Guide: Target Audience Desired Outcomes

This document contains:

Part 1: **Overview**

Part 2: **Uncovering Your Target Audiences' Desired Outcomes**

Part 3: **Prioritizing and Ranking Desired Outcomes and Determining the Point of Difference Opportunity**

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Guide: Target Audience Desired Outcomes

Part 1: **Overview**

The purpose of the Desired Outcome Methodology is to:

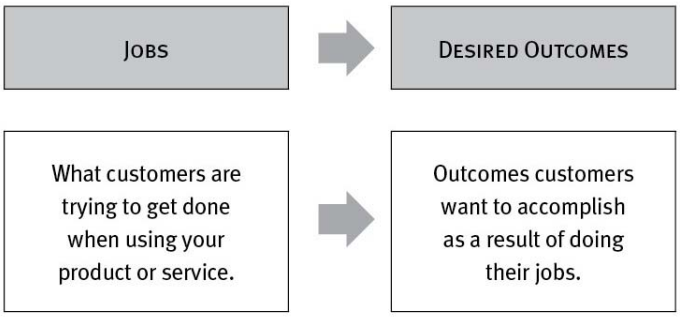
1. Identify and prioritize the most important customers that must be engaged and motivated in order to achieve your company's top business objectives and bring your brand strategy to life.
2. Uncover the desired outcomes for the most important customers.

Desired outcomes drive loyalty and new customer acquisition and are critically important in guiding the brand-building process and implementation. Your company's brand strategy must be built and delivered with desired outcomes in mind!

There are two components of the Desired Outcome Methodology: jobs and desired outcomes.

1. **Jobs:** what customers are trying to accomplish by using your product or service.
   - What do your customers want to do? What do they need to get done today that your product or service could help them accomplish? Knowing the jobs your customers are trying to get done will let you focus on the outcomes they want to achieve.
2. **Desired outcomes:** action-oriented statements defining what customers want to accomplish as a result of doing their jobs — a customer wish list for what they need and want in a relationship with your company, products, and services. Each job will have its own wish list.

DESIRED OUTCOME METHODOLOGY



When uncovering and documenting desired outcomes, keep in mind:

1. When asking customers about jobs and desired outcomes, keep asking *why* to uncover the deeper meaning behind their initial response. Asking *why* a few times will enable you to gather stronger, more achievable insights.
2. If you write desired outcomes using "measurable language" (words such as increase, decrease, minimize, etc.) you can more easily use the desired outcomes in benchmarking analysis and concept/strategy evaluation.

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Part 2: Uncovering Your Target Audience's Desired Outcomes

The following three exercises will provide you with the necessary insights to determine your company's primary target audiences. Have 2 to 4 leaders in your company complete the following exercises and then come together in a strategic planning session to review and discuss the results. The results you gather will provide you with the necessary input to begin drafting desired outcomes. Once drafted, you will begin to see patterns of benefits that indicate potential areas of focus for building a brand strategy.

Exercise 1: Documenting the Target Audience Universe

Here is some background information to review prior to starting the exercise. Your target audience will typically consist of at least **two or more** of the following:

1. **Segments that you target:** Large groups of consumers whose purchases you believe are most important for you to reach your growth objectives.
2. **Buyers who can hire and fire you:** Individuals who actually make the purchase decision regarding your offering.
3. **End-users of your offering:** These are the people who have a job to do and desired outcomes to achieve.
4. **Influencers who help you:** These people have some knowledge about your offering and/or knowledge about the jobs and desired outcomes of the end-users. They can help you to communicate the benefits of your offering.
5. **Gatekeepers who let you in:** These are the people who play a lesser role in the purchase decision, but can be an initial hurdle to gaining the attention of the influencers and buyers.

A few things to consider when defining the target audience universe:

1. Where does the majority of your revenue come from?
2. Which customers absorb the most resources?
3. Which customers are the most profitable?
4. Which segments are the best fit for your product or service?
5. Who are your primary customers today? Who should be your primary customers in the future?

Please note: This guide focuses solely on the customer desired outcomes. It is highly recommended that the same approach be used to develop a concise list of employee desired outcomes with respect to what they want in a relationship working for your company.

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Using the table below, list all the relevant groups or individuals that fit within each part of the target audience universe. Not all of these categories may be relevant to the work that you do, just focus on those that are.

Segments	Buyers	End-users	Influencers	Gatekeepers
1.	1.	1.	1.	1.
2.	2.	2.	2.	2.
3.	3.	3.	3.	3.
4.	4.	4.	4.	4.
5.	5.	5.	5.	5.

Come to consensus with other participating leaders on the top three most important groups that your company should focus on when building its brand strategy. These groups can include a mixture of more than one of the target universe components. It is important to narrow down the focus as much as possible so that the brand strategy created is as relevant as possible to the highest priority groups. Write the names of your top three most important target groups (the primary groups to focus on building desired outcomes for) in the boxes below.

Group 1	Group 2	Group 3

Exercise 2: Profiling Your Primary Target Audiences

Now you need to describe in more detail what you believe is important to the primary targets you identified above. Have your group of leaders answer the following questions **for each** primary audience group.

