



Branding - Developing Your Brand



logical steps
to grow
your brand



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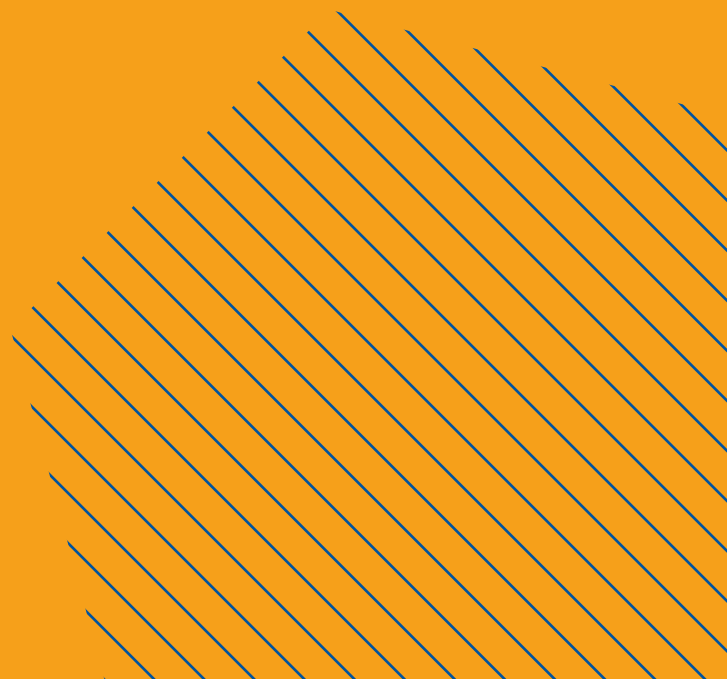
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Introduction



As you progress your branding, we now look at how to identify your target audiences, how you define the marketing platform and tools best suited to reach your audiences, and how you measure the results. This guide will work through each of those three points, and help you to refine your marketing practices.

Understanding who is purchasing and using your product is key to defining your marketing strategy. Your target audience can't all be blocked into the same group when it comes to communications. We need to define who they are, beyond simply when and how they use your product or service. This helps us better understand their likes/dislikes, their habits, how they consume media and how and why they engage with your product and service.



Chapter 1

Understanding and defining audience



Defining your audiences

There are a number of ways to segment your audience. While you may only have one core audience, there will probably be small groups who choose and consumer your product in profoundly different ways.

An example might be a business cleaning company. On the surface, they aim at cleaning spaces for businesses within a certain geographical region. So you might say their main audiences are all businesses within 50 miles. However, within that group, you have corporate offices (small and large), restaurants and bars, small businesses (hairdressers, clothing shops, etc.), schools and universities etc. How you reach each of these sub-groups and what they are looking for in a cleaner will be different. While the corporate offices will be looking for cleaners to come in the evenings, bars and pubs will be looking for cleaners to come in the early morning/at breakfast. Additionally, how you approach these businesses may be different. An independent hairdresser may be receptive to getting flyer information through the mail or brought in-person, while a corporate business may be looking for a profile of current clients, references, and expected pay.

To help you understand your target audience we will:

1. Segment core audiences
2. Create audience profiles and pen portraits
3. Define customer journeys

Segment core audiences

Segmentation is the process of categorising your customers into simple 'sub-groups' based on clearly defined criteria. You might segment based on demographics, product usage, desired behaviours or even possibly similar characteristics.

An example be a local sandwich shop. The owner may find that those who come in during the day are students on their lunch break, while those coming in the evenings are working adults on their way home from work. Therefore, based on sandwich consumption, we can segment all sandwich customers into daytime and night-time consumers (demographics).

Because we have identified two segments, and know these two groups are inherently different, we can start understanding what makes them different: what their needs and desires are. Being able to identify and predict these needs and desires will help hone your marketing practices, and impact on your efficiency of spend to reach your customers, help you to better tailor your messages to engage with them, and will influence your communication plan based on the media channels you know are most widely used by your primary and secondary audiences.

