

A roadmap for
your **brand's**
growth journey.

radius



IT'S A FAST AND WINDING ROAD.

Your brand's growth is never a straight line. It twists and turns based on the shifting market dynamics.

Customers are not static creatures. They have attitudes and behaviors that are constantly changing. This requires your brand to stay diligently close to customers to remain relevant and compelling.

Unexpected moves by your competitors can also throw off even the most rock-solid strategies. Agile and creative insights approaches are needed to understand the strategic issues that will shape your growth journey.



BEING CUSTOMER-CENTRIC IS THE KEY TO BRAND GROWTH.

Is your organization on a customer-centric path? Fundamental to your growth journey is gaining deeper insights into the attitudes and behaviors of your customers. Want to learn more?

[Download Ebook](#)

A PATH TO BRAND GROWTH STARTS HERE.

From food to finance, technology to transportation, health care to personal care—brands in every industry need to address the same set of **8 strategic issues** to successfully maintain long-term growth.

However, the path each brand takes will differ dramatically based on the most critical business issues to address at that time.



CUSTOM DESIGN

FOR EACH
BRAND'S GROWTH
JOURNEY.

Every brand is on its own unique growth journey, with different strategic issues taking priority at different phases.

Moving through these various strategic issues is not a linear process. **The order in which they are addressed will be different depending on your business issues and goals.** Along a brand's journey, each area is fundamental to a comprehensive growth plan.

What are your brand **goals**?

EXTEND the momentum.

Has your brand been enjoying an increase in sales and market share recently? You'll want to ensure the business keeps moving forward and doesn't fall back due to competitive moves or sudden shifts in the marketplace and customer preferences. Strategic areas to start with in this situation are typically **Market Landscape** and **Brand Building**.

REBOUND from a setback.

Even industry leaders have periods of stagnation where sales have taken a hit for one reason or another. Refreshing or revamping the business requires an assessment of the strategic areas to get growth back on track, such as **Targeting Strategy** and **Optimization of Offerings**.

CAPITALIZE on unplanned success.

Sometimes growth comes from the most unexpected places, especially in this rapidly changing environment. Staying close to customer behaviors and needs will help your brand make the most of this growth spurt. This can be accomplished by looking at the **Customer Journey** and **Customer Experience** to ensure your brand's messages are compelling and relevant at key decision points.



BRAND
BUILDING

How **mighty** is your brand?

That's a strategic question that can keep even the most seasoned marketers up at night.

Thinking about it is not unlike a teen worrying about a first date and all those nervous, butterfly-inducing worries that run through your head →

Will they like me?

Do they think I'm interesting?

Will they see me again?

BRAND BUILDING INSIGHTS: EMOTIONAL + RATIONAL

Customers typically have many emotions about a brand. The goal is to figure out which ones contain the truths that lead to rich territories for growth. There's also an intellectual aspect of brand insights work as customers have rational ways of interpreting what role a brand plays in their lives.

What Brand Building uncovers:

- Advantages
- Weaknesses
- Opportunities
- Brand affinity
- Level of customer connection

How it impacts the growth journey:

- You can identify the core equities to emphasize to grow relationships.
- You'll understand the areas to expand brand relationships.
- You will know which brand elements to prioritize in communications.



Are you evolving to **stay ahead**?

Figuring out your brand's next move can be a puzzling question even for a master strategist. It requires the powers of keen observation to answer →

What's happening around us?

Is staying the course the best option?

What's the right move forward?

MARKET LANDSCAPE INSIGHTS: **CONTEXT + COMPETITION**

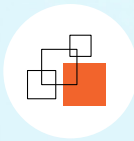
It's easy for a brand to keep busy staying in its own lane, with its own plans. But if you never poke your head up from the day-to-day demands, you could soon find yourself left in the dust as competitors make smart moves around you. High-growth brands know that checking in on the market context and competition is critical to knowing they are pursuing the right opportunities.

What Market Landscape uncovers:

- ▶ Competitive threats and risks
- ▶ Customer motivations for brand choices
- ▶ Spaces owned by brands
- ▶ Your advantages in the landscape
- ▶ Areas for your brand's expansion

How it impacts the growth journey:

- ▶ You have a clear view of white space and open opportunities.
- ▶ You can develop strategic plans that capitalize on emerging trends and customer needs.
- ▶ You can identify areas to keep your brand fresh and growing.



Financial software company finds **surprise in the data.**

ASSUMED PATH TO GROWTH

This leading financial services provider always marketed separately to firms that provided tax services and those focused on accounting services.

