



The Brand Audit Toolkit

Organizing Data for Insights
Spring 2019

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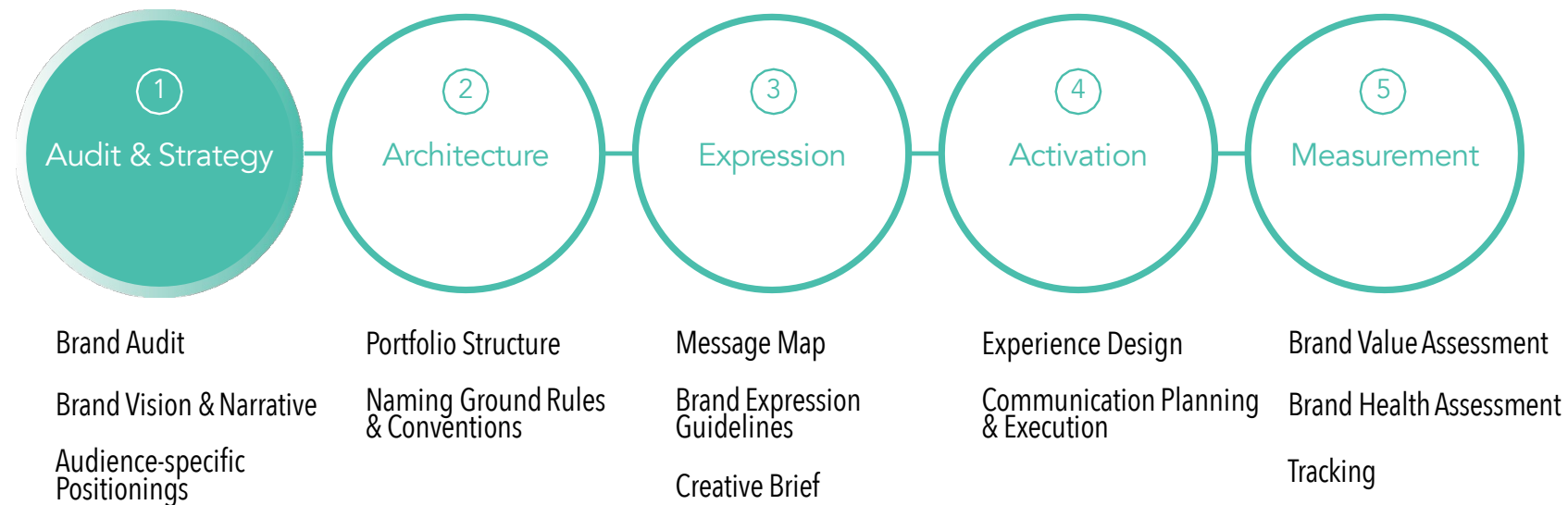
What Is a Brand Audit?

An Audit is the first step in strategy development.

An Audit reveals insights that inform strategy. The purpose is to ensure the brand's most pressing issues and greatest growth opportunities are identified and can be addressed.

Hint: Conduct a Brand Audit when:

- Annual planning
- Marketing environment has changed – consumer needs, competition,
- Significant marketing event such as new campaign or product launch
- Questions arise about brand health or strategy



What Kinds of Data Are Required?

A Brand Audit systematically reviews a wide range of data from many sources.

A Brand Audit draws on industry, company and marketing information to answer questions in four critical areas.

Market

- What are the key trends in the category?
- What are the key trends in overall business environment?
- Where will growth come from?
- What are the risks?

Brand

- What are our strengths and weaknesses?
- How does our offering and customer experience measure up?
- What are we known for?
- What are the gaps?

Competition

- Who should we be worried about?
- What are the likely competitive scenarios?
- Where do we have advantage?
- Where are we vulnerable?

Customer

- Who matters most today?
- Who will matter tomorrow?
- What needs are satisfied?
- What else do they want or need?

Hint: Possible data sources include:

- Marketing
- Sales
- Finance
- External industry reports
- Customer service
- R&D
- Competitive reviews

Where to Look for Info?

Look Everywhere for Sources of Information

Much of the information for a brand audit exists outside of marketing, and even outside the company.

Hint: This is a partial list. Get creative.

Company Information

Company mission, vision and values statements

Business plans

Financial performance trends (e.g., revenue, profits, margins)

Customer service records

Patents

Intellectual property

Awards/areas of distinction

Product plans

Industry Information

Brand Health Tracking research

Focus groups and product research
Net Promoter scores

Media plans and analyses

Web site traffic and analyses

Advertising and promotional collateral (your brand and competitors)

Pricing analyses

Social media reports and conversation analyses

Marketing Information

Marketing plans

Competitive web sites

Third party research on competitors (e.g., financial analysts, syndicated market research, government agencies, industry associations)

Third party research about the category consumers (e.g., IBIS World, Mintel, etc.)

What Are the Frameworks?

Frameworks are tools that organize data and reveal insights.

There are many time tested frameworks that can be useful in developing insights. The frameworks below are well-recognized and widely used by marketers.

Hint: Not all the frameworks will be relevant.

Use only the frameworks that help guide you to an insight.

- Classic SWOT Analysis
- Customer Insights Inventory
- BCG Brand Strategy Palette
- 3-Circle Analysis
- Brand Conversion Funnel
- Competitive Assessment Framework
- Customer Experience Framework
- Customer Profiles and Personas
- Competitive Landscape Map
- Customer Journey Map

Classic SWOT Analysis

SWOT is a summary tool.

SWOT Analysis is a widely used framework for distilling and summarizing disparate information on just one page. SWOT's brevity is its virtue, with what's left out revealing as much as what is put in.

Hint: Keep it focused, with just 3-5 points in each box.

Steve Jobs famously said "I am actually as proud of the things I haven't done as the things I have done."

