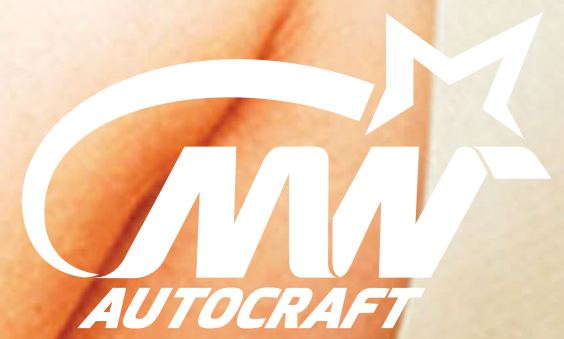




My car is my shrine

Brand
Annual
2015



The MW AutoCraft Brand
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*You'll never want to
get out of your car.*



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This book outlines the framework and vision for executing faithfully upon any and all dispensations of the MW AutoCraft brand. It is both a reference tool and inspirational motivator, a guidepost and gauge to meter everything from external communications to internal actions. This is your compass for competition, your lexicon for longevity, your rites for relevance and path to prosperity.

***You are the MW AutoCraft brand.
Live it. Love it. Own it.***

A brand is much more than a logo, color palette, font set or graphic treatment. Branding is rather a purposed act, made by a company or organization, to create relatable, valuable context for a service set and/or product offering.

We believe the most effective brand visions are born in a three part equation described by what we call "Disruption Theory." In simple terms, Disruption Theory asserts that no brand can ascend to the top of its respective category by doing the same things as its competitors. Rather, when a brand can identify its industry's conventions, it sheds light on where the brand can disrupt the category norms and in doing so give birth to an ownable brand vision.



CONVENTION

IDENTIFY + ANALYZE THE RATIONALE OF PERVAING INDUSTRY CONVENTIONS

Industry conventions are the accepted norms of a given category, i.e, value proposition, view of the customer, audience focus, marketing practices, business model, offerings, and more.



DISRUPTION

UNCOVER THE OPPORTUNITIES TO DISRUPT THE CATEGORY

Disruption is a point of view as much as an action. Disrupting a category is to capitalize on the positional or product vacuums ignored by the rest of the competitive circle.



VISION

CRAFT A WHOLLY OWNABLE AND REVITALIZED BRAND VISION

Developing an effective brand vision is to establish a central goal and set of supporting themes that respond to disruptive opportunities within the competitive landscape.

TO

AND



Disruption is a foundation for better brand throughput.

A well fortified brand acts as both a filter and a foundation upon which the organization can securely build a profitable future. This is executed not merely by means of visual or linguistic appeal but is most prominently reflected in how the brand behaves and what it does. Arriving at a central brand goal and establishing a set of supporting themes is by no means an accident or product of whim. Rather, they are the anticipated outcome of placing one block on top of another; conventions pointing to disruptive opportunities, informing the brand vision. The central brand goal and visionary themes always give honor to the vision and are both the platform for driving business growth as well as the filter by which the organization can qualify its philosophical beliefs, processes and modes of operation, internal and external programs and even the products it offers.

Brand Filter



Brand Foundation

Successful brands project and reflect their vision.



A brand is embodied in both physical and intellectual assets. These inform its tangible presence as well as its behavioral characteristics. Intellectual brand attributes are rooted in the organization's governing beliefs and philosophy,

which are a "reflection" of its convictions and response to the brand vision. Physical brand attributes are simply the employment of the intellectual assets. They are the "projection" of the brand, i.e., its manifestation.



To provide added context and a means for quick reference throughout this publication, we developed a set of iconographic identifiers.

We modeled them here to demonstrate their progressional relationship as well as identify the sub-categories that fall underneath the master headers of intellectual and physical attributes.



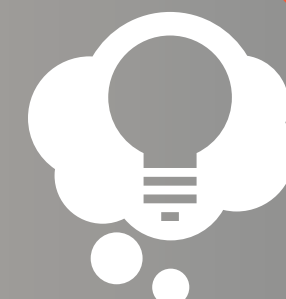
CONVENTION



DISRUPTION



NEW VISION



INTELLECTUAL ASSETS

- Brand Philosophy
- Human Attributes
- Vocal Directives
- Brand DNA

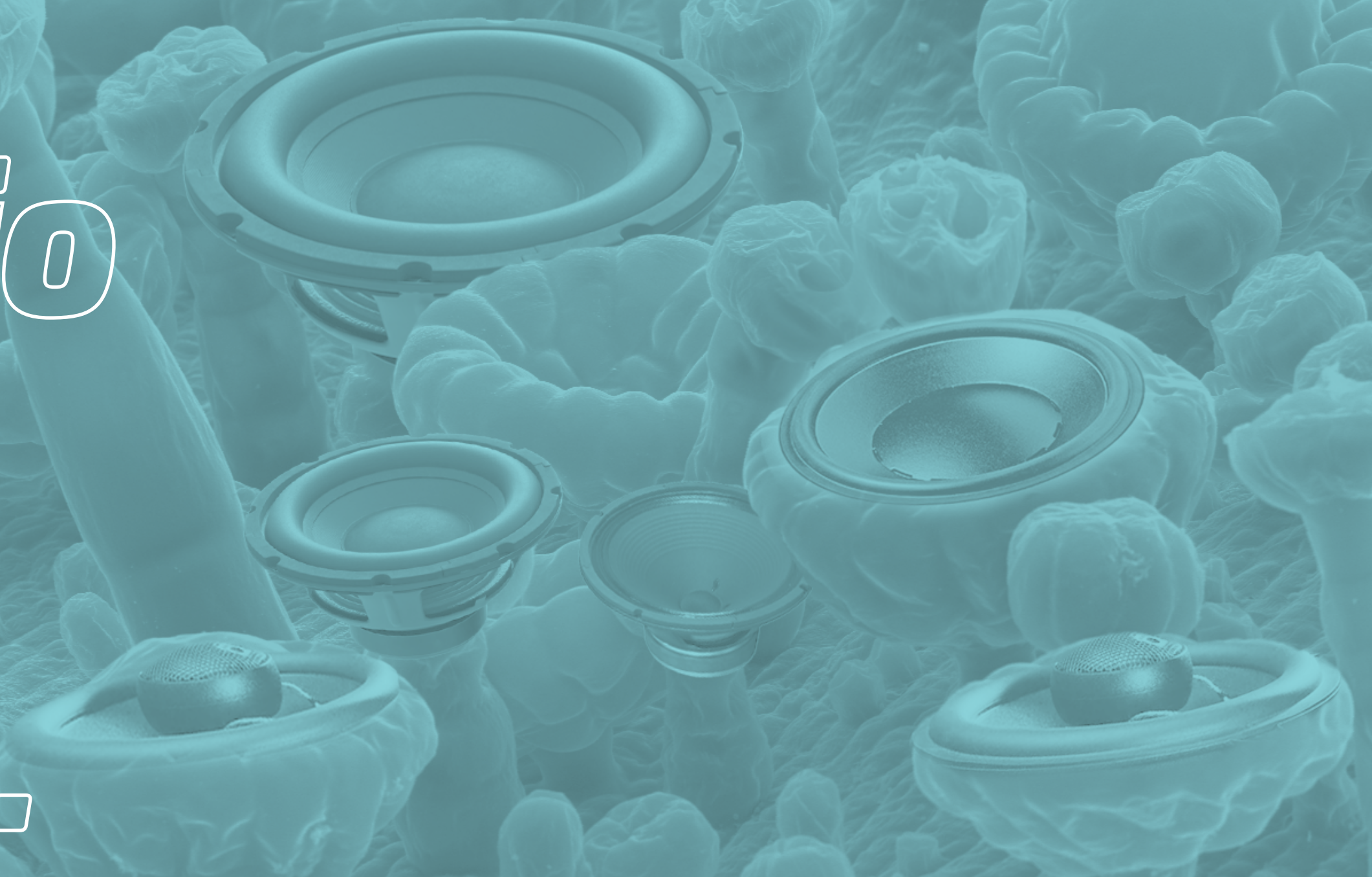


PHYSICAL ASSETS

- Color Palette
- Visual Identity
- Graphic Assets
- Font Sets



*Mobile audio
under the
microscope.*



Validate the prospects.