DATA TOLD A DIFFERENT STORY

Insights from our market landscape tracker revealed that firms that offered both tax and accounting services were more the sweet spot.

“WE NEED TO TURN THIS WAY.”

This newly defined space was better aligned with the company’s product approach.

STRATEGIC SHIFT

The data-driven insights set the company on a new path to growth and market success.



TARGETING
STRATEGY

Who are the **people** to focus on?

Face it, not everyone is going to love your brand. Find the ones that offer the best opportunity for your brand's growth by getting more precise around →

What defines
your
ideal target?

What
will attract
them?

How do you
engage
more deeply?

TARGETING STRATEGY INSIGHTS: BEHAVIORS + PRIORITIES

Creating a targeting strategy is not a “one and done” event. Brands that successfully navigate the ever-evolving landscape keep a pulse on where their customers are heading. And they adjust their targeted segments based on new attitudes and behaviors. The key is to have a rigorous, yet flexible approach to your targeting efforts to focus on the segments with the best opportunities to build customer connections and brand growth.

What Targeting Strategy uncovers:

- ▶ The best targets in your market
- ▶ Targets for brand growth
- ▶ Target priorities, behaviors, and demographics
- ▶ How to connect your brand's strengths to high-growth targets

How it impacts the growth journey:

- ▶ You have a clear profile of your high-growth segments.
- ▶ You know who to target with marketing and communications efforts.
- ▶ You know how to connect and be relevant.



Confection brand seeks a new **fun-loving target.**



OUR CHALLENGE TO CHEW ON

Is this highly successful brand targeting the consumer group with the most sales potential?

APPROACH TO GET AT ANSWERS

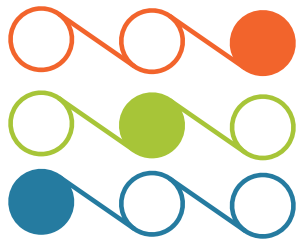
We conducted a highly strategic segmentation study that identified core segments for potential prioritization.

HOW ABOUT THAT PACKAGE?

The research also included how best to appeal to new segments, and what messaging should be included on the package.

STRATEGIC SHIFT

The segmentation insights led to a new targeting strategy and packaging redesign focused on an older—but still fun-loving—segment.



CUSTOMER
JOURNEY

How can you influence the final **decision**?

Customers vote with their feet in brick-and-mortar and with their cart online. Brands wrestle with how and why they get to the purchase decision by looking at →

What are the moments that matter?

What are they seeking at key times?

Who or what influences their choices?

CUSTOMER JOURNEY INSIGHTS: **PROCESS + PEOPLE**

For your brand to meet its growth targets, understanding the purchase triggers, touchpoints, channel usage, and product considerations are critical to thriving in an ever-shifting landscape. Customer journey mapping delivers a thorough understanding of the pre-decision through post-purchase process along with the emotions and influencers along the way.

What Customer Journey uncovers:

- ▶ Customer engagement in your category
- ▶ The decision-making process
- ▶ Key touchpoints and moments of truth
- ▶ How to deepen the brand connection at key points

How it impacts the growth journey:

- ▶ You can determine what aspects of the journey will drive brand selection.
- ▶ You can understand successful brand positioning at key points in the journey.
- ▶ You can develop strategies and tactics to drive initial and repeat purchase.



Are you **delivering** when it matters?

Some say customer experience defines the brand today. Paying close attention to customer perceptions and reality about their experience starts by inquiring →

Did you feel understood?

Did we provide what you wanted?

What could we do better?

CUSTOMER EXPERIENCE INSIGHTS: MOMENTS + NEEDS

Insights work can deepen your understanding of what triggers a customer to find extreme satisfaction with your brand. Knowing if your brand is falling short at critical junctures can prevent customer defection and derailment of your growth plans.

What Customer Experience uncovers:

- Critical moments in a customer's relationship with your brand
- Customer needs at key points
- Your brand's success at delivering against customer needs

How it impacts the growth journey:

- You can invest in critical upgrades to improve the customer experience.
- You will identify ways to improve lifetime value and loyalty.
- You can create competitive advantages through better experiences.



Sports entertainment brand needs **more visits**.

PERPLEXING QUESTION

Why were its active guests
only coming once a year?

INITIAL REACTION

*Let's develop a loyalty
program!*

INSIGHTS REVEAL

Even the most optimal
loyalty program couldn't
deliver ROI.