	Potential Advantages	Potential Risks
Controllable	<p>Strengths Assets that are internal to the company and need to be leveraged.</p> <ul style="list-style-type: none"> • Strength 1 • Strength 2 • Strength 3 	<p>Weaknesses Internal issues that put us at a competitive disadvantage and need to be fixed.</p> <ul style="list-style-type: none"> • Weakness 1 • Weakness 2 • Weakness 3
Unpredictable	<p>Opportunities External market forces or consumer trends that could provide competitive advantage and could be exploited.</p> <ul style="list-style-type: none"> • Opportunity 1 • Opportunity 2 • Opportunity 3 	<p>Threats External market forces or consumer trends that could put the company at risk and should be mitigated.</p> <ul style="list-style-type: none"> • Threat 1 • Threat 2 • Threat 3

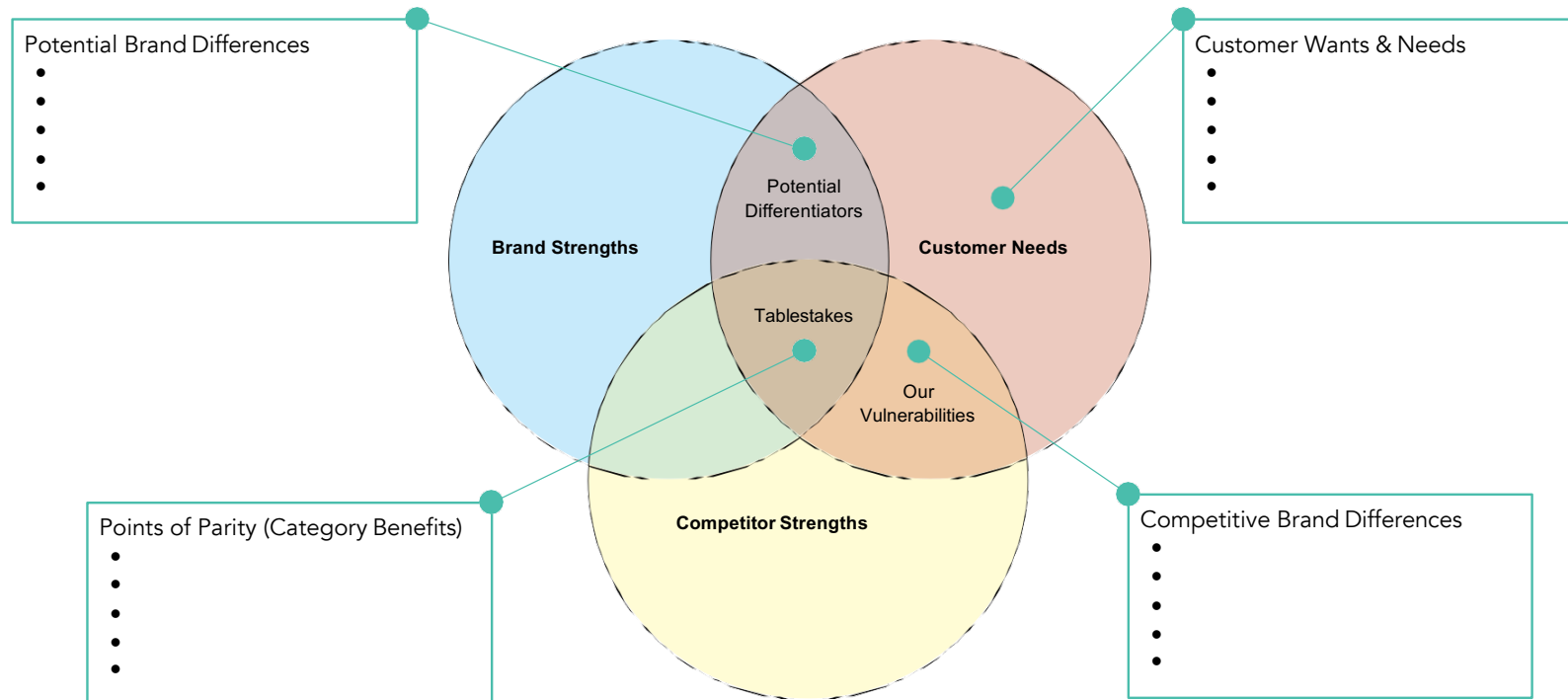
3-Circle Analysis

Opportunity lies in the overlaps.

3-Circle analysis is a marketing specific tool that highlights opportunities to create and sustain relevant differentiation by showing where customer needs and brand offerings align.

Hint: You may need more boxes.

It's advisable to do separate call outs for each of the key competitors as the points of differentiation will vary.



The BCG Strategy Palette

Define your challenge to define your strategy.

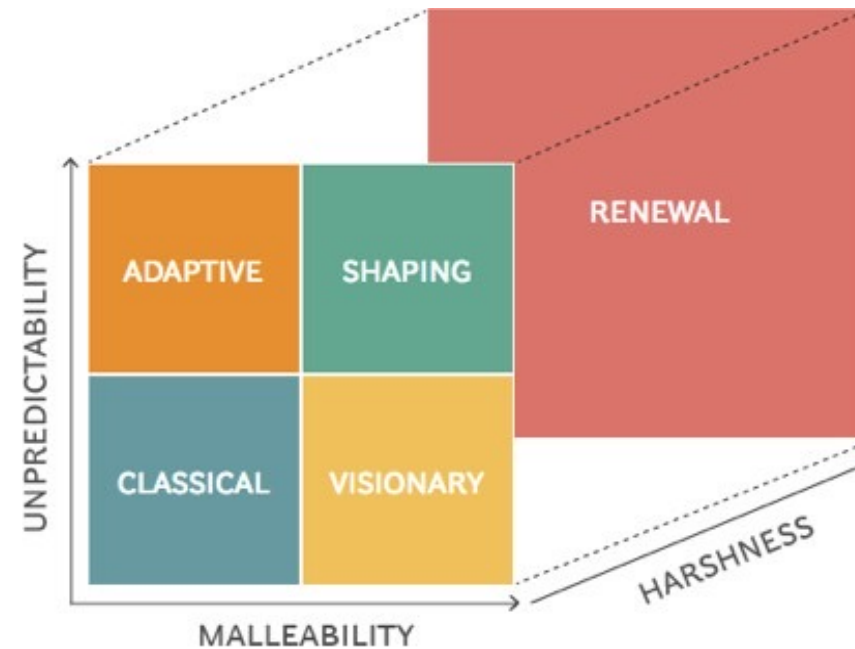
The Strategy Palette describes which of five types of business environment the brand faces. Three Dimensions - predictability, malleability and harshness – are definitive, and success depends on choosing the right strategy for each environment.

Hint: Understand the dimensions:

UNPREDICTABILITY: It cannot be forecast confidently

MALLEABILITY: It can be shaped through your actions or competitors'

HARSHNESS: Can survive you survive it?