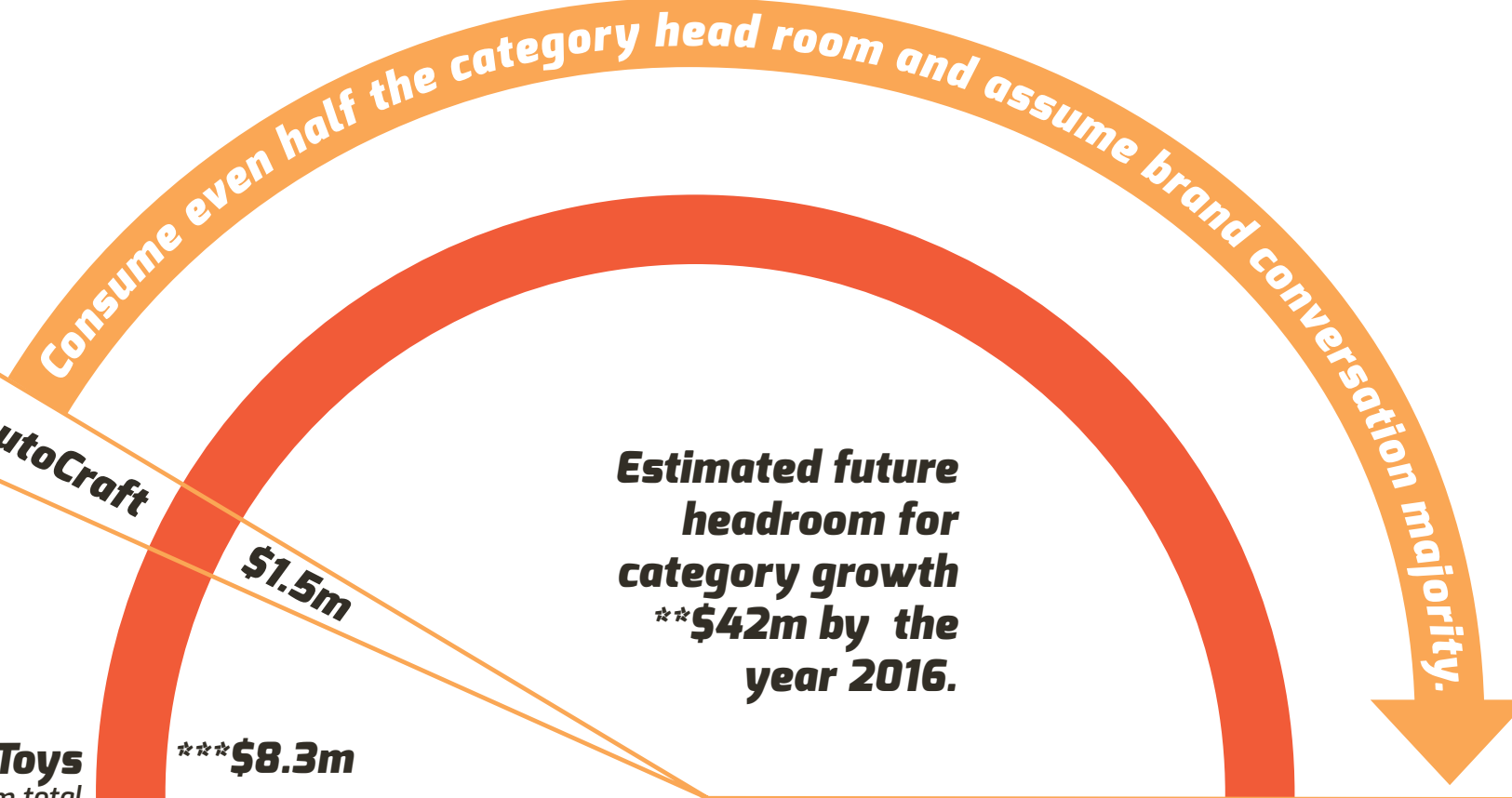
*Aftermarket mobile audio is a 2.3 billion dollar and growing industry in the United States...

...or is it?

The Consumer Electronics Association (CEA) claims huge if not growing swaths of the industry are not even financially tracked, leaving a looming unknown in total market potential for growth. What we do know is that labor (installation and design) are out pacing direct unit sales growth in the category, representing an ever increasing percentage of total revenue throughput. This marks an interesting trend in the industry that is forcing formerly commodity driven business models to adapt or become obsolete. And represents capital opportunity for service driven business models that can find a means to scale their offering.

With a largely undetermined headroom for growth combined with the intense brand schizophrenia of the mobile audio landscape, a single brand achieving a position of category leadership is a viable proposition. By simply making a land grab of the available market head room and redefining polarized value propositions MW AutoCraft can achieve this position.

Integrated mobile audio solutions are rapidly becoming a de-facto element of our connected digital lives.



Estimated future headroom for category growth
****\$42m by the year 2016.**

MW AutoCraft

\$1.5m

Car Toys
\$53.4m total

***\$8.3m

Stereo King
\$5.6m total

****\$3.7m

Dozens of lesser independents represent the remaining present market volume of *****\$37m in revenue.

Define a new segment and own it.

*Reference Appendices 10.1: CE Outlook article — tracking the car audio, video and electronics market <http://www.ceoutlook.com/2013/06/25/car-audio-the-numbers-dont-tell-the-whole-story/>
 **Estimated category headroom for growth based on Portland Metro market only.
 ***Car Toys gross annual receipts extrapolated from combined revenue across all locations including commercial contracts to reflect Portland Metro market only.
 ****Stereo King gross annual receipts extrapolated from combined revenue across all locations to reflect Portland Metro market only.
 *****Remaining current market volume based on unlisted 2014 reported gross earnings in the Portland Metro market only not including box store sales.



In the following section, we will identify the single most distinct convention within home fitness, and in doing so, reveal the most ready opportunity for the MW AuotCraft brand to disrupt the mobile audio industry and beyond in the Portland Market and as far as their vision takes them. We will also reinforce our central disruptive position by looking at the peripheral conventions within the industry that create opportunity for further disruptive catalyst.

Conventions are not inherently negative; at their core is an original idea that worked so well, others copied it. However, when convention occurs in an industry or vertical, the brands that propagate it, more often than not, leave the power and conviction of the original idea behind in exchange for an empty mimicry, a by product of which is resulting negative stigmas.

We believe that when a brand is able to identify the conventions within their vertical they are able to peel away the negative stigmas from the vision and value of the originating idea, as well as identify unclaimed, ownable value propositions. This is what allows brands to step outside of their competitive circle, disrupt the category and ascend to a position of leadership within their respective industry.



Identify all of the relevant mobile audio industry conventions.

Reveal the opportunities for MW AuotoCraft to disrupt.





As is often the case with numerous other industries, mobile audio as become a highly polarized as well as fragmented market landscape.

