

Learn | Validate | Reach | Measure

In the Know

Issue 2

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STRATEGY

THE ATTEST MAGAZINE

From the Editor



Mark Walker

Marketing Director
Attest

"Everyone has a plan until they get punched in the mouth."

While this quote from Mike Tyson was meant literally, anyone working in a consumer business will know it's an apt metaphor for the challenges they face too.

Consumers pull no punches, and brands that create a strategy that isn't in lockstep with their market quickly end up with a bloody nose. And there's no let up.

Consumer sentiment can turn like the tide, ebbing and flowing, carrying those well-prepared on an exciting journey, while wiping out those who don't respect its power.

So what goes into a great strategy? The kind that helps you surf the waves, even in the most tumultuous conditions?

Bring the key stakeholders together. Listen to consumers. Ask the right questions. Employ proven frameworks. Know what to focus on, and when to say no. Simple? Not quite.

In this edition of *In the Know* we'll be taking a deeper look at each of the elements that go into building a world-class, world-beating strategy.

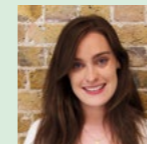
Read on to also enjoy our usual features, from '10 Amazing Stats' to the quiz that will test your knowledge of consumers; the UK's hottest brands, and our events section.

Finally, don't miss our feature interview with Mark Evans, the Marketing Director of Direct Line Group, whose "brand strategy is best-in-class" according to Mark Ritson.

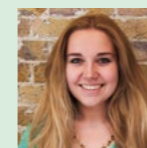
Until next quarter, enjoy being In the Know!

Mark Walker

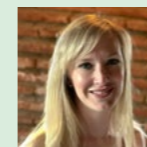
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Let's Attest That

Every week at Attest, we ask the UK to give us their opinions on what they're loving, what they're hating, and everything in between. Can you guess what the country thinks?

04

Start Here

1

Where do most UK consumers dream of travelling to in 2019?

- A. USA
- B. Maldives
- C. Australia
- D. Japan

2

Life really isn't fair for these actors who've never received an Oscar. Which star do Brits think is most deserving of an Academy Award?

- A. Sir Ian McKellen
- B. Sigourney Weaver
- C. Samuel L. Jackson
- D. Amy Adams

3

Which is the most popular New Year's resolution in the UK?

- A. Quit smoking
- B. Eat more healthily
- C. Save money
- D. Join the gym

4

What are Brits doing to tackle climate change?

- A. Taking public transport
- B. Reusing plastic or cotton shopping bags
- C. Eating less meat and animal products
- D. Reducing electricity use

5

UK consumers love to watch the telly, but what do most people call the object used to change channels?

- A. Remote control
- B. Zapper
- C. Clicker
- D. Thing-a-ma-jig

6

Which new sport do most consumers want to try for the first time in 2019?

- A. LIIT (low intensity interval training)
- B. Aerial fitness
- C. HIIS (high intensity interval skipping)
- D. Bouldering

7

How many Brits watch more than 6 hours (over 360 minutes!) of TV on Christmas Day?

- A. 3%
- B. 8%
- C. 13%
- D. 27%

8

What's the UK's favourite flavour of crisps?

- A. Sweet chilli
- B. Smoky bacon
- C. Salt & vinegar
- D. Cheese & onion

9

What percentage of Brits prefer the original animated Disney films to the modern live action remakes?

- A. 12%
- B. 35%
- C. 63%
- D. 98%

10

Which chain restaurant serves the best-tasting coffee?

- A. Costa
- B. Starbucks
- C. Local independent cafés
- D. Pret a Manger

Turn to page 40 for the answers, and to see how well you know the mind of the British public.

05

How well did you do?

0-3

Nice try. Looks like you could benefit from the Attest newsletter though!

4-7

Wonderful stuff! Keep up the good work and things can only get better from here!

8-10

You didn't mention you were a genius! Top quizzing, we look forward to seeing you smash it again next time.

In the Know

From Q1 to Q4 2018, Virgin saw a **79%** increase in being named by consumers as the brand they would most like to work for



Health-conscious men are **47%** more likely than women to move to a new health brand if it offers higher levels of convenience

In the Know

64% of Gen Z trust traditional high street letting and estate agents more than their online competitors



3.5% of beauty enthusiasts would switch brands if their pet didn't like the one they're using



Ten Top Stats

At Attest, we're inspired by the power to know. When it comes to shedding light on a question, there's nothing better than data. It's what we tell our clients, and it's a principle we live in everything we do.

Here are some of the interesting things data taught us this quarter.



Facebook was ranked as just #149 of the most trusted brands across 4000 consumers in 2018



49% of millennials receive goods every month from a subscription service



Experts In the Know: How do you prioritise the most important things to work on?

08



Stuart McClure
Founder & CMO, Love the Sales

'For me, prioritisation has to be about impact. What impact will the thing I am working on have, and how essential or damaging is it? A lot of people prioritise by revenue, but that means small, seemingly unimportant tasks fall to the back of the queue. Often these small tasks have an impact later down the line. Take SEO for example, a

classic area of battle for resource. It's easy to dismiss small changes in this area because there is no clear revenue generation straight away, but 6 months down the line you might see your rankings drop as a result of not fixing something.'



Athena Simpson
Partner & CMO, YFood

'Prioritisation is crucial in a startup. We work towards our long-term aims, however the pace is fast and can change from day to day. Every day I either start my day or end my day looking at my priorities.

I think about these in line with what the business needs to achieve today (considering also the longer-term week/month/year). I tend to mentally look at tasks using an important/urgent matrix. I also think about my personal and team's capacity and schedule.

Any important/non-urgent larger pieces of work I try to do first thing in the morning when my brain is fresh and before the emails/phone calls start coming in. As a team, we have a daily catch up where everyone takes a few minutes to run through tasks for the day/week so we can ensure we're all working cohesively as a team.'



Nick Gardner

Head of GTM Strategy, Blenheim Chalcot

'I take the Russian dolls approach to list making. I find a big source of anxiety is worrying that I've forgotten something. So I have a master longlist of every single task across all my projects. Then I start every day by moving tasks from my master longlist onto my day-to-do list.

I prioritise based on 1. urgency: do I have a deadline that requires me to do this today, and 2. stress level: is it making me anxious? This second one is important. Some things don't have an urgent deadline, but they're on your mind and take up valuable brain space with worry. With those, it's always best to relieve that pressure by ticking them off first. Freeing your brain to focus on hitting those deadlines.'



Jaleh Bisharat

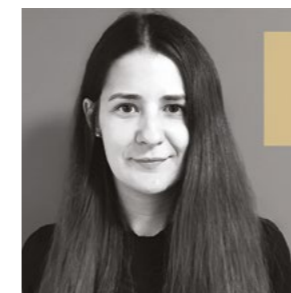
Co-founder & CEO, NakedPoppy

'If there's one thing I've learned over my long career as an executive at companies like Amazon, OpenTable, and Upwork, it's that the 80-20 rule applies to business. In other words, 80 percent of the results come from 20 percent of the initiatives.

Here are the three ways that help me focus on the 20 percent:

1. Start every day by asking: "What's the one thing I can do today to accelerate the business?" You might be surprised at how that shifts your approach. Out go the emails, some blog posts (depending on your business), certain meetings, and the "very nice to have" projects and features. In comes the big question: What's that one thing?
 2. Ask yourself, 'How will I know I'm right?'
 3. Make the 20 percent part of your vocabulary.
- Once you've figured out what your 20 percent is, you have to decide how to measure success, so you can course correct if needed.
- Talk about the 20 percent with your team. If you're a manager, use it as a shorthand to show what you value: "Hey! What's your 20 percent?" or "Do we really think this is part of our 20 percent?"

09



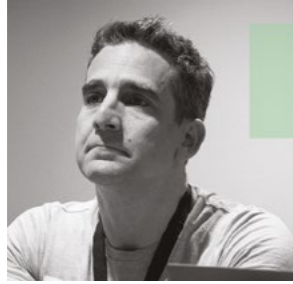
Miruna Constantinescu

Head of Marketing, Mallow & Marsh

'Setting the right priorities, for yourself and for the team, is as important as it is difficult to get right. Especially in a small business like ours where the pace is incredibly intense and new challenges and opportunities come up every day.

