



Brand success

Creating customers
who recommend your brand,
powering your business to
the next level
5 Valuable Focus Points



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About the author and this e-book

Chris Burton has been creating and taking brands to the next level for over 20 years for a wide variety of businesses in both consumer and commercial sectors. Brands like Andrex, Toilet Duck, Glade, Upper Crust, Early Learning Centre and a variety of small business brands trading in professional services, consumer and commercial markets. Having had the privilege of running brands as businesses, he's strategically strong and commercially grounded in reality.



Chris founded and runs Brand Success Limited – a brand and business growth consultancy.

<http://www.brand-success.co.uk>

The company's sense of purpose is clear – To help owners and leaders achieve the true commercial potential of their brand and business. This is achieved by identifying powerful strategies and inspiring and enabling people to bring them to fruition across the business to create sustainable, profitable growth. Taking brands and businesses to the next level.

In this e-book, Chris explains the importance and role of customers who strongly recommend your brand and crucially, how to create them for your business. Simply put, these customers continually power your business to the next level of performance. The focus and content in this e-book is about delivering tangible, measurable and enduring value to the P&L and balance sheet of your business, now and for years to come.

Creating Brand Fans to power your brand and business to the next level – 5 focus points

This is all about how to create customers who strongly recommend your brand, in doing so, powering your business to the next level of performance.

Creating Brand Fans is distilled into 5 focus points. These are highlighted, their importance is briefly explained, followed by what needs to be done. You can apply these focus points directly to your brand and business today.

A little about Brand Fans

Think about what defines a fan and you'll probably immediately think about enthusiastic, passionate followers of sport, music, celebrities. But it's a term that is increasingly becoming associated with brands.

Brand Fans are the customers/clients who have been surprised or delighted by what a business/organisation has done for them, to the extent that they will actively recommend that brand to others. 'Brand Ambassadors' is one way of referring to such people, but the very use of the word fan brings alive the enthusiasm and commitment they have for a brand in a way that the more bland 'ambassador' could never hope to do. Forget customer satisfaction, we're talking customer delight.

If yours is a Business : Business operation, your Brand Fans will recommend your business to others within their business and colleagues in other businesses, on the basis that they could benefit from what your brand does. Likewise, if yours is a Business : Consumer operation, Brand Fans will happily recommend your brand to friends and family.

Why? Because they love what you do and how you do it. The relationship is valuable. More valuable than with the alternatives available. They see benefits to your brand that go beyond the normality of your competitors. They want colleagues/friends to benefit also and so they are happy to spread the 'love'. And it doesn't stop at the product or service your brand represents. Just as importantly, it's about the experience of engaging with your brand – it's what elevates reliable but staid customer service into a far more exciting and memorable brand experience.

So why is this important for your business?

For a number of valuable reasons. Creating customers or clients who become Brand Fans and you will have created your most valuable audiences.

- Brand Fans will be the most receptive to what you do and the least price sensitive. They become your most profitable customers.
- Customer loyalty and lifetime value. Brand Fans take loyalty to another higher level – commitment. Brand Fans are committed to your brand. Their commitment translates into the greatest lifetime value of all your customers.
- Brand Fans create significant, tangible and measurable value to your business. See some powerful examples of this in the section below.

All of which means that Brand Fans should be constantly nurtured. Keeping them engaged and committed to your brand should be a key priority for your business.

Creating Brand Fans is a valuable and fascinating process. At Brand Success, we're in the business of helping businesses to create Brand Fans on a daily basis. What we are sharing with you in this

document is drawn from our significant experience and expertise in achieving this, but before we do, here are a few questions you might like to consider:

- What proportion of your customers and your people are Brand Fans?
- Why are they fans of your brand?
- What's stopping your brand creating more fans?

The tangible commercial value delivered by creating Brand Fans

Creating Brand Fans can happen at many levels – principally within and outside your business. It's not solely about creating customers who strongly recommend your brand, increasingly, it's also about creating brand fans throughout your business. Yes, your people in the broadest sense – employees, contractors, suppliers – anyone creating and delivering value to your brand's proposition.