Polarization and fragmentation are often self determined by the industry. However, in the case of the mobile audio vertical, it is actually companies responding to one or the other of two unique audience segments that has let to the present market condition.

The total market universe for mobile audio cleanly breaks along the line of cost versus design. There are varying degrees of separation, but for the most part, customers' convert along one of these factors more than the other. The result in the marketplace — polarized offerings and value propositions. Companies that cater to one or the other of these segments. Fragmentation occurs in this vertical in an attempt to grow total revenue base without crossing the rift to reach both audiences.

Cost conscious consumers historically have been the larger of the two segments, representing as much as 83% of the total market volume in mobile audio and related parallel cross market sales through the tail end of the recession of 08.

However, In a recent consumer reports poll, disposable income spend amongst purchases in the categories of leisure and comfort items (including mobile audio) is up as much as 17% over the past two years. This is not an anomaly, but rather indicative of spending behaviors in a volatile and uncertain economic situation. When consumers are stressed about financial prospects, more dollars tend to be diverted to comfort item purchases. This includes eating out, movies and other forms of entertainment and seemingly, a willingness to spend larger percentages of income in personal technology which includes both home and mobile entertainment.

In connection with an apparent increase in spend in the category as a whole, the market ceiling for mobile audio continues to raise as millennials enter the work force in increasing numbers. This is in part due to millennials general acceptance of technology as a central integrated component of their daily lives, but also that as mobile audio solutions become ever more sophisticated and integrated with our other digital experiences, they become, in part, a de-facto investment, thought of much as one already does the average smart phone.

What does this mean for mobile audio and the accepted segment differentials?

Apart from the clear indicator that total market ceiling is raising at an exponential rate, the trend of increasing desire for design integration and cost becoming a less weighty factor in determining end solutions are all fueling an equalization in total segment growth around a design centered trigger.

Modeling and profiling the competitive landscape.

By modeling and profiling the competitive landscape, the current market reality, and potential trends begin to paint an interesting picture that can inform where MW AutoCraft can take advantage of not only available market ceiling, but define a unique and defensible market position.

Historically, companies favoring franchise or multi-location business models have leveraged price and selection as a net to scoop up the larger volume of available market share and sales. This is done largely through shady, hyperaggressive sales tactics, padding the back side of every deal by means of confusing tech-talk aimed to take advantage of under informed buyers or by bulldog up-selling/cross-selling of parallel products like cell phones,

security systems, reverse cameras and the like. These models are the buy and bye business strategy, having relatively no long range, return customer focus and are thus generally focused only on the in the moment sale. Subsequently, there is little interest invested in customer service or in providing altruistic consultation. Businesses local to MW AutoCraft's home market that fall into this category include: Car Toys and Stereo King.

Companies favoring the service model are often the disenfranchised offspring former employees of a price driven counterpart. Such is the way of the world — from one end of the see-saw to the other. Service model organization in the mobile audio space tend to focus on design integration as their central value proposition, are branded around the individual or owner and seldom scale to become larger more profitable organizations. They tend to carve out a small, loyal group of residual customers and a light stream of referral based business, but because their efforts and/or ambitions for growth are never capitalized or actioned against in a sophisticated manner they rarely grow or flourish beyond the reach of their own ability to have a personal hand in the work or the client relationship. Businesses local to MW AutoCraft's home market that fall into this category include: Musicar or Sonic Audio.

Where is the mobile audio sweet spot?

Firstly, it is important to note, the mobile audio sweet spot does not exist in trying to brand across both audience segments, nor does it exist in trying to resolve the negative stigmas or either individual model...

...but rather lives in becoming a catalyst for change in a vertical that is already in motion.

It exists where the service model can brand itself beyond the individual, extending relatable value to the growing trend in integrated systems consultation, so that value and cost association become tangible investments and a natural mode of thought across the entire mobile audio audience universe.

In short, collapse the void between cost driven and design driven audiences, creating one new audience. This is done by changing the way mobile audio is thought of by aligning it with the natural mind-set trajectory on personal technology.

Known brands and parallel products

BEST SELECTION

Convenience and personal touch

CAR TOYS
STEREO KING

AUDIO SOURCE
ALLRITE MOBILE INSTALLATION
STREAMLINE AUDIO

OUTRAGEOUS AUDIO

SOUND CHOICE
EASTSIDE MOBILE ELECTRONICS

SONIC AUDIO
MUSICAR

MOBILE WEST

SERVICE QUALITY

Lowest cost and credit options

LOW PRICE POINT

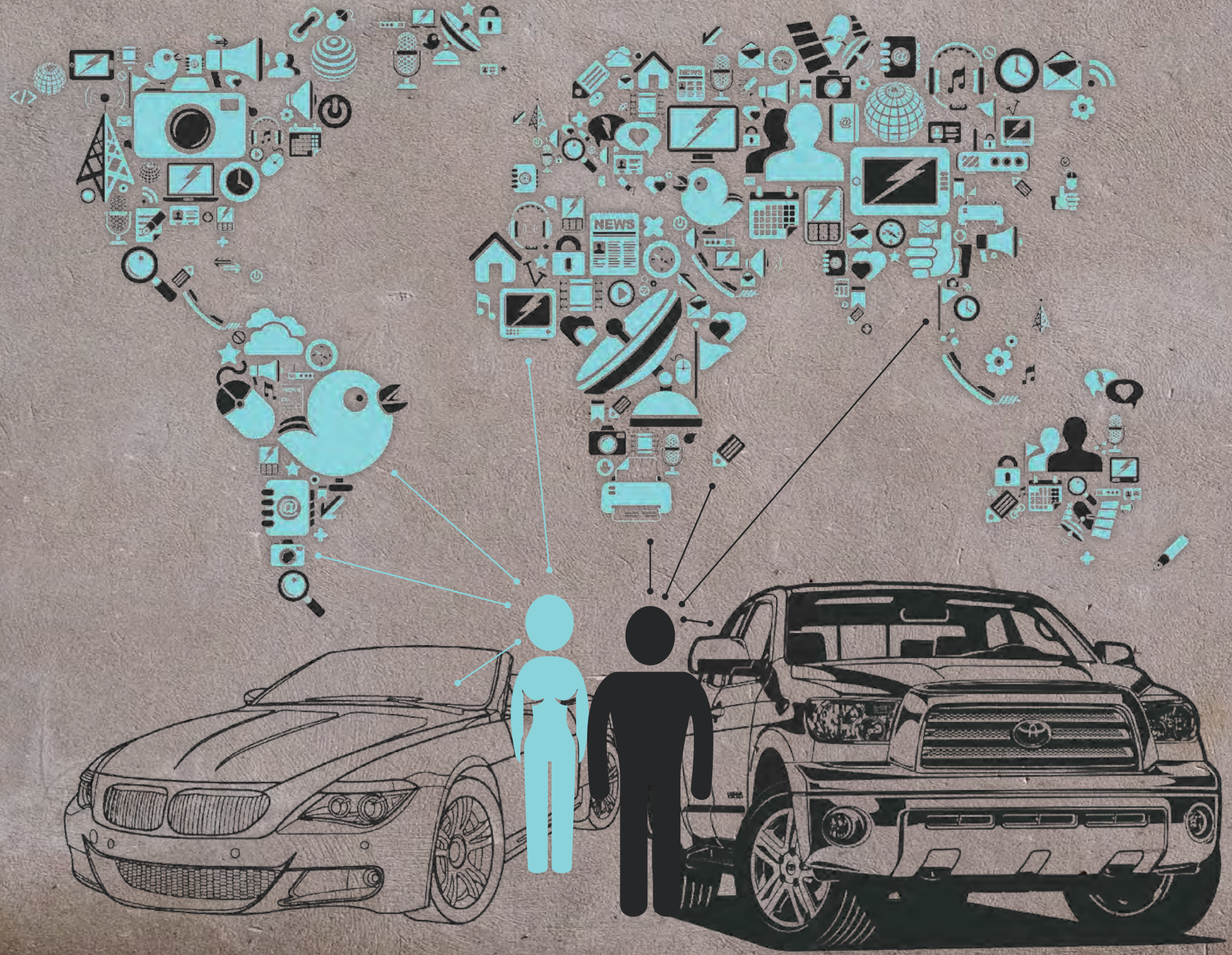
BEST EXPERTISE

Quality work and custom solutions



Put the consumer in the driver seat

Today everything is connected.
My car is not just part of my digital universe,
it's at the center of it. Because wherever my car is, so am I.