	CLASSICAL	ADAPTIVE	VISIONARY	SHAPING	RENEWAL
Success Requirements	-Scale -High Market share	-Rapid Cycle time -New product vitality	-Be first to market -New user satisfaction	-Ecosystem growth and profitability	-Cost savings -Cash flow
Strategy Implications	- Be big - Convince customers of clear and credible superiority on the key benefit	- Be fast - Assure customers we can anticipate their needs and respond fastest to emerging trends	- Be first - Introduce customers to a new category that addresses an unmet need	- Be the orchestrator - Convince customers that together, we and our partners deliver more value than any other solution	- Remain viable - Convince customers the brand offers an innovative solution to address their need(s)

Brand Asset Inventory

What do we have to work with?

A Brand Asset Inventory describes and assesses each brand asset to determine which are useful for differentiation.

Hint: The more assets the better.

If your brand has too few assets, it's time to create more!

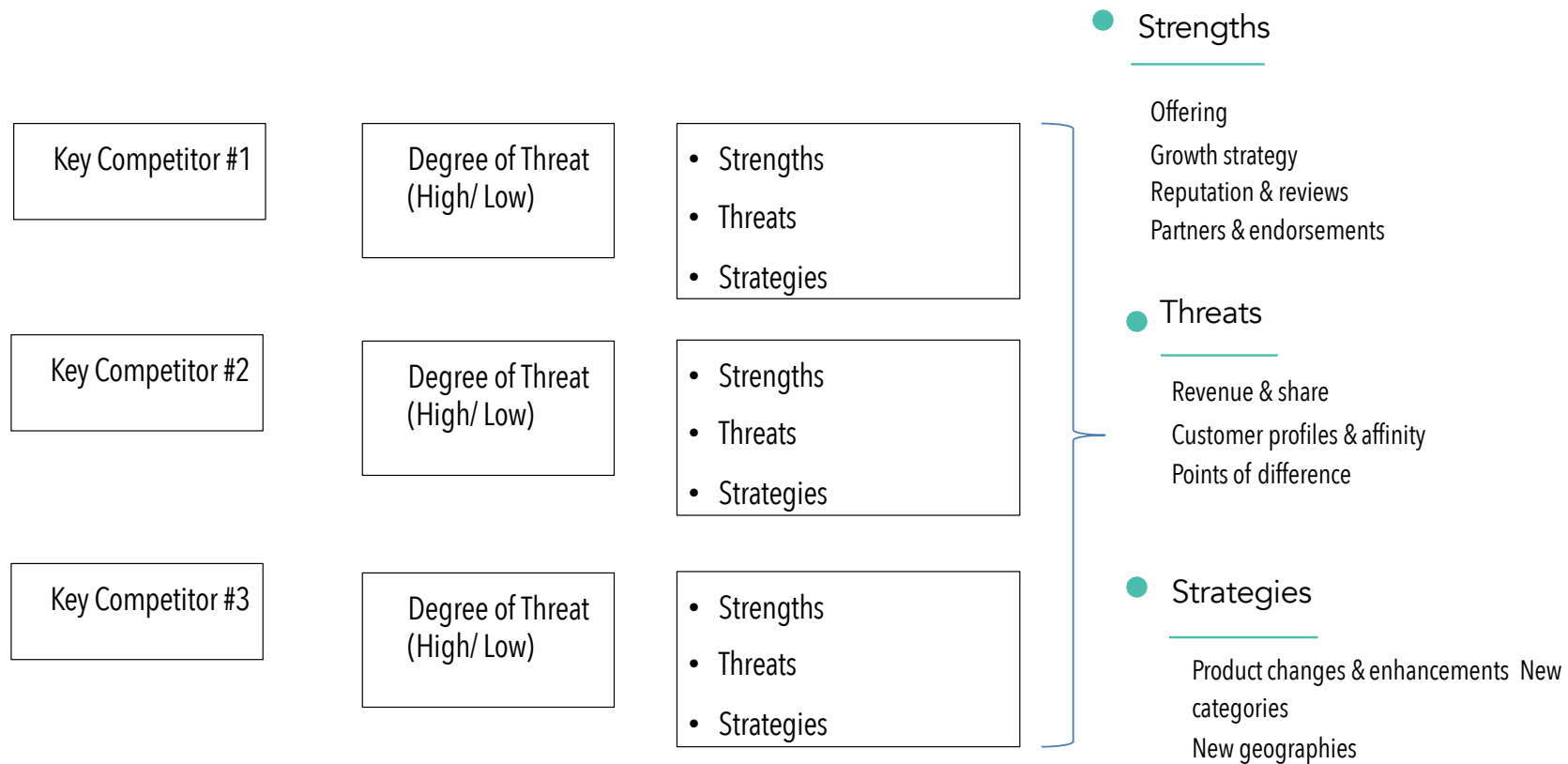
TYPE OF BRAND ASSET	DESCRIPTION	EVALUATION CRITERIA (Strong, Weak)			
		Unique/ Distinctive	Memorable	Likeable	Relevant
Names, Logos or other Identifiers					
Awareness					
Perceptions and Associations					
Partnerships					
Programs					
Proprietary Ingredients, processes					

Competitive Assessment

Who do we have to look out for?

Competitive assessment highlights key competitors and the degree of threat each presents to brand growth.