Richard Branson proudly states – the most important people in any Virgin business are the Virgin people, ahead of the Virgin customers. Why? Without the Virgin people creating memorable customer experiences through products and services that set new standards, the customers wouldn't be drawn to the brand and continually engage with it and spend their money.

Don't think that this Brand Fans topic is all fluffy and intangible. It's totally about delivering tangible, measurable and enduring value to your business's P&L and balance sheet now and for years to come, including increasing the value multiplier upon the sale of your business, should that become a desired outcome. Some examples:

- Businesses successful in creating Brand Fans typically [on average] grow 2.5 times faster than the competitive set that don't create them. ¹
- Brand Fans typically create 8 times their own lifetime value to a business through recommending the brand to other prospects, who then become high value customers. ²
- Brand Affinity amongst employees – pride to be associated and involved with the brand - is the second strongest talent attraction, retention and engagement factor [second only to Career and personal development opportunities within a business]. Every 5% increase in employee engagement typically delivers +3% increase in sales. So a +15% increase in engagement typically delivers nearly +10% increase in sales. ³ That's worth having and demonstrates the value that internal Brand Fans create.
- B2B brands that successfully create strong brand connections, create customers who are; ⁴
 - 5x more likely to consider buying your brand
 - 13x more likely to purchase your brand
 - 30x more likely to pay a premium for your brand






The duality of creating Brand Fans

The most obvious focus for Brand Fan creation is associated with the brand connecting strongly with people outside of your business.

¹ Source: Boston Consulting Group research 2010 ² Source: Boston Consulting Group research 2015

³ Source: AON Hewitt employee engagement research 2013-2015 ⁴ Source: Google Business to Business brand research 2014

Creating customers and audiences who become Brand Fans through these focus points

-  1 Your most valuable customers
-  2 Value for experience
-  3 Surprise and delight
-  4 'More' and 'New'
-  5 Measure and manage



Brand Fans queuing for the latest iPhone release



The next edition of this document will include a section on how to create Brand Fans within your business.

Creating customers as Brand Fans



Your most valuable customers/audiences

Key points:

One of the most important secrets to creating sustainable, profitable growth for your brand and business is to focus resources on delighting the groups of customers who are most valuable. Brands become powerful drivers of growth when they are focused on appealing to and delighting specific groups of people. So, the essential foundation for this to happen is to identify and deeply understand who these people should be. Success with brand, is all about focus.

These customers/audiences are groups of people. Each group is defined by people with similar needs, attitudes to and behaviours towards what your brand is and does. They are different to the needs, attitudes and behaviours of people other groups. There might be some similarities but what defines each group are the differences.

Before these groups can be defined as the 'most valuable' groups to focus on, there's an important pre-requisite. Within the context of 'most valuable customers', the criteria that defines 'most valuable' for your brand needs to be identified. The first step in understanding who your most valuable customers are is to define what makes them valuable to your business. This might seem a strange thing to raise, because isn't it obvious what makes them valuable to your business?

In a recent working session with a client, we identified 12 criteria that would make their customers more valuable than others and 3 criteria that would make them the most valuable customers.

This matters hugely, because the way you define 'valuable' will point you in the direction of the customers who create a specific type of value to your business and not the other customers. These customers will become the main focus of your business and not the others. That's why it matters.

Once you have defined, or maybe redefined the criteria that make your most valuable customers 'valuable', then you can begin to more deeply understand them. This will enable your business to develop more valuable propositions for them and as a result of strongly connecting with them, accelerate the profitable growth of your brand.

So, here are some of the criteria that could define 'valuable' for your business.

- Transaction value
- Purchase frequency
- Lifetime value
- Profitability
- Ease of access – How straightforward and commercially viable it is to access them.
- Loyalty / repeat purchase intention / commitment
- Willingness to recommend your brand

There are many more criteria and some might be unique to your business and commercial model.

So what are the 'valuable' criteria for your brand that will enable you to identify the 2-3 groups of customers who are the most valuable?

Once the criteria have been identified, it's time to start identifying these people; their attitudes, needs, behaviours and problem/issue/opportunities for your brand to address and become the best solution.

In fact, these elements are likely to be more useful ways to bring alive each segment and define them, rather than rely on the 'traditional' and the uninspiring demographic identifiers – age – sex-social classification. Why?