My Car is

The holy grail of branding is standing in the value gap. MW AuotoCraft can do this by circumventing accepted, polarized value propositions to create an entirely new value position based on creating mobile life experiences.

- my shrine
- my office
- my happy place
- my studio
- my companion
- my identity...





***Then why has no
other brand yet sought
to redefine the mobile
audio category***





T H E Y

In the following section we will reason why

C A N ' T



CAR·TOYS

musicar

In our workgroup study we looked closely at two major players in the mobile audio space on opposite corners of the polarized landscape. We analyzed their business models, marketing strategy, positioning and why neither of these paradigms are likely to redefine their category, fundamentally alter the consumer view of the mobile audio industry and consume new market universe.





What is the Car-Toy's model unable to capture new market ceiling in the mobile audio marketplace?

Market opportunity for commodity driven value propositions is rapidly collapsing.

At a glance, one might think large franchise players like Car-Toys, would actually have the greatest possible upward mobility to consume available market volume. The reality is, this is very unlikely, or at best would require tremendous political will from the top down.

A number of factors combine to present some challenging hurdles for Car-Toys and others like them hamstringing rapid market growth.

1. The greater percentage of market growth potential resides around millennials, who's value trigger is largely centered around technology integration, (solutions that are extensions of their digital identity) and subsequently thought leadership in the area of design integration and future forward consultation. Commodity driven organizations imply do not possess the necessary skill sets to respond.

2. New market volume additionally views technology integration as an ongoing engagement rather than a transactional moment.

3. Millennials are spending a greater portion of their disposable income on technology. With cost of new technology continuously dropping, monetization around the equipment sale is a lesser percentage of the total customer life time value.

On a strictly business function level, one might assume these operational gaps could be easily bridged. However, these new market trend are less operational gaps as much as they are cultural rifts.

Culture is the most concrete of brand characteristics.

Car-Toys and others like them are a sales based business model from the top down. This means, that organizational models depend entirely cheap labor so that executives can generate maximum profit with the least amount of liability.

Mobile Audio Market Situation 4.3

To transform the organization from a commodity driven machine to one build around service and design, would demand total inter-organizational and cultural reorganization.

This would require recapitalization on a significant scale and loss of revenues until the new model began functioning on all cylinders. Simply put, these businesses would be sold off before a risk like this would ever be endeavored.

Prognosis.

it is predicted that commodity based, sales culture, driven models will continue to operate under their present modus operandi, attempting to offset lost profits with increased service rates, padded onto the back side of each deal, to mask falling equipment costs until what time as this becomes unsustainable and the businesses are sold off to larger national entities.

Currently, there are no national options to make such an acquisition viable as an exit strategy. Perhaps MW AutoCraft becomes such an entity through a well planned franchising model and M+A strategy before the rest of the commodity driven mobile audio space contracts?



Why does Musicar have little hope of rapid scale and consumption of significant new market share in the growing mobile audio marketplace?

Business acumen vacuum and lack of will leaves little in the way of upwardly mobile mind sets.

In short, most mobile audio businesses operating in the service and design model category are former installers. Demographically generalizing, most of the ownership of these companies, though perhaps talented designer/fabricators generally lack the business sense or interest in scaling their organizations beyond their immediate control.

Though they do have a valuable offering they lack the understanding or interest in allowing it to grow beyond what they can manage as a horizontal organization.

What this means competitively on a localized level is that the commodity driven organizations produce a revolving door of independents that ultimately saturate each market over time. In the absence of an entity like MW AutoCraft, with the aspiration and will to scale their business model, means death by a thousand cuts to their former volume play employers.

In spite of being service and design minded, personality branded mobile audio businesses have significant limitations.

The evolving customer market needs more. More than just an individual they feel like they can trust and who possesses the skills to meet their individual technology needs, especially those tuned to a specific niche audience only. What the growing new market customer is looking for is more:

1. Solutions that are bigger than one mind.
2. Buying power, enough to propose, design and execute genuinely unbiased integrations.
3. "Look what we can do for YOU" thinking not just "Look what we can do" thinking.
4. The flexibility of more than one location. And the guarantee that the brand promise will be delivered on at any of them, whether corporate owned or franchised.

Prognosis

Service and design based competitors lack the organization, business acumen and will to scale

They also typically operate from single locations based on the owners' convenience not on saturation of available customer base. Thus, their Achilles heal is a franchise model that can effectually brand itself beyond the personality of the owner and replicate those values into audience rich population centers.

Additionally they do not have the revenue critical mass to direct resources at more sophisticated marketing and advertising efforts beyond word of mouth (WoM). Though not lacking in voracity, WoM, does not generate the regular volume based growth necessary to scale.

Niche based solutions targeting B-2-B referral based business are also limited to their niche and therefore can not scale unless they do so by leveraging into multiple markets. Again, this is unlikely since most of these owners lack the interest.



Additional conventions plaguing the mobile audio industry reinforce the concept of positioning the car as the de-facto center of our digital universe and the central disruptive opportunity to set MW AutoCraft apart from the competitive landscape.

1

Unsophisticated, offer driven advertising and marketing if any.

2

Many brands selling boxes instead of offering solutions.

3

Aggressive sales culture leaves consumers feeling like a wallet on legs.

4

Brand relationships that begin and end with the sale.

5

Near term buyers only. Everyone else take a number.





Unsophisticated, offer driven advertising and marketing if any. **1**

The sad truth. Both poles of the mobile audio industry seemingly put forth painfully underwhelming efforts to market themselves in an intelligent way if at all. Some of this has to do with how the industry grew up, rooted largely in a commodity based, price point driven model. However even those now operating service and design driven businesses rarely harness more than word of mouth at most coupled with a clumsy implementation of social mediums.

\$199.99!!!
LIMITED TIME ONLY!!!
BUY NOW!!! SAVE! SAVE! SAVE!
PRICE REDUCED
300% OFF!!!

Many businesses selling boxes instead of offering solutions. 2

The vast majority of market volume is still about moving as much equipment off the shelf as fast as possible. This is because historically the money was all in the markup. This in turn produced a sales culture that has very little to offer the modern buyer seeking technology integration, unbiased consultation and interests and investment in a long term relationship over the hope of an immediate transaction. Large swaths of the industry are trapped in this self fulfilling prophesy because of their own organizational structure. This is thus a convention that is unlikely to change until a major shift in the market forces these businesses' hand.





Aggressive sales culture leaves consumers feeling like a wallet on legs. 3

Under trained, underpaid and immature sale force driven by panic to make targets or be canned produces the absolute worst in customer service imaginable.