How to segment your audience

There are many ways to go about the process of segmentation. Selecting the right criteria comes down to one factor: what one unique property is relevant to your product or service? This could be value, volume, age, demographic, attitude towards service, lifestyle or one of a list of many other factors.

To give an example, Red Bull energy drink is likely to segment their audiences by lifestyle and demographics. They may find their consumers tend to be a younger audience who opt for experiential currency over goods and possessions.

By contrast, let's go back to our small sandwich shop. Yes, there may be differences in demographics between their daytime and evening-time customers, they may also be consuming different products. Where the younger day-time customers may prefer pre-made items on the menu with thoughts about cost, evening-time consumers may prefer more fresh options, which gives reasonable quality for a reasonable cost.

Action

Below we provide a plan for you to begin segmenting your customers:

Step 1: Identifying Your Unique Property

Think about why your customers come to your business, or who they are and how they differ. See if you can identify two unique properties that we can use to segment:

Unique Property 1:

Unique Property 2:

Step 2: Grouping your Segmented Customers

Now that you have identified your unique properties, try to see how your audience differs in relation to these properties.

Again, as an example, let's say you run a coffee shop. All things being equal, let's say you find your audience differs drastically in age. One of your unique properties is 'age', so your main audience may be split into two groups: 30-45, and 65+. That is, those who come in before work for a quick to-go cup of coffee and then pensioners who have more disposable time to relax and catch up with friends during the day. If this is the case, then we could also segment this group by product usage (to-go vs. stay and sip).

Segment 1:

Segment 3:

Segment 2:

Segment 4:

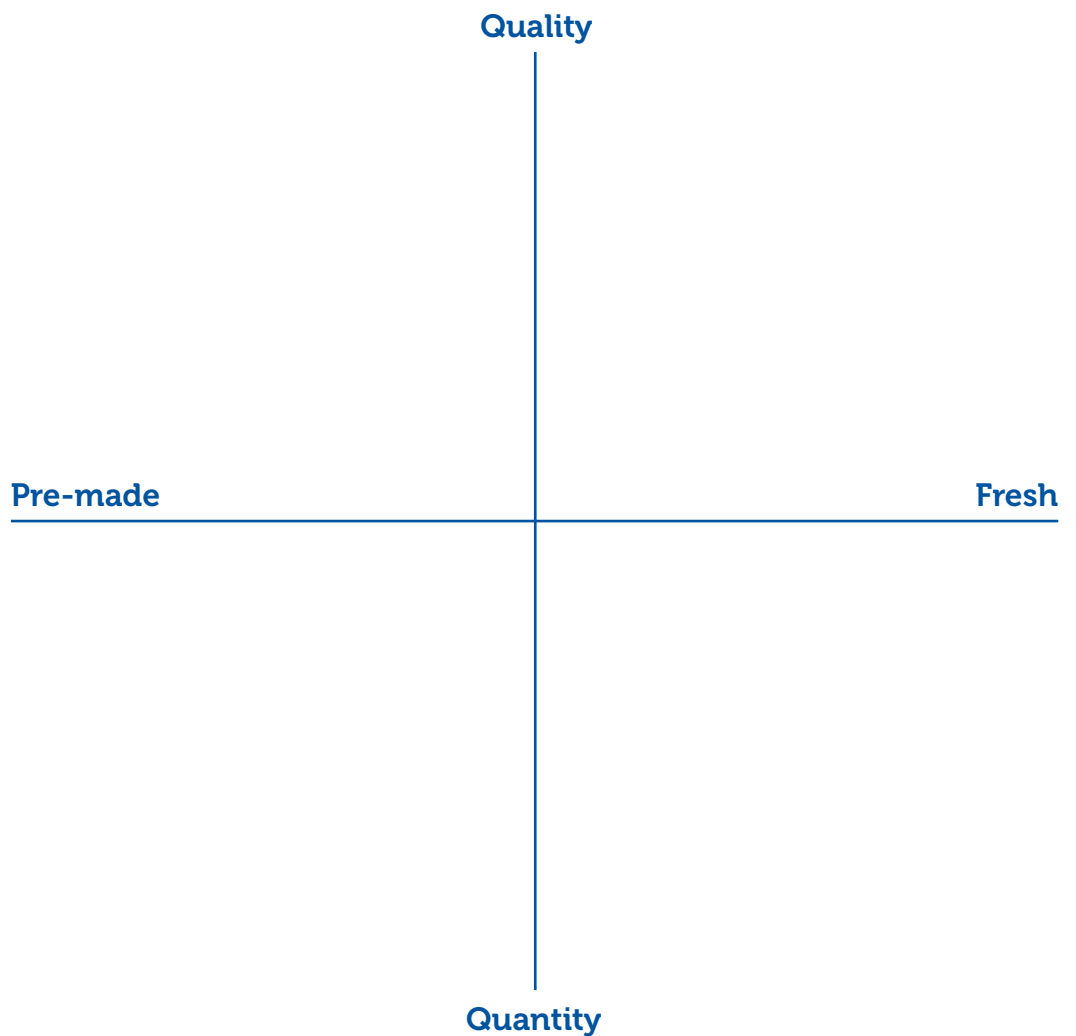
You can segment as many times as you would like, but balance is key. We don't want to segment so far that we lose direction and start chasing individual customers.

