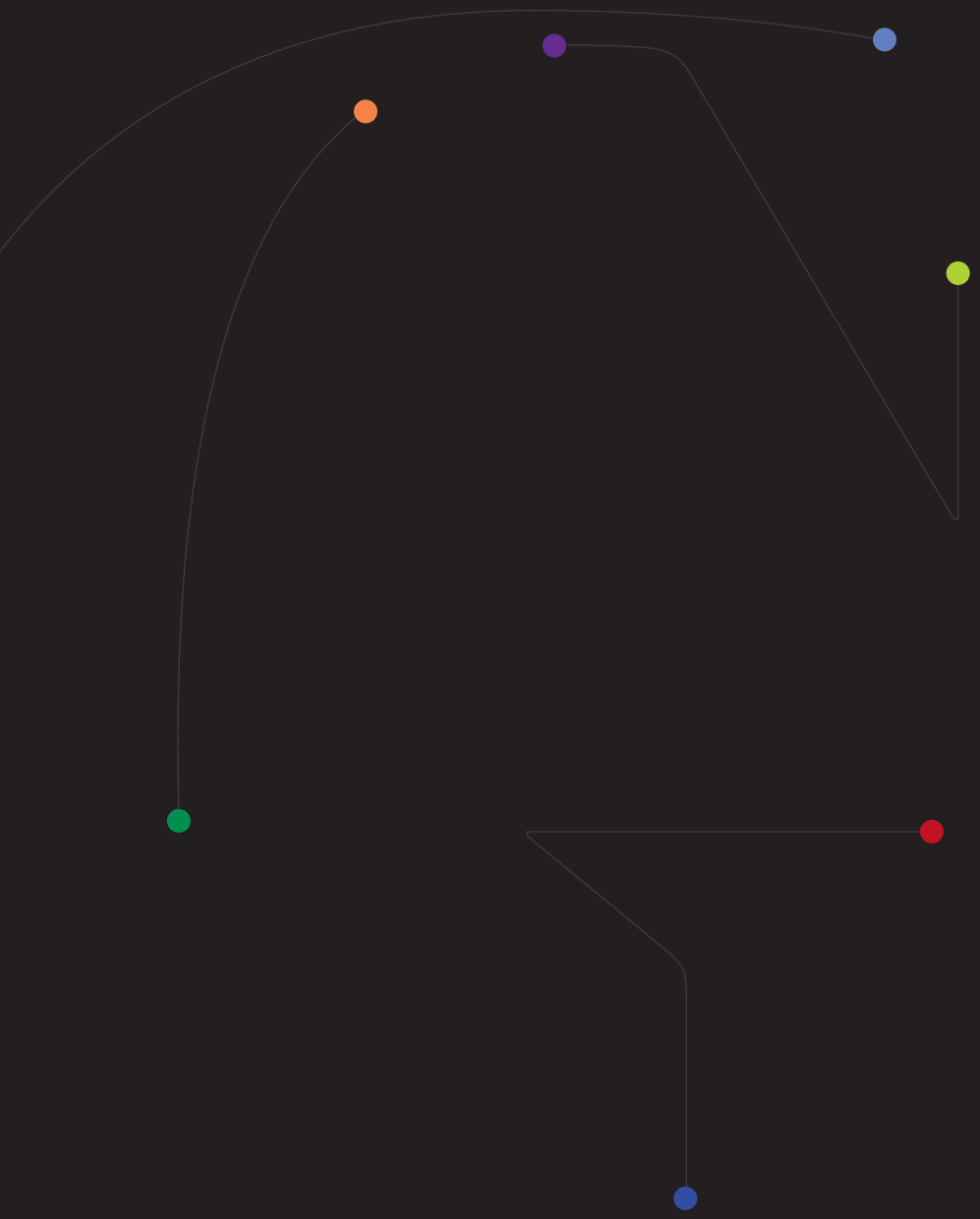
Brand Aperture™

Performance measurement tools to build and sustain Go-to Brands



LIPPINCOTT



For each of us, a few brands have real meaning. Brands we love for how they relate to us. Brands that help us do what we previously could not. Not necessary evils that push into our world, but valued assets that we pull into our world. At Lippincott, we call these...

Go-to Brands

Go-to Brands drive growth and resilience by creating meaning in customers' lives. If Go-to Brands work differently and are created differently, we also need to measure and manage them differently. That's why we're excited to introduce our proprietary platform called Brand Aperture™ — a suite of brand performance measurement and management tools that are specifically tailored to the task of building Go-to Brands.

Not just another index, Brand Aperture™ provides creative leaders with the critical insights to build more meaningful relationships with their customers. Insights that are actionable, directive and future-focused. Insights that inform what to message and how to innovate. Ultimately, insights that provide practical ways to drive immediate business impact.