All part and parcel with a sales driven culture is the inevitable revolving door with companies failing to groom their associates into careers, instead hiring anyone with an extrovert personality and a pulse who will work for commission. Knowledge or affinity for mobile audio is hardly a prerequisite. This manifests in customer interactions that leave much to be desired.





Brand relationships that begin and end with the sale.

4

Thank you for sale... Next!

A parallel fall out of the "we sell boxes" model plaguing the industry produces a distinct lack of interest in fostering a post sale relationship and subsequently driving the loyalty that fuels enriched customer value beyond the initial transaction. The category-wide focus on offer driven advertising and marketing with a retail channel further reflecting this position is exemplary of the lack the strategic depth and sophistication required to effectively support a vibrant life cycle marketing program and an enhanced customer life time value.

We liken the way in which the category at large employs the advertising, if any, to fishing with a drift net, while comparatively their retail channel is like fishing with Rotenone. The point being, everyone is out trying to catch fish rather than farming them.





Near term buyers only. Everyone else **5** take a number

A further detrimental outcome of the “buy and bye” strategy of marketing is that though these brands maximize their marketing spend on the closest revenue generating audience, what they miss is the massive opportunity to secure future buyers and, subsequently, the prospect of brand dominance. This is true more of the price point driven brands than the service models, but even despite the varying costs of entry, the highly transactional nature of most of the competitive landscape, by consequence, fail to levy any form of intentional outreach and development of the next generation of buyers.

These brands are not marketing to the consideration phase by aligning with philanthropic initiatives that target youth. These are their potential biggest influential buyers of tomorrow and the only group shaping how the category is perceived in the future.





In summary, our introspective look at the mobile audio industry identified a number of areas where the MW AutoCraft brand can disrupt the status quo, step out from the competitive landscape and, in doing so, even lead the category as a definer of mobile experiences.

1

MW AutoCraft must be smart. Be sophisticated. Be integrated. MW Autocraft can step away from its competitors by simply taking a proactive and calculated approach to branding, positioning and marketing efforts as a whole. Implement true social media strategy, taking the existing WoM modicum to a bankable level. Sophistication is now about who blows up more money on media. It's about designing customer dialogues and driving organic pick up through program based solutions.

2

MW AutoCraft's service and design model is the cornerstone for the most ready opportunity to scale. However, branding beyond a single personality as well as reach through a cautiously aggressive M+A strategy IS without question the model for market domination and long range sustainability.

3

MW AutoCraft already has a leg up with a service driven value proposition to counter the market stigma around hard-sell transactional interests, but this can be furthered by expanding sales training and developing an operational model that is repeatable across a growing sales force along with cross functional thought extending from the front of the house to the back.

4

MW AutoCraft can honor engagement, brand participation and loyalty by designing program and product models that reward engagement, enrich it further, and deepen intimacy, maturing into a cultive brand following that drives organic growth and momentum.

5

MW AutoCraft can extend its gaze to focus not only on near term buyers with cash in their pockets but, in a forward thinking manner, proactively engage in outreach to future audiences to secure pre-purchase-state brand awareness, loyalty, aspiration and lock down assurance of future category ownership.



convention



Unsophisticated, offer driven advertising and marketing if any.

Become resolved, purposed and intelligent marketers.

Many brands selling boxes instead of offering solutions.

Scale the service and design model.

Aggressive sales culture leaves consumers feeling like a wallet on legs.

Develop programs and offerings designed to drive long term value.

Brand relationships that begin and end with the sale.

Facilitate brand engagement and participation. Then reward it.

Near term buyers only. Everyone else take a number.

Develop advocacy and awareness with consideration phase audience.

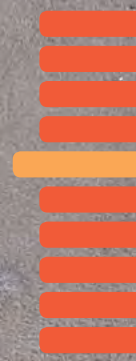


disruption





*The heart and
soul of a brand is
embedded in
its DNA.*





The following section is focused on defining a new MW AutoCraft brand vision based on its opportunities to disrupt mobile audio.

The brand vision itself is shaped by two basic influences: the brand's opportunities to disrupt the category and the brand's heritage, origin or anthropology. The sum of these components point to the brand's natural path or morphology. Development of a central brand goal and set of supporting themes are the outcome of following out the path laid forth by the brand's morphology to their natural conclusions.

The vision of the brand is embodied in its philosophical foundation, which is an expression of the characteristics and beliefs that will fulfill on the central brand goal. However, to develop a philosophical

platform of credible substance and value a brand must know its audience as well as itself.

A brand's philosophical identity is a complex thing, but in essence, is what makes a brand vital, not just a concept or a culmination of principals and interests, but a living, breathing, feeling entity. To bring the MW AutoCraft brand to life, in a personal way, we will break it down into its DNA or positional characteristics. We will also define its human attributes and summarize these collective components in a series of both inter-organizationally facing and audience facing, self defining, statements.



Our legacy is **our future**

not only as pioneers of design, but as expeditioners.

Seeking new horizons for those whose car is their passion. Their shrine. Their happy place or even just where they are. The very same resolve that cut these first paths is alive and well today, nested deeply in the fabric our culture.

is bright. By combining our cultural heritage as a change maker. Innovator. Solution setter, with the strategic imperative to create sensory orgasms for every individual who spends time on the move, we can obtain a solid position as the de-facto go-to entity wherever we plant our flag and keep our customers for life.





We believe the collective embodiment of MW AutoCraft is captured in one central goal.

Make every customer's vehicle their favorite place to be.



SERVICE BRAND PROMISE:

It is our ongoing commitment to ensure every customer feels as though they are part of something much bigger than a transaction, but rather a part of a purposefully, guided collaboration.

PRODUCT BRAND PROMISE:

*We create sensory experiences.
We don't sell and install equipment.*

BRAND NUCLEUS:

We build automotive sensory experiences that leave our customers never wanting to get out of their cars.

GUIDING PRINCIPALS:

*Our pride is in seeing our customers eyes light up.
Our prowess is in knowing we take a part in making that happen.*

