

CLOSING THE EXPERIENCE GAP

New methods for bridging the
gap between brand promise and
brand experience

CLEAR

How do we close the gap between the promises we make and the experiences we go on to deliver?

“In a nutshell, it’s about working out how to balance and prioritise investment right across our communications, advertising, digital and the physical experience... simple to say, much harder to do”

Emma Inston,
Global Head of Brand Marketing Communications, E.ON





So, why do we still measure brand experience with old, blunt models?

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itv NEWS

RUDD: DOZENS OF MINISTERS READY TO QUIT OVER NO-DEAL BREXIT

BAD MODELS = BAD STRATEGY



2018:
Sizing the gap

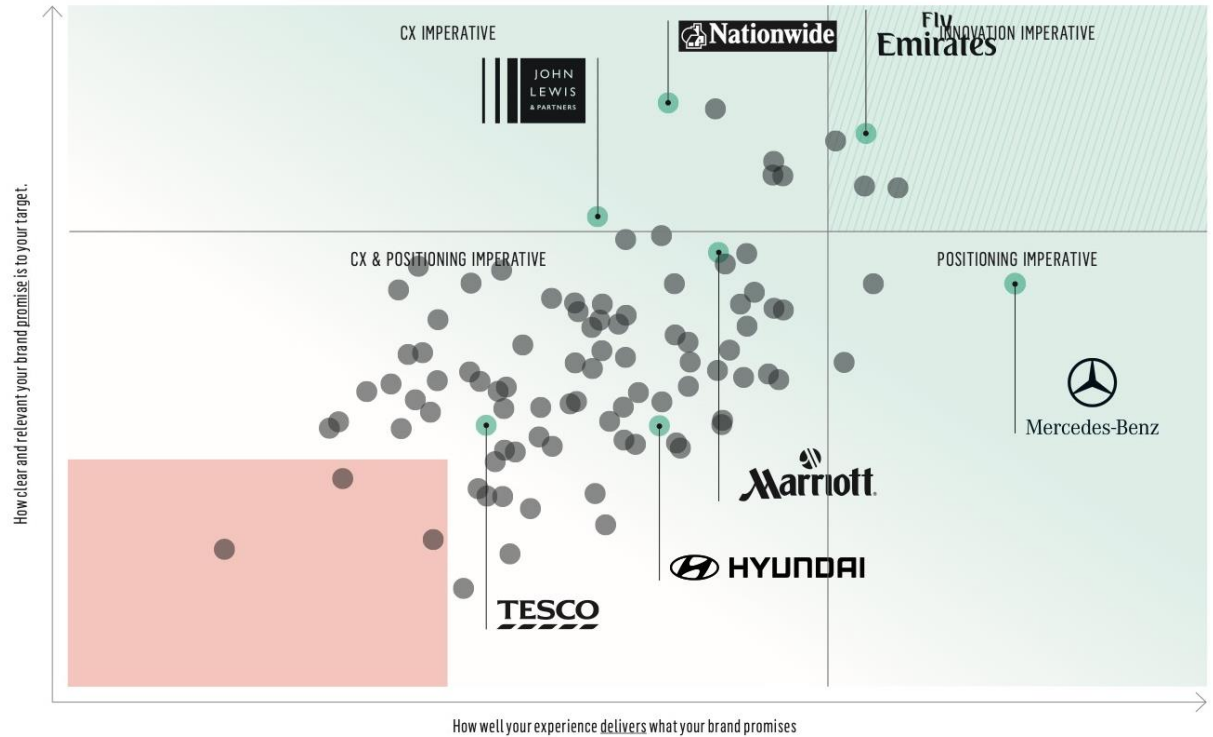


2020:
Closing the gap



So, where
to begin?