Brand Aperture™ provides a suite of tools to build and sustain Go-to Brands

Diagnose

What will it take to be a Go-to Brand?
Collect insights to identify the strengths to reinforce and the gaps to close on your journey to becoming and remaining a Go-to Brand

Value

What is the value of your brand?
Evaluate the economic value of your brand becoming and remaining Go-to through share gains and market growth, while learning the most valuable levers to pull

Target

What do different audiences value?
Identify customer segments with distinct profiles designed to inform business and brand strategy, and enable activation through marketing operations

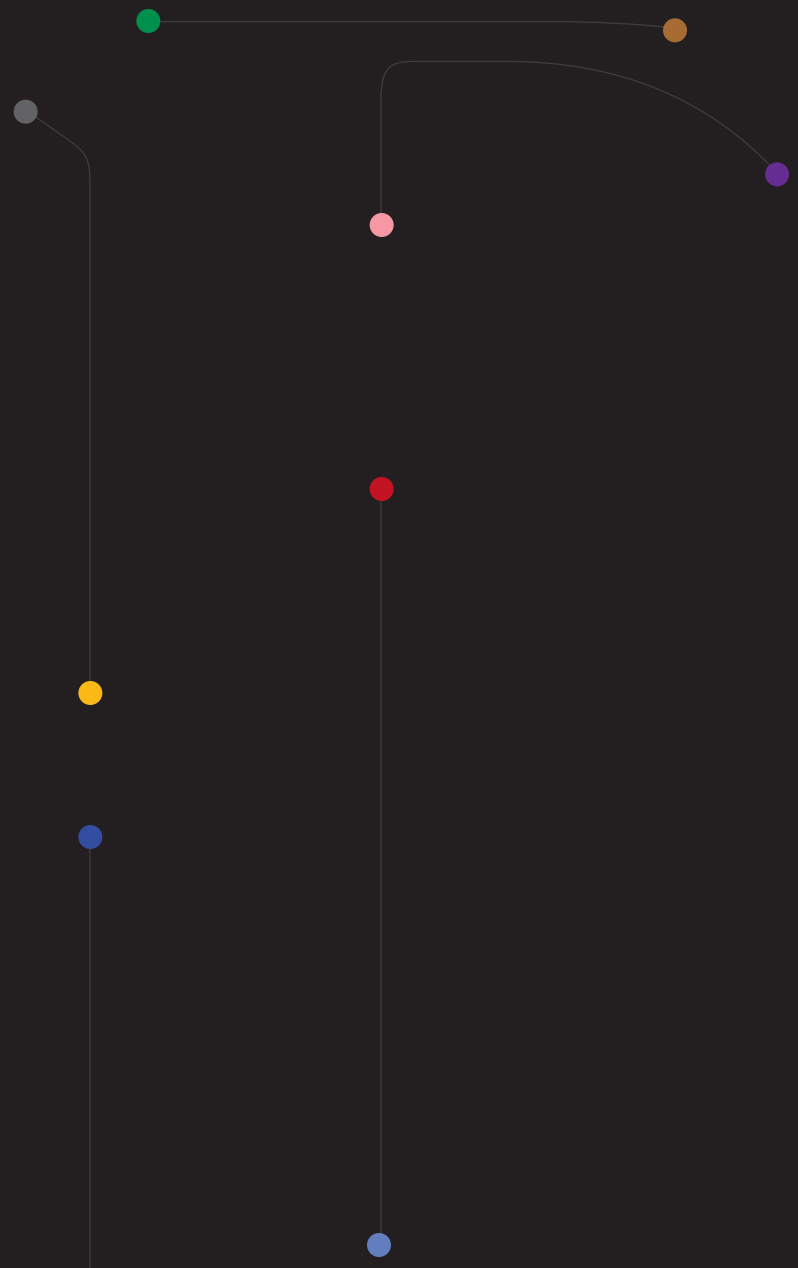
Engage

What will it take to be a Go-to employer?
Collect insights to determine whether you are a Go-to employer, and steps that can be taken to improve engagement and boost productivity

Track

Where should I invest to optimize value?
Track brand performance over time and optimize resource allocation to move the needle in the places that matter most

Diagnose



What will it take to be a Go-to Brand?

Lippincott's Brand Aperture™ Diagnose provides creative leaders with the critical insight to build more meaningful relationships with customers. Built through input from more than 30,000 consumers across 500 brands in four countries, this tool provides a rapid evaluation of performance and, more importantly, tangible and directive implications for improvement.

Brand Aperture™ Diagnose delivers a collection of prescriptive views of brand performance based on factors that we know to drive revenue growth and business resilience:

01 **Brand Profile**
measures a brand's performance today and what it takes to improve, using the primary metrics of connection and progress that are at the core of what makes a Go-to Brand.

02 **Emotional Depth**
reveals how people feel when interacting with a brand.

03 **Future Readiness**
focuses on the brand's momentum ("Are its best days ahead of or behind it?") and its fitness to serve the customer of the future, based on emerging trends.