What are [INSERT GROUP]'s most pressing day-to-day needs as it relates to your products and/or services?

1.

2.

3.

What problems does your company and its products or services solve for [INSERT GROUP]?

1.

2.

3.

What makes [INSERT GROUP] really happy with respect to your company's products and services?

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1.

2.

3.

What makes [INSERT GROUP] unhappy (sad) with respect to your company's products and services?

1.

2.

3.

What is [INSERT GROUP]'s biggest long-term challenge that your product or service can help alleviate?

1.

2.

3.

Exercise 3: Building Target Audience Desired Outcomes

In this exercise, you and other leaders in your company will begin to build desired outcomes for the target groups you defined above. If you have collected employee and customer brand image assessment information, incorporate summary conclusions into this exercise.

Document themes:

What are the top 3 to 5 high-level reasons why your company's primary target audiences use your products and services?

1.

2.

3.

4.

5.

Uncover jobs:

For each of the following themes you identified above, list one or two jobs (or what the customer is trying to accomplish when using your company's product or service).

Theme 1:	**Theme 4:**
Job:	Job:
Job:	Job:
Theme 2:	**Theme 5:**
Job:	Job:
Job:	Job:
Theme 3:	
Job:	
Job:	

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Refer to Truth 3 of the *Achieve Brand Integrity* book (pages 53 through 60) for more definition on and examples of desired outcomes.

Determine desired outcomes:

For each of the jobs created, list as many desired outcomes as you can think of. Remember, desired outcomes are what target audiences are trying to accomplish as a result of completing a job (e.g., "Quicker access to a friendly voice when I call." "Increased confidence that I am getting great value for the money I spend with the company." "Increased revenue." Etc.).

Target audience group 1:	**Target audience group 3:**
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.
6.	6.
7.	7.
8.	8.
9.	9.
10.	10.
Target audience group 2:	
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

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Guide: Target Audience Desired Outcomes

Part 3: Prioritizing and Ranking Desired Outcomes and Determining the Point of Difference Opportunity

Ranking desired outcomes based on importance and satisfaction will provide you with the input needed for constructing your brand strategy. In addition to providing direction for building the Brand Lens, ranking target audiences' desired outcomes provides valuable information on potential ways your company can differentiate itself from the competition.

1. Have the **leaders in your company** take the desired outcomes that you developed in Part 2 of this document and rank them according to two perspectives:
   - How important the desired outcome is to the intended audience.
   - How satisfied the audience is with their current ability to achieve the desired outcome.

Use a ranking scale of 1 to 5 for each perspective.

Importance Ranking	Satisfaction Ranking
5 = Critically Important	5 = Extremely Satisfied
4 = Very Important	4 = Very Satisfied
3 = Important	3 = Satisfied
2 = Somewhat Important	2 = Somewhat Satisfied
1 = Of Little Importance	1 = Not Satisfied

2. The next step is to gain the customers' perspective so that you can understand your greatest opportunity for differentiation, as well as see how aligned your leaders are with what target audiences desire in a relationship with your company. Have **a cross-section of customers** rank the desired outcomes using the same scale as above.

Once all the data is collected, plotting the desired outcomes in the Point of Difference Opportunity Grid will provide a strategic way of thinking about the desired outcomes as they pertain to your ability to differentiate your brand.

The Employee View: Keep in mind that the same approach for prioritizing customer desired outcomes can and should be used to rank employee desired outcomes.

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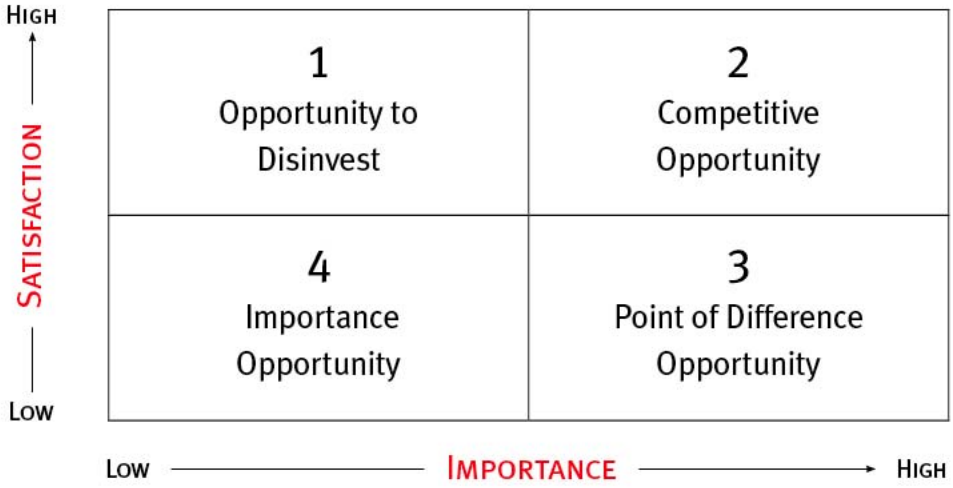