Chapter 1A

Segment core audience**Step 3: Mapping your Segments**

Having segmented your customers into different groups, we can map them against the unique properties created and start to see where each of your audiences sits within these parameters.

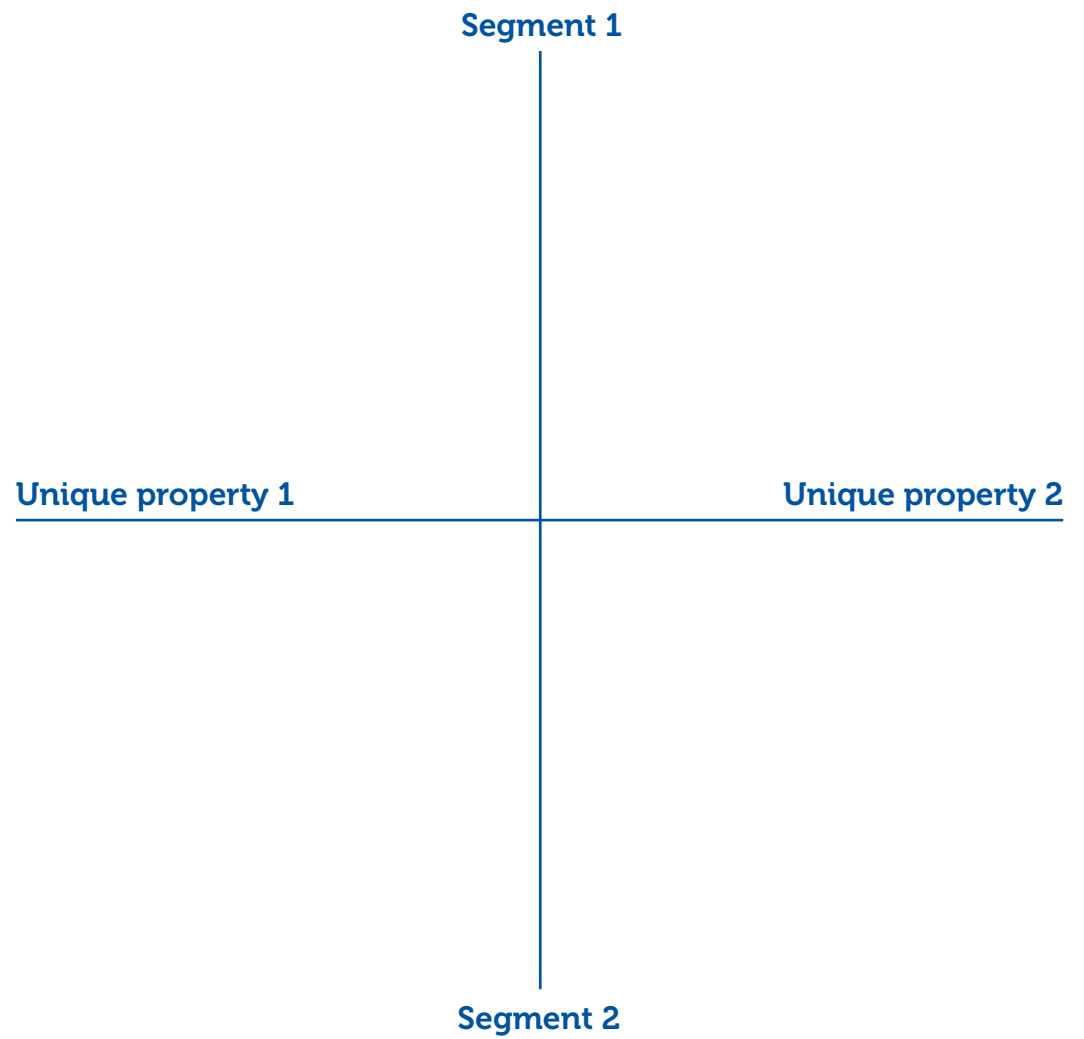
An example is provided below for our sandwich shop. See how for each of the axis, we use our unique properties, and plot the segments based on where they sit in relation to the properties.



