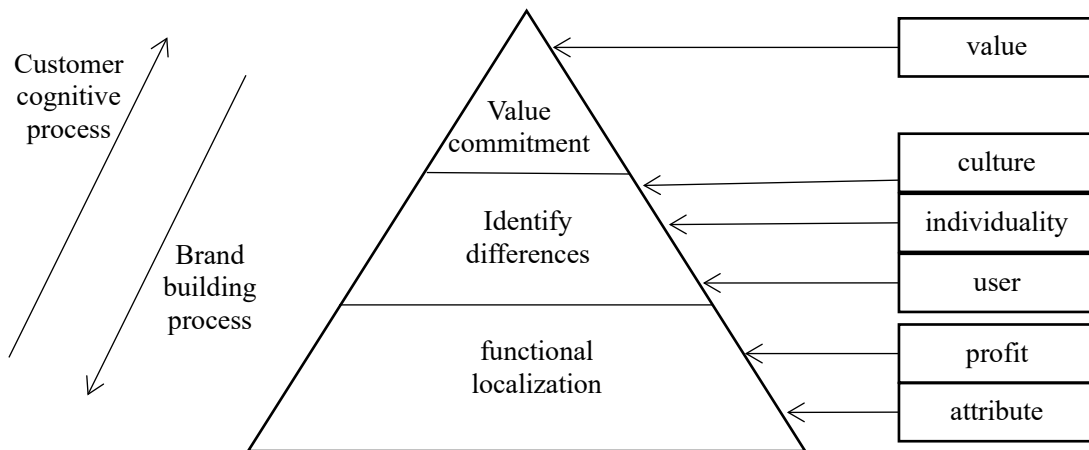


Figure 2.1 Brand Connotation

Source: Haizhong Wang (2014), Senior Brand Management

Keller (1998 & 2003) highlighted the market significance of brand value. If the enterprise has a strong brand value, it can guarantee more prices, and a high price can create more considerable profits. Meanwhile, the acquisition of solid brand value can improve the brand value of the enterprise, constantly bring profits to the enterprise, and improve the development level. so that an enterprise can have a competitive position in the market. Products with good reputations can reasonably save customers' time and money in choosing products, reduce consumers' choice behavior, meet psychological needs, thus forming brand trust and loyalty, and achieve the value position of the brand in people's hearts.

### 2.2.2 Brand Strategy

Branding Strategy, or brand integration strategy for short, is an effective channel for enterprises to help consumers understand the value of their products and services. It also determines the choice of brand elements of a company. As the core content of corporate strategy, brand strategy is the strategic integration between brand and product in the initial stage of the establishment of a company and the different stages of the company's development, to create and maintain substantial brand value and maximizing the company's brand equity.

Brand strategy is the plan and action taken by enterprises to achieve brand goals. It is consumer-centered, covering brand definition, brand positioning, brand expansion, brand protection, brand extension, and brand combination. The core of brand strategy is to build brand assets, and improve customer loyalty and brand awareness, to obtain long-term growth and competitive advantage of enterprises.

The research on brand strategy has become a hot spot in the field of marketing, and researchers have conducted in-depth discussions from different perspectives.



First of all, researchers pay attention to the practice of brand positioning. Schultz and Kitchen (2000) pointed out that brand positioning is one of the most important marketing decisions, which needs to be made according to market positioning and competitive advantage, and it should be in line with consumer demand. Stewart and Friedman (2005) found that brand positioning should be consistent with the buying habits and consumer attitudes of the target market, to enhance brand loyalty and brand advantage.

Secondly, researchers also pay attention to brand management culture. Lencioni (2002) believes that brand management needs to establish a continuous and creative brand management culture and promote brand management activities from the perspective of all employees. Crystal (2000) emphasized the importance of brand standardization management, and improved the level of brand management by establishing unified brand recognition standards, brand reputation management and brand experience.

Finally, in terms of brand combination strategy, researchers put forward different views. Day and Nedungadi (1994) believe that the success of brand expansion depends on the consistency of the value proposition and consumers' acceptance of brand expansion. Aaker (1996) pays more attention to the overall planning and coordination of brand combination, and improves the efficiency of brand combination by establishing brand role, brand relevance, and brand priority.

Qin (2017) believes that implementing brand strategy is an essential link in the development of modern enterprises, and brand strategy has rich connotations. Li (2020) believes that building an influential enterprise brand is a crucial factor in enhancing the core value and promoting the implementation of brand strategy. Cheng (2021) studies the core values of Chinese brand culture reflected in the contemporary domestic mainstream advertising language, and believes that the transformation of the core values of the corporate culture of Chinese brand value is related to the development of the national economy, the concept of current consumer value, the modern social trend and the marketing perspective of the company as well as the brand value strategy. Liang Siyuan et al (2021) found that a differentiated group brand strategy is beneficial to accelerate the dynamic adjustment of the capital structure of enterprises, which is mainly manifested by improving the speed of upward adjustment of capital structure. The functional path test found that differentiated group brand strategy significantly reduces the cost of debt capital.

Veseli (2020) studied that OEM, ODM and OBM are the main ways to realize independent brand planning of OEM companies. In the OEM period, the focus of product planning of OEM companies lies in developing the strategy of leading technology and continuously improving efficiency by utilizing large-scale economic activities and production, to obtain more outsourcing customers and OEM customers. to form and enhance the comprehensive competitiveness of the company in the processing of products and services. From OEM to ODM stage, enterprises can

gradually shift from product leadership strategy to market differentiation strategy; From ODM to OBM stage, to implement market differentiation strategy, enterprises can independently complete the two ends of the so-called "smile curve" -- market research and enterprise management through organizational learning.

Through the analysis of the reading and finishing of this article, the theory of brand strategy has a positive guiding significance for guiding brand development, and there are differentiated development strategies in every link of enterprise development. The brand strategy reflects the core value of the brand, brand spirit, brand value concept, and a series of factors. In a word, the research on brand strategy is expanding in depth and breadth. Researchers pay attention to brand definition, brand positioning, brand combination, and brand management level, and put forward a series of important theoretical and practical insights, which will help enterprises better understand and apply brand strategy and improve brand value and competitiveness.

### 2.2.3 Brand Strategic Planning

#### (1) Brand Strategic Planning

Brand strategic planning is a system that defines the company's operational responsibilities, objectives, development strategies and policies by using reasonable strategy setting methods based on systematic analysis of the company's internal environment. The overall planning and implementation framework is generally divided into three steps: information input stage, strategy matching stage and strategic decision-making stage. Carry on the analysis of the company's internal the information, strategy selection, and strategic decision. The strategic planning process, as shown in Figure 2.2:

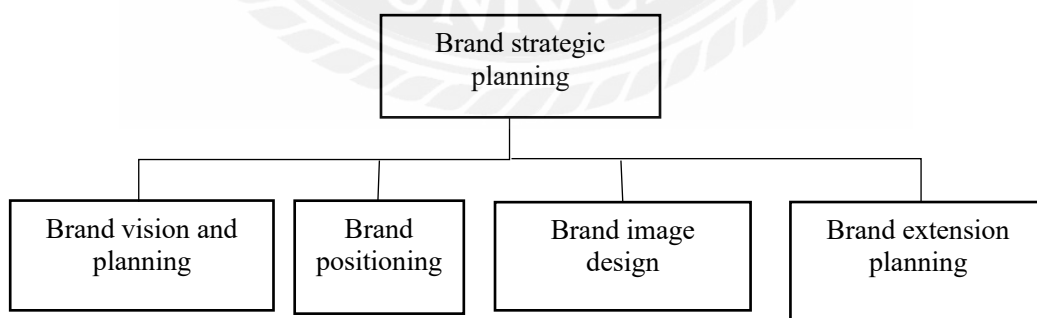


Figure 2.2 Brand Strategic Planning Process

From the brand strategic plan, collect relevant information, and study the connotation, preparation, and implementation process of the brand strategic plan. Based on brand strategic planning, according to the current situation of China's glasses industry, the data are sorted and processed, and the preliminary essential work is done

for the future research and development of the subject.

