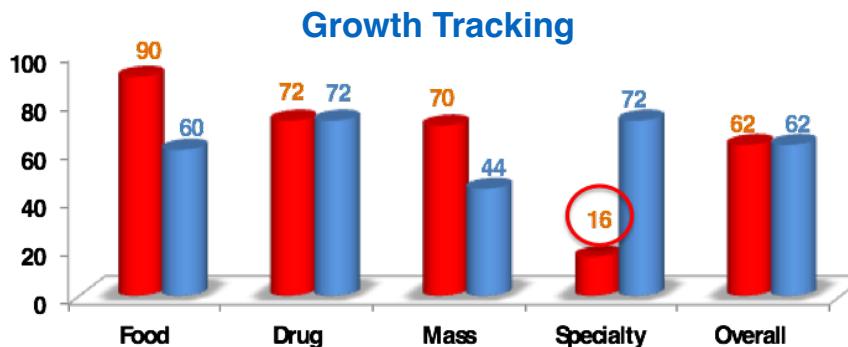
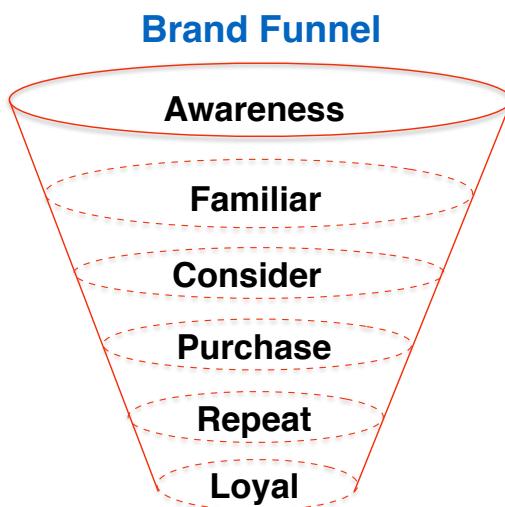


# How to use analytics to uncover brand issues

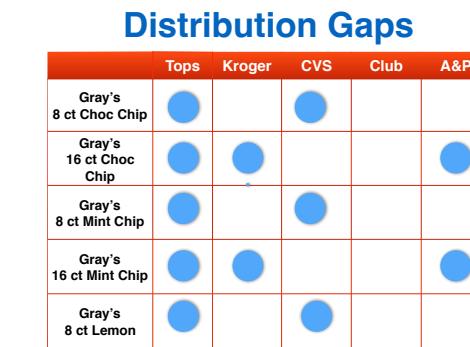
**1** Macro view of the market looking at major economic, consumer, technology, trends.



**2** Define consumer target, looking at needs, buying habits, growth trends and key insights.



**3** Look at channel performance, customer strategies, distribution gaps, merchandising performance.



**Customer Scorecards**

Customer A	Scores
Overall Sales Dollars	39
Share of Category	11%
% dollar change	+19.1%
Your Brand Share	33%
% change	+3.3 points
Share Index	105
Your brand's avg Price	\$6.33
% change	+3.3%
Price Index	125
Share of Co-Op Ads	33%
% change	+18%
Co Op Index	143
Share of Merch	25%
% change	-2%
March Index	111

**6** Summarize drivers & inhibitors currently facing brand, then risks and opportunities for future.

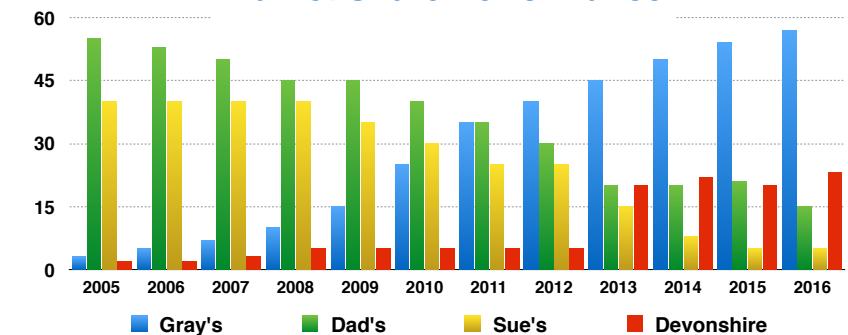
Drivers	Inhibitors
Factors of strength or inertia that accelerate your brand's growth.	Weaknesses or friction slows brand down, leak to fix
Opportunities	Threats
Changing consumer needs, technologies, channels, legal	Competitor launch, trade barriers, customer preference.

