

brandsequence™



**DAMX (Digital Asset Management)  
Positioning Sequence Report**

**June 17, 2002**

The following pages are representative of BrandSequence's Positioning Solution reports, and contain excerpts from a Positioning Sequence done for one of our clients, DAMX. They've agreed to share this information on the condition that their name and some characteristic data be changed to protect their privacy.

For more information on BrandSequencing, please contact us at:

BrandSequence  
650 5th Street, Suite 509  
San Francisco, CA 94107  
415 543 6533  
[www.brandsequence.com](http://www.brandsequence.com)

### **The Company**

Digital Asset Management (DAMX) provides a web-based brand and digital asset management solution used by companies with widespread intellectual property (photography, logos, music, video, etc.) These companies have significant tracking, analytical, billing, documentation, and licensing needs that DAMX's solution addresses more completely than any directly competing technologies.

DAMX's solution is based on combination of powerful image recognition algorithms, database, and web-crawling technology that demonstrates powerful immediate applications for digital asset management. DAMX also has uniquely promising product development potential in the medical, legal, entertainment, and other industries where digital asset management and intellectual property protection are crucial.

### **Positioning Sequence Objectives**

DAMX is a relatively new company based on a combination of emerging technologies and expert systems, and as such is in the position of needing to make sure its brand is managed correctly from the beginning. Our main objectives in the Positioning Sequence were:

- To work from the current positioning to develop a Target Brand Positioning
- To guide the development of brand and product extensions, while retaining sales from current products
- To use feedback from brandscape segments as a way to uncover potential product development ideas
- To analyze Competitive Attribute data from the Brand Interview
- To provide the basis for a Brand Program

The Positioning Sequence paves the way for the Brand Program Sequence, where a complete Brand Strategy is developed, and specific Brand Program elements and directions for marketing communications and product development are defined and recorded. The Brand Program is a plan that will guide DAMX over the next few years in making critical decisions about product development, customer relations, marketing communications, partnerships, and overall brand management. The Brand Program is a “living document,” and codifies Brand Architecture, metrics and milestones, to allow for tactical course corrections.

In the Positioning Sequence, results from the Brand Interview Sequence are analyzed carefully and used to test the feasibility of different Target Brand Positioning scenarios. Key to the success of the Positioning Sequence is that it works with the strengths of the positioning that is currently available in the minds of customers, and presents a more balanced and realistic approach to brand management.

BrandSequencing is meant to guide brand and marketing decisions, not make management, customer relations, or operational recommendations. It is a fact of life, however, that in many (if not most) companies, key strategic decisions are frequently driven by brand and marketing issues. It is with this in mind that we make brand recommendations with an eye to their long-term implications.

## Brand Attributes | Competitive Matrix

| BRAND              | ATTRIBUTE | Crawler Reach | Price/Value | Security | Support  | User Interface | Complete Solution | Speed     |
|--------------------|-----------|---------------|-------------|----------|----------|----------------|-------------------|-----------|
| <b>DAMX</b>        |           | <b>10</b>     | <b>8</b>    | <b>7</b> | <b>8</b> | <b>7</b>       | <b>10</b>         | <b>10</b> |
| <b>BrandSpider</b> |           | <b>5</b>      | <b>7</b>    | <b>7</b> | <b>8</b> | <b>7</b>       | <b>7</b>          | <b>7</b>  |
| <b>Artensis</b>    |           | <b>8</b>      | <b>6</b>    | <b>4</b> | <b>3</b> | <b>5</b>       | <b>5</b>          | <b>8</b>  |
| <b>DPS Assets</b>  |           | <b>4</b>      | <b>3</b>    | <b>5</b> | <b>3</b> | <b>7</b>       | <b>3</b>          | <b>7</b>  |
| <b>DocuBin</b>     |           | <b>5</b>      | <b>2</b>    | <b>6</b> | <b>8</b> | <b>5</b>       | <b>4</b>          | <b>8</b>  |

*In the Brand Interview research, customers rated different competing asset management solutions on a scale from 1 to 10 (10 being best), according to a set of the attributes that were most important to them.*

Rating Competitive Attributes is the second part of the Brand Interview ( Brand DNA is the first,) and adds a different perspective than the Brand DNA results. In interpreting the Competitive Attribute matrix, we look for clusters of high scores to indicate where customers see the most value in competing solutions and attributes.

### Fast Data

This is important to many customers, with the exception of ISPs and VARS, who are more interested in scalability as it impacts their revenue potential. “Faster” is always a direct benefit in information technology, but it’s a moving target, and must be promoted in combination with other more qualitative benefits. The Competitive Attribute matrix also shows that there are more close competitors in this attribute than in any other besides “Support,” indicating that a strategic advantage here may be more short-lived as the technology continues to mature.