Because, the job of your brand is to connect strongly to these people, emotionally, you might as well start by identifying their attitudes and behaviours to life and towards the appropriate contexts in which your brand trades with them – usually (but not exclusively) your marketplace.

Here are the elements that need to be defined as a minimum, for you to effectively identify and understand each customer segment. Delighting the 2 or 3 most valuable customer segments is where the focus of your brand/business needs to be.

The identifiers

Knowing your customer segments and what defines them isn't enough. You need to know how to identify them too, so that they can be reached.

1. Who are the decision makers typically? In a business: business context what are the role types who are the decision makers? In a consumer context, where are they in their life – just left school? About to retire?

2. Basic identifiers

Examples - Commercial customers/clients: Business /organisation type, stage of development and/or other indicators which characterise the businesses as belonging to this group.

Examples – Consumer customers/clients: age range, sex, social classification – life stage - with/without children etc.

3. Their attitudes to life in general, not the market your brand trades in. These attitudes influence the role your brand can play for them and can provide an all-important context for their decision making.

And beyond these identifiers...

4. Their needs in relation to what your brand does for them

It's a combination of functional and emotional needs which inform the focus of your value proposition – your brand's solutions to their problem / opportunity

Focus on the unmet need or reality that they need to 'fix' most, where your brand has the credibility and becomes the best solution.

5. Their attitudes and behaviours towards solving their unmet needs

Attitudes influence behaviour. Being aware of their attitudes to the type of solutions that your brand and its competitors offer, is key in understanding their consideration and buying behaviours. Knowledge of attitudes and behaviours will enable the definition of powerful and

profitable product and service solutions. Link these to your brand's credibility – what it's known for and / or does best and you're setting your brand up for success.

6. Information and influencers

To enable you to reach and connect your brand to these valuable customer groups, you'll need to find out how and where the people in each segment search for and gather information to help inform their decisions about what to buy. You'll also need to know what and who influence them in the opinion forming and decision making process.

These 6 elements represent what you need to know as a minimum, to define and then understand the 2-3 groups / segments of most valuable customers

Before commissioning consumer/customer research, identify and leverage the knowledge held by people within the business. This will provide a useful context to inform any research brief and project, making it a more valuable exercise.

Why this focus point is important

In this context, Brand Fans are customers/audiences, who strongly connect with your brand, as a result of direct experience with it. They are the most valuable customers/audiences your brand has – the least price-sensitive, the highest lifetime value, creating streams of new profitable revenue from new customers attracted to the brand by their recommendation.

For a brand to consistently and continually appeal to and delight customers, their needs, attitudes, behaviours and trigger points [when they stop considering a purchase and actually buy your brand] need to be known. If they are not, how can a brand's proposition ever be crafted to be the best solution for them? Luck and hope are not profitable strategies.

The role of any brand is to connect a business to the right customers. The way the brand and its proposition are crafted give right-of-passage, access to these people.

What needs to be done

Within the context of 'most valuable customers', identify the criteria that defines 'most valuable' for your brand.

Identify and deeply understand each group of customers and audiences who will be most valuable to your brand and business.

Aim to be focused on appealing to and delighting no more than a core audience [the most valuable] and a couple of supporting audiences.

★ 2 Value for experience

Key points:

'Blands' are brands that try to please everyone and as such, are indistinct or bland in what they stand for; who they appeal to and what they offer. They have to shout about value for money to attempt to stand out from the crowd and typically deliver that value through the latest promotion offer or discount. Unfortunately, the crowd do the same, so this means that 'Blands' are not as profitable as they could be if they were more distinct and focused on delighting specific groups of people.

Enduring brands are something entirely different. They are powerful creators of sustainable, profitable growth. There is no need to rely on margin-diluting promotions or price reduction discounts, as they strongly appeal and connect to their Brand Fans. These brands have moved on from providing value for money and instead deliver something much more valuable – value for experience.