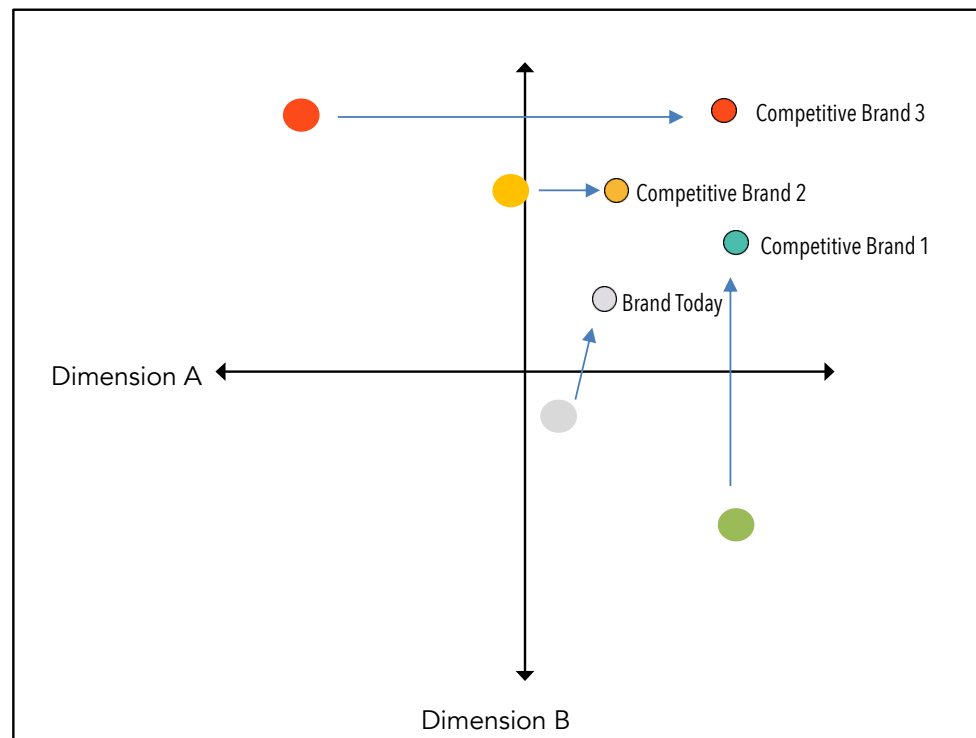
Hint: Competition is dynamic!
Look ahead and look outside your category for potential disrupters.



Competitive Landscape Map

Where are we and where are we going?

A Competitive Landscape Map identifies key dimensions customers use to classify brands and maps where a brand is perceived relative to its competition. It also suggests how positions may evolve over time.



Hint: Price and quality are the most common map dimensions, but they may not be the most relevant to customers. Use research to understand how customers classify brands.

Four Steps for Creating the Map

1. Identify the most relevant dimensions competitors use to create differentiation
2. Place brands where they are today
3. Use arrows to indicate where each brand's strategy is likely to take them.
4. Identify the ideal position for your brand to evolve to.

Customer Insights Inventory

What matters to brand users and prospects?

A deep understanding of customer needs, their path to purchase and brand choice drivers is the best foundation for developing customer centric marketing strategies.

Hint: Powerful insights are often more about the category than the brand.

Focus on understanding needs and decision drivers and take note of any gaps in understanding.

Profiles and Segments

Key Segments

Demographic segments
Needs-based segments
Decision role (primary v.influencer)

Needs and Desired Outcomes

Benefits hierarchy
Desired results
Desired usage experience

Attitudes

Value equation (time savings, cost savings)
Self-image and values

Path to Purchase

Situational Triggers

Word of mouth /sharing occasions
Usage occasions
Purchase occasions

Purchase Journey

Awareness drivers
Initial buying process
Retention/renewal process

Choice Drivers

Internal Choice Drivers

Category motivations
Brand decision drivers
Past experiences

Outside Influences

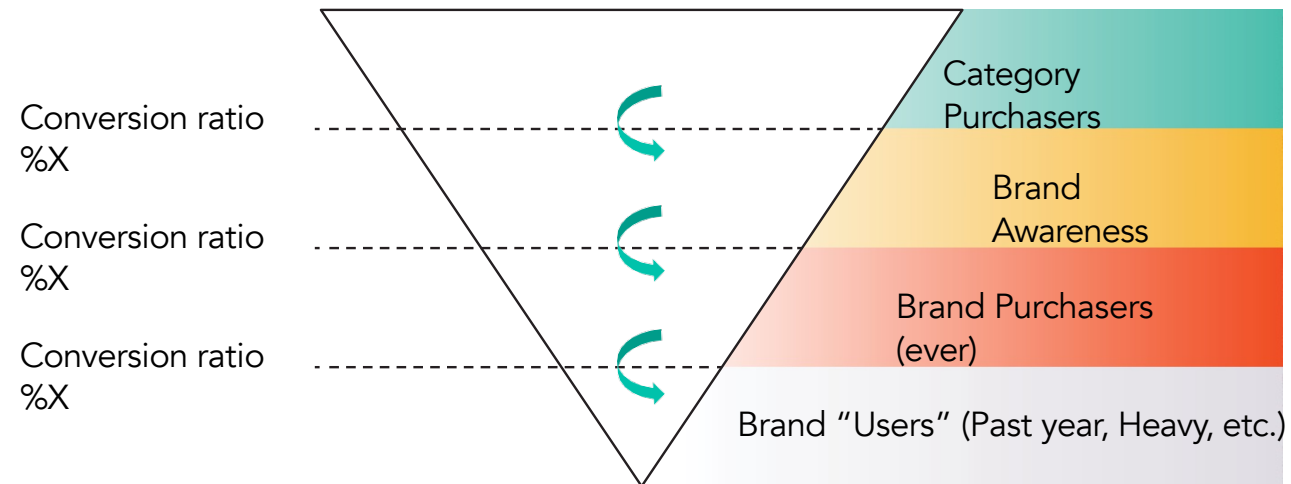
When (time of day, season)
Where (Retail environment,
online environment)
Reputation/reviews

Brand Conversion Funnel

Where are prospects and customers getting stuck in developing a relationship with the brand?

Marketing's task is to move customers from prospects to loyal users. The Brand Conversion Funnel reveals roadblocks in this process and shows where marketing should focus to overcome them. Tracking changes in size of each level and conversion rates assesses where the brand is succeeding and how it can grow more efficiently.

Hint: Brand health tracking research is a useful source of data for the Brand Conversion funnel. Consider measuring brand health for your brand relative to its competitors at least once a year, or more often depending on how dynamic your category is.



Customer Profiles & Personas

How can we bring customers to life?

Profiles and persona's can be used to ensure positioning and messaging are well-targeted and relevant.

Hint: These are just examples. There are many possible formats.

Telecom Category Persona

Blake
Age: 24


Segment: Single Young Tech (Millennial)

Influencers: Parents, Customers & Employer, Social Media


About: Budget, Tech Savvy, Ambitious, Walking Billboard, Early Adopter, Entitled, High churn risk, Not account holder, Wants latest and greatest newest things

Needs: To constantly be in contact, on patents accounts but wants Independence Fast and simple support (preferably digital)


To be Successful: One stop shop for all his needs: simple and easy to use the right information provided when and where he wants it




Golfer Personas




Avid Adam
Age: 38
Work: Digital Ad Sales Manager Family: Married, 2 Kids
Rounds Per Year: 25+



Causal Carl
Age: 35
Work: Real Estate Broker Family: Married, 2 Kids
Rounds Per Year: 20+



Single Mike
Age: 27
Work: Sales, Logistics Family: Single, No Kids
Rounds Per Year: 15+



Retired Robert
Age: 60
Work: Retired
Family: Married, 3 Kids in college
Rounds Per Year: 30+

Online Dater Profile

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%

Customer Journey Map

What are the high impact opportunities to influence customers?