Mehdi and Datta (2019). This paper studies and analyzes the influence of brand strategy on consumer behavior, and provides examples of various brand strategies. The analysis also discusses vital brand strategy decisions, such as the launch and expansion of new brands, and the research methods used in brand strategy research. Uggla (2016) analyzed the market performance of companies adopting different brand strategies in the highly competitive glasses industry. This study also puts forward practical suggestions on the formulation and implementation of brand strategy, and analyzes the future development of the glasses industry. Yang, Sun, and Liu (2016) discussed the formulation and implementation of brand strategy in the online glasses market to meet the needs of consumers and improve customer value. The study also provides suggestions on marketing strategies, such as advertising, promotional activities and price strategies.

Li (2018) believes that there are seven suggests links in the cycle of brand strategy, including brand decision-making, brand framework, brand value system, brand image system, brand communication, brand extension and management, and brand experience system. Tan (2012) pointed out that the five cores for the future growth of brand strategy are: to enhance the core value of products, which runs through the core of the company and all the marketing behaviors of the company; Improve the product identification system, and implement the content of product identity in the company's entire marketing behavior; Build the brand model, implement the brand strategy, and complete the brand upgrade by integrating all resources; To realize reasonable brand expansion, prevent "brand dilution" event, and pursue the maximization of brand value; Improve brand management, accumulate rich wealth. Yang (2012) believed that the steps of enterprise strategy include "enterprise identification and definition, enterprise vision and development goals design, enterprise value extraction, enterprise medium and long term formulation, enterprise management organization and personnel allocation, product promotion and promotion, product unity maintenance, and careful planning of product development. Silva et al. (2020) conducted interviews with senior regional managers from six continents for three weeks and a half through the extended case analysis method. KC is characterized by responsible licensing management and appropriate capabilities, and its strategy focuses on strategic planning for brand development based on shared experiences and practices. Pedro (2022) believed that brand positioning and competitive response are the most critical determinants of achieving the optimal brand strategy, and product pricing and positioning are the main research content of brand strategic planning.

## (2) Brand Strategy Operation

Brand strategy operation refers to the planning, organization, guidance, coordination, and management process of the development strategy, image identity, and specific operation system affecting the growth of brand value from the consideration of

projects such as enhancing the efficiency of target brand resources, promoting the growth of brand value assets and improving the environmental responsiveness of target brands under the guidance and restriction of the national brand plan by brand management personnel. Brand strategic marketing management is mainly composed of three critical modules: brand strategic management, brand standard management, and brand marketing management. As shown in Figure 2.3:

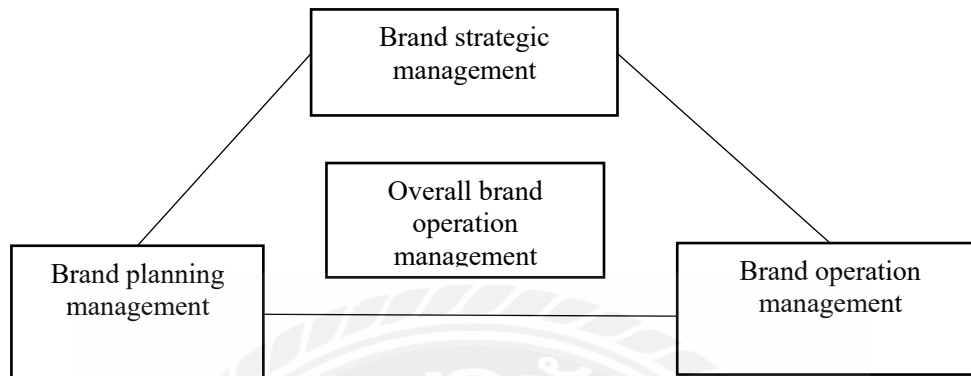


Figure 2.3 Brand Strategy Operation Management System

Brand operation 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 in a systematic way as the brand strategy, 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 the business strategy of the enterprise, The business strategy of the enterprise has a guiding and restricting effect on the brand planning, and the reasonable planning and implementation of the brand planning plays a positive role in helping and guaranteeing the completion of the business strategy of the enterprise. 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 enterprise-specific operation project management, performance assessment, and other processes. Make the enterprise brand management system in the actual operation process more integrated, holistic, whole process, executable, and accessible. Therefore, the implementation of brand planning management of the enterprise brand operation runs through the whole cycle of the company's marketing. The brand operation manager not only puts forward the annual quality control target, but divides the task to the department and work level, and establishes the quality management performance evaluation index system. At the same time, the use of institutionalized target dialogue,

regular work assessment and other channels to carry out performance monitoring promptly, but also the use of performance assessment method to link performance with wages, the quality management work to be implemented, so that the operation and management work 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 primary, and sub-brand mode. Every kind of mode has its advantages and disadvantages. Enterprises are often faced with complex branding choices, and the first decision is to choose whether to use a famous brand. Some companies choose non-brand name as the main selling point of their products, and these non-brand names products are also called generic products. Once businesses decide to give consumers a new product, they often have to do so in a variety of ways, either through the manufacturer's product, 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 the two. As Figure 2.4 shows:

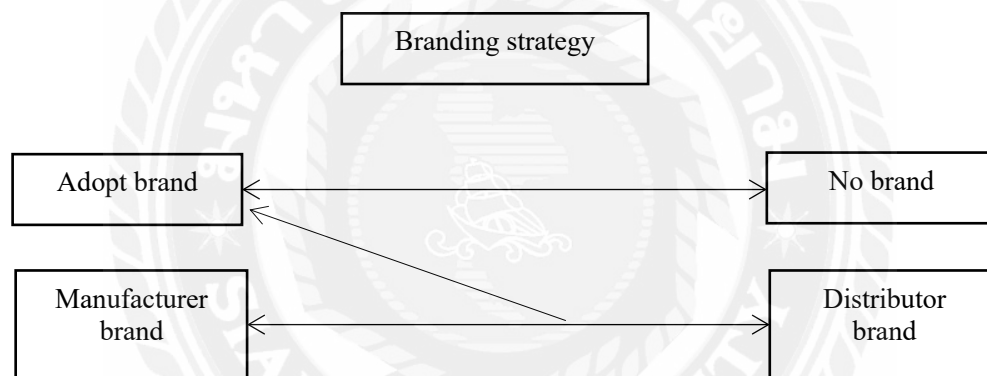


Figure 2.4 Branding Strategy Selection

What kind of brand development mode BD Glasses company should adopt depends on the company's resources and operating environment and other conditions, but also consider the company's strategy and development needs, to formulate a reasonable corporate branding strategy to promote the development and expansion of the company.