Chapter 1A

Segment core audience

Using the same principles, see if you can chart your audiences on the blank graph below:



Step 4: Identifying your Primary Audience

Having mapped out your segmented audiences against your unique properties, what assessments can you make? More importantly, is there one (or possibly two) audience that you would characterise as your primary audience? To help, your primary audience should be the group without whom your business would likely suffer greatly.

Back to our sandwich shop, we might see that actually the largest volume of sandwiches is sold at lunch to our younger segmented audience. As such, assuming the growth potential of both groups was the same, we would expect the younger daytime customers to be our primary audience.

This is the last stage of segmenting, and now we have a primary group of customers, we can look at finding out more about who they are and what makes them tick.

Develop Penetration Portraits in each Segment

Having grouped our audiences into smaller segments, we have identified our primary audiences, and now have a good understanding of what single feature or property gives them a link of commonality. However, we have to take this a step further before we start marketing to them.

Now, you must dig deeper into your primary (and even secondary) audience to better understand who they are, where they live, what age are they, how they use your product/service, and gain valuable information to help your marketing messages resonate on a deeper level.

Chapter 1A

Segment core audience

To obtain this information, you should be looking to compile Penetration Portraits (Pen Portraits). A pen portrait is a technique for further defining your primary audiences. If the segmentation were the outline of the body, then pen portraits would be the details – the eyes, ears, nose and mouth. It gives you the necessary information to understand who your audiences are: what makes them tick, why do they use your product/service, and what is most important to them as it relates to your company.

Imagine a pen portrait is like a Facebook profile for your best customer and you need to create a profile for them. Start with a name and fill in as much information as you can, slowly building up a vivid image for who this consumer is as a person and as a loyal customer.

An example of a pen portrait may look like this:

Pen Portrait	
	<p>Sophie 35 Married</p> <p>I enjoy nearly all sports including football, rugby, and cricket, and I have supported is Aston Villa for 25 years. I play a bit of golf now and again when I get the time. I enjoy spending time with my family, and I like walking in the countryside.</p> <p>I also like watching films on DVD, cooking and birdwatching.</p>

Before you create your pen portraits, look at how you obtain this information. You may be well connected to your customers and may have a good understanding of who they are, but you may just be guessing.

