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**MANAGING AN ORGANIZATION'S BRAND IN THE PEOPLE'S
REPUBLIC OF CHINA (USING THE EXAMPLE
OF WULIANGYE YIBIN CO., LTD.)**

Master's thesis
specialty 1-25 80 01 "Economics"



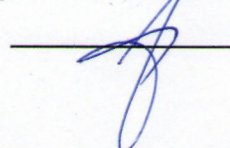
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14 02 2022

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Novopolotsk, 2022

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INTRODUCTION

The modern Chinese market is characterized by significant ups and downs associated with both external negative impacts and expectations, as well as structural changes in the market itself. The result of these transformations was the transformation of the methodological and practical foundations for the formation, functioning and development of marketing and advertising activities of various participants in the Chinese market, the leading role among which is occupied by the development and management of the company's brand.

This topic is mainly to manage the brand of an organization in the people's Republic of China (taking Wuliangye Yibin Co., Ltd. as an example). With the continuous improvement of living standards, people have higher and higher requirements for eating out and drinking. This is a good promotion for the development of white spirit industry. A catering enterprise must develop steadily and flourish, and reasonable management is essential.

The relevance of the research from the point of view of the theory and practice of developing a brand management strategy of an enterprise consists in his orientation to increase the efficiency of using brand capital in the planning and implementation of the strategy and marketing program for product promotion. Insufficient consideration and scientific elaboration of the issues of strategic brand management of a modern enterprise determined the choice of the topic of the dissertation research, the purpose, objectives and the range of issues considered in it.

At present, with the advent of the new economic era, the rapid development of economy, the rapid improvement of people's living standards, the increasing abundance of material products, people's increasing requirements for the quality of life and material enjoyment, and great changes have taken place in the market environment. The competition of enterprise operation has shifted from the competition of product production and service to the brand competition of a higher stage, Brand has become an important tool for enterprises to occupy the market. If an enterprise wants to survive in the global competition, it must attach importance to the brand strategy from the strategic height. Taking Wuliangye Yibin Co., Ltd. (further Wuliangye) as a case study, this paper analyzes the current situation and existing problems of its brand management, and puts forward corresponding countermeasures and suggestions to improve brand management.

This topic has carried on the analysis and the research to the white spirit brand management aspect, including many factors. Firstly, it briefly introduces the theoretical basis of organizational brand management, the current situation and development analysis of brand management of Wuliangye. Secondly, the article introduces in detail the principles and Strategies of brand management, the brand management analysis of

Wuliangye, the strategy and brand positioning of Wuliangye in domestic and foreign markets.

Finally, this paper mainly carries out research on the problems of corporate internal control, discusses and puts forward corresponding suggestions to some of the problems the author finds, and in some parts of the paper cannot fully combine the actual situation of the enterprise and the research on corporate internal control.

This paper mainly uses two research methods: first, the literature review method, through investigating the basic theory of the relevant literature inside and outside the main country, and combing and summarizing it. Second, the case study law, this paper will examine the current state of brand management system by analyzing the specific case of Wuliangye, discover the problems that arise in the course of operation through a reasonable analysis, and make suggestions for it.

GENERAL DESCRIPTION

Key words: brand management, strategy choice, organizational characteristics, economic characteristics, marketing strategy, digital economy, national market, international market, Wuliangye.

The aim, objectives, object and subject matter of the research.

The purpose of the study is to improve approaches and practical recommendations for developing a brand management organization that meets the requirements and patterns of modern market relations and takes into account the current conditions of risk and uncertainty in the Chinese market.

To achieve this goal, the following tasks were set and solved:

- to study the theoretical foundations of the brand management of the organization;
- to analyze the current status and development opportunities of brand management of Wuliangye Yibin Co., Ltd.;
- suggest ways to develop the brand promotion system of Wuliangye Yibin Co., Ltd.

The object of the study is Wuliangye Yibin Co., Ltd.

The subject of the study is the brand management system of the organization.

The choice of the object and subject of the study is due to the relevance and practical significance of the issue of brand management of the organization in modern conditions.

Scientific novelty. Since there is less relevant literature in our country on the internal control research of such state-owned enterprises for power supply companies, this paper chooses five grain and Wuliangye as a specific case by combining brand management principles and strategies to find out the problems faced by the companies and making reasonable and effective suggestions, and performs a practical and in-depth examination study of their companies, and on the basis of this, the state of the work of Wuliangye is analyzed to find out the problems of the company, and more perfect and reasonable suggestions are given to this problem.

Concepts (ideas), submitted to defense.

This paper will start with the basic theory of brand management and analyze the current state of the company based on understanding its existing theory, using the example of the division of Wuliangye, combined with brand management principles and strategies, to find out the problems faced by the company and to make reasonably effective suggestions. This paper is roughly divided into three main plates.

First, this paper will provide some combing and summarizing of the domestic and foreign research literatures, then list the theoretical basis of organizational brand management, and the other author will summarize the previous theoretical basis of this

paper, which has been learned before, and the innovation points and shortcomings of this article.

Second, this paper will analyze the current status and development of brand management of Wuangye by carefully analyzing the organizational and economic characteristics of the organization, the brand management of Wuangye, the strategy and brand positioning of Wuangye in domestic and foreign markets.

Third, this paper will analyze the development pathway of the brand promotion system of Wuangye and a comprehensive summary is given in this paper in the hope of providing some reference roles for other companies.

Personal contribution of a Master student. The dissertation research is an independently completed scientific work, taking into account the achievements of national and foreign economic science on this issue. All the provisions covered in the manuscript and submitted for defense have scientific novelty and practical significance, developed by the author personally.

Information on the structure of a Master's thesis. The work is presented on 68 pages of typewritten text and consists of an introduction, a general description of the work, three chapters, a conclusion, a bibliography including 58 titles (including 1 the author 's publication) and 1 appendix, the text is illustrated with 9 figures and 7 tables. The volume occupied by figures, tables, bibliography and appendix is 13 pages.

CHAPTER 1

THEORETICAL FOUNDATIONS OF BRAND MANAGEMENT OF AN ORGANIZATION

1.1 Studies of the problems of brand management of an organization in economic scientific thought

What is a brand? Brands are a complex symbol. It is an intangible umbrella term for brand attributes, names, packaging, price, history, reputation, and advertising mode. Brands are also consumers' impressions of their users, which are defined by their own experiences. Products are what plants produce; brands are things that consumers buy. Products can be mimicked by competitors, products are easily obsolete, but successful brands can persist for a long time, and the brand's value affects the firm for a long time [22].

A brand is a subjective impression (ideas are subjective and not necessarily consistent with an objective) of goods (products traded in currency, not Stockable, not gifts, not ordinary products, and must exist in a circulation) that gives consumers a purchase preference when choosing goods (yes preferences, which may be exclusive or alternative. At least the tangent to the consumption preference curve is greater than zero) to sum up, a brand is a subjective impression of the consumer that the consumer has a purchase preference when choosing the goods [51].

For many firms, the connotation of a brand is corporate culture. Therefore, for this type of enterprises, brands are not only a niche for external sales (distributors and consumers) but also an ethical force for internal management (employees and suppliers) in marketing, brands are the most primitive force to stimulate consumer repeated consumption and are the soul of the consumer market. One entrepreneur said [27]: "without a brand, the enterprise has no soul. Without a brand, a firm loses vigour".

In WTO environment, with the promotion of Internet, it has become a fashion to pay attention to "brand management". What makes people concern about brand management? First, what is a brand? Brands are a complex symbol. It is an intangible umbrella term for brand attributes, names, packaging, price, history, reputation, and advertising mode. Brands are also consumers' impressions of their users, which are defined by their own experiences. Products are what plants produce; brands are things that consumers buy. Products can be mimicked by competitors, products are easily obsolete, but successful brands can persist for a long time, and the brand's value affects the firm for a long time.

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such that consumers have a purchase preference when choosing goods (is the preference, which may be exclusive or alternative, at least the tangent to the consumption preference curve is greater than zero). In summary, brands are consumer subjective impressions of goods that give consumers a purchase preference in the choice of goods [38].

What makes people pay attention to brand management – media and consumer changes [52]:

- audience and readers are decreasing;
- the increasing development of new media;
- the emergence of medium and small media;
- the popularity of CNN;
- the rapid development of the internet. increased consumption demand; consumers are getting fastidious;
- consumers prefer to seek entertainment and stimulation consumers also learn to bargaining and compare;
- the level of consumption demand increased, and the consumption habits changed. more competitive;
- reduce product and quality variability;
- consequences of malignant competition;
- brand differentiation strategies have been challenged;
- improved substitutability of products;
- influence of international brands. challenges to product innovation; increasing talent mobility;
- organizational structure challenges;
- corporate culture barriers;
- distress with inadequate funding;
- market fragmentation and instability [23, 24].

Due to the above obvious changes, it is difficult for products or services without brands to have long-term survival space in the future. Only successful brand management can have a sustainable growth enterprise and future brilliance. Since Neil McElroy of P&G put forward the brand manager system in 1931, brand has increasingly become the main source to enhance the competitiveness of enterprises. The operation demand of the industry has brought the prosperity of the theoretical research of brand management. Western brand theory research has roughly experienced the following stages [40]:

- this stage primarily regulates the connotation and epitaxy of a brand (e.g., brand definition, brand naming, brand identification, trademarks, etc.). Brand research has since become a hot area of research in marketing theory (light; King);
- strategic stage. This stage begins to elevate brand management to the height of strategy. From the perspective of brand building, it puts forward many strategic brand

theories, such as brand image theory of Omei (1963), brand positioning theory of Rees and Traut (1971), brand extension research series of Keller and Ike, etc.;

– asset stage. Frequent brand mergers and acquisitions and frequent price war pressure since the 1980s have made the enterprise pay more attention to the market value and added value of the brand, which has led to the hot wave of brand equity theory research.

Lu Taihong et al. (2000) classified the theoretical research of brand equity into three categories from the perspective of conceptual model:

- financial accounting conceptual model;
- market-based brand strength conceptual model;
- consumer-based conceptual model.

The first type of achievement is the brand asset evaluation models of Interbrand and finance world. The second type of core literature is Pitta and Cassanis' Brand Asset Management Program in the 1990s. The third important achievement is Aaker's five-star brand equity model, Keller's consumer-based brand equity model, etc. [28]. In order to ensure the long-term development of brand assets, the brand must be managed through specialized organization and standardized guidelines. A number of works have appeared during this period, including Aaker's *Managing Brand Assets* (1991) and *Brand Leadership* (2000), Kapferer's *Strategic Brand Management* (1992, 1995, 1997), Keller's *Same Name Book* (1993) and *Brand Report Card* (2000). From this stage, the relationship between brand and consumer (hereinafter referred to as brand relationship, the same below) has gradually become the focus of brand theory research. Core literature includes Blackston's conceptual model of brand relationship (1992-1995), Fournier's framework of brand relationship analysis (1994-1998), and Agarwal's study on brand relationship communication norms (2001) [25, 29].

In order to set a clear and clear brand association strategic goal in the minds of consumers, the duties and work contents of brand management mainly include: formulating a brand identification system centered on the core value of the brand, then using the brand identification system to guide and integrate all the value activities of the enterprise (in front of consumers is marketing communication activities). At the same time, to optimize effective brand strategy and brand structure, constantly promote the value-added of brand assets, and make full use of brand assets.

1.2 Principles and strategies of brand management of the organization

Brand management is a complex and scientific process, no link can be omitted. Here are some guidelines for successful brand management:

1. Overview of the "essence" of the brand, that is, describe the rational factors of the brand. First, identify the visible and tangible human, material and financial

resources of a brand that can be summarized by facts and figures, then describe what additional human, material and financial resources are needed to enrich the nature of the brand according to the target. This includes consumer information, employee composition, relationship between investors and strategic partners, enterprise structure, market conditions, competition pattern, etc.

Brands, like people, have ideas and feelings in addition to body and limbs. We must understand its cultural origin, social responsibility, consumer psychological and emotional factors, and take emotional factors into account when understanding the core of existing brands. Relocate the core of the brand and list the perceived factors that need to be added one by one according to the goals you want to achieve.

To find the soul of a brand is to find its unique strategy. By understanding and evaluating the brand's rationality and sensory factors, the brand's soul and unique positioning and promotional information are sublimated. People like to eat McDonald's not because it is junk food, but because it brings peace and happiness to children and adults. People like to go to Disneyland not because it is a simple playground, but because people can find their childhood dreams and fun there. Therefore, the brand is not the product and service itself, but the imagination and feeling left to people. The soul of a brand is that feeling and feeling.

2. Brand cultivation, protection and long-term care. Brand formation is easy, but maintaining a brand is a very difficult process. Without a good brand care strategy, the brand cannot grow. Many brands just spend a lot of money on advertising to increase their customer resources, but because they don't know the scientific process of brand management, they no longer pay attention to changes in customer needs and can't deliver the promised first-class service after gaining popularity. Disappointed customers have no choice but to choose a new brand, resulting in short-term brand effects that cost a lot of money. Therefore, the focus of brand management is brand maintenance [32].

In the past, when people talked about brands, they often thought about the trademarks of products or enterprises. A true brand is the process from a reputable brand to an emotional brand. How to make products from Trademarks to reputation and ultimately to emotion?

1. Build credibility. Build a good reputation. Because reputation is the basis of the brand. Brands without reputation are difficult to compete for. After China's entry into the WTO, many "foreign" brands have become the hotspot of competition with local Chinese brands. As the "foreign" brand has formed a standardized management and management system worldwide for many years, consumers are much more positive about its brand reputation than local brands. The starting point of competition between local enterprises and multinational brands is to build reputation, not by speculation, but by improving management, quality control, customer satisfaction mechanism and team quality. Chinese enterprises must immediately begin to study changes in customer

needs and continuously innovate products or services that can meet different needs with personalized functions. Future brand competition will depend on speed. Only when you know the brand of market changes and consumer spending habits for the first time, can you adjust the strategy at the fastest speed to adapt to the changing environment and eventually occupy the market.

2. *Seeking support.* Without the full support of all levels of the enterprise value chain, the brand is not easy to maintain. In addition to customer support, support from government, media, experts, authorities and distributors is equally important. Sometimes we need celebrity support and use their influence to enhance the reputation of our brand.

3. *Establishing relationships.* Because of the dynamic changes in customer demand and the increasing opportunities to access information, providing customers with personalized and diverse services has become the only way. Only those brands that have established close and long-term relationships with their customers will be the ultimate winners. Therefore, domestic and foreign brands spare no effort to establish direct contact with customers and maintain customer loyalty.

4. *Increase opportunities.* Customers' buying habits have changed a lot. There are fewer and fewer opportunities to make purchases based solely on advertising information. Consumers need to try or experience before they buy, and then decide whether to buy or not. Therefore, the challenge of brand maintenance and promotion has become how to enable customers to fully understand the quality and function of a product or service without spending too much time and effort in the most convenient environment. This satisfying experience increases customer trust in the brand and creates a desire to buy [45].

For any brand, the indicators that measure the four elements of a brand can be customized and become a special indicator. These indicators can be used as the baseline of brand evaluation and provide basis for "tracking" the change of brand image. Brand management index includes reputation index, relationship index, support index and personal experience index.

The role of brand in marketing is a driving force, and brand is the most basic competitiveness in the global economy.

Premier Wen Jiabao once pointed out: "Brand name is not only an important symbol of the economic strength and market reputation of an enterprise, but also a symbol of the economic strength of a country and a reflection of the overall quality of a nation. The competition in the future world is the competition of intellectual property rights, first-class technology and first-class products. From the strategic height of realizing national prosperity and national rejuvenation, we encourage excellent Chinese enterprises to strive for "world-class brand".

The same is true for businesses and governments. Globalization has created the era of brand economy. The product premium and influence a successful brand brings

to an enterprise and a place is often more valuable than any tangible asset. Brand is not only the symbol and foundation of the enterprise and local, but also a powerful weapon for the enterprise and the government to excel, defeat competitors and compete for the market. Therefore, the correct brand strategy is very important. The government brand is a comprehensive reflection of the image of the government, and it is a comprehensive reflection of the elements of government organization setup, function positioning, civil servants, administrative culture, public services, administrative efficiency, etc. The image of the government will have a significant impact on the economic and social development within its jurisdiction. When investors decide to invest in a city, that means they know the city, its overall environment, and, of course, the government. Therefore, in the analysis of government brand building, we do not distinguish between city brand and government brand [48].

The level of economic development and openness of China's coastal cities are significantly better than those of inland cities, and the government's marketing awareness and brand awareness are also significantly higher than those of inland cities.

Brand marketing is a systematic project with strong policy and sociality. In the practice of attracting foreign investment, the government should actively change the concept and function to enhance the city marketing awareness.

1. *Establish a correct view of political achievements.* From the concept of "performance-centric" to the concept of "investor-centric" marketing, marketing is the process of meeting investors' needs for "products". The government should promote the transformation of local government to market-oriented government through reform, establish market-oriented mechanism, and clarify the functions of market-oriented city.

