Case Study

"Clarify Your Brand DNA"

Business Challenge

Number 2 in its market, the client had outgrown its early positioning and brand promise. Execs disagreed on corporate positioning, and how the brand strategy should evolve. Meanwhile, their industry was consolidating rapidly, and buyers were confused...

Client Profile

Technology business unit of one of the world's leading interactive agencies

Revenue tier: $100–250 million

Project Outcomes

- A revitalized corporate positioning

- Clarity on brand strategy and architecture, a revised brand hierarchy and naming rules

- Written framework: brand promise, drivers, principles; perceptions and changes needed

- Clear roadmap for brand team's actions

- Consensus on the gap between reality and aspiration — and the changes required to evolve the brand as desired

Project Summary

The CEO retained Informing Arts to lead a "brand DNA" exercise to reveal the key drivers of brand strategy. Anticipating a change in strategic direction, he needed a holistic process grounded in business strategy, plus key deliverables such as a written brand framework. Stakes were high: his customers were experts in brand strategy—global interactive agencies, advertisers, online publishers— and critical of the client's muddled brand.

Key Activities

- Stakeholder interviews with key execs, SMEs, influencers and VPs at the parent company and the client's business unit

- Bi-weekly status meetings with execs, to review recommendations and resolve strategic issues

- Qualitative research via 1:1 interviews with several dozen customers, a good cross-section of their marketplace

- Explore market trends, buyer dynamics, and competitive forces (including rivals' brand strategies); via workshops and coaching from IA

- Analyze brand perceptions and associations, feedback on naming strategies; uncover disconnects between internal and external perceptions

- Conduct workshops to review the implications of research findings, explore options, reach consensus and define next steps

- Develop several brand architecture alternatives, so execs could visualize options, understand implications, and choose the best one

- Produce a strategic brand framework, to guide marketers and designers responsible for brand guidelines, and creative strategy and executions

Informing Arts