

– More on Needs Assessment –

In addition to assessing unmet needs with respect to each attribute (See Example 1), further analysis occurs within the context of attribute importance -- either stated importance (“want” ratings), derived importance (strength of association with overall brand perception), or both. (See Example 2) (For more on **Key Driver Analysis (derived and stated importance)**, visit “Areas of Expertise” in our website.)

When analyzing deficiency scores in conjunction with importance, attributes are classified into categories to reduce the large number of variables into a shorter list of issues that are most in need of attention. Typically, a **Strategic Opportunity Map** is prepared to achieve this goal. In this map, attributes are classified into one of the following categories (See Example 3):

- **Critical Issues** – Ranking higher in perceived deficiency as well as higher in importance, these are issues that should be a priority for enhancement efforts, because improvement in perceptions on these attributes would have the greatest impact on improving overall perception of the brand.
- **Secondary Issues** – Also relatively high in perceived deficiency but having less impact on overall brand perception, these are also attributes on which the brand is perceived to be more strongly lacking, but these take a backseat to *Critical Issues*.
- **Relative Strengths** – These attributes have a relatively strong influence on overall brand perception, and the brand is perceived to be less deficient on these. These strengths should, at a minimum, be maintained and can be leveraged in marketing communications.
- **Lesser Strengths** – The brand is believed to be less deficient on these attributes, but they do not as strongly drive overall brand perception. Generally, it is important to maintain current levels of delivery, as these could become problem areas if expectations are no longer being met.

By also performing gap analysis on key competitors, perspective for general market performance on these attributes is obtained. This helps reveal competitive advantages and potential threats for your brand versus its key competitors, and identifies areas where there are opportunities not currently being realized in the market. (See Example 4)

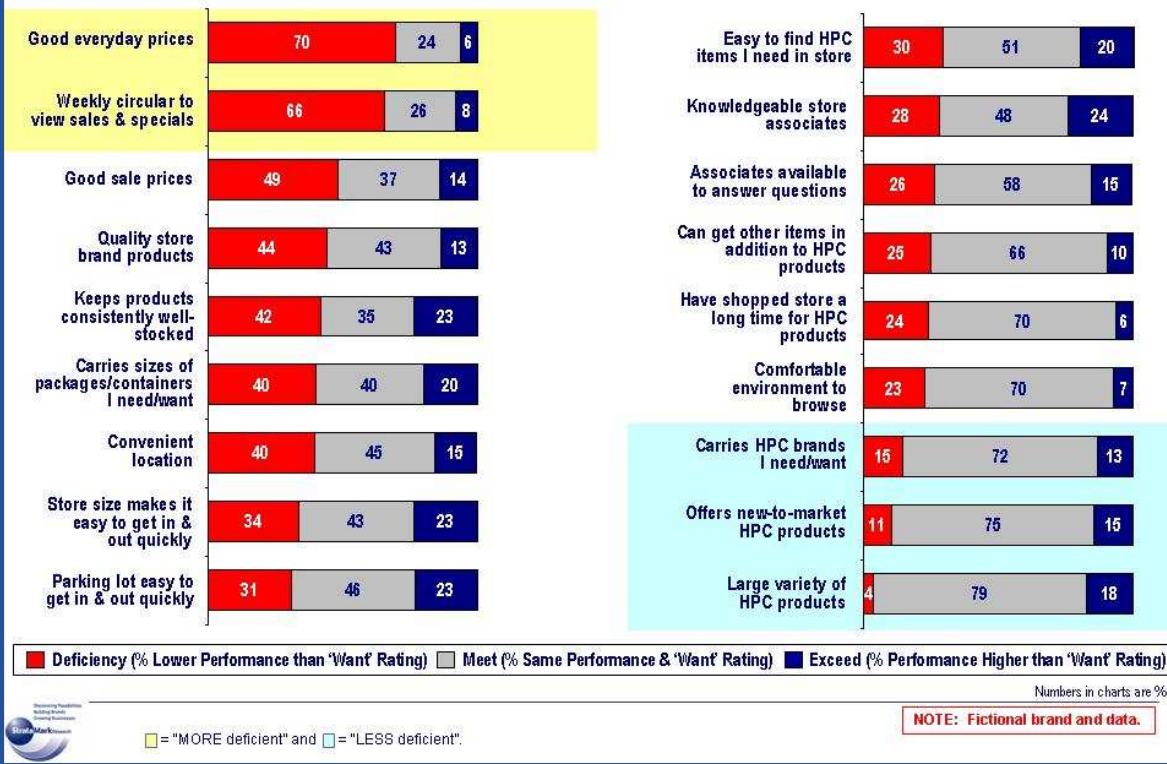
(Fictional Brands and Data in Examples 1-4)