My top tip would be to stay connected to your wider team and nurture a sense of perspective at all times. When you understand how your work impacts various parts of the business and how it supports the growth of the organisation it becomes easier to stay focused on the truly business-critical initiatives.

I also make sure I keep time off in my diary every day to pause, think and re-assess my priorities – I find it helps to prevent distraction and drives my productivity.'

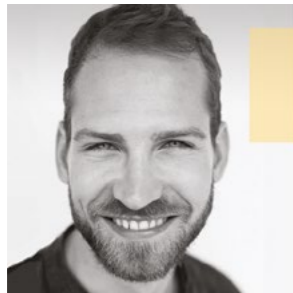


Matt Lerner
 Founder & CEO, Heretix

'There's a very high-level prioritisation, such as where in the funnel or business should we focus generally? For example if conversion sucks we shouldn't spend money trying to get traffic. So once you pick an area in the business to focus, you can eliminate a lot of options quickly.'

Then Minimum Viable Tests - my take on the ICE prioritisation framework (or impact * effort), is that you end up with a bunch of stuff that's sort of just in the middle.

And many of your biggest impact items are also very hard/slow/expensive (e.g. increase our domain authority, build a big new feature). So for those ideas, we ask "what's the riskiest assumption?" (e.g. for building a feature, if we build it, will they come?). Once you've identified the riskiest feature, design a fast cheap experiment to just validate that one assumption (e.g. promote the feature before you build it, see if anyone clicks "buy").'



Johannes Radig
 500 Startups Mentor, Former Growth, Truly and Former SEO, PayPal

'It is often difficult to determine what your and your team's main focus should be. To get a rationalised overview and prioritise, I use the ICE technique: The first step is to quantify the potential impact (e.g. revenue) of the different initiatives on the table.'

The expected impact of shiny new ideas often surprises people when quantified; it is often small in comparison to the big impact of supposedly boring ideas. To score the impact, use a scale between 1-5 where 1 is the lowest and 5 the highest impact. Assign a revenue threshold for each score so it's an easy calculation.

Next, score your confidence & expected effort using the 1-5 scale, then let your team do the same to normalise for personal bias. The total score will determine your priorities.

Tip: I'd recommend to manually prioritise a few low effort, high confidence initiatives to get quick wins: they will motivate the team & please other stakeholders.'

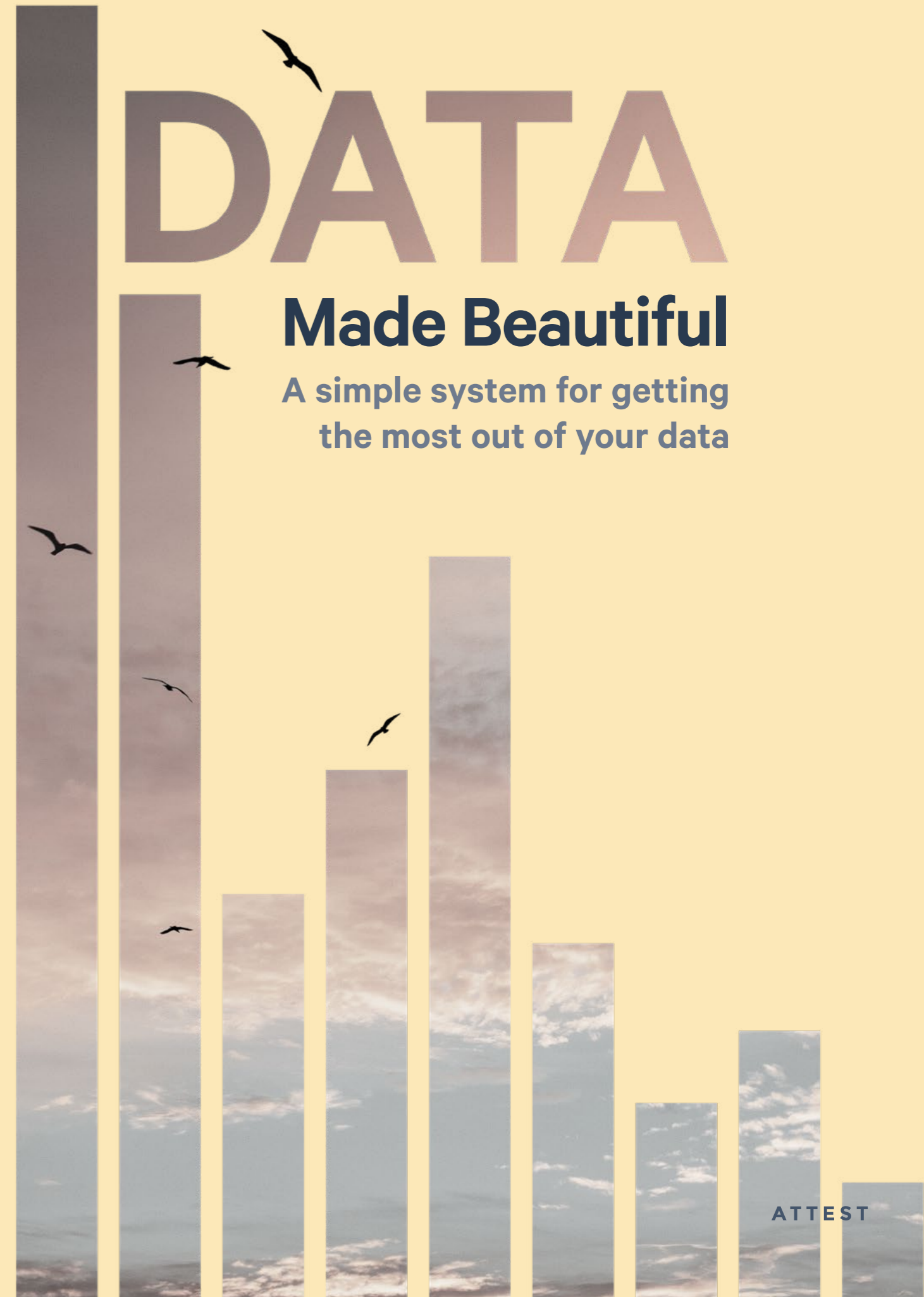


Chieu Cao
 Co-founder & CMO, Perkbox

'Like many businesses, we always have the issue of limited time and resources. This requires that I constantly think about what to prioritise. For the majority of business decisions, I would use an Impact Effort Matrix approach.'

This is a simple way to visualise and discuss the value of activities, with the activities with low effort and high impact taking priority. Conversely, the low impact and high effort are the activities to avoid first.

The exception to this would be activities that are strategic and have an unclear return. The strategic value of these activities can sometimes make or break a business and are the hardest to decide. This is a bet you would need to make occasionally as a business owner.'



DATA

Made Beautiful

A simple system for getting the most out of your data

If you take the time to gather the right data and interpret it properly, you'll find a treasure trove of opportunities. Here are three Ps to help you turn data to gold.

Too often in creative circles, data can get a bad rap. There's often a feeling that data is the antithesis of creativity, beauty and inspired storytelling. But approached in the right way, data can be absolutely stunning. For any doubters, just check out *Knowledge is Beautiful* by David McCandless. The key is to make data work for you. In other words, don't just 'do what data tells you,' explore it for interesting stories and deeper insights instead.

"But how?" I hear you ask. Simple. To find beauty in data, search for the Three Ps: Patterns, Passion and Problems.

Patterns

There's no denying there's something inherently pleasing when it comes to patterns. From the intricacy of a freshly fallen snowflake, to the rigid discipline of a parade, humans are naturally born to recognise and appreciate patterns.

The best way to find interesting patterns in consumer research is to take a bird's eye view of the data, and look for clusters and consistency amongst certain groups. Is a particular behaviour, attitude or belief consistently more pronounced among one subset of the population? In longitudinal studies, have you noticed a steady increase/decrease, or interesting seasonal peaks and troughs?