The Customer Journey Map describes customer paths as they interact with an organization to reach their desired outcome. They also describe the associated needs and perceptions of the brand from the customer point of view.

Hint: Journeys are increasingly how brands compete.

“Journeys are becoming central to the customer’s experience of a brand—and as important as the products themselves in providing competitive advantage.” -- McKinsey & Co.

	1. Discover	2. Evaluate	3. Purchase	4. Use/Enjoy	5. Advocate/Bond
Emotions and Goals	What are customers’ priorities and motivations to act at each stage?				
Customer Steps	At each stage, what steps do customers take and in what order?				
Touchpoints	Where do customers interact with the brand?				
Opportunities for Wow Moments	What influences them most during these interactions?				

Customer Experience Evaluation

Where is the greatest opportunity for impact?

The Customer Experience Framework describes where the brand should focus to have an impacts. Where that focus should be depends on its brand emotion and perception goals.

Hint: Not all brand experiences have the same impact.

Think about where to focus to create “Oh Wow Moments” that positively shape brand perceptions.

Perception Goal	Uniqueness	Trust	Affinity	Respect	Belonging	Admiration
Emotion Goal	Delighted	Empowered	Proud	Inspired	Loved	Important
Desired Attributes	Personable Remarkable	Helpful Problem Solver	Caring Appreciative	Valued Resource	Friendly Like family	Noble Partner
Customer Design Strategy	Surprise with entertaining moments of joy, fun and revelry	Relieve dissatisfaction, anxiety or vulnerability	Reward and celebrate milestones or achievements	Educate and motivate via personal insights or new ideas	Facilitate connection with other users, friends, family colleagues	Affirm shared ideals and show how together we can have an impact
Potential “Oh Wow” Moments (Description)						
Potential Impact (High/Low)						

Audit Outline

How is Audit information organized and presented?

While there is no standard format, most brand audits generally follow a similar outline featuring these five sections.

Hint: Think of the audit as a summary, and try to tell a story.

Most of the underlying data belongs in an Appendix.

Section	Insights and Questions Addressed	Relevant Frameworks
1. Current Assessment	<ul style="list-style-type: none"> •What are we known for? What are our product and brand strengths and weaknesses? •Where do we have advantages and where are we vulnerable? 	<ul style="list-style-type: none"> •Brand Assets Inventory •3-Circle Analysis • Strategy Palette
2. Future Challenges	<ul style="list-style-type: none"> •What are the key trends in the category and overall business environment? •What are the likely competitive scenarios? 	<ul style="list-style-type: none"> •Competitive Landscape Map
3. Growth Opportunities	<ul style="list-style-type: none"> •Where will growth come from? •What customers matter most? 	<ul style="list-style-type: none"> •SWOT Brand Conversion Funnel
4. Risks	<ul style="list-style-type: none"> •What are the risks? •Who should we be worried about? 	<ul style="list-style-type: none"> •SWOT •Competitive Assessment
5. Marketing Priorities	<ul style="list-style-type: none"> •Which customers should we target? •What needs are satisfied and what else do they want or need? •How will we create differentiation? 	<ul style="list-style-type: none"> •Customer Experience Evaluation •Customer Insights Inventory •Customer Journey Map

Audit Example: carefresh



1. Assessment

- 6.7 million U.S. households own one or more small animal pets, including rabbits, gerbils, hamsters, mice and ferrets
- With an average of 2.1 pets per household, that equals 14 million small animals owned in the
- As the leading provider of commercial bedding products, Healthy Pet wished to explore opportunities to refine its brand positionings and gain feedback on alternative package designs.

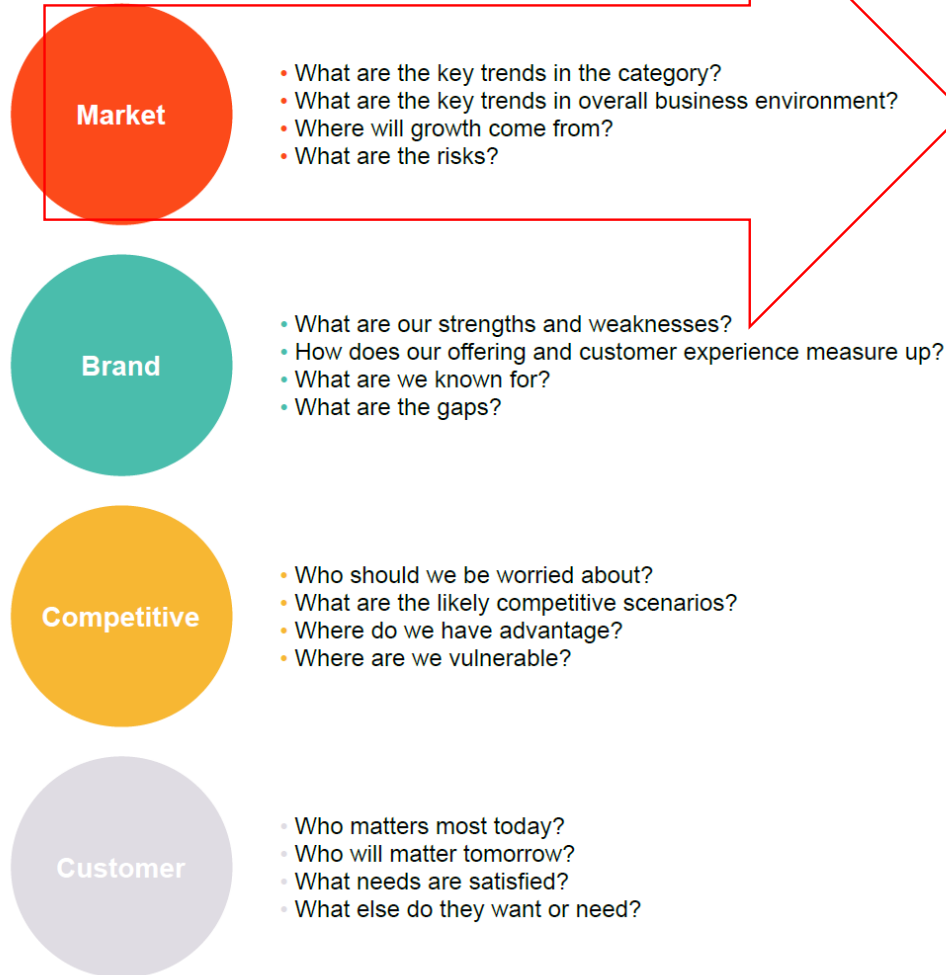


Small Animals, Big Opportunity



Audit Example: carefresh

1. Assessment



Small pet bedding category is crowded and confusing, with an unclear market structure