Example 1

HPC Products Gap Analysis

Jackson Street Store Primary Shoppers

Jackson Street Store



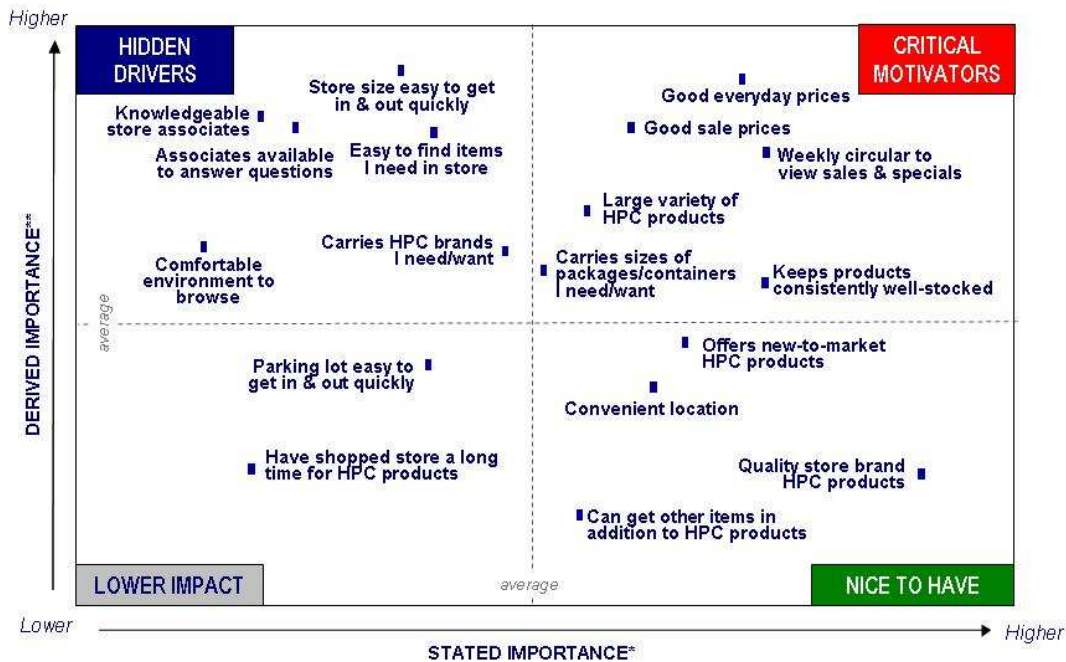
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Example 2