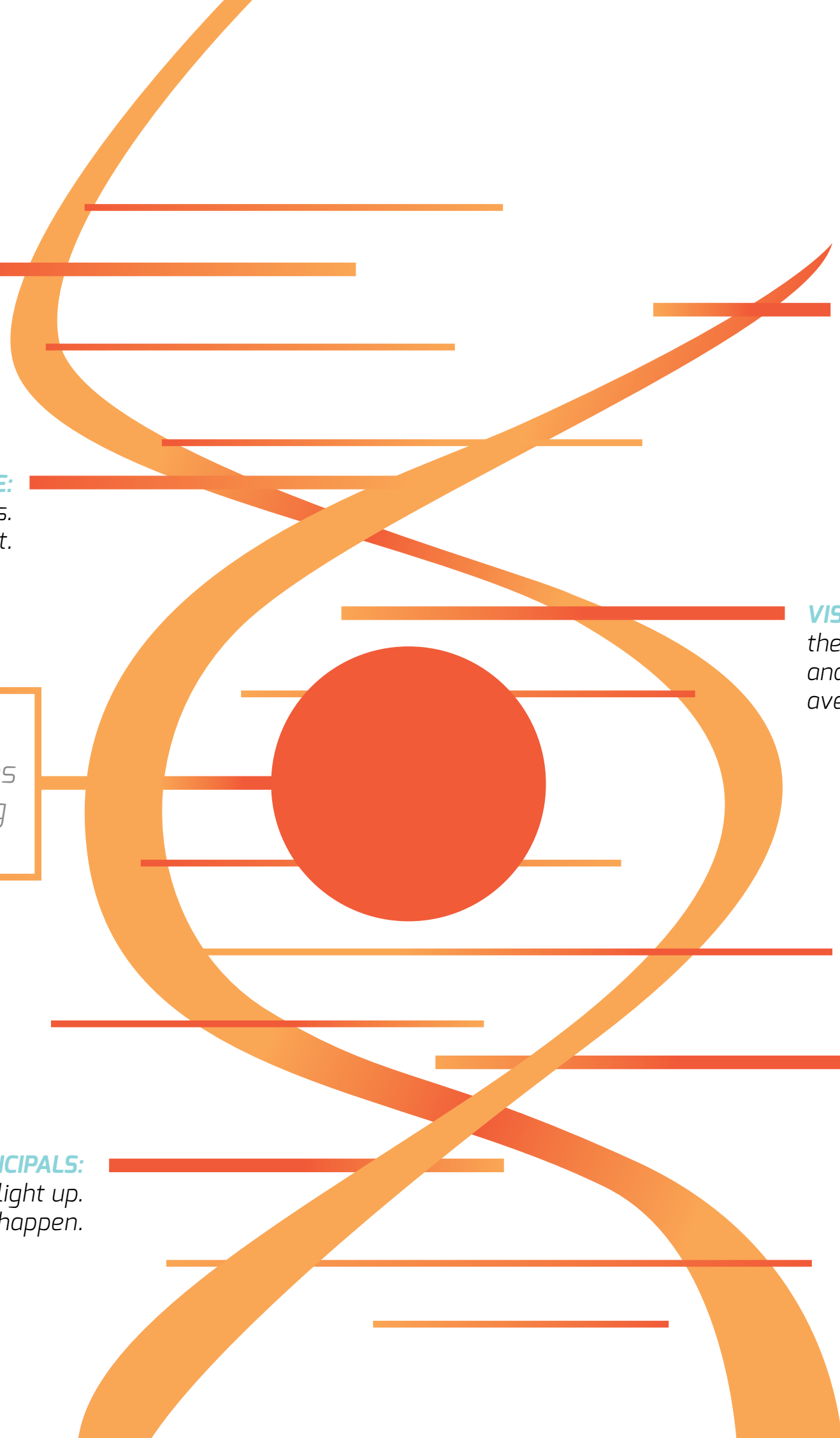
CURRENT CORE COMPETENCY: *We live our legacy forward with momentum and power as change makers, visionaries and stewards of auto-sensory innovation. Through intent observation and adaptation we set the gold standard for quality, cultural relevance and proactive participation in making your vehicle the place you always want to be.*

VISIONARY COMPETENCY: *We aspire to be the de facto, top of mind brand, in the market/s we chose to compete, revered for creating uniquely personal and thoughtfully designed automotive sensory experiences, tailored to the average individual and those of refined taste.*

COMPETITIVE ADVANTAGE:

We will not be out-marketed or under spent when it comes to living up to the heritage of our brand and delivering category defining solutions aimed at transforming customer's experiences, on the floor and in their vehicles.

In so doing, we will provide utility and value in every communication, in every action, and transaction, facilitating dialogue, a relationship and extending life time value whenever possible.





A brand is not a thing, but a reflection and projection of the beliefs and actions of those that express them.





Compatible
metaphors give
greater context
to the beliefs and
characteristics of
your brand.



We are assertive like a coach, NOT like a dictator.
*"We encourage people in what's possible.
 We do not tell them what they can't do."*

We are knowledgeable like a technical writer, NOT like an engineer.
*"We're experts at translating complex technical specifics into lay terms.
 We are not tech babblers."*

We are daring like an astronaut, NOT like a bull rider.
*"We're willing to go to the moon for our customers.
 We don't put it all on the line for eight seconds of fame and a deal."*

We are insightful like a trusted friend, NOT like a fortune teller.
*"We get our customers on a personal level, always having their best interest in mind.
 We don't dish out canned answers, faking to care only."*

We are opportunistic like an adventurer, NOT like a land developer.
"We pursue discovery. We're not hunting for something or "someone" to exploit."

We are compelling like a motivational speaker, NOT like a used car salesman.
*"We move people to do great things for themselves.
 We do not manipulate opinion with smoke and mirrors.
 A half truth is a whole lie."*

We are intentional like a volunteer, NOT like a philanthropist.
*"We love to develop mind blowing solutions for our customers because we love our customers,
 not because we want personal accolades or fluffy press."*



*Brands also often
have intangible
attributes. They
are the meta-verse
of the brand.*

The “We” Statements

“Future Forward”

We always innovate in ways that enhance customers experiences on the floor and in their vehicles.

“Solution Oriented”

We drive customer value through a holistic view of our abilities and their aspirations.

“Altruistic”

We continually work to provide what our customers want, we make sure to provide what they need.

“Inclusive”

We continually invite our customers to collaborate in sculpting their solutoin.

“Risk Takers”


We are not afraid to fail to find our way.

“Committed”

We are behind our customers along every step.

“Change Makers”

We look to the horizon then fix our gaze further.



The brand manifesto is typically an inward facing statement portraying an easily digestible encapsulation of the industry conventions, disruptive opportunities and brand vision.

Manifesto — When the automobile was born it became the central embodiment of “The American Dream.” A dream about freedom. About independence. Escape. Solace. Solitude. Solidarity. The advent of Car Audio, though intrinsic to the larger idea of what the car is to the driver, hardly captures the full orb of what it is to be one with that vehicle. So we reject what the rest of the car audio industry says it’s all about. We believe in more. In automotive sensory engineering. We are the sound whisperers. The tech loopers. The curators of comfort. Spinning neurological auto fantasies into physical jazz. Because your vehicle isn’t just your car, it’s part of who you are.



MW AuotCraft

voice





DO AS WE SAY AND AS WE DO

What your brand has to say, and more importantly, when and how your brand communicates contextually, is often overshadowed by the more tactile visual brand. However, though more subtle, your brand's voice is by no means the lesser instrument. In fact, it's quite the converse. How we perceive or recall a brand may have much to do with its visual appeal but the deeper seated "how we feel about a brand" has everything to do with what a brand says and moreover what it does.



Is germane
Invites input
Tells a good story
Avoids intractability
Reasons objectively
Is witty and entertaining
Speaks authoritatively
Is consistently relatable
Is tempered with humility
Demonstrates accountability
Peaks desire not losing sight of the need

The MW AutoCraft Voice

- Breaks down complex problems into simple solutions, presenting them in a colloquial manner.
- Leaves room for contribution, facilitates dialogue and interaction whenever and wherever possible.
- Captures the center of audiences' emotion, drawing them in around the campfire of the brand.
- Stays away from irrational, artificially complex arguments.
- Proactively solves problems and presents answers. Does not pose punitive perspectives.
- Humorous, fun and mentally engaging with a seat belt (never goofy, absurd or obtuse)
- Doesn't lob questions. Solicits statements aimed at provoking introspective contemplation, curiosity and inquiry.
- Establishes common ground in a present minded dialogue, never based on the preterite or figurative fancy.
- Is not puffed up, boastful, slanderous or unyielding.
- Takes ownership, never makes incredulous or undefended claims.
- Provokes the emotion to constructive action.



Establishing a working knowledge of how voice adapts along the relationship life cycle is key to maximizing long term value. Organizations that become adept at recognizing and responding to the unique nuances of deepening relationships with their audiences and when these vocal shifts should transpire, become immortal entities, with cultive followings.