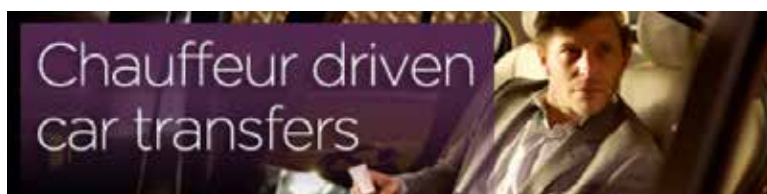
No matter what business you trade, your brand should be set up and geared to delivering experiences that are highly valued by the customer/audience groups on which your brand seeks to delight. Make the jump from thinking about providing value for money to providing valuable experiences.

Valuable experiences are worth more to your target customer/audience groups. Why? Because they have been created to address their specific sets of needs/issues/problems/opportunities with solutions that are the best for them and clearly better than the alternatives available from the competitor brands. Successful brands deliver superior levels of value for experience.

Let's briefly consider a few examples of value for experience in action.

Context: **Business class air travel**

Virgin Upper service – Collects business travellers from departure destination [eg. Home/office etc] to transfer to airport. Competitors do not. Travellers in Upper choose whatever they want from the menu whenever they want it – Freedom. Competitors do not. There are other elements to the whole travelling experience that are delivered in ways which are simply more valuable to those travellers. Allowing them to do whatever they need to do during the trip.



Context: Vacuum cleaners

Dyson vacuum cleaners – Designed...

1. with superior suction – stronger and more consistent.
2. specifically to be easier to use wherever it's required – stairs, tight spaces, tight turns.
3. so you can see and dispose of the dirt easily and quickly. Notice that this is as much about the user experience as it is about the end result. Dyson took £ market leadership within 18 months and went on to leave the incumbent brands behind with his new-to-market product technology. How? By commanding huge price premiums. Clearly, the target customers were prepared to pay the price for a superior value for experience.



Context: Professional services advising architects and construction companies

Professional advice was provided not only so that each building project was designed in ways that meant it passed the sustainability regulations [this was the generic offer in the market] but that the advice enabled each project to meet or exceed its specific objectives too. That's infinitely more valuable to the architects and construction companies experiencing that brand's proposition and its impact on their business.

Context: High end café

Panopolis offers high end quality ingredients in all that it provides – coffee and food. Customer research revealed that the brand offered the most expensive drinks and food available within the competitive set but was also rated the best value for money [as measured in the research]. How? By delivering the best value for experience - thanks to its staff who are great engagers, the café environment and of course, its drinks and food.



The brands in all these examples have successfully recruited large numbers of Brand Fans, eager to continue engaging with it and looking for new and additional ways to do so.

Why this focus point is important

Superior value for experience typically delivers superior profitability. Why?

The experience should be able to command significant price premiums.

Brands that deliver great value for experience typically become more 'sticky', as their Brand Fans are committed to the experience they offer and less frequently attracted away by competitive brands offering lower value for experience.

Creating compelling experiences allows brands to differentiate their proposition in powerful ways and set new standards. This leaves the competition struggling to catch up.

Compelling brand experiences are typically more talked about and become easy to recommend to others

Applying any one of these points can help to take your brand and business to the next level.

What needs to be done

Consider the set of experiences that your brand offers to each of the target customer/ audience groups.

What relative level of value for experience is your brand offering and delivering versus the competition?

How can the set of experiences be enhanced to become more valuable to specific audiences, enabling significant price premiums to be commanded and sustained?

Developing new experiences or enhancing existing experiences can involve all the elements of how your brand delivers valuable solutions – products, services, people, environments, channels to market etc. Brand standards should be set to ensure the outcomes of the experience can be as powerfully and consistently as intended.

Ensure the processes and systems are in place to ensure the experience is delivered consistently and your people understand the changes, the rationale for it and the role they play in delivering it. Re-orientation training and coaching are highly likely to be appropriate to enable your people to deliver greater value for experience.

Measure the ability of the enhanced experience to create Brand Fans. See the Measure and Manage section later in this document.

3 Surprise and delight

Key points:

International research into how Brand Fans are created, concluded that 'surprise' and 'delight' were the single most powerful factors.

What does this mean? Simply put – exceeding customer expectations to the level that is both surprising and delighting for them. Because whatever the brand has done stands out and they have been surprised, it's no surprise that they talk about it to others and often, others talk about to others too. If it's exceptional.

