

Greenhouse Brand Relationship Scan

Greenhouse's *Brand Relationship Scan* starts from the idea that building a strong brand implies climbing up a nine-step ('*key growth enablers*') hierarchical ladder. The idea of hierarchical stages in brand building is also prominently used in seminal academic work on brand building models. The BRS even goes further than most of these academic models in that it provides a more detailed set of steps in building *brand equity*. Consequently, the model is very detailed and precise.

The BRS explicitly links building brand equity to five '*key communication enablers*', communication effects that contribute to building each of the nine '*key growth enablers*'. In this way the model connects communication efforts and *brand equity* results, an idea that also resonates in academic literature on marketing communications and branding. Furthermore, also the relationship between measured *brand equity* and commercial results (KPI) is explicitly investigated. Consequently, the Scan forms an integrated model that, in one single analysis links efforts, brand equity and commercial results, something rarely seen in similar models (especially with regard to the link to commercial results).

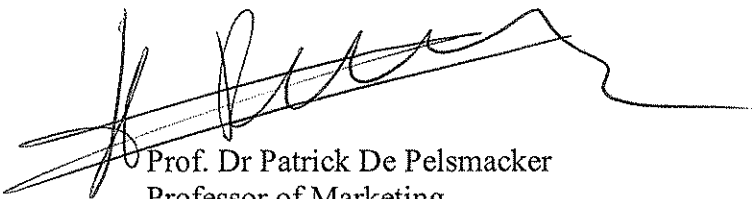
The development of the model starts from the measurement of the nine *key growth enablers* and the five *key communication enablers* with company stakeholders (the *Brand Relationship Index*). Consequently, the starting point of the diagnosis is the measurement of the brand situation and the commercial results at a given point in time. Measurement-based analysis and diagnosis is an essential prerequisite for valid conclusions.

The conclusions and action points based on this measurement are again very consistent with the basic assumptions of the model:

- A brand's growth is mostly hampered by the brand equity factor that has the worst score
- A brand's growth to the next *brand equity* stage stops if the previous stage is not successfully accomplished
- It is necessary to explore the relationship between individual *key growth enablers* en KPI to establish the most key *drivers* of commercial results.

On the basis of this internal logic, priorities are defined with respect to which communication focus should be used for which brand factor. Moreover, the model is also flexible in use with respect to other dimensions. It enables to adjust the relative importance of *key growth enablers* in various circumstance, companies and product categories, and on that basis communication priorities can be defined.

The *Brand Relationship Scan* is an integrated and flexible instrument, the principles of which are consistent with academic research on brand building and communication effects, that enables investigating branding efforts and commercial results in a detailed way, in function of the specific brand equity situation of a company.



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