

# B2B2C Brand Equity Case Study



National franchise company assesses portfolio brand equity as the basis for strategic planning

## Background and Objectives

A multi-billion dollar national franchisor with a portfolio of brands in facility services asked BCE to conduct a brand equity study encompassing all five of its portfolio brands and their market competitors, including other national franchise brands and local independent service providers. Despite its position in the market, the client had not conducted this analysis in more than five years and needed to refresh its understanding of market positioning and equity as the foundation for upcoming strategic planning processes.

## Approach

BCE began the engagement by reviewing the client's existing brand strategy, brand positioning, customer segmentation, and market landscape analyses. BCE also interviewed key stakeholders within the business to understand these items in context of the organization's goals and current hypotheses about their position in the market. The objective of this work was to distill the core elements of each brand into a set of statements to serve as the foundation for BCE's brand equity study. At the conclusion of this process, BCE had developed a set of brand imagery statements that reflected the current and desired positioning all five brands in the client's portfolio.

BCE then used these attributes to design a custom brand equity survey that measured the brand funnel (awareness, consideration, purchase, loyalty), brand imagery statements, and open-ended feedback for each brand and their respective competitors. BCE incorporated existing customer segmentation dynamics into the screening elements of the survey to recruit relevant respondents truly qualified to provide their feedback on the brands in each category. Working with an external panel partner recruit and incentive survey participants – and building from in-house brand equity measurement frameworks – BCE was able to design, test, and field this survey over the course of just nine days.

At completion of survey field, BCE rapidly analyzed respondent feedback across the client's brands and the competitors within each of their categories. BCE evaluated overall mindshare, consideration, and NPS for each brand to understand proximity to engagement for key customers across the portfolio. BCE also compared brand perceptual strengths and weaknesses to understand key associations for each of the client brands today, any gaps versus their stated value proposition and desired positioning, and how perceptions compared against key competitors. This analysis allowed BCE to validate some of the client's existing marketing and positioning efforts while also exposing gaps in others.

## Recommendations

BCE was able to diagnose three main opportunities to strengthen brand positioning across the portfolio as a result of the work, each set of opportunities with its own group of actions/recommendations: In some cases, the brands lacked mindshare (they were not top of mind, and therefore faced additional barriers to consideration and adoption. In other cases, the brands were not receiving credit in the market for key internal strengths or elements of the value proposition. Lastly, we identified potential whitespace in the market that could be fertile ground given the profile of our client's brand. BCE evaluated brand imagery strengths across competitors and categories and highlighted market areas where customers saw no clear leaders. BCE provided tactical recommendations on how to position the brands to take advantage of the whitespace opportunities most closely aligned with the client's capabilities and goals.

|                  |   | BRAND 1 | BRAND 2 | BRAND 3 | BRAND 4 | BRAND 5 | CATEGORY |
|------------------|---|---------|---------|---------|---------|---------|----------|
| SERVICES         | Quality service                           | 71%     | 72%     | 62%     | 66%     | 68%     | 66%      |
|                  | Excellent customer service                | 62%     | 56%     | 48%     | 55%     | 72%     | 58%      |
| CUSTOMER SERVICE | Easy to communicate with                  | 54%     | 58%     | 50%     | 56%     | 62%     | 57%      |
|                  | Responsive to my needs                    | 61%     | 60%     | 49%     | 52%     | 58%     | 54%      |
| BRAND REPUTATION | Highly professional organization          | 68%     | 64%     | 57%     | 58%     | 58%     | 62%      |
|                  | A brand that I trust                      | 62%     | 59%     | 52%     | 61%     | 72%     | 61%      |
|                  | Well-regarded in the industry             | 58%     | 52%     | 48%     | 52%     | 58%     | 51%      |
| PRICE/VALUE      | Recommended by people I trust             | 53%     | 53%     | 38%     | 47%     | 52%     | 46%      |
|                  | Good value for the money                  | 58%     | 54%     | 51%     | 58%     | 57%     | 55%      |
| NATIONAL BRAND   | Extensive, nationwide service network     | 70%     | 57%     | 57%     | 62%     | 48%     | 48%      |
|                  | Highly professional local representatives | 58%     | 54%     | 48%     | 48%     | 58%     | 51%      |
| LOCAL FRANCHISE  | National backing and support              | 42%     | 40%     | 31%     | 42%     | 45%     | 41%      |
|                  | Local representatives that I trust        | 48%     | 50%     | 38%     | 38%     | 45%     | 48%      |
|                  | Based near me                             | 38%     | 38%     | 48%     | 31%     | 42%     | 38%      |
| EXPERTISE        | Has a network of expertise to draw from   | 48%     | 48%     | 32%     | 44%     | 42%     | 42%      |