Chapter 1A

Segment core audience

If you completed customer interviews as part of your brand positioning exercises, you will have this information to hand. As a reminder, here is a summary for obtaining this information:

There are a number of ways to carry out a client analysis, including 1-2-1 interviews, questionnaires at POS, or online surveys. For speed, and a relatively inexpensive way to capture your customers' sentiment, you can develop a short online survey. There are lots of sites that will allow you to send free surveys up to a certain amount of participants including:

- [surveymonkey.co.uk](https://www.surveymonkey.co.uk)
- [kwiksurveys.com](https://www.kwiksurveys.com)
- [smartsurvey.co.uk](https://www.smartsurvey.co.uk)

Chapter 1A

Segment core audience

When compiling questions, it is important to keep the survey/questionnaire as short as possible to ensure maximum response rates. Focus on key questions that will help you understand why or why not consumers choose your offering over others. As a guide, example questions could be as follows:

- General information
 - Age, gender, location
- Your product or service
 - How did they hear about your product/service?
 - Why they choose your product/service?
 - What is most important in the decision-making process for selecting product?
 - What makes your company better than any other company that offers a similar product/service?
 - What do they think about when they hear your company name?
- Competitors
 - What other brands do they use/consume for this particular product/service?
 - Why do they select these other products/services over your brand?
- Consumption/Usage habits
 - When do they consumer/use your product/service?
 - How often do they consume/use your product/service?
- Final Thought
 - What three words would they use to describe your company?

Chapter 1A

Segment core audience

Once you have pulled together all your information, you can start making your pen portrait for each primary audience using the template below. Again, a pen portrait is useful for understanding more about our audiences, but should be treated as a 'fictitious' profile for someone within this audience. Feel free to create a bit of a narrative around your profiles, which may give more insight into who these people are. As we see in the example above, Tommy may or may not watch MTV, but it helps paint a picture for who these younger customers may be, which will help you relate to them as a business owner.

Action**Your Pen Portrait:**

Name:

Age:

Occupation:

Describe a day in the life the person, focusing on daily routines:

Describe the likes and dislikes of the person, how they consume media:

Describe your business in relation to said person:

After doing this for your primary audiences, you can review and start to think about how you might communicate with them and how best to reach them.



Chapter 2

Define customer journey



The customer journey is the start-to-finish process that a potential customer goes through when deciding whether or not to use your business; taking action; and evaluating that decision.

With our sandwich shop example, a need may start the journey, or it may even start earlier. However, for the purposes of this guide, let's start from the point of 'I am hungry'. A customer journey may look like this:

'I am hungry' -> 'Is it time to eat?' -> 'Should I eat at home/school/work or go out?' -> 'What are my options if I go out?' -> 'How much money do I want to spend?' -> 'How much time do I have?' -> Journey and Purchase -> 'Did I like that?' -> 'Would I go again?'

That may be a simple customer journey but it illustrates the steps a person might go through when deciding on what to do for lunch.

Chapter 2

Define customer journeys

Each of these steps can be broken down into the following categories that you can use to build up your own customer journey:

- **Why** – Is there a need or desire state?
- **When** – When is this customer likely to want to consume your product or service?
- **How do they go about buying it?** – Online?
In a shop?
- **What is the cost?** – Think financially, but also in terms of time and commitment. It may be that your product is good value for money, but what effort must the customer make to get your product?
- **What decisions do they make?** – What choice is there (competition)? What are the ramifications of using your product/service?
- **Routine** – Do you have a lot of repeat business? Is there a key group of loyal customers? Why do they keep returning?
- **Evaluation** – After using your business, how do they evaluate the experience? Was it good value? Was it easy and convenient? Did it get the job done?

Chapter 2

Define customer journeys

Understanding the customer journey can be profound as it can help you assess at what stage you need to enter the fray. The best examples are products/services that start the circle and create a need/desire state. How many times have you looked at a beer commercial and thought 'I would love a beer now'? Before seeing an ad, or hearing a name, you may not have thought of this. It is also important when a need state is already created that your business be a consideration at every step – from logistics like 'when and where' to more practical terms like cost and evaluation criteria.

