



BRAND CLARITY REVIEW

A distinctive brand is a growth tool

Trying to appeal to everyone can result in your brand feeling generic. You end up saying the same things as everyone else, and your products start to blend into the category. The objective, as Seth Godin would put it, is to make your brand remarkable.

This review is designed to help you make a few decisions that strengthen the foundations your brand is built on: the future your brand is trying to create, who you are really trying to help, how you behave, and

what your brand feels like to the people you want to reach.

It is not about finding the perfect words in one sitting. It is about developing a better understanding of the fabric of your brand, so you can make better decisions across campaigns, packaging, content, sales conversations, product launches and the everyday moments where consistency helps to strengthen the brand over time.

What this review will help you do:

This review will help you step back from the day-to-day noise and lift the hood to reveal the engine that's driving your brand underneath.

- Your brand purpose
- The people your brand is really for
- The personality, behaviour and tone that give your brand its shape
- The creative territory that could make your brand more distinctive and memorable
- How your brand foundations should influence product messaging, campaigns, content and sales conversations

You will not finish with perfect words for every situation. That is not the point. You will finish with a stronger foundation for making better decisions, so the brand feels more consistent, more distinctive and more emotionally engaging over time.

How to use this review

Set aside 60–90 minutes and work through the questions in order. You can complete it on your own, but it is often more useful as a team exercise, especially if different people are responsible for sales, marketing, product, or customer service.

Try to answer in plain English. If a sentence sounds like it could belong to almost any brand in your category, ask yourself: what would make this feel more specific to us?

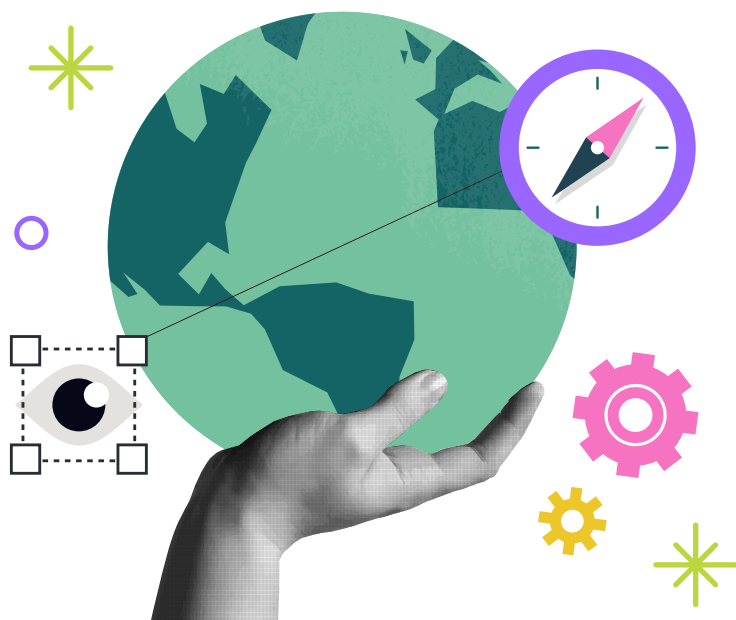
As you work through the review, don't try to create polished text. The rough answers are often where

the useful thinking is. Look for the phrases, tensions and beliefs that feel true, because those are usually the places where the brand starts to take shape.

A few words of warning: quality, premium, innovative, sustainable, trusted, natural and ethical are all perfectly valid ideas, but they are not enough on their own. If you use words like these, ask what you really mean by them. How does that idea influence your behaviour, your creative work, your product choices, your customer experience or the way people feel about your brand?

What future is your brand trying to create?

A strong brand is not just built around what it sells. It is built around a point of view: what it believes should be better, easier, kinder, more enjoyable, more beautiful, more responsible or more rewarding. This does not need to sound grand. In fact, it is more useful if it sounds simple and true.



Complete this sentence:

We are trying to help create a future where: _____

Now make it more specific:

What do you want people to feel more of? _____

What do you want people to struggle with less? _____

What do you believe should change in your category? _____

What would your brand never be comfortable accepting as “just the way things are”? _____

If you are stuck, try starting with one of these:

We believe people shouldn't have to: _____

We believe people deserve: _____

We believe there is a better way to: _____

Optional prompt:

Is there a story behind the brand that still matters today?

This might be about the founder, the family, the place, the people behind the business, a belief, a frustration, or a moment that shaped the brand. If yes, what part of that story would help people understand, trust or care about the brand?

Reality check:

- Could another brand in your category say the same thing?
- Would your team recognise this as something you genuinely care about?
- Could this belief influence the decisions you make, the work you create and the way you treat customers?

Who is your brand really for?

A useful audience definition is not just a demographic profile. It should help you understand what people care about, what they are trying to solve, and what they want to feel when they choose you. Think about the people your brand is best placed to connect with.