#### 2.2.4 Brand Core Value

Huang (2018) believes that consumers' perceived experience of core values is directly related to consumers' recognition of a brand and their<sup>[6]</sup> purchase intention. Liu (2015) believed that Chinese enterprises must strengthen brand awareness, determine core values, choose promotional channels suitable for the characteristics of modern market demand, and strengthen brand management. Zhang (2012) believes that shaping domestic dominant enterprises, improving corporate influence and core interest, and

emphasizing the interactive creation of culture and construction work is a necessary condition<sup>[8]</sup> for the future establishment of Chinese enterprises. Cui (2012) believes that the refining of core brand values must be carried out comprehensive brand research and "diagnosis." Alnawas (2020) reported that the formation of core brand values must be mastered in three aspects: first, there must be a scientific way to enhance core brand values; Secondly, use integrated marketing communication to interpret the brand core value; Finally, to be loyal to customers as the goal, comprehensively promote the construction of brand core values.

After the analysis of this article, the concept of core value has a key strategic position in the whole brand development process, and the idea of core value of the brand is not put forward without theoretical basis, after a rigorous market research and judgment procedures.

### **2.2.5 Standardizing the Brand Recognition System**

Zhu (2019) pointed out that the visual identification system is the primary means of expression for the company's brand image. Mainly, at the enterprise level, it can promote the company's business development; the Humanistic level is conducive to the spread of the enterprise core culture; the Cultural level is conducive to the establishment of the company's brand image.

Zhang (2019) thinks that the corporate identity system includes three parts: mind identity, behavior recognition, and visual recognition.

He (2018) believes that in the process of expansion and extension, the brand identity design system must set more detailed expression rules and scene atmosphere based on the characteristics of various media and the diversity of expression forms.

Hong (2018) believes that a brand identification system will be the main achievement of brand planning in brand management.

Liu (2020) thinks that the image recognition system of colleges and universities includes mind identity, behavior recognition, and visual recognition system of colleges and universities, and the representative indications of these three systems have school motto, organizational behavior of colleges and universities, school emblem, etc.

Through reading and sorting this article, the brand recognition system is a concentrated expression of image and brand product value, which is of great significance in improving the strength of famous brands in China. And the brand identification system not only refers to visual experience, but also involves social behavior and concept cognition.

### **2.2.6 Brand Extension**

Xiao (2021) believes that brand value expansion is the most important means of brand value marketing, and small and medium-sized enterprises expand marketing and occupy the market through brand value expansion, which promotes brand value management to enter a long-term development stage.

Zhu (2021) once pointed out that brand value continuation differs from brand promotion, and brand value continuation is the essential means and method to maximize brand value. It refers to the brand's application to new business areas by franchising or joining based on the well-known range of brands of the enterprise, and the brand's market influence is used to achieve the strategic planning of improving the brand. Brand expansion can effectively reduce the company's business risks when entering new fields or developing new products to put on the market, improve the acceptability, and thus significantly develop the resource value of corporate brands.

Shan et al (2020) and others believe that according to the smoothness of processing and the order of providing, the higher the smoothness of information content, the higher the evaluation of enterprise brand extension, and the degree of cognitive fit of enterprise brand extension also plays an intermediary role in the effect of information content smoothness on brand extension evaluation.

Yang et al (2021) believe that to improve the effect of the brand extension of time-honored brands, it is necessary to should maintain the consistency of functional attributes or hedonic attributes between the extended products and the original products, enhance consumers' perception of self-continuity, and carry out effective market segmentation and the development and dissemination of nostalgic or innovative elements in brands according to nostalgic tendencies.

Rozak (2021) summarized the research and empirical research on Brand Extension, put forward three factors that determine brand extension, and on this basis, constituted Brand Asset Value, and then studied its value transfer in the process of brand extension, thus forming the criteria for evaluating the success or failure of brand extension, and finally integrated various factors and evaluation criteria to propose a theoretical model of brand extension.

Through reading, collecting, and researching data, brand strategy is of great significance to the long-term development of brands, and correct brand expansion strategy can increase popularity and brand, thus promoting the long-term development of brands.

### **2.2.7 Brand Management**

Brand management, is an essential research direction in the field of marketing management, is development process not only records the symbolic transfer of a brand

as a symbol of goods or services to a brand as a consumer experience, but also means the complex strategic choice of enterprises in market competition.

In the past, brands were regarded as the assets of enterprises, and their value increased with the promotion of companies. The media influence brought by the popularization of media also played an important role. But now, the brand value of enterprises is showing more and more brand characteristics, that is, consumers' perception and experience of brands. Consumers' attitudes and trust in brands directly affect the sales and market share of enterprises.

To gain advantages in market competition, enterprises must position their products or services and distinguish their differentiated characteristics. For companies, differentiated positioning is one of the most important components of brand strategy. Pathak et al. (2019) studied Indian consumers' cognition of brand differentiation through a quantitative questionnaire survey, and found that the degree of differentiation of different brands has significant influence on consumers' choices, so enterprises need to adopt different differentiation strategies according to different differentiation needs.

For a successful brand, expansion is essential, but when expanding in different industries, enterprises need to avoid risks and solve measures. For example, Frias-Martos et al. (2019) studied the expansion of General Motors in the Asian market, compared the brand strategies of General Motors in China, India, and other Southeast Asian markets, and put forward the critical points of transformation and application in different market strategies.

In recent years, consumer experience has attracted more and more attention, and the asset value of brands is more reflected in the intangible worth of brands. Brand management research focuses on intangible values, such as brand knowledge, brand trust and brand image, and builds a brand intangible value model through advanced data analysis strategies. Blasco-Arcas et al. (2019) studied the role of social media in the spread of brand value. Through quantitative analysis of comments and comments on multiple social media platforms, a brand value model is established, which can help enterprises control the value of brand assets more effectively and protect the sustainable development of brands.

Brand experience is the interaction between consumers and brands, equivalent to the soul and core of brand management. Considering that the brand experience of consumers in all dimensions is the key to building loyalty, in recent years, some studies have focused on the experience measurement method from the perspective of consumer brand and the in-depth exploration of the influencing factors of consumer brand experience. Wan et al. (2018) put forward a research model of consumer brand experience from three perspectives: brand style, feeling, and satisfaction. they thought that brand experience is very important, which can improve brand value and consumer loyalty through a large amount of data analysis.