Of course, if this is all easily visualised (rather than having to search for it in a raw CSV export), patterns will literally jump off the screen at you. It's for precisely this reason that interactive dashboards, such as those developed by Attest, are so important when interrogating data.

Very quickly, these patterns will form a story that underpin your creative ideas.

Passion

Passion is a fundamental ingredient for strong stories. When combing through your research, head straight for the extremes. Who's scoring your brand a 10 (or a 0) for NPS? Who's claiming they're 'extremely likely' or 'extremely unlikely' to purchase from you – or your competitors?

Even better, if you've got open ended responses in there, why did they respond this way? Look for the heartfelt articulation of their feelings towards a particular issue.

This data is gold. A few specific truths are far more useful than bland generalisations, and if you can harvest these from your data, you're far more likely to achieve success when you build your campaign around these findings.

Problems

To find a compelling, original story to tell within consumer data, you'll need both quantitative and qualitative responses.

Creativity isn't just about lightning strikes of inspiration while meditating on a remote mountain. It's ultimately about searching for problems, understanding them fully, and then coming up with solutions.

For this, there's nothing better than reading through open-ended responses that shine a light on the daily challenges and frustrations of your target market. If you channel these answers in your copy and creative output, your audience will feel that you really understand them. If your product or service can actually solve their problems, you've got yourself a happy customer.

And it all starts when you take the time to gather the right data and understand the problem.

Beauty is in the eye of the beholder.

So while some people will always see data as chaotic and intimidating, the open-minded and curious among us will see a treasure trove of opportunity.

What's more, it doesn't take a degree in advanced mathematics to find those juicy insights either. The Three Ps – Patterns, Passion and Problems – give us a framework to turn data into interesting, creative stories.

Through this prism, sets of scattered numbers and answers become a digestible instruction manual to finding human truths that will resonate with your audience.

The insights you gain will deliver impact in all areas, from original ideas, to creative campaigns, to building your core brand.

In the right hands, data is beautiful. ■

Fixing Direct Line's Brand Strategy

With Mark Evans, Marketing Director of Direct Line Group

“Research is at the heart of everything that the Direct Line marketing team does”

“It was hiding in plain sight,” says Direct Line Group’s Marketing Director Mark Evans. He’s talking about the single piece of customer insight that helped transform the Direct Line brand - and ultimately win the insurer IPA Gold Effectiveness Awards in 2016 and 2018 and the Best New Learnings Award in the 2018 IPA Awards.

When Evans joined the marketing team six years ago, he says the Direct Line brand was in “systemic decline.” Radical thinking was required, but first it was necessary to go back to basics.

“The brand had been dis-intermediated in an increasingly homogenised market,” he says. “It didn’t have a driving insight to differentiate itself from its competitors. So we went back to the fundamentals; to good insight, segmentation and research to ask what’s missing in the world of insurance?”

The simple truth that had been overlooked for years was that insurance is there to fix things in a customer’s time of need.

“The category insight was being ignored and everybody was fixated on price and the process of becoming insured, completely eclipsing the fact that we buy insurance for what it will do when we’re in trouble.”

Evans and his team took that insight and purified it down into one word, encapsulating the brand - Direct Line were “fixers.” The idea would provide a North star for everything the brand did from thereon out - including its now iconic advertising campaign in which Harvey Keitel stars as the ultimate fixer, Winston Wolfe from the cult film Pulp Fiction.

“It enabled us to identify the things Direct Line should be doing to answer to the core insight, own it vociferously and become fixers. We had to Amazonify our supply chain. For example, while everyone else fixes cars in about two weeks, we set out to do it in seven days. We’ll get you an emergency plumber within two hours, and if your mobile phone is lost, stolen or broken, we won’t get it back to you within days, we’ll ship it within eight hours.

“We had to take the biggest pain points in the sector and massively improve the service levels. It took a lot of internal

orchestration and commitment to deliver the goodies that Winston Wolfe was going to talk about in the advertising. If that had been missing the relaunch would have fallen short.”

Indeed, the Winston Wolfe campaign on its own could have seemed like professional suicide - getting a character famed for helping clean up murder scenes to promote insurance.

“It’s incongruous in one of the least trusted sectors in the world to have a gangster as your spokesperson but actually it’s a great metaphor for our intent - Winston Wolfe made very difficult problems disappear very swiftly and elegantly.”

Evans admits he had to talk a few senior people “off the ledge” who wanted to pull the campaign, but although it was a risk, it was a calculated one.

“In Direct Line’s offices they display posters asking *What would Winston Wolfe do?*”



Above: Harvey Keitel as Winston Wolfe, DLG’s brand ambassador.

“We had done our homework so we knew it wouldn’t be rejected by our consumers. There were important moments when research really helped to guide us. For example, we were thinking do we really need Harvey Keitel? But in research he was identified as “the daddy of fixers” and so it had to be him. Anything else would be a weak substitute.”

Research is at the heart of everything that the Direct Line marketing team does. Symbolic of this, they have developed a novel technique which fuses econometrics and brand tracking, which has attracted much industry praise.

He explains: “Performance marketing is very data-driven, optimising the cost of direct response acquisition in a given campaign and channel. Does that meet our return on investment based on the lifetime value of the customer? The new technique is a great complement to this, allowing us to understand short and long term brand multipliers. This gives us both the conviction and the tools to confidently pursue a 60:40 split between brand development and direct response.”

The benefits of this data-driven approach go beyond proving the worth of specific campaigns and tactics; it’s validated the value of the marketing department itself.

“In 2012 when I took over, marketing was a low confidence, low capability, low credibility function and it was stuck in the corner, in the shadows. Whenever the cuts came, we were at the front of the queue. But now we’re not, we’re at the back. That is a huge victory. Ultimately marketing is now seen as an investment and not a cost.”

If you don’t take a scientific approach to marketing, warns Evans, you risk it not being taken seriously.

“In the end, it’s got to be a numbers game. Otherwise you resort to being perceived as a “colouring-in” department. Every year when we go to the Board to do an update, we don’t show adverts - if you’re really proud of your adverts, show them to your mum - we talk to the commercials and how we’ve improved efficiency year on year.”

There is a human side to it, however. Translating the concept of Direct Line being fixers throughout the organisation has been instrumental in its success.

“Customer experience has moved into the remit of marketing in recent years. If you’re of the belief that a brand is not just communication but is in fact everything that a customer experiences it puts the onus upon manifesting the brand promise all the way through the organisation.

“An example is a customer from Doncaster who had their TV stolen and tweeted us a few days later saying, ‘I’m annoyed because my replacement TV hasn’t arrived and I wanted to watch a boxing fight with my friends tonight. Come on, what are you going to do about it?’

“Purely by coincidence our Twitter handle is managed out of Doncaster and the person on the Twitter handle logged off, drove home to pick up the TV and took it to the customer’s house so he could watch the boxing fight. This person knew what it took to be a fixer.”

In Direct Line’s offices they display posters asking ‘What would Winston Wolfe do?’. It’s

become a mantra for staff, but strong brand values are not limited to the group’s flagship brand. They are evident across all of their brands, which include Churchill Insurance, Privilege and Green Flag.

“We have this thing called the portfolio poster, it explains what the different brands mean, what the key features are, what the experience is and what customers expect, so that it’s accessible for everybody. It is the sat nav for our business.

“We’ve also done a lot of empathy training in our frontline, using tools such as insight colours profiling. It’s this combination of clarity of purpose for the brands and the provision of tools to the frontline that make sure our brand values actually materialise.”

This holistic approach doesn’t just make for happy customers - it makes for happy staff too. According to Evans, Direct Line Group measures for engagement on a regular basis



Above: One DLG’s six distinct brands

and scores have increased significantly, not least within the Marketing department.

“We’ve moved from having the lowest engagement scores in the company to one of the highest. We’re just awaiting results from the Sunday Times Best Company Survey but we think we’ve done well, particularly within Marketing.”

Evans adds that taking risks when it comes to its people has also paid off. “Backing people and giving people stretch roles into senior leadership positions has been a key part of building such a strong team and I’m really proud of that. All of the output, including the r-launch of the Direct Line brand has come from building a strong team.”