They care about: _____

They are trying to: _____

They are frustrated by: _____

They want to feel: _____

They would choose us because: _____

Now make it more specific:

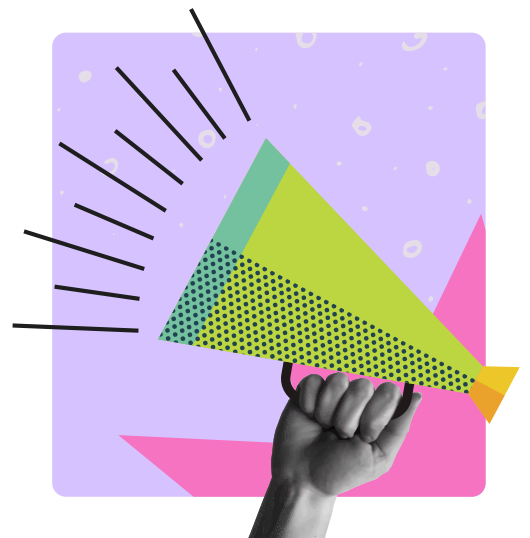
We are for people who: _____

We are for people who: _____

Brands become stronger when they know who they're speaking to, and who they're not trying to please. Trying to appeal to everyone usually leads to language, visuals and ideas that feel generic, safe, and easy to ignore.

If you are stuck, think about your best customers. Not just the ones who buy the most, but the ones who seem to understand what your brand is really about.

What do they have in common? What do they value that other people might not? What would make them feel like "this brand gets me"?



Reality check:

- Are you describing real people, or an internal wish list?
- Would this audience recognise themselves in your answer?
- Would this help you make better decisions about tone, creative work, content, packaging or sales conversations?

What is your brand pushing against?

Strong brands often have a clear sense of what they are not. They push against something in the category, in customer behaviour, in the market, or in the way things are usually done. This does not mean being negative. It means having a point of view.

Think about the things your brand quietly refuses to accept.

In our category, too many brands: _____

Customers are often frustrated by: _____

We believe people should not have to put up with: _____

We want to offer a better alternative to: _____

Now make it more specific:

We are pushing against: _____

We are standing for: _____

The more specific you can be, the more useful this becomes. “Poor quality” or “bad service” is too easy. Look for the frustration, compromise, assumption or behaviour that your brand is genuinely trying to change.

If you are stuck, complete one of these:

We are tired of brands that: _____

We are challenging the idea that: _____

We believe there is too much: _____

We believe there is not enough: _____

Reality check:

- Is this something your audience would recognise?
- Does it feel true to how your brand behaves?
- Could this point of view influence your creative work, tone of voice, campaigns or product choices?

What makes your brand meaningfully different?

A brand does not become distinctive simply by saying it cares, sells good products or offers good service. Those things may be true, but they are rarely enough on their own. A useful point of difference helps people understand why your brand deserves to be chosen over another option in the category.

This does not have to be a product feature. It might come from your story, values, point of view, expertise, service, heritage, customer understanding, tone, behaviour or the way people feel when they choose you.

What makes your brand feel different from other brands in the category? _____

What could your brand credibly say that most competitors could not say in quite the same way? _____

Why would that difference matter to the people you are trying to reach? _____

What would become weaker if you stopped leaning into this difference? _____

Now make it more specific:

Our brand is meaningfully different because: _____

This matters to our audience because: _____

The difference we should protect is: _____

Reality check:

- Could several competitors say the same thing?
- Is this difference something customers would notice or care about?
- Does it come through in how the brand behaves, not just in what it says?
- Could this help guide campaigns, packaging, content, product messaging or sales conversations?

What do people come to your brand for?

People rarely choose a brand for one reason alone. There is usually a practical reason and an emotional reason. They might want something to work better, last longer, feel easier, look more beautiful, save time, reduce risk, feel kinder, give confidence, create pride, or make a task more enjoyable.

Think about the role your brand plays for the people you are trying to reach.

People come to us when they want: _____

They are usually hoping to feel: _____

They are trying to avoid feeling: _____

They would be disappointed if we became: _____

They would miss us if we stopped offering: _____

Now make it more specific:

The practical role we play is: _____

The emotional role we play is: _____

If you only define the practical role, the brand can become too functional. If you only define the emotional role, it can become too vague. A strong brand understands both and is where the two meet.

If you are stuck, complete one of these:

People choose us when they care most about: _____

People rely on us to help them feel: _____

People would recommend us because: _____

People would come back to us because: _____

Reality check:

- Are you describing something people genuinely care about?
- Is there an emotional pull, or is this just a list of practical benefits?
- Would this help guide your creative work, not just your product copy?

The trade-off

You cannot be all things to all people.

A clear brand makes choices. It decides what matters most, what it wants to be known for, and what it is prepared to leave behind. It means understanding that if you choose one direction, there will usually be a trade-off somewhere else.

For example, if you choose to be more sustainable, you may not always be the cheapest. If you choose to offer more expertise, you may not sound as simple as a mass-market brand. If you choose to make things beautifully, you may not be the quickest. If you choose to be warmer and more human, you may not sound as corporate.

The useful question is not “how do we avoid the trade-off?” It is “which trade-off are we willing to make?”