### Underlying Crawler Technology

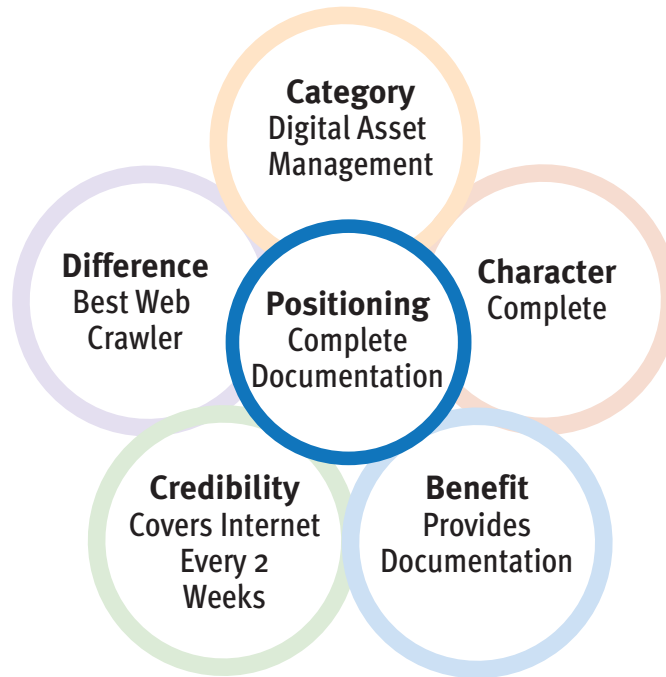
When we were designing the Brand Interview, we had several discussions with DAMX about whether to include the term “crawler” in the research, but we decided to because it’s widely recognized among DAMX customers and prospective customers to as a category of technology. The research also shows that they think highly of DAMX’s crawler, which suggests some clear branding and cobranding opportunities, as well as some new product ideas.

### Support Matters

This should be no surprise, as in traditional software categories, technical and product support can be a crucial differentiator. The research showed, however, that customers support needs in this product category centered somewhat less than expected on technical issues, and more on workflow issues. Furthermore, the developers of BrandSpider and DocuBin seem to understand this well, judging by customer comments and by the high scores for those products.

### Complete Legal Documentation

Intellectual property protection is clearly a hot issue for many types of businesses, and DAMX’s chief utility appears to be its ability to aid this process. DAMX may be able to eventually claim category ownership, as the solution represents a capability that simply didn’t exist before, and is now clearly a “must have” in many market segments. The Competitive Attribute research supports the Brand DNA research in this regard, giving the highest score to DAMX for completeness.



This diagram shows the top scoring Brand DNA dimensions from Brand Interview customer research.

According to the research, the current positioning that DAMX customers hold in their minds is almost completely category driven – “Best Asset Management Tool.” From a short term positioning standpoint, this is desirable, but there are several strong competitors in the space, and the position can become vulnerable if it’s totally based on what’s likely to become a commodity, even though DAMX can claim some Early Mover advantages.

**Deep Knowledge**

The stated overriding customer experience that is at the core of DAMX’s brand is that of gaining deep knowledge of their digital assets, through assessment, tracking, documentation, valuation, and management.

The asset management solution, and its potential brand extensions, allow them to establish both metrics and a web based environment within which knowledge about assets can be shared, transferred, refined, and evolve more effectively. Companies with significant digital assets have the most clearly defined need for detailed knowledge about them- these are the core DAMX customers.

We recommend that “Deep Asset Knowledge” be a silent underpinning- and never stated overtly. It should inform all subsequent brand management, however, and can point to some exciting new opportunities in product development. Core customers are sure to need more and more sophisticated tracking and analytic solutions

for their digital assets, and there are also many potential consulting components that can be developed to meet these needs.

“Deep Asset Knowledge” also speaks to the need for companies today to continue to invest in IP and knowledge management. DAMX is a highly relevant solution to this aspect of corporate operations.

**Completeness Wins**

The target positioning should be based on the knowledge of customers’ “must haves” and emotional signifiers that was gained during the Brand Interviews.

In analyzing the results of the Brand Interviews, we noticed that customers seemed to be saying most was that they needed and wanted a complete, integrated solution, for a number of reasons, and that they saw DAMX as the one closest to this ideal.

This conclusion led us to four different positioning scenarios, and ultimately, to a final target positioning.

## Target Positioning | Final Equation

After developing four alternative Positioning Scenarios and examining their relative strengths and weaknesses, we recommend the following target Brand Positioning for the DAMX solution. The target Brand Positioning is built upon the strengths of the current positioning, and involves a refinement and strengthening of this positioning rather than a significant shift. This is always easier to accomplish, as customers already have strong positive associations with the product in its category.

The target positioning uses the current positioning as a starting point because of its considerable brand equity. With this positioning, a renewed focus on current offerings will be relatively easy to execute (more of the same, only better.)

### Product vs Company Positioning

Since DAMX already has a strong customer base and is known for essentially one product (with slightly different flavors) it's most practical to let the product positioning take center stage for now, and allow it to thrive until enough different products are ready for market to be released on the coattails of the first product. Eventually DAMX will become known as a company that makes all the different products, but for now there's essentially no difference between the product and the company in customers' minds, according to the Brand Interview research with customers.

### Category Strategy

Since the most frequently stated benefits are the ability to provide legal documentation, and many products in the digital asset management category are focussed on this utility, it makes the most sense to adopt a target positioning that takes advantage of ground already gained. We feel that there's plenty of room for maneuvering within this category, and room to expand into (and define) other product categories from this positioning base.

Executing tactically on this positioning with marketing communications will entail associating digital asset management with the ability to provide IP protection, while keeping options open for other key utilities and benefits.

### Target Positioning: Long Form:

For **companies with global digital assets,**  
(Target Audiences)

DAMX is the **most complete**  
(Brand Character)

**digital asset management solution**  
(Category Descriptor)

with the **best web crawler and analysis engine**  
(Dramatic difference)

that **provides complete legal documentation**  
(Primary Overt Benefit)

because **it covers the entire internet every 2 weeks.**  
(Credibility)

### Street Version:

**The complete legal documentation solution.**