It’s a team that Winston Wolfe is still very much a part of. He continues to star in TV commercials for Direct Line and deliver “knockout” results. The insurer achieved a 54% increase in quotes per pound spent on TV compared to the previous era. As a result, Evans firmly rejects the idea that digital marketing is more important than traditional media.

“I always say that the media is not the message, the message is the message. Moreover, TV still has a lot of legs, it’s still proven to be the highest performing medium. So my advice to any marketer is to stay agnostic. In a fast-changing world don’t bet the ranch on any one channel or area.”

Evans credits his former boss Bruce McColl, Mars Global CMO, as the inspiration behind his modus operandi, reminding him to stay curious at all times.

“Bruce McColl told me curiosity is the number one tool in the toolbox for marketers. He said there is a powerful insight lurking around the corner, waiting to transform the fortunes of any brand, business or even sector, you just have to be curious enough to find it.

“Low and behold, fast-forward 10 years and that’s exactly what happened. The insight about fixing wasn’t even hiding around the corner, it was hidden in full view. It has absolutely transformed the fortunes of our brand and turned the tide on the sector by moving it away from a path of homogenisation. In the end, one word popped out - fixers - but it took an infinite amount of curiosity to get there.” ■

“It’s this combination of clarity of purpose for the brands and the provision of tools to the frontline that make sure our brand values actually materialise.”

Searching for Answers

60 questions to supercharge your strategic planning

- Where did you see or hear this advert? **60**
- What's the best advert you've seen or heard in the last [timeframe]? **59**
- Where did you first hear about [your brand]? **57**
- How would you find a company like [your brand] on Google? **56**
- Where would you most like to hear from [product category] brand? **55**
- How likely would you be to recommend [competitor brand] to a friend or colleague? **54**
- What were the main reasons you gave that score? **53**
- How likely would you be to recommend [your brand] to a friend or colleague? **52**
- What type of person would you be most likely to recommend [your brand] to? **51**
- How would you describe [your brand] to a friend? **50**
- What one word would you use to describe [your brand]? **49**
- Which of these words do you think best represents [your brand]? **48**
- Do you feel generally positive or negative about [your brand]? **47**
- Given all that you know about [your brand], what do you think their key message is? **46**
- Have you or someone you know ever purchased from [your brand]? **45**
- Which of these products/brands are you planning to buy in the next [timeframe]? **44**
- Would you share this advert with family/friends on [social network]? **43**
- On a scale of 1-10, how likely would you be to take this action? **42**
- What action do you think this advert is asking you to take? **41**
- What message do you think the advert was attempting to convey? **40**
- Did the advert capture your attention? **39**
- How would you like to see [audience type] better represented? **38**
- Do you feel like you're the intended audience for this advert? **37**
- Who else would you like to see appear in this advert? **36**
- At what price would you consider [product category] to be a great buy for the money? **35**
- Who offers the best prices for [product category]? **34**
- Which other products do you feel do the same job, just as well, as [your brand]? **33**
- What doubts did you have/would you have before purchasing [your brand]? **32**
- Where should you be advertising **31**
- Would your customers recommend you **30**
- When you want to know how your brand strategy is performing **29**
- Why consumers like or dislike your creative **28**
- How to price your product **27**

- Who is using your product **01** Have you ever purchased [your brand]?
- Who could be using your product (but isn't yet) **02** How often do you purchase from [your brand]?
- Why consumers use your product **03** Which other brands do you also purchase [your product category] from?
- Why consumers think of your products **04** For what reasons would you choose [your brand] over others available?
- Who consumers think of your competitors **05** On a scale of 1-10, how loyal do you feel to [your brand]?
- Who consumers like or dislike your creative **06** Do you feel rewarded for your loyalty to [your brand]?
- How to price your product **07** How often do you shop for [product category]?
- When you want to know how your brand strategy is performing **08** Which shop do you wish sold [product category]?
- Why consumers use your product **09** How much do you spend on [product category] in [time frame]?
- Why consumers think of your products **10** Have you ever purchased from [competitors]?
- Who consumers like or dislike your creative **11** Which of the following brand logos do you recognise?
- How to price your product **12** Which factors have put you off purchasing from [your brand] in the past?
- When you want to know how your brand strategy is performing **13** What problem does [product category] solve for you?
- Why consumers use your product **14** What's the most important factor when deciding to buy [product category]?
- Why consumers think of your products **15** Which [product category] products do you use?
- Who consumers like or dislike your creative **16** How, if at all, is your life improved by [your brand]?
- How to price your product **17** If [your brand] ceased to exist, what would you buy instead?
- When you want to know how your brand strategy is performing **18** What could [your brand] do to fulfill your needs better?
- Why consumers use your product **19** What were you using before you started using [your brand]?
- Why consumers think of your products **20** What do you like most about [your brand]?
- Who consumers like or dislike your creative **21** What do you like least about [your brand]?
- How to price your product **22** Do you trust [your brand]?
- When you want to know how your brand strategy is performing **23** What is your main frustration, if any, when using [your brand]?
- Why consumers use your product **24** What values do you think [your brand] upholds?
- Why consumers think of your products **25** What's the one thing [your brand] should never stop doing?
- Who consumers like or dislike your creative **26** What other products/services/features would [competitor brand] offer?
- How to price your product **27** What one word would you use to describe [competitor brand]?
- When you want to know how your brand strategy is performing **28** On a scale of 1-10, how likely would you be to recommend [competitor brand]?
- Why consumers use your product **29** Which of the following brands make you happiest?
- Why consumers think of your products **30** Which of the following brands do you recognise?

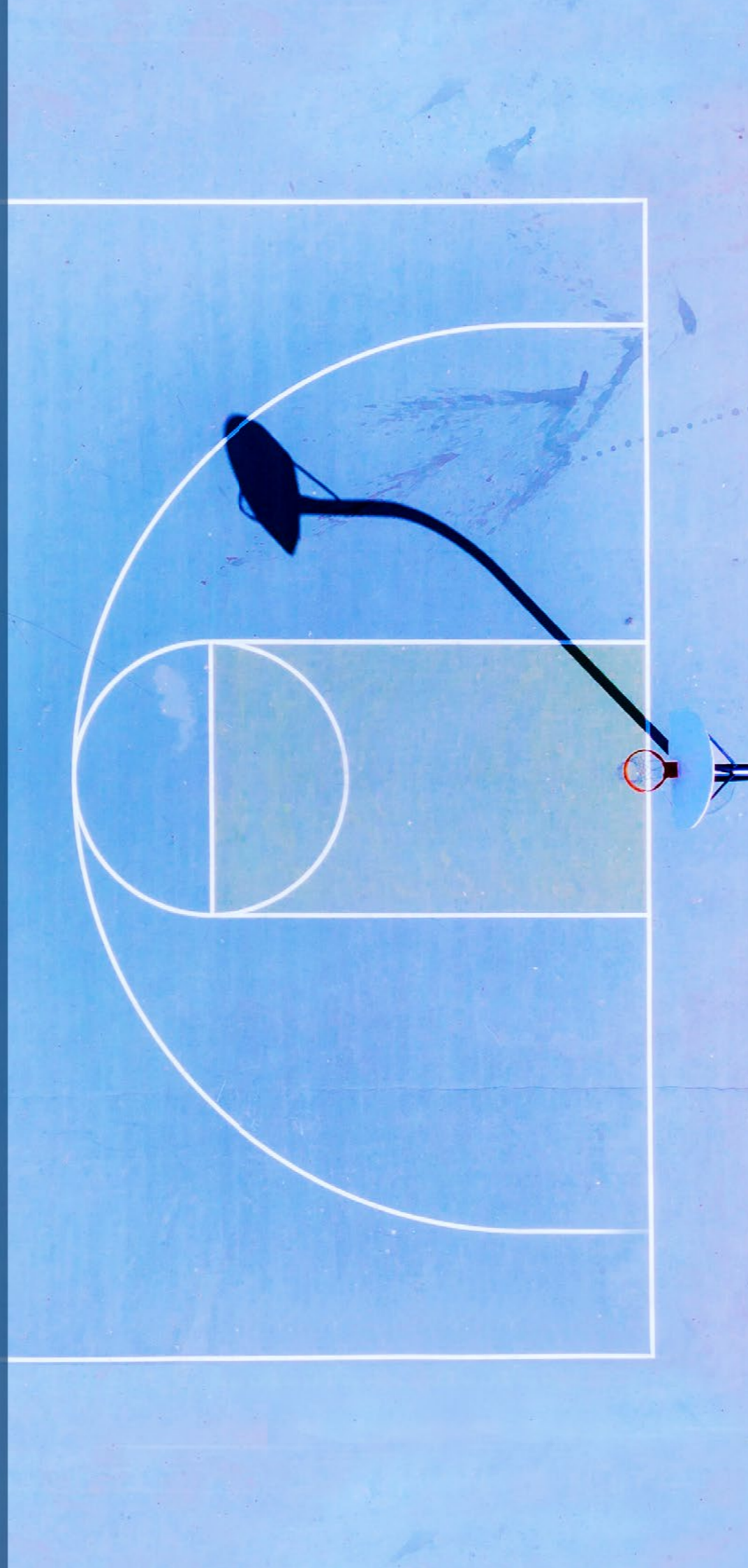
Most businesses will complete an annual strategic plan. But how much of it is based on direct consumer feedback from your target audience?

