

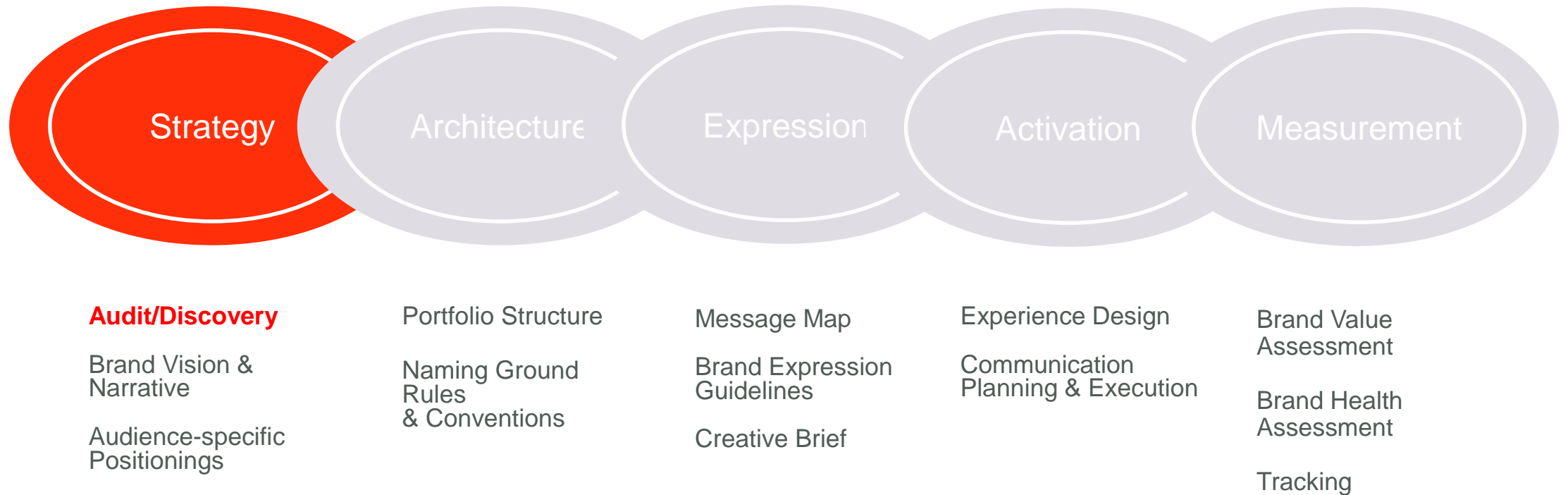


Brand Audit Toolkit: How to Conduct a Brand Audit

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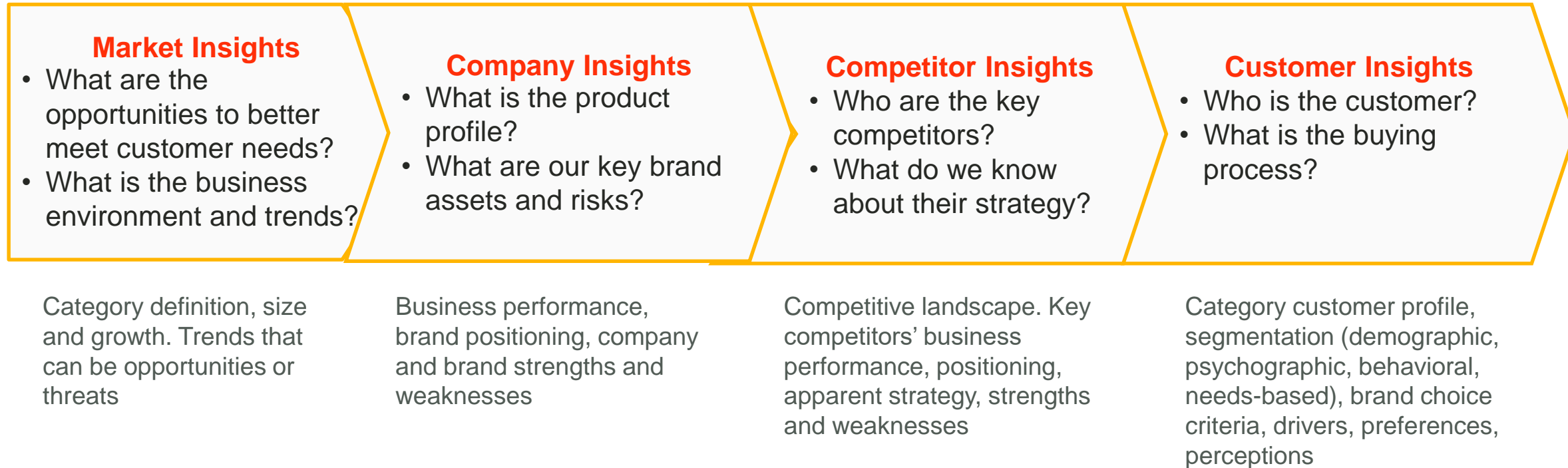
What Is Brand Strategy?