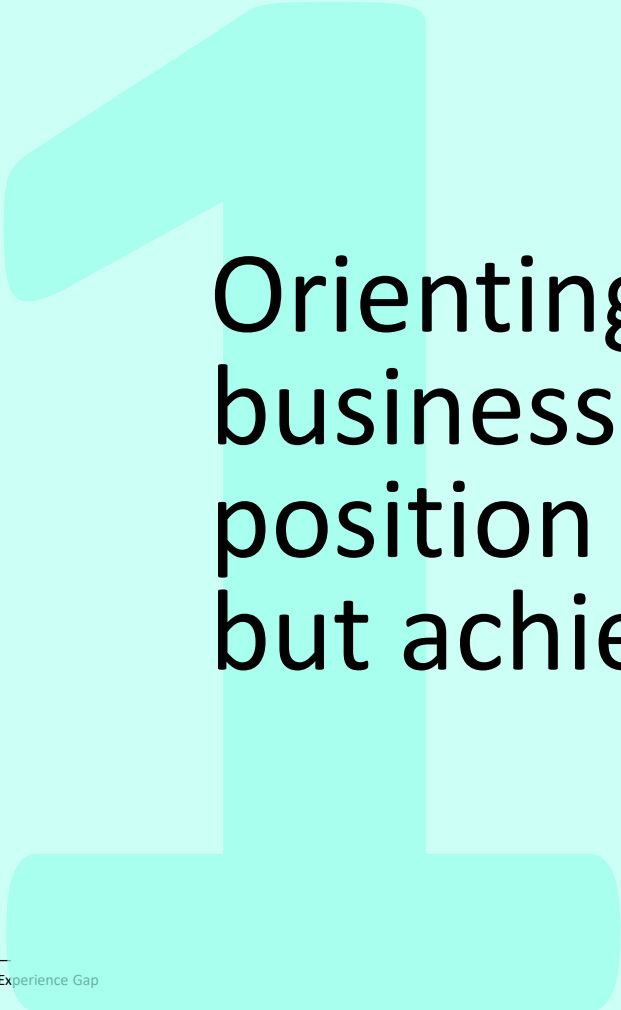
Understanding the Experience Gap



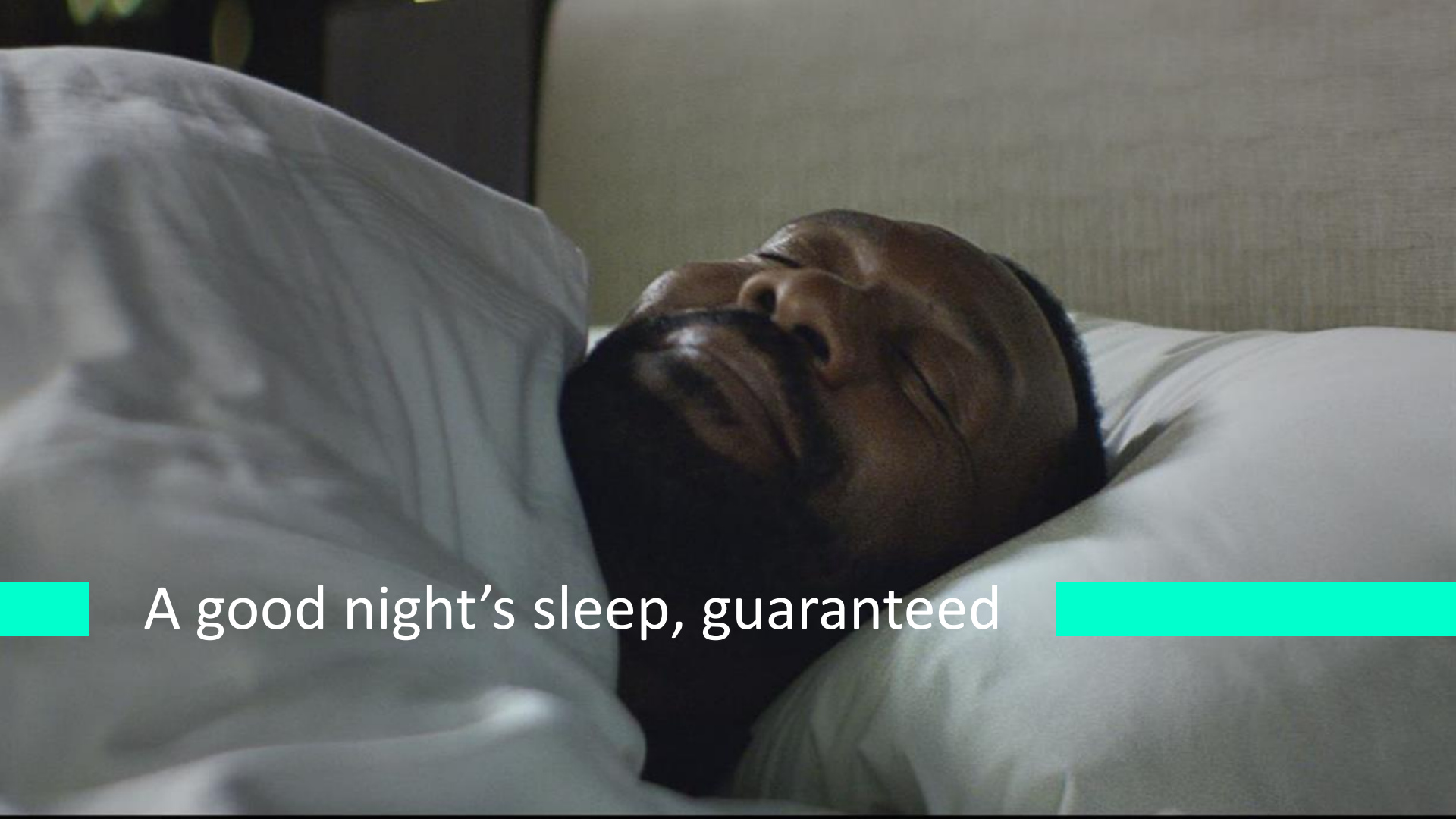


The best brands are **1** addressing the challenge using a combination of these seven strategies

- 1** Orienting your entire business around a market position that is ambitious but achievable
- 2** Identifying the aspects of experience which could really matter to your target customer
- 3** Investing in the experience touchpoints in which you can differentiate and excel
- 4** Creating a collaborative culture in which brand experience is everyone's responsibility
- 5** Developing an integrated and continuous tracking and optimisation framework
- 6** Making lifetime value, not just acquisition, your commercial yardstick