2. *Accurate city positioning.* In a brutal competitive environment, if the brand lacks a unique positioning, the enterprise will not have a place without property rights. Not only do new products need to be positioned before they are put on the market, but also the competitive pattern of enterprises and the attitudes of consumers will change. When technology changes, enterprises will face repositioning. Any product and service can not compete in the market without accurate and unique positioning, and cities are no exception. Without accurate positioning, there will be no urban development strategy. Positioning is the basis of building city brand and also the discovery of city core value. The essence of city positioning is to place the city in the view of target groups, to form a unique impression of the city and to form a distinct brand personality of the city. Such as "Qingdao: the sailing capital", "Hangzhou: the leisure capital", "Dalian: the romantic capital" and so on.

3. *Explore city characteristics and implement brand strategy.* Each city has its own unique city resources, culture, charm and advantages. Each city has its own unique living environment, talent environment, natural environment and related supporting facilities. The key is to give full play to its own advantages, find its own strategic value and unique competitive advantage, and establish its unique position. Boao, Hainan,

used to be an unknown fishing village. After the 1998 financial crisis, it seized the opportunity to establish Asian value in Asia and create a permanent international conference venue. It has become an international conference city brand through commercial operations on sunlight, air, green plants and water landscapes, Golf and leisure topics. In the process of city brand building, city brand can be promoted by means of city environment innovation, city brand can be shaped by well-known enterprise brand, city brand can be developed by means of strong industry, city spiritual civilization construction can be promoted, and city brand can be backed up. Improving the quality of citizens is an internal requirement for building a city brand.

4. *Develop marketing strategies to achieve sustainable development.* City marketing strategy refers to a long-term, comprehensive and targeted plan formulated by a city to adapt its resources and capabilities to the market environment and enhance its adaptability and competitiveness. City marketing is a social, scientific and artistic system engineering, involving many organizations and departments. Therefore, in order to effectively carry out city marketing activities, it is necessary to formulate corresponding strategies to carry out city marketing in a planned and step-by-step way. After the formulation of the city marketing strategy, it must also be effectively implemented and implemented. In the process of implementation, we should strengthen the monitoring of the implementation process of the city marketing strategy, periodically evaluate its performance, dynamically adjust the city marketing strategy, and ensure the effectiveness and purpose of the city marketing strategy.

5. *Promote the city brand by using integrated marketing.* After defining the urban development goals, brand core, brand identification system and urban brand experience construction plan, it is necessary to consider its dissemination. Brand communication audience of investment marketing is a kind of communication activity conducted by city investors to promote investors to form a comprehensive understanding of the city, promote brand preference, and form brand pull, so as to achieve the city development strategy and city marketing goals. City marketing communication should adopt multi-dimensional and three-dimensional means and tools to achieve communication objectives. TV advertisement of city image is the most common method, and policy publicity is also an important content of city brand communication. Municipal government portals, promotions for major events, exhibitions, and investment promotions are common and specific channels of communication.

6. *Insist on system innovation to promote long-term development.* The long-term planning of urban development and the sustainability and continuity of the system play an important role in urban development. At the same time, we should continue to innovate on the basis of the original system. The rapid development of cities and the significant improvement of comprehensive benefits must be based on competitive advantage, which must rely on innovation. Only continuous innovation can we

continuously open up new markets and provide new opportunities and new power for urban development.

7. Increase the credibility of the government:

– to set up brand marketing concepts and promote the marketing of attracting foreign investment, we must build a clean government and improve the credibility of the government. The government service commitment system shall be implemented. Homogeneity of business invitation and competition among regions result in "false preference" competition and loss of government reputation. There is information asymmetry between government and investors, which must include the issue of government credit. The government service commitment system should be implemented in the business invitation service to achieve good results and to improve the symmetry of administrative information so as to create good conditions for investors' trust;

– the stability, continuity and seriousness of public policies should be maintained. Once implemented, public policies will inevitably produce good or bad policy effects. Public policies have their specific seriousness and influence, which have a great impact on the economic operation of enterprises. Changing orders day and night has weakened the government's credit. Offering preferences at will impair the seriousness of the policy and panic investors;

– create a clean government. The economic basis for government operation mainly comes from state financial appropriations. The increase of government management costs and high administrative costs are bound to have a negative impact on social and economic development. Public power is the direct source of rent-seeking and corruption, and government investment is the soil of corruption. Creating a government that suits the national conditions and conforms to the operating rules of market economy is conducive to improving the image of the government and the management ability of government organizations;

– to form an effective government. Efficiency is one of the core values of administrative management. Promoting the reform of administrative examination and approval system and building a service-oriented government are the dominant direction of the transformation of government management mode in China, which is conducive to the construction of market-oriented government and the benign development of investment and investment [33].

At the same time, due to the vast territory of our country and the obvious economic development ladder, local governments should make marketing strategies in line with local conditions, improve and perfect in time, and cannot be taken out of context, copy and copy. It can be used as a good reference for the governments that are gradually transforming in economically developed areas. For underdeveloped areas, the government should formulate phased plans and adopt them conditionally.

As a means of enterprise marketing, brand management is one of the elements that enterprises participate in competition. So how do you manage your brand and make it more attractive?

First, from competition to cooperation, start the main brand campaign. Compared with competitors, brand is a relationship of competition and cooperation. The core of competition is not antagonism, but the establishment of corresponding competition and cooperation relationship according to the actual situation of the market, the position of competitors in the market and the attitude of competitors. An enterprise can have multiple brands at the same time, but only one leading brand. Because the main brand is the pillar and core, we should pay attention to and invest in the main brand. While developing the main brand, enterprises can also develop other brands to form the Matthew Effect of "one good, one hundred good" [9].

After owning the leading brands, companies have introduced some sub-brands, involved different industries and made different positioning to meet different consumer groups. However, in brand management, the focus on sub-brands is significantly less than on the pillar brands. This is the strategy of strong "dry" and "weak" in brand management, which combines "dry" and "branch" to form a flourishing enterprise brand family.

Second, enhance the connotation and image of brand communication management. Enterprise image is the main carrier and important reflection of commodity image and culture. Good corporate image is easier to win the trust and cooperation of customers and social support for enterprises. It is a kind of communication relationship between consumers. The goal of brand management is to make clear the needs of target consumers through research, to achieve in-depth understanding of the brand by target consumers, to establish the position of the brand in consumers' minds, and to enhance brand loyalty through advertising, public relations activities and other promotional means according to the overall strategic plan.

Third, brand capital operation and cost saving. Brand creation is the initial stage of brand development, and brand management is the advanced stage of brand development. From the development process of mature brand, the brand management of enterprises has experienced three steps: creating brand, managing brand, buying and selling brand.

There are many difficulties in managing a good brand. They have to invest more or even more in marketing. Even so, it is difficult to shape their brand image and brand culture. Although they are famous, they lack reputation, charm and attraction. Customers hardly hear your product, but if you don't agree, you can't buy it, let alone develop customer loyalty. Final market performance is fragile; this is the result of a congenital defect. On the contrary, good brand management and good "articles" of brand capital operation will reduce the resistance of brand promotion, thus greatly reducing the cost of brand promotion! [54].

Fourth, tap brand value and improve management efficiency. Good brand management can not only sublimate the external image of the enterprise, but also greatly help the internal and external management of the enterprise [14]:

- communication and sharing (brand audiences share not only the products of the enterprise, but also its business models and concepts. Bring convenience to brand consumers and change their consumption habits);

- collaboration spirit (brand links people inside and outside the enterprise, and all resources on the brand can be shared. This is the unique function of the brand. The brand is beyond the time and space constraints. Employees of the same company can produce products by working together for a brand, even if they are not satisfied);

- operating efficiency: (brand enables enterprise decision makers to handle company affairs in a very short period of time, which is unparalleled for enterprises without strong brands);

- brand influence (employees can easily understand the culture and characteristics of the enterprise through the brand, which is helpful for the enterprise to determine the target market and implement targeted marketing strategies. In addition, the breadth and strength of brand communication make well-known brands more well-known and effectively enhance brand influence);

- competitive spirit (brand makes many enterprises go abroad quickly. The process of internationalization of local products and localization of international brands has been accelerated. Domestic brands do not want to compete with big international brands. This brand competition spirit makes different markets cross-integrate, forming a unified large market, and the competition is more intense. Brand has a far-reaching impact on the enterprise. It can be said that the management of enterprises can not be separated from the competitive spirit of the brand era).

Branded enterprises may not succeed, but successful enterprises must have successful brands, because only know how to manage the brand, give full play to the brand effect, and establish a set of brand management system, can emotionally win the loyalty of enterprise employees to the brand, and achieve genuine customer service [8].

The direct goal of corporate brand management is to establish stakeholder preferences for organizational support. Therefore, many scholars have proposed the steps and processes of stakeholder relationship management, such as Frederick proposed seven steps of stakeholder analysis, Walker proposed four steps to establish and develop stakeholder relationship. Based on their point of view, this paper puts forward the general steps of stakeholder management in brand relationship management [6]:

- identify and analyze the scope of stakeholders and the main stakeholders influencing the organization brand;

- analyze the rights and demands of stakeholders on the organization brand;

- this paper analyzes the impact of stakeholders on the enterprise brand, and what opportunities and threats they will bring to the brand;
- this paper analyzes the responsibilities and obligations of the enterprise brand to stakeholders. how to meet their reasonable needs and establish a good relationship with them;
- develop and implement stakeholder management strategies and measures in brand relationship;
- monitor stakeholder management strategies and measures, timely identify problems and shortcomings, and take appropriate measures [27].

Due to the different needs and some conflicts of stakeholders, we can use Clarkson seven principles of stakeholder management and Ju Yan'an 6C model for specific relationship management [4]. According to Clarkson principle, when establishing relationships with stakeholders, enterprises should have a variety of cooperative attitudes, including respect, supervision, listening, communication, acceptance, recognition, cooperation, etc. Seven principles of conflict avoidance and acceptance. Ju Yan'an analyzed a large number of failures and successful cases of organizational and organizer relationship management, and proposed six essential elements of successful relationship management: common interests, communication, reputation, commitment, cooperation and compromise.

1.3 Features of the brand positioning strategy in the organizations of the People's Republic of China

Positioning is to let brand personality occupy a favorable position in the minds of consumers, with the purpose of creating a good brand image. It is the basis of brand building, the premise of brand operation, and is related to the success or failure of the brand in the market competition. Therefore, enterprises pay more and more attention to it. It can be said that the first task of brand management is brand positioning, and the ultimate result of brand positioning is to occupy an irreplaceable position in the minds of consumers, so that brand image is deeply rooted in the minds of consumers, once there are related needs, consumers will open the door of memory, association, and naturally think of it. There are many such brands in reality, such as Kodak, McDonald's, Coca-Cola, Marlboro and so on.

If the brand positioning is to outline the image, then advertising is to portray the image; the brand positioning is an aggressive strategy, then advertising is the aggressive means. On the one hand, as the subject of communication between enterprises and consumers, advertising appeal is an important reflection of brand personality; brand positioning needs to rely on the power of advertising and consumer psychological resonance. On the other hand, advertising strategies must be based on

brand positioning. Advertising theme, advertising creativity, advertising performance and other elements should closely surround the brand positioning, obey and serve the brand positioning. Especially the advertisement creativity, which is the life and soul of the advertisement, is the eye of the advertisement, must be closely related to the brand positioning, and can not be separated from the brand positioning. If the direction of creativity and positioning are consistent, the greater the increment of creativity, the greater the hope of positioning, the higher the energy of brand promotion; the direction of creativity and positioning is not consistent, the greater the increase of creativity, the less the hope of positioning realization, the greater the harm to the brand [10].

How is the brand positioning? This is a process of movement, which is based on the accurate judgment of their own products and competing products and consumers' needs, to establish the advantages of products, and to communicate to target consumers to achieve their unique status. Brand positioning requires strategy, and strategy requires mastering its approach. In fact, there are many ways to target the brand of an advertising strategy, such as:

- positioning the main differences between products and similar products. Such as "Colgate" in "Difluorinated Calcium Formula";
- position influential users. For example: Zhou Yunfa's "100 years of moisturizing hair";
- position the environment and timing of using the product. For example, "Green Arrow Chewing Gum" when you need refreshing breath;
- position the product in a way that does not belong to a certain category. For example, "Seven Happy Soda" for "Not Coke";
- position the brand competition. For example, "When you come in second place, you only have to work harder before you can..." AVIS taxi company;
- position the product in relation to consumers. Such as Pepsi Cola, the "Choice of the New Generation" [51].

Only with the concept of positioning, scientific positioning methods and accurate positioning of products and brands, can your communication truly reach the minds of target consumers, that is, only in this way can your advertising achieve the best results without being wasted. Of course, society is developing and changing. Today's brand positioning can only adapt to today's environment. Tomorrow's brand positioning needs to re-analyze the pulse of society. Advertising strategy – Brand positioning can only radiate the vitality and style of life if it advances with the times.

Wuliangye's annual general meeting of shareholders in 2017 is held at the company's headquarters. At this conference, Wuliangye's new brand positioning "Powerful Fragrance China Wine King" made its debut.

According to the brand positioning, we need to build a strong brand effectively. The key is to do well in brand management around the following four steps [47]:

1. Plan a brand recognition system centered on core value:

- to conduct a comprehensive and scientific brand research and diagnosis, fully study the market environment, target consumption groups and competitors, and provide detailed and accurate information guidance for brand strategy decisions;

- on the basis of brand research and diagnosis, he refined the core value of the brand which was highly alienated, clear, easy to perceive and tolerate, and could touch the inner world of the customer;

- he planned to establish a brand recognition system based on core value. The basic identification and extended identification were the embodiment and vivid of the core value, so that the brand identification could be connected with the enterprise's marketing communication activities;

- brand identification directed enterprises' marketing communication activities. Each marketing communication activity demonstrated and conveyed the core value, spirit and pursuit of the brand, making sure that every advertising investment of the enterprises would add color to the brand and accumulate the promotion of the brand assets. The brand building goal was to improve the brand assets.

2. Perfect brand strategy and brand structure.

A very important task of the brand strategy planning was to make a scientific and reasonable brand strategy and brand structure. In the mode of single product, the marketing communication activities were carried out to improve the assets of the same brand. There were many problems with the increase of products. Would you like to extend the brand, use the original brand for the new products or use the new brand? If a new brand was adopted for a new product, how could the relationship between the original brand and the new brand be coordinated? Brand strategy and brand structure improvement strategy were to solve these problems [55].

On the basis of understanding the rules of all kinds of brand strategies, he would further study the financial resources, the scale and development stage of the enterprise, the characteristics of the products, the mentality of the consumers, the competition pattern and the promotion ability of the brand. He would choose a scientific and efficient brand strategy mode, which was conducive to the enterprises to obtain better sales performance and profit. To achieve the strategic goal of nurturing a strong brand at a low cost.

3. Expand the brand in a reasonable way.

The ultimate goal of building a strong brand was to continuously obtain better sales and profits. Because it didn't need to cost to use the intangible assets again. As long as a person had a scientific attitude and a great wisdom to plan the brand extension strategy, he could achieve the leaping development of an enterprise through a reasonable brand extension and expansion and make full use of the intangible assets of the brand resources. Therefore, one of the important contents of the brand strategy was to make a scientific and forward planning for the following steps of the brand extension [39]:

- to refine the core value of the brand and embed it into the channel of brand extension;
- how to seize the opportunity of brand extension;
- how to effectively avoid the risk of brand extension;
- how to extend the products;
- how to strengthen the core value and main relations of the brand;
- how to enhance the brand assets, and how to successfully promote the new products in the brand extension.

4. Scientific management of all kinds of brand assets.

To build a strong brand with distinct core values and personality, rich brand connection, high brand reputation, high premium ability, high brand loyalty and high value, and accumulate rich brand assets [37].

First of all, he needed to fully understand the composition of the brand assets, and in-depth understand the content and relationship of all indexes of the brand assets, such as reputation, quality awareness, brand connection, premium ability, brand loyalty, and so on. On the basis of this, according to the actual situation of the enterprise, the brand asset's goal to be achieved in brand construction was made, so that the enterprise's brand creation had a clear direction, a clear goal, and reduced unnecessary waste.

Secondly, according to the principle of brand composition, the marketing and communication strategy of promoting brand assets at a low cost was planned based on the brand asset's goal.

At the same time, he had to constantly check the completion of the brand assets promotion goal and adjust the next goal and strategy of the brand assets construction.

The brand combination strategy referred to the process of using a set of system methods to manage multiple brands in a systematic and elaborate way. It was convenient for the company to solve the brand problems [22]. The brand combination strategy was the core content of the brand combination management, aiming at making reasonable use of limited resources to maximize the value of the brand combination. In essence, the brand combination strategy was a systematic and professional management and control of the enterprise's brand combination.

Conclusions by chapter 1

Brand combination strategy was an important arrangement for the future development of a company's brand. They needed to consider the following key questions: first, which brands will the company supply to the market in the future? Second, what role did these different types of brands play in communicating with customers? Third, what's the scope and width of a brand in the product category and

market? In other words, the brand strategy was the overall arrangement of the number, function and range of the brands in a long term.