Creating Brand Fans by delivering surprise and delight should be considered as investment in creating streams of profitable revenue, not as a cost.

Why this focus point is important

Creating customer experiences for your brand that surprise and delight the most valuable customer/audience groups, is likely to be the most effective way to create Brand Fans. So, it should become the focus when enhancing or creating new customer experiences for your brand.

Creating surprise and delight can reverse a negative customer sentiment into a strongly positive sentiment. It's a powerful 'tool' to win back and create Brand Fans.

Creating surprise and delight is not limited to negative situations involving some type of compensation for a bad customer experience, it should be embedded within the proposition experienced every time by your most valuable customer/audience groups.

What needs to be done

Identify and deeply understand each group of customers and audiences who will be most valuable to your brand and business. – Cover in the first section – 'Most Valuable Customers'

Use this insight and knowledge to create new ways to enhance the experience your brand delivers for each group, ensuring the outcome is more profitable, [unless your strategy is about a lower percentage margin market/sector entry which will produce significant £ profit growth].

When enhancing or developing new customer experiences as valuable propositions for your most valuable customers/audiences, ensure that the operating standards are in place to allow customer expectations to be exceeded every time. If they are not, then your brand is not set up to create Brand Fans throughout their journey, whether that's just one or many interactions and transactions before the product / service is fully purchased.

Measure and manage the experience all customers have with your brand. – See 'Measure and Manage' section later. This ensures that you not only understand when surprise and delight has been created but also what created it. Or if the opposite is true – a terrible customer experience can then be managed, if identified soon enough, by delivering surprise and delight to [re]create a Brand Fan.



4 'More' and 'New'

Key points:

Brand Fans highly value what your brand does for them. The brand has earned their interest and commitment. It's likely that your brand represents their best solution.

One that's just right for them from a brand that thinks like them. So why would they want to consider anything else?

If the competition / alternative solutions to their issue/problem/opportunity catch up or overtake your brand by producing something with a higher valuable value for experience, then their commitment will be challenged.

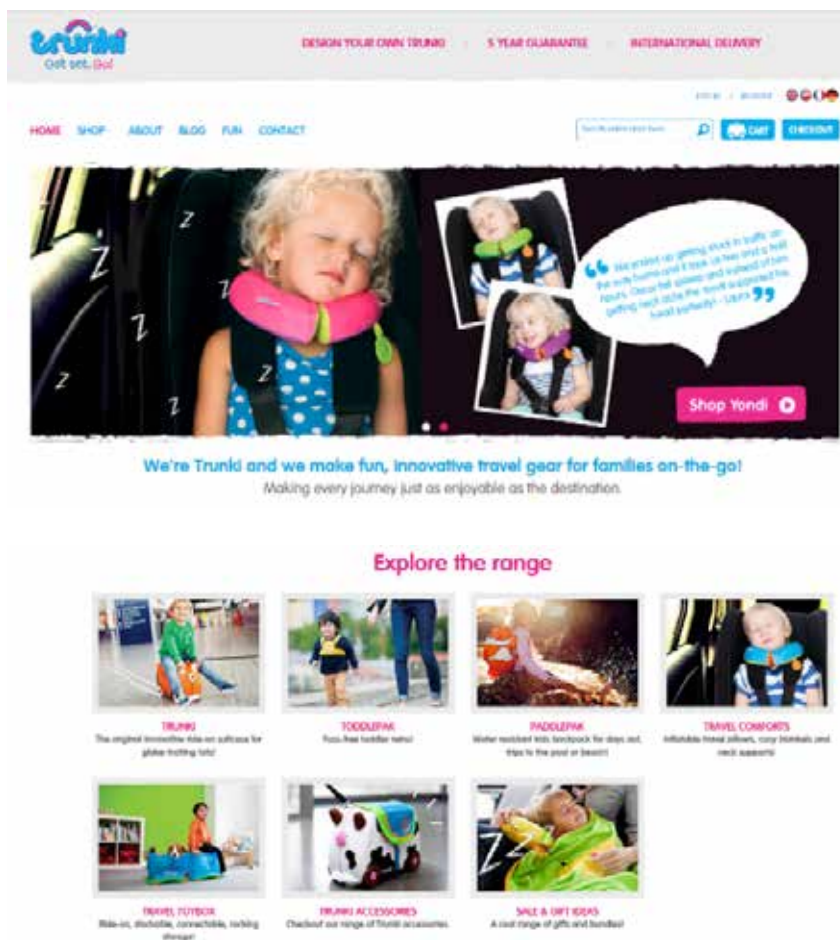
It's imperative to invest in newness and innovation to retain the 'best solution' status.