- 7** Embedding a relentless focus on experience innovation for complex journeys and uncertain outcomes

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**Orienting your entire
business around a market
position that is ambitious
but achievable**

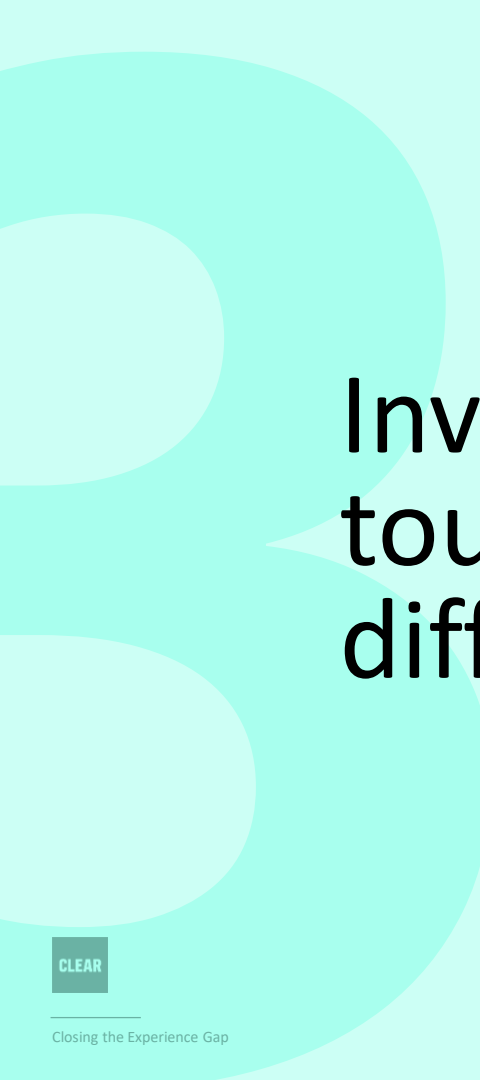


A good night's sleep, guaranteed

Identifying the aspects
of experience which could
really matter to your target
customer

“Not every customer is going to give us a survey – so we need to look elsewhere – behavioural data, sales and customer service data, finance and payments data – to build a richer picture of our customers’ needs and behaviours. We can even start to use new technologies to uncover insights from customer service conversations at scale”.