Brand Audit is the first step in Brand Strategy Development. It identifies brand insights and draw implications that underlie the strategy.



What is a Brand Audit?

A brand audit lays the foundation for identifying brand strengths and opportunities. It systematically addresses questions about the overall category, the company and its offerings, competitors and customers.



Brand Audit / Discovery

Much of the information for a brand audit exists outside of marketing.

Corporate Information

- Company mission, vision and values statements
- Business plans, financial performance and trends (e.g., revenue, profits, margins)
- Customer service records
- Patents and other intellectual property, awards/areas of distinction

Industry Information

- Third party research about the competitors (e.g., financial analysts, syndicated market research, government agencies, industry associations)
- Your company's own customer research (e.g., tracking research, focus groups)

Marketing Information

- Current and past advertising and promotional collateral for your brand and competitors (within and beyond your specific category)
- Social media reports and conversation analyses

Key Brand Audit Frameworks

These frameworks are useful in developing the insights and direction for a compelling brand platform.

- ✓ SWOT Analysis
- ✓ 3-Circle Analysis
- ✓ Brand Strategy Palette
- ✓ Competitive Landscape Map
- ✓ Competitive Assessment Framework
- ✓ Customer Insights Check List
- ✓ Brand Conversion Funnel
- ✓ Market Funnel
- ✓ Customer Profiles and Personas
- ✓ Customer Segmentation