As a final consideration, it is crucial to understand what influences the path of the customer journey. This can be everything from advertising and experiences, to returned search results and reputation. At each stage in the journey, there will be influencers that alter the chosen path of a customer and may be the difference between someone choosing your business or not. In the next section, we focus on how we can reach your audiences so that we can alter these journeys based on what we know to ensure your business is the one selected.

Conclusions

Now that you have segmented your audiences and have a better understanding of who they are (through your pen portrait), we can look at the different marketing channels we can use to reach them effectively.

Tip: Every year you should review your segmented audiences against your brand positioning to see what changes there have been in the landscape. Advances in technology, legal or political changes can impact your segmented audiences and how they consume marketing communications. By proactively reassessing your segments, you should be able to identify areas for improvement ahead of competitors.



Chapter 3

Defining what marketing is best for you



We have a brand positioning and an understanding for who our audiences are. But it can be confusing deciding how to best engage these audience segments. This can be complex to answer as it varies from company to company, but this guide aims to provide useful ideas for reaching your primary audiences and actively engage them.

Before we begin though, a word of note. There is a separate guide that focuses on digital marketing, which can be found at bgateway.com/digitalboost. This guide will focus on free, low-investment and high-investment ways traditional marketing. It does also cover digital activity, because you can set up social media accounts for free.

Chapter 3

Defining what marketing is best for you

Before looking at the individual platforms you can use, it is important to look inward and define parameters to help inform your decisions. Below are lists of useful questions to answer:

Budget – Budget can have the biggest impact on how you market your company and what platforms you use. The media costs alone for running a television ad can be significant, so it is important to understand how much you have for your creative/production and for media. Again, developing an ad for television that reflects the quality of your brand positioning can be expensive, versus an image that you can share.

a. Media Budget:

b. Creative/Production Budget:

Objectives – Defining your objectives for any marketing communications is the top priority. If you know you want people to sign up for more information on your website, then a radio ad won't be the best medium to use. Pay-per-click supplemented with digital display banners or social media advertising will be more effective.

Chapter 3

Defining what marketing is best for you

Below, list out your main objectives for your marketing communications. These should always relate back to your wider business objectives. Your question should be: 'How is this going to help me achieve my business objective?'. This will then allow you to fill out your marketing objectives:

1. Objective One:

2. Objective Two:

3. Objective Three:

Resource – Like budget, there are certain marketing platforms that require more time and more employee resource to monitor than others. For example, when you create a magazine ad, the time is spent creating the ad, but once it goes to print, the only time required is to measure effectiveness after the ad has run. By contrast, social media and content marketing are time-intensive ways to market your company but can reap huge rewards as you engage 1-to-1 with your audiences on a daily, if not hourly basis.

Chapter 3

Defining what marketing is best for you

Timings – One of the final considerations should be your timeframe. Linked closely with your budget, you should also consider how long you want your communications to run for. If this is an on-going strategy for over 3-6 months, that will have an impact on how you market your message and can narrow down your choices. Again, this should relate back to your overall business and marketing objectives to ensure your timelines are in sync with your goals.

We have our segmented audiences, and we have defined our parameters. Using the information we have gathered, fill in the blanks below, which will help guide you when considering our different marketing platforms:

Chapter 3

Defining what marketing is best for you

Audiences:

Primary Audience:

Secondary Audience:

Campaign (marketing communication) objectives:

Budget:

Timeframe:

Resource Required:

Platforms:

Free:

Activity: Open Social Accounts

Benefits: Having a Yelp, Facebook or Twitter page for some businesses seems like a no-brainer. They are free to set up, and can instantly give your business a space in which your customers can engage. Consistency is key. Remember from our introduction to branding guide, a consistent tone of voice and messaging will give your audiences a clear idea of who you are, and carve out a unique space in their minds.

Social channels also provide a way to communicate to multiple audiences simultaneously. If you have altered your hours of operation or made a change that everyone should be aware of, you can simply post a message on your social page and most of your target audience will see it.