Complete this sentence:

We choose to be known for: _____

Even if it means: _____

Now make it more specific:

The thing we will protect is: _____

The thing we are prepared to sacrifice is: _____

We would rather be known for: _____

Than: _____

If you are stuck, think about the choices your brand already makes.

Do you choose quality over price? Simplicity over range? Expertise over speed? Personality over polish? Sustainability over convenience? Depth over mass appeal? Care over scale?

Reality check:

- Is this a real choice, or just something every brand would say?
- Would this choice help your team make better decisions?
- Could it influence your creative work, product decisions, campaigns, packaging or customer experience?

How does your brand behave?

A brand is not only shaped by what it says. It is shaped by how it behaves, what it does, and the choices it makes when things are not straightforward.

Values are only useful when people can see them in action. They should influence the way your brand behaves in the real world: through your products, your service, your campaigns, your packaging, your content, your sales conversations and the way you respond to customers.

We always: _____

We never: _____

When customers are unsure, we: _____

When something goes wrong, we: _____

When we communicate, we try to be: _____

When we make decisions, we protect: _____

Now make it more specific:

What would your brand do that a less committed brand might avoid? _____

What would your brand ever refuse to do, even if it was easier? _____

What should people be able to rely on you for? _____

If you are stuck, think about real customer interactions. Someone is confused, disappointed, cautious, excited, under pressure or trying to make the right choice. How would your brand interact with them?

Reality check:

- Would your team recognise this behaviour?
- Would a customer notice it?
- Could this influence the way you brief creative work, write copy, design packaging, build campaigns or support sales?

Brand personality and voice

Brand personality is how your brand comes across. It shapes the impression people are left with when they see your packaging, read your copy, watch your content, speak to your team or experience your products.

Voice is part of this, but it is not the whole story. Personality should influence your language, your visual style, your creative ideas, your level of confidence, your sense of humour, your pace, your warmth and the way you make people feel.

We want people to feel: _____

We want our brand to come across as: _____

But never: _____

When we speak, we sound: _____

When we write, we avoid: _____

When we create visual work, it should feel: _____

When people experience our brand, they should feel: _____

Now write one line in your brand's voice:

If someone asked, "Why should I choose you?", we would say: _____

If you are stuck, imagine your best customer is standing in front of you. They are interested but not yet convinced. What would you say in a way that feels natural, honest and true to your brand?

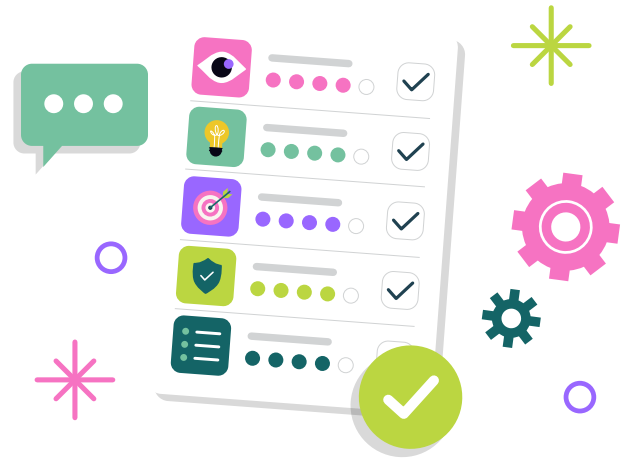
Reality check:

- Does this feel like a real personality, or just a list of nice words?
- Would your team know how to write, design or create from this?
- Would your audience recognise this as you?
- Are you describing how the brand behaves, not just how the copy sounds?

Your brand clarity outputs

If you have worked through the review properly, this section should be easier to complete. You are not trying to write perfect copy. You are pulling together the decisions that will help your brand feel more focused, more consistent and easier to recognise.

Use your answers from the previous sections to complete the lines below.



1. Brand purpose

We are trying to help create a future where: _____

2. Audience

Our brand is really for people who: _____

They care about: _____

They want to feel: _____

3. What we are pushing against

In our category, we are pushing against: _____

We believe there is a better way to: _____

4. What people come to us for

The practical role our brand plays is: _____

The emotional role our brand plays is: _____

5. The trade-off

We choose to be known for: _____

Even if it means: _____

6. How we behave

We always: _____

We never: _____

When things are not straightforward, we: _____

7. Personality and voice

We want our brand to come across as: _____

But never: _____

When we speak, write, design or create, we should feel: _____

8. What belongs, and what does not

We should use more of: _____

We should avoid: _____

The ideas, behaviours, messages or creative routes that would feel wrong for this brand are: _____

9. Internal summary

If we needed to explain the shape of our brand to someone in the team, we would say: _____

Final check:

Read your answers back as a whole. Does this feel like a brand with a clear point of view? Would your team know how to use this when making decisions? Would it help guide campaigns, packaging, content, product messaging, sales conversations and customer experience? Does it feel specific to your brand, or could it belong to almost anyone?

If the answer still feels too broad, go back to the sections where your answers felt safest. That is usually where the most useful work is still waiting to be done.