



## Brand Report Card Exercise

- ✓ On the following pages, you will find different aspects of brand management.
- ✓ Please rate your brand on each aspect, choosing a response between 1 (inadequately) and 5 (breakthrough) for each question.
- ✓ On the last page, please enter the results from each “overall” question at the end of each page, then follow the directions as given.

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*Research Associate Elizabeth Bornheimer prepared this exercise under the supervision of Professor Katherine N. Lemon and Professor Kevin L. Keller (Tuck School of Business at Dartmouth College) as the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation.*

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## Delivering On Customers' Desires

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1.) To what extent have you attempted to uncover unmet consumer needs and wants?

Inadequately                      1                      2                      3                      4                      5                      Breakthrough

2.) To what extent do you focus relentlessly on maximizing your customers' product and service experiences?

Inadequately                      1                      2                      3                      4                      5                      Breakthrough

3.) To what extent do you have a system in place for getting comments from customers to the people who can effect change?

Inadequately                      1                      2                      3                      4                      5                      Breakthrough

**To what extent does your brand excel at delivering the benefits that customers truly desire?**

Inadequately                      1                      2                      3                      4                      5                      Breakthrough

## Relevance

1.) To what extent have you invested in product improvements that provide better value for your customers?

Inadequately                      1                      2                      3                      4                      5                      Breakthrough

2.) To what extent are you in touch with your customers' tastes?

Inadequately                      1                      2                      3                      4                      5                      Breakthrough

3.) To what extent are you in touch with the current market conditions?

Inadequately                      1                      2                      3                      4                      5                      Breakthrough

4.) To what extent are you in touch with new trends as they apply to your offering?

Inadequately                      1                      2                      3                      4                      5                      Breakthrough

5.) To what extent are your marketing decisions based on your knowledge of the above conditions (customers' tastes, current market conditions, new trends)?

Inadequately                      1                      2                      3                      4                      5                      Breakthrough

**To what extent does your brand stay relevant?**

Inadequately                      1                      2                      3                      4                      5                      Breakthrough

## Value

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1.) To what extent have you optimized price, cost and quality to meet or exceed customers' expectations?

Inadequately                      1                      2                      3                      4                      5                      Breakthrough

2.) To what extent do you have a system in place to monitor customers' perceptions of your brand?

Inadequately                      1                      2                      3                      4                      5                      Breakthrough

3.) To what extent have you estimated how much value your customers believe the brand adds to your products?

Inadequately                      1                      2                      3                      4                      5                      Breakthrough

**To what extent is your pricing strategy based on consumers' perceptions of value?**

Inadequately                      1                      2                      3                      4                      5                      Breakthrough

## Positioning

1.) To what extent have you established necessary and competitive points of parity with competitors?

Inadequately	1	2	3	4	5	Breakthrough
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2.) To what extent have you established desirable and deliverable points of difference with competitors?

Inadequately	1	2	3	4	5	Breakthrough
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3.) To what extent is the brand consistent?

Inadequately	1	2	3	4	5	Breakthrough
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4.) How confident are you that your marketing programs are not sending conflicting messages and that they haven't done so over time?

Inadequately	1	2	3	4	5	Breakthrough
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5.) To what extent are you adjusting your programs to keep current?

Inadequately	1	2	3	4	5	Breakthrough
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**To what extent is your brand properly positioned?**

Inadequately	1	2	3	4	5	Breakthrough
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## Portfolio

1.) How well does the corporate brand create a seamless umbrella for all the brands in the brand portfolio?

Inadequately      1      2      3      4      5      Breakthrough

2.) To what extent do the brands in that portfolio hold individual niches?

Inadequately      1      2      3      4      5      Breakthrough

3.) How well do brands maximize market coverage?

Inadequately      1      2      3      4      5      Breakthrough

4.) To what extent is your brand hierarchy well thought out and well understood?