1

Future Audience Cultivation Stream: Seed Appeal

The cultivation voice is inclusive, not exclusive. It entreats future audiences to participate. This communication style advocates for the prospect and addresses them on an equal plane. Dialogue at this phase may be warm, humorous and engaging, but should never employ overly informal or familiar tone.

2

Cultivated Interest Acquisition Stream: Court Prospects

When converting awareness and general audience appeal into active engagement, it's important to remember that, "You keep them how you catch them." As such, one should strive to engage in an honest dialogue that seeks to convert with genuine chemistry, a linguistic ballet reflecting the heart of the organization and not a cabaret of gimmicky oration. The process is deliberate, not without creativity but subtle and sensitive, never slick or salesy.

3

Make Patrons Welcome Stream: Lay Relational Foundation

The romance period of your relationship is one of the most critical points in your cultivation effort and marks the starkest shift in the vocal mode you communicate by — moving from a formal to a more familiar tone. This is because it is natural, once a relationship has been established, for the object of communication to evolve from the opportunity to the individual.

4

Ongoing Ownership Retention Stream: Drive Value Exchange

Deepening the relationships with the engaged audiences forces an organization to bring its vocal "A-Game." This manifests by developing a contextual memory to foster ongoing dialogue, listening and responding to engaged audience needs. This is the point at which the organization begins to articulate the benefits it receives from the engaged participant, not only espouse the value the organization offers them.

5

Early Advocate Loyalty Stream: Reward Engagement

As the relationship solidifies, equally does opportunity for greater tonal intimacy and establishing more actionable trust. This is the phase of the relationship where the voice and behaviors must heighten their sensitivity to respond to and positively reinforce favorable audience actions and become adept at channeling fledgling advocacy without crushing or overburdening it.

6

Long Term Loyalty Active Advocate Stream: Propagate Participation

Converting loyalists into active advocates is a key point in the life-cycle of deeply engaged audiences. At this junction the organization can more confidently set collaborative and participative expectations of audiences in the form of contribution and acknowledgment. In turn the vocal tone becomes more strategic, collaborative and purpose driven.

7

Inseparable Identity Cultive Stream: Implant A Legacy

Household names give credit where credit is due, and in doing so, are acknowledging the transition from active advocate to empirical evangelist, making them in part, the story teller, because they've become a part of the story. This is the one time the tone and context of dialogue is notably exclusive in nature. You are talking to an insiders club of elite patrons who are running the race with you side by side. Empowering these patrons produces a cultive following.



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Be objective. Focus on the positive rather than fixating on the negative. As such, rather than point out a competitor short coming talk to the Intel Software solution that fills the competitor gap.

Prefer the use of action verbs over other tenses. Subsequently, one should, whenever possible, use present active tense.

Be empathic. Always speak from an audience centric need perspective, placing yourself in a third person perspective.

Speak to benefits first. Then support your idea with relating features or services.

Keep the tone conversational. Be friendly and relational, using the words "we" and "you." As a general rule, if you wouldn't say it, don't write it.

Less is more. You don't need to include every detail. Simply always incorporate a means for interaction or response.

Keeps flow simple and informative. Employing hyperbole or fluffy filler as a means to portray intelligence only makes you look self important and not worth listening to.

Avoid using buzzwords at all costs. They make people feel as though they are being sold, rather than informed.

Leverage key messaging statements as often as they are applicable.

What's in
a name?

EVERYTHING

Converting equity into upward mobility.

The world is changing. And sometimes brand names that were once rooted in a current market reality begin to lose traction as their relevance fades.

This leaves many established brands in a conundrum. How to leverage legacy brand recognition forward into a more contemporary or better yet more versatile naming solution.

Mobile West "Since 1975" is at just such a brand fork in the road. The question must be answered, "What to do to leverage existing name recognition as well as it's credibility rooted in a 40 year heritage?"

Without lack for thought and careful research, the following brand naming transitional strategy is being proposed.

What to do with the outmoded and limiting concept of "Mobile" and the geographic hem in of the West?

First and foremost, Mobile and car audio though though they have become somewhat synonymous with one another are not mutually exclusive. What's more, mobile in the context of cell phones and plans as "Mobile" often refers to, are no longer a Mobile West offering.

Secondarily we do not want to pigeon hole business growth around a geographic location any more than we want to waste syllables on elements of the brand name that add not value back to the brand itself.

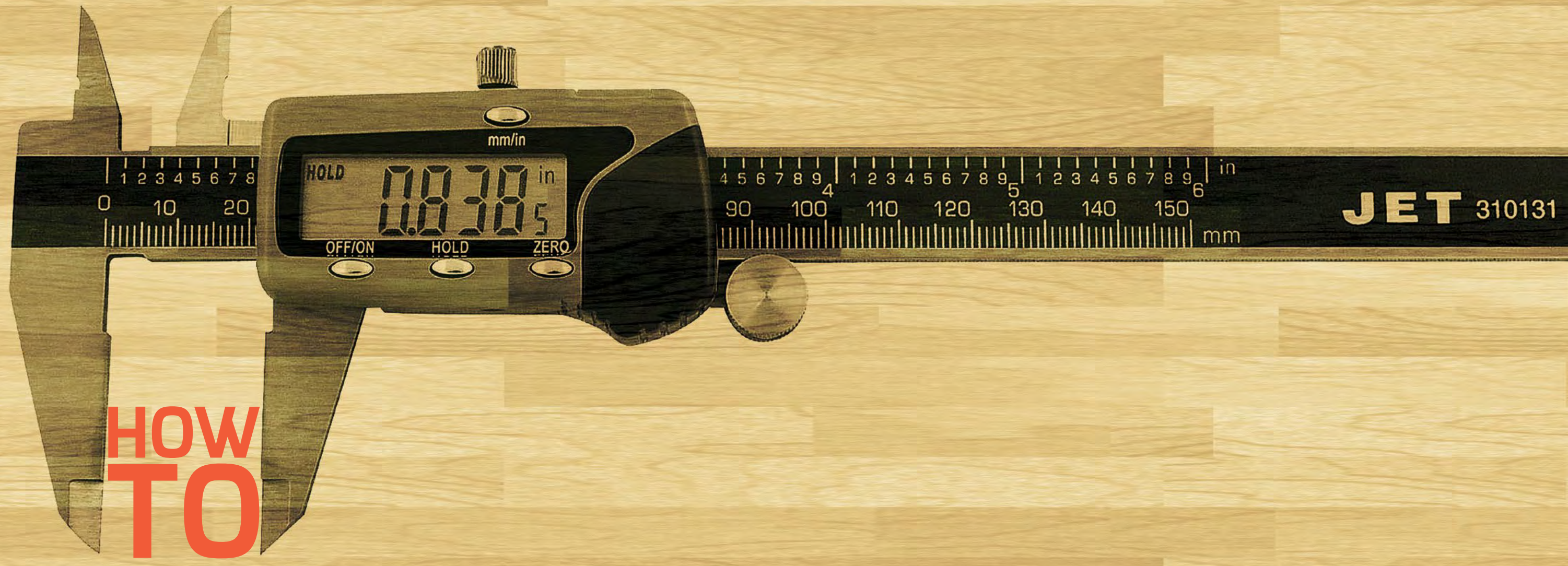
However, because there is 40 years of name recognition to leverage forward the most obvious and equitable solution is to create a contextual interchange between a long form and acronym form of the brand name.

The long form name "Mobile West" will be employed through the transition period of the first year, post brand roll out, being constantly and purposefully exchanged with short form acronym reference, until what point that general audience and customer adoption of the short form MW takes root.