If a strategy isn't grounded in real, objective consumer insights, then it's little more than guesswork. And the integrity of those insights rests on asking the right questions.

To guide you in the right direction, here are 60 of our favourite, tried-and-tested survey questions.

Teamwork Makes the Dream Work

Who to involve in your
brand strategy



In his 2011 article for Harvard Business Review, *A Logo Is Not a Brand*, Dan Pallotta declared: “Brand is much more than a name or a logo. Brand is everything, and everything is brand.”

You might have a pretty sales banner that adheres to all the right visual standards, but if it’s sagging and hung up with duct tape, that’s your brand. It says you don’t pay attention to the details.

Can you imagine seeing a crooked banner with duct tape in an Apple store? Never. And that’s their brand. It says that the motherboard in the Mac isn’t hanging by a thread either.

It’s a demonstration to the consumer that nothing is unimportant, and nothing is missed.

While you may know that your products are fantastically made, because you’ve seen the R&D team’s dedication and know the quality of materials, all the outside consumer has to go on is their perception of who you are as a company. They can only judge based on the interactions they have with your brand.

So yes, something as small as a crooked banner could undermine the likelihood of them buying your products, no matter how unrelated the two may seem.

Every single touchpoint counts—and the negatives can hold as much sway as the positives.

You need to be creating a cohesive consumer experience, with no room for off-putting hurdles as they follow your brand journey. In order to achieve this level of brand cohesion, the experience needs to be consistent across the whole company.

It’s also essential that a brand is decisive and streamlined. Apple are so great because they know who they are—minimal, sleek, techy—and they don’t try to be anything else.

Too many voices are unhelpful when creating a singular feel across a business, and any confusion will be noticed by customers.

So while the brand experience needs to cut across the company as a whole, deciding on what that will be needs to be limited to the key stakeholders.

Below we talk you through how to build your strategy dream team: which stakeholders should be included, why, and what you should expect from them.

CEO

Your CEO is a crucial piece of the jigsaw for a number of reasons. The experience and strategic nous that have got them to the top of the hierarchy will stand them in good stead to contribute ideas on the overall direction of the brand.

They are uniquely positioned to understand how everything fits together, along with the wider market context. They'll have the best understanding of what can realistically be achieved in terms of budget and capacity.

It's also important to involve the CEO, not just for their input, but for their final seal of approval. With their buy-in, the rest of the company can be confident that the brand strategy has legs.

Finally, in some companies the CEO and the brand will intermingle, and possibly eclipse one another. Take Facebook, for example. Mark Zuckerberg's name is synonymous with the company; our perceptions are coloured by The Social Network, a film about his life; when Facebook was on trial earlier in the year, Zuckerberg was on trial. It's hard to think of one without the other: everything Zuckerberg says or does gets tied to Facebook, and vice versa.

Nowadays, with thought leadership such a huge part of marketing—most often with CEOs being the thought leaders—they speak on behalf of the brand, and the brand is shaped by who they are. Not only do they need to be completely aware of exactly what the brand is that your company's trying to project, but they need to help shape it because they're a crucial part of it.

Marketing

The CMO or Marketing Director will be the person overseeing the roll-out of the brand vision. They need to own its successful implementation.

This is their primary jurisdiction, and as such, they need to make sure they know it inside out, and work effectively to make the brand excel. The CMO needs to be thinking about high level messaging and the brand's core narrative.

From here they can effectively strategise brand guidelines, campaigns, events and content, ensuring that everything is in line with the direction they've agreed with the CEO. It's important they take responsibility for creating briefs for other teams and agencies, and that they communicate regularly with them. Since they have access to what other teams are working on, they need to facilitate cohesion across different areas of the business.

This is where frameworks, templates and brand guidelines are a CMO's best friend. Messaging templates to ensure emails are on brand, for example, can be given to the content team, the events team, and the customer services team to ensure that whatever department consumers are touching base with, they're receiving a similar experience.

Roxanne Taylor, CMO at Accenture, is clear on the need for CMOs to involve themselves in all areas of the business, and take responsibility for ensuring the brand is acting in unison no matter which part a consumer encounters.

"Chief marketing officers are experiencing a renaissance. Digital disruption has flipped the tables on customer relationships, introducing a glut of new channels and competitors that are making it harder to break through the 'noise.'

"Future growth hinges on a differentiated customer experience and tighter client relationships that connect the entire organization. Looking ahead, CMOs must have a deep understanding of customers, behaviors and market trends — and, ultimately, become the 'glue' to drive needed transformation through all parts of their organizations.

"They must also prioritize data-driven insights to fuel growth. The CMO is no longer just the chief client evangelist or head of digital. They have evolved and must go beyond their 'traditional' role and responsibilities to drive revenue growth that brings tangible ROI.

"Marketing is a critical business function in this environment of rapid disruption. The payoff: an opportunity to outperform peers and potentially achieve 2-3x greater revenue growth."

This growth can only happen if the CMO has a full picture of their customer, which is where the insight team shines.

Who to involve in your brand strategy



Insights

The insight team needs to take responsibility for brand from the ground up. They should be directly communicating with consumers at all times, and feeding back what they learn.

Ultimately, a brand is nothing if consumers don't see it the way you intend. If you want your brand to be 'established and upmarket,' but consumers see it only as 'out-of-date and overpriced,' then your brand as you've conceived of it doesn't exist.

Operating in an echo chamber, while it may be comforting, is ultimately useless. The insight team are your brand's chance to ensure what you decide upon in the boardroom is translating in your packaging, products, adverts, shops, and website.

Ensure your insight team are basing their findings on data that is representative, high quality and always up-to-date. A scalable intelligence tool that allows them to deliver

“If your brand isn't a natural extension of your company's existing vision and values, it's much less likely to succeed.”

insights across every business function makes this much easier.

It's useful not only in terms of finding out exactly what's working at the moment, but you can test all future campaigns, and also talk to people who aren't currently in your customer base, to find out what you need to do to expand and grow.

Design

While consumers' perceptions of a brand are made up of the various interactions they have with it, the look will probably be what first comes to mind.

You only have to think about how angry people get when a beloved company changes their logo to something that feels out-of-step with the brand, to understand just how much of a role the design team plays in creating a company's aura.

The internet was outraged when Gap changed from classic, to 'tech'. A neuromarketing company, NeuroFocus, even conducted a study to explain why people's brains expressed chemical outrage at the change.

Depending on the business, the design team will be crucial to the fundamental value of the product, and therefore the company. For a fashion brand, or even something like an upmarket food brand, much of the value of the items comes from brand look. There is huge markup on designer clothes, for example, and Tyrells can sell crisps for much more than Walkers can, partly because their brand has been designed to look more expensive.

The design team will also be where the most artistically-gifted of the company are found, and so their views need to be heeded because—particularly in this age of window displays, social media-friendly shop fronts, and highly visual website interfaces—if something doesn't look right, it's unlikely to take off.