'More' – Simply ensuring that Brand Fans are aware of and told about the breadth of what your brand already offers, can go a long way to feeding their appetite for your brand.

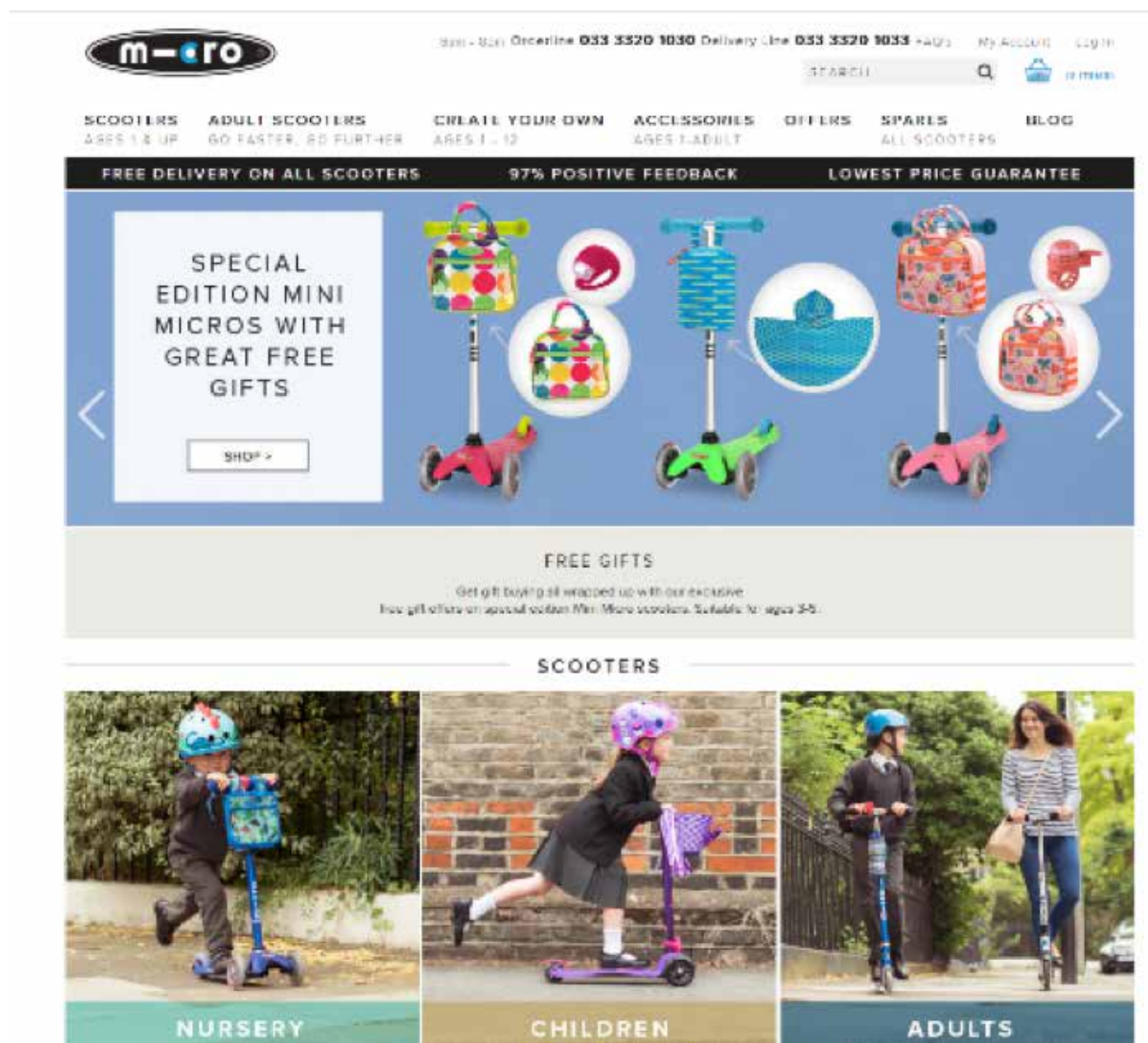
'New' - What Brand Fans respond to most passionately about is real innovation. You can easily see brands that are focused on feeding their Brand Fans appetite for new, the websites and marketing communications are all about what's new and the breadth of brand experiences available.