Stated vs. Derived Importance Map

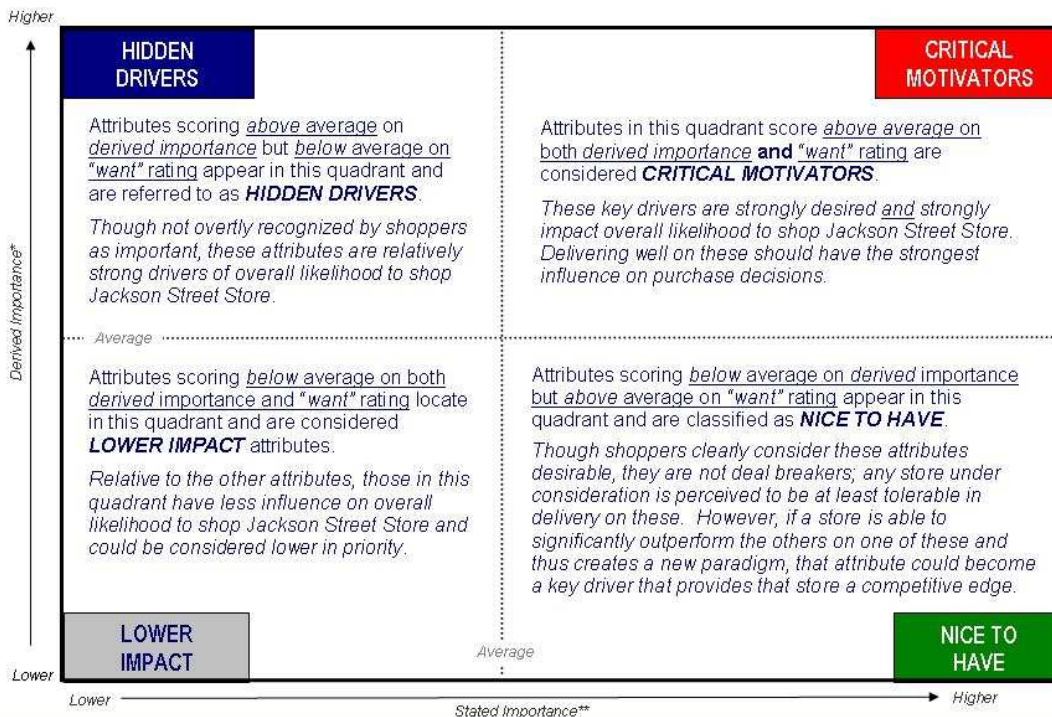
[See "Interpretation Overview" below for map explanation]



* Mean "want" rating on a 10-point scale, where '1' = do not want at all and '10' = want a lot
 ** Correlation of attribute to likelihood to shop Jackson Street Store for HPC Products

NOTE: Fictional brand and data.

Stated vs. Derived Importance Maps Interpretation Overview



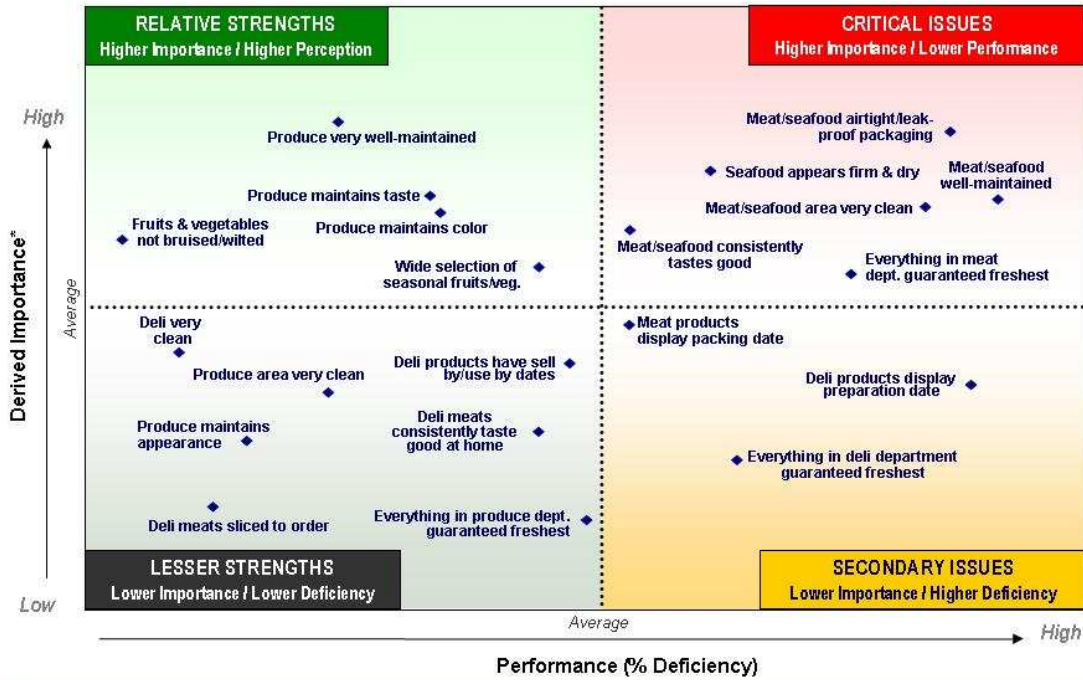
* Mean "want" rating on a 10-point scale, where '1' = do not want at all and '10' = want a lot
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Example 3