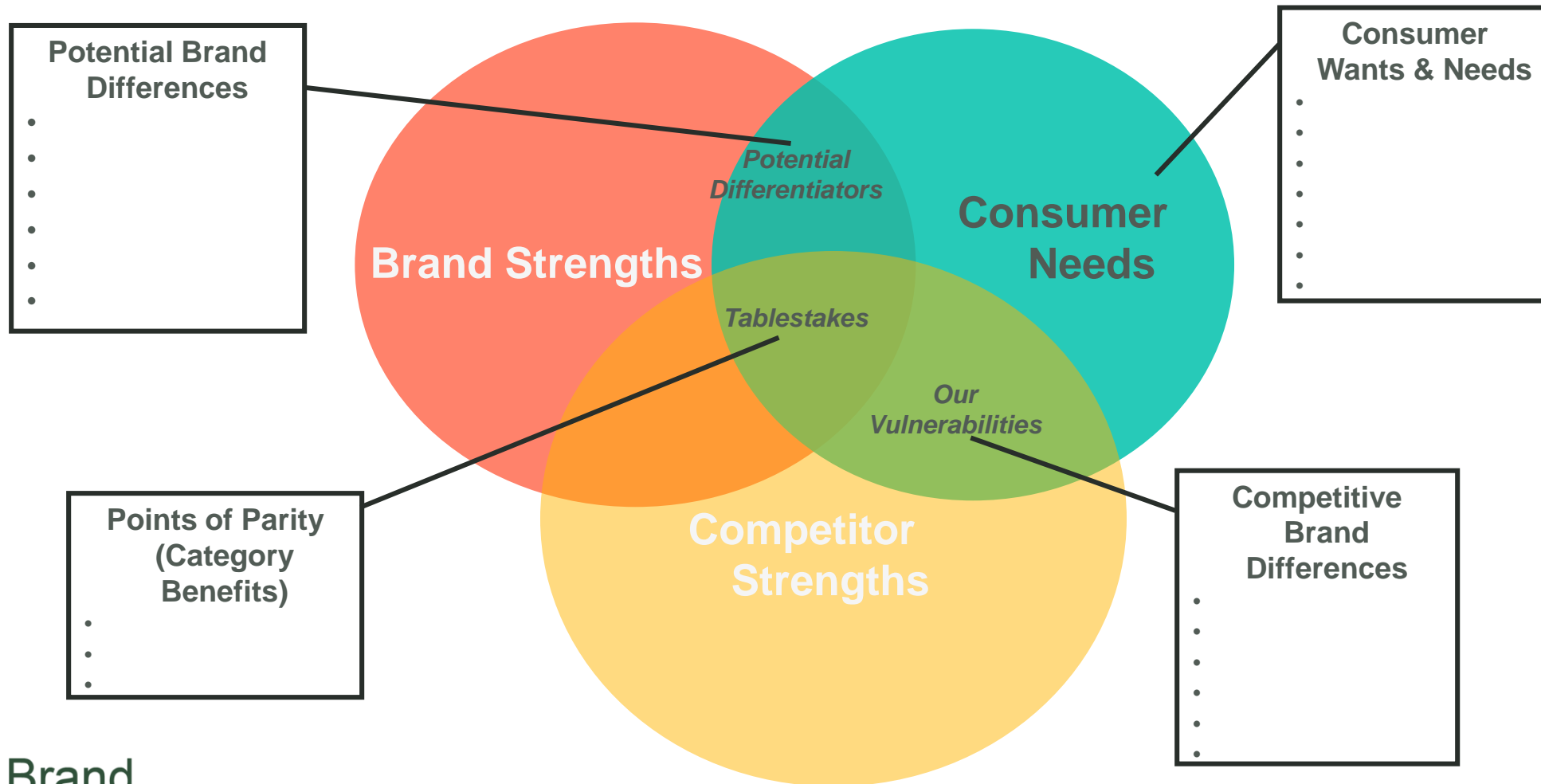
SWOT Analysis

This is a classic way to summarize key information on one page. It highlights insights and points to ways to strengthen the brand.

	Strengths	Weaknesses
Internal	Existing or potential assets that provide leverageable competitive advantage	Assets where we are at a competitive disadvantage and could choose to invest in overcoming or mitigating
	Opportunities	Threats
External	Existing or potential market forces that could provide competitive advantage if a company capitalizes on them	Existing or potential market forces that could inhibit the company from maintaining or attaining competitive advantage

3-Circle Analysis

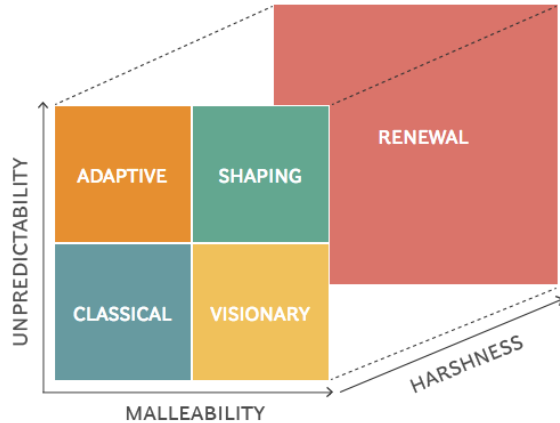
This analysis complements the SWOT by highlighting the specific insights needed to create and sustain differentiation.



The Brand Strategy Palette

The Strategy Palette describes the type of business environments brands face and helps describe what it will take to succeed in each.

Strategy Palette Framework



ENVIRONMENTAL DIMENSIONS:

- Predictability = You can forecast it confidently
- Malleability = Alone or together with others, you can shape it
- Harshness = It's tough but you can survive it