## Execution Tracking

Tracking Results	Gray's	Norm
Aided Recall	38	62
Unaided Recall	30	46
Brand Recognition	10	23
Brand Link	.33	.50
Main Message	64	60
Uniqueness	38	22
Purchase Intent	10	9

**5** To understand brand performance use brand funnel, tracking results, pricing analysis, distribution gaps and financial results.

## Market Share Performance



# *How to use analytics to uncover your brand issues*

## **Marketplace**

Start by looking at the overall category performance to gain a macro view of all significant issues. Dig in on the factors impacting category growth, including economic indicators, consumer behavior, technology changes, shopper trends, and political regulations. Also look at what is happening in related categories, which could impact your category or replicate what you may see next.

## **Consumers**

Analyze your consumer target to better understand the consumer's underlying beliefs, buying habits, growth trends, and critical insights.

Use the brand funnel analysis and leaky bucket analysis to uncover how they shop and how they make purchase decisions. Try to understand what they think when they buy or reject your brand at every stage of the consumer's purchase journey.

## **Channels**

For those who sell through partners to reach their consumer, assess the performance of all potential distribution channels and the performance of every major channel customer. Understand their strategies, and how well your brand is using their available tools and programs. Your brand must align with your channel customer strategies.

## **Competitors**

Dissect your closest competitors by looking at their performance indicators, brand positioning, innovation pipeline, pricing strategies, distribution, and the consumer's perceptions of these brands. To go even deeper, you can map out a strategic brand plan for significant competitors to predict what they might do next. Use that knowledge within your brand plan.

## **Brand**

Analyze your brand through the lens of consumers, customers, competitors, and employees. Use brand funnel data, market research, marketing program tracking results, pricing analysis, distribution gaps, and financial analysis.

Focus on managing your brand's health and wealth. Uncover consumer perceptions through tracking data, the voice of the consumer, and market research.

**With each of the five sections of the deep-dive, we will go through our 10 best questions**

# *Analyzing the* **Marketplace**



## **Our 10 best marketplace questions**

1. How is the category doing relative to the economy?
2. Look at the last 3-5 years and explain each of the ups and downs in the category.
3. What is the overall value of the category? Any price changes? Major cost changes?
4. Which sales channel, regional or geographic trends do you see? Which are growing and which are in decline? Is it unit or price decline? Explain any underlying regional causes for the numbers you are seeing.
5. What category segments are growing, declining or emerging?
6. Explain the role of each type of innovation: product extensions, product improvements, new formats, brand stretching, game changing technology or blue ocean?
7. What are the macro factors driving category growth? What is holding the category back? What are the significant open opportunities you can use to your advantage? What are the risks to the categories in the next few years?
8. What are the macro trends influencing or changing this category? What is the impact of political, economic, social or technology on the category?
9. Who holds the balance of power in the category: brands, suppliers, channels, or consumers?
10. Look at other issues across the marketplace regarding any operations, inventory, mergers, technology, innovation, investments, global trade.

# *Analyzing the* **Consumers**



## Our 10 best consumer questions

1. Who is your current target? How have you determined the impact of demographics, behavioral, psychographic, geographic, or usage occasions? Lifestage trends?
2. Who are the consumers most motivated by what you have to offer? Who are your possible target consumer segments? Are they growing? How do you measure them?
3. What drives consumer choice? What are the primary need states? How do these consumer needs line up to your brand assets? Where can you win with consumers?
4. How is your brand performing against key shopping patterns, looking at penetration, buying rates that include frequency of purchase, and sales per trip?
5. How is your brand performing against key segments with regards to share and sales by channel or geography? Look at your brand performance over latest 4-weeks, 12-weeks, and year-to-date, compared to competitors.
6. Map out the path to purchase and use brand funnels to assess your brand's performance in moving through each stage. Are consumers changing at stages? Are you failing at stages?
7. What is the consumer's perceptions of your brand and your competitors? Voice of the consumer.
8. How do consumers shop as they move through each stage of the brand funnel?
9. What are the emerging consumer trends? How does your brand match up to potentially exploit them? Where would your competitors win?
10. What are the consumer's ideal brand experiences and unmet needs we can address?

