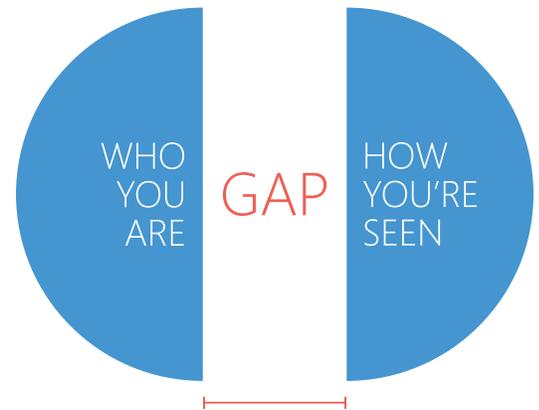


IMAGE IDENTITY GAP ANALYSIS

WHAT

To nurture and sustain a brand effectively, you must be constantly in touch with what your stakeholders (consumers, users, members) think about your brand and what you/your organization thinks of your brand. It helps to have some language to pull these constructs apart. Brand image is defined as the set of actual associations the consumer has with a brand; Brand identity is defined as the set of aspirational associations the organization would like to have of its brand. Perform a preliminary image identity gap analysis by capturing the brand associations from these two perspectives (internal + external).



HOW

step one

Choose a brand or an organization you want to study. You may do this analysis for your group brand, but it might also be useful to use this opportunity to do analysis on a competitor. We also recommend you finding a partner to do field work with—of course, complete your assignments separately.

step two

Dive in. Get out there. Go talk to a minimum of 5 'internal' individuals and 5 'external' individuals. Aim for a minimum of a 5 minute conversation with each. You will learn a lot from them and their perceptions and experiences with a brand. At some point, ask them: "What five words come to mind when you think of [name of brand]? Probe deeper and ask about any inconsistencies i.e. "You first said 'convenience', but then you grimaced when you said 'timing'. Why?"

step three

Summarize and visualize your learnings. Briefly address the topic, your process, and your findings. Come up with one recommendation for management that would help diminish the gap.



EXPERIENCE MAP

WHAT

Create a one-page experience map that captures the emotional state of a user through an essential interaction with your brand. That experience can be anything from buying and unboxing a new iPhone to calling AT&T customer service. Whatever the experience, it should be one that informs a user's lasting attitudes and opinions about your brand. Your map should highlight the best and worst parts of the experience and how those moments relate to the brand's intended personality. You should try to demonstrate the following:

highs & lows

Where does the brand succeed?
Where does it fail?
What causes those peaks and valleys?

inflection points

What are the critical moments where the brand could save the day?
How could the brand respond in a way that reinforces its personality?

HOW

Plot the most important touch-points within the experience—moments where people or materials representing the brand impact the user's emotional state (see Dana Cho's Scenography, Scene Template, and Experience Blueprint for several useful methods). The most successful experience maps will communicate creatively, demonstrate emotional insights, and clearly identify where transgressions against the brand attributes or personality could be prevented or repaired by solutions consistent with the brand.

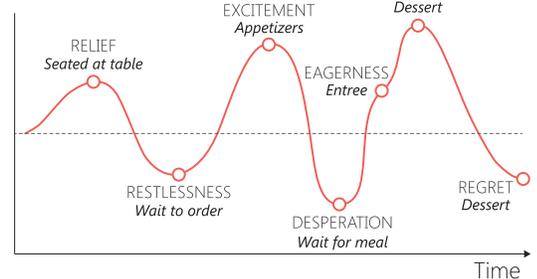
interview users

Try to unpack a user's emotional state throughout the experience and how that relates to the brand's intentions. Try to understand what they feel, what they care about, and what that implies.

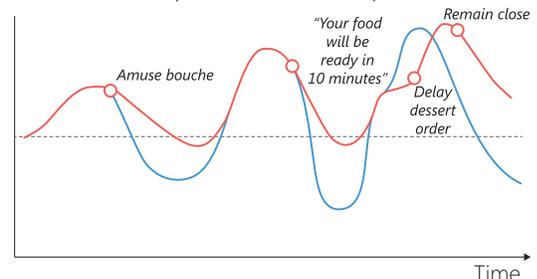
put us in their shoes

Using photos, artifacts, or vivid descriptions, communicate what your user went through.