Some scholars believed that there were three types of brand combination strategies, namely, organization identification, brand identification, and organization and sub brand identification. Some scholars believed that it should include the four major types of enterprise logo, brand logo, balance system and mixed system. In this study, based on the current situation and development tendency of the liquor company and the advice of the scholars and experts, the brand combination strategy was divided into single brand strategy, multiple brand combination strategy and mixed combination strategy.

CHAPTER 2

BRAND MANAGEMENT STATUS AND DEVELOPMENT ANALYSIS OF WULIANGYE YIBIN CO., LTD.

2.1 Organizational and economic characteristics of the organization

Wuliangye has a long history, which can be traced back to the "Chongbi spring wine" of the Tang Dynasty, in the Song Dynasty, Yao's private workshop used five kinds of grains to make wine. The literati called it Yao Zixue Qu, and the great writer Huang Tingjian evaluated it as "clear but not thin, thick but not turbid, sweet but not spicy, spicy but not pungent", the "Wendefeng" and "Changgeng" cans in Yibin of the Ming Dynasty brewed "miscellaneous grain wine" of five kinds of grain by using Yao Zixue's Qu brewing method. Among them, Chen's hard research and original "Chen's secret recipe" make the flavor of "coarse grain wine" more perfect. In 1909, it was renamed Wuliangye, known as the "collection of five grains". It has been inherited for more than 1000 years and has a profound tradition [7].

After years of operation and fine operation of the market, Wuliangye has formed a series of products at different levels, such as medium and low-grade wine, high-end wine and gift wine, with various types of products. According to the product information statistics provided by official website, Wuliangye has 104 different series of white spirit, not less than 414 different product types and models. Half of the white spirit companies in China are singing belligerent songs. Like the white spirit limited company's logo, the multi brand combination makes Wuliangye seize the market and face the global white spirit market. Wuliangye leads the high-end liquor market with Wuliangye series liquor in Yibin. The company is based on the Yibin brand. To meet the general business needs, Wuliangye has launched a series of low-price white spirit brands. In order to prevent price war of other white spirit enterprises, Wuliangye has a large number of low-price white spirit to meet market competition and meet the needs of the masses. Finally, a brand combination pattern of "core driven, two wings flying together and group development" will be formed. It can be said that at present, Wuliangye has many brand portfolio series, complete product types and deep product lines [52].

The pace of Wuliangye's accelerated organizational change began in 2012, and this period is just a new round of adjustment in the white spirit industry. Of course, there are two reasons for choosing this time period: first, the market has changed, and the industry requires enterprises to respond quickly and be closer to the market and consumers; second, Wuliangye was also a pilot unit of organizational structure reform and achieved certain results. It's time to expand it.

According to Wuliangye's official website, at present, its seven marketing centers are North China, East China, South China, central China, southwest, northwest and northeast. According to the data, in fact, East China Marketing Center has been established as early as 2011. In 2012, Wuliangye announced to gradually expand its marketing centers to seven: according to Wuliangye, the seven marketing centers were established on the basis of the successful pilot of East China Marketing Center. In 2012, the group further comprehensively promoted the institutional reform with "improving the ability to serve the market" as the core, which involves various links such as organs, production and marketing, in order to streamline institutions and respond to the market efficiently and quickly. At that time, the main departments established under the framework of the new marketing system were marketing department, sales department, sales information management center, after-sales service and brand fidelity department, market supervision department, etc., including the seven marketing centers, which fully covered the market. In 2013, the enterprise further deepened the reform of the seven marketing centers. At last year's Wuliangye dealer conference, Liu Zhongguo, general manager of Wuliangye Group and chairman of the joint stock company, mentioned that the establishment of the seven marketing centers will further promote the response speed of Wuliangye company to the market and consumers, realize the accurate investment in each market and provide meticulous services to each dealer.

In 2014, the white spirit industry continued to adjust deeply, and many liquor companies were faced with great pressure of performance. In this situation, Wuliangye set up five-person marketing leadership group in the first half of this year, and the focus shifted to marketing. Wuliangye introduced that the purpose of establishing the marketing leading group is to better control the market, resort out the price system, solve the problem of market upside down, strictly investigate the phenomena of disorderly fleeing and dumping of goods that disrupt the market operation order, strictly investigate the false work style of the personnel of the marketing center, and quickly solve the business problems raised by the dealers [30].

Five highlights in reform. In the past ten years, the white spirit industry has thriving, and the performance of many liquor enterprises has been growing rapidly. The high-end liquor market has also been rising all the way. In the whole Wuliangye product system, "puwu" also undertakes most of the sales tasks, while other series of wines need to be improved. With the changes of the market, the growth pace of high-end liquor has slowed down, and the mass liquor market has become the focus of many liquor enterprises. We can see that both the seven marketing centers and the five-person leading group declare the change of Wuliangye's organizational structure. From the purpose of the enterprise, they have a lot in common in order to be closer to the market and serve dealers. In the successive organizational structure changes of Wuliangye, I summarized several highlights.

1. *Improved service to dealers.* With the intensification of market competition, liquor enterprises are not only tested in terms of products, production technology and production capacity. The new situation puts forward higher requirements for enterprises. At present, major liquor enterprises are strengthening the efforts to launch new products and maintain old products. The "business grab" war is also staged from time to time. High quality dealers have played a vital role in the development of an enterprise. Besides, the white spirit market is now facing fierce competition, and dealers are faced with various difficulties in their sales and marketing. They need more support and guidance from wine companies. Therefore, it is essential to strengthen the service for distributors and channels. In the new organizational structure, Wuliangye has established not only seven marketing centers, but also marketing supervision management department, sales service management center, packaging material supply department, after-sales department and other departments. Among them, the supervision and management department are mainly responsible for managing the inventory of dealers and serving the market and dealers, and the sales service management center also has the function of serving dealers. In addition, the after-sales department mainly manages the after-sales work, but also to better serve dealers and major channels.

2. *It speeds up the response of the marketing team to the terminal.* White spirit group purchase channel has become more and more difficult with the rational recovery of liquor market. The traditional channels such as hotels, famous hotels and so on become the priority among priorities. Therefore, the degree of concern of enterprises in terminal channels is also improving. If the information of enterprises and terminals is asymmetric, it is difficult to do a good job in sales, establish a brand image and strengthen the confidence in channels. For an enterprise, the main reason for smooth sales is to quickly complete the response to channel problems. Therefore, Wuliangye established seven marketing centers and five-person leading groups to strengthen the response speed of enterprises to terminals.

3. *Increase the sales of mid-range wine.* In recent years, Wuliangye has been enriching the product structure to expand the sales scale of products below 400 yuan. Some insiders mentioned that the adjustment of Wuliangye's organizational structure in the past two years has something to do with this, because the sales volume of "puwu" is large and the profit is considerable. Both dealers and salespeople are happy to sell "puwu", but they virtually slack off the promotion of other Wuliangye products. At present, the sales of high-end liquor are blocked, and the market prospect of mass products is good. Therefore, Wuliangye needs to expand its product sales below 400 yuan in addition to ensuring its share in the high-end liquor market. According to the source, Wuliangye's seven marketing centers are responsible for the sales of all products of Wuliangye system, so Wuliangye's series of drinks will receive more attention.

4. *Strengthened the ability of market control.* During the industry adjustment period, some channel providers and dealers who do not follow the rules may not withstand the pressure of the market, and there will be problems such as low-cost shipment and fleeing goods. Enterprises must strengthen the supervision of the market. In addition to supervision, we should also strengthen support for dealers to ensure their confidence in operating the market. In order to adapt to the changes in the market, Wuliangye adjusted the price of products twice this year, which requires enterprises to do more work to maintain its stability in the market.

5. *Closer to the market and consumers.* Whether Wuliangye or other liquor enterprises, their relationship with consumers and the market has become closer and closer in recent years, and their "grounding" behavior has also been widely recognized by consumers. Wuliangye has done a lot of "people-friendly" activities this year, such as the Wuliangye special music Cup National Fitness table tennis thousand city friendship match and 99 National Table Tennis cheering group held by the enterprise, which not only publicized the national fitness, but also donated to students in some poor areas, which virtually improved the brand image of the product. In terms of market, Wuliangye also requires sales departments and dealers to pay more attention to channels. When promoting new products, Wuliangye selects agents from all over the country, who have good control over channels [34].

Marketing reform, service forward. For an enterprise, the reform of organizational structure needs to face many tests, including human resources, cost and time. In 2014, the organizational structure adjustment of Wuliangye was basically completed. The seven marketing centers and the five-person leading group bear new expectations because it will help Wuliangye achieve new growth in performance [53].

Wuliangye requires services to move forward in marketing, both for the market, dealers and products. In order to develop Wuliangye series liquor, the previous operation method is obviously not suitable. The product operation modes of each grade are different. The seven marketing centers bear a great sales task, so they must really sink into the market in order to understand the changes and find new breakthrough points. Under such a situation, enterprises need and must be market-oriented! In this regard, Tang Qiao, chairman of Wuliangye Group, once said: "Wuliangye first realized brand buyout, first established specialty stores, first aimed at the rapid changes in the market, and now takes improving the ability to serve the market as the core, according to the basic ideas of streamlining institutions, increasing supervision, strengthening marketing and building a platform, Wuliangye comprehensively Systematic reform, use an efficient organizational system to ensure the future development of the company and further improve the ability to quickly respond to the market". This sentence is the best explanation for the organizational structure reform of Wuliangye.

2.2 Economic analysis of the activities of Wuliangye Yibin Co., Ltd.

Revenue and cost. Major changes in asset composition. The company will implement new financial instrument standard, new income standard or new leasing standard for the first time since 2019, and adjust and implement relevant items of financial statements at the beginning of the year (tables 2.1-2.4).

Table 2.1. – Composition of operating income

Indicators	2019		2018		Year on year increase and decrease
	amount of money, yuan	proportion in operating revenue	amount of money, yuan	proportion in operating revenue	
Total operating revenue	50,118,105,877.14	100%	40,030,189,599.87	100%	25.20%
By industry					
manufacturing	50,118,105,877.1	100%	40,030,189,599.87	100%	25.20%
By product					
liquor	46,301,838,985.74	92.39%	37,751,933,113.60	94.31%	22.65%
Including: high price liquor	39,670,724,652.67	79.15%	30,189,147,385.40	75.42%	31.41%
Medium price liquor	6,631,114,423.07	13.23%	7,562,785,728.20	18.89%	-12.32%
plastic	2,540,536,361.21	5.07%	1,851,618,283.27	4.63%	37.21%
printing	124,811,258.13	0.25%	54,501,116.15	0.14%	129.01%
glass	194,271,586.53	0.39%	97,655,529.08	0.24%	98.94%
others	956,647,685.53	1.91%	274,481,557.77	0.68%	248.53%

Note: high price liquor: refers to the main products of the company with the sales price of 120 yuan or more including tax (500ml / bottle); the company does not directly export alcohol products, which are sold by the company to the import and export company for export sales.

Source: author's development based on data analysis [11].

The gross profit rate of high-grade white spirit is obviously higher than that of the middle and low-grade brands. As can be seen from table 2.5, over the years, Wuliangye high-end brand white spirit generally more than 65% gross profit margin, the highest is 85%. White spirit between the middle and low-grade liquor brands, the gross profit margin is between 16%-52%, which indicates that the profit contribution rate of the premium liquor brands of Wuliangye is obviously higher than that of the medium and low-grade white spirit brands.

Table 2.2. – Composition of operating income and operating costs

Indicators	Business income, yuan	Operating cost, yuan	Gross profit rate	Increase and decrease of operating revenue over the same period of last year	Increase and decrease of operating costs over the same period of last year	Increase or decrease of gross profit rate over the same period of last year
By industry						
Manufacturing (liquor)	46,301,838,985.74	9,284,024,693.66	79.95%	22.65%	9.73%	2.36%
By product						
Liquor	46,301,838,985.74	9,284,024,693.66	79.95%	22.65%	9.73%	2.36%
Including: high price liquor	36,670,724,562.67	6,113,455,671.70	84.59%	31.41%	29.05%	0.28%
Medium price liquor	6,631,114,423.07	3,170,569,021.96	52.19%	-12.32%	-14.84%	1.42%

Source: author's development based on data analysis [11].

Table 2.3. – Composition of operating cost

Industry	Project	2019		2018		Year on year increase and decrease of proportion
		amount of money, yuan	proportion in operating cost	amount of money, yuan	proportion in operating cost	
Production industry	raw material	6,409,107,723.74	50.06%	5,376,901,123.42	51.27%	-1.21%
	labor wage	4,228,023,628.65	33.03%	3,144,553,451.80	29.99%	3.04%
	energy	957,955,244.56	7.48%	825,023,634.74	7.87%	-0.39%
	manufacturing expense	1,207,173,350.39	9.43%	1,140,304,724.31	10.87%	-1.44%

Source: author's development based on data analysis [11].

Table 2.4. – Major changes in asset composition

Indicators	End of 2019		Early 2019		Increase or decrease of proportion
	amount of money, yuan	proportion in total assets	amount of money, yuan	proportion in total assets	
Monetary capital	6328,825,723.79	59.44%	48,960,048,897.95	56.87%	2.57%
Accounts receivable	134,449,693.03	0.13%	127,331,336.97	0.15%	-0.02%
Stock	13,679,619,615.41	12.86%	11,795,461,088.43	13.70%	-0.84%
Long term equity investment	1,021,778,731.59	0.96%	919,477,978.54	1.07%	-0.11%
Fixed assets	6,108,745,912.72	5.74%	5,262,163,428.02	6.11%	-0.37%
Construction in progress	812,428,248.30	0.76%	351,993,452.86	0.41%	0.35%

Source: author's development based on data analysis [11].

The global economy is full of uncertainty, the Sino US trade war continues, the exchange rate changes frequently, the domestic and foreign environment and macroeconomic situation are complex and severe, and the overall market environment is facing greater challenges. But the overall trend of domestic consumption transformation and upgrading, and the trend of white spirit liquor industry to further focus on white spirit liquor enterprises remains unchanged [16], the company keeps up with the new market trend, seize the new development opportunities, implement the new requirements of high quality development, make up for the disadvantages, elongate the plate, upgrade the new energy [46], has achieved a new record in business performance, and the annual sales revenue has exceeded 10 billion in three years. In 2019, the company achieved an operating revenue of 50.118 billion yuan, a year-on-year increase of 25.20%. The net profit attributable to shareholders of listed companies was 17.402 billion yuan, with a year-on-year increase of 30.02% [38].

Business structure: the company's main business is high-end Wuliangye, a series of white spirit (figure 2.1). The main brands of Wuliangye include "puwu", classic Wuliangye, 1618, low-grade Wuliangye and other high-end wines. Benefiting from the upgrading of consumption and the release of reform dividends, the number and price of products of Wuliangye have increased steadily, which is the core driving force for the company's future growth. This series of products mainly include "wuliangchun", "wuliangchun", "wuliangtequ", "Jianzhuang" and other brands.

Table 2.5. – Income analysis of Wuliangye brand portfolio, 100 million yuan

Year	Liquor			High grade brand liquor					Medium brand liquor				
	Income	Profit	Gross profit rate, %	Income	Gross profit rate	Revenue share, %	Profit share, %	Gross profit rate, %	Income	Gross profit rate	Revenue share, %	Profit share, %	Gross profit rate, %
2005	57.05	25.06	43.92	27.30	18.40	47.85	73.43	67.39	29.75	6.66	52.15	26.57	22.38
2006	63.21	28.50	45.09	31.89	22.18	50.44	77.81	69.55	31.32	6.32	49.56	22.19	20.19
2007	62.81	30.82	49.07	34.92	22.95	55.59	74.47	65.73	27.89	7.87	44.41	25.53	28.21
2008	61.28	32.07	52.32	31.31	20.49	51.09	63.91	65.45	29.97	11.57	48.91	36.09	38.61
2009	73.33	38.74	52.82	43.58	30.16	59.43	77.86	69.21	29.76	8.58	40.58	22.15	28.83
2010	72.22	39.29	54.41	49.38	35.53	68.37	90.41	71.95	22.84	3.77	31.63	9.59	16.50
2011	78.16	42.75	54.69	59.36	39.61	75.95	92.68	66.73	18.80	3.13	24.05	7.32	16.65
2012	100.05	71.35	71.31	72.17	61.61	72.13	86.35	85.38	27.89	9.74	27.87	13.65	34.91
2013	140.81	105.08	74.63	109.02	93.59	77.43	89.06	85.84	31.79	11.49	22.57	10.94	36.16
2014	184.74	132.01	71.45	140.98	119.31	76.31	90.38	84.63	43.77	12.70	23.69	9.62	29.01
2015	261.25	182.60	72.89	193.34	162.91	74.01	89.22	84.26	67.91	19.69	25.99	10.78	28.99
2016	237.03	179.66	75.80	177.92	149.47	75.06	83.20	84.01	59.11	30.19	24.94	16.80	51.07
2017	200.26	151.21	75.51	156.26	131.18	78.03	86.75	83.95	43.99	19.92	21.97	13.17	45.27
2018	203.46	148.95	73.12	155.07	126.68	76.22	85.05	81.69	48.39	22.27	23.78	14.95	46.03
2019	227.05	171.20	75.04	174.16	145.26	76.71	84.85	83.40	52.88	25.94	23.29	15.15	49.05
2020	280.92	215.49	76.71	213.94	182.20	76.16	84.55	85.17	66.98	33.29	23.84	15.45	49.70

Source: author's development based on data analysis [11].