Sun (2020) believes that modern small and medium-sized enterprises must establish advanced brand management consciousness, improve the content and methods of brand management through innovation, optimize the process of brand management, comprehensively improve the comprehensive level of brand innovation management, and help enterprises to create more social and economic benefits. Wen (2020) believes that brand value management can help establish an excellent corporate image, create intangible assets of appreciation for the company, attract more consumer groups, and promote the healthy and sustainable development<sup>[27]</sup> of cultural and creative companies. Zhao (2020) believes that while facing the diversification of economic benefits, we should also pay attention to brand management, strengthen the brand awareness of the enterprise, avoid brand risks in the fierce competition of international marketing, and promote the long-term and stable development of the enterprise. Lin (2022) believes that brand strategic planning from the perspective of comprehensive brand management is the top-level design to create brand equity. Its process can be refined into several interlocking important steps, which cover the thinking and design of brand personality, concept, vision, structure and other aspects. Gonzalez (2020) focuses on the evolution, growth process, and environmental characteristics of enterprise management according to the crux of the failure of traditional brand enterprise management, and points out the trend of enterprise management in the 21st century -- enterprise ecological management.

In summary, brand management research is fundamental in the current market environment. In the process of enterprise strategy formulation and implementation, it is necessary to consider the influence of consumers, competitors, market conditions and other factors, build a complete brand management system, and improve the market competitiveness of enterprises.

After sorting out the data in this paper, brand management contains not only intangible management consciousness, but also specific management means and measures. The implementation of brand management for enterprises is to promote the healthy development of the brand, and create more economic benefits. On a comprehensive view of the current literature on domestic brand planning and market operation, it can be concluded as follows: On the one hand, most of the current research on brand planning focuses on the market performance ability and influence of brand, and many research results highlight the importance of brand to the development of the company, but also highlight the important contribution of brand to the improvement of the company's market share. If the above research results are only one-sided from one aspect to elaborate, it is inevitable that there will be some ideological limitations. On the one hand, because the brand itself is not established by itself, but is only a comprehensive reflection of the company's brand, management, operation, technology and creative ability, and other aspects of the power, at the same time, the brand will also be affected by external factors, such as politics, the company's external market and legal environment. However, in terms of research results at home and abroad, there is a lack of comprehensive analysis based on the reality of eyewear manufacturing and from

different aspects such as brand design and management philosophy. Systematic research results, especially in the eyewear industry, are few, and there are few research results on representative brands with distinctive characteristics. To this end, this paper will use the new concept of brand design and management, on the characteristic BD glasses company brand strategic planning and management issues to launch an all-round, in-depth discussion. It can not only promote the steady development of the industry economy, but also provide reference for the development of other industries.

### **2.2.8 Introduction of BD Glasses Company**

BD Glasses Company has a history of more than 40 years. Adhering to the tenet of "Do special things with special heart", BD Glasses Company has continuously introduced foreign optometry high-tech enterprises, cooperated with national key universities, carried out technical training for specialized technicians, actively participated in the inspection of national quality departments, and implemented high-standard product analysis, thus truly creating a large company integrating the company, government universities and optometry industry.

BD glasses were invested by Chen Guofu and his wife in 1956 with NT\$ 2,000 in a small shop of about 15 square meters, and gradually developed into a leader in Taiwan Province's watch industry. In 1979, the founder of BD Optical Co., Ltd. Wang Jiaxiong (brother Wang Jingzhong was the first manager of the company; Wang Guosheng, the current director, has already operated five optical shops in Taiwan Province. Since the Wang brothers and Chen Guofu and his wife have the same entrepreneurial purpose, all parties are determined to jointly operate BD Optical Company. Since January 6, 1981, it has been officially built into a professional chain operation company for glasses, and it has reached a brand-new development milestone.

The LOGO product design of BD glasses takes the image of Taiwan Province Island as the standard image, while the long and narrow structure of BD Taiwan Province is like the shape of a human face, which, together with glasses, forms the most beautiful LOGO product design image in BD glasses. The mutual cooperation of the two makes the overall LOGO product design and decoration vivid. The service concept of matching BD glasses: "Do special things with special heart". Similarly, because pink is also the representative color of China Red, and the use of pink, combined with the special shape of Taiwan Province Island, also leads to unique design ideas.

### **2.2.9 SWOT Analysis**

SWOT analysis mainly studies the internal and external environmental conditions of enterprises and the development trend in the competitive state, and makes a framed analysis of the Strengths, Weaknesses, Opportunity and Threats generated by all major internal and external environmental conditions related to the development of enterprises, projects and companies. Among them, advantages refer to the characteristics of

enterprises or projects in an advantageous position relative to others, weaknesses refer to the characteristics of enterprises or projects in a weak position relative to others, while opportunities refer to environmental factors that can give play to their own resource advantages in enterprises or projects, while dangers refer to environmental factors that will make the development of enterprises or projects difficult. Therefore, the significance of SWOT analysis is that it can help enterprises to make development plans and achieve goals in the following steps. A manager must use SWOT method to determine whether the goal can be achieved. If not, the manager should choose to define new methods and repeat the SWOT process. The implementation of SWOT method needs to analyze and solve problems according to each project to ensure the accuracy of information and determine the competitive position of enterprises.

SWOT research divides the essential factors to achieve the goal into two types, internal factors and external factors. Internal factors refer to the internal competitive advantages and disadvantages of enterprises, while external factors include opportunities and risks caused by external factors. According to the role of internal factors in achieving enterprise strategy, the study determines them as advantages or disadvantages, but advantages and disadvantages may be transformed from each other for different enterprises. Internal factors include the market structure composed of commodities, pricing, promotion and distribution strategies, talents, financial management and production skills. The external factors involve macroeconomic issues, technological innovation, laws and regulations and social development and changes. The conclusion of SWOT research is generally described by matrix. The combination of advantages and opportunities usually shows that enterprises have a favorable environment, which is conducive to the implementation of aggressive strategies; The combination of disadvantages and threats should be regarded as a potential warning, and enterprises should also formulate defensive strategies for this; The combination of advantages and threats means that enterprises should use their own advantages to reduce and avoid risks from the outside world; The combination of disadvantages and opportunities suggests that enterprises should make use of opportunities from outside to remedy their defects.

This theory mainly supports the results of this study because the classification method of target companies is the cornerstone of SWOT theory, which studies the competitive environment and internal advantages and disadvantages of target companies in this way.

### **2.3 Theory of Reviews**

For the study of this paper, it can use several related theories to carry out a more in-depth analysis:

### **2.3.1 Brand Strategy Theory**

Brand strategy refers to a series of activities of enterprises to enhance brand value and market position by formulating and implementing brand strategies suitable for them, so as to achieve enterprise goals. Brand strategy theory holds that enterprises can achieve the goal of brand strategy by establishing and strengthening brand image, maintaining product differentiation and improving customer loyalty. Brand strategy theory unifies the planning of enterprise's market positioning, product differentiation, business expansion and marketing promotion, positioning the brand in the market to stimulate consumers' emotions, thus bringing higher market share and profits to the enterprise. Aaker & Keller (1990) discussed the influencing factors of brand expansion and consumers' response to brand expansion. They believe that brand expansion needs to rely on the reputation and popularity of the original brand, and at the same time, it should also consider the market demand and the needs of the target audience.

