



Report Writing 101:

Tips and Guidelines for Insight Generation and Summary Compilation

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1

3 Principle of Storytelling

The Difference Between Good and *Great* Reporting



Good reports provide useful data...

Great reports tell a story!

- When a client has to spend time sifting through tons of slides in order to attempt to identify key insights and learnings, they can get **frustrated** and annoyed. This **diminishes the value of our work** in the client's eyes.
- It is essential that we continuously cultivate our ability to **find patterns** within the data and **distill key insights** in order to paint a clear picture for our clients as to what **story** their data is telling them, and what it means within their wider business context.
- This enables them to easily recognize the value of their data and immediately adopt insights and recommendations to share within their organization.

3 Principle of Storytelling

 Fluid

 Impactful

 Captivating





2

Headline Writing

Tips to Get Started



Voice

Voice your analysis out loud, either to yourself or someone else. Talking through what you're seeing can lead to an "aha!" moment - allowing you to see a new perspective.



Draft

Staring at a blank page can be intimidating! Write down any insights you have without worrying about how they connect or how the sentence flows. Your first draft doesn't need to be perfect!



Refine

Rework your headlines to flow well and align with the overall narrative of the report. Read it aloud or ask a colleague for their opinion.



Refresh

Take a break, rest your eyes, grab a snack then come back for a final edit.

Questions to Ask Yourself

How does this headline contribute to the larger story that I'm trying to tell?

Are the insights actionable? Would the client understand how to take action based on these insights?

Is this the most efficient way to say what I want to say? How can I reduce word count and create more instant impact?

Is this headline adding value or is it stating the obvious?

Do the insights within this headline make sense together? Is there a way to connect them using transition words or is there a better place for these insights to go?

“So what?”

Best Practices - General Formatting



Tense

Generally, analysis is written in current tense. However, this may differ dependent on study methodology. You may switch to future tense when discussing action points arising from the insights.



Numbers

For numbers less than 10, write them out in text. For numbers over 10, use numerals.



Consistency

Consistency is key! Keep the same tone of voice, abbreviations, and formatting throughout.



Transitions

Transition words are your friends. They elevate headlines, improve sentence flow, and tie ideas together. Try to get some variety in the transition words you are using (e.g., avoid using “explore” twice in a row).

Best Practices - General Formatting



Respondents

Avoid using the word “respondents.” Instead, use “consumers” or use the category text (e.g., drivers for the car industry).



“Significant”

Only use the word “significant” to describe statistically significant metrics. Generally, avoid pointing out non-statistically significant changes unless they tie into the bigger picture or are borderline watch outs. If something is not statistically significant, use “substantial” or “considerable” instead.



“Segments”

Avoid using the word “segments” if something is not a segmentation.

Best Practices - Writing Insights



Client Led

Place focus on the client by making headlines “client led” (examples to follow).



Client Centered

Consider the key insight clients will be most interested in. Think about recent communications and what you know about their business objectives. What is an action their business should consider taking *and* would realistically be able to take? For example: not advising a massive TV campaign to be run if you know they're having budgetary cutbacks.



Insights

If an insight is obvious within the first minute of looking, don't point it out. Instead, focus on generating insights- how does this connect to the bigger picture and what does it mean?

Best Practices - Writing Insights



Theme

Instead of including verbatim survey text (e.g., attributes or barrier statements), find the theme. For example, if the client is performing well in terms of being modern, different and innovative, you could say that they are being closely associated within a pioneering space.



Avoid Bias

Be data curious, not data presumptuous - challenge previously held assumptions and unconscious biases.



Positivity

Frame headlines in a positive tone while not misrepresenting the data. Focus on the clients' growth opportunities.

Best Practices - Writing for Different Audiences

Reports are often received and read by a wide variety of individuals at the client's organization. During the analysis plan phase, make sure to ask the client the following questions so you can appropriately tailor your writing: **Who is the audience for the report? What is their comfort level when it comes to research and marketing terminology?**

Research Oriented Audiences

- Specific, precise language
- Marketing/research lingo can be okay
- Avoid “stating the obvious” get straight to more strategic insights/action items
- Statistics can be included in headline where necessary

Less Research Oriented Audiences

- Concise, clear language
- Avoid using marketing/research lingo
- For stats - focus on key funnel metrics only (i.e., KPIs that the business is likely already familiar with)
- May require concepts to be explained more broadly (i.e., they may need a more basic initial read on key insights)
- Avoid being “stats heavy” in headlines

Headline Examples - Research Oriented Audience

Example 1

QCredit doubled its unaided recall of the brand in the past year, rising to 4% and overtaking a major player in QExpress.

QCredit is an extremely research savvy client. Therefore, headlines were written using precise language and marketing lingo.

Example 2

The QCredit brand would do well to aim to capitalize on recent significant increases to upper funnel metrics.

These headlines are straight to the point and do not over explain the data because the client understands how to interpret data and the implications of changes over time.

Headline Examples - Less Research Oriented Audience

Example 1

QChicken ranks sixth in aided awareness, QChicken ranks second in unaided awareness indicating the brand is highly noteworthy to consumers. Furthermore, QChicken is taking advantage of this awareness and converting it into consideration at a higher rate than the category average; however, efforts should turn to converting “considerers” into buyers.

QChicken is a less research savvy client - the stakeholders struggled to understand conversion rates and other key metrics. Based on this, headlines were less “scientific” and focused more on explaining the broader meaning of the data and providing recommendations.

Example 2

Although consumers are comparably aware of QChicken and Competitor Chicken when prompted, QChicken’s top-of-mind awareness is only about half of Competitor Chicken’s. This disconnect in awareness persists despite consumers recalling advertising about equally for both brands. QChicken has a weaker in-store, online ad/website, and word of mouth presence compared to Competitor Chicken.

These headlines are longer and more in-depth than QCredit’s because the stakeholders needed additional guidance to interpret the data.