In terms of regional distribution, the eastern, southern, western, northern and central regions accounted for 27%, 11%, 35%, 11% and 16% respectively, of which the eastern and western regions with the largest proportion accounted for 30% and 21% respectively in 2020, and still achieved good growth under the influence of the epidemic.

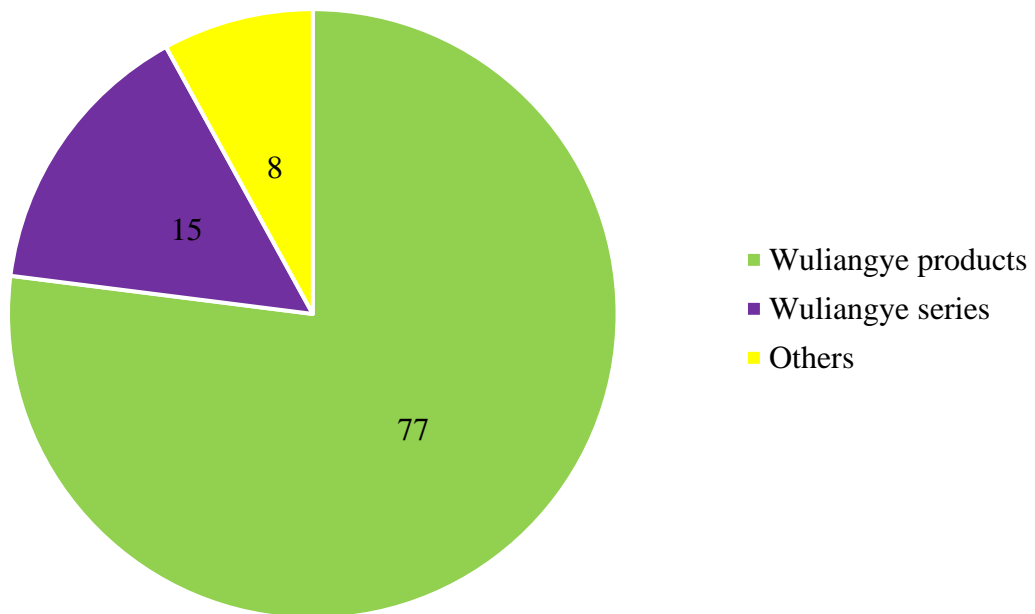


Figure 2.1. – Main business structure in 2020

Source: author's development based on data analysis [11].

Performance: the public expenditure and anti-corruption policies which started in 2012 have a greater impact on white spirit consumption. The company entered the three-year deep adjustment period, and the income and profit performance were low. With the rise of mass consumption and the replenishment of channel inventory, the company's revenue began to recover rapid growth in 2016. Driven by consumption upgrading and reform dividend distribution, the company's revenue increased by 23.6% from 2016 to 2020. In terms of profit, benefiting from structural optimization and direct price increase, the compound growth rate of net profit attributable to the parent company in the same period reached 30.9%, the profit growth was significantly faster than the income growth, and the profitability was steadily improved. With the effective control of the epidemic, catering demand and consumer confidence have recovered steadily. In the first quarter of 2021 (figure 1 appendix), the revenue increased by + 20% $((243.2-202.4) \div 202.4)$ year-on-year, and the net profit attributable to the parent company increased by + 21% year-on-year, with continuous high-quality growth [13].

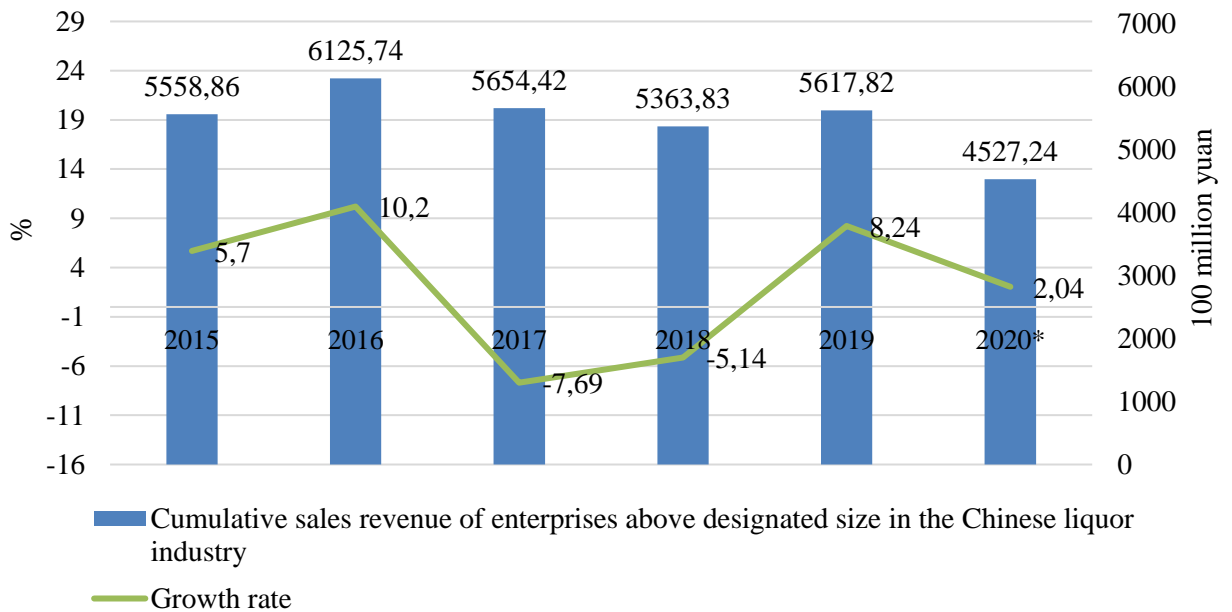
Profitability: thanks to the upgrading of product structure and the rise of direct prices, the company's gross profit margin increased from 69.2% in 2015 to 76.4% in the first quarter of 2021. With the increase of the proportion of high-end Wuliangye

and the upgrading of the structure of superimposed series of wines, the overall gross profit margin is expected to further increase. In terms of cost rate, relying on "puwu's" strong brand strength and preferential prices, the channel rebate was reduced, and the company's sales cost rate decreased from 20.5% in 2014 to 7.1% in 2021 (first quarter). In addition, with the expansion of the company's scale, the scale effect is significant, and the management expense ratio has decreased significantly from 9.7% in 2014 to 3.9% in 2021 (first quarter). Driven by the increase of gross profit margin and the decrease of expense rate, the company's net profit margin increased from 28.8% in 2014 to 36.5% in 2020, and its profitability increased significantly; In addition, the rise of net interest rate drives the company's equity net interest rate to rise steadily, and the long-term investment value is prominent.

External environment analysis. White spirit industry is in a squeeze growth, with upgrading and differentiation as the main melody. Residents' brand and health awareness are improved, the industry is in a squeeze growth, and the trend of structural upgrading is obvious. In the 2002-2012-year, white spirit is the ten year of liquor sales and price rise. During this period, revenues and profits maintained double-digit growth. From 2013 to 2015, due to official expenses and anti-corruption policies, the industry has entered a three-year in-depth adjustment period. Around 2016, the channel inventory clearance was ideal. The industry is weak and the squeeze growth is obvious. With the increase of residents' income and the rise of mass consumption, famous liquor and white spirit liquor have promoted the development of white spirit industry. From the profit side, profit growth is obviously higher than income growth, and profitability continues to grow, thanks to upgrading of product structure and the direct rise of the famous sweet white spirit price (figure 2.2).

During the 2002-2012 golden ten years, the white spirit industry has been expanding rapidly. Under the background of the rapid rise of residents' brand awareness and health awareness, "less wine and good wine" has become the consensus of the whole society. With the "three public", "anti-corruption" and "strict investigation of drunk driving", white spirit consumption is more rational, and white spirit liquor production and sales volume has reached the first place. In 2020, the output of white spirit from above -2.5% increased to 7 million 410 thousand tons. The white spirit enterprises in the above scale decreased from 1563 in 2015 to 1040 in 2020. The industry has been transformed into the stock market, and the industry competition has dominated, and the competition situation is becoming increasingly fierce. But thanks to the upgrading of consumption, the demand for famous white spirit has been steadily increasing, the cycle has weakened, the income has steadily increased, and the public consumption has increased. From 2015 to 2019, the per capita disposable income of urban residents maintained a high growth of about 7% (figure 2.3). The increase of income has led to the continuous enhancement of residents' consumption ability, and the pace of consumption upgrading has been significantly accelerated. Meanwhile,

since the revival of white spirit in 2016, the rise of mass consumption has become the core power of the development of the industry. At present, mass consumption accounts for 65%, while the proportion of government consumption has fallen to less than 5%. white spirit consumption structure is healthier, and future growth is more robust.



Note: * – January-October.

Figure 2.2. – Statistics and growth of cumulative sales revenue of Chinese liquor Enterprises above 2015-2020

Source: author's development based on data analysis [2, 57].

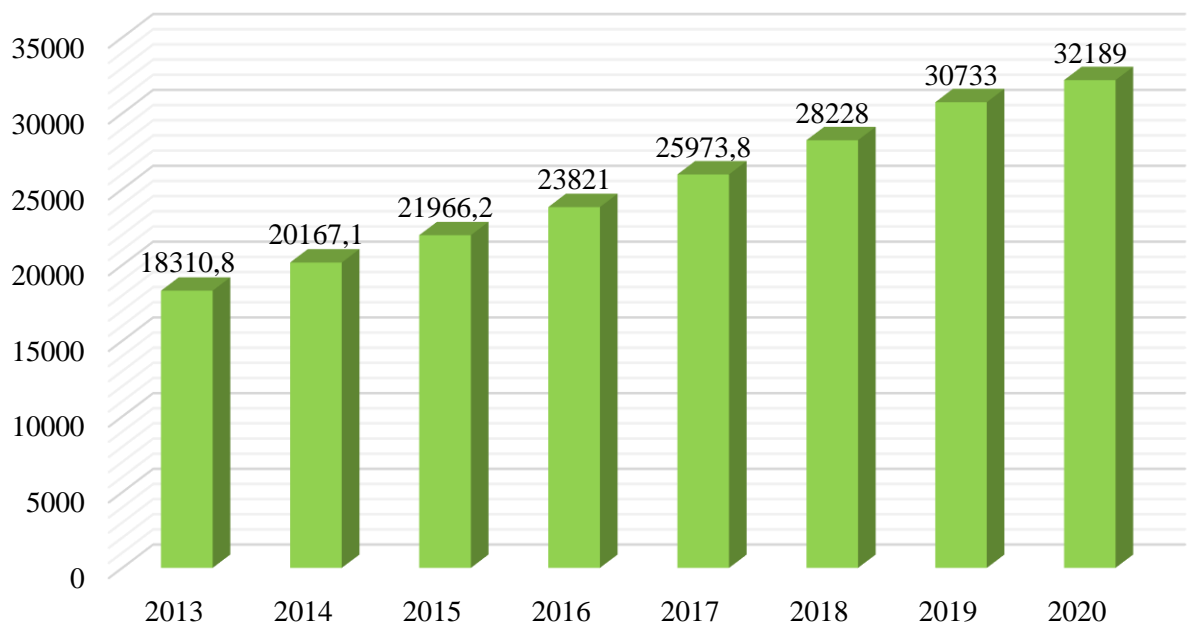


Figure 2.3. – Per capita disposable income 2013-2020, yuan

Source: author's development based on data analysis [1, 12].

Volatility is decreasing, affluent groups become stronger, and demand for famous white spirit is more stable. China's urbanization rate has risen steadily in the past decade and will reach 63.9% by 2020. However, compared with the average urbanization rate of more than 80% in Europe and America, there is still much room for improvement, and the upward trend will not change for a long time. In addition, as the economy turns to high-quality development, the proportion of the tertiary industry has increased steadily, and more high-income jobs have emerged, which has promoted the sustained growth of the middle and affluent groups. It is expected that the proportion of the rich class and the upper middle class will increase significantly in 2022 compared with the average annual growth rate in 2012. With high-quality economic development and diversified industrial structure, the number of rich people continues to grow, and economic fluctuations are significantly weakened. After the two Sino US trade war and the stress test in 2018-2020, white spirit liquor could increase rapidly after pressure, and its stability was more obvious.

Demand side: with the diversification of China's economic structure and the reduction of economic fluctuations, the number and wealth of the middle class and the rich have been considerable, and the demand side is more stable.

Supplier:

– manufacturer's perspective: at present, all major white spirit enterprises have strengthened control over channels. Through digital scanning system, increasing terminal channel control personnel, quota system, precision distribution and other measures, we have ensured the benign inventory of the channel;

– dealer angle: the demand side of white spirit is rational, and dealers are not realistic to acquire huge profits by hoarding goods. Therefore, they do not have the motive to store goods on a large scale. With the joint efforts of both supply and demand sides, the leverage effect caused by channel inventory in the past has been weakened, and the periodicity of famous liquor has been significantly weakened.

Industry differentiation intensified. The white spirit has the characteristics of constant power and structural prosperity, and the proportion of famous liquor market has been rapidly improved. Since the revival of wine, the structural boom of "weak growth and strong differentiation" is very obvious. Against this background, the advantages of famous liquor brands and channels are becoming more and more obvious. Market share has been concentrated on liquor and white spirit. The share of revenue and profit of white spirit listed companies (many famous white spirit) increased from 20% in 2015 and 62% in 2020 to 44% and 81% respectively. Especially since 2017, with the acceleration of the pace of consumption upgrading, white spirit has flourished and share of listed companies has increased rapidly.

Like China's rapid economic growth and a rapid growth in the high-income group, white spirit consumption is booming. The high-end liquor that occupies the top of Pyramid white spirit consumption is fully benefited from consumption upgrading

and share concentration, of which 2015-2020 years high-end white spirit sales increased 15.5%. In terms of price, high-end wine sets have the strongest price raising ability in the whole industry. From 2015 to 2020, the wholesale and ex-factory prices of Maotai, Wuliangye, Yibin and Guojiao increased significantly, the quantity and price increased steadily, and the expansion trend was obvious. With the steady upward development of China's economy and the rapid growth of the number of high-net-worth people and the middle class, it is expected that the number of high-net-worth people dominated by high-end wine consumption will reach 2.41 million yuan in 2023, a cumulative increase of 44.3% over 2018. At the same time, the growing middle class has also become a long tail consumer of high-end wine. From the perspective of purchasing power, for Wuliangye and Guojiao, which have a high bottle opening rate and a selling price of 1000 yuan, the overall improvement trend of residents' actual purchasing power in recent 10 or even 20 years is obvious. The price band of 1000 yuan has laid a solid foundation for capacity expansion.

Since the white spirit industry's overall recovery in 2016, the share of high-end liquor promoted by consumption promotion has increased rapidly, and the share of revenue has risen from 9.3% in 2016 to 22.1% in 2019. In terms of sales volume, the proportion of high-end liquor sales increased from 0.3% in 2016 to 1.0% in 2020. Although the proportion of high-end white spirit sales has increased rapidly, it accounts for only 1% of the total sales volume. White spirit is the ultimate direction of liquor consumption upgrading, representing the ultimate taste experience and spiritual enjoyment. On the basis of "less wine and good wine" has gradually become the consensus of the society, the sales volume of the whole industry has reached 700 thousand tons, which provides a large number of basic consumers for the basic consumers, and the share of high-end white spirit has steadily increased.

However, the brand barrier is extremely high and the competition pattern is clear. Maotai, Wuliangye and Luzhou Laojiao have won many Chinese famous wines. They have led the development trend of white spirit industry in history, and both brands and consumers are well aware. They are mature brands in the high-end wine segment (table 2.6). Founded in 2000, Guojiao 1573 is a rising star in high-end wine. Luzhou Laojiao adopts the best quality base liquor, has invested resources for 20 consecutive years, and has obtained about 7% market share. Obviously, it is difficult to gain a firm foothold in the high-end and realize large-scale production. In the case of the steady expansion of high-end white spirit liquor, the 30, the revival version, Tsinghua Lang, and alcoholic drinkers, who have both brand strength and differentiated product characteristics, seize the opportunity to enter the high-end market, and have developed rapidly in recent years. However, the current sales volume is still very small, which is not enough to have a substantive impact on the three mature brands.