- Sea of sameness – Brand packages have similar look and feel, similar claims
- Materials not clearly defined, paper and wood products jumbled together on the shelf
- Inconsistent nomenclature
- Too many attributes = SKU proliferation
- Little guidance for consumers regarding which product is best for which type of pet



It has a heart on it, a green box with red lettering on it. The store recommended it, I go with what they sell me. They said it was good so I said 'okay'. – carefresh user

Audit Example: carefresh

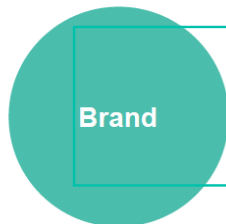


1. Assessment



Market

- What are the key trends in the category?
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- Where will growth come from?
- What are the risks?



Brand

- What are our strengths and weaknesses?
- How does our offering and customer experience measure up?
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Competitive

- Who should we be worried about?
- What are the likely competitive scenarios?
- Where do we have advantage?
- Where are we vulnerable?



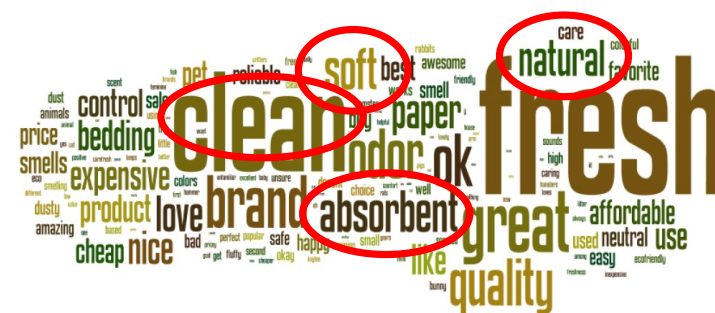
Customer

- Who matters most today?
- Who will matter tomorrow?
- What needs are satisfied?
- What else do they want or need?

Low brand awareness and loyalty toward any brand, including carefresh

- Only half of small animal owners recall any brand. Only 18% recall carefresh.
- Past year purchase penetration is low at 36%. Buy out of habit, no brand stands out
- Carefresh is most associated with cleanliness, naturalness, absorbency and softness, the same as for other brands.
- Many do not know what it is made of, nor do they care – just that it's soft.

Q. What is your perception of carefresh small animal bedding?



Source: Small Animal Owners A&U Study, July 2017. Removed terms: "NEVER, IDK, NOTHING, GOOD, BEDDING, and N/A"

Have I heard of carefresh? Yeah, I remember seeing it in the store. I think I've used it before. So far, all the brands I've used, Everything seems pretty good. – carefresh user



1. Assessment



Market

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Brand

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Competitive

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Customer

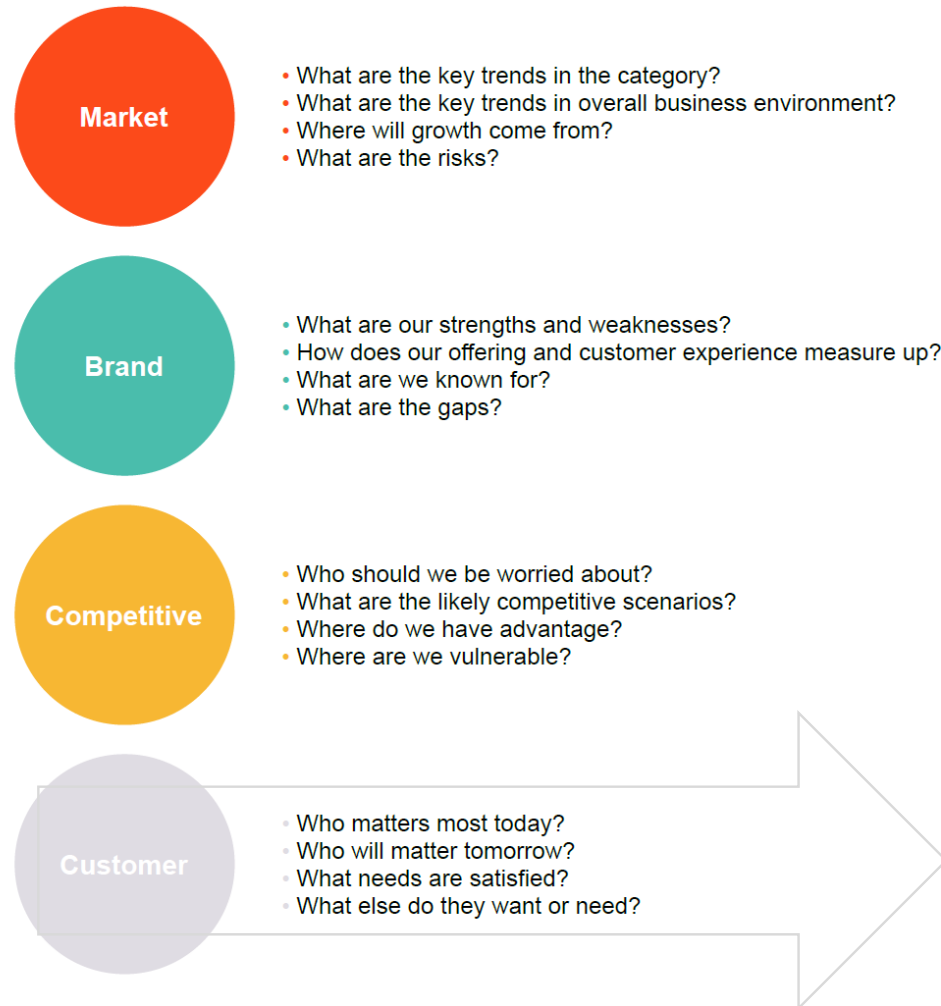
- Who matters most today?
- Who will matter tomorrow?
- What needs are satisfied?
- What else do they want or need?