Drawbacks: It can be time-intensive and must be monitored daily, if not more frequently. Platforms like Facebook and Twitter allow customers or potential customers to interact with brands in a more personal setting. Expectations are now shifting, and it is not acceptable for brands to ignore messages and complaints.

It is critical to know which platform your customers are most likely to be on, or you risk wasting time posting content to an audience that doesn't exist. As an example, a start-up legal firm isn't likely to find the most success on Instagram, which has a young audience that is more interested in its visual appeal.

Activity: Flyering

Benefits: Not exactly free as you need to print your flyers, and find someone to hand them out, but flyering does provide a way to raise awareness in a specific location.

Drawbacks: Flyering can feel lowbrow, depending on the quality of the marketing material. It is important to review who your primary audiences are, and if they might be receptive to receiving unsolicited marketing flyers. Further, you should also ask if a flyer represents your brand positioning well.

Activity: Google Maps

Benefits: There are serious benefits to putting together a Google+ account, one of which is that you get your business put on Google Maps. This is critical, as there are lots of third-party apps that pull in information from GM to help users decide what places are close to their exact location. In the customer journey that we mapped, this step may help your business get into the consideration when someone is searching for businesses in the area related to yours. This may be 'Restaurants in Edinburgh'.

Drawbacks: On the Internet, where reviews are king, having a few bad reviews or a lower average score will hurt considerably. When someone searches your business (or similar ones in the area), yours could open with a star rating based on previous reviews. This can be detrimental to your business if there are one or two bad reviews, particularly if they are unfounded. There is no way to remove these without going through a laborious process with Google.

Activity: Public Relations

Benefits: Free coverage of your business can help give credibility to your product or service offering. Positive Public Relations (PR) can give customers and potential customers a trust to give your company a try.

Drawbacks: PR works two ways. A negative story about your brand can cripple your business. It is not always the case that 'no publicity is bad publicity': if a journalist writes about how unclean a restaurant is, even if it is not true, the perception will be among readers that your premises are dirty.

Low-investment

Activity: Email

Benefits: Often you can get email addresses from your primary audience members when they use your service, or if you sell a product, by incentivising them. From there, you can use programs like Mail Chimp to email your target audiences with tailored messages. Email allows you to be more personalised.

For example, going back to our sandwich shop, the owner may send an email to the daytime audience to say that if they bring a friend, they will get 50% off their next sandwich. This encourages loyal customers to bring potential new people into the group, and help expand your already lucrative target audience. At the same time, you are incentivising them with a money-off discount.

Drawbacks: Customers – and their email accounts – may look at your email as spam. Depending on how the email addresses were obtained, it is important to have a clear strategy with email marketing, as too many messages can result in a negative view towards the brand, and even the product. You need to be aware of Data Protection Act guidelines.

Activity: Signage, branded material

Benefits: The best way to create salience and raise awareness is by branding all material associated with your company. Letterheads, invoices, cheques, bags, packaging, physical spaces and vehicles are all opportunities for you to use your logo, to raise awareness among your target audience, and even among those who may not be your primary users.

Drawbacks: Ensure that your brand logo and look and feel are both future-proof and peer-reviewed. Getting branded can be expensive, and a small typo in your slogan can be the difference of thousands of pounds. Ensure your communications are consistent but also represent your brand positioning well. Be warned: when too many messages and stimulus shout at the same time, they drown each other out.

Activity: Local press advertising

Benefits: You can often get better coverage in a local press publication than in a national edition. Your money can go further, and you may even be able to build a relationship with the local press company to then profile your business, which relates back to PR.

Drawbacks: Local advertising won't have the reach or impression that a high-investment option has, and may not offer the same audience breakdown.

Chapter 3

Defining what marketing is best for you

High-investment**Activity: Website**

Benefits: A strong website can be the one, consistent brand touch point that allows customers to interact with your brand. While you have little control over comments posted on social channels, and how people engage and view your brand, on your website you can tailor your brand positioning.