Table 2.6. – Classification of brands and total volume in 2020

Brand classification	Brand	Total volume in 2020, 100 million yuan	Increasing in 2020, %	Introduce
Mature brand	Maotai	848	12	Maotai, the representative of Maotai flavor in the five sessions of China's famous liquor, is deeply rooted in the hearts of the people.
	Wuliangye	441	14	The fourth Chinese famous wine, the representative of Luzhou flavor, and a generation of "king of Chinese wine industry"
	Guojiao 1573	108	25	Five Chinese famous wines, the ancestor and representative of Luzhou flavor
Emerging brands	Qinghualang	42	32	Benefiting from the spillover of Moutai demand, we have positioned one of China's two major White spirit liquors
	Jiugui Neican	5.7	73	It focuses on the differentiated flavor, and the master publicizes it in the cultural circles

Source: author's development based on data analysis [13, 14].

The high-end white spirit has a high barrier and the competition pattern is the most obvious. Maotai liquor, Wuliangye and Guojiao account for 95% of the market share. The sales expense rate can be used as a reference index to measure the intensity of enterprise competition. Maotai and Wuliangye benefit from their high brand influence. In recent years, the sales expense rate has decreased steadily, and the strong trend continues and is obvious; In contrast, the sales expenses of the high-end White spirit liquor enterprises are high and the competition is becoming increasingly fierce (figure 2.4).

From the perspective of consumption attributes, high-end wine consumers have strong strength, high brand loyalty and stable demand side. The revenue and profit performance of high-end wine in first quarter of 2020 is significantly better than that of sub high-end and regional leading brands [44].

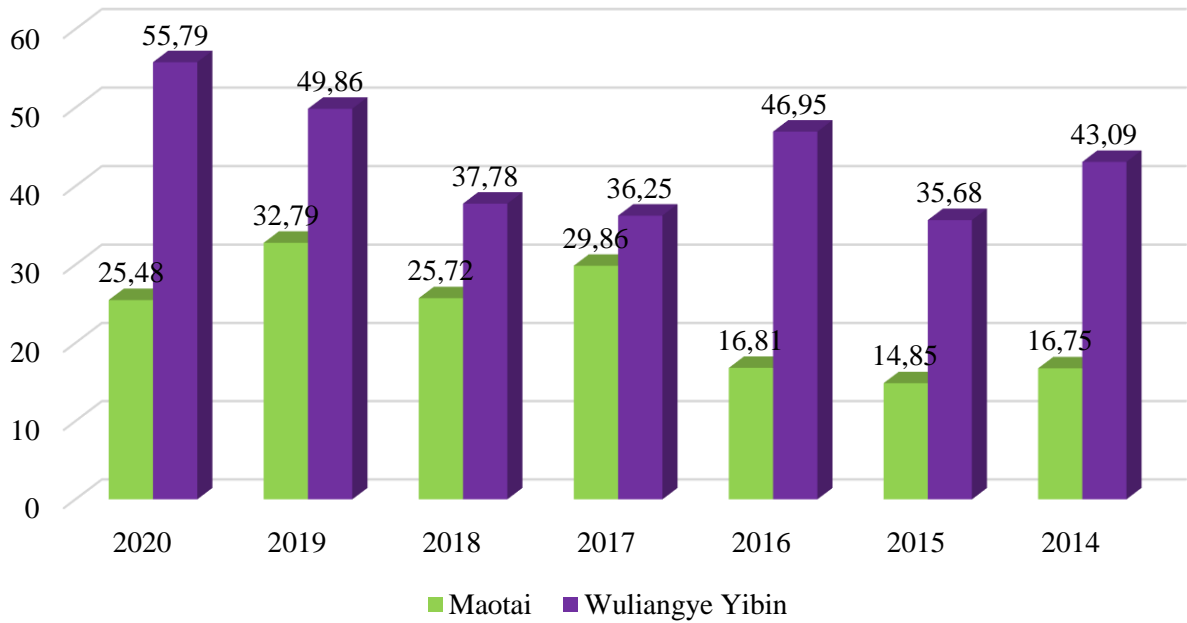


Figure 2.4. – Sales expenses of Maotai and Wuliangye, 100 million yuan

Source: author's development based on data analysis [13, 14].

From the perspective of competition mode, high-end white spirit is a healthy competition based on price. Even if the 2020 epidemic situation has led to increased performance pressure, Wuliangye and the national exchange have chosen to control the quantity and support the price. This is from the market positioning. Facing the huge external impact, high-end liquor can squeeze down the high-end and real estate white spirit to cushion the demand decline.

2.3 Brand management analysis of Wuliangye Yibin Co., Ltd.

SWOT analysis.

S (advantage).

1. A variety of comprehensive advantages make it a world-famous wine:
 - the unique natural ecological environment makes Wuliangye unique. The company is located in the best place of the world, the best climate, the best microbial environment and the best fermentation environment. It is located in the core area of "Chinese white spirit Golden Triangle", and has made a distinctive five grain Qiong, pulp;
 - the unique ancient cellar microbiota of more than 600 years in the early Ming Dynasty has never stopped reproducing, laying the foundation for the glorious history of Wuliangye;

– Wuliangye, a world-famous wine, is brewed with five unique grain formulas. Wuliangye has been using the special technology of Chen's secret recipe and innovating and improving constantly, thus avoiding the shortage of general white spirit flavor and poor taste, and better in the richness of taste substances;

– Wuliangye unique "baobaoqu" technology, as a carrier for the combination of microorganisms in air and soil, is very suitable for the uniform growth and reproduction of hundreds of microorganisms brewing Wuliangye. At the same time, the aroma of different grains and the characteristics of wine production are combined to form the "aroma" of Wuliangye.

White spirit is the entrance of Luzhou flavor liquor, with its long, full-bodied, delicious, smooth throat, harmonious flavor, and just perfect flavor.

Wuliangye, which contains five kinds of grain essence, sorghum, rice, glutinous rice, wheat and corn, has a comprehensive and rich taste. It has transferred the best enjoyment of three aesthetic senses of human vision, smell and taste. It embodies the high level of China's "golden mean" culture and is deeply loved by Chinese and foreign consumers.

2. Capacity scale and quality screening process ensure excellent quality. From the production capacity of more than 3000 tons in the early 1980s to hundreds of thousands of tons now, the company has achieved a leap in production scale, quality and quantity, and has become the world's largest brewing production base. At present, the company has the largest cellar in China and the world's largest brewing workshop, tens of thousands of underground fermentation cellars ranging from more than 600 years to decades. At the same time, it also has an industry-leading packaging production line and professional and advanced quality analysis and testing instruments, which effectively ensure the steady improvement of the company's product quality.

3. Accelerate the pace of internationalization and enhance the brand value year by year. Wuliangye won many awards at the 2015 Milan World Expo, and has established purchase and sales relations with more than 100 countries and regions such as the United States, Britain and Japan. Its products are exported to dozens of countries and regions around the world. During the reporting period, the brand value of Wuliangye continued to rise to 76.126 billion yuan and Wuliangye leading position in the white spirit industry was further consolidated.

4. The continuous growth of talent team has injected a strong driving force into the development of the company. Talent is a powerful driving force for the sustainable development of the company. The company has taken many measures to cultivate and introduce a large number of high-level talents and senior experts in the industry. Chinese white spirit is China's top: 1 liquor master, 3 Chinese white spirit masters, 6 chief Chinese liquor tasting masters, 2 Chinese liquor masters, 4 masters of liquor evaluation in China, 4 masters of Sichuan brewing, 3 Master of Sichuan brewing industry, 18 experts from the State Council's special allowance of government and the

number of people who are masters of liquor is 6. Sichuan has outstanding contributions of 8 outstanding experts, the national white spirit 21 judges, the provincial white spirit 36, and a large number of national, provincial and municipal experts. At present, the company not only has the largest and largest liquor technology, marketing and management talent team in the industry, but also has built Talent Gathering platforms such as national enterprise technology center, national postdoctoral mobile workstation and national quality inspection center, which provides strong intellectual support and talent guarantee for the sustainable development of the company.

W (disadvantage).

1. The ability of cross industry diversified development is not strong. In recent years, Wuliangye has begun to extend to industries other than alcohol, resulting in a sharp increase in revenue and profits, but the yield is not ideal relative to the cost. In 2015, the gross profit margin of Wuliangye Group's liquor was 73.21%, but the comprehensive gross profit margin of the whole enterprise was only 69.20%. It can be seen that the contribution of other products to the gross profit margin of the enterprise is negative, and even some products are at a loss.

2. High cost. Wuliangye vigorously develops group purchase channels, product structure upgrading and other strategies. In terms of marketing:

- continue to improve the sales volume and influence of high-end brands;
- make great efforts to promote low-cost brands;
- strengthen the marketing of group purchase wine;
- strengthen product R&D;
- according to market needs and development;
- study and formulate group buying strategies;
- seize the high-end group consumer market;
- strengthen the building of medium and low-priced wines.

These measures have undoubtedly increased the cost expenditure of Wuliangye. In recent years, the economic form has changed, the consumption of high-end wine has decreased, the income has decreased, and the sales volume of medium and low-priced wine has increased with efforts. However, due to the low gross profit margin of medium and low-priced wine, the increase of operating revenue is accompanied by the sharp increase of operating cost. If the sales volume of medium and low-priced wine continues to grow in the future, however, the cost of high-priced wine will continue to increase, which will be lower than that before 2012, and will face more fierce competition.

3. Insufficient sales strategy. Another weakness of Wuliangye lies in its sales strategy. In terms of terminal competition, Wuliangye agents have been actively struggling. Compared with the vigorous support of some rising stars to dealers, Wuliangye is only overdrawing channel loyalty by relying on the influence of brand. Wuliangye "rule of few people" will face a great crisis. Moreover, Wuliangye

advertising has not been raised to the international standard, which is very different from the advertising of similar wine products in the world, which has brought great obstacles to the promotion of Wuliangye internationalization.

O (development opportunities).

1. Effective consumer demand rebounded and will further expand. At the end of 2015, the central government proposed to promote the "supply side structural reform" and further expand effective supply and effective consumption demand. The State Council specially issued the guiding opinions on actively giving play to the leading role of new consumption, accelerating the cultivation and formation of new supply and new power, adhering to the leading role of consumption and driving industrial upgrading with consumption upgrading. It is expected that during the 13th Five Year Plan period, improving supply and expanding consumption will provide broader space for enterprise transformation and development, and enterprises with advantageous resources will further win the opportunity of transformation and leap.

2. The opportunity for consumption to return to tradition. In terms of cultural attributes, liquor is a cultural consumer product, and the consumption culture without wine, no wine and no wine, no wine without feast, has been deeply impressed on the Chinese mind. With the return of Chinese traditional culture brought by China's economic development, white spirit, one of the representatives of Chinese traditional culture, will play a greater role in the economic, social and cultural blending.

3. International market development opportunities. China's one belt, one road, and Asian investment bank, and the SDR basket, have accelerated the internationalization of China's capacity and opened up wider share to the outside world. China has entered the era of "capital going out" and deepened its bilateral opening to the outside world. With the further internationalization of China's economy and culture, cultural products will be more favored by international consumers. Chinese white spirit is China's name card China's traditional culture. The acceleration of internationalization will bring products such as white spirit such as Chinese characteristics to win more international consumers' favor. Wuliangye is a world-famous brand with leading quality in the industry. It is not only a guarantee to maintain concentration in the face of external complex and fierce competitive environment, but also a firm cornerstone to accelerate the pace of internationalization. It is bound to usher in new international development opportunities.

T (challenges).

In 2016, the domestic and international economic situation is expected to be more severe. The white-hot industry has serious excess capacity, and the pressure of stock and capacity goes up, and the market competition will become more white spirit.

First, overcapacity is common in the industry. The pressure of capacity digestion is huge, and overcapacity is prominent. According to market changes, the price of high-end products has been adjusted, the high-end market is limited, and the middle and

low-end competition is more intense, which puts pressure on the realization of the annual business objectives, further increases the difficulty of marketing, and the competition among liquor enterprises continues to ferment.

Second, labor, raw materials, logistics and other costs increase, the company's operating costs increase, and the company's profits are under pressure.

Third, the reconstruction of industry resources, M&A integration has become the new normal, competition has further intensified, domestic market demand is insufficient, and the company's sales pressure has increased.

Four, driven by new technologies and new models such as "Internet plus", big data and cloud computing, enterprises need to undergo profound changes in the whole process of procurement to marketing, and the pressure of transformation and development is great.

Fifthly, in the face of complex macroeconomic and industry new situations, the challenges and competition faced by the company will be further upgraded, and there will be many uncertain factors in the market. The company needs to strengthen its crisis awareness and remain vigilant from time to time.

Porter's Five Forces Analysis of Wuliangye.

The water five forces model was proposed by Michael Porter. He believes that the competition in an industry is far from being carried out in the hands of the original competitors, but there are five basic competitive forces, namely, potential entrants, the threat of substitutes, the bargaining power of buyers, the bargaining power of suppliers and the balance between existing competitors (figure 2.5).

1. Threats from potential entrants. New entrants are an important competitive force in the industry, which will pose a great threat to the industry. The situation of entry threat depends on the entry barriers and the counterattack degree of the original enterprises. If the barriers to entry are high and the original enterprises fight back fiercely, it is difficult for entrants to enter the industry, and the threat of entry will be small. White spirit industry, as a special industry, has adopted a more prudent policy in China. The "guide line of industrial restructuring" issued by the national development and Reform Commission (NDRC) has included the "White spirit production line" in the "restricted category" [23]. Therefore, for the potential entry of the industry, the state's macro regulation and control will be a high entry barrier. In addition, the liquor industry tax has been relatively high, this tax policy will greatly increase the operating costs of enterprises, blocking many small workshops' entrepreneurial ideas. Wuliangye, as a large and mature enterprise, is less threatened by potential entrants. However, with the vigorous development of economic globalization, foreign wine merchants will also cause development pressure on Wuliangye.

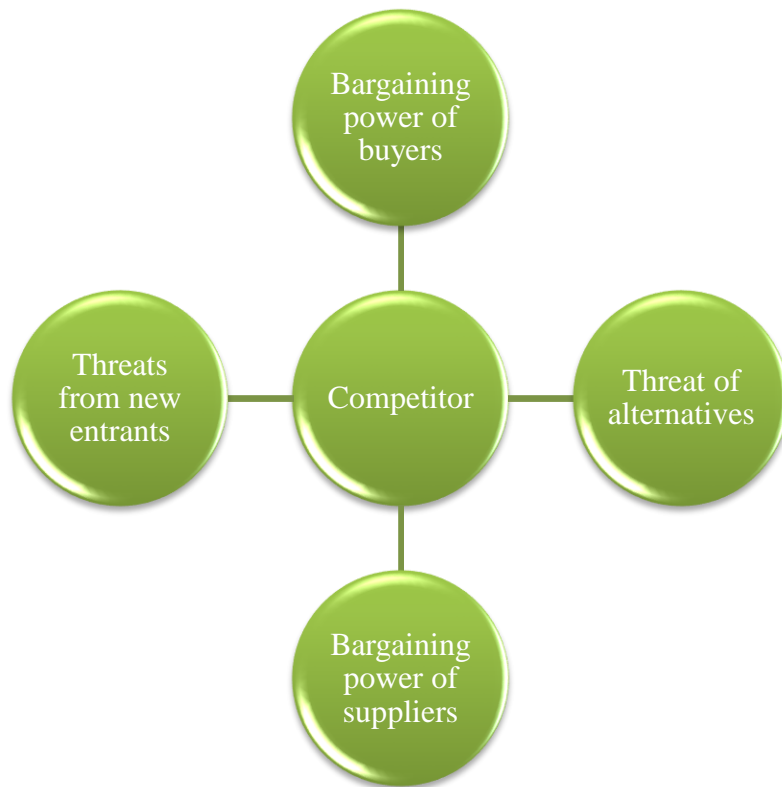


Figure 2.5. – Porter's Five Forces

Source: author's development based on data analysis [23].

2. *Competition with existing competitors.* Brand competitors refer to other enterprises in the white spirit industry that offer similar products or services to similar customers at similar prices. After investigating and analyzing the liquor market and analyzing the location of Wuliangye brand, price and packaging, the competitive brands of the regional market are identified as: the Yanghe River blue classics, Jiannanchun and Luzhou Lao Jiao special music.

3. *Pressure on alternatives.* The substitutes Wuliangye faces are mainly beer, wine, yellow rice wine, foreign wine, etc. The main consumers of high-end wine are mainly middle-aged and successful people. But with the age, body and income, middle-aged people will gradually reduce consumption of white spirit, while young people prefer strong wine, wine and beer. Drinking or giving wine can become a symbol of fashion in young consumer groups. In addition, foreign wine also has a complete system in tasting, and the value of this culture adds a sense of conviction to the value of high-end foreign wine. Wine consumption, yellow wine and beer are also being developed in China because of the large consumption of white spirit and the restriction of the national industrial policies. The modern lifestyle and the industrial policies of the country have brought new challenges to the production and development of white spirit, and the "replacement crisis" has been highlighted.