FINE DINING



FINE DINING (INTERVENTIONS)



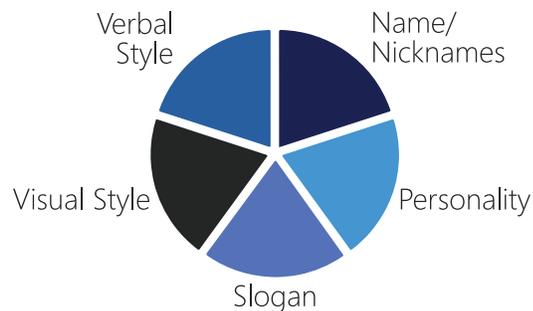
The rough examples above show how, in the first graph, a user's experience at a three-star restaurant moves between positive and negative emotional states. The second graph shows how possible interventions could improve the user's overall impression of the brand. Please take this graph as a jumping-off point, you could as easily produce a storyboard, treasure map, photo essay, or box photo to explain your user's experience. Be creative and have fun!



BRAND VOICE GUIDELINE

WHAT

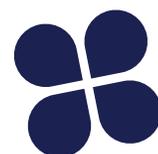
Few companies have a brand whose look, tone, and sensibility are consistent across its touch-points (e.g., its websites, customer interactions, packaging, advertising, etc.). This consistency is often missing because there is a limited attempt made to pinpoint and communicate the feel behind the brand's name, logo, slogan, personality and visual style. If such a document does exist, it often fails either because it's a phone book full of rules about what colors and fonts to use or because it's only delivered to a handful of people in marketing and PR. The perfect voice guideline is like a Facebook profile: in one page, it defines a brand's personality (logo, slogan, verbal/visual style) while communicating its ideals, dreams, and relationships. This is a document that helps communicate your culture (your brand), and not what you might send to a creative agency so that they can create consistent collateral (your branding).



HOW

Design a Brand Voice Guideline to embody the personality you think your brand should convey. Give a codified voice to the traits you've seen in your brand and fill in any significant gaps you've found in your brand's current tone or personality. Here are a few such factors that your guidelines might include:

name/nicknames	What is it called? How do its stakeholders refer to it?
personality	What human characteristics does the brand represent?
slogan	What is its catch phrase? What words should it be remembered by?
visual style	How does it look? If you could pick 2-3 magazines to represent the brand, which ones would you pick and why?
verbal style	What language and tone does your brand use? Does it use contractions or slang? What kind of jokes can it tell? Does it whisper or shout? Is it smiling or smirking or stifling a yawn?



SINGLE FOCUSED GOAL

WHAT

In order to create a compelling experience for your brand, you'll need to harness your creative energies around a single focused goal. You've spent the past few days immersing yourself in your brand and its customers —what are some pain points you might address? Inconsistencies you might resolve?

HOW

The Single Focused Goal will be both the impetus behind the social experience you build as well as the lens through which your impact will be measured. Use all the insights you've developed over the past few days and think about how you might create impact for your brand.

Some helpful questions to ask yourself while coming up with your goal:



what actions does it inspire?

A good goal lends itself to specific, concrete actions. Your team should know exactly what it needs to do to achieve your goal and not have to spend time parsing through fluff.

how does it affect real people?

The best goals takes human interactions into account. At the end of the day, your goal is more than just numbers and spreadsheets—your team should spend some time considering the qualitative impact of your goal and how this might be measured or recorded.

how will you measure it?

A well-designed goal is measurable, testable, and clear. Your team (and the teaching team) should know exactly what your goal means and what metrics you'll be using to determine how effective your social experience is at achieving your goal.

does the thought of achieving your goal make you happy?

You'll know your goal is awesome if the thought of achieving it makes your team happy and excited to be working towards it. It's tough to fake passion and the intense drive and motivation that comes from it, so choose a goal that your team will be proud to be working towards over the course of the quarter.