Headline Examples - Good vs. Bad Examples

Original

Competitor Chicken leads the category in terms of unaided awareness; followed by QChicken.
The conversion rates for QChicken are higher compared to the category **except for from** consideration to ever bought.

Not client led

Not adapted for the audience.
 The stakeholders for this report were not research savvy and struggled with understanding conversion rates.

Don't state the obvious.

What did QChicken do well?
 Where do opportunities exist for improvement?

So what? What does this mean for the client? Why should they care about this?

Try to avoid clunky wording.

"Except for from" creates a clunky sentence flow and can be difficult for readers to interpret.

Adapted for the audience. Without literally defining conversion rates, this sentence gives better context for what it means and why it matters.

Revised

Client led

Although QChicken ranks sixth in aided awareness, QChicken ranks second in unaided awareness indicating the brand is highly noteworthy to consumers. Furthermore, QChicken is taking advantage of this awareness and converting it into consideration at a higher rate than the category average; however, efforts should turn to converting "considerers" into buyers.

Make the statements positive without misrepresenting the data.
 First, we point out where QChicken is successful (top of funnel/unaided) and then we touch on where they are not doing well (bottom of funnel). Framing it as an area of opportunity and giving direction creates a more positive tone.

So what? So, QChicken is well recognized and shouldn't worry so much about competing for awareness; instead, they should focus more on trial.

Headline Examples - Good vs. Bad Examples

Original

QChicken is distinctively associated with: 'never disappoints me', 'is consistently great tasting' and 'is a brand I trust'.

Try not to use question text verbatim. Instead, explore what the imagery statements have in common, what are they trying to convey, and how does this align with the brand's current branding efforts.

Not adapted for the audience. The stakeholders would not have known how to interpret this chart because it is a DIA analysis combined with drivers of NPS. The headline needs to guide them to understand what is happening.

Revised

Client led

Whereas QChicken is not distinctively associated with any of the top three NPS drivers for the category, Competitor Chicken is distinctively associated with all three. While QChicken's socially conscious branding is coming through to consumers, it is not necessarily driving consumer behavior; on the other hand, Competitor Chicken's focus on convenience and consistency is.

Transition words

Make the statements positive without misrepresenting the data. Before bringing up that Competitor chicken is performing better here, we mention that QChicken's branding is working. This creates a positive tone while also not misconstruing the facts.

So what? So, even though QChicken is strongly associated with being socially conscious, it is not causing people to recommend them more. Tyson's branding is getting more people to recommend them.

Reference current branding efforts. We looked at QChicken's website and other campaigns and discovered that they focus on socially conscious branding efforts.

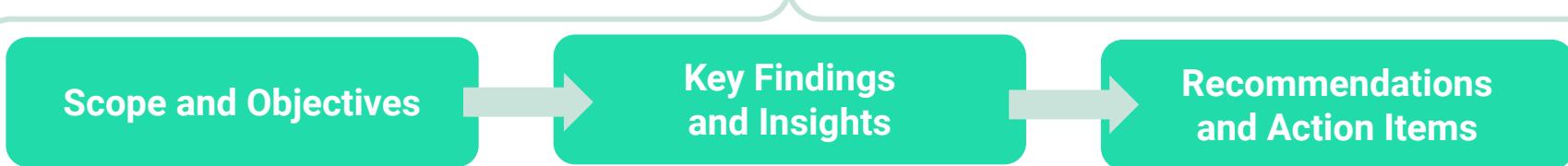
Find the theme. "Convenience" is related to "helps me save time" whereas consistency is related to "never disappoints me", "is consistently great tasting", and "is a brand I trust". "Socially conscious" encapsulates any attribute mentioning health, healthy animals, or supporting local farmers.



3 Summary Compilation

What is a summary?

As a brief version of the entire report, a summary (Executive, Key findings/takeaways, infographic, etc.) should clearly answer the reader's questions. Written with leadership in mind, it prioritizes the reader's time and reduces the effort required to learn and absorb the critical aspects of the content.



For a **report**, the summary might answer these questions:

- Briefly, what is this about?
- Why is it important? [or] Why was it undertaken?
- What are the major findings or results?

What more is to be done? [or] How will these findings be helpful?

For a **proposal**, the summary might answer these questions:

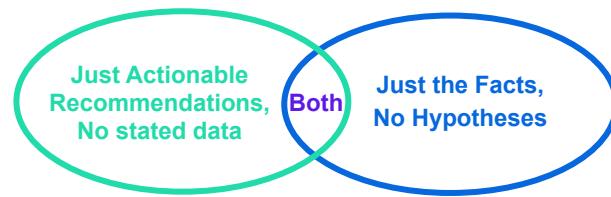
- Briefly, what is this about?
- What do you propose or recommend?
- Why do you propose it?
- What is the next step?

Getting Started...



Client Expectations

Before beginning, make sure to establish in your mind what the client is expecting. For example, these could include...



Although the executive summary usually appears at the beginning of the report or document, it is normally *written last*, when you are certain about the contents of the report.



Process

As you work through charting and headline writing, highlight or *keep note of interesting findings* worth revisiting for inclusion in the summary. Identify the threads of the story that address the business questions the client needs to answer.

Steps for Success

1 Review the Research Brief

What are the key client business questions and objectives of this research study?

Make sure that you are answering objectives clearly and explicitly.

For example:

Which segment should I target?

Did my advertising work?

Which concept resonates with customers?

2 Review the Analysis Plan

What audiences are of highest interest to the client?

These should be given primary real estate in your summary, while others could be deprioritized.

For example:

Are millennials rating the product higher than other age groups?

Do current customers display significantly higher brand love than non-customers?

In which markets does my concept perform best?

3 Read your Headlines

What stands out? What recurring themes do you see throughout?

It is important not to just restate these headlines, but to consider how these build into an overall story.