Strategy Archetype Descriptions & Success Factors

Key Elements	Classical	Adaptive	Visionary	Shaping	Renewal
Dimensions	<ul style="list-style-type: none"> • Predictable • Non-malleable 	<ul style="list-style-type: none"> • Unpredictable • Non-malleable 	<ul style="list-style-type: none"> • Predictable • Malleable 	<ul style="list-style-type: none"> • Unpredictable • Malleable 	<ul style="list-style-type: none"> • Harsh
Growth & Maturity	<ul style="list-style-type: none"> • Low growth • Mature industry 	<ul style="list-style-type: none"> • Volatile growth • Young industry • Technological change 	<ul style="list-style-type: none"> • High growth potential • White space, no direct competition 	<ul style="list-style-type: none"> • No dominant player platform 	<ul style="list-style-type: none"> • Low/negative growth, • Restricted financing • Negative cash flows
Concentration	<ul style="list-style-type: none"> • High 	<ul style="list-style-type: none"> • Limited 		<ul style="list-style-type: none"> • Fragmented 	
Regulation	<ul style="list-style-type: none"> • Stable 		<ul style="list-style-type: none"> • Limited 	<ul style="list-style-type: none"> • Shapable 	
Success Measures	<ul style="list-style-type: none"> • Scale • Market share 	<ul style="list-style-type: none"> • Cycle time • New product vitality index (NPVI) 	<ul style="list-style-type: none"> • First to market • New user satisfaction 	<ul style="list-style-type: none"> • Ecosystem growth and profitability • NPVI 	<ul style="list-style-type: none"> • Cost savings • Cash flow
Core Idea	<ul style="list-style-type: none"> • Be big 	<ul style="list-style-type: none"> • Be fast 	<ul style="list-style-type: none"> • Be first 	<ul style="list-style-type: none"> • Be the orchestrator 	<ul style="list-style-type: none"> • Be viable

Strategy Palette Archetypes & Positioning

Brand strategy archetypes are helpful in understanding the nature of the brand's positioning challenge.

Strategy Palette Archetypes: Positioning Implications

Key Elements	Classical	Adaptive	Visionary	Shaping	Renewal
Core Idea	Be big	Be fast	Be first	Be the orchestrator	Be viable
Positioning Goal	Convince customers of clear and credible superiority on the key benefit	Assure customers we can anticipate their needs and respond fastest to emerging trends	Introduce customers to a new category that addresses an unmet need	Convince customers that together, we and our partners deliver more value than any other solution	Convince customers the brand offers an innovative solution to address their need(s)
How Differentiation Is Achieved	Proof of a performance advantage	<ul style="list-style-type: none"> Understanding of changing customer needs Ability to respond quickly 	<ul style="list-style-type: none"> Creation of a whole new frame of reference – a 'category of one' Understanding the unmet needs of customers 	Partnerships with other eco-system players to rewrite rules and achieve a network effect through collaboration	Reinvention of the brand around a relevant key benefit

Brand Asset Inventory

This framework captures and assesses the leveragability of each brand asset, including what makes it distinctive.

