

CITY UNIVERSITY OF HONG KONG
香港城市大學

**Brand Rejuvenation:
The Case of Playboy in China**
論品牌年輕化：以中國花花公子為例

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by

CHAN Chun Tung, John
陳振東

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Abstract

This study explores the revitalization of ageing brands through brand rejuvenation strategies in the Chinese fashion market. The customer-based brand equity model from Keller (1998) is employed and expanded with sequential exploratory designs in order to examine the role of brand personality and brand extension in the process of brand rejuvenation. The study also explores other brand elements, such as brand image and brand awareness.

A shopping center intercept survey was conducted to collect data in five cities that are most representative of China: Beijing (Northern), Shantou (Southern), Shanghai (Eastern), Chengdu (Western) and Wuhan (Central). The survey was also conducted in 27 provincial cities. Of the 7,000 informants, 4,705 responses are considered valid in this study. The empirical tests, using structural equation modeling, support the research hypotheses. Specifically, brand personality, brand extension, and supporting marketing programs can be effective brand strategies for rejuvenating ageing brands. In addition, brand image, brand awareness and brand relationships can serve as mediating variables of the three rejuvenation strategies. These empirically valid rejuvenation strategies can help companies with ageing brands revitalize or lengthen their brand lifecycles.

Keywords: Brand Rejuvenation, Customer-Based Brand Equity, Brand Personality, Brand Extension, Brand Image, Brand Awareness, Brand Loyalty, Brand Relationship