4. *Supplier's bargaining power.* Packaging and food are the main production costs of white spirit industry, so the suppliers of white spirit are mainly packaging and food. The upstream of the brewing industry is mainly grain production base. In recent years, according to the national industrial policy, grain prices have been rising. Moreover, due to the rise of prices and the imbalance of supply and demand, the price of energy has also been rising, so the bargaining power of suppliers is high. In the Chinese white spirit industry, the buyer's ability to bargain is reflected in the influence of the production enterprises on the raw material suppliers. Chinese white spirit manufacturers have relatively weak raw material price, which is related to the price policy of China's agricultural products [41].

5. *Buyer's bargaining power.* The party with high bargaining power can obtain higher quality products and more services at a lower price, and has the initiative to choose in the purchase, so it is in a favorable position. White spirit in liquor industry depends on brand of different levels: white spirit brand is highly polarized in liquor market, and can be classified into high-end brand and middle and low-end brand. For high-end brands, they firmly control the pricing power by virtue of their monopoly position, historical and cultural advantages, brand advantages, Chinese consumers' pursuit of high-grade psychology and the inclination of some government policies, and consumers have little choice. Wuliangye is a high-end brand, and white spirit is also a high-end consumer goods, and consumers have low bargaining power.

Analysis on the development countermeasures of Wuliangye based on the analysis of five forces model.

From the analysis of five forces model, we can see that Wuliangye, as the leading brand in the white spirit industry, has obvious competitive advantages and good development momentum. However, in the face of fierce competition, targeted development countermeasures still need to be taken.

1. *Wuliangye official client.* With the changes of the times, Internet manufacturers have gradually entered people's lives. O2O e-commerce model has developed rapidly. Mobile phone has become a necessary item for everyone. When an app occupies your mobile phone screen, it occupies this market. Now white spirit is being introduced and competition is fierce. In order to cater for the Internet age, Wuliangye should take the initiative to create opportunities, occupy the market, create a Wuliangye belonging to APP, while APP Wuliangye provides direct liquor, providing quality assurance, 100% genuine products, including Wuliangye various kinds of wine, and supporting consumers online group purchase. Book trial drinks, purchase and other discounts.

2. *Channel promotion.* Sometimes the product publicity is not in place, the channel laying is not comprehensive, and the dealers are not very active. In view of the above situation, we make the following countermeasures to increase the market coverage of Wuliangye and fully distribute the goods. At the same time, we strengthen

the publicity of important target customer concentration places, and paste personalized signs at the Wuliangye counter in the shopping mall to highlight the quality and positioning of Wuliangye.

3. *Public welfare marketing.* Public welfare marketing is a marketing model that takes caring for people's survival and development and social progress as the starting point, cooperates with public welfare organizations, makes full use of their authoritative and public welfare resources, builds a marketing platform that can be recognized by consumers and promotes market sales [18]. This is a very effective marketing model. It can not only improve the corporate image and economic benefits of enterprises, but also shorten the relationship with consumers and improve the economic benefits of enterprises. Wuliangye can carry out public welfare activities through public welfare marketing, such as Wuliangye public welfare venture capital plan, Wuliangye youth entrepreneurship competition, "Wuliangye" awards and scholarships. These public welfare activities can not only improve the corporate image, but also lay a good foundation for enterprises to promote products.

PEST analysis.

1. *P-analysis of political and legal environmental factors.* At present, China's socialist market economic system has been basically established, and the legal system and economic system are constantly developing and improving. The state has made clear provisions on the confirmation of the qualification of enterprise market subject, property protection and market operation behavior through relevant laws. Now, in the period of rapid economic development in twenty-first century, the political environment is relatively stable, which is the golden period for the development of white spirit enterprises. White spirit China's entry into WTO in 2001 provided a good opportunity for liquor to go abroad. But at the same time, the impact of foreign wine on white spirit will be greater. In short, China's accession to WTO is a double-edged sword for white spirit enterprises.

The seventh and ninth articles of the "administration of alcoholic drinks" promulgated by the SAIC in January 1, 1996 restrict the content of liquor advertisements and the quantity of liquor advertisements, which makes the marketing cost of white spirit rise. The promulgation of the two industry standards of the management norms for retail operation of alcohol commodities and the management norms for wholesale operation of alcohol commodities and the measures for the management of alcohol circulation will further standardize the order of alcohol circulation and protect the interests of enterprises "white spirit", "alcoholic beverage label standards" and the revision of the quality standards of white spirit products, set a higher technical threshold for the liquor industry, and are conducive to the further development of the real strength liquor enterprises. Since April 1, 2006 white spirit has adjusted consumption tax policy, abolished the differential duty rate of grain liquor and potato liquor, changed it to a unified rate of 20%, and retained the fixed rate of 0.5

yuan per jin white spirit from the volume levy policy. In January 2008, the two taxes were merged, and the enterprise income tax was reduced from 33% to 25%. Tax revenue was significantly favorable, increasing profits by more than 10%. The implementation of the new tax system will reduce the burden on the domestic white spirit industry, especially the burden of large white spirit enterprises, so that the pressure brought by the increase in premium wine, especially the famous liquor, will be eased, and the profit space will be increased, so as to enhance the market competitiveness of enterprises.

2. *E-analysis of economic and environmental factors.* According to the data released by the National Bureau of statistics, China has a population of more than 1.3 billion and will maintain a natural population growth of nearly 10 million in the future. For white spirit enterprises, the huge consumer is undoubtedly a great opportunity. Over the past 20 years, China's economy has maintained rapid development, especially from 2004 to 2007, the GDP growth rate has been maintained at more than 10%. Per capita national income and purchasing power have increased significantly. In 2008, the savings deposits of urban and rural residents exceeded 2.2 billion yuan. With the improvement of national income, it will bring huge social consumption growth, especially the growth of middle and high-grade consumer goods. This is also a rare market opportunity for white spirit enterprises.

Despite the impact of the financial crisis, China's economy maintained a growth rate of 6.1% in the first quarter of 2009. We are optimistic about China's economic prospects in the future, and the fundamentals of China's economy are in good condition. Although white spirit exports are greatly affected, white spirit consumption is mainly domestic market. Therefore, the development of white spirit industry is less affected by the financial crisis, and it also provides good opportunities for the white spirit enterprises to implement the strategy of going out.

3. *S-analysis of social and cultural environmental factors.* China's white spirit has a long history and has a history of over 1000 years. As early as Shang Dynasty, which was about 3200 years ago, China has mastered the technology of making wine by using koji. Wuliangye is located in the center of the famous wine belt in the southwest. It has a long history of brewing and famous wines have been produced for thousands of years. There is a saying "Sichuan wine is the best in the world and the cream is in Yibin". This provides a profound cultural background for the rise and development of Wuliangye. The Chinese nation's food culture for thousands of years contains rich wine culture, which is mainly reflected in: nutritional and healthy food science, color, aroma and taste food art, custom and etiquette food philosophy, the pursuit of personalized food civilization, and all thinking, behavior, emotion, language, literature involved in wine consumption Science, technology and artistic creation. China's wine culture has a long history and is inseparable from wine on almost all occasions.

The Chinese white spirit China strategy was put forward by the Sichuan provincial Party committee and the provincial government in 2008. The purpose is to promote the Chinese wine culture and build China's "Bordeaux" international brand, so that Chinese white spirit can enter the international market more. "Golden Triangle" The Chinese white spirit three in one is richly endowed by nature. Golden Triangle, located in Sichuan and Northern Guizhou, namely Luzhou, Yibin and Zunyi, has a natural ecological environment that integrates climate, water and soil. Luzhou Lao Jiao and other international brands, which are world-renowned Wuliangye, have formed a strong global competitiveness in the region white spirit industry in China. Yibin also plays a decisive role in the construction of "Chinese white spirit Golden Triangle", which provides a powerful guarantee for Wuliangye development.

4. *T-analysis of environmental factors of science and technology.* China is located in the northern hemisphere, with a large north-south latitude span, obvious differences in climate characteristics, four distinct seasons and sufficient sunshine. Affected by the southeast monsoon, China has abundant rainfall in the South and East, which is very suitable for crop growth. This provides abundant raw materials and good brewing environment for Wuliangye white spirit brewing.

Wuliangye liquor continues to innovate on the basis of "Chen's secret recipe", such as "cellar circulation", "solid-state continuous distiller's grains" and other fermentation technologies, so that the fermented liquor flavor can be introduced into the wonderful realm of mellow, mellow, mellow and sweet. The brewing technology of Wuliangye has reached an amazing level with Chen's secret recipe, Baoqukoji making technology, cellar circulation, continuous distiller's grains ingredients, distiller's grains in layers, cellar in layers, steamer classification, wine picking according to quality, jar mixing according to quality, original wine aging technology, blending technology and related special skills, therefore, it has won the supreme honor of being selected as China's intangible cultural heritage.

Wuliangye production process has more than 100 processes and three major technological processes: koji making, wine making and blending. Considering that the 638-year-old Ming Dynasty ancient cellar in Wuliangye had to be mentioned for making music, the microorganisms in the cellar mud have been continuously fermented and multiplied for hundreds of years. Relying on the integration of microorganisms in the cellar mud and the soil and water atmosphere in Yibin, the "baobaoqu" in Wuliangye brewing technology can store wind and gather gas, creating a fragrant taste that Wuliangye cannot replicate, it reflects the value of fresh cultural relics of Wuliangye brewing technology at the right time and place.

Wuliangye brewing technology is the most unique and valuable in several aspects, which ensures that Wuliangye can still produce incomparable wine after hundreds of years of inheritance.

The first is the mixed brewing method of multiple grains, and the chief brewer is responsible for the coordination and technical innovation of multiple workshops. Since the Ming Dynasty, when Wuliangye was still miscellaneous grain wine, it began to abandon the single grain brewing method and was accepted by various workshops. Although the formula is not exactly the same, Yibin has begun to replace the single grain brewing with this high-quality brewing method, and a breakthrough has been formed. The flavor, nature and color of the wine are very unique, it has laid the foundation for the future wine city.

The second is the famous Baoqu, including double bottom fermentation. This is the earliest original technology of Wuliangye, which has been imitated by various liquor enterprises. Baoqu is a core technology. The production workshop of Baoqu is far away from the plant area because the fermentation of Baoqu requires a better and independent environment. In the past, Yibin, like other places, used flat music. In the early days, barley was used. Later, after the reform of some skilled craftsmen, wheat began to be used and piled into a more complex convex shape. The bottom is still flat, but the top is bulging into bags. After a long fermentation, the aroma of these koji drugs increased greatly, with thin skin and solid heart. The song room is not easy to open. No matter the formula, proportion or the degree of fermentation, it cannot be leaked casually. The fermented baobaoqu has only a thin shell with thick mycelium. After crushing, it has strong fermentation power, which plays an important role in the style formation of Wuliangye. Generally, the fermentation time of Qu liquor is 40-50 days, but Wuliangye is longer, it takes 70 days, and it is fully fermented. As the local saying goes, the raw materials entering the cellar at low temperature after a long fermentation period seem to stew a pot of good meat over a slow fire. The pyrotechnics are old enough to achieve this dish, and the long fermentation time makes the wine mellow.

The last one is careful blending. White spirit is the only way which must be passed by liquor making. The blending is not only a bad wine and good wine, but also a good wine with different flavors, properties and batches. It is a good wine with wine, wine and wine, and a variety of flavors. This is one of the reasons why Wuliangye is famous all over the world. In the beginning of the Republic of China, Wuliangye began a simple blending technology. After the development and perfection of Fan Yuping, the Chinese brewing master, Wuliangye wrote a unique article for the technological progress of Chinese white spirit.

Conclusions by chapter 2

If Wuliangye brand community wants to become a closely linked and mutually supportive brand culture system, the brand of Wuliangye must have a comprehensive cultural connotation as the parent brand. Wuliangye white spirit company should

expand its original product sales market, and expand different market segments. Developing high-end white spirit liquor, and by excavating and innovating the soul of China's liquor culture, Wuliangye can create its own strategic commanding height of wine culture: excavating and innovating the soul of Chinese liquor culture will help Wuliangye get rid of homogeneous competition and establish the authoritative image of Wuliangye liquor culture; conduct in-depth communication with Wuliangye, so that Wuliangye can better communicate with consumers; effectively integrate brand assets and form a unique brand communication system; form its own unique communication style; build its own core competitiveness.

CHAPTER 3

WAYS TO DEVELOP THE BRAND PROMOTION SYSTEM WULIANGYE YIBIN CO., LTD.

3.1 Strategy and brand positioning of Wuliangye Yibin Co., Ltd. on the national and international markets

Brand strategy.

1. Internal basic research of Wuliangye: the business status of Wuliangye uses the strong production capacity and flexible production system of Wuliangye to impact the market at an extremely fast speed. The brand listing of Wuliangye in 1998 is the principle of steadily promoting the regional market. After the formation of the national marketing network, other brands basically sell in the national market soon. Make full use of the advantages of production capacity and marketing capacity of Wuliangye is basically recruiting new dealers, stabilizing old dealers and constantly improving the management level of old dealers while constantly exploring regional markets and developing new brands. While opening up new markets, we should pay attention to maintaining the old market with sales scale, constantly strengthen the crackdown on fake and shoddy products in the old market, and strengthen the work of preventing dumping and escape [20]. In order to form a high-quality and orderly market environment, Wuliangye has also realized the strategy of paying equal attention to marketing planning and sales management and synchronous construction of operation and management, Wuliangye has the following advantages: strong marketing network system, profound brand value, rich brand cultural connotation, strong alliance with Wuliangye and unique marketing model the disadvantages of Wuliangye are: unclear brand connotation, unclear brand positioning and insufficient utilization of core cultural resources, brand promotion is too simple [17].

Brand building has been carried out for many years. From the perspective of brand positioning, Wuliangye is positioned as "Wuliangye in China and the world", and is committed to building Wuliangye into a beautiful business card representing China and going to the world. From the perspective of marketing publicity, Wuliangye has always paid attention to brand publicity and the cultivation of consumption atmosphere. Since the 1990s, Wuliangye has been far ahead of other brands in terms of brand publicity, image building and consumer training. The huge expenses invested over the years have established a strong image of "wine king" in the eyes of consumers.

The times are changing and consumer demand is changing. Enterprises must keep pace with the times. In this process, the brand of the enterprise will also be "unlimited in life, second life, second life and third life". Wuliangye is no exception. There are self-built brands, self-operated brands, derivative brands, merged brands,

merged brands and alliance brands. With the passage of time, there are more and more brand series. However, the multi brands of Wuliangye are not disorderly, a batch of porridge, but hierarchical and primary and secondary. According to the brand structure theory, the multi brand structure of the company is mainly the parent-child brand structure and the endorsement brand structure. See figure 3.1 for details.



Figure 3.1. – Brand portfolio of Wuliangye

Source: author's development.

Wuliangye endorsement brand: Liuyanghe, Jinliufu, Jinjiu, Ziguangye.

From the development process of Wuliangye it has been reducing brand extension for a long time and has launched strategies such as 1 + 9 + 8 and 1 + 5 + n. In 2017, Maotai ranked 118 and Yanghe ranked 398 on the global top 500 brands list of BR Wuliangye, Fulin Wuliangye and Wuliangye was not on the list. This strengthened the management's determination to reduce the scale of the brand. In 2017, the company determined the "1 + 3 strategy" and "4 + 4 strategy" for brand aggregation. That is, the implementation of the "1+3 strategy" for high-end liquor, and the implementation of "4+4 strategy" on a series of white spirit liquor, on the one hand, the limited resources will be concentrated and contracted to stabilize the market [26]. On the other hand, the brand image will be clear. "1+3" is the high-end white spirit

brand strategy of Wuliangye "1" refers to the 52-degree crystal bottle of Wuliangye "3" means high-end, fashionable and international. See figure 3.2 for details.

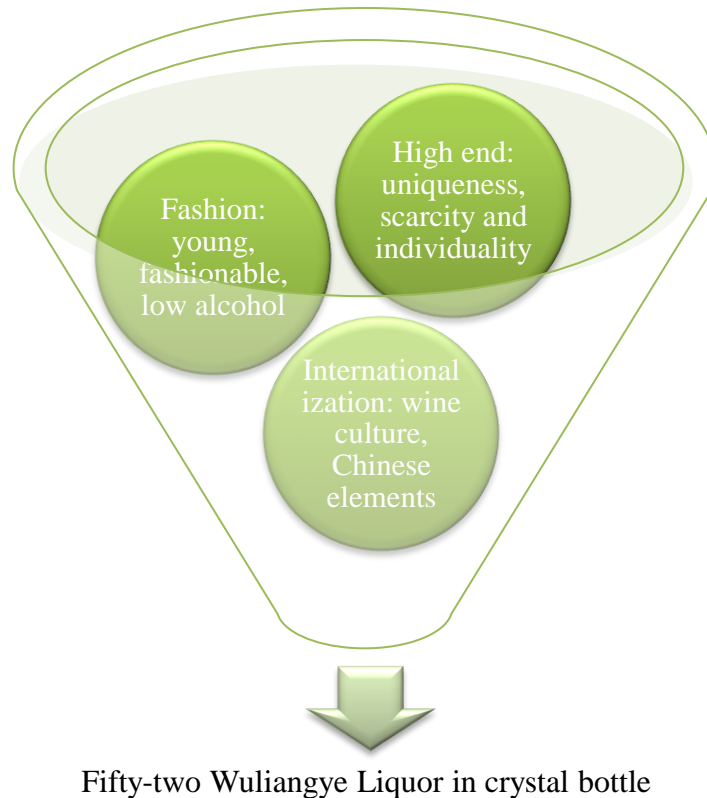


Figure 3.2. – Strategies "1". Fifty-two Wuliangye Liquor in crystal bottle

Source: author's development based on data analysis [26].