Drawbacks: It is tough to talk to different audiences in different ways on your website without becoming fragmented and disjointed. While you can provide different pages for different products or services within your range of offering, your tone, look and feel and messaging should be consistent.

A website can be a big cost, from set-up and development to hosting and domain purchase.

Activity: Radio

Benefits: Radio stations generally have good research about their listeners. This will allow you to choose a slot that will be heard by your core audience(s).

Drawbacks: Radio has no simple calls to action. It can be a good tool for raising awareness, but to get listeners to take an action requires a healthy amount of desire/need. Often a radio spot will end with a phone number or URL. However, lots of people listen to radio in the car and aren't able to remember or jot down a number.

Activity: Television

Benefits: Television, apart from digital, has some of the most profound data on viewership. It can generally predict expected impressions, reach and ROI. It is a push medium, where you can push content on your primary audiences when they are captured and engaged.

A well-done television advert can also paint a vivid picture about your company and product/service in as little as 15/30 seconds.

Drawbacks: Television, even at regional level, can be expensive. Further, pausing and fast-forwarding through commercials is now a more common practice. Additionally, television can only do part of the job. In today's market, it isn't enough to stick an ad on TV and call it a day. This commercial must be supplemented with a wider campaign that helps leverage the impressions and awareness that the TV has created.



Chapter 4

Evaluation



Evaluating your marketing efforts is the completion of the marketing 'loop' and will influence your future strategy.



It should be a major consideration in your planning stages, rather than an afterthought, because the intelligence gathered is critical for gaining better insight into what worked and why. You need a benchmark to help ascertain whether what you have done was worthwhile.

While some of the marketing efforts that we listed above will have softer goals (such as raising brand awareness, or increased positive perception for the brand), there are ways to track these things.

Chapter 4

Why evaluation is important**Pre-evaluation**

As we learned earlier in the guide, we need to ensure that any message and channel that we use to market the brand tie back to the overall business goals and objectives.

For example, if your business is to sell more t-shirts online, you need to constantly be thinking about how any particular marketing activity will help to achieve this goal. Without this link, efforts are likely to be wasted, and you won't be able to find the true return on investment for your marketing communications.

As the starting point for all evaluation, below is a space for you to write your business objective:

Objective 1:

Objective 2:

Example: Increase total sales by 5% each year over a three-year period

Chapter 4

Why evaluation is important

Once you know your business objective(s), it is important to set smaller goals to help reach your main objectives. These are often referred to as KPIs or Key Performance Indexes. The role of the KPI is to measure the 'How'. So, if your main objective is to increase total sales, you need to understand what will help you achieve this goal (the how). This could be increased footfall into the store, increased positive sentiment for your brand, or increased frequency of consumption of your product or service. KPIs are measures put in place to ensure that these smaller goals are met, and ultimately lead to you reaching your business objective.

A KPI is not an objective in itself, but rather a way to ensure your marketing efforts are contributing in a meaningful way to your business objectives.

To give a further example, let's say you own a coffee shop, and your overall business objective is to increase total sales of coffee. Through customer research conducted at your brand development stage, you know that customers only come to your shop once per week on average, but think of the product as high quality. So, you decide that increasing frequency of purchase among your target audiences is more important to focus on, rather than attracting new customers (although this is always important). To increase frequency, you have created a loyalty scheme that means customers get a free coffee once they have purchased a certain number.

Chapter 4

Why evaluation is important**Action**

Use the questions below as a guide to evaluate your marketing efforts.

How:

1. What are your business objectives?
2. Company
3. What does success look like?
4. Targets
5. Develop statements of success around touch points that match with business objectives

Quantifying Success:

1. Online vs. Offline
2. Tools available
3. Set-up
4. Maintenance

Suggested Reading

This guide focuses more on evaluation of your offline marketing efforts. The next steps would be to read *Setting KPIs – A Practical Guide to Measuring your Campaign* on how to measure your online marketing efforts.



Check out all our brand guides at bgateway.com/branding-guides or contact your local Business Gateway office. Find it at bgateway.com/local-offices