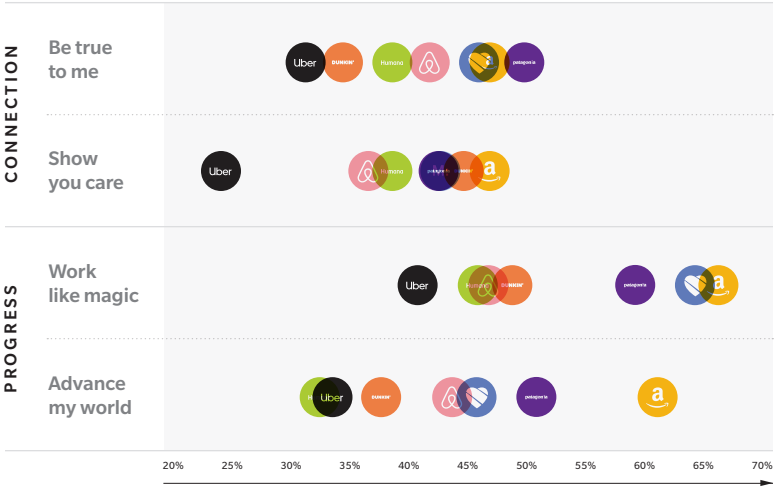
Brand Profile

Using this view, brands are classified in one of four categories (Transactional, Comfort, Enabling or Go-to) based on their current ability to build connection and enable progress.

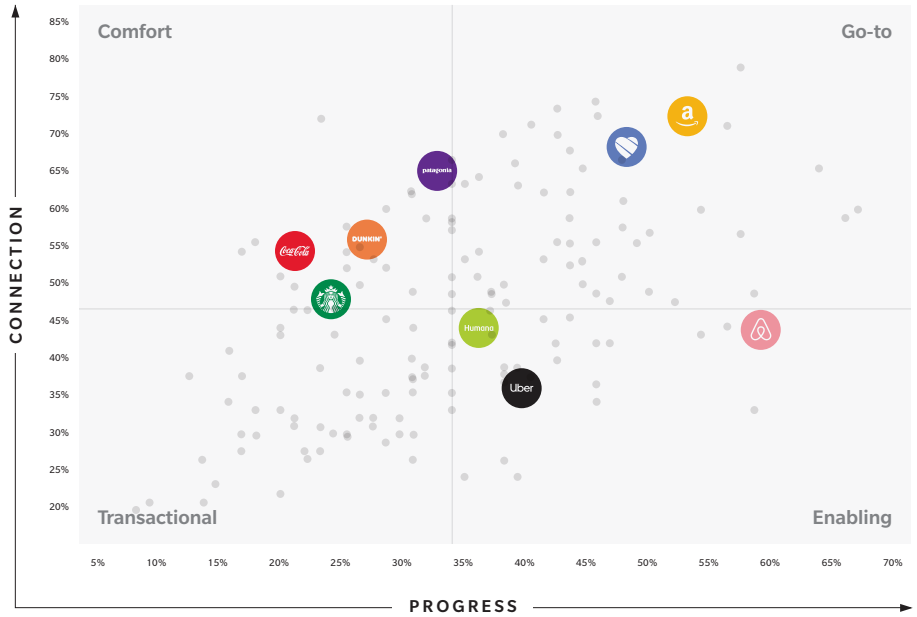
Metrics include

- Connection and progress scores across users and prospects
- Drivers of connection and progress
- Marketing funnel
- Word associations
- Comments from promoters and detractors
- Brand perception by demographics
- Perceived brand value
- Go-to classification and ranking