### **2.3.2 Brand Value Theory**

Brand value refers to the influence of brand on consumers and consumers' perceived value of brand. Aaker (1991) believes that brand equity refers to a series of assets or liabilities related to brand, name and logo, which can increase or decrease the value of brand to enterprises or customers through products or services. Brand value theory emphasizes that there are several major elements in the composition of a brand, which involve industry reputation, quality recognition, product extension, purchase satisfaction and other exclusive assets. According to the theory of brand value, brand can improve the recognition and credibility of products, make consumers have loyalty and desire to buy, and thus bring higher sales and profits. Brand value theory explains the importance of brand to enterprise development and can promote the successful implementation of brand strategic planning and brand positioning. By identifying core values and images, enterprises can improve the attractiveness and competitiveness of brands.

### **2.3.3 Competitive Advantage Theory**

Competitive advantage theory refers to the way that an enterprise can obtain higher market share and profit level compared with other similar enterprises through some unique products, services or business processes. Porter (1980) put forward the concept of competitive strategy for the first time in "Competitive Strategy", pointing out that competitive strategy refers to the defensive or offensive strategy that enterprises should adopt in the fierce competitive environment, with the aim of enhancing their competitive advantage and increasing their profits. The profit of an enterprise will depend on: the competition between the same industry, the competition between industries and substitute industries, the bargaining between suppliers and customers, and the joint action of potential competitors. The scope of activities adopted to achieve competitive advantage has formed three basic strategies to achieve performance above the industry average: cost leadership strategy, differentiation strategy and concentration

strategy. According to the theory of competitive advantage, enterprises can form differentiated competitive advantage with other competitors by continuously improving their products, services and management level. The competitive advantage theory evaluates the competitiveness of enterprises in the market by analyzing the resources, capabilities, market, culture and other factors, which helps BD Glasses Company to understand its own strengths and weaknesses and formulate corresponding brand strategy and operation plan.



## **Chapter 3 Research Methodology**

### **3.1 Introduction**

This paper adopts documentary research methodology, and introduces the definition and understanding of the brand theory, strategy and brand strategy through summarizing relevant literature. By sorting out the market data of contact glasses in the world and at home recent five years and the internal market data of BD glasses company, it laid a research foundation for the planning and operation of brand strategy of BD glasses company. consulting consulting several industry data analyses and reports of contact lens market enterprises, provides an essential reference for the research and formulation of the company's internal brand strategy.

### **3.2 Research Methodology**

This study adopts a documentary research methodology. Data collection is mainly carried out by reviewing previous literature. In the process of data collection, this paper first analyzes and introduces the definition and understanding of brand theory, strategy, and brand strategy, and provides an essential reference for the investigation and formulation of the company's internal brand strategy by consulting many industry data analysis and research reports of contact lens market enterprises. Secondly, the research status of SWOT theory is analyzed, and the strengths, weaknesses, opportunities, and challenges of BD Glasses Company are summarized. This provides a reference for this paper to study the SWOT situation of BD glasses company, and lays a foundation for this paper to analyze the relevant situation of the company.

Based on summarizing the previous research conclusions, based on the internal data of BD glasses company's marketing status, this paper analyzes its marketing status. The existing brand strategy theory, brand value theory, competitive advantage theory, enterprise strategic management theory, and market segmentation theory are systematically summarized and sorted out, which lays the theoretical and methodological foundation for the writing of this paper.

### **3.3 Research Design and Process**

Firstly, this study uses documentary research methodology to summarize the previous research on brand marketing and lay a preliminary research foundation. Then, SWOT analysis is introduced to analyze the internal and external marketing environment of BD glasses company, which further lays a concrete situation for the research; Then, it studies the company's brand strategic planning and operation status, which provides a research basis for the analysis of problems and strategies.

## **Chapter 4 Finding**

### **4.1 Introduction**

This chapter analyzes BD glasses company from four aspects: advantages, disadvantages, threats and opportunities. On this basis, the brand strategic planning and operation status of BD Glasses Company is described in detail. The status quo of brand strategic planning is analyzed from three aspects: brand strategic objectives, brand positioning, and brand marketing, and the status quo of brand operation is analyzed from three aspects: brand standard management, brand strategic management, and brand operation management, to find out many elements existing in the management process of the company, and put forward corresponding suggestions for these problems, to make the company develop continuously in the future.,...

### **4.2 Brand strategy and management status of BD glasses company**

#### **4.2.1 BD Research Company Brand Strategic Planning Status**

##### **1. Brand Strategic Objectives**

The rise of the "internet plus" economy and the arrival of the new retail era have greatly impacted the traditional entity glasses retail enterprises. Therefore, the previous sales model of BD Glasses Company will no longer be applicable. The company didn't concentrate on significant capital, human resources, and other resources, vigorously explored the "online" network market, further expanded the marketing network, diversified marketing, developed new customers, attracted old customers, and didn't define the market positioning, refine critical customers, and promoted the "offline" physical store business to continue to rise steadily....

##### **2. Brand Positioning**

BD Glasses Company divides the domestic and international glasses market into high-end market, mid-end market, low-end market and bottom market to identify and define product positioning. The BD product style is defined as a "professional, trustworthy and simple trend" brand. This subdivision will focus on white-collar women in first- and second-tier cities (domestic high-end markets). Women generally pay attention to health and demand fashion simplicity, which has become a suitable medium for corporate word-of-mouth publicity. From the perspective of the company's brand value positioning, consumers in high-end markets and mid-to-high-end markets usually have high brand loyalty, strong spending power, and high frequency of using glasses products, so they pay more attention to product quality and brand. Still low-end market and the low-end market are usually opposite. Especially in the low-end market, consumers typically do not pay attention to the importance of eye health, choose products that do not meet the fitting qualification because of price sensitivity, or select

and use lenses without wearing guidance, which increases the use risk of products and is not conducive to the healthy development of the contact lens market.

### 3. Brand Marketing

In recent years, BD Glasses Co., Ltd. has re-optimized its product design and business categories, and separated the whole company from the retail store business and the optometry prevention and control medical service business. Implement diversified business strategies to create differentiated business products for different users and expand their customer areas. BD Glasses Company mainly makes efforts from two aspects to ensure the successful implementation of business strategy. On the one hand, the company constantly absorbs new things and expands new business. BD Glasses Co., Ltd. develops its business strategy, keeps pace with society, introduces cutting-edge technology and business strategy, and adapts to various consumer needs by participating in glasses fairs and conferences in different parts of China. In addition, BD Glasses Company often studies and compares the recent sales of multiple stores, to grasp consumers' preferences and make a scientific prediction of future market trends. At the same time, the information reflected by consumers is accurately recorded and processed in time, and the hot topics of market feedback are quickly responded, which has a warm-up effect on the following marketing campaign. In addition, the professional training of business has been strengthened to improve the comprehensive quality of personnel. Due to the characteristics of "half medicine and half business" in the glasses business, it is necessary for glasses marketers and managers to master the knowledge required in to serve customers better. BD Glasses Company will regularly invite famous optometrists at home and abroad to give lectures in person to supplement the lack of knowledge of employees. In addition, the company always adheres to the policy of selecting and employing people in line with posts, and the right people do the right things, especially for some unique positions. For example, professionals need to have corresponding qualification certificates before they can be recruited. To sum up, the product professionalism of BD Glasses Company has won the trust of all localities and has excellent brand awareness.

