

VISTA (Values In Strategy Assessment)

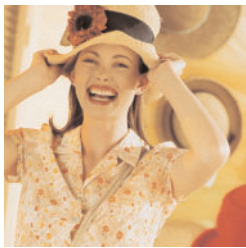
Tapping into the motivating power of emotions and values.



What could you do if you knew the mental map and architecture underlying the decision making of your key stakeholders?

What are the rational and emotional underpinnings of the stakeholder choices which most impact your enterprise, and how do they relate to one another?

How do you position your product in the marketplace to take advantages of your competitive equities and disequities – both rational and emotional?



For more information, please email us at info@harrisinteractive.com, call 877.919.4765 or visit our website at www.harrisinteractive.com/Brand

VISTA Case Study

For a Case Study on the brand transformation of UBS, please visit www.harrisinteractive.com/Awards/UBS

VISTA is a unique qualitative methodology developed by Harris Interactive to fully understand the rational and emotional factors that connect your product, service, brand, category, or issue position to your target audience.

This proven systematic approach identifies the linkages between:

- **Attributes** – Features of the product that are used by the consumer to make rational and emotional decisions.
- **Consequences** – Benefits associated with those attributes.
- **Emotions and Values** – Personal motivations that give meaning and relevance to the attributes and benefits.

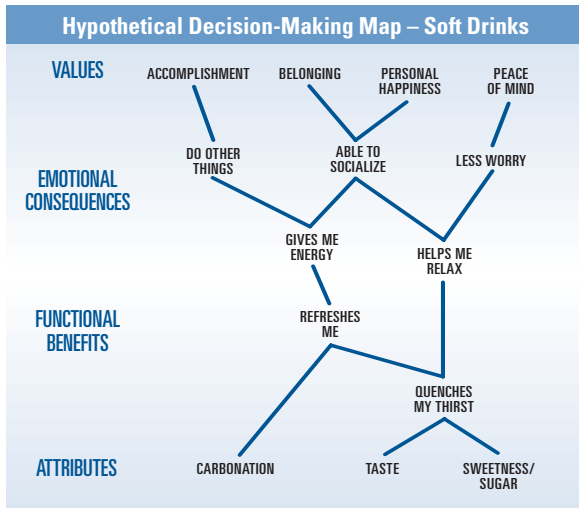
VISTA research has been used to understand human decision-making behavior in brand, product, service, and issue contexts, with successful case studies in new product development, branding and positioning, corporate image building, employee alignment, and more. VISTA was the leading research tool that was used to provide the overall strategic framework for four David Ogilvy Awards won by Harris Interactive and for the campaign selected as best return on investment (ROI) by the Atlantic Research Council.

VISTA provides a template to guide strategic action in marketing and communication choices. Companies utilize the insights gained through VISTA to:

- Understand the equities and disequities of their brand or offering
- Reorganize their offerings to align with customer motivations
- Motivate stakeholders through effective communications
- Further segment and target their customers

A VISTA program involves five key stages:

1. **In-Depth Interviews** – specially trained interviewers use a laddering technique to explore the hierarchy of rational and emotional elements that explain why respondents make the decisions they do.
2. **Coding and Content Analysis** – constructs a lexicon of the language people use when discussing the category.
3. **Linkage Analysis** – identifies how attributes deliver specific functional and emotional benefits, and how these tap into core personal values.
4. **Decision Map Construction** – graphically portrays the linkages between attributes, consequences, and values for your product. Identifies dominant and secondary pathways of thought.
5. **Equity /Disequity Analysis** – analyzes the competitive strengths and weaknesses or your brand that emerge from the decision mapping exercise.

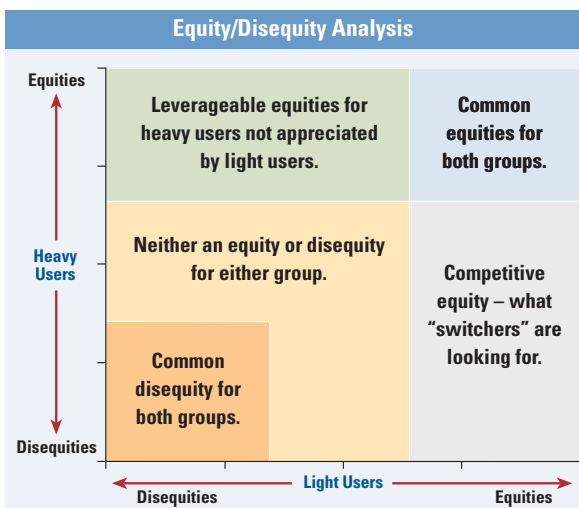


Developing a Brand Positioning Based on Personal Values

Effective communications not only persuades by reason but also motivates through emotion. It does this by tapping into personal values.

VISTA answers questions about the relationship between consumers and brands that are impossible to obtain using survey research or focus group techniques. Most traditional research methodologies focus only on product attributes and the physical benefits they provide for consumers. Some look at both concrete and emotional factors, but can only guess how the two are connected. In contrast, VISTA uncovers the precise network of linkages from product attributes... to functional benefits... to emotional consequences... to the deeply-held values that drive human behavior.

The resulting decision-making map (left) provides clear and powerful guidance for strategy development. This map gives you insights into the pathways that provide the most positive impact in reaching your goals, and those that can actually have an adverse affect on your efforts. We can even show you which perceptual territory you “own” within your category, versus where your competitors have the advantage.



The final step is Equity/Disequity Analysis. Using the results of a VISTA study, this powerful, proprietary tool classifies and quantifies five types of equities and disequities that come into play in a competitive choice situation among a given target audience. It illuminates the “battlefield” and informs the development of marketplace strategies, such as whether to:

- Reinforce your current position of strength
- Refocus to build new linkages to your advantage
- Redefine a perceived weakness so that it is perceived as a strength.
- Reframe a competitor’s strength so that it is perceived as a weakness.
- Redirect attention away from a competitor’s strength to their weakness.
- Remove a competitor’s perceived strength by showing that it doesn’t exist.

By definition, people’s values are stable and enduring. Our 20 years of experience with this technique have shown that these patterns of decision making do not shift readily. So there is no need to replicate a VISTA study on a yearly basis, as quantitative research can be used to track progress against the overall strategy and modify more rapidly changing attributes and benefits as needed.

Implementing marketing, communication or business alignment strategies based on the insights gained through VISTA has proven to provide significant advantages for our clients. With VISTA, you too can create strong and enduring bonds with your customers and other stakeholders, by getting to the heart of what motivates them... their *values*.