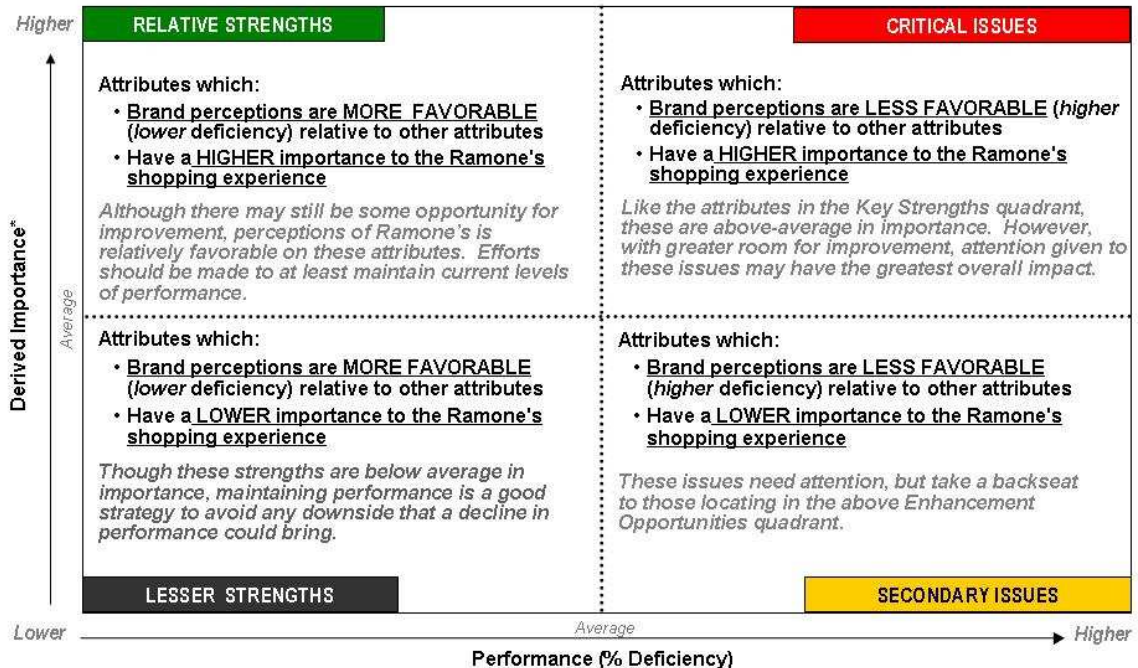
Strategic Opportunity Map

[See "Quadrant Interpretations" below for map explanation]



NOTE: Fictional brand and data.

Strategic Opportunity Map Quadrant Interpretations



* Based on key driver analysis.



Example 4

Strategic Opportunity Grid Competitive Analysis



	Ramone's (171)	Top Chef (189)	Foodie's (182)	Frank's (150)
Base: Familiar with Each Store				
Produce very well-maintained	S	S	S	
Produce maintains taste	S	C	S	
Fruits & vegetables not bruised/wilted	S	C	S	
Produce maintains color	S		S	
Wide selection of fruits/vegetables	S	S	C	C
Deli very clean			S	
Deli products display preparation date				S
Produce area very clean			S	
Produce maintains appearance		C		
Deli meats consistently taste good at home				S
Deli meats sliced to order				S
Everything in produce dept. guaranteed freshest		C		S
Meat/seafood airtight/leak-proof packaging	C		C	
Seafood appears firm & dry	C	S		
Meat/seafood well-maintained	C	S		C
Meat/seafood area very clean	C	S		
Meat/seafood consistently tastes good	C	S		C
Everything in meat department guaranteed freshest	C	C	C	
Meat products display packing date				
Deli products display preparation date			C	
Everything in deli department guaranteed freshest				

S **Relative Strength** for that store.
L **Lesser Strength** for that store.
C **Critical Issue** for that store.
S **Secondary Issue** for that store.

NOTE: Fictional brands and data.