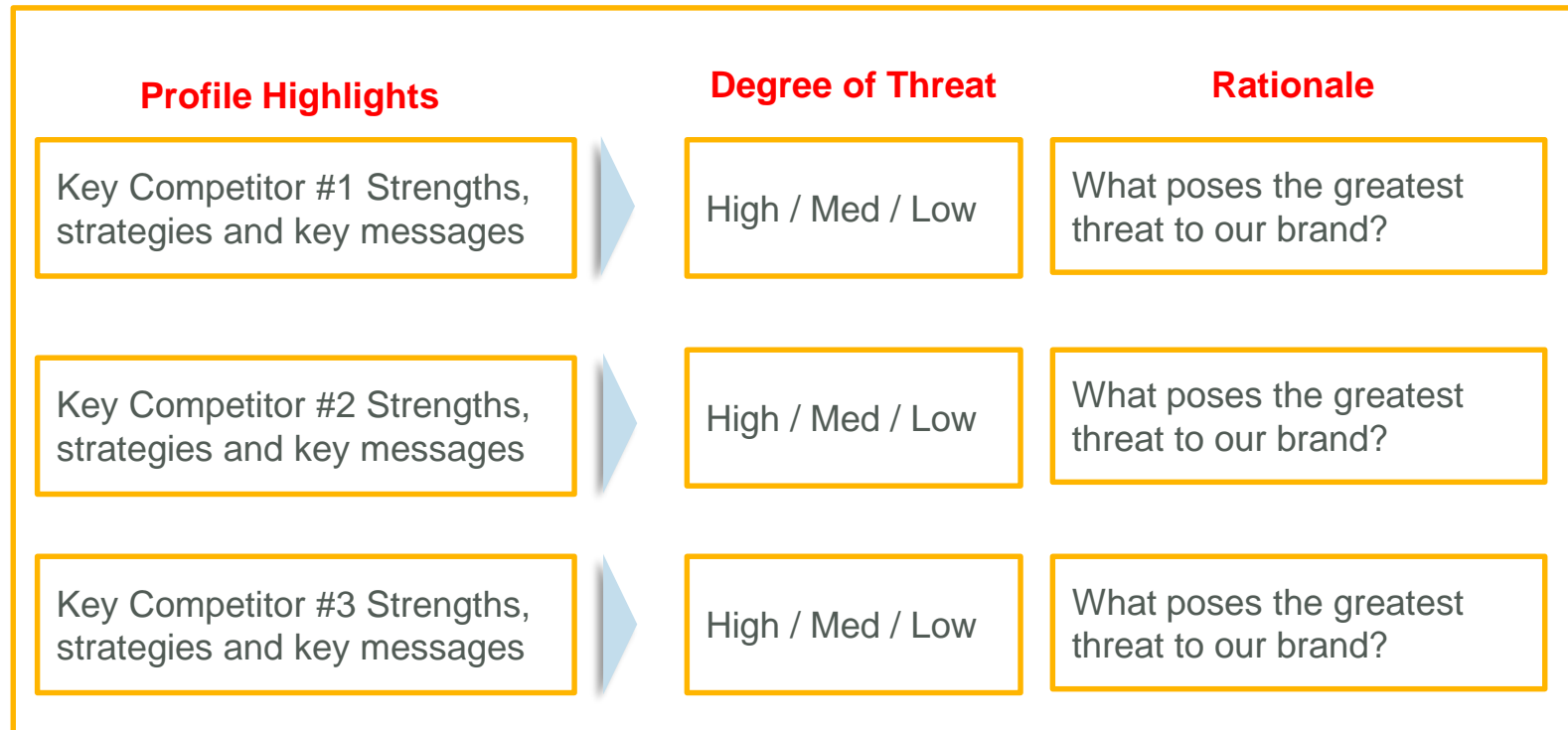
Brand Asset Inventory Framework

Asset	Description	Assessment (Distinctive? Memorable? Likable? Relevant?)
Names/Identifiers		
Awareness		
Brand Perceptions		
Key Partnerships		
Branded Programs		
Intellectual Properties		
Endorsements		

Competitive Assessment

We use this assessment to highlight which competitors pose the greatest threat to a brand's growth.