Even a brand like Amazon, whose website is famously ugly, has clearly been designed with brand in mind. They stand for utility, and no-nonsense convenience; their website projects exactly that.

Sales

The sales team deal with consumers on a day-to-day basis. Ensure you have an excellent channel for feedback established, so that they can log the hurdles they're running into, the messaging that does and doesn't work, and the nuggets of information they glean about the brand from what's being said on the shopfloor.

By including your inside sales team (for B2B), your eCommerce team (for B2C), or your store managers (for retailers), you'll get the low-down on where the holes are in your current brand, and what's not translating. It's the perfect starting point for a discussion on what you still need to work on.

Morrisons is one brand who integrate their shop floor feedback into company wide strategy. Drew Kirk, their Fruit and Veg director, explains one such change.

“We've listened to customers' concerns about using plastic bags for fruit and vegetables and that is why we are bringing back paper bags. There's more work to do, but this step will mean we prevent 150 million bags from being used in our stores every year.”

It's adjustments like this that may not be considered in boardroom strategy plans, but make more difference on the ground to the user experience.

HR

Finally, your HR or people function needs to ensure that the brand you create is lived and breathed across the company. How do you operationalise brand strategy in all areas of your organisation so that everyone is trained in how to carry them out?

For brand to succeed, internal comms need to be fluid and constant. Brand handbooks are a good idea, and internal branding in offices, documents, and company goods can help to make people feel they're part of a cohesive union.

That said, the brand itself needs to be spot on in the first place for this to work. Does your brand connect to your existing company's

“Ultimately, a brand is nothing if consumers don't see it the way you intend.”

values or will it jar? If your brand isn't a natural extension of your company's existing vision and values, it's much less likely to succeed. It will need more explicit education and retraining to actually take hold across the culture.

This is why it's crucial to have HR involved from the get-go. Understand your employees, and make sure your brand's in line with who they are. Do this, and you can make your HR function work amazingly for your brand. Create company social accounts and Snapchat, Instagram or tweet life in the office, team events, and company highs! If you make sure the brand's in line with the people, in turn, the people can become your brand.

Hootsuite's Instagram is all about giving people a glimpse into what fun it is to work for the company. Its vibe is the epitome of 'sociable', which is what Hootsuite is all about.

Summary

Brand is so much more than just branding, but that should be an exciting prospect rather than a daunting one. Remember, brand shouldn't be created by one person at the top of the tree.

Tap into the expertise of these six different teams, and let their collective brain power help you forge something representative and unified that consumers love inside and out. ■

STRONG FOUNDATIONS

Essential frameworks for a bullet-proof strategy

Great chefs know the value of a quality knife. Elite athletes employ the latest and greatest equipment.

So it is with business leaders, who seek out the best tools to help guide their decision making and strategy. Here we've gathered five of the very best tools and frameworks for anyone looking to create a robust brand strategy.

Let's imagine you're a new, digital bank and you've been running a pop-up stall that's not performed well.

The Five Whys

The '5 Whys' is no shiny new toy. Developed in the 1930s by Sakichi Toyoda, founder of Toyota Industries, it's been battle tested and proven over the decades.

Like many great frameworks, it's a deceptively simple process: take a problem you've encountered, and ask 'why' five consecutive times, to get to the root cause of the issue and shine a light on what you need to change.

As Taiichi Ohno, a pioneer of the Toyota Production System (where this framework was conceived) observed, "having no problems is the biggest problem of all." He saw problems as "a kaizen (continuous improvement) opportunity in disguise."

Build your strategy with this Toyota spirit. Even if it seems like an enormous hurdle, with multiple causes, spotting it and setting about fixing it is a great chance for your brand to refine and excel.

If you find that there are multiple causes for one problem, separate them out into various '1st Why's' and repeat the process for them all.

The reason it's so important to work all the way to the bottom is because here is where you will identify the areas you have the power to change. Often, when something's not going to plan it can seem like it's because of external factors (people aren't receptive to your adverts; a competitor's racing ahead of you), but if you make everything you can change the best it can be, many of the external challenges will fall away.



SWOT

Around 30 years after the '5 Whys' technique was established, Albert Humphrey developed the SWOT framework while leading a research project at Stanford University.

It comprises a 2x2 matrix:

- S**trengths
- W**eaknesses
- O**pportunities
- T**hreats

Looking at your company or team's strengths and weaknesses will give an internal view of your company. The opportunities and threats ask you to think about the future; an external view of your market.

Once you've created lists for all four categories, explore the overlap (see image below).

Take your biggest strength and ask which opportunities it can help you achieve? These will be your quick wins. Then take your most powerful threat and ask which weaknesses leave you open to it becoming a reality. This is the most important hole to plug, and should be made a priority.

Look at your strengths next to your weaknesses and threats. How can you use what you've already built to neutralise these potential potholes?

The Economist suggests a second acronym: USED. How can the Strengths be Used; the Weaknesses be Stopped, the Opportunities be Exploited; and the Threats be Defended against?

Since fresh problems crop up as companies grow, it's important to reassess often. Check in on a quarterly, monthly, or weekly basis for an overview of the key upcoming hurdles, and a plan as to how to leap over them.

From the SWOT exercise below, you might focus on a brand strategy that emphasises beautiful imagery and responds quickly to current events, work with a platform like Attest to bring in more agile consumer insight, and use that to test updated taglines.

You could also run surveys to better understand millennials' needs and attitudes, explore the best markets for expansion, and run competitive intelligence to understand the weaknesses of your recently launched competitors.

In the context of using SWOT to define your brand strategy, you might consider:



PEST

The PEST framework concentrates your mind fully on external factors affecting your business. It works well in tandem with the SWOT framework, the difference being that it focuses on the wider context in which your business is operating.

- P**olitical
- E**conomic
- S**ocial
- T**echnological

PEST factors will fall predominantly into the Opportunities and Threats category of your SWOT analysis, and will help you identify future issues in plenty of time to do something about them.

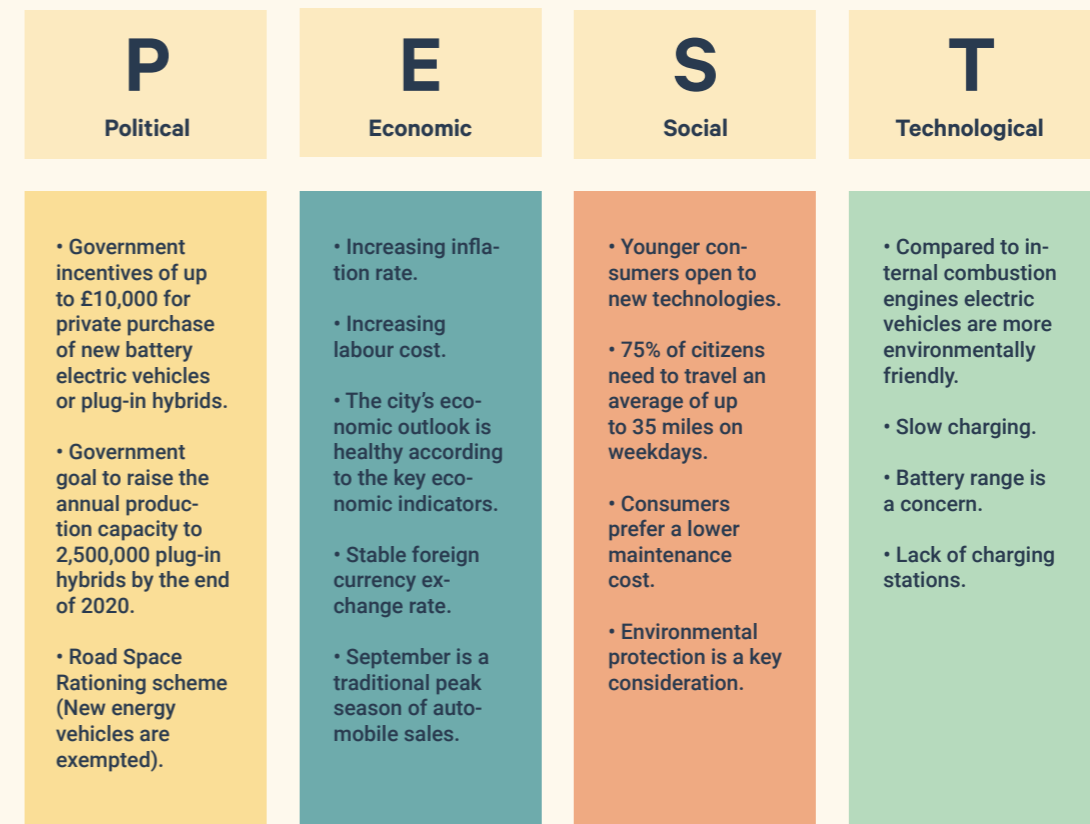
With this advanced warning, you're less likely to start projects that will fail due to external factors. This is why the PEST framework needs to be run frequently, and particularly before you consider new product launches or market expansion. All four of its variables change all the time, and you need to be aware of how this will shape the environment your business is operating in.