# Analyzing the *Channels*



## Our 10 best channel questions

1. What is your business model? Do you use multiple models? B2C, B2B, SaaS, DTC, Retail or through distributors?
2. How is your brand doing in each of the channels? Are there any regional differences by channel? Channel shifts? Are there new and emerging channels? Are there new channels on the horizon, not yet developed?
3. What are the strengths, issues, opportunities and risks of each channel, to identify where you can have the most impact?
4. Do you understand the strategies of your retail customers?
5. Do you have the competencies to service your customers?
6. Who are the top 5 customers? What are their main strategies? How does your brand fit into that plan? Create a scorecard to highlight how well you are aligned to their performance.
7. How is your brand doing within each customer? What are your brand's channel-related strengths and weaknesses?
8. Who are your primary and secondary customers? Have you segmented and prioritized for growth versus opportunity? How large are they? What are their growth rates?
9. How is each customer performing? How profitable is that customer?
10. How is the relationship with the customer? Who is the category captain of your key accounts and why?

# *Analyzing the* **Competitors**



## Our 10 best competitor questions

1. Who are your main competitors, both direct and indirect? How do they position themselves?
2. Describe your competitor's operating model, culture, and organization structure. What is the culture at your competitor and what is the role culture plays in their brand?
3. What are your competitor's strengths, weaknesses, opportunities, threats?
4. Map out competitor's brand plan: vision, goals, key issues, strategies, and tactics.
5. What are your competitor's use of communication, new products, and go-to-market strategy? How are they executing against each?
6. Explain all the ups and downs over time, looking at the micro and macro performance of your competitors.
7. What is the investment stance and expected growth trajectory of your competitor's brand? How much and where do they invest? What are the marketing and commercial focus? What is their ROI?
8. How is your competitor doing regarding market share, customer market shares, investment, margins, innovation, culture, share of voice, or any regulatory advantage?
9. How do the competitor prices match up? How does each competitor use price?
10. Any public materials about the competitor, including strategy and financial results?

# *Analyzing the Brand*



## Our 10 best brand questions

1. What consumer benefit can you win with, which is ownable, unique, and motivating for consumers?
2. How far can you “stretch” your brand into other opportunities?
3. What is driving your biggest gains versus prior periods? What is your biggest gap or inhibitor?
4. What is your market share? Regionally? By channel? Where is your strength? Where is your gap?
5. How are you performing on key brand tracking data? Penetration? Frequency? Sales per buyer or per trip?
6. What are your brand’s scores on the brand funnel?
7. How is your program tracking data doing? Where could you improve?
8. What are the underlying attitudes about your brand and how it fits in with the consumers’ lives? Where do consumers see you in relation to your competitors?
9. What is driving negative perceptions and causing consumers to leave your brand?
10. How do you describe the culture behind the brand, and how does that impact the consumer experience? Do you have alignment with the brand story and your employees? Alignment with operations, sales and innovation?