Competitive Assessment Framework



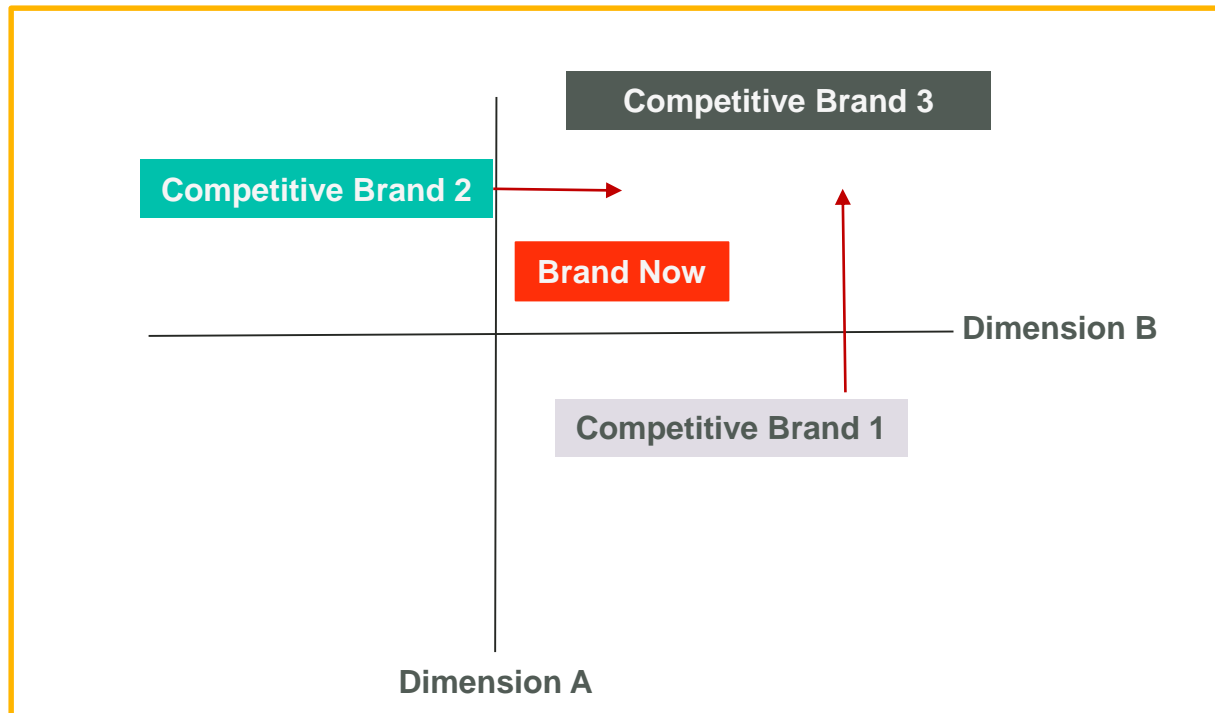
Key Inputs

- ✓ **Company & product**
 - ✓ Offering
 - ✓ Growth strategy
 - ✓ Reputation & reviews
 - ✓ Key partners
- ✓ **Market share trends**
 - ✓ Revenue
 - ✓ Units
 - ✓ Customers
- ✓ **Messaging & marketing mix**
 - ✓ Target audience
 - ✓ Key benefits/support
 - ✓ Points of difference
- ✓ **Likely scenarios**
 - ✓ Product changes & enhancements
 - ✓ New categories
 - ✓ New geographies

Competitive Landscape

This map shows where a brand is perceived relative to its competition along key dimensions, and how those perceptions may evolve over time.

Competitive Landscape Map



3-Step Process

1. Identify the dimensions each competitor uses to create greater differentiation and anticipate their strategies
2. Place brands where they are today and indicate their strategy to evolve
3. Distill the brand implications

Identifying Customer Insights

Many of the most powerful insights are not brand specific, and come from a deep understanding of category needs and customer choice drivers.

Profile

- ✓ **Customer Needs**
 - ✓ Values
 - ✓ Motivations
- ✓ **Customer Profiles**
 - ✓ Demographics
 - ✓ Personas
- ✓ **Decision-makers**
 - ✓ Who decides
 - ✓ Who else is involved