Drivers of connection and progress



Connection and progress scores

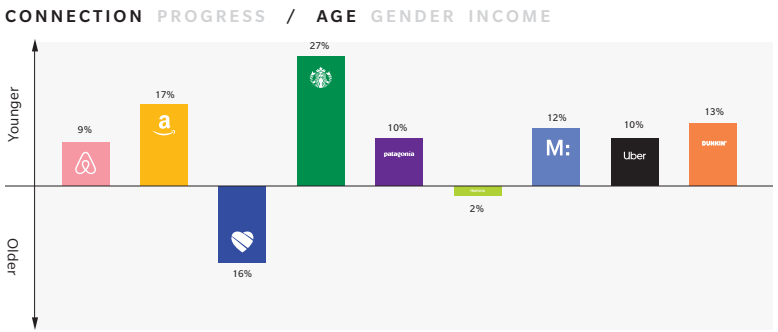


Word associations

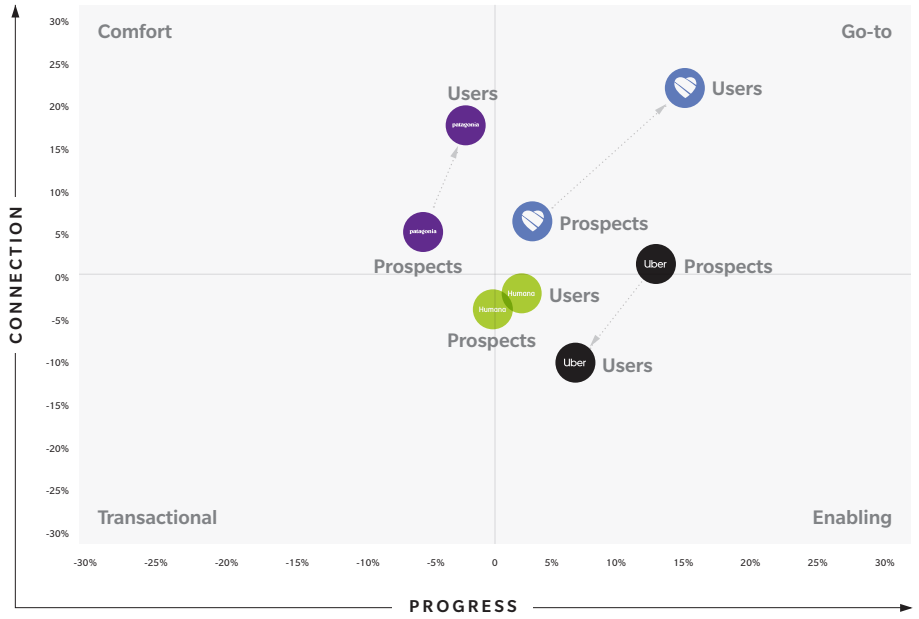


Brand Profile

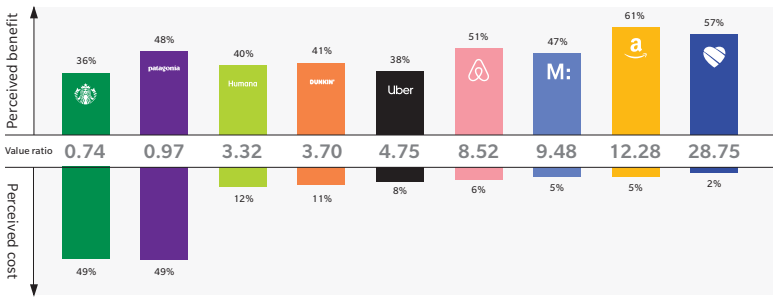
Brand perception by demographics



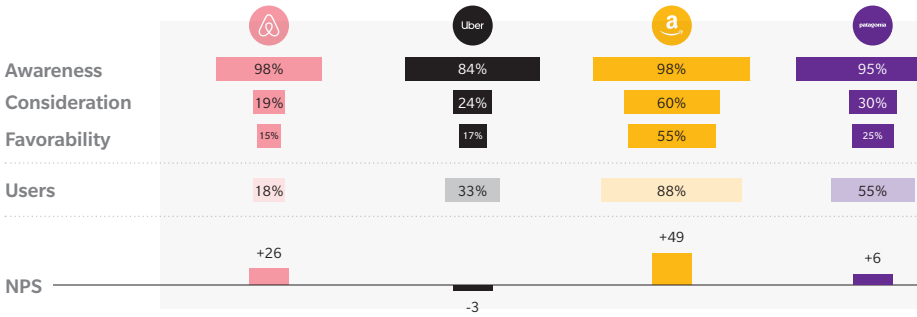
Brand classification by audience



Perceived brand value



Marketing funnel



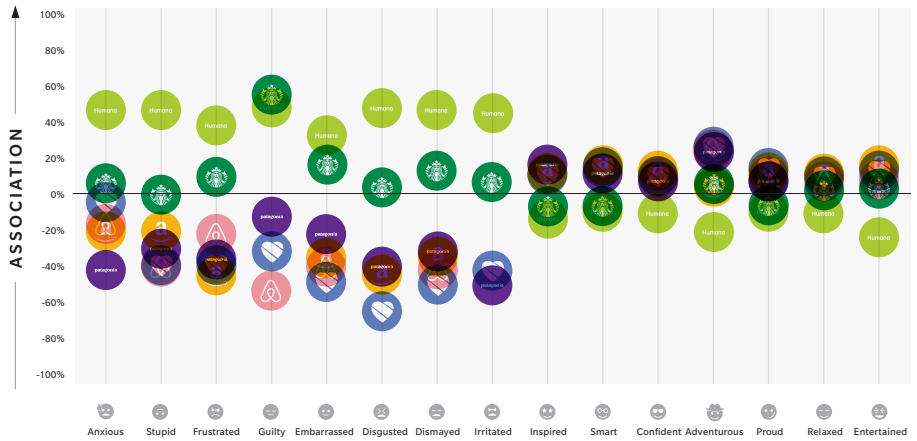
Emotional Depth

This view diagnoses how people feel when interacting with the brand, showing the positive and negative emotions associated with the brand and the intensity of those emotions as they are felt across the customer journey.