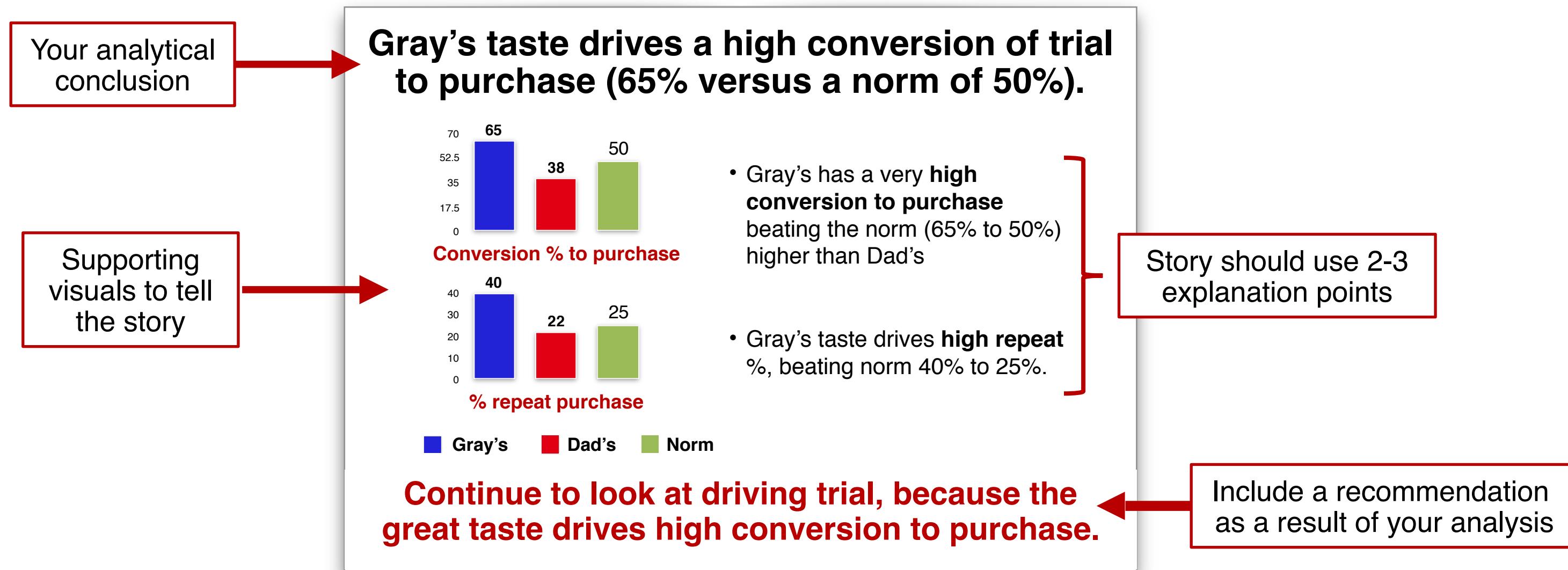
# Analyzing the Finances



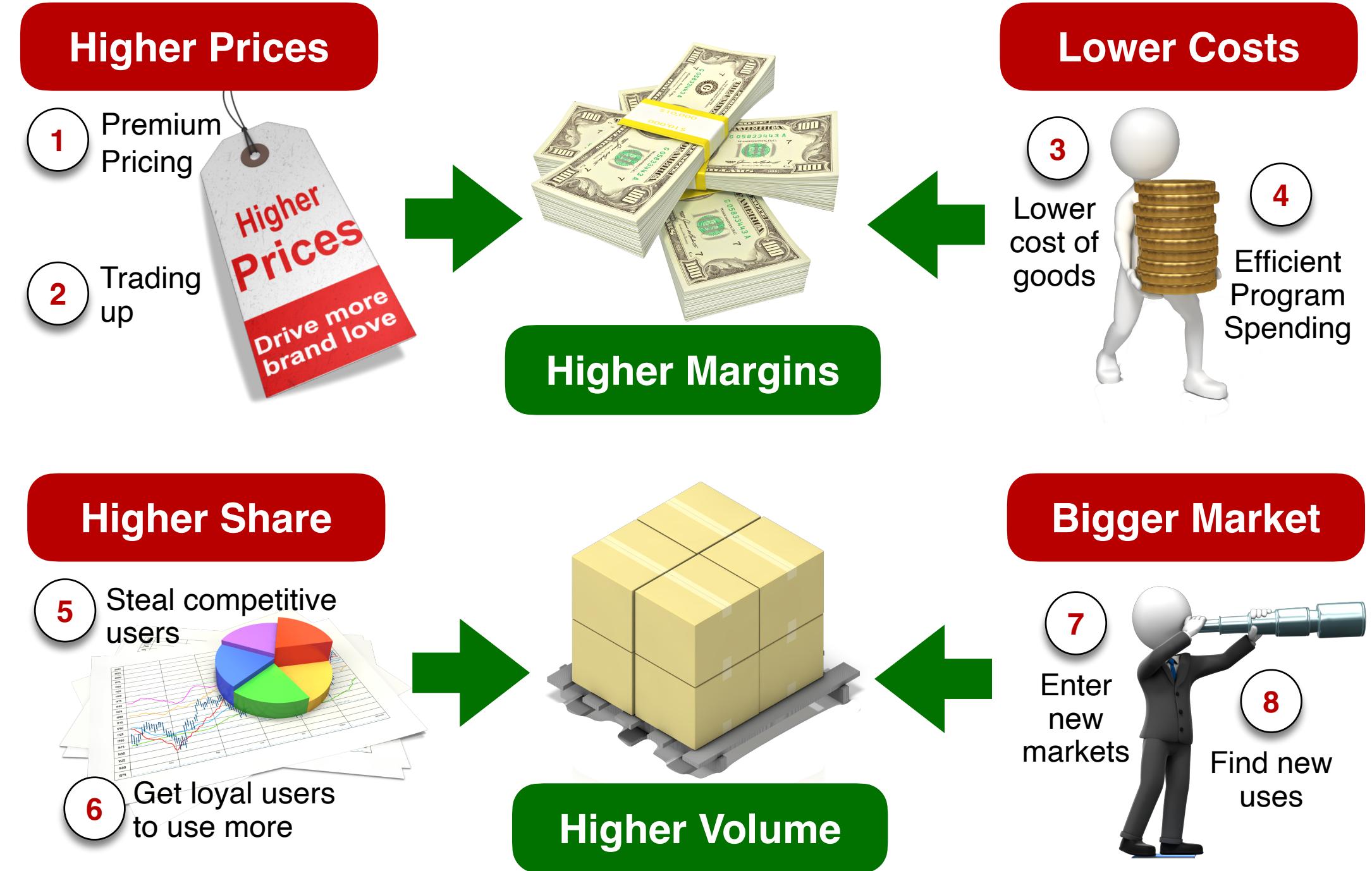
## Our 10 best finance questions

1. What is your brand's compound annual growth rate (CAGR)? Explain the ups and downs over the past five years.
2. What are your gross margins and contribution margins over last five years? Can you break it out by product line? Is there more pressure from price or the cost of goods?
3. What is your brand's marketing budget breakout? Variable direct costs versus indirect fixed dollars? What is the break between media and creative production? Consumer spend versus trade spend?
4. Have you completed any pricing elasticity studies? What did you learn about your brand? If you did increase your price, what did you see in the marketplace?
5. How is your brand's overall strategy impacting your brand's profits? How do your decisions on your brand's core strength, consumer connection, competitive pressures, and situation impact your financials?