Leading brands are known but differentiated only on attributes

- Competitors' offer many distinguishing attributes, but they are rarely tied to higher order benefits
 - Kiln-dried to remove harmful bacteria
 - Chemical-, additive-, by-product- or artificial color-free
 - Natural / eco- or environmentally friendly / compostable/bio-degradable
 - Only virgin, food-grade fibers
 - Pure, never printed paper
 - Sludge-free



1. Assessment



Small animal owners are 'animal people'

- Motives for acquiring pets:
 - Feel helpful/noble – many animals are rescued
 - Make kids happy (and teach responsibility)
 - Have a companion
- Want to give their pets a good home so they will be happy
- They show their love by giving pets attention, space, treats
- Doing their research on what's best for their pet and make thoughtful choices – nothing dangerous or hazardous
- Ownership rewards:
 - Entertainment – love watching them
 - Affection – Small animal = big love
 - Feeling like a good, responsible pet owner
- Odor is an issue, but most choose bedding based on multiple criteria, not just odor control.
- Softness and safety are important drivers for bedding
 I want bedding to be comfortable for the pet.
 what would make me comfortable?
 ... I pick what looks the **softest**. – small animal owner

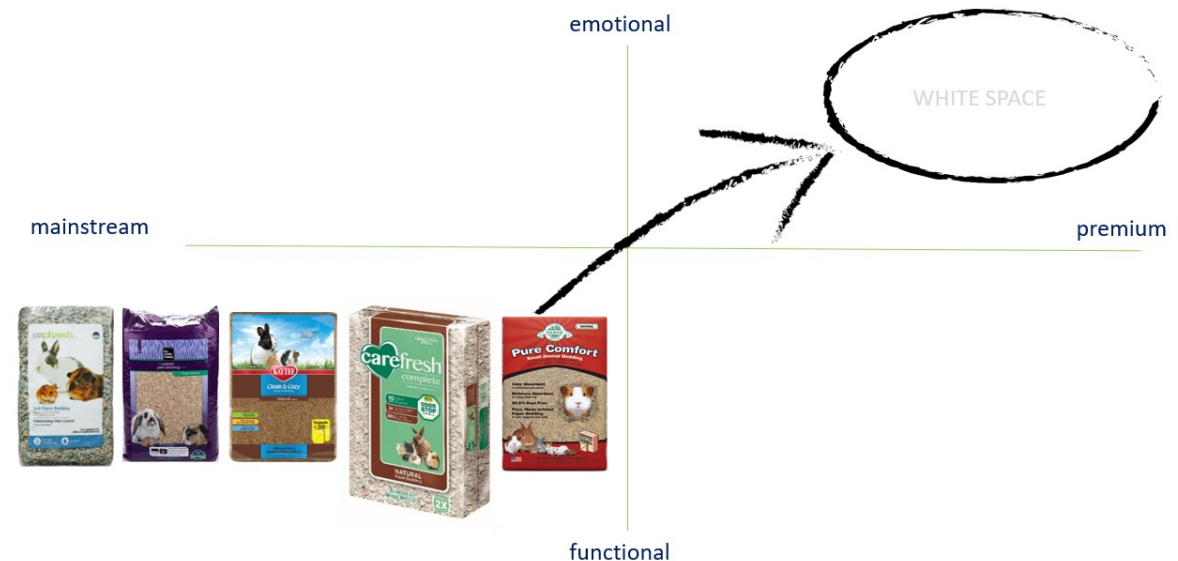


2. Future Challenges

Elevate the brand to create greater differentiation

- Use key insights about small animal owners and proprietary features to create greater differentiation vs. Kaytee, Hartz and other brands.
- Differentiate based on softness
- Speak in language that reflects how consumers *actually* talk about and choose products for their pets HOMES, E.g., Products talk about 'odor control'; consumers talk about absorbing wetness

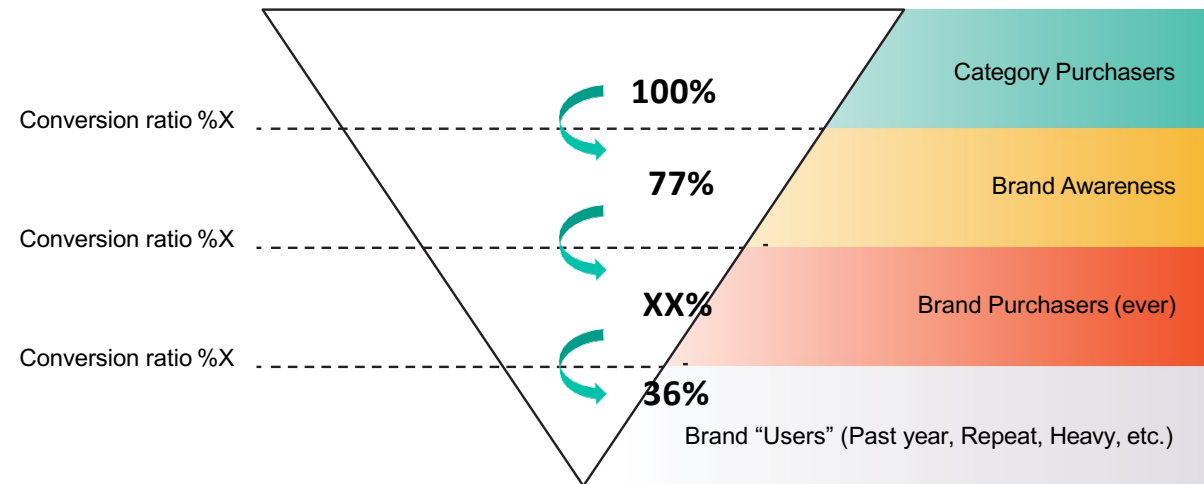
carefresh makes the happiest, most comfortable small pet homes.