For example:

Is a subgroup consistently behaving differently?

Are certain attributes always at the top?

Where is my brand falling in lists?

4 Pull the Threads Together

How do my headlines relate to each other? What are the common threads?

Place emphasis on any 'Aha' or lightbulb moments.

For example:

Where in the funnel should I put my energy?

What did I learn from words or phrases that worked?

What messaging should I focus on?

Summary Writing - Key Tips



- **Step back:** if you just finished writing headlines, take a break to look at it with fresh eyes.
- **Give yourself time.** This summary may come last for an analyst but will often be the first thing decisions makers look at.
- Key findings should **connect the dots**. The summary is a short version of the larger story told throughout the report.
- Pretend it is the only thing they are reading in the report. It should **communicate the entire story**.
- **Be concise.** Summaries aren't the place for flowery language, illustrations, or charts. If necessary, reference the slide number or page on which more detailed information can be found.
- **Speak the client's language.** Decisions makers should not need an expert researcher to interpret the summary.
- Use the analysis plan and feedback from client to **determine what needs to be included** in the executive summary. While the example in this guide includes objectives, key results, and recommendations on one slide, it may be okay to break up this content over multiple slides (but confirm with client as many need a "one-pager").
- Deliver on what the client wants, but don't be afraid to leave them wanting more. Is there any useful follow on research arising from this report that would be beneficial for your client? How **can you help them** take those next steps?

Summary Writing - Common Mistakes



- **Repeating the content** of the executive summary almost verbatim near the beginning of the report. Repetition loses readers.
- Providing **too much background** in the summary. Background belongs in a background section or in an introduction—not in the summary.
- Providing **too much detail** in the summary. Details belong in the body of the document.
- Using **different terms** in the executive summary from those in the report. If the summary mentions findings, the report should include findings—not observations. If the summary cites results, the report should describe results—not outcomes.
- Having a **mismatch in content**. Whatever the executive summary highlights must be included in the report. Likewise, the report should not contain major points that did not appear in the summary.
- Including **too little or too much** in the executive summary. Executive summaries should run from one paragraph to one page (one to two slides), covering only the essential findings, results, or recommendations.
- Repeating the executive summary almost verbatim in the conclusion. If a report contains a conclusion, it should be a wrap-up that **drives home the main points**—not an executive summary that highlights them.

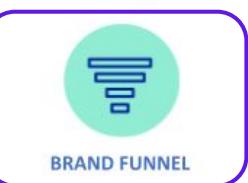
Examples of Summaries - Good, Section-Led

Visually clear and easy to read (not overly texty)

1 Page Set Up - Short and Sweet

Insights clearly grouped by key data areas

RTC - Key findings



BRAND FUNNEL

QChicken and Competitor Chicken are dual-leaders of RTC, with healthy conversion from awareness all the way through regular buyers. QChicken still has opportunity to improve on:

1. Latino consumers (-11 points vs. total aware)
2. Consumers <35 Yrs (-14)

Keep an eye on "organic" private labels i.e. Trader Joes.

Key business targets identified



ADVERTISING

QChicken is currently lagging over 20% points behind Competitor Chicken on unaided awareness.

It is critical to continue building saliency among consumers through:

1. **In-store presence** (24% vs. 35% Competitor Chicken)
2. Online ads
3. Word of mouth among family and friends



SATISFACTION

QChicken enjoyed a significantly higher NPS than Competitor Chicken (38% vs. 28%). The **strong NPS** is driven by our widely satisfactory products (90% T2B).

Moreover, QChicken can further capitalize on the positive NPS among non-customers, which is a major indicator for future brand growth!



DRIVERS

QChicken is distinctively associated with attributes 'never disappoints me', 'is consistently great tasting' and 'brand I trust'. QChicken also leads on quality attributes.

The positioning map clearly showcased 2 major fields where brands choose to play in: **Convenience, Taste, Variety and Natural, Healthy, and Honest**.



BLOCKERS

Not knowing enough about the brand and availability are key barriers for QChicken.

'Poor tasting' is a key barrier for Competitor Chicken in this category. Q Chicken, on the other hand, is strongly associated with the attribute 'consistently great tasting' and can highlight this attribute to set itself apart from Competitor Chicken.

Text is bolded to support in ease of reading and identifying key points.

QCHICKEN



Examples of Summaries - Good, Theme-Led

1 Page Set Up -
Short and Sweet

Key referenceable stats that an exec would want are included.

Summary of Key Insights

Insights
Collated and
Summarised
Across Key
Themes

Data + 'So
What'
Summarised

#1 Significant Spread Across Usage Indicates Opportunity to Grow Share

#2 Q Driving School is Sitting in a Differentiated Space in the Category Landscape

#3 Consider how to Best Dial Up Associations with Value, Convenience, Quality and Care Alongside Speed

#4 Explore how to Further Attract Cohorts who are Currently Less Likely to Consider Q Driving School

Whilst currently Q Driving School sits at just **13% awareness and 2% usage**, there is a significant spread across the top 10 providers in terms of usage, which has remained stable over the past year across providers. We can also see a slight levelling off of awareness for Competitor Brands A & B in 2022, which does indicate some **opportunities to start building cut-through** for challenger brands.

Overall, this indicates that there is opportunity for Q Driving School to grow market share, by **improving awareness and conversion** through to usage.

Relatively **distinctive correlations** are emerging across the landscape, with Q Driving School strongly correlating with the **'Speed'** space (fast track service and intensive courses). However, whilst Q Driving School does have relative strengths for these associations, Competitor Brands E, F, and K are also strong in this space, which **dilutes the potential distinctiveness** of the association.

Considering how many other brands that are operating in a similar area, explore how to provide a **further compelling benefit** to communications that highlights a reason to choose vis a vis competitors.