STRATEGIC SHIFT

Focus on improving other
brand experiences such
as comfort, food, and
type of attractions offered
to increase loyalty –
which it did.



What next move will **wow** them?

Successful new ideas are built by brand teams that stay customer-centric during development. Customers are impressed by new offerings because they fulfill an unmet or unrecognized need, and emotionally resonate with them →

Will this
make my life
better?

Is this an
improvement?

Do I really
want and
need this?

INNOVATION INSIGHTS: **AGILITY + DEPTH**

In today's rapidly changing landscape, marketers must find ways to quickly get to market to capitalize on trending needs and behaviors among customers. It's important to have tech-forward, collaborative approaches to identify high-potential innovations. And stay committed to building innovations in ways that maximize brand success.

Innovation and Product Development uncovers:

- ▶ How to develop your innovation roadmap
- ▶ Which ideas resonate most
- ▶ How to best define and build out those ideas
- ▶ How to maximum ROI

How it impacts the growth journey:

- ▶ You will ensure the team is focused on the most meaningful ideas.
- ▶ You can determine what has the greatest demand potential.
- ▶ You gain the ability to refine the best ideas to maximize demand potential.



Is it time for a **refresh** or a makeover?

Customers can be fickle, and lose interest if a shiny new package or feature catches their eye. To keep your brand as appealing as possible, periodic updates are needed to address →

Can we improve
interest
and demand?

Which
benefits and
features
should be
updated?

Do we have
the best
lineup
possible?

OPTIMIZATION INSIGHTS: IMPROVEMENT + IMPACT

When was the last time the brand team really took a hard look at the product line-up and portfolio? Using customer-centric insights to improve existing products will yield the right mix of features and benefits to positively impact demand and growth.

Optimization of Offerings uncovers:

- New additions to improve your portfolio
- Ways to keep your products fresh and relevant
- The features, benefits, and product elements that impact demand
- How to manage and maximize demand

How it impacts the growth journey:

- Your team can focus on the right upgrades to drive demand.
- You can determine whether an expansion to the line is worthwhile or whether it's best to streamline.
- You can make optimal pricing decisions to maximize revenue.



An online investment app seeks more **confidence in pricing**.

PRICING DILEMMA

This micro-investing and robo-investing company was unsure of a pricing model to encourage people to sign up for a new product.

INSIGHTS APPROACH

We created a simulator that tested a new pricing tier that the company had not previously considered.

PRICING SIMULATION RESULTS

Wow, the simulator was incredibly accurate. We never would have launched this product at this price point without it!

STRATEGIC SHIFT

The firm was able to create a new product strategy and had a clear avenue to launch potential products down the road.



Do your messages **motivate**?

Getting your brand messages through to customers is challenging with the proliferation of media channels and devices. It's a noisy, noisy world out there, and brand marketers need to be constantly examining →

Do
customers
get the
benefit?

Are we clear
about the
brand
differences?

Are we
showing
empathy?

COMMUNICATION INSIGHTS: **COMPELLING + EMPATHETIC**

Empathy is becoming the foundation in customer communications. Showing that your brand understands a customer's life and needs is equally as important as explaining the product and service features. Making sure your messages truly matter is the outcome of Communications Research.

Communications Research uncovers:

- Core rational and emotional benefits for the messaging platform
- How to turn benefits into compelling, empathic messages
- Optimal positioning strategy to attract different targets

How it impacts the growth journey:

- You can identify the best way to communicate key benefits so they are compelling.
- You can be sure that your key benefits are getting through to customers.
- Your team can create a differentiating positioning to drive demand.

CHARTING YOUR GROWTH JOURNEY BY BRAND TYPE.

Your brand's size, stage of development, and stature in the marketplace can influence what strategic issues must be addressed to drive growth and success.



Start-up



Emerging



Iconic



Start-ups have unique twists.

Scaling a company from seed to IPO or iconic status can require diving into some different questions than a more established brand.

INNOVATION

Founders have a strong vision and passion for a product and are traits that lead to success. Customer feedback can help fine-tune the product without losing its core differentiator.

MARKET LANDSCAPE

Understanding how the new brand stacks up against established players is an incredibly powerful tool to identify potential growth paths.

BRAND BUILDING

Even with a great new product, the positioning may not be so obvious. Clearly defining your start-up brand in the marketplace is crucial.

COMMUNICATION

Customers don't really know the brand yet, so heavy lifting may be required on messaging the right benefits.

CUSTOMER EXPERIENCE

Start-ups usually require some form of pivot once they get in market. Customer insights can help make the right degree of pivot to scale and grow.