#### **4.2.2 BD Research Company's Brand Strategy Operation Status**

##### 1. Brand Standard Management

Focusing on the control of brand management, BD Glasses Company has taken various measures, including establishing a management clock, frequent management reviews, setting KPI targets for enterprises, establishing control procedures for core business processes and conducting regular audits, and introducing perfect information systems. The above control measures improve the standardization and systematization of the enterprise operation system, but also show its effectiveness to some extent. The establishment of a standardized system meets the needs of the company's development and can be of reference significance to enterprises. Establishing standardized processes



is included in the performance appraisal system, which has an excellent normative impact on the company's behavior and is more conducive to the internal and external unity of the corporate image. However, given the current situation, BD Glasses Company wants to transform the law to the level of "the rule of law." To realize the independent timekeeping of enterprises, BD Glasses Company is also committed to launching "timekeeping" and establishing much larger standards and specifications than those of companies in the same industry. Although company management in the period of the "rule of law" is more formal and less restricted by human factors, too many lengthy work procedures limit the full play of employees' subjective initiative and creativity, and also increase the complexity of workflow management. Employees tend to be afraid of their hands and feet when they work, and their enthusiasm for work declines, thus causing a negative work mentality. At the same time, with the increase in system management complexity, the timeliness of system implementation will be significantly reduced. When the system encounters unexpected events, the speed of message transmission will be significant reduced due to the appearance of some standardized processes, which will have adverse consequences.

## 2. Brand Strategic Management

The rapid development of the Internet and the rise of online marketing have had a significant impact on the marketing of physical stores. Therefore, BD Glasses Company needs to pay more attention to the integration between the Internet and physical stores if it wants to go further in marketing, and establish a new operation mode based on physical stores to jointly build an Internet glasses mall, which can expand the marketing scope of store glasses and improve the product influence of optical stores with the help of the Internet. In the actual operation, BD Glasses Company put forward its own short-term and long-term operation plan, fully integrating the two. BY analyzing the operation situation and user group data of the surrounding optical shops, BD Optical Company expects that the store will occupy 30% of the radiation area in one year and 70% in three years. In addition, BD Glasses company must broaden its marketing methods and product categories and conduct diversified marketing. While occupying the primary sales of glasses, we must also expand the subdivision of glasses, and use multi-channels and multi-categories to maintain and steadily increase the sales of stores.

## 3. Brand Operation Management

BD Glasses Company must have absolute initiative in its brand products it can independently define the brand meaning, locate the target market, design and develop products, manufacture new products, lay out the logistics network, screen target customers, manage channels, promote the market, and provide services. Taking products as an example, a new product that a designer applies for an authorization to produce a brand must generally be evaluated by the following four systems (brand group, sales, and marketing system, product committee ,and distributor) before it can be officially put on the market. The whole evaluation process is quite cumbersome and

time-consuming. However, it is entirely up to BD Glasses to set its brand products on the market. Under the same conditions, its audit time is generally only one-tenth of that of authorized brand products. In addition, BD glasses company can also achieve the optimization of profits because of its relatively small investment in the cost of its own brand products and its pricing power.

At the same time, the BD glasses company and the brand are linked by-products, contractual relationships, and commercial interests. On the one hand, after a comprehensive judgment, brand owners must recognize the strong ability of BD Glasses in the field of lenses, grant brand value to BD Glasses, and give BD Glasses the exclusive right to operate lenses. On the other hand, BD Glasses Company must accept the brand's new brand, make a comprehensive judgment on its brand value and premium level, and accept the permission of the brand to start the production of new lenses of this brand.

### **4.3 SWOT Analysis of BD Glasses Company**

#### **1. Strengths**

##### **(1) Product Development and Production Advantages**

The leading product manufacturer of BD Glasses Company is one of the largest OEM manufacturers in China, and often cooperates with world-famous fashion clothing brands. The factory not only grasps the latest fashion information in the world, but also has high international industry standards for the manufacturing technology and quality of products. After several years of development, the manufacturer now has leading manufacturing facilities and manufacturers in the industry, and a large number of skilled employees, which ensures the excellent quality of BD Glasses.

##### **(2) Team Advantage of Direct Marketing**

Since its establishment, the brand BD Glasses Company has been actively laying out and planning the direct market. Through cooperation with agents in various provinces and regions, it has directly signed contracts with the glasses specialty stores and glass chain stores in the market. Through direct marketing, the company can quickly grasp the product status and industry trends, provide the company's products and information to customers quickly and efficiently, form a fixed information system, and directly follow up enterprises such as marketing or product promotion, and its benefits are higher than those of agents; In addition, it dramatically reduces the cross-shipment.

At present, 70% of the regions in China have implemented the direct marketing management mode, the only enterprise in China that has implemented the direct

marketing management mode in a large area.

### (3) Innovative Material Advantages

BD glasses have developed optical frame products by applying the Hymani polymerization molding process. The design of the frame is all derived from natural elements, and it has been recognized by customers for its innovative functions.

## 2. Weaknesses

### (1) Brand Marketing Awareness is Not Strong, and Brand Equity is Low

In the interview with the middle and senior management of the company, I learned that the company is beginning to realize the necessity of products. Still has not summarized the contents of products, made long-term product planning and design, and failed to systematically promote products by using various resources. In the growth of BD glasses products in recent years, there is a lack of subdivision and research on product users, product positioning is not very clear, compelling and accurate product promotion words are not put forward, and the means of product promotion is single, relying solely on the sales of physical store salespeople and traditional magazines, the product promotion ability is insufficient, and the active marketing ability is not high.

Compared with solid brands, BD glasses have fewer brand assets. So brand capital is the synthesis of all consumers' understanding of your brand. All along, the whole brand promotion situation of BD glasses is not optimistic, and consumers' brand impression of BD glasses is relatively vague, so we must make a lot of unremitting efforts to improve brand awareness and reputation. Regarding the development of brand promotion, BD glasses are also "getting up early and catching up late." Although they can be regarded as the earliest sunglasses brands in the industry, they are not as good as rising stars.

### (2) Enterprises Lack Professional Brand Marketing Talents

At the beginning of the establishment of the enterprise, the development time of marketing personnel was slow. There were three initial marketing personnel who were responsible for advertising design, brand activity marketing, and official website operation, respectively. Still three of them were relatively young (no more than 30 years old and no more than five years of work experience) and did not have rich practical experience in brand marketing of glasses. The lack of professional talents leads to the establishment and promotion of BD glasses company can not be carried out well and effectively.

### (3) Single Product Line

At present, the product line of BD Glasses Company is relatively simple, and the main products are ordinary sunglasses. Because of its strong seasonality and short product cycle, it takes a long time to update consumers, but it usually takes 2-3 years, and due to the fierce competition of products, it isn't easy to increase the sales volume of products significantly.

### 3. Opportunities

#### (1) National Policy Support

China's "14th Five-Year Plan" has once again established the glasses industry as an industry for enriching the people. China's concern for children's and students' vision has given domestic glasses retail companies a higher mission and promoted the vigorous development of professional optometry institutions and near amblyopia prevention and control institutions.

