

FINDING INFORMATION FOR A LANDSCAPE ANALYSIS

INPUT	EXAMPLE DATA	WHERE TO FIND IT (SOURCES)
Challenge & Background	Business goals/vision, volume, CAGR, share, P&L, SWOT, key issues/problems, distribution, innovation pipeline	Corporate plans, business unit strategic plans, stakeholder interviews, previous project documents, general sales/ consumption sources, innovation master plan
Brand Health & Strategy	Target profile, brand positioning, benefit, RTBs, tone, imagery, awareness, equities, portfolio, penetration, buy rate, repeat, consideration	Brand foundational tools, brand strategy docs or “bible”, brand architecture, awareness studies, equity studies (Millward Brown), HH panel data (Nielsen, Numerator)
Consumer Insights	Demographics, psychographics, sizing, category drivers, tensions, functional/emotional needs, occasions/need states, direct consumer voice/video	Primary qualitative/quantitative research, consumer maps, segmentation, U&A studies, surveys, secondary research (reports, communities, ratings, social)
Category	Category sizing/segments, category penetration, company sizing & portfolios, category profitability, seasonality, regionality	Category assessments, customer selling presentations, consumption data (customer POS, Nielsen, IRI, Euromonitor, Numerator), secondary research, store walks
Competition	Brands, products, share (by brand & segment), portfolio structure, innovations, targeting, advertising messaging, marketing strategy, share of voice	Product/packaging audits, retail audits, website audits, SWOT, ad tracking, agency reports, consumption data, trade materials, secondary research
Customer & Channel	Competitive distribution strategy, channels of strength/ weakness, margin structure, retailer shares, sales by channel, buyer dynamics, online vs. in-store dynamics	Business/brand strategy, supply chain strategy, consumption data, shipment data/sales reports, customer presentations
Trends	Sales trends over time, shifts in segments, newest innovations, evolving category language, demographic shifts, cultural changes, regulatory changes	Secondary category/trend reports (Kantar, Mintel), analogous (outside) category research, retail audit, industry publications & media articles
Technology & Capability	Core category technologies, cost of entry, differentiating technologies, competitive technologies, horizon technologies, supply chain structure, enablers & limitations	R&D technical experts, innovation plans, supply chain team, factory tours, stakeholder interviews, supplier presentations, secondary trade/supplier sources & research