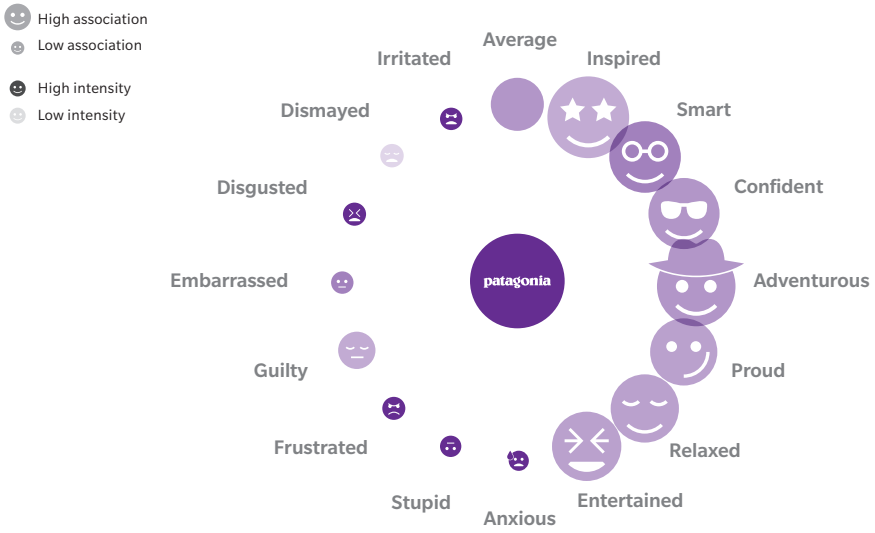
Metrics include

- Emotional profile
- Emotions across the experience
- Emotion comparison
- Emotional ranking

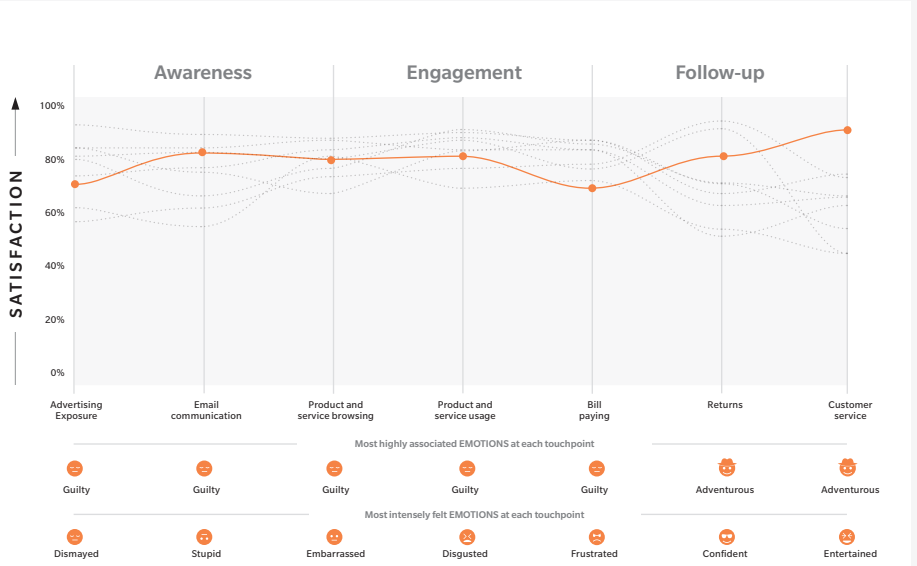
Emotion comparison



Emotional profile



Emotions across the experience



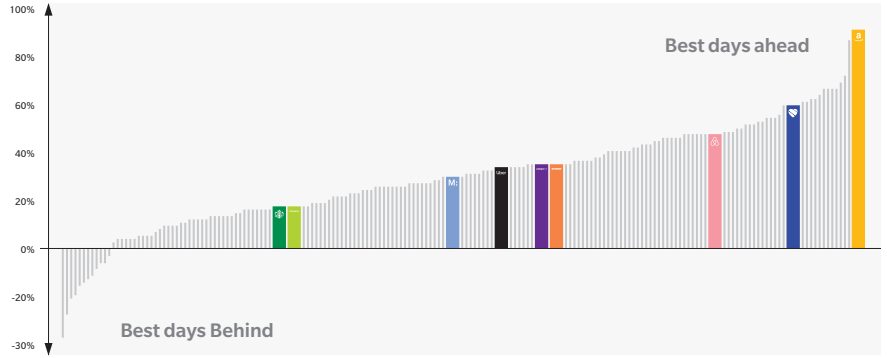
Future Readiness

In this view, future readiness is measured by brand momentum and how well positioned the brand is to serve the customer of the future, based on emerging trends.

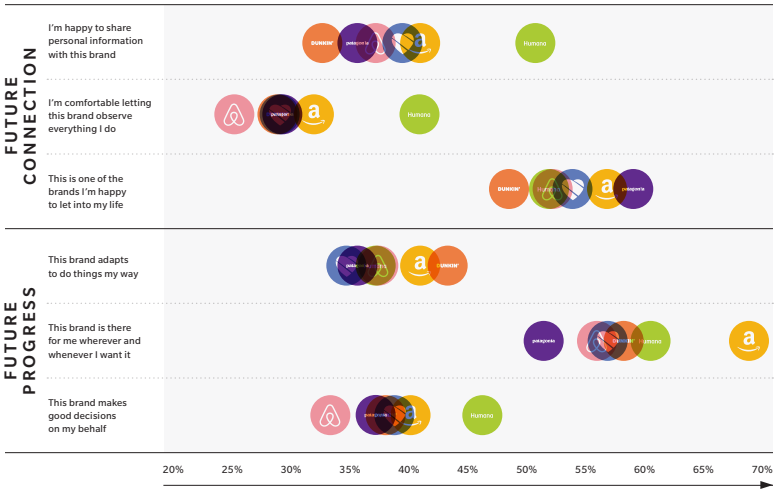
Metrics include

- Performance across future drivers of connection and progress
- Brand momentum
- Future readiness rankings

Brand momentum



Performance across future drivers of connection and progress



Future readiness rankings

I am happy to share personal information with this brand

This brand makes good decisions on my behalf

This brand is there for me wherever and whenever I want it

This brand adapts to do things my way

Top brands		Selected brands	
1	Amazon	1	Amazon
2	USAA	30	Humana
3	TripAdvisor	44	Marcus
4	Dove	54	Dunkin' Donuts
5	Pinterest	72	Southwest
6	St. Jude	78	Airbnb
7	Google	107	Uber

Value

What is the value of your brand?