Focusing on the strategic core brand 52-degree crystal bottle, which accounts for 70% of sales, Wuliangye puts forward the brand development direction of three dimensions "One belt, one road" is to create a unique, scarce and personalized high-end Wuliangye brand. We will create a series of young, fashionable and vulgar wine brands. One belt, one road, China's wine culture, highlighting China's elements, stepping out of the country and creating an international Wuliangye series [47] to implement this strategy, in early 2018, the company launched two new brands of commemorative wine and "new era, national fortune" commemorative wine at the beginning of the year, 40th anniversary. Among them, the specification of "40th anniversary wine of reform and opening up" is 800ml, the terminal retail price is 1978 yuan/bottle, the theme collection of "40th anniversary wine of reform and opening up" is 500ml, 40 bottles/set and the terminal retail price is 99999 yuan/set. 750ml "new era Guoyunchang" commemorative wine, with a suggested retail price of 2018 yuan/bottle [3]. These two unique, scarce and personalized commemorative wines are the development direction of Wuliangye in implementing the "1 + 3" strategy.

National brands: Wuliangtouqu, Wuliangye and Jianzhuang. Regional brands: Youjiu, Hot, Baijiayan, Wuliangye family [50]

As can be seen from table 3.1, the main business income of the company's white spirit industry has basically maintained a two-digit growth rate. In 2007, 2008, 2016 and 2017, there was negative growth due to the impact of the external environment. Meanwhile, in 2016, 2017 and 2018, the main business profits of white spirit also had negative growth under the influence of external environment.

Table 3.1. – Operation performance analysis of Wuliangye

Year	Main business income of liquor, yuan	Growth compared with last year, %	Main business income of liquor, yuan	Growth compared with last year, %
2005	5704949751	20.30	1733984039	5.65
2006	6321034456	10.80	2173656705	25.36
2007	6281029939	-0.63	3081987704	41.79
2008	6128223441	-2.43	3206591384	4.04
2009	7333373765	19.67	3873586940	20.80
2010	7221874542	-1.52	3929441175	1.44
2011	7815902808	8.23	4274504196	8.78
2012	10005472510	28.01	7134836213	66.92
2013	14080829108	40.73	10508321205	47.28
2014	18474402501	31.20	13201099201	25.62
2015	26125469797	41.41	18259805092	38.32
2016	23702585655	-9.27	17965806366	-1.61
2017	20055729769	-15.51	15121232518	-15.83
2018	20345884513	1.60	14895408286	-1.49
2019	22704534349	11.59	17119613408	14.93
2020	28091970028	23.73	21549358344	25.88

Source: author's development based on data analysis [11].

According to the calculation, the main business revenue of white spirit liquor increased by 11.21% annually from 2005 to 2020, and the profit of the main liquor business increased by 10.67% annually. The average annual profit of white spirit liquor business increased by 11.21%. It can be said that the company's operation has basically maintained a relatively stable development, thanks to the company's comprehensive and in-depth control over products, management, strategy, market and suppliers, and achieved results.

2. *Analysis of external strategic environment of Wuliangye.* White spirit is shrinking from the industry perspective, making the supply and demand contradiction of liquor market particularly prominent. The market expansion of like products has brought enormous pressure to white spirit [5]. White spirit liquor is more than the

market demand, that is, the output is greater than the sales volume. The market competition is fierce. With the development of beer, wine and fruit wine, the space of white spirit is further reduced. At present, white spirit production capacity is far greater than consumer demand, and market competition is more intense. Most white spirit enterprises are in low profit state. The development of white spirit group and large enterprises still needs to guide white spirit enterprises, with small scale and scattered funds, affecting the overall level. The Chinese white spirit liquor industry is the only liquor industry in the world. It will further internationalize and industrialization. It will face hitherto unknown opportunities. Under the guidance of national policies, has already adjusted and begun to mature [56]. In the next few years, we can take white spirit group as the core and form a consortium with some white spirit enterprises, rationally allocate resources, reduce production costs, achieve intensive management and enhance market risk resistance.

Strategic positioning and selection of Wuliangye.

The strategic positioning of Wuliangye should refine the brand core value and define the brand connotation. The core cultural resources of brand are closely related to brand, and coexist for a long time [49]. It has certain exclusive cultural resources. Wuliangye white spirit company should integrate enterprise resource elements and implement product differentiation. At the core level of products, product differentiation is realized through technological innovation and product function serialization. At the additional level of products, strengthen services, implement price differentiation, distribution channel differentiation and promotion differentiation, better meet customer needs and implement product differentiation [42] Wuliangye should make a good market positioning, divide the market into different parts according to different needs of consumers, and Wuliangye, as the parent brand, its brand connotation must cover its sub brands and provide strong cultural support for sub brands, rather than parent brands and sub brands with different cultures.

3.2 Opportunities the development of brand management of the organization based on the use of modern tools of the digital economy

Human resources development. Borrow foreign brains, adopt the doctrine of taking, and introduce advanced professional and technical resources. While cultivating internal talents, Wuliangye will be promoted to recruit and consult brand planning and various professional and technical talents nationwide at a high salary, and provide a production platform through regular cooperation and exchange with well-known domestic wineries. Regularly invite the China Liquor Association leaders and experts to hold a strategic seminar. The ability and intelligence of experts and scholars will promote the development of enterprises. In the development of the enterprise,

Wuliangye has always regarded talents as the foundation of entrepreneurship, competition and development of the enterprise, forming a good atmosphere of respecting people and dedication, fair competition, knowledge, talents and labor. In the fierce market competition, Wuliangye Group has accumulated a strong talent reserve for the enterprise to hit a higher goal with its advanced talent strategy in the links of technology, production, marketing, service and management [36].

Improving Liquor quality. The company has invested a lot of money to purchase international leading equipment, built the largest cluster high-tech pit group in China, adopted the "secondary pit mud technology" won the national scientific and Technological Innovation Award, the new "DMADV control technology", and the original "one long, two high and three appropriate". In order to change the traditional sensory quality, Wuliangye explored digital, scientific and standardized expression, invested heavily in international advanced gas chromatograph, quality analyzer and other advanced analytical instruments. Thousands of famous mathematical statistical methods have established strict internal control indicators and the measurement ratio relationship of control elements has expanded from more than 20 in the past to more than 70 [43]. To achieve the tradition of quality evaluation, only through sensory experience can we cause a high unity between sensory evaluation and scientific strict digital indicators, ensure safety, health and green, and greatly improve the quality of products.

Marketing channel construction. "Advertising marketing" has brought another opportunity to Wuliangye and is also a marketing breakthrough. Since 2005, major well-known domestic enterprises believe that their market has been seriously impacted by local wine. "Direct" the first application of this marketing mode in the domestic Liquor industry is Wuliangye. When the TV screen advertising bombardment cannot continue to impress consumers, Wuliangye began to try this new Liquor marketing mode: marketers choose the powerful demonstration effect of the drive to get the products directly to the high-end hotels and meet directly with consumers [21]. At present, Harbin's southern, Guangzhou, Shenzhen, Chinese Liquor association is known as a "black horse" of the strong Liquor, which is known as the famous traditional Chinese website in the high-end market. The unexpected winner is the Wuliangye.

Improve cultural construction. Wine is an important carrier of Chinese traditional culture. In the face of fierce market competition, Wuliangye Group is keenly aware that in this era of cultural victory, enterprises can only choose non replicable corporate cultural connotation, and the inherent Wuliangye culture is a kind of promotion. The values collectively recognized by all employees of Wuliangye can stimulate the unique innovation ability of the enterprise and realize the sustainable development of the enterprise. The concept of Wuliangye is "make a simple business transaction first, let customers have good prospects for income and make money and the enterprise itself can develop".

The so-called digital economy is a new economic form that takes data as the core production factor to drive and optimize the allocation of economic resources, improve the efficiency of resource allocation, reduce the cost of resource allocation, and make resource allocation more reasonable and legal.

It is an inevitable result of the development of information technology that mankind has entered the era of digital economy. Based on the accumulation of a large number of data resources, it collects, cleans, processes, analyzes and applies data through various new technologies such as artificial intelligence and big data, so as to comprehensively improve the coordination efficiency between individuals, the coordination efficiency between the upstream and downstream of the industrial chain, and the competitiveness of different roles in society. The digital economy strategy has become an important part of the national strategy. Upgrading traditional industries with digital economy is the biggest trend in the next 10 years [35].

Liquor, as a traditional industry, has been more comfortable in the market environment in the past due to its high profit level, plus its traditional channel raising mode. Therefore, the demand for digitalization cognition is not high. However, an epidemic situation has made it wake up like a dream. Besides, brand name innovation, product upgrading and business mode innovation have also accelerated the major liquor enterprises. The digital innovation capability has been enhanced, and the enterprise digital strategy has been improved. The industry will also usher in a new round of digital transformation and upgrading reshuffle. In the future, digitization may become an important card to lead the market competition pattern [25].

Establish a new digital concept. In order to meet the new generation of consumer groups, many liquor enterprises began to think about how to attract users from product upgrading. However, with the popularity of digitalization, liquor consumption has gradually shifted to fashion and younger, has been catering to the current drinking habits and interests of young people in many ways.

According to Tencent's big data, more and more young people start to pursue the taste and taste of liquor. At the same time, they also pay attention to the self-identification of brand value, and pay attention to the scene and emotional expression of wine.

With the development of Internet and digital economy, problems in the traditional liquor industry are also gradually emerging. From the supply chain circulation, liquor enterprises cannot accurately grasp the key information such as channel inventory, terminal sales, end consumers, etc., which restricts the data information of enterprises in formulating sales strategy and sales policy. Under the information technology condition, liquor enterprises are facing the problem of liquor price. It is not difficult to realize the linkage of information with technology companies. The information that can be mined for operation and value is the key to a higher level.

Under such circumstances, it is difficult for enterprises to capture the core demand points of users at all levels, leading to the fact that most liquor industry is unsalable and the industry chain is declining. This year, influenced by the epidemic situation, many liquors leading brands have opened up new digital journey, and "digital thinking" is also accelerating.

Wuliangye "cloud store" was officially launched on March 15, integrating the advantageous resources of more than 1600 stores across the country, fully opening "cloud service", using digitization to complete the creation of consumers' online and offline interactive scenes, providing consumers with contactless product distribution services and more humanized and convenient services, which are highly praised by consumers (figure 3.3).

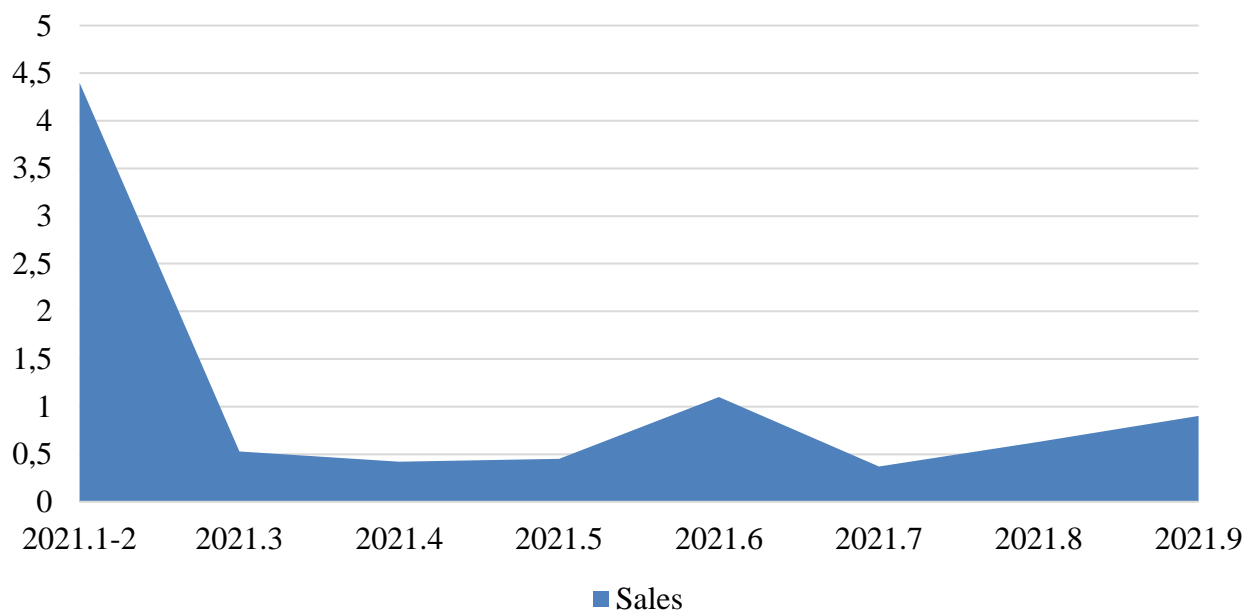


Figure 3.3. – Wuliangye's whole network sales on Alibaba system, 100 million yuan

Source: author's development based on data analysis [31].

In addition, the cooperation between Wuliangye and International Business Machines has carried out digital transformation based on "one center, six capabilities" and comprehensively created Wuliangye's digital transformation capability system. The two sides will conduct in-depth cooperation and application in leading technologies such as blockchain, cloud computing and artificial intelligence. Wuliangye will promote the digitization of Wuliangye industry with the help of International Business Machines strong advantages in cloud computing, big data, Internet of things, artificial intelligence and enterprise consulting.

Through this "explosive rebound", we can see that liquor companies are also actively responding to the digital transformation brought about by environmental changes, natural disasters and the background of the times. The outbreak of the epidemic has revealed the weakness of the traditional liquor industry in digitalization

from the side. However, at present, liquor enterprises represented by "intelligent Moutai" are "digitalized" [16]. As a breakthrough, the strategic layout of continuous lines will drive the upgrading of industrial development, consumption scenarios and consumption channels, opening a new digital perspective for the entire Chinese liquor industry and consumers.

Establishment of digital layout. In fact, and so on liquor industry, the most intuitive way of digitalized transformation is the digitalization of its marketing mode. With the development of online digital economy, new retail concepts, new marketing, live wine selling and online exhibitions are emerging frequently (figure 3.4). Compared with the traditional "channel is king" business model and consumption concept, consumer demand is undoubtedly a leap from quantity to quality.

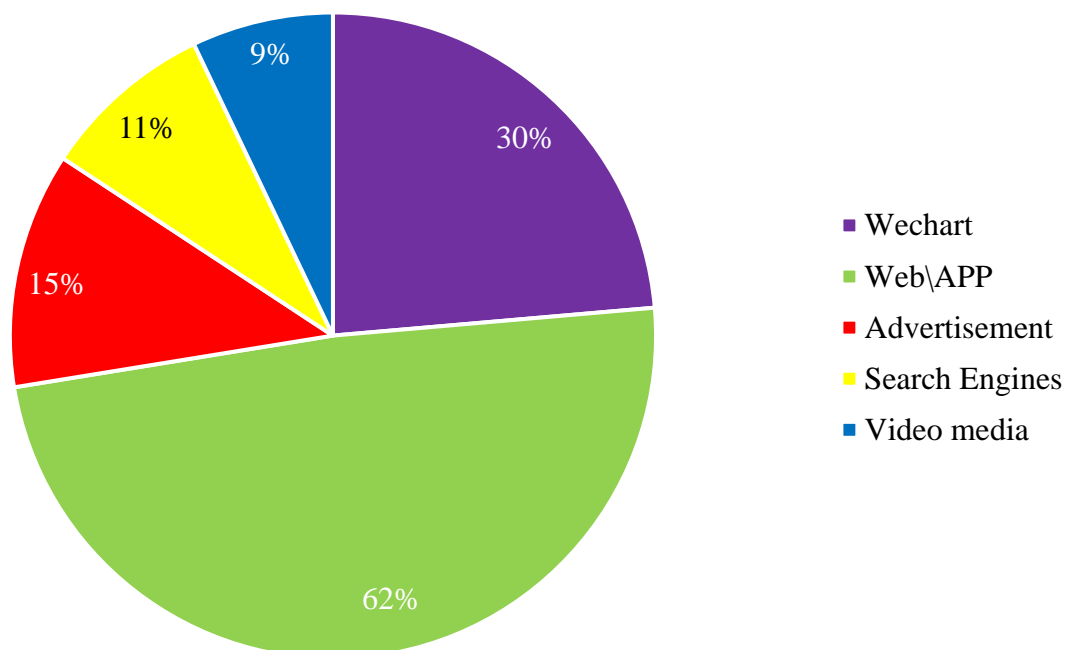


Figure 3.4. – Statistics on liquor contact on the Internet

Source: author's development based on data analysis [15].