6. How are your current brand/business performance metrics, brand's market goals, and financials linked?
7. Over the past 5 years, what are the programs that drive the highest and lowest ROI?
8. How does your business model impact your overall profit? What is your focus now?
9. What are your forecasting error rates? Is there a seasonality impact? What economic factors impact your brand's financials? How reasonable are your inventory levels?
10. What financial pressures do you face on an annual or quarterly basis?

# *Know how to write an ideal analytical slide that can help convince management of your analysis*



# *The eight ways a brand can drive profit*





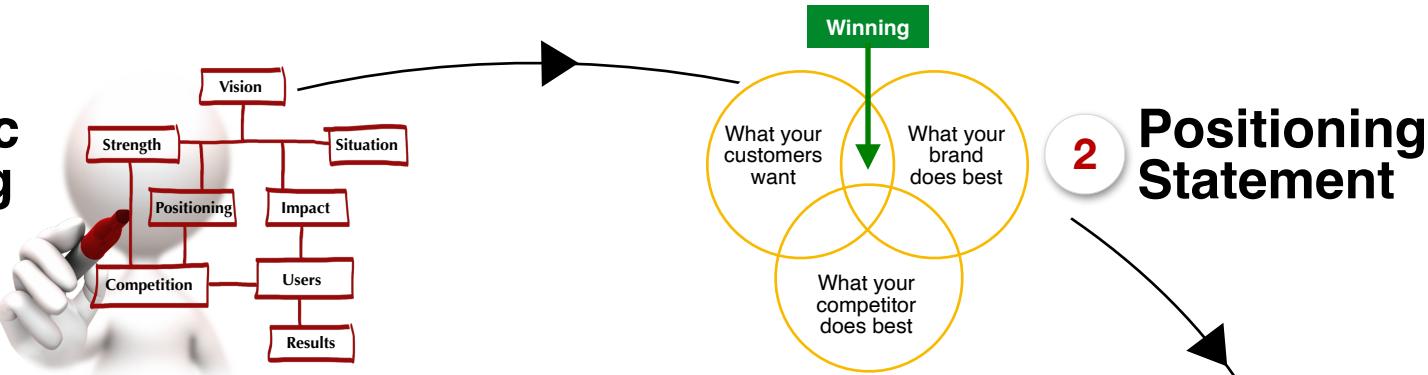
beloved  
brands

# marketing training

*Our marketing training will make your marketing team smarter  
so they deliver their best possible performance on your brand*