Share stealing, market growth, margin gains and so many other performance metrics are the levers that business leaders traditionally focus on pulling to create economic value. But, the leaders who view brand as an asset to drive growth, and who invest in areas that maximize its value are better positioned to fuel sustained growth.

Our valuation approach delivers a clear evaluation of a brand's current and potential value — not based on financial statements, but instead, grounded in the reality of how the brand works in the marketplace. It's a direct measure of the brand's power to shift customer demand, providing not just a valuation but also direction. Our valuation approach delivers clarity for where the brand should invest, based on the strongest market drivers, in order to maximize value over time.

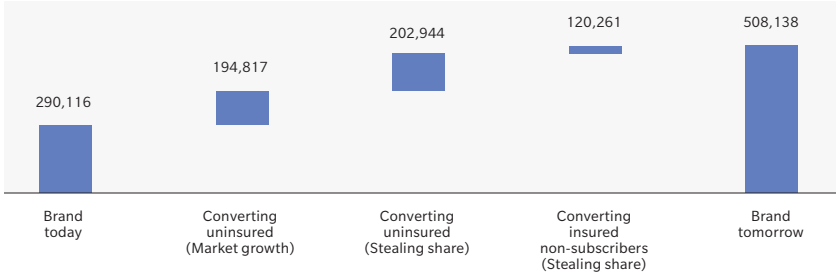
Brand Aperture™ Value has been used to effectively evaluate current and potential value for brands across industries in both venture-backed and company-owned contexts.

Case study

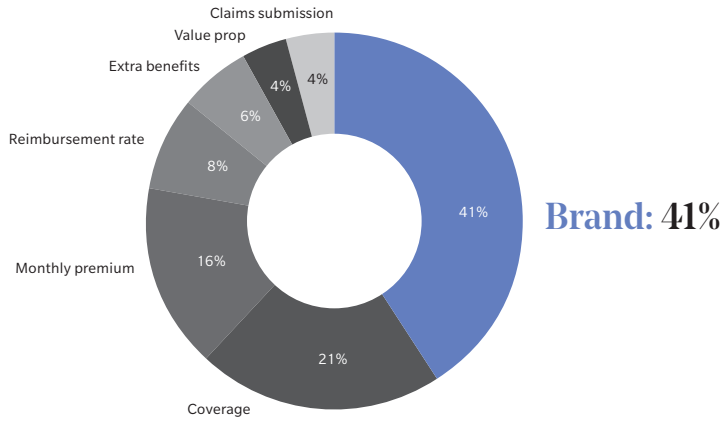
Quantifying the value of a pet insurance brand

We helped a private equity firm determine the relative market value of rebranding a pet insurance offering to another portfolio brand.

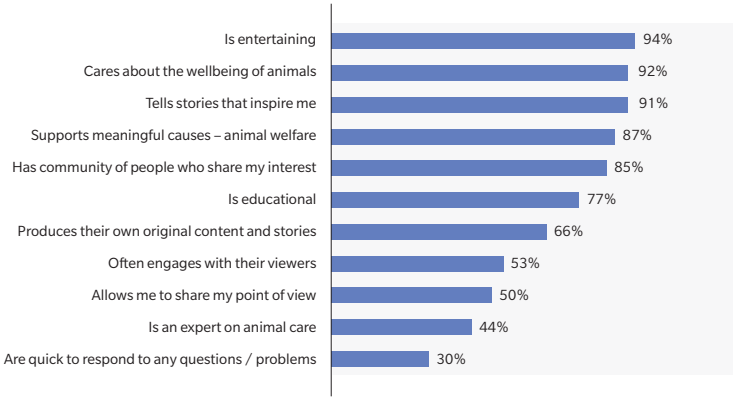
The relative volume gains of switching from the current brand to the portfolio brand through market growth and share gains