Path to Purchase

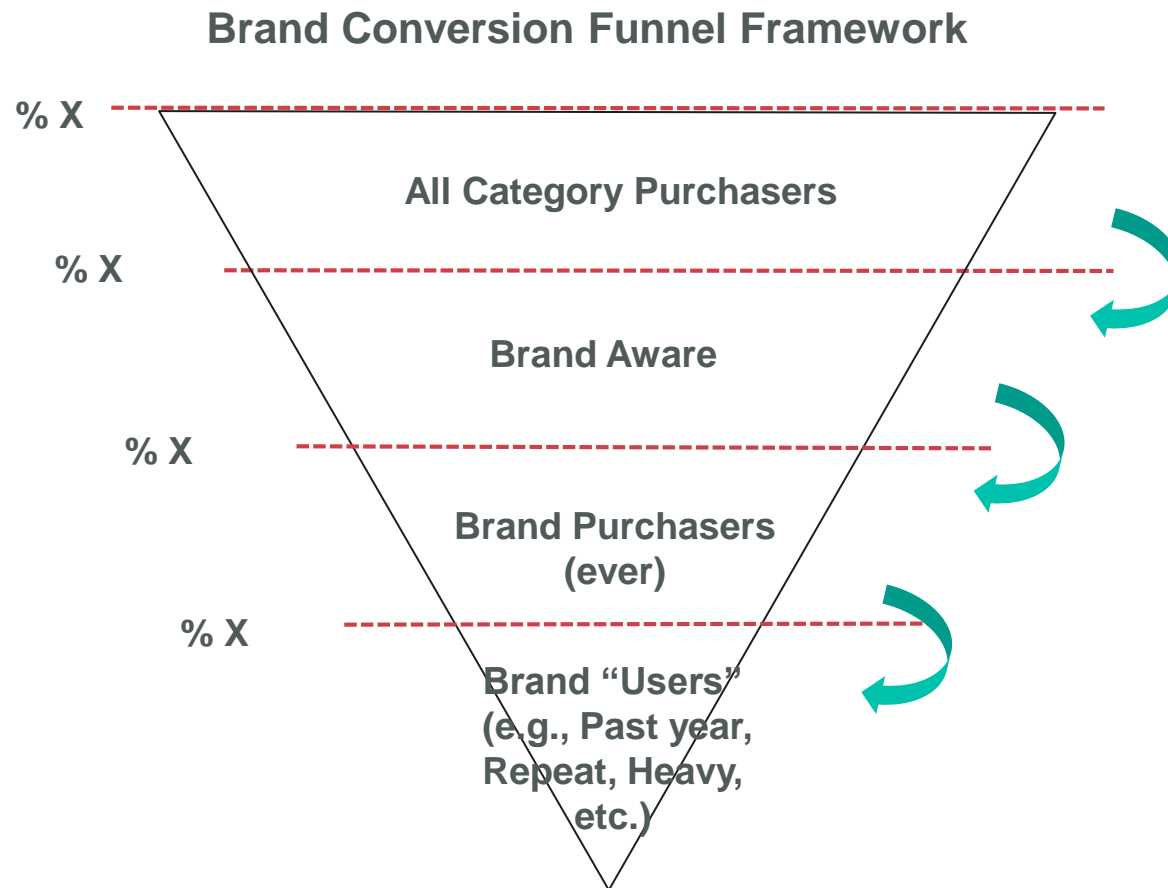
- ✓ **Situational variables**
 - ✓ Usage occasions
 - ✓ Purchase occasions
- ✓ **Purchase Attitudes**
 - ✓ Desired product and usage experience
 - ✓ Beliefs and associations influencing behavior
- ✓ **Purchase Behavior**
 - ✓ Buying process

Brand Drivers

- ✓ **Choice Drivers**
 - ✓ Criteria/reasons for choice
 - ✓ Importance ratings
- ✓ **User Experience**
 - ✓ When/Where
 - ✓ Satisfaction
- ✓ **Conversion/Repurchase**
 - ✓ Retention/renewal

Brand Conversion Funnel

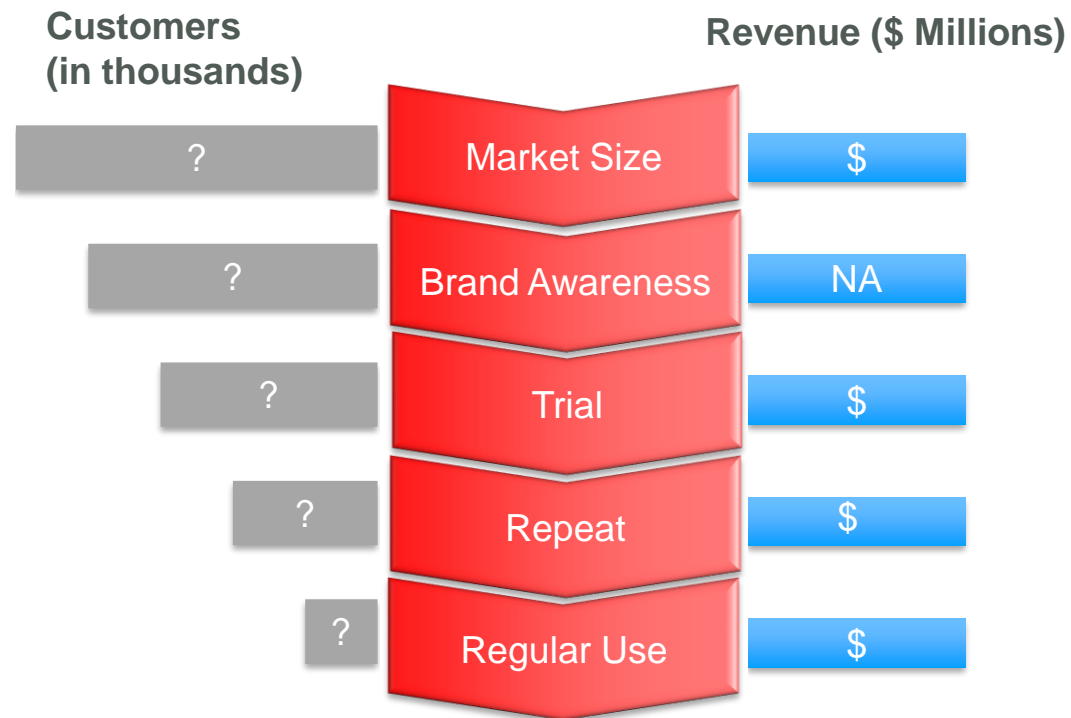
The Brand Conversion Funnel mirrors the customer buying process. It shows potential roadblocks to growth and suggests where marketing should focus to overcome them.