Point of Difference Opportunity Grid

The reason the point of difference is calculated as a function of importance is because in the brand-building arena where experiences can be developed to delight customers, those experiences can also change the level of importance of a particular offering. Leaders should focus on trying to uncover desired outcomes that are ranked as low importance but could become much more important through the delivery of the right experience. Below are descriptions of the four quadrants:

Quadrant 1 **Opportunity to Disinvest:** In this case, satisfaction is high and importance is low. Typically not a great place to invest your resources unless this is a cash cow and your company is a leading provider.	**Quadrant 2** **Competitive Opportunity:** With importance and satisfaction both scoring on the high end, you can expect lots of competition to be focusing on these desired outcomes. You probably need to compete here in order to be well-positioned in your market.
Quadrant 4 **Importance Opportunity:** This is the most overlooked quadrant which can have the biggest impact on solidifying your company's point of difference in the market. It is in this quadrant that you can home in on the desired outcomes that customers ranked as low importance and low satisfaction and find ways to increase the importance of them.	**Quadrant 3** **Point of Difference Opportunity:** This is the area that you've discovered is high in importance, but customers are not satisfied. Helping customers to achieve desired outcomes here could provide a sound competitive advantage and a real differentiator for your product or service.

On the following page is an example of ranked desired outcomes and a corresponding Point of Difference Opportunity Grid to use as a guide when creating your own.

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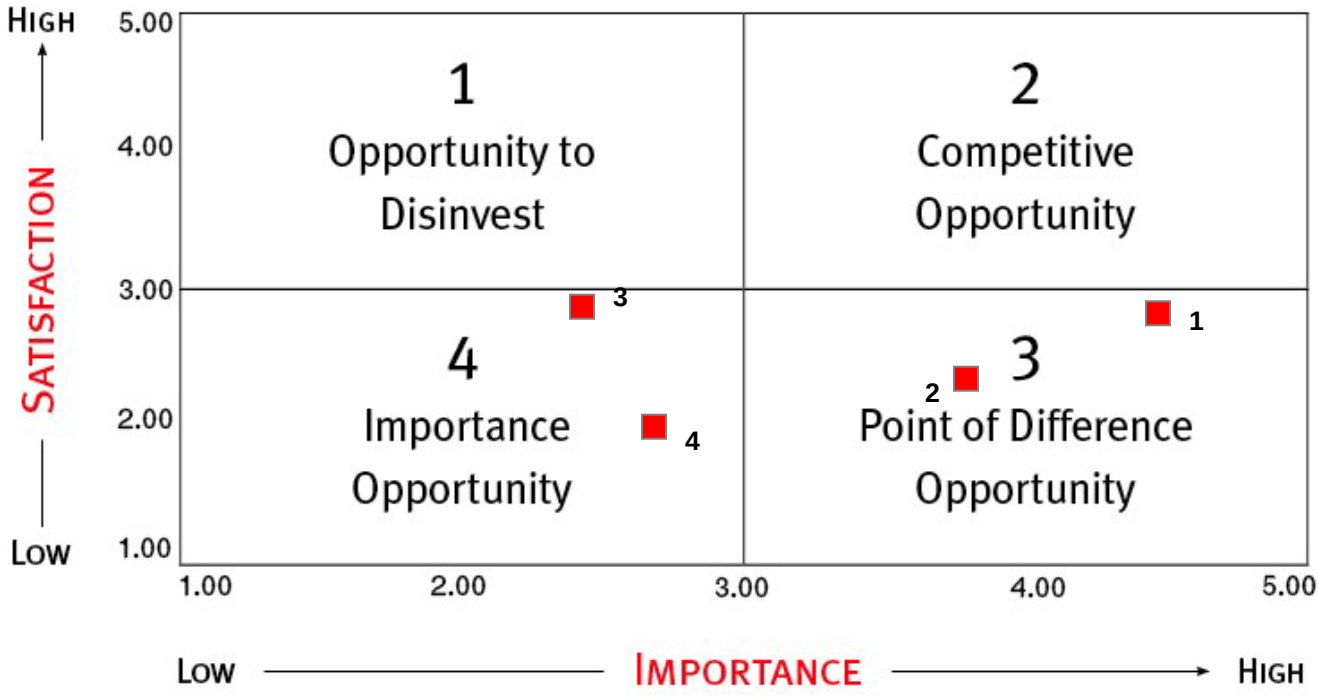
Example of a Desired Outcome Priority Ranking for Target Audience Group 1				
Target Audience	**Desired Outcome**	**Importance Ranking**	**Satisfaction Ranking**	**Point of Difference Score**
Group 1	1. Quick resolution of problems and/or concerns.	4.5	3.2	4.8
Group 1	2. Increased access to wide variety of products/services.	3.9	2.3	5.5
Group 1	3. Access to a welcoming and friendly environment.	2.3	3.2	1.3
Group 1	4. Increased opportunity to feel as if I am the only customer.	2.6	2.2	3.0



POINT OF DIFFERENCE OPPORTUNITY GRID

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