

Brand Promise Articulator™

Your brand promises often evolve as a result of overcoming constraints in your business in a unique way. Below are some examples.

Articulate your Brand Promises by discovering the unique ways you've overcome constraints in your business.

CONSTRAINTS IN YOUR BUSINESS	IMPLICATION OF EACH CONSTRAINT	RESULTING BRAND PROMISE (WHAT YOU MUST AND CAN DO)
IKEA Few local customers	Operating retail stores is uneconomic	Convenient mail-order purchase
Can't afford salespeople to sell products	Must use self-service sales model	Furniture at transparent, discounted prices (at trade fairs)
Swedish furniture manufacturers' boycott	Can't offer locally producer furniture	Quality, inexpensive furniture (sourced from Eastern Europe)
Furniture hard to transport	Assembled furniture cannot be retailed for instant use. Spurs modularity and design innovation	Flat-pack, "drive-it-home" furniture with easy self-assembly
East European suppliers get disrupted	Must set up own manufacturing operations in Eastern Europe. Allows the company to improve logistics and develop its own unique designs	Wide selection of "enjoy-from-day-of-purchase" products, in attractive design
Ryanair Full-service airlines are often unprofitable	The flying experience must be stripped down to make money	Lowest airfares
High airport fees at major cities	Must use cheaper, out-of-city airports	No flight delays and less airport congestion
Late start and low brand awareness to flag carriers	Build brand embracing the outsider, bad boy status	We embrace extreme cost-saving measures so that you can fly cheaper
Small, remote destinations are unprofitable	Reduce price point to generate demand or scale flights and make them profitable	Affordable, exotic vacations for low-income passengers

Source: Steve Preda: *Strategy OS* (Amershire Publishing, Glen Allen, VA, 2023)