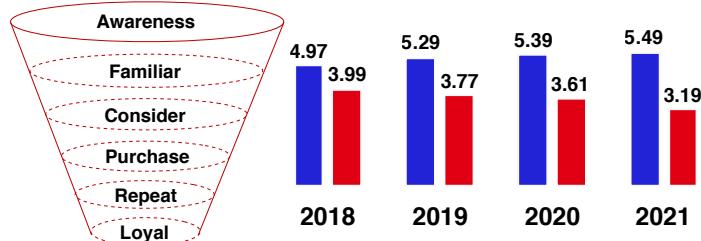
1

## Strategic Thinking



2

## Positioning Statement



5

## Marketing Analytics



3

## Marketing Plans



4

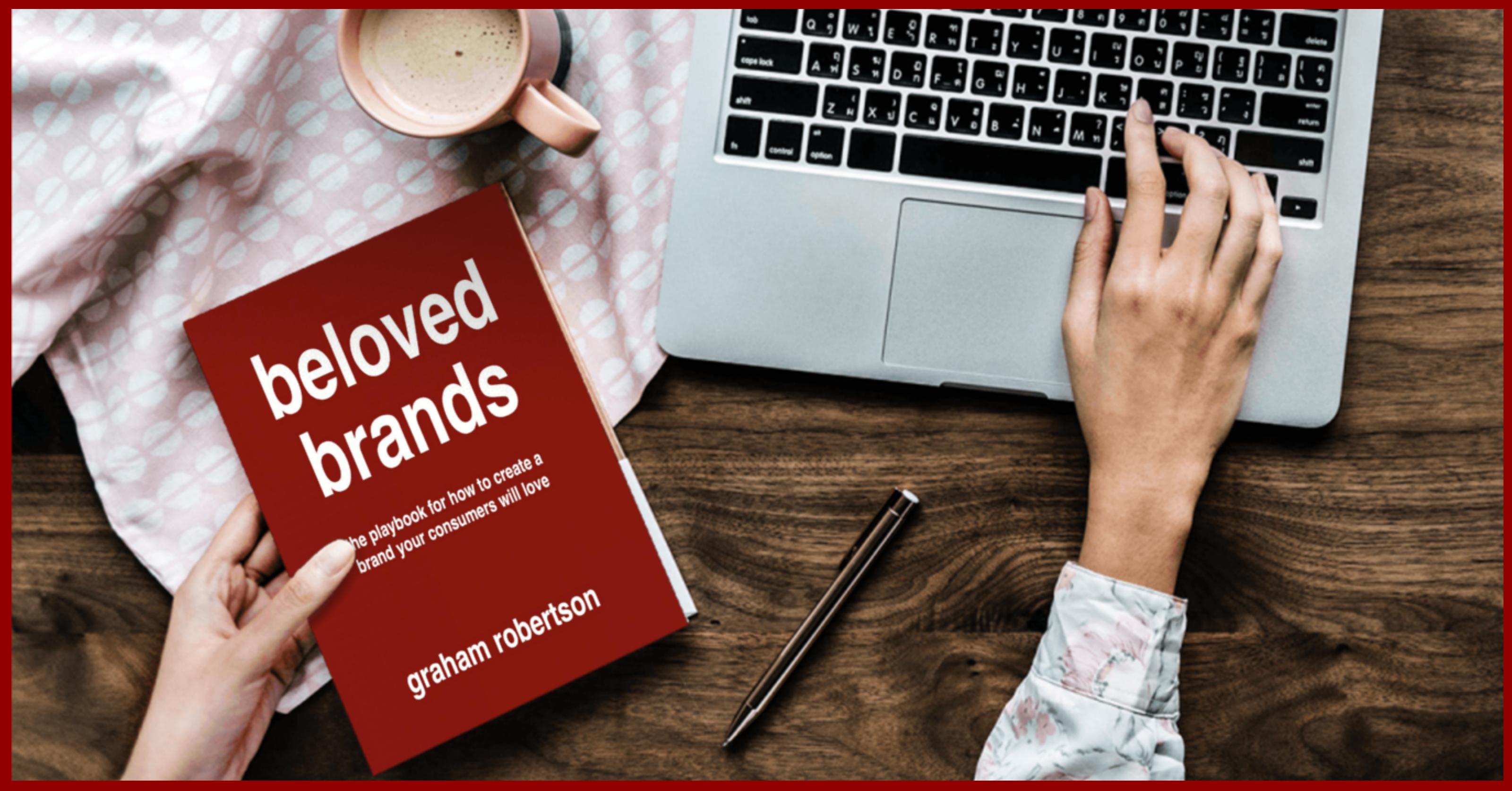
## Marketing Execution

*Our marketing training teaches the best ways to think, define, plan, execute and analyze*

*Our marketing training brings three distinct streams based on the type of business your team manages*



Every example we use is in our training is specific to the type of business the marketers work on. The lessons bring relevant tools that can be applied to their brand. Also, our brand books line up with the type of business.



# beloved brands

The playbook for how to create a  
brand your consumers will love

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