Inadequately      1      2      3      4      5      Breakthrough

**To what extent does the brand portfolio hierarchy make sense?**

Inadequately      1      2      3      4      5      Breakthrough

## Integrated Marketing Activities

1.) To what extent have you chosen or designed your brand name, logo, symbol, slogan, packaging, signage, and so forth, to maximize brand awareness?

Inadequately	1	2	3	4	5	Breakthrough
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2.) How aware are you of all the marketing activities that involve your brand?

Inadequately	1	2	3	4	5	Breakthrough
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3.) To what extent are the people managing each activity aware of each other?

Inadequately	1	2	3	4	5	Breakthrough
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4.) To what extent have you capitalized on the unique capabilities of each communication option, while ensuring that the meaning of the brand is consistently represented?

Inadequately	1	2	3	4	5	Breakthrough
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**How well does the brand make use of and coordinate a full repertoire of marketing activities to build equity?**

Inadequately	1	2	3	4	5	Breakthrough
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## Management

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1.) To what extent do you know what consumers like and don't like about a brand?

Inadequately	1	2	3	4	5	Breakthrough
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2.) To what extent are you aware of all the core associations people make with your brand, whether intentionally created by your company or not?

Inadequately	1	2	3	4	5	Breakthrough
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3.) To what extent have you created detailed, research-driven portraits of your target customers?

Inadequately	1	2	3	4	5	Breakthrough
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4.) To what extent have you outlined customer-driven guidelines for brand extensions and marketing programs?

Inadequately	1	2	3	4	5	Breakthrough
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**To what extent do the brand's managers understand what the brand means to consumers?**

Inadequately	1	2	3	4	5	Breakthrough
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## Support

1.) To what extent are the successes and failures of marketing programs fully understood before they are changed?

Inadequately                      1                      2                      3                      4                      5                      Breakthrough

2.) To what extent is the brand given sufficient R&D support?

Inadequately                      1                      2                      3                      4                      5                      Breakthrough

3.) To what extent have you resisted the temptation to cut back marketing support in reaction to a downturn in the market or a slump in sales?

Inadequately                      1                      2                      3                      4                      5                      Breakthrough

**To what extent is the brand given proper support, and to what extent is that support sustained over the long run?**

Inadequately                      1                      2                      3                      4                      5                      Breakthrough

## Monitoring

1.) To what extent have you created a brand charter that defines the meaning and equity of the brand and how it should be treated?

Inadequately	1	2	3	4	5	Breakthrough
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2.) To what extent do you conduct periodic brand audits to assess the health of your brand and to set strategic direction?

Inadequately	1	2	3	4	5	Breakthrough
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3.) To what extent do you conduct routine tracking studies to evaluate current market performance?

Inadequately	1	2	3	4	5	Breakthrough
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4.) How regularly do you distribute brand equity reports that summarize all relevant research and information to assist marketers in making decisions?

Inadequately	1	2	3	4	5	Breakthrough
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5.) To what extent do you assign explicit responsibility for monitoring and preserving brand equity?

Inadequately	1	2	3	4	5	Breakthrough
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**To what extent does the company monitor sources of brand equity?**

Inadequately	1	2	3	4	5	Breakthrough
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# Brand Report Card Priorities

Brand Report Card Attribute	Your score (from the last questions on previous pages)	Rate these elements in order of importance for your brand	Using Column 2 and Column 3, prioritize the key areas for focusing improvements*
<b>Delivering on Customers' Desires</b>			
<b>Relevance</b>			
<b>Value</b>			
<b>Positioning</b>			
<b>Portfolio</b>			
<b>Integrated Marketing Activities</b>			
<b>Management</b>			
<b>Support</b>			
<b>Monitoring</b>			

\*For this column, the key areas for improvement will be the areas which received a low score in Column 1 (indicating poor performance by the brand), and a low score in Column 2 (indicating an attribute which is of high importance for your brand). Rate these attributes from 1-9 in order of importance to your brand.