3. Growth Opportunities

- Convert more aware purchasers to brand users



4. Risks

- Absence of differentiation vs. Crittercare
- Absence of tie to parent brand, Healthy-Pet
- Shift to ecommerce channel where carefresh has less visibility except through retailers
- Pet channel retail consolidation, affecting smaller retail chains and independents



Audit Example: carefresh



5. Marketing Priorities

- Revise positioning to reflect emotional reasons why
- Emphasize product benefits over features to create greater relevance and stronger

make it home
small pet bedding
return the love by providing the very best care.

An infographic with a green border and rounded corners. In the center is a simple line-art house with a heart in its window. Surrounding the house are four boxes, each containing a benefit. The top-left box has a cloud icon and text about softness. The top-right box has a large '10' and text about odor control. The bottom-left box has a large '2X' and text about absorbency. The bottom-right box has a large '99%' and text about dust-free manufacturing.

PILLOWY SOFTNESS
Provides the most comfortable home since it's made from scratch.

10 DAY ODOR CONTROL
Our natural-based Odor Stop formula is proven to suppress ammonia odors.

2X MORE ABSORBENT THAN SHAVINGS
Keep your pet warm & dry with bedding that absorbs better.

99% DUST FREE
Our unique manufacturing process ensures a cleaner, healthier home.

Audit Example: carefresh

5. Marketing Priorities (Continued from earlier page)

- Update web site, logo and packaging to be more modern, premium, and better reflect positioning.
- Introduce new products specifically designed for nesting animals and in fun playful colors
- Create purchase loyalty and give back programs to encourage brand affinity



Join club carefresh today!

As a member you will receive **exclusive coupons** and offers (U.S. & Canada only), plus up-to-date information about carefresh products, events and more!



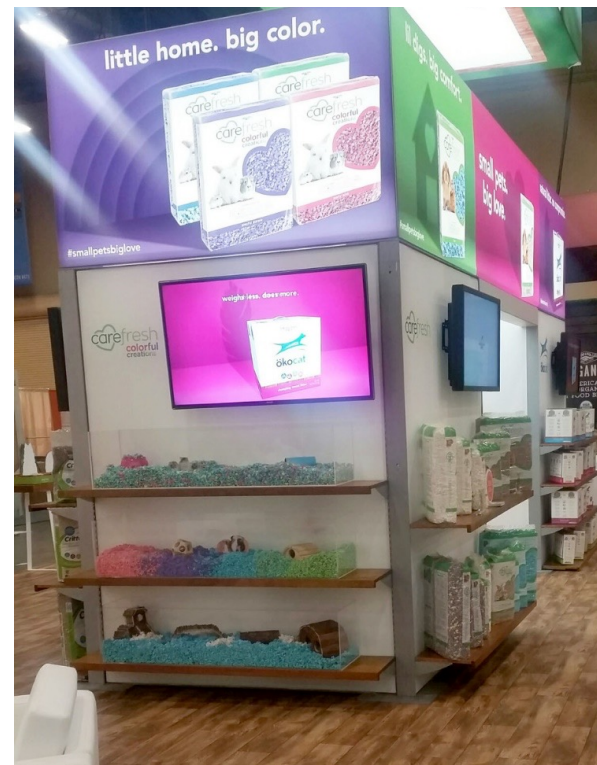
Colorful Creations



Audit Example: carefresh

5. Marketing Priorities (Continued from earlier page)

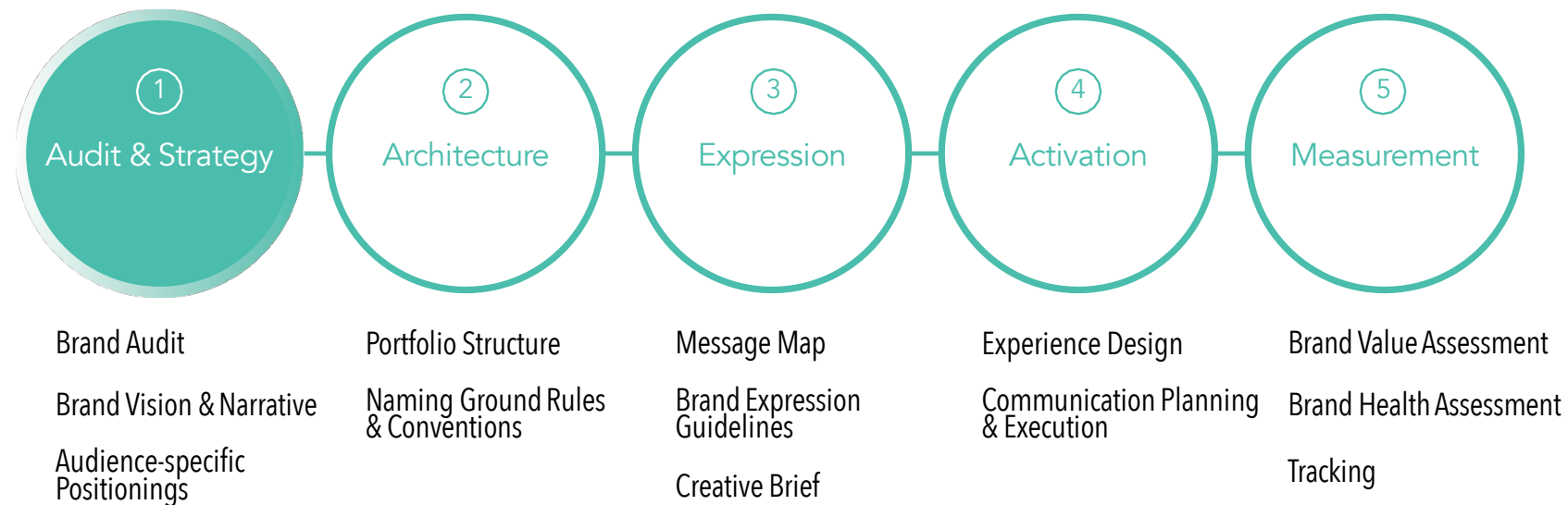
- Work with retailers to create stronger in-store shopper engagement.



What Comes Next?

Following an audit, you are well-prepared to begin strategy development.

Use audit findings to identify a powerful Brand Vision & Narrative, and positionings specific to each of the key audiences or personnas.



Contact Us

Contact us to learn more about brand audits, strategy development or our research offerings.

Brand Audits

- Strategic assessment
- Competitive reviews

Qualitative Research

- Pop-up communities
- Focus groups
- Bulletin boards
- Individual interview

Quantitative Research

- Customer tracking research
- Product concept tests
- Package tests
- Positioning development and validation



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