Whilst speed is a differentiator for Q Driving School, it has lower importance overall when it comes to category level consideration. Explore how to **maintain existing strengths** (i.e. associations with fast track service and intensive courses), whilst focusing in on messaging that is likely to **grow consideration and improve share**, i.e. **good value for money, convenience, quality and caring about students**.

Reviewing the profile of considerers for Q Driving School overall, there is a stronger proportion of females, those aged 22-29 and those with access to a car who are likely to consider. Explore how to further grow interest amongst males, 17-21 year olds and those without access to a car (e.g. by considering any barriers to access) to further broaden appeal.

Q DRIVING SCHOOL

+ qualtrics^{XM}

Text is bolded to support in ease of reading and identifying key points.

Focused areas for follow up actions are outlined from both a messaging and potential growth target group perspective.

Examples of Summaries - Poor

Summaries not providing much information/ take-outs.

Long and text heavy. Difficult to see key points and takeouts (no bolding within paragraphs).

Lack of colour/visuals - not engaging.

Spread across two pages, when it could have been summarised more concisely in one.

Key Insights and Implications

 + qualtrics^{XM}

Overall, Average Brand Position Noted in Most Markets

- In most markets, Q Digital Payments performs in line with the market average in all metrics, except in France where Q Digital Payments performs significantly above the market average on awareness and current usage. Brand momentum is also average across markets (slightly higher in Spain), highlighting the need to continue to build awareness and subsequent conversion through the funnel.
- In all markets, key competitor Brand B is relatively comparable, apart from Germany where it garners the highest proportion of brand users.
- Whilst competitor Brand F is relatively comparable in Germany and France, in the UK and Spain it is one of the top providers and performs significantly ahead of Q Digital Payments on all core KPIs. Important watch out for market level strategies.

Competitive Market Landscape Evident

- Given the spread of brands considered a main provider in all markets and given that there is significant evidence of consideration across brands in markets (both especially true in France), there are indications that this is a highly competitive landscape
- Q Digital Payments commands relatively similar levels of consideration across markets (circa 1 in 10), apart from France where consideration doubles, indicating that this is a key potential market for growth
- Despite this, indications are that satisfaction is high across current touchpoints for the majority of key providers (albeit a small base size), which does not present a blocker for gaining customers through natural churn.

Poor usage of key takeaway stats to support point (especially for funnel summaries - usually 1-2 recommended).

Key Insights and Implications

 + qualtrics^{XM}

Lack of Differentiation Across Brands and Markets Resulting in Low TOM Recall and Attribution

- Limited spontaneous mention across markets for all key brands (apart from Brands F & I), with a disparate recall of communications (less than 5% in all markets for Q Digital Payments apart from France), and recall primarily occurring via online sources for all brands indicates lack of distinctiveness and evidence of cut-through in all markets. This presents a good base-line metric for any future campaigns/activities.
- Consequently, there is limited perceived differentiation across both reputation and service attributes, potentially due to a functional focus on communications in the category that are not fueling meaningful brand building. Similarly, as with all other brands (aside from the market leaders) Q Digital Payments receives circa 10% attribution across metrics amongst those aware further signaling the need to build differentiation.

Potential Areas of Differentiation

- Reliability and price are the two most important factors overall when considering providers, followed by speed (especially in Germany) and a good level of consistency across markets within the top 6 areas. These factors remain relatively consistent across industry groups and markets, presenting an opportunity to build a cohesive cross-market strategy, whilst also factoring in market nuances. In particular, local market expertise was selected as important for over a third of those in France, whilst half of those in Germany selected global reach.
- There is an opportunity for Q Digital Payments to build differentiation in unclaimed association areas such as reputation and flexibility, with best customer experience also lat across all brands (and signaled as an important delivery point when considering a provider).

Need to Increase Advocacy to Support Conversion through the Funnel

- Although Q Digital Payments has a small number of detractors within its NPS, a significant proportion fall into the passive category, signaling the need to review any potential pain points and identify strategies to convert customers into advocates to help grow share. Explore how this can be facilitated through call-to-action initiatives, especially given the importance of WOM/recommendations for decision making.

Multiple grammatical errors



4

Commonly Used Analysis Terms

Word Bank - Trending Up

Data 

To Describe Significant Increases:

- Advance
 - Climb
 - Elevated
 - Gains
 - Grow
 - Higher
 - Improved
 - Increased
 - Inflate
 - More
 - Move(ment)
 - Overtook *(compared to other)*
- Pick-up
 - Surge
 - Strengthen
 - Swell
 - Trended upward

To Describe Increases that Aren't Significant:

- Directionally higher
- Progress
- Recover
- Widen *(if the gap increases)*

Word Bank - Trending Flat

Data →

Positive (+) Connotation:

- Constant
 - Consistent
 - Continued
 - Flat
 - Held firm
 - Keep
 - Level
 - Maintained
 - Remains the same
 - Retain
 - Stabilized
 - Stay
 - Steady
- Sustain
 - Unwavering
 - Uphold

Negative (-) Connotation:

- Levelled off
- Plateau
- Stagnated
- Stall
- Unchanged

Word Bank - Trending Down

Data



To Describe Significant Decreases:

- Decline
- Decreased
- Deteriorate
- Fade
- Fewer
- Fizzle
- Lowered
- Recede
- Slump
- Wane
- Weaken

To Describe Decreases that Aren't Significant:

- Dip slightly
- Directionally lower
- Ebb
- Settle
- Softens
- Weaken

Word Bank - Comparisons

Data  

Making Direct Comparisons:
(doing things well - between brands,
audiences, etc.)

- Advantage
- Clear leader
- Competitive advantage
- Own the space
- Winner (win the category)

Things to Improve:
(between brands, audiences, etc.)