A couple of useful example of doing 'More' and 'New' really well

Trunki < <https://www.trunki.com/> >



Micro Scooters < <http://www.micro-scooters.co.uk> >



Both brands have traded and grown phenomenally well.

These brands are totally focused on creating memorable customer experiences for both parent and child – experiences they, and others talk about. As a result, both brands are growing impressively at the highest price segments of the market. They are 'reassuringly expensive' delivering high value for experience.

Email marketing features a consistent focus on fun experiences, range and newness

Why this focus point is important

Feeding the appetite of the Brand Fans for your brand goes one significant step towards maximising the commercial potential for your brand and business. Brand Fans are the most receptive audiences to additional products/services and innovation marketed by your brand. Your brand has earned their interest and commitment. It's like pushing on an open door compared to pushing water up hill.

More opportunities to engage with your brand provide more opportunities for Brand Fans to further talk about and recommend your brand. This is a brand momentum-builder.

What needs to be done

Review innovation strategy in the light of a deeper understanding of the needs, attitudes and behaviours of the most valuable customer/audience groups as well as the competitive and technical landscapes.

Review marketing strategy and plans relative to feeding the Brand Fans, so they are aware of the range of different products/services offered.

Make sure Brand Fans know about any brand innovation first. They'll help you launch it through recommendation and talking about it.



5 Measure and manage

Key points:

If the focus and goal is to create increasing numbers of Brand Fans to take your business to the next level, then measuring the ability of your brand to create them is something which now becomes critically important. The more Brand Fans your brand creates, the faster it will profitably grow.

So, what to measure?

The customer experience. The set of experiences that your brand provides, will determine its ability to create Brand Fans. Irrespective of what they are and how they might change with different interactions with your brand – some might be more product oriented, some more service oriented – the set of experiences needs to be measured. Why? So that they can be managed into increasingly higher levels of performance.

Measurement of the customer experiences created, needs to be set up as a default, not the exception. The goal is to measure every customer's experience at key points along the journey of interactions that they have with your brand. So, measurement needs to be effectively resourced, systemised and recognised as a valuable activity throughout the entire business/organisation.

Why this focus point is important

Measuring the actual performance of the customers' experiences with the brand provides an on-going understanding of the brand's ability to create Brand Fans. This largely determines the speed at which your business will grow.

Acting upon this performance information enables the creation of Brand Fans to be managed

appropriately. Resources can be focused on fixing issues preventing Brand Fan creation. Customers who have had a negative experience at whatever point in their journey in interacting with and buying the brand, can be contacted, surprised and delighted and converted into Brand Fan status.

Business will be lost and damage done to the brand's reputation if customers who have had poor experiences are not managed out of their negative perceptions of the brand.