In addition, based on data from consumer preferences and brand experience, we can deeply analyze and identify the user's cognition of liquor industry to judge the necessity of digitalization transformation. The innovation of product category will help the liquor industry to digitally realize production and consumption, and enhance friendly interaction between enterprises and users, also help to establish a friendly relationship. Industry standardization and process will help to accelerate the digitalization transformation process of liquor industry [18].

Liquor will also be more digitalized and epoch oriented for the brand image and brand culture. The digitalization transformation of liquor industry is in line with the progress of the times. For the traditional liquor making industry, whether it is brewery production or sale, or organization and management, it is more traditional. Digital

transformation is undoubtedly a timely assistance for the development of liquor making enterprises, on the other hand, the figures are in the right direction. Transformation is the overall improvement of liquor enterprises, and is conducive to the management and operation of enterprises from top to bottom and from inside to outside.

Chinese liquor is a labor-intensive industry and its automation is far lower than other brewing industries. In recent years, the liquor industry is also actively seeking "digitalization". Instead of simple and repetitive heavy labor, the machine is transformed into 1.0 industry. If we want to step into the 4.0 industry, realize digitalization and intellectualization, we need some necessary transformation foundation [41]. Therefore, the digitalization transformation of liquor industry is also a transformation and upgrading of the comprehensive strength of enterprises, and is conducive to the more sustainable development of enterprises.

3.3 Formation of a marketing strategy for brand management Wuliangye Yibin Co., Ltd.

Brand strategy as the core, implement brand expansion and extension, adhere to quality-oriented, honest management, focus on the market, concentrate on development, realize the "three changes" as soon as possible, achieve win-win and common development of manufacturers, and speed up the "Second Entrepreneurship" of the group company. Become a world-famous company for the production and operation of world-famous and high-quality wines, and ensure the comprehensive benefits and competitiveness of the industry first. Optimize the allocation of resources, optimize the market in the world, increase the competitiveness of products and services in the world, step into the world economic cycle, take the road of new industrialization, lengthen the industrial chain in time and strive to improve comprehensive economic benefits. Ensure that the comprehensive benefits and competitiveness of the industry come first.

Under the guidance of this guiding ideology, Wuliangye has formed the following brand management and marketing strategies.

Pay attention to customer satisfaction. There are such causal relationships in the modern liquor business activities:

- customer loyalty determines the profit and development of Liquor enterprises;
- customer satisfaction determines customer loyalty;
- product value determines customer satisfaction;
- the productivity of the employees determines the value of products;
- the loyalty of employees determines the productivity of employees;
- the degree of employee satisfaction determines the loyalty of employees;
- Internal work quality determines employee satisfaction;

– leaders ensure the realization and development of enterprise value and profit.

Therefore, all employees must establish a market-oriented concept and meet the needs of "customers" as their primary task. Here, "customers" refers to the people whose work results have an impact on them, including "internal customers". Only when Wuliangye continuously creates external customer satisfaction can it bring customer loyalty and benefits to the enterprise. At the same time, it must create "internal customer" satisfaction. Because satisfied employees will remain loyal to the company, have higher production efficiency, and create higher product value and product quality. Everyone is both a customer and a provider of products or services. Therefore, all employees of Wuliangye must be committed to creating customer satisfaction in order to win customer loyalty, so as to promote the enterprise to obtain profits and development.

Establishment of marketing system. Modern marketing is relationship marketing. Enterprises must meet the interests of shareholders, employees, customers, suppliers, distributors and other parties, and must establish long-term and valuable mutually beneficial relations with all parties in order to survive and develop for a long time. The network for relationship marketing is the marketing network. The establishment of marketing network is the primary principle and prerequisite of enterprise management. Only by establishing a sound and efficient marketing network system and effectively meeting the interests of fame and interests in the marketing network system can Wuliangye be in an invincible position in the competition [19].

Appropriate product mix. In the liquor market, consumer demand and preferences vary. It is impossible and unrealistic for any product form, specification, style and design to meet the needs and desires of all consumers. Therefore, Wuliangye must effectively create and deliver different product values and product forms for different consumer groups, clearly distinguish itself from competitors in the market, and become the best satisfied creator of the consumer group in order to achieve success. At the same time, providing a combination of product value and product formation only for a specific consumer group is often uneconomical for Wuliangye due to the particularity of production technology and product production technology. Therefore, Wuliangye has the problem of how to effectively provide an appropriate product portfolio in combination with the characteristics of consumer groups and their own actual situation [13]. Appropriate product mix is very key to the success of Wuliangye.

Unique brand image. In modern liquor market, in most cases, consumers will buy products that can be remembered and remember. Brand names with distinctive image and personality are more likely to be remembered by consumers. They become an important factor in deciding liquor products. Moreover, famous brands of high-quality liquor often regard buyers as value, quality, identity, status symbol, thus becoming the brand of consumers' priority, so vivid image and distinctive brand image become the source of liquor enterprise's profit.

Scientific and reasonable price system. Liquor market for consumers, not only hope to buy liquor, and hope to afford, can afford to drink liquor, buy liquor value and its identity, status, income. For dealers and retailers, they want not only to have a complete commodity but also to have reasonable price space and to get enough profits through the sale of liquor products. Therefore, Wuliangye must scientifically and reasonably determine its product price system, so that the final product price is suitable for the characteristics and behavior patterns of target consumers, and the price difference between different levels of channels is reasonable, and it is beneficial to attract different distributors and retail terminals, and also ensures that the liquor products operated by enterprises are profitable. Scientific and reasonable price system has become another key factor for the success of Wuliangye [29].

Marketing communication of system integration. The characteristics of modern liquor market require not only liquor enterprises to enter the market of consumers' products, but also to consumers.

It also requires all elements and means of marketing communication to be systematic and coordinated. Focus on the company's image positioning, brand positioning and product positioning, convey vivid, unified and distinctive market positioning information to the market, so as to make consumers form a unified and consistent understanding and impression of the company's image, brand and product image, avoid confusion, and greatly discount the effect of the company's marketing communication activities, so as to maximize the efficiency of marketing communication. Systematic integrated marketing communication emphasizes that various elements of marketing communication, including product value, product form, packaging, brand, price, channel, selection, advertising, public relations, personnel, sales promotion activities and information materials, are transmitting information about the company's image, brand and products to consumers and the public in the market. Any uncoordinated factors will destroy the image established by the company in the hearts of consumers, resulting in consumer cognitive imbalance, confusion and unfavorable competitive activities between the company and competitors in the market. Therefore, systematic integrated marketing communication is another key factor for the marketing success of Wuliangye.

The tool of integrated marketing communication is market positioning. First, liquor enterprises should set up a new business for themselves.

A unique and distinct position in the market that is clearly different from competitors, and then all elements of marketing communication are carried out centered on it, which shall not damage the image of the company, the market positioning image of products and brands.

After a brand is established, brand maintenance has become an important work of brand management. The birth process of a good brand has experienced many difficulties and longtime accumulation. However, a small crisis may make the brand

plummet. Therefore, brands should pay attention to crisis management. Especially in the competitive Liquor market, brand maintenance and crisis management should be emphasized.

1. *We should establish a brand crisis early warning mechanism.* In recent years, the brand crisis of liquor industry often occurs in the quality of products. Therefore, in addition to strictly controlling the quality of products, we must keep a vigilant attitude towards the events related to product quality, analyze the factors that may cause the crisis of product quality and set up early warning plans for these factors.

2. *We should respond quickly to the brand crisis.* Once a crisis occurs, we must first make a rapid response within the company, analyze the factors leading to the crisis, and consider solutions to the crisis. Select appropriate crisis management schemes according to different situations to eliminate the negative impact of the crisis as far as possible.

3. *Recovery management of brand crisis.* After the crisis, we should sum up problems, draw lessons and actively strive to reshape the brand image.

The brand crisis of Wuliangye brand may come from the product problems of franchisees, but the probability of crisis in this regard will be reduced by strictly controlling the commodity management of franchisees. In addition to products, we should also do a good job in crisis monitoring in other aspects and respond quickly, so as to reduce losses, control the situation and turn the crisis into safety when the brand encounters a crisis.

Conclusions by chapter 3

This paper analyzes the success of Brand management of Wuliangye. First of all, the whole brand system is reasonable in planning, clear in positioning, clear in positioning of the main brands, and coordinated with each other. Secondly, it adopts multi-brand strategy to extend downward to enter different price segments. It is undoubtedly a wise move for Wuliangye to adopt sub-brand strategy to extend upward.

On the brand positioning and branding, Wuliangye brand positioning is mainly high grade and high grade, brand building, over the years, Wuliangye always attaches great importance to corporate image and product brand promotion. This aggressive publicity, the effect of more than the general sense of advertising, so that the brand image of Wuliangye deeply rooted in the hearts of the people.

In brand development organization advice, first, to develop human resources, the second is to improve the quality of liquor, then the marketing channel construction, finally to improve the cultural construction, but also make use of the digital economy of modern tools to promote the brand of the organization.

In a word, it is an important content of brand strategy for enterprises to build strong brand culture support and strengthen brand culture construction. Enterprises should make full use of the profound connotation of brand culture to shape brand image, and influence consumers with products with cultural connotation, which is a new subject of product innovation, market innovation and marketing innovation that enterprises need to consider in operation.

CONCLUSION

A comprehensive study of the problems of managing an organization's brand in the People's Republic of China allowed us to draw the following conclusions and formulate recommendations for the practical use of the results.

The optimization of brand portfolio management of Wuliangye company should be carried out from two aspects of quantity and quality. The company's main task is to streamline the brand, that is, to reduce the management of the brand. The optimization of brand combination quality mainly includes: paying attention to the inheritance and dissemination of Wuliangye brand culture; transformation to terminal precision marketing; do a good job in brand system construction.

1. Establish a comprehensive brand awareness based on quality.

Product competition and brand competition, first of all, quality competition. Quality has a direct impact on product efficiency, which is closely related to customer value and satisfaction. If enterprises want to survive in the competition, they have no choice but to accept the concept of quality; in order to win in the competition, there is no way out except to continuously improve the product quality; if you want to establish a famous brand, you must be based on high-quality products.

2. Focus on brand personalization and differentiation with popularity as the catalyst.

Consumers in the 21st century are rational and mature, and the traditional consumption mode is gradually transitioning to personalized consumption mode. With the deepening of reform and opening up, the increasing improvement of the social security system and the gradual improvement of people's income level, people's consumption demand has changed from basic living needs to higher-level needs. The consumption concept is no longer a process of goods from scratch, but to enjoy shopping services, pursue perfection and show personality to achieve spiritual satisfaction. In the era of personalized consumption, consumers pay more attention to psychological needs, take psychological feelings as the basis to measure whether the consumption behavior is reasonable and whether the goods are attractive, and pursue personality and interest when consuming; emphasize the inherent quality requirements of commodities, pay attention to the service and reputation during and after the purchase of commodities, and pay attention to the fashion, uniqueness and safety of commodities; pay attention to the cultural connotation of consumption, pay attention to the appreciation value and artistic value of goods, and pursue the cultural characteristics contained in famous brands to meet their own personalized requirements.

3. Building a world-famous brand based on Culture.

Culture is a complex of specific values, beliefs, ways of thinking and customs based on certain material, social and historical traditions. Culture has continuity and

stability. It is the deepest and slowest change in environmental factors, but culture is not invariable. Different cultures in the modern world are not only trying to maintain their own characteristics and develop themselves, but also constantly blending and infiltrating each other. In order to remain invincible in the competition, enterprises must combine products with culture, understand the culture of customers they face and to what extent and in what aspects their consumption behavior is affected by their culture, so as to adjust their products, make the culture reflected in the product image suitable for the psychological needs of consumers, and strengthen the appeal ability of their products, Make consumers have a sense of happiness, trust, reliability and security, and form a distinctive brand culture.

Due to the limitations of subjective and objective factors, this study cannot apply the Boston matrix method to quantitatively analyze the main brands of liquor in Wuliangye. In addition, due to the limitations of their own scope of knowledge and theoretical literacy, there are still deficiencies in the process of writing papers. The perspective of considering problems may not reach a certain height, and there will be problems such as insufficient comprehensive consideration of problems and insufficient in-depth analysis of problems. The author sincerely hopes that teachers and students can put forward valuable opinions and suggestions.

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○ 利润表							
按报告期	按年度	按单季度	报告期同比	年度同比	单季度环比		
利润表			2021-06-30	2021-03-31	2020-12-31	2020-09-30	2020-06-30
营业总收入			124.3亿	243.2亿	148.3亿	117.3亿	105.3亿
营业收入			124.3亿	243.2亿	148.3亿	117.3亿	105.3亿
营业总成本			72.63亿	113.3亿	73.72亿	65.80亿	62.83亿
营业成本			34.72亿	57.33亿	39.89亿	29.89亿	30.84亿
税金及附加			17.42亿	33.41亿	22.89亿	16.47亿	14.60亿
销售费用			18.31亿	17.24亿	7.057亿	16.89亿	14.56亿
管理费用			5.833亿	9.504亿	7.357亿	5.778亿	5.953亿
研发费用			3890万	3923万	3917万	3221万	3043万
财务费用			-4.036亿	-4.542亿	-3.868亿	-3.555亿	-3.425亿
其中:利息收入			4.211亿	4.539亿	3.851亿	3.574亿	3.794亿
其他经营收益							
加:投资收益			--	--	8055万	--	--
其中:对联营企业和合营企业的投资收益			--	--	8055万	--	--
资产处置收益			-5.008万	-2.252万	3.016万	110.9万	41.27
资产减值损失(新)			--	--	-1093万	--	--
信用减值损失(新)			--	--	509.3万	--	--
其他收益			1.005亿	3528万	6859万	2594万	6146万
营业利润			52.73亿	130.3亿	76.00亿	51.69亿	43.17亿
加:营业外收入			710.5万	2533万	1746万	698.0万	1174万
减:营业外支出			1226万	4542万	6368万	5235万	2884万
利润总额			52.68亿	130.1亿	75.53亿	51.24亿	43.00亿
减:所得税			12.08亿	32.24亿	18.67亿	12.68亿	9.896亿
净利润			40.60亿	97.83亿	56.86亿	38.56亿	33.10亿
(一)按经营持续性分类							
持续经营净利润			40.60亿	97.83亿	56.86亿	38.56亿	33.10亿
(二)按所有权归属分类							
归属于母公司股东的净利润			38.77亿	93.24亿	54.09亿	36.90亿	31.51亿
少数股东损益			1.833亿	4.594亿	2.771亿	1.658亿	1.594亿
扣除非经常性损益后的净利润			38.15亿	93.18亿	54.12亿	37.20亿	31.35亿

Zero profit						
		Year-over-year on a quarterly basis			Quarter-on-quarter	
		2021-06-30	2021-03-31	2020-12-31	The 2020-09-3	2020-06-30
The income statement						
Gross operating income		12.43 billion	24.32 billion	14.83 billion	11.73 billion	10.53 billion
Operating income		12.43 billion		14.83 billion	11.73 billion	10.53 billion
Total operating cost		7.263 billion	11.33 billion	7216.73	6.58 billion	6.283 billion
Operating cost		3.472 billion	5.733 billion	39.891	2.989 billion	3.084 billion
Taxes and surcharges		1.742 billion	33.416	22.897	16.47 billion	14.6 billion
Cost of sales		1.831 billion	17.240	7.0571	16.892	456 million
Management fees		583.3 million	890.4 million	7.3572	5.77.8 billion	595.3 million
Finance charges		38.9 million	39.23 million	39.17 million	32.21 million	30.43 million
Among them: interest income		-403.6 million	-454.2 million	3.8687	3.5557	-3.425 billion
		421.1 million	453.9 million	385.1 million	3.5747	3.7947
Other operating income						
Plus: investment income			1	80555		
Among them: income from investment in joint ventures and joint ventures		1	1	80,590,000		
Gain on disposal of assets		-50080	-22520	30,160,000 10.93 million	1.109 million	41.27
Asset impairment Loss (new)		1	1			
Credit impairment Losses (New)		--	--	5.093 million		
Other income		1.005252.73 million	35.28 million	8.59 million	2.594169 trillion	61.46 million
Operating profit						
Plus: non-operating income			13.03 billion	17.46 million		13.171174 million
minus: non-operating expenses			2533 million	6368 million		2884 million
total profit			4542 million	755,536		430029898 billion
Less: income tax			13.01 billion	3.224 billion		3,310 billion
Net profit			9.783 billion	18.	12.	3,310 billion
B) Classification of business continuity						
		40.607	9.783 billion	56.86	3.838 billion	
C) Classification by ownership						
Net profit and loss attributable to shareholders of the parent company		3.877 billion	93.2414.594	54.090	36.902,165.8	3.151 billion
Net profit after deducting non-recurring gains and losses		183.3 billion	59.318 billion	277.1 million	3.720 billion	1594 billion
		3.815 billion		5.412 billion		3.135 billion

Figure 1. – Wuliangye profit statement (quarter)

Source: [57].