Market Funnel

The Market Funnel is useful for sizing opportunities to grow share and for identifying leverage points.

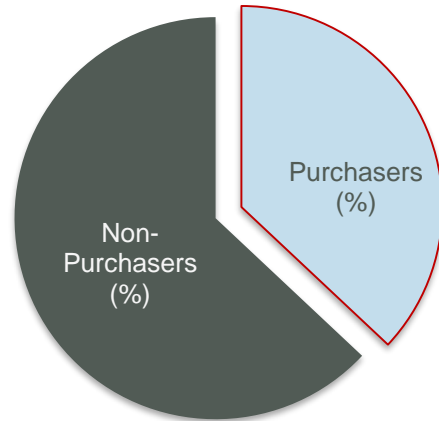
Market Funnel Framework



Customer Profiles & Personas

A deep understanding of the customer provides direction for positioning and messaging.

Category Penetration



Category Purchase Behavior

Mean # Purchased/Year	#
% Buying X+ per year	%
% Using as XXX	%

% that shop at channel type	xx%
% that purchased at channel type	xx%

Category Demographics

Illustrative

Gender	
Male	48%
Female	52%
Age	
21-34	22%
35-44	18%
45-54	21%
55+	39%
HH Income	
\$40,000 - \$74,999	31%
\$75,000 - \$99,999	33%
\$100,000 - \$149,999	26%
\$150,000 or more	10%
Ethnicity	
White, not of Hispanic origin	82%
Other	18%
Household Size	
1-2	44%
3-4	41%
5+	14%
Presence of Children	
Children age 0-5	17%
Children age 6-12	28%
Children age 12-18	24%
None	54%

Category Personas - *illustrative*



Avid Adam

Age: 38
Work: Digital Ad Sales Manager
Family: Married, 2 Kids
Rounds Per Year: 25+
Character: Organizer, Tech Friendly



Casual Carl

Age: 35
Work: Real-Estate Broker
Family: Married, 2 Kids
Rounds Per Year: 20+
Character: Follower, Tech Friendly



Single Mike

Age: 27
Work: Sales, Logistics
Family: Single, No Kids
Rounds Per Year: 15+
Character: Organizer, Tech Friendly



Retired Robert

Age: 60
Work: Retired
Family: Married, 3 kids in college
Rounds Per Year: 30+
Character: Organizer/Follower, Tech Averse

Customer Segmentation

Customer segmentation ensures positionings and acquisition efforts are targeted to the most promising audiences.

Strategic Segmentation Framework

	Segment 1	Segment 2	Segment 3
Characteristic 1	A	B	
Characteristic 2	C	D	
Characteristic 3			
Other ...			

3-Step Process

1. Identify key stakeholder characteristics that lead to different behaviors relative to the category. Focus on those that are:
 - Actionable – easy to act on
 - Meaningful – lead to observable differences in behavior
2. Divide the market into distinct groups of customers (segments) and evaluate their attractiveness (% of market, heaviness of purchase, etc.).
3. Collapse segments that behave similarly to increase marketing efficiency.

About Us

- ✓ Partners in insights-based brand strategy consulting firm, Brand Amplitude
- ✓ Work with range of B2B and B2C clients to strengthen and develop their brand assets
- ✓ Teach MBA and undergraduate courses in Brand Strategy at leading Business Schools and develop and conduct marketing training curricula for leading US corporations



Contact Us



Carol Phillips
@carol_phillips

carol@brandamplitude.com

Judy Hopelain
@judyhopelain

judy@brandamplitude.com