- Areas to capture (blue ocean)
- Areas to work on
- Opportunities for growth
- Room to improve
- Stand to improve

Word Bank - Transitions/Starters

Transitions/Starters



When in need of a sentence starter/transition in thought:

- About...
- Accordingly,..
- Additionally,...
- Among X,...
- Currently,...
- For X,...
- In line with X,...
- In terms of...
- Key themes include...
- Many of...
- Notably,...
- Of concern,...
- Of note,...
- Of those who X,...
- Overall,...
- Primary...
- Roughly the X amount...
- The most common...
- Top reasons include...
- When it comes to...
- When thinking about X,...
- While the majority of...
- With added X,...
- X indicates...

When referring to Open Ends:

- Many mention...
- Other frequent mentions include...
- Some respondents also bring up...
- A portion of sample discusses...

5

BX Report Narratives

Standard BX Narratives

Since our BX offering follows a brand tracking best practices template, there are standardized opportunities for narration and summary writing. Below are the standard BX metrics and sections of metrics that we can construct narratives around.

1. Brand Accessibility & Saliency

Brands that are accessible and identifiable within their category can take and retain market share. Awareness, intent, and recall metrics can provide insight into how relevant your brand is among consumers.

- Top of Mind & Unaided Awareness
- Aided Awareness
- Brand Funnel Metrics (Consideration, Usage, Preference, etc.)
- Future Intent
- Experience Recall
- Experience Recall Source

2. Brand Alignment & Favorability

While performance metrics can be different across brands and categories, our core metrics are a good starting point for understanding how well your brand is relating, aligning, and identifying with your audience.

- NPS
- Expression Score
- Brand Equity
- Estimated Market Share

3. Brand Perceptions & Opportunities

Having a strong understanding of your brand's current associations and positioning is a good way of identifying future opportunities and how to align with leading growth drivers.

- Brand Perceptions
- Brand Landscape
- Key Drivers Analysis
- Brand Opportunity Analysis
- Distinctive Image Association

4. Brand Purchase Barriers

Identifying your brands purchase/adoption barriers is critical to capitalizing on future opportunities and alleviating bottlenecks in your brand funnel.

- Brand Barriers
- Barrier Drivers Analysis

BX Metric Narratives - Brand Accessibility & Saliency



Category Relevancy

Utilize top of mind and unaided awareness to understand if your brand is relevant in the category. If “other” leads, your brand might operate in a more niche category or is a category that prompts a wide variety of responses (i.e., there’s a lot of “noise”). If your brand struggles to get unaided mentions where competitors standout, you lack mental accessibility and need to work on getting your brand’s name out there.



Brand Adoption Bottlenecks

The brand funnel is a great place to understand pain points or blockers consumers experience with your brand. Leverage the conversion rates to create 1:1 comparisons to competitors and benchmarking to the category average.



Marketing Effectiveness

Experience recall acts as a signal for how effective your marketing efforts are at reaching consumers. Utilize experience recall source to identify the sources your messages are loudest and areas you can improve on.

BX Metric Narratives - Brand Accessibility & Saliency

Category Relevancy

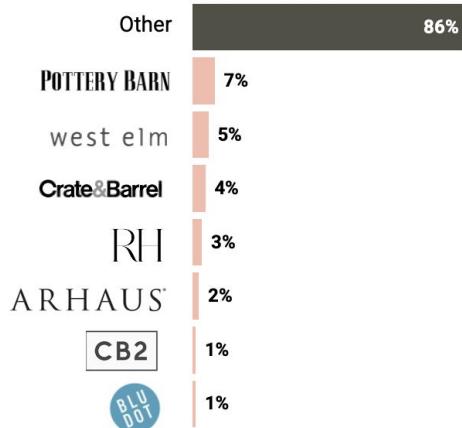


Big box and online retailers like Amazon, Ashley Furniture, Ikea, and Wayfair dominant unaided awareness in the “furniture retailer” category.

Luxury retailer brands lack mental accessibility, indicating that DWR, HAY, and Muuto need to narrow their strategic focus on a more niche category.

A dominant presence of “other” mentions at unaided awareness can be a strong insight for category relevancy.

Unaided Awareness
Total



Unaided Awareness
“Other” Mentions



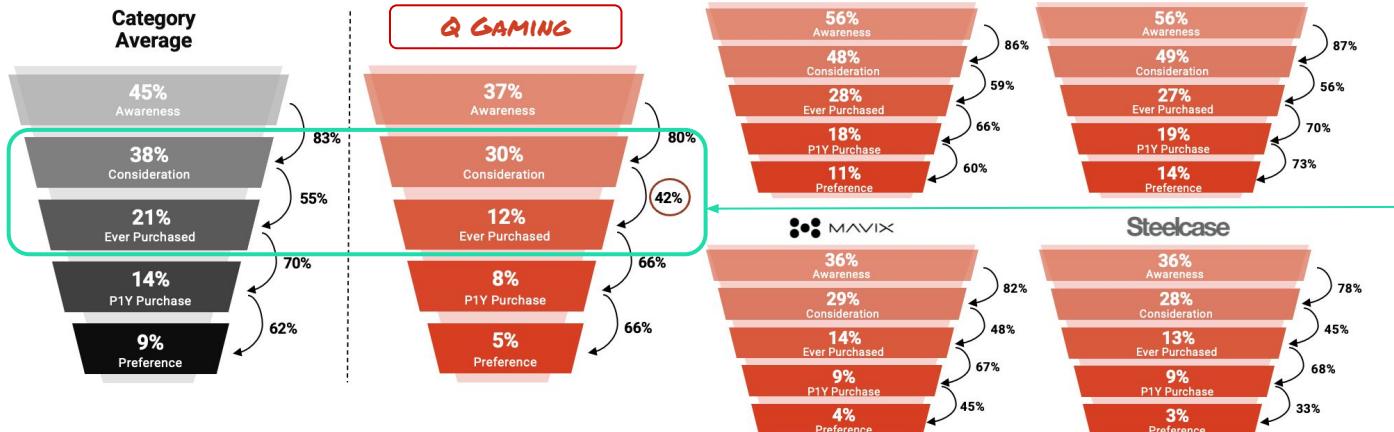
BX Metric Narratives - Brand Accessibility & Saliency

Brand Adoption Bottlenecks



Q GAMING converts well in the lower funnel compared to the category average but struggles to move consumers past consideration.

