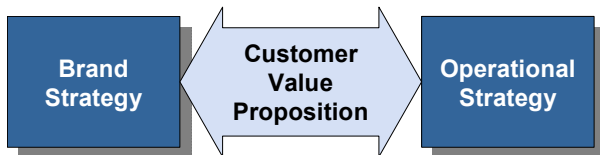




Identity: Linking Brand and Operational Strategies for Optimal Results

The strongest, most enduring brands and businesses result from a disciplined alignment of initiatives against marketplace requirements.

While a brand strategy is useful to focus the organization against customer requirements, the **Customer Value Proposition** is necessary to link these brand strategies to business strategies.



Brand Strategy Statement Limitations

Companies will often spend considerable effort crafting a succinct expression of the brand, though may be left wondering how to put the brand in action. The question becomes: *We have a brand statement, now what?*

A brand strategy statement alone – whether called a positioning, essence or brand promise – isn’t enough. These statements, by their nature, can be fairly ambiguous, especially when reduced to a few words or phrases.

What’s needed is a *Customer Value Proposition*, to link the brand and operational strategies, and ensure alignment with marketplace requirements.

Customer Value Proposition Defined

A Customer Value Proposition (CVP) serves to identify the customer-focused operational strategies that are required to deliver against the brand strategy. It puts a brand strategy in relevant business terms, thereby making it easier to define decisions and action plans that will strengthen the brand. The CVP framework consists of three parts:

Customer Value Proposition Framework		
1 Customer Need/Situation	2 Brand Benefit “Planks”	3 Operational Strategies
<ul style="list-style-type: none"> Actionable insights related to significant aspects of the customer situation both today and in the future 	<ul style="list-style-type: none"> The set of enduring strategies or brand benefit “planks” that fulfill customer needs 	<ul style="list-style-type: none"> Specific strategies, plans and tactics required to deliver against desired benefits

Brand Benefit “Plank” Examples

A CVP typically consists of four to six brand benefit “planks”. The brand plank briefly defines what benefit can be derived when the product or service is used by core customers.

Here are some examples of brand benefit planks and corresponding actions:

Industry	CVP Plank	Action
Auto Insurance	Earn customer’s loyalty (beyond price)	Lifetime guarantee of insurability
Home Repair Services	More convenient scheduling for busy consumers	Guaranteed 2-hour service window
Medical Devices	Unsurpassed education to reduce patient anxiety	Standard-setting patient resources at every touch point (in-office, at-home, etc.)
Packaged Food	Homemade taste and coffeehouse presentation	Recipes with a few, accessible mix-in ingredients vs. just add water
Credit Card	Extend member privileges beyond standard services	Preferred seating at concerts and sporting events

The combination of individual value proposition “planks” comprises the Customer Value Proposition, which provides the basis for delivering a relevant and distinctive offering to target customers.

Benefits of a Relevant and Distinctive CVP

When fully defined and delivered upon, the Customer Value Proposition offers the following benefits:

- ✓ Creates a multi-dimensional definition of brand value
- ✓ Provides direction to the business and brand – by identifying and owning those benefits on which category decisions are made
- ✓ Forces a disciplined approach to resource allocation
- ✓ Drives strategies and actions across the organization
- ✓ Can drive messaging architecture

For more information on Linking Brand and Operational Strategies, please contact [Tim Koelzer](#) at EquiBrand