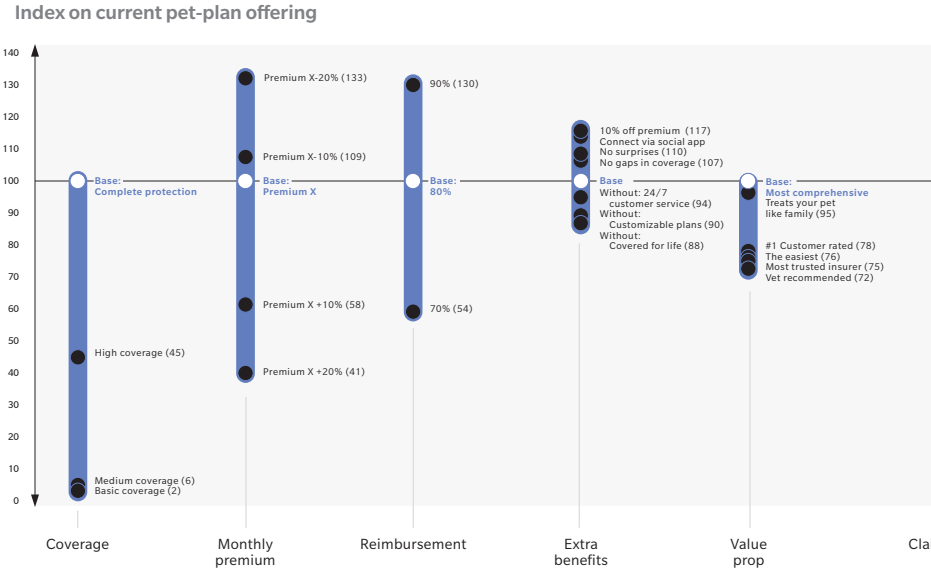
The relative value contribution of brand vs. other aspects of the offering



The relative importance of brand perceptions in driving value, guiding brand building efforts



The relative uptake gains from offering dimensions to guide value proposition development



Target

What do different audiences value?

To be a Go-to Brand requires being meaningful, but you can't be all things to all people. Understanding how discrete audiences are seeking progress and connection in different ways is a critical step to more effectively winning hearts and minds.

Our segmentation approach defines distinct groups of people based on the dimensions most directive of connection and progress. It focuses both on insights about people to shape the brand strategy and on delivering an experience that influences people's behaviors that drive business economics. And, we enable downstream activation by leveraging the latest in marketing technology to guide precise and dynamic segment targeting for immediate impact.

Brand Aperture™ Target has been used to develop insightful, actionable and business-aligned customer segments across industries in both B2C and B2B contexts.

Case study

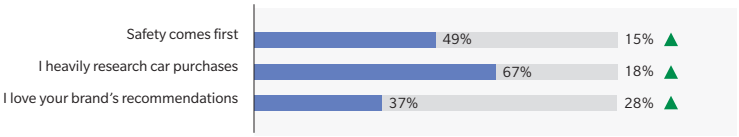
Defining and activating psychographic segments

We helped a leading online and print publication define its target audience, and enabled it to operationalize its pursuit of that audience.

Definition of eight distinct consumer segments with comprehensive profiling across their attitudes, needs, circumstances and behaviors with both quantitative and qualitative insights



1. Risk averse buyers



Activation enabled by aggregating survey data with industry-leading third-party sources to conduct look-a-like modeling that projected segmentation onto a national database



Engage

What will it take to be a Go-to employer?

Employee engagement, talent attraction and retention, office productivity — this is the language of human resource teams and business leaders striving to build a winning organization. And, in our world of increasing gigs and employee expectations, building a winning organization has become harder than ever.

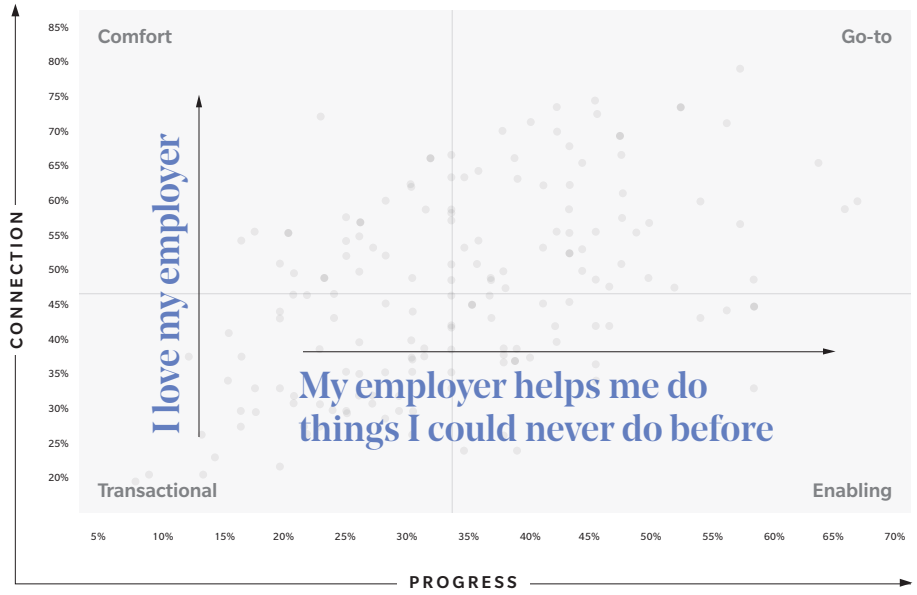
The ideas and frameworks for Go-to Brands apply to colleagues as well as to customers. Colleagues want to feel a connection, a sense of belonging, with the place where they work and pride from the impact that they deliver. They also want to make progress in their lives and careers. So we bring the same frameworks into the organization to help you become a Go-to Brand for your colleagues, as well. We also measure organizational readiness and potential derailers for activating brand programs to accelerate their impact.