Brand Funnel
Q GAMING + Top Competitors



Compare conversion rates to the category average and top competitors to better understand where your brand is losing momentum in the brand funnel.

BX Metric Narratives - Brand Alignment & Favorability



Brand Desirability

Brand equity is a useful score to understand how desirable your brand is relative to competitors. Utilize your brands score to quantify the intangible value your brand has and how consumers would shop in the absence of barriers and external market effects.



Favorability/ Recommendation

Utilize NPS to determine how favorable consumers are towards your brand and if that leads to promotion/recommendation. Strong performance here is a direct reflection of a positive experience/perception with your brand and is a good indicator of overall sentiment.



Brand Identification

Many brands want to be an extension of a consumer's personality, something they associate themselves with and take pride in representing. The expression score provides that insight and communicates how well your brand is doing at connecting with consumers and becoming relevant among your target audience.

BX Metric Narratives - Brand Alignment & Favorability

Brand Desirability



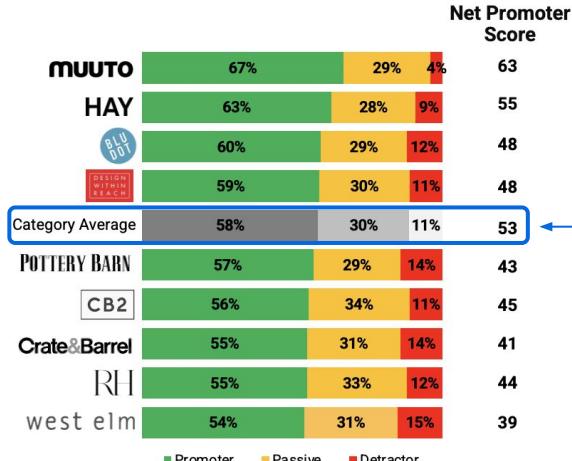
Favorability/Recommendation



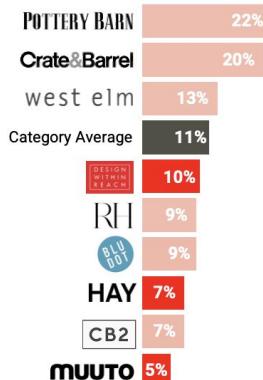
All QFurniture brands achieve a strong NPS, but Pottery Barn and Crate & Barrel lead the category on brand equity.

QFurniture brands receive strong net promoter scores but struggle to gain share on brand equity. This shows that while consumers are favorable toward QFurniture brands, they desire to shop at the larger, more well-known retailers.

NPS



Brand Equity



NPS and Brand Equity are useful metrics to compare and contrast favorability and desirability. While brands can achieve high NPS (high level of favorability/recommendation), they may struggle to capture long-term desire (brand equity).

A high category average NPS (all brands have strong recommendation/favorability) can indicate a category lacking differentiation. Focus on seeking out opportunities where your brand can stand out and capture higher favorability amongst your audience.

BX Metric Narratives - Brand Perceptions & Opportunities



Brand Positioning

Knowing how consumers organize and structure market positions is critical to helping you understand your brand's points of differentiation and how you can better stand out in the market. Utilize the Brand Landscape map to visualize market positions, where brands are staked in those positions, and how differentiated your brand is from competitors.



Brand Strengths

The raw brand perception scores can provide a strong starting point for your brand's overall standings on important category attributes. However, in order to identify what is a true strength or weakness of your brand, you have to control for brand size and attribute typicality. The Distinctive Image Association analysis demonstrates what your brand is actually associated with and where you stand out in the category.



Brand Opportunities

Leverage the Key Drivers Analysis to identify what attributes are most important for driving the outcome metric in your category. These attributes represent key opportunities for growth (depending on the outcome metric) and can help you understand what you should prioritize. Go a step further and look at the Brand Opportunity Analysis to understand how well your brand performs on those important attributes and what are the most critical opportunities.

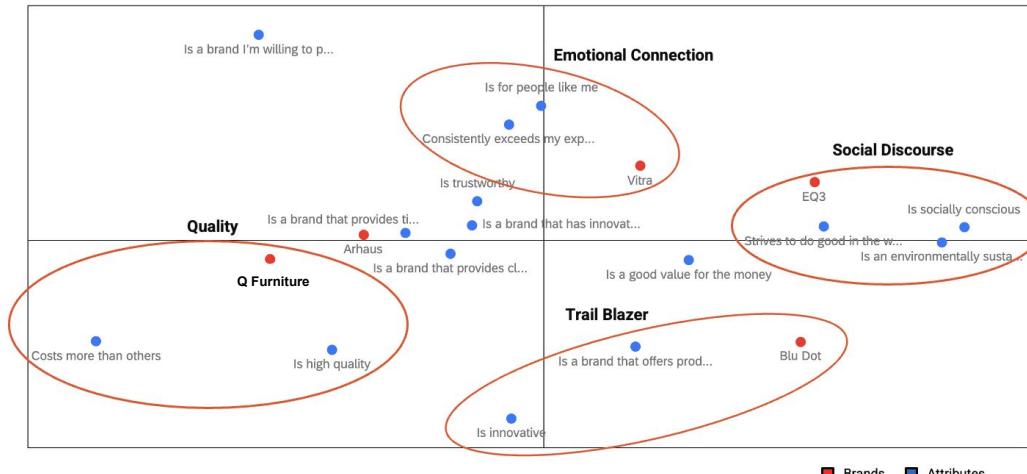
BX Metric Narratives - Brand Perceptions & Opportunities

Brand Positioning

Q FURNITURE market position is largely defined by being high quality and costing more than other brands.