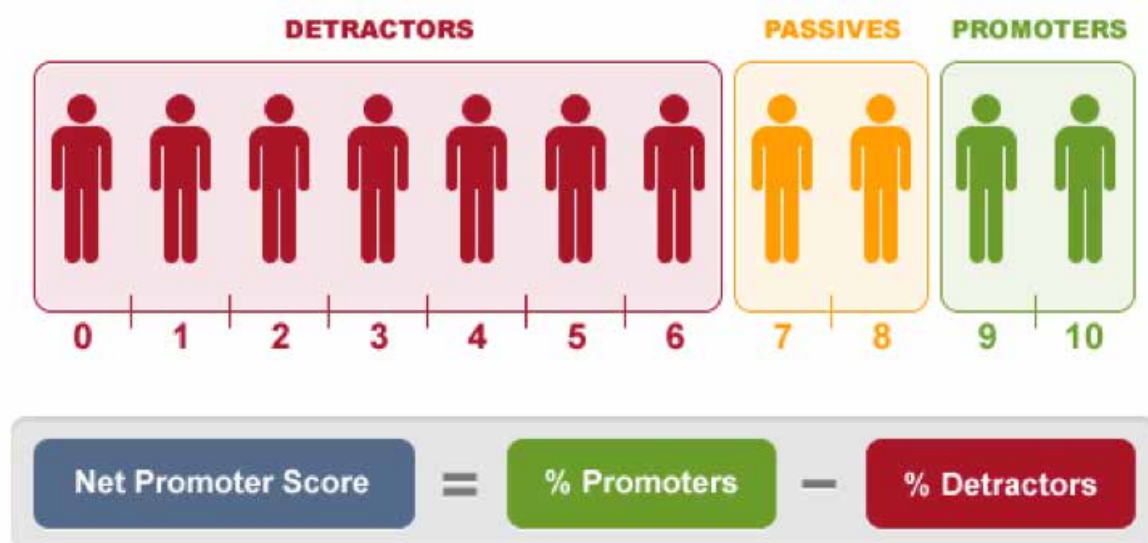
I'm sure that you appreciate that it's not just about acting upon and managing the negative situations. It's important that everyone recognises what's creating Brand Fans too. These drivers should be communicated throughout the business, recognised and rewarded.

What needs to be done

Measurement - Stay focused on asking only the critical questions to determine the strength of ability for your brand to create Brand Fans. In its most basic form, there are two questions to be asked.

Question 1 - Based upon your most recent experience with [your brand], how willing would you be to recommend [your brand] to a friend / colleague?

Typically, a 0-10 scale for responses is used – see graphic below. For more on this method visit <https://www.netpromoter.com/about-net-promoter/>



Question 2. - Please tell us why you chose this rating score? This is most valuable when the respondent is left to describe the reason, rather than choosing a pre-set response option from a list.

Work with a specialist in customer experience measurement to define the measurement process and systems.

Identify the most valuable points along the set of customer experiences that need to be measured. These key points will likely be after any significant interactions, to check the level of willingness to recommend the brand to others. Too many points and customers are likely to become tired of receiving response requests and may become irritated and not respond.

Ensure that the method for customers to receive response requests is sufficiently intrusive and at the same time simple and quick to provide responses.

Consider having the Brand Fan measure – The Net Promotion Score in the visual example above – embedded into the performance measurement and management process and reporting for your business. Many successful businesses of all sizes, have the Brand Fan score as the measure of how well the brand is performing and a key indicator of current and future business performance.

Re-assess or set up a customer issue response process to manage brand reputation and the lifetime value of the customer. The challenge here is to have processes and systems in place to create Brand Fans from negative situations. Consider what needs to happen within 24 hours of identifying an issue that has negatively impacted the customer experience and then within 48 hours. What needs to happen and how will it be managed and reported?

Everyone working on the brand needs to be aligned to this and enabled and empowered to create Brand Fans. Super-successful businesses do this spectacularly well.

In conclusion and Next Steps

I hope that you have found the explanation of these 5 focus points thought-provoking and useful, when relating them to your brand and business.



Your most valuable customers



Value for experience



Surprise and Delight



'More' and 'New'



Measure and Manage

I'm sure that you'll now clearly understand how they are the key enablers for your business to create an ever increasing number of Brand Fans, taking your brand and business to the next level.

What to do now?

The real power of taking this approach to create Brand Fans is in its holistic approach and impact right across your business. It's not found nor realised by choosing to work on just one of the five focus point topics featured in this e-book.

So, if you are serious about taking your business to the next level – it's likely that assessing where your brand and customer experience is now, will be most useful and a great starting point when considering what needs to be done.

With this in mind, why not contact me to schedule a brand assessment discussion.

See contact details below. You'll be taking another step closer to taking your brand and business to the next level.

For more on taking your business to the next level with your brand.

See my blog at

<http://www.brand-success.co.uk/category/latestthinking/>

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Thanks for reading this e-book. I hope it's useful for you.

Here's to your success!

Best regards



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