(2) As the Average Annual Disposable Income of Urban and Rural Residents Increases, a Rising Tide Lifts All Boats, and the Corresponding Social Consumption Also Keeps Rising

According to statistics, in 2021, that is, last year, the per capita disposable income of urban residents nationwide was 32,518 yuan, an increase of 8.1% in nominal terms compared with the year before last, but if we deduct the price factor, it increased by 7.8% compared with the year before last. In other words, the per capita income of urban residents has increased now, so the consumption of urban residents will increase accordingly.

#### (3) The Industrial Prospect is Good, and the Market Demand is Growing Steadily

At present, according to relevant data, the total number of myopia patients in China has exceeded 600 million, of which the number of patients in youth has reached more than 300 million. A survey of college students in China shows that the rate of myopia is very alarming, reaching as high as 90%. On the one hand, with the improvement of people's health knowledge, on the other hand, it is also strongly influenced by people's aesthetic consciousness. Because people will pay more and more attention to the protection of their eyes, and this degree of awareness will also increase, and gradually increase in the group, people, especially the nearsighted group, have an excellent demand for glasses, this industry will have excellent development prospects.

#### (4) The Upgrading of Glasses Products Leads to Diversification of Products

As far as the new technology environment is concerned, the rapid development of artificial intelligence has undoubtedly opened up a new development world for the glasses industry, further enhanced the integration ability of the glasses industry and

other emerging industries, and promoted the diversified development of the glasses market.

#### 4. Threaten

##### (1) Talent Challenge

Because the internal personnel of enterprises are generally professionals in optometry. However, due to the lack of enterprise management, management mode and marketing experience, in the future international market, the innovation of enterprise profit model, management operation and marketing will also impact the vitality of the whole company. However, relying solely on professional knowledge will face great challenges in the road of corporatization. In addition, due to the return of the glasses industry to optometry, there are more specialized ophthalmologists who can ensure the improvement of the standardization process of enterprises. However, the company still lacks the participation of ophthalmologists, which will further restrict the professionalism of the company.

##### (2) The Challenge of Goods Turnover Speed

Due to the formation of new consumers, consumers' demand for new product styles is also higher. Moreover, the value period of frame goods is also shortened. Making the goods in the store turn around more quickly and effectively will also enhance the competitiveness. However, the current enterprise management mechanism is lagging behind, the turnover of goods is not standardized, and the turnover rate of commodity funds is low.

##### (3) The Challenge of the New Retail Model

In recent months, fast fashion products have rapidly appeared in large and medium-sized cities in China, and triggered a new wave of upsurge. LOHO, Mujiushi, OLENSE and other fast fashion brands, with the huge help in the capital field, have rapidly expanded the scale of stores and seized the dominant position in major stores and stores. At the same time, it takes advantage of its own business model and innovation, as well as an efficient sales team to occupy a huge share in the market. And it is very popular among the younger generation of consumers. This has also seriously squeezed the living space of traditional enterprises. While other online businesses have begun to actively expand, while doing e-commerce networks, enterprises have also expanded to offline markets, which has also seriously affected the living space of traditional enterprises.

#### 5. SWOT Matrix

Table 4.1 SWOT analysis matrix

	S	W
O	Through the advantages of product R&D and production, as well as the advantages of direct marketing team, we will seize the opportunities of national policy support, steady growth of market demand and promotion of glasses products, continuously enhance brand marketing awareness and assets, expand product lines, and further increase market share and competitiveness by taking advantage of innovative materials.	In view of the disadvantages of weak brand marketing awareness, low brand equity and lack of brand marketing talents, we should seize the opportunity of urban and rural residents' income growth and good industrial prospects, strengthen brand building, increase market exposure, recruit professional brand marketing talents, launch new product lines, and enhance product value and market competitiveness.
T	Establish a stronger talent team, strengthen the turnover rate of goods, respond to the challenges of talents and turnover rate of goods, give full play to the advantages of product research and development, production and direct sales teams, and at the same time face the challenges of the new retail model, improve the sales channels and marketing capabilities, and avoid being eliminated by the new retail model.	We should solve the disadvantages of weak brand marketing awareness, low brand equity and lack of brand marketing talents, and at the same time deal with the challenges of talents, goods turnover speed and new retail model. By recruiting professional brand marketing talents, strengthening team building, optimizing supply chain and introducing new technologies and processes, we can enhance the overall competitiveness of the company, increase market share and resist market threats.

## **Chapter 5 Conclusion and Recommendations**

This chapter mainly aims at the current situation analysis and SWOT analysis of the company in the previous chapter and draws corresponding conclusions. At the same time, on this basis, some improvement measures are provided for the company's future development, and the prospect of future research is expounded.

### **5.1 Conclusion**

#### **5.1.1 The Brand Strategic Planning and Operation of BD Glasses Company were not Optimistic**

The brand strategic planning and operation status of BD Glasses Company is not optimistic, and the company has no clear market positioning. The rise of the "internet plus" economy and the arrival of a new retail era have also brought significant influence to the traditional entity glasses retail enterprises. Combined with the analysis of brand strategic planning and operating conditions of BD Glasses Company, under the guidance of the previous chapter, it is believed that BD Glasses Company can improve its marketing efficiency through the following strategies.

##### **1. Systematic brand planning**

###### **(1) Clear Brand Objectives and Positioning**

First, BD glasses company needs to be clear about its brand goals and positioning. This requires the company to deeply analyze its characteristics, competitive advantages, and target audience. Clear goals and positioning will help the company establish a clear brand image and provide direction for future brand strategy.

###### **(2) Establish Brand Identification and Standards**

Establishing a solid brand identity is an essential step in brand planning. BD Glasses can invest in designers to help them create a unique and easily recognizable brand identity. At the same time, it is necessary to formulate brand standards to ensure consistency in all brand materials and communication channels.

###### **(3) Establish Brand Reputation**

When building a brand, the company must pay attention to and manage the brand reputation. This can be achieved by paying attention to product quality, customer service, and social responsibility. BD Glasses Company can launch a series of commitments, such as quality assurance, after-sales service, and environmentally

friendly initiatives, to enhance the credibility and trust of the brand.

To sum up, BD glasses company must to carry out systematic brand planning. Through the implementation of the above strategies, BD Glasses company can gradually solve the problem of lack of systematic brand planning, establish brand image ,and enhance market competitiveness.

## 2. Clear brand positioning

(1) Tangible differentiation. The store decoration should be based on comfort and cleanliness, and should be different from the actual clinic concerning the visual environment of the eye clinic. Give a clean and comfortable impression.

(2) The differentiation of the after-sales service process should be different from the general glasses retail store. The after-sales service process of optometry must be unique, make consumers feel very good and professional, and bring consumers a more professional experience.

(3) Personnel differentiation. In many aspects such as clothing, service level, management and personnel skills, a brand-new service process standard has been re-formulated.

From the strategic point of view of civilians, consider the following:

(1) The price of civilians. In today's society, consumers are becoming more and more rational, and the consumption of impulsive shopping behavior is also decreasing, consumers will help purchase decisions through information acquisition, so relatively little information value will become another main factor to attract consumers to buy, so it is necessary to fully consider the psychological acceptance of target customers in product price formulation.