Product relevance, the lead driver of brand equity, it best positioned with Blu Dot but with few other competing brands in this space, | Q Furniture can emphasize it to further increase brand equity.

Brand Landscape
Total



Utilize the Brand Landscape to identify unique market positions and the brands that populate those positions. Focus on the attributes grouped closely together to create referenceable market position names.

BX Metric Narratives - Brand Perceptions & Opportunities

Brand Strengths



Brand Opportunities



Product and brand relevance are leading drivers of brand equity in the furniture retail category.

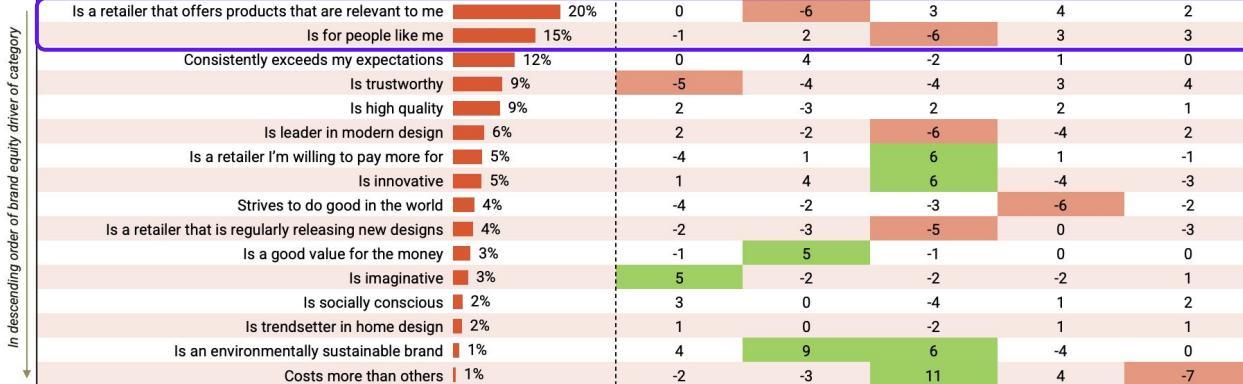
Although Pottery Barn and Crate & Barrel have directional strengths on the leading drivers of brand equity, prioritizing these attributes can help the Furniture retail brands become more desirable.

Drivers of Brand Equity &
Distinctive Image Association

Category Drivers
of Brand Equity
 $R^2 = .10$

DESIGN
WITHIN
REACH

HAY MUUTO POTTERY BARN Crate&Barrel



Attribute is a brand strength
Attribute is a brand weakness

When no single brand claims the leading category driver as a strength, your brand can prioritize these attributes to improve its performance on the outcome metric (brand equity in this example).

Combining the Category Key Drivers Analysis and the Distinctive Image Association can help you understand if your brand's true strengths align with what is driving the outcome metric in your category.

BX Metric Narratives - Brand Barriers

Purchase Blockers

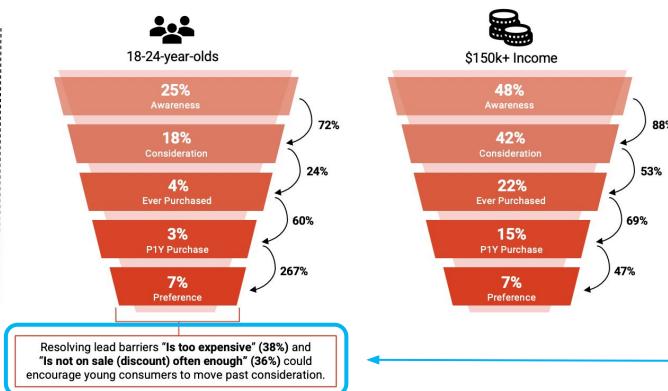
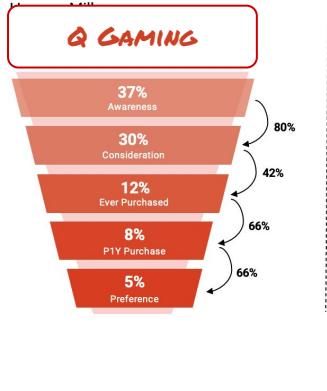


Utilize the brand barriers to understand what is stopping consumers from purchasing/using your brand more often/at all. You can often draw direct comparisons between brand funnel conversion issues and leading brand barriers. Identifying what specific barriers are stopping consumers from progressing through your brand funnel can provide direct action items.

Q GAMING particularly struggles in trial conversion amongst younger gamers whereas high income households show strong conversion to purchase.

High conversion from past one year purchase to preference indicates that more 18-24-year-olds prefer the Herman Miller Brand than are purchasing.

Brand Funnel



Brand barriers are useful when viewed in isolation, but there is greater insight when they're combined with other metrics like the brand funnel. Acknowledging purchase barriers on a slide that details a hesitancy to trial conversion can provide immediate context to how your brand can overcome this hurdle.

6

Additional Resources

Resources

Online Resources:

- [Purdue Writing Lab](#)
- [Mind Mapping](#)
- [150 Resources to Help You Write Better, Faster, and More Persuasively](#)

Storytelling outside of our Research context:

- [Pixar's 6 Rules of Great Storytelling](#) PIXAR
- [Ted Talks on Storytelling](#) TED
- [The Moth, a non-profit dedicated to the art & craft of storytelling](#)



Thank you

Appendix (Report Excerpts)

RTC - Key findings



BRAND FUNNEL

QChicken and Competitor Chicken are dual-leaders of RTC, with healthy conversion from awareness all the way through regular buyers.

QChicken still has opportunity to improve on:

1. Latino consumers (-11 points vs. total aware)
2. Consumers <35 Yrs (-14)

Keep an eye on “organic” private labels i.e. Trader Joes.



ADVERTISING

Q Chicken is currently lagging over 20% points behind Competitor Chicken on unaided awareness.