Stephen Mockford,
Former Head of Customer Experience, Western Europe,
Huawei



Investing in the experience touchpoints in which you can differentiate and excel

“ What’s the point of difference we’re trying to deliver to our customers and how can we do that really well?”.

Amy Pearson,
Former Marketing & Guest Services Director,
Disney Store

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Creating a collaborative culture
in which brand experience is
everyone's responsibility



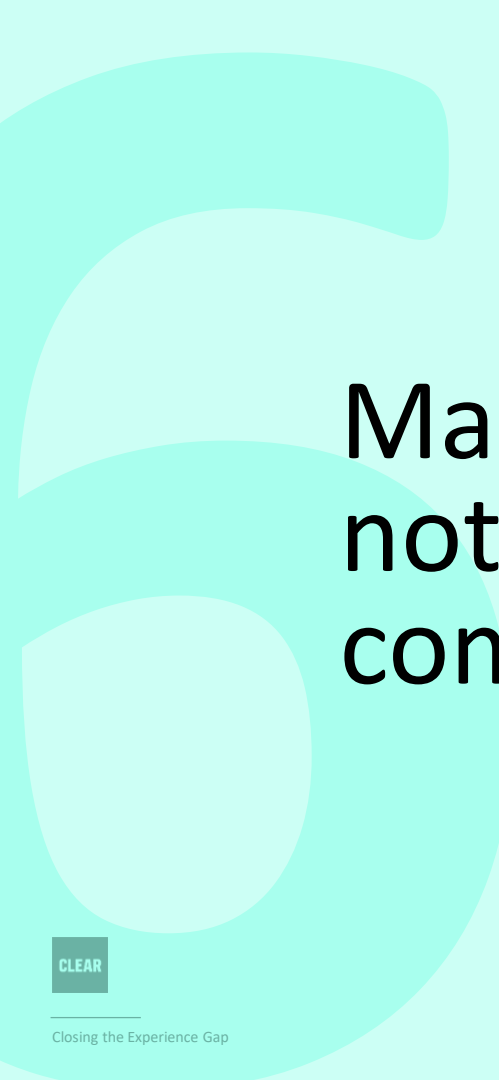
Japan Airlines

7D ▶

Developing an integrated and continuous tracking and optimisation framework



Peugeot Australia



Making lifetime value,
not just acquisition, your
commercial yardstick

“Talk about customer lifetime value - I'm a complete convert to Premier Inn. If I'm going to be somewhere, first thing I'd do is search 'what's the closest Premier Inn?'

They've balanced that financial management side of the brand experience very well whilst delivering on their vision. They've got the right balance of communications and brand experience and they've clearly worked out where to invest and what they could uniquely claim so that they can own a space. I think that they've done an amazing job.

And I'm certainly a prime example of someone who will even influence family members and friends to also choose Premier Inn”.

Emma Inston,
Global Head of Brand Marketing Communications at E.ON

Embedding a relentless focus
on experience innovation for
complex journeys and
uncertain outcomes

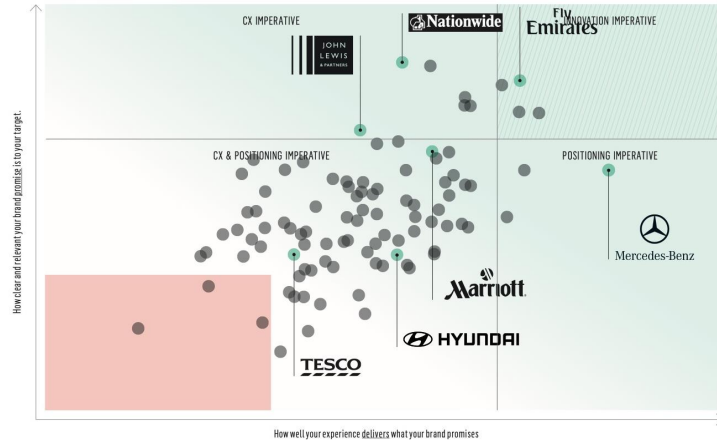
“You must be incremental and transformational in your experience innovation. Not either or”.