Brand Aperture™ Engage has been used to evaluate the culture of organizations of diverse sizes and industries, helping them become leading employers.

Comprehensively diagnosing culture

We help organizations determine whether they're a Go-to employer and identify steps they can take to more effectively engage their employees in order to attract and retain top talent while also improving productivity.

Overall employee engagement, as measured across two fundamental ingredients: establishing employee connection and enabling employee progress



Employees and sub-populations

Employee perceptions and aspirations point towards opportunities for developing a more compelling narrative around which employees can rally

Employee perceptions
What are the first four words that come to mind when you think of your employer today?

Conservative
Experienced
Trustworthy
Innovative
Reliable
Diversified
Quality
Disciplined

Employee aspirations
What four words would you hope people use to describe your employer five years from now?

Innovative
Trustworthy
Forward-thinking
Global
Responsible
Advanced
Experienced
Sophisticated

Track

Where should I invest to optimize value?

Creative leaders monitor brand trackers, quarterly updates and KPIs to stay on top of brand performance. But, this too often results in missed insights and in management decisions led by numbers rather than outcomes.

We use Brand Aperture™ to provide a comprehensive brand management and measurement system so that what you track and reward aligns with what will ultimately create impact for your business.

Brand Aperture™ Track has been used to track brands on an ongoing basis, helping those brands monitor progress on their Go-to journey.

About Lippincott

Lippincott is a creative consultancy specializing in brand and innovation. We have a passion for solving our clients' toughest challenges with a proven combination of strategic rigor and design excellence. A pioneer since 1943, we have shaped some of the world's most iconic brands and experiences. From Coca-Cola to Samsung and Starbucks to Delta, our work drives growth and adds meaning to customers' lives.

To help our clients grow, we focus on six primary areas: brand, innovation, design, experience, marketing and activation. And, as a part of Oliver Wyman, we integrate deep industry, risk and operational expertise to deliver end-to-end solutions. Together, we create new possibilities for our clients to thrive in the future.

Lippincott.com/BrandAperture

Find out what this means for your brand

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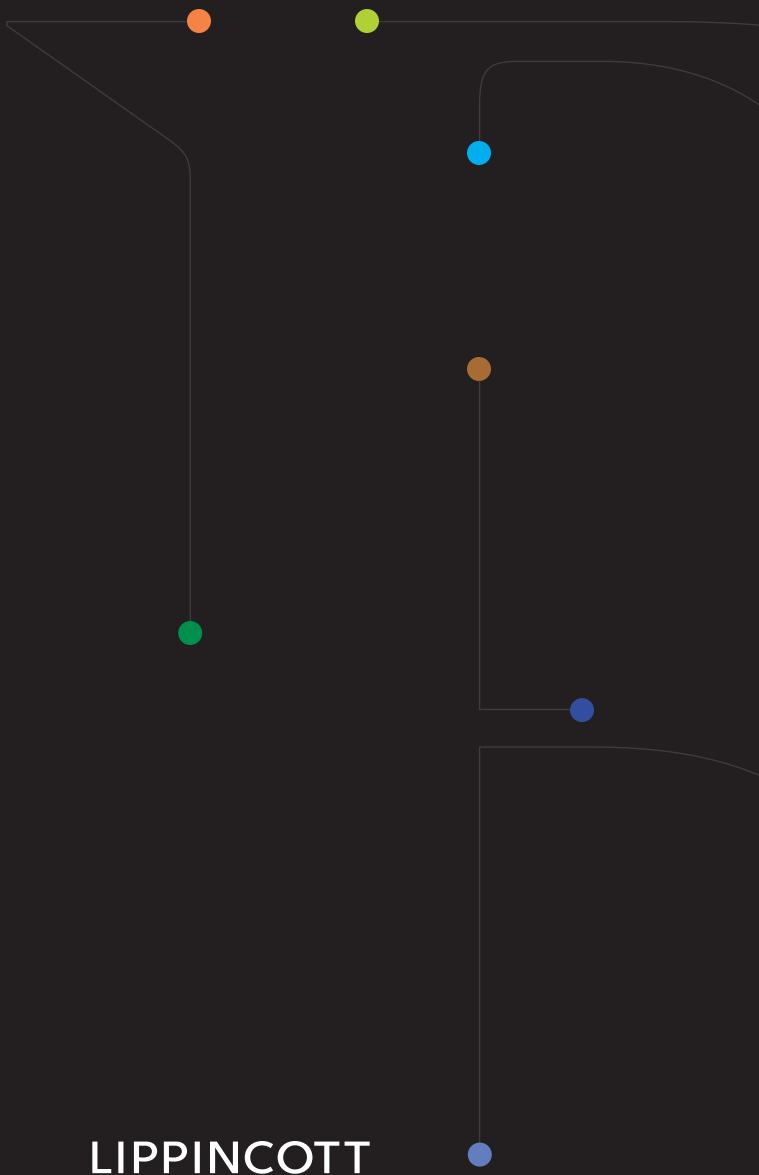

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