It is critical to continue building saliency among consumers through:

1. **In-store presence** (24% vs. 35% Competitor Chicken)
2. Online ads
3. Word of mouth among family and friends



SATISFACTION

QChicken enjoyed a significantly higher NPS than Competitor Chicken (38% vs. 28%). The **strong NPS** is driven by our widely satisfactory products (90% T2B).

Moreover, QChicken can further capitalize on the positive NPS among non-customers, which is a major indicator for future brand growth!



DRIVERS

QChicken is distinctively associated with attributes ‘never disappoints me’, ‘is consistently great tasting’ and ‘brand I trust’. QChicken also leads on quality attributes.

The positioning map clearly showcased 2 major fields where brands choose to play in: **Convenience, Taste, Variety** and **Natural, Healthy, and Honest**.



BLOCKERS

Not knowing enough about the brand and availability are key barriers for QChicken.

‘Poor tasting’ is a key barrier for Competitor Chicken in this category. Q Chicken, on the other hand, is strongly associated with the attribute ‘consistently great tasting’ and can highlight this attribute to set itself apart from Competitor Chicken.



Summary of Key Insights

#1 Significant Spread Across Usage Indicates Opportunity to Grow Share

Whilst currently Q Driving School sits at just **13% awareness and 2% usage**, there is a significant spread across the top 10 providers in terms of usage, which has remained stable over the past year across providers. We can also see a slight levelling off of awareness for Competitor Brands A & B in 2022, which does indicate some **opportunities to start building cut-through** for challenger brands. Overall, this indicates that there is opportunity for Q Driving School to grow market share, by **improving awareness and conversion** through to usage.

#2 Q Driving School is Sitting in a Differentiated Space in the Category Landscape

Relatively **distinctive correlations** are emerging across the landscape, with Q Driving School strongly correlating with the '**Speed**' space (**fast track service and intensive courses**). However, whilst Q Driving School does have relative strengths for these associations, Competitor Brands E, F, and K are also strong in this space, which **dilutes the potential distinctiveness** of the association. Considering how many other brands that are operating in a similar area, explore how to provide a **further compelling benefit** to communications that highlights a reason to choose vis a vis competitors.

#3 Consider how to Best Dial Up Associations with Value, Convenience, Quality and Care Alongside Speed

Whilst speed is a differentiator for Q Driving School, it has lower importance overall when it comes to category level consideration. Explore how to **maintain existing strengths** (i.e. associations with fast track service and intensive courses), whilst focusing in on messaging that is likely to **grow consideration and improve share**, i.e. **good value for money, convenience, quality and caring about students**.

#4 Explore how to Further Attract Cohorts who are Currently Less Likely to Consider Q Driving School

Reviewing the profile of considerers for Q Driving School overall, there is a stronger proportion of females, those aged 22-29 and those with access to a car who are likely to consider. Explore how to further grow interest amongst **males, 17-21 year olds and those without access to a car** (e.g. by considering any barriers to access) to further **broaden appeal**.

Key Insights and Implications

Overall, Average Brand Position Noted in Most Markets

- In most markets, Q Digital Payments performs in line with the market average in all metrics, except in France where Q Digital Payments performs significantly above the market average on awareness and current usage. Brand momentum is also average across markets (slightly higher in Spain), highlighting the need to continue to build awareness and subsequent conversion through the funnel.
- In all markets, key competitor Brand B is relatively comparable, apart from Germany where it garners the highest proportion of brand users.
- Whilst competitor Brand F is relatively comparable in Germany and France, in the UK and Spain it is one of the top providers and performs significantly ahead of Q Digital Payments on all core KPIs. Important watch out for market level strategies.

Competitive Market Landscape Evident

- Given the spread of brands considered a main provider in all markets and given that there is significant evidence of consideration across brands in markets (both especially true in France), there are indications that this is a highly competitive landscape
- Q Digital Payments commands relatively similar levels of consideration across markets (circa 1 in 10), apart from France where consideration doubles, indicating that this is a key potential market for growth
- Despite this, indications are that satisfaction is high across current touchpoints for the majority of key providers (albeit a small base size), which does not present a blocker for gaining customers through natural churn.

Key Insights and Implications

Lack of Differentiation Across Brands and Markets Resulting in Low TOM Recall and Attribution

- Limited spontaneous mention across markets for all key brands (apart from Brands F & I), with a disparate recall of communications (less than 6% in all markets for Q Digital Payments apart from France), and recall primarily occurring via online sources for all brands indicates lack of distinctiveness and evidence of cut-through in all markets. This presents a good base-line metric for any future campaigns/activities.
- Consequently, there is limited perceived differentiation across both reputation and service attributes, potentially due to a functional focus on communications in the category that are not fueling meaningful brand building. Similarly, as with all other brands (aside from the market leaders) Q Digital Payments receives circa 10% attribution across metrics amongst those aware further signaling the need to build differentiation.

Potential Areas of Differentiation

- Reliability and price are the two most important factors overall when considering providers, followed by speed (especially in Germany) and a good level of consistency across markets within the top 6 areas. These factors remain relatively consistent across industry groups and markets, presenting an opportunity to build a cohesive cross-market strategy, whilst also factoring in market nuances. In particular, local market expertise was selected as important for over a third of those in France, whilst half of those in Germany selected global reach.
- There is an opportunity for Q Digital Payments to build differentiation in unclaimed association areas such as reputation and flexibility, with best customer experience also lat across all brands (and signaled as an important delivery point when considering a provider).

Need to Increase Advocacy to Support Conversion through the Funnel

- Although Q Digital Payments has a small number of detractors within it's NPS, a significant proportion fall into the passive category, signaling the need to review any potential pain points and identify strategies to convert customers into advocates to help grow share. Explore how this can be facilitated through call-to-action initiatives, especially given the importance of WOM/recommendations for decision making.