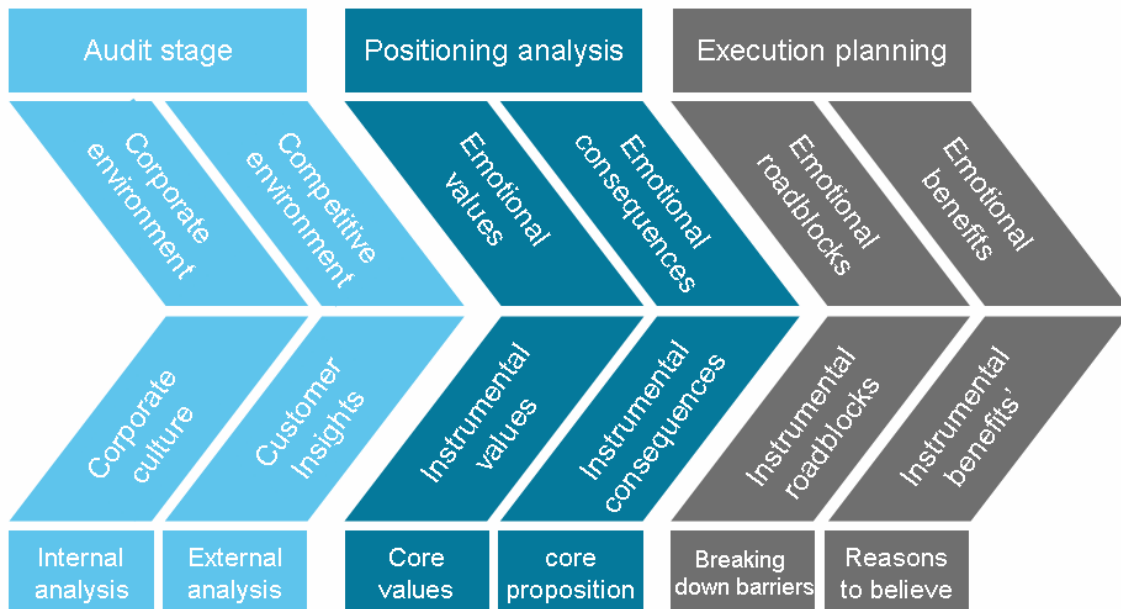


## Model: Profiler

Type of model: Brand model (structure and process model)  
 Author(s): Brand Capital  
 Domain: Brand positioning



**Figure 1:** The three stages of the Profiler method: audit stage, positioning analysis and execution planning.

The Profiler method distinguishes three stages in a positioning process: an audit stage, positioning analysis, and execution planning. The audit stage takes stock of all information with relevance to the positioning choice. In the subsequent positioning analysis and execution planning, choices regarding the brand's market position are substantiated. The two latter stages run in parallel with the compilation of a means-end chain (values → consequences/ meanings → benefits & attributes), with one added sub-stage (overcoming restraints).

In the following we will further go into the three Profiler stages. Each stage is made up of four components:

1. The *audit stage* consists of an internal and an external analysis, with the internal analysis having to be completed prior to running the external analysis. This method is based on the assumption that brands looking to stand out will only achieve that if they match the current corporate orientation and internal culture of the company. Orientation refers to the

company's operational approach in terms of product-driven vs. market-driven (or in strategic management terms: 'inside out' vs. 'outside in'). This stage also charts the corporate culture. Both components (corporate orientation and culture) are summarized in an internal analysis. A second step in the audit stage concerns an external analysis. This includes mapping the competitive environment; a handy aid is Porter's Five Forces Model. The external analysis will also need to lay bare customer insights; the deeper motivations underpinning customers' decision to buy a product or service from the product category in question.

2. The second stage – the positioning analysis – is all about identifying the brand's core values, and formulating the core proposition. Core values are split into emotional and instrumental values. It is important here to realize that the positioning choice should place the onus on one of either value types (instrumental or emotional). Instrumental values can, however, still translate into emotional consequences (for example: Rolex positioning itself as an extremely high-quality watchmaker, whose watches also have a certain emotional psycho-social meaning) and the emotional values can, in turn, translate into instrumental consequences (the confidence an emotionally charged brand can bestow on a buyer, such as clothes). Instrumental and emotional consequences are summarized in the core proposition; this proposition answers the question what the brand, in essence, promises its customers.
3. Execution planning, finally, involves finding out what possible communication roadblocks and benefits there are for a brand. In actual practice, it has emerged that a major part of the potential target group sometimes unconsciously rejects a brand. These so-called mental roadblocks are mostly based on feelings ('The brand does not appeal to me') and are further substantiated by arguments when asked. During the implementation analysis, such roadblocks will have to be brought to light, and suggestions on how to overcome them will have to be formulated (component: overcoming restraints). And finally, concrete rational and emotional benefits the brand offers buyers will have to be identified; these should be captured in the so-called reasons to believe.