You will also need to run through this framework if you open in international markets that you're unfamiliar with. It will give a distinct view of the different countries in which you're trying to succeed.

It can be tempting to roll out successful strategies across all areas of your business, but PEST will alert you to situations where what worked in London simply won't fly when you push it in New York.

Running through the PEST exercise is also a great way to get that longer-term view of where the market is heading. And if it's backed up by real consumer insight, you can be confident you're building towards a long-term trend and growth, while avoiding declining markets or areas ripe for disruption where you might be less competitive.

Lay your PEST analysis out visually, or on flash cards that you can move them around when you come to strategise action plans.

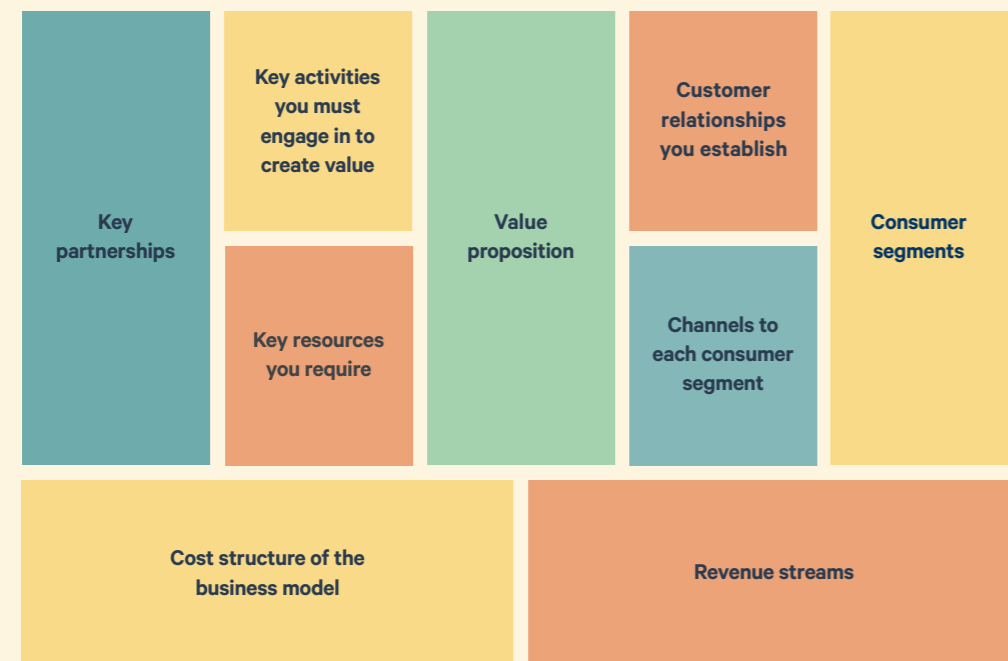


Business Model Canvas

Unlike PEST, this framework asks you to hold a mirror up to your company and look inwards.

Originally created by Alexander Osterwalder, the Business Model Canvas strategy gets you to construct a full picture of all areas of your business so you can see where there is a potential trade-off.

You must break your organisation down into 9 building blocks:



32

There are plenty of sites just a Google search away which will allow you to edit this sort of template with all the key details about your business.

Once you've done that, it's easy to visualise the business as an ecosystem, in which everything fits together, and nothing works in isolation.

Forcing yourself to consider every aspect of the business will show you what does, and what doesn't, make sense. If there's something in your 'key resources' box, but you can't see anything appearing in any other boxes as a direct

result of it, you know that it's something you need to stop spending money on.

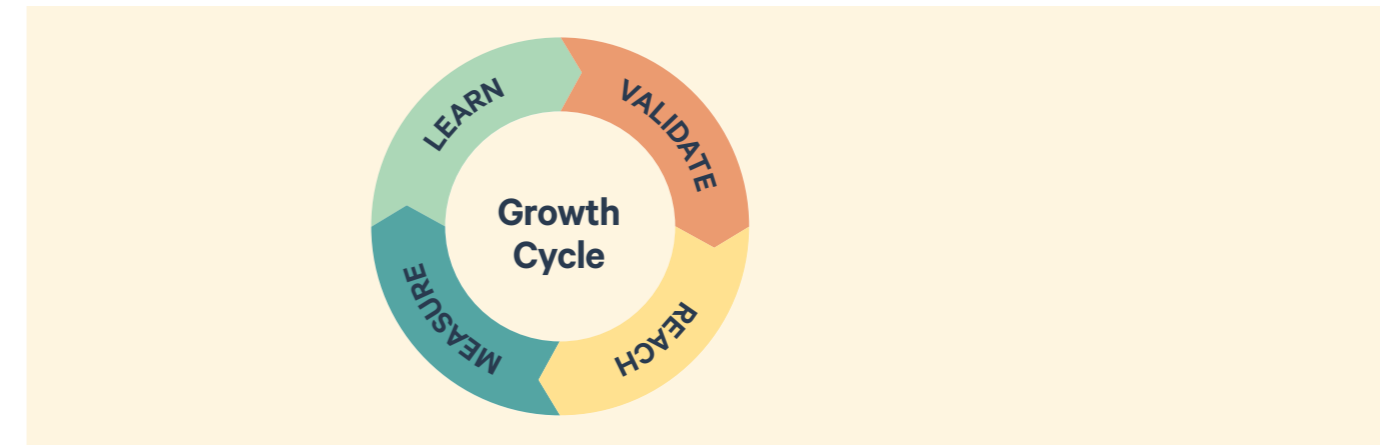
Equally, if you see that your revenue streams are coming out of one customer segment, you know you need to focus a lot of energy on this segment, and question the channels you're using to access the other segments since, clearly, they're not being effective.

In short, it's a great tool to ensure your whole brand strategy is connected with every part of your business.

Insight Driven Growth

The final framework has been developed by Attest to help you build a cycle of innovation and success, always placing consumers at the heart of your decision-making.

Like some of the others discussed, it comprises four elements: Learn, Validate, Reach, Measure.



In the 'learn' segment, you need to consider what you do and don't know about the consumers you're hoping to turn into customers.

This is the place where you ask open-ended questions, and keep an open mind. Remember to look beyond your existing customer base when working in the 'learn' segment: think towards the future.

Once you have a working ideas on where your company should focus, based on a 'consumers-first' approach, you can start to test and refine them in the 'validate' section.

This is the time to run creative tests against your adverts or packaging, hone in on the right pricing, fully develop your positioning and messaging, and nail down the exact features your company should focus on.

With a high degree of confidence in who you're competing for, what they want, and how you'll stand out it's time to move onto 'reach'. This is the part where you discover how to get your adverts and products in

front of your target audience in the most compelling way.

When will they be most receptive? What is winning their attention? By asking the right questions, you can put together the optimal media mix and promotional plan.

Now it's time to measure. How is your strategy working out? Is everything going to plan? Where can you improve? It's important that you combine both quantitative and qualitative measures here.

Quantitative data will show you how well things are going, while qualitative data will help you understand why, and what you could do differently for even better results.