CUSTOMER JOURNEY

Getting smart on the moments-that-matter will make limited marketing dollars go further.

OFFER OPTIMIZATION

This can be tricky for start-ups as consumers don't really know their brand or in some cases their product. Considerable education is required in order to make sure consumers understand the new proposition.

TARGETING

Sampling more younger brands along with the established brands will ensure you are not missing any piece of the equation before creating targetable segments.



Emerging brands need to prioritize resources.

One of the biggest challenges for emerging brands is allocating the right mix of time and budget on issues that will deliver maximum growth.

INNOVATION

Where can your brand find adjacencies to build on its initial growth? Innovation exercises can help identify next stage products to maintain growth.

MARKET LANDSCAPE

Knowing where to go next after initial success can be guided by brand extension studies.

BRAND BUILDING

How can you best leverage the developing equity of the brand to seize its greatest opportunities?

COMMUNICATION

Once on more solid ground, some emerging brands become complacent and stop paying attention to communicating differentiation to customers.

CUSTOMER EXPERIENCE

Building and keeping customer loyalty is essential to maintaining growth trajectory.

CUSTOMER JOURNEY

Now that customers know the intricacies of your brand, mapping their purchase journey can help determine when and how to best influence their decisions.

OFFER OPTIMIZATION

What's your next new offer within the current and expanding portfolio?

TARGETING

Refine your segmentation to help focus and deliver on brand and organizational goals.



Staying relevant as an **iconic** brand.

Iconic brands can evoke powerful feelings among customers, but keeping fresh with new ideas and experiences for customers is essential to maintain loyalty and growth.

INNOVATION

A steady innovation pipeline is necessary to keep up with changing customer needs. This pipeline is one of the key factors to guarantee relevance.

MARKET LANDSCAPE

What was relevant three years ago can be already out of date based on customer needs and competitive moves. Strive for continuous learning to keep on pace with growth plans.

BRAND BUILDING

Brand tracking studies can validate growth brands while helping create strategies to take advantage of or defend against newcomers in the marketplace.

COMMUNICATION

Positioning should portray the brand heritage, but consider ways to evolve to remain compelling to customers.

CUSTOMER EXPERIENCE

Loyalty must be constantly earned, and the key way to do so is by finding and improving upon critical experiences.

CUSTOMER JOURNEY

Iconic brands understand the decision process intimately, but also recognize that this morphs over time and find ways to pivot appropriately.

OFFER OPTIMIZATION

Fine-tuning the portfolio by channel or even individual retailer is a strategy that targets high-growth opportunities while controlling costs.

TARGETING

Continue to target effectively by nuancing strategy and tactics among key segments. Sometimes the smallest adjustments yield the greatest returns.



Is your brand at a strategic **inflection point?**

There are pivotal moments along your brand's journey when a deeper understanding of customers and the marketplace, and a highly strategic analysis, is required.

- 📍 You are **losing an emotional connection** with customers, and it's showing in a dip in sales.
- 📍 The brand is **moving into new markets**, and you're questioning whether the existing strategy will deliver on performance goals.
- 📍 **Customer preferences are changing**—and fast. This is especially true in when a new competitor enters the market and causes rapid shifts in customer attitudes and behaviors.
- 📍 Your **industry ecosystem is being disrupted** either by technology or new players in the market.
- 📍 The brand team is **struggling to coalesce around the right path forward** for innovation and new product development.
- 📍 Your **messaging is falling flat** and this is impacting the shelf space allotted to your brand retail partners.
- 📍 You have an exciting new product or service feature, and it could impact **who you target and where**.
- 📍 Annual plans from top management require new **strategies to meet performance goals**—where are the opportunities to find this growth?



BRAND BUILDING

COMMUNICATION

Where is your **greatest need?**

**What is preventing your brand from growing,
or where can you accelerate growth?**

Use this worksheet to prioritize your research plan based on where you need to connect with customers to uncover insights on strategic growth issues.

CUSTOMER EXPERIENCE

CUSTOMER JOURNEY

INNOVATION

MARKET LANDSCAPE

OFFER OPTIMIZATION

TARGETING

A roadmap for your **brand's** **growth journey.**

Our 60+ years of brand-building expertise has been acquired through our partnerships with Fortune 500 leaders as well as challenger, disruptor, and emerging brands.

These brands come to us for our business growth mindset that starts with one unwavering goal: **Putting your customer at the center of all strategic business and marketing decisions.**

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Guiding your brand on its growth journey.