(2) The product is civilian. In the past, the thinking of simply focusing on extensive and comprehensive optical shops was no longer working. In future market conditions, only by abandoning some consumers can we occupy the market at a lower cost. In terms of product types, we must reduce the choice of products that are too niche. This marketing development mode with small sales volume not only wastes the company's operating capital, but also shrinks in price with the obsolescence of products.

### **5.1.2 The Outstanding Advantages of BD Glasses Company are Advanced Production Equipment and Manufacturers, Opportunities Supported by National Policies, Disadvantages, Weak Brand Marketing Awareness, and Threats of Lack of Talents**

Through SWOT, we can see that BD Glasses Company has significant internal



resource advantages and good domestic and international market development opportunities. The best combination obtained by SWOT analysis is the S+O strategy combination of resource advantages and prospects. Therefore, for BD glasses company, the overall judgment in the glasses industry is that advantages are more elevated than disadvantages, opportunities are higher than threats, and the best management choice for enterprises is enterprise development strategy. The company can adopt the following processes to develop.

## 1. Strengthen the understanding of the importance of brand strategy

### (1) Deeply Understand the Importance of Brand Strategy

First, BD Glasses company needs to understand the importance of brand strategy to enterprise success deeply. Brand strategy refers to a long-term plan to shape, manage, and convey the company's brand image in the market competition. It can help companies distinguish themselves from competitors, build brand loyalty and win the trust of consumers. By recognizing the influence of brand strategy on business growth and market performance, the company can pay more attention to and invest in related resources.

### (2) Clear Brand Vision and Objectives

BD Glasses Company should define its brand vision and goals. The brand vision describes the company's vision for the future and the brand image it pursues, while brand goals are specific goals and indicators set to realize the vision. By defining the brand vision and goals, the company can maintain consistency in brand strategy formulation and motivate the team to work towards common goals.

### (3) Education and Training

BD Glasses Company should invest in education and training to enhance employees' knowledge and understanding of brand strategy. The company can organize internal training courses, seminars and workshops to introduce the importance, principles and implementation methods of brand strategy. In addition, industry experts or brand consultants can be invited to give lectures and share successful brand cases and experiences. Through education and training, employees will know more about the value of brand strategy, so that they can better implement it.

## 2. Increase brand communication methods and strengthen communication

Only through effective publicity can the brand be accepted by a broader range of consumers and the public and promote the rapid development of the brand. In the process of brand promotion, BD glasses brand must also pay attention to brand

promotion and communication between consumers, to urge more consumers to care about and gradually understand BD glasses brand.

#### (1) Broadcast Advertising Strategy

Product publicity is not only the primary way to realize customers' understanding of products, but also the most effective way to enhance the company's brand awareness. After adjusting its brand promotion expenses, under the premise of certain BD glasses funds, the investment in advertising promotion expenses can be appropriately increased, and the combination of emerging media and traditional media can be implemented.

#### (2) Network Channel Cooperation and Webcast Strategy

It is suggested that BD Glasses Company make a plan to show the new products of the season by inviting a video of an online celebrity in line with its style, which may involve the design, material selection, lens color matching, and eye protection. On the one hand, it can effectively transfer product knowledge and enterprise products to users; on the other hand, these materials can be organized into promotional videos as training materials for first-line sales stores.

#### (3) Window Display Strategy

According to the ultra-light characteristics of BD glasses products, people can design the corresponding display and display forms of glasses stores, which can be expressed in patterns, props, or words, such as: fishing floats that can be used to pull mirrors for product display; Or use a balanced lever scale as a product display tool, which can put a mirror on one side and lighter things such as eggs on the other; Or take the form of displaying goods with feathers. This is done in order to highlight the highlights of goods, attract people's attention, and achieve the effect of increasing product awareness.

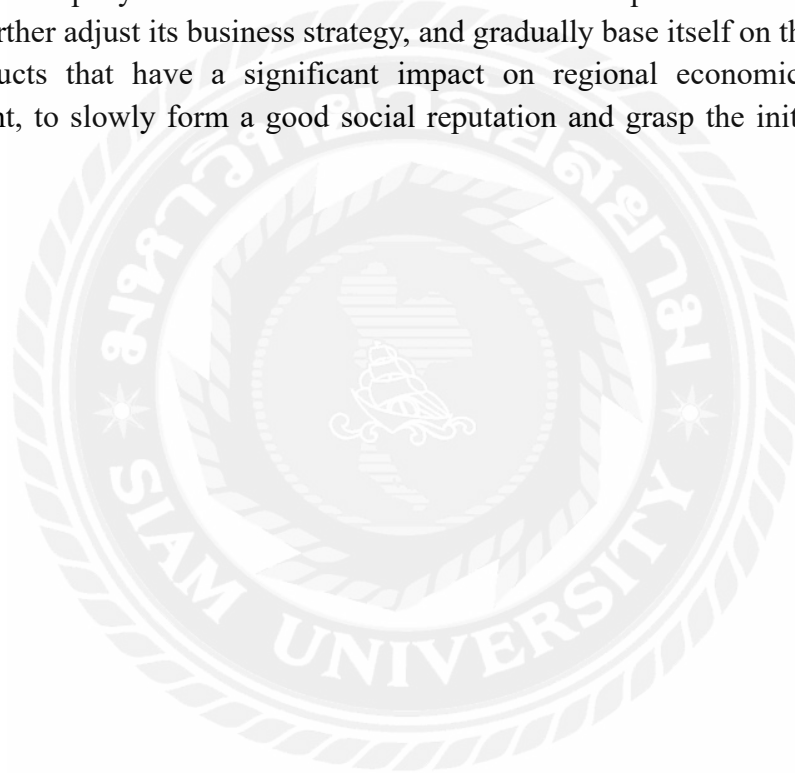
#### (4) Public Relations Promotion Strategy

In the market segmentation proposal of BD glasses, the consumer groups aged 20-25 are positioned as young trendsetters. In this part of the market, they have the opportunity to become intellectual trendsetters subtly, so we must pay attention to the cultivation of brand awareness. In this regard, it is suggested that brand enterprises can plan related activities or undertake school public welfare activities according to the characteristics that modern college students like self-expression, promoting suitable products, and bringing brands to schools, so that college students can know and understand brands from the participation of public welfare activities, to achieve the purpose of shaping the brand image and cultivating brand potential consumers.

## 5.2 Recommendation

Although the writing and research of this paper have devoted a certain amount of time and effort, and also explored a large number of professional methods to study the strategic environment of brand management in the glasses industry and the brand planning and management of BD glasses company, most of the investigation materials about brand strategy in this paper are provided by third-party enterprises. The research materials are relatively weak, so there are still many topics to be studied in the future writing and research.

At present, the proportion of homogenization in the eyewear industry is still substantial, and most eyewear companies have not yet established their superior service system. Hence, the market competition is particularly fierce. Under such conditions, BD eyewear company must find its foothold from the development and changes of the industry, further adjust its business strategy, and gradually base itself on the local area, make products that have a significant impact on regional economic and social development, to slowly form a good social reputation and grasp the initiative of the market.



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