If you can run through this process frequently and consistently, you build an iterative process that tests your strategy with real consumers so that you can adapt to a rapidly changing world. By using rich consumer data to inform each segment of the framework, you'll soon see your company accelerating from the rest of the pack. ■



Five things the strongest brands prioritise to stay ahead

Nothing lasts forever. It's just a fact of life. It's also an unfortunate fact of business too. At some point, many businesses cease to be. Yet while the majority of brands eventually falter and fade into irrelevance, others continue to thrive. Year in, year out.

How? What do they do differently? They focus on 5 things.

1. Brand relevance

Great businesses know that they don't own their brand: consumers do. As Jeff Bezos, founder and CEO of Amazon, says, "Your brand is what other people say about you when you're not in the room."

And it would be hard to argue Amazon doesn't know a thing or two about building an incredibly successful brand that continues to go from strength to strength.

WPP's annual ranking of the world's most valuable brands shows that Amazon achieved an incredible 49% increase in brand value in 2018, rising to \$208bn to take the no. 3 position.

You might have defined your core brand values, messages and positioning, but it only counts if your target consumers also see your brand that way.

"Your brand is what other people say about you when you're not in the room."

Jeff Bezos, founder and CEO of Amazon

And what happens if brand perceptions start to shift? Your brand isn't static, it evolves, so it's important to keep a close eye on it. That's how you stay ahead.

2. Competitive intelligence

New products, businesses and campaigns are launched every day. While you think your competitors are well known to you, how will you hear about the scrappy new startup that's quietly winning market share and nibbling your lunch before it's too late?

Unprompted brand recall is one of the best measures of whether or not a competitor is cutting through into the market.

And of course the best brands have a very good idea about what their competitors are doing well (which is a potential threat), and what they're doing poorly (a great opportunity). How? By asking the consumers that they're winning, through ongoing competitive intelligence.

As noted by Arie de Geus, former Head of Strategic Planning Group at Royal Dutch/Shell Group "The ability to learn faster than your competitors may be the only sustainable competitive advantage."

While you shouldn't obsess over every move your competition makes, you should know

which ones are resonating in the marketplace and which ones you can safely ignore.

Knowing if and when to respond separates out the best from the rest.

"The ability to learn faster than your competitors may be the only sustainable competitive advantage."

Arie de Geus, former Head of Strategic Planning Group at Royal Dutch/Shell Group

“You’ve got to start with the customer experience and work back toward the technology - not the other way around.”

Steve Jobs, founder of Apple

3. Customer experience

Leading brands care deeply about the customer experience, and almost every major business will track some form of Net Promoter Score (NPS) as a measure of consumer satisfaction.

However, the best will also keep an eye on their competitors’ NPS, and see how it’s trending over time. Is the new kid on the block consistently beating everyone else on NPS (and seeing their share of the market grow)? How does your NPS compare to others?

Looking internally is an important first step, but understanding how your customer experience measures up against everyone else in the market will give you the best possible chance of responding to shifts in consumer perception and demand.

As Steve Jobs, the late founder of Apple, once said, “You’ve got to start with the customer experience and work back toward the technology - not the other way around.”

4. Market dynamics

Throw together consumers, competitors, politics, the economy and other inherently unpredictable triggers and you have a heady cocktail of constant change.

Staying on top of ever-shifting market dynamics, so you can ride the wave, is one of the defining strengths of great brands.

Where consumers once rated craftsmanship highly, do they now prize speed? Has the social prestige of owning a certain asset shifted their price sensitivity? Does convenience matter more than choice? All these things can fluctuate over time, between generations, and across different segments.

Understanding how consumer preferences are being reshaped will give you a keen edge over others in your market, and stop you being left behind, playing catch-up.

According to Jack Welch, former chairman and CEO of General Electric “If the rate of change on the outside exceeds the rate of change on the inside, the end is near.”

“If the rate of change on the outside exceeds the rate of change on the inside, the end is near.”

Jack Welch, former chairman and CEO of General Electric

5. Actionable insights

Tying all of this together is a foundational discipline that all great brands have.

They listen, they learn and they build intelligence. They never stay still, because they know that the world won’t stay still.

However, they also know how and where to listen, which data is worth their attention, and how to turn intelligence into action.

They don’t rely purely on digital data (which is frequently inaccurate) or social media (which is unrepresentative of the market). Nor do they rely only on their gut, or the opinions of their colleagues.

Truly great brands speak directly to consumers, all of the time. Rich, regular and accurate feedback from consumers allows for speedy responses that create positive momentum for the brand. It shines a light on their market, and illuminates the path forward.

Elon Musk, the billionaire founder of PayPal, SpaceX and Tesla (amongst others), says “I think it’s very important to have a feedback loop, where you’re constantly thinking about what you’ve done and how you could be doing it better. I think that’s the single best piece of advice: constantly think about how you could be doing things better.”

“I think it’s very important to have a feedback loop, where you’re constantly thinking about what you’ve done and how you could be doing it better. I think that’s the single best piece of advice: constantly think about how you could be doing things better.”

Elon Musk, founder of PayPal, SpaceX and Tesla

Stay sharp, stay ahead

To constantly remain top of mind and relevant, and to successfully innovate so you stay ahead of both shifting markets and consumer demand is extremely difficult - only a select few brands manage to achieve this.

Yet there are common approaches that they all seem to share, as detailed above: brand relevance, competitive intelligence,

customer experience, market dynamics and actionable insights.

If you can put a number on these, so you can track and measure them over time, you stand a much better chance of being one of the outliers - the brands who continue to not only perform well, but define what success means. ■

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Attest's 'Future of Agencies' event, London



Attest at On Brand, Amsterdam



Upcoming Events

The Grocer Conference
12th March 2019
The Cavendish Conference Centre, London

Youth Marketing Strategy, London
16th-17th April 2019
The Old Truman Brewery, London
Come and see us at stand no.49!



Attest at Madfest, London

Let's Attest That: Answers

1. A

Most Brits, a whopping 24%, are looking for their dream holiday across the pond. Disney World, Route 66 and the Big Apple are all reasons UK consumers would love to holiday in the States.

2. C

And the Oscar goes to... Samuel L. Jackson. We all loved him in Pulp Fiction, Jurassic Park and the Marvel movies, but he's not yet been honoured with a coveted Academy Award.

3. B

After an indulgent Christmas including plenty of cheese and chocolate, Brits are keen to cut down their intake of unhealthy foods in the new year.

4. B

Encouraged by rising carrier bag charges, Brits are tackling climate change by reducing the number of plastic shopping bags they use.

5. A

Despite the debate raging for decades, it turns out most Brits just call it a classic remote control.

6. A

Low intensity activity? Yes please! Sounds like a lazy person's dream, where do we sign up?

7. C

We're a nation of TV addicts, and that's no different on Christmas Day! A huge 13.3% of Brits (almost 9 million people!) plonk themselves in front of the TV set for over 6 hours.

8. D

Enough with all these fancy flavours, Brits like to keep it classic, with 23.2% of UK consumers preferring good old cheese & onion flavour crisps.

9. C

It's a relatively closely run race, as 63% of UK consumers prefer the classic Disney films to their new, live action versions.

10. A

Brits love to grab their morning cup from Costa, though they might also be tempted by Starbucks, who came in a close 2nd place.

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Hot Right Now

Sticking at the front of consumers' minds is more important than ever. Time- and cash-strapped Brits head for the brands they know best when shopping on the high street and search for familiar brands online rather than shopping around, meaning memorability should be one of the most important goals for 2019.

This quarter, the brands dominating Britain's share-of-mind in their respective markets are as follows:



While all of the top spots remain unchallenged, second and third place positions have experienced some shifts. Meaning it is possible to fall in/out of consumer consciousness from one quarter to the next. These brands should be applauded for securing their podium positions, especially Sony, who manage to be widely recalled within two distinct sectors. These brands have all succeeded in securing significant share-of-mind during the all-important new year period and set themselves up well for an exciting year ahead. ■

Even more insight

We live and breathe consumer understanding, so whether you're an existing client or interested in becoming more consumer-centric, we'd love to chat!

You can reach us using any of the below:

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