Jörg Dohmen
Head of Brand and Customer Institutes
BMW Group

Where should insight professionals focus to help close the gap?

Two insight frameworks for helping your brand close the gap

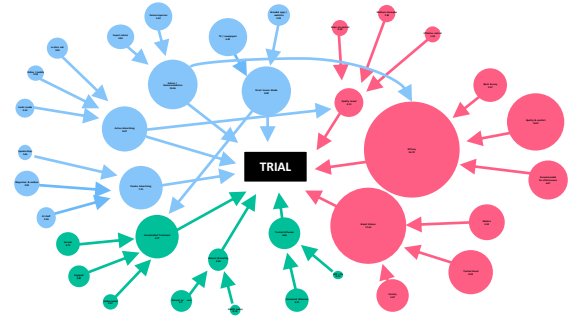
1. Diagnosing your Gap Imperative



Re-framing brand measurement to provide a common language for comms & CX

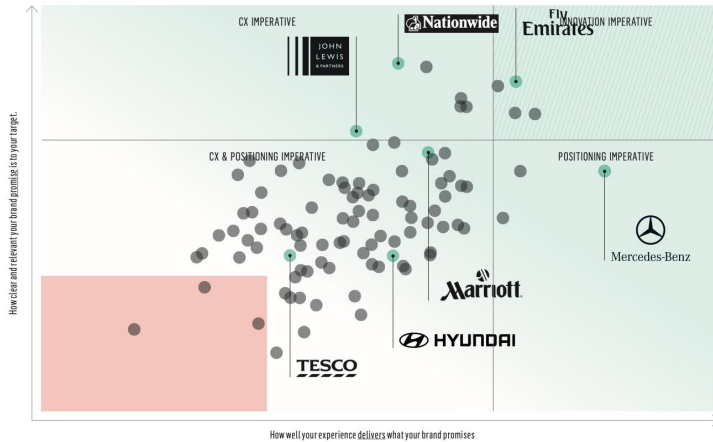


2. Prioritising where to focus to have the biggest impact



Integrating your understanding of the drivers of strategic objectives across Channel, Moment and Message

1. Diagnosing your Gap Imperative



Clear conduct brand audits that clearly identify the jobs to be done across comms and CX by separating out the underlying constructs that we're trying to measure.

Consider:

- Does your brand tracking tell you what's letting your brand perceptions down – your comms or your CX?
- Is your message still relevant to what consumers want?
- Is your CX team creating ownable brand advantage, or just maintaining tablestakes vs. the rest of the category?

2. Prioritising where to focus

Consider:

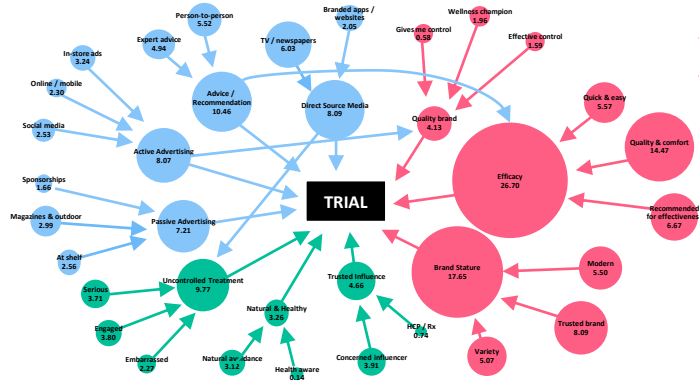
- Do you know how consumers in your category make decisions? What matters most to your strategic objectives?
- Do you know where your brand can build the greatest strategic advantage; the right Channel, the right Moment, or the right Message?
- Are you monitoring your customers for the key trigger states when intervention can have the biggest impact?

Channel

What are the most influential touchpoints for your brand to be at?

Message

What are the brand perceptions that matter most to consumers?



Moment
What consumer need states are most predisposed to action?

Clear use Bayesian statistics and Structural Equation Modelling to develop integrated models of the drivers of key strategic objectives across Channel, Moment and Message, giving clients clarity on how to have the biggest impact.

Clear will continue to iterate new methods and approaches around this challenge – if you'd like to get involved, let us know!



**BRANDS THAT
CLOSE THE
EXPERIENCE
GAP, WIN**

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