Preserving legacy heritage without touting how old your business is.

Touting heritage by leveraging one's founding date is a literal if not stereotypical method for touting historic value, which is to infer credibility based on experience. However, in a technology vertical history and years in business do not always connote competence. As such, our recommendation for Mobile west is to exchange the clumsy "Since 1975" historic reference for a brand name suffix term that not only implies experience, but also clearly establishes a breadth of offering that included the full orb of Mobile West talents, solutions and services.

This culminates in the end naming solution of, MW AutoCraft, whereby the term Auto Craft extends not only the concept that Mobile West personnel are highly skilled and trustworthy craftsmen, artisans if you will, but that these skill sets extend far beyond the concept of mobile audio to virtually any homogenous endeavor the business chooses to fold into their business model, presently or in the future.



**HOW
TO**



The primary objective in reimagining the MW AutoCraft visual asset pool is to identify its existing visual heritage, while working to modernize and build upon those queues to augment the brand's visual and stylistic appeal to more powerfully resonate with its present audiences.



The challenges that besets this endeavor includes: creating an identity that is bold, yet not bravado. Cool (in the context of being perceived to be conceptually contemporary), but not cold or cavalier. Modern, but not abstract or obtuse. Rich, and yet not overcomplicated. Direct, but also friendly and inviting.

Within this section we will lay forth a framework for a re-imagined MW AutoCraft visual asset pool, establishing the motivators driving logo presentation, its physical geometry and ligatures, present color theory and an updated brand palette.

In addition, we will frame the visual inspiration governing photographic usage, style, application and context as well as those governing the content, context and cultural relevance of motion design and video story telling. Lastly, we will document the brand's supporting graphic elements and constructs, along with their respective use applications and interpretive liberties.

This section is not intended to provide an exhaustive set of scenarios and use cases, but rather, express the stylistic objectives and guiding principals, that when applied to individual scenarios,

will result in the most fruitful and accurate visual portrayal of the brand.

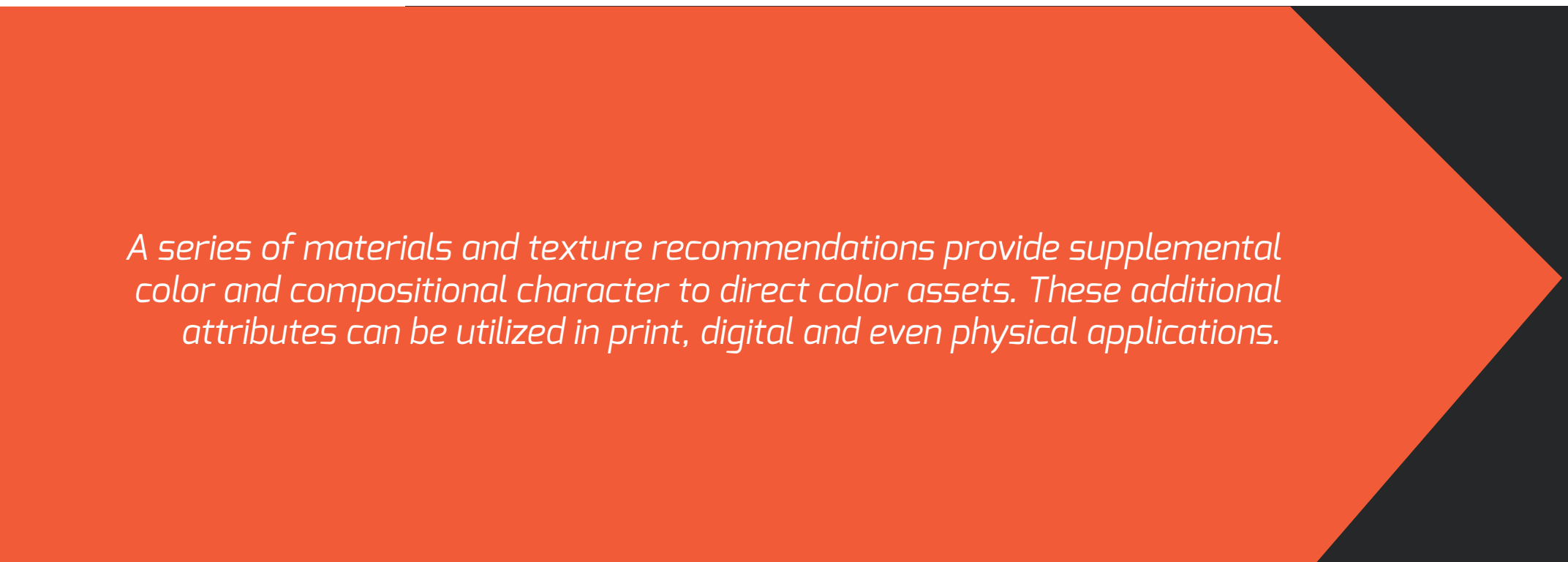
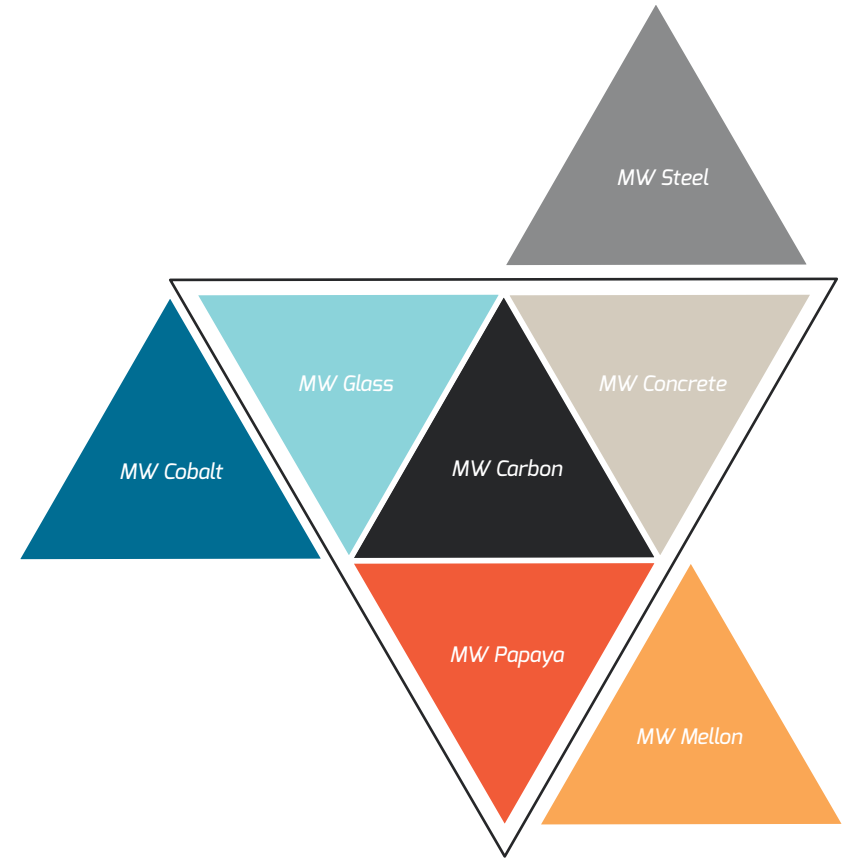
It is our further aim to emulate the updated MW AutoCraft visual standards in a manner that leads to natural and intuitive self governance, laying forth a harmonious balance between what is concrete and what is fluid and open to a prescribed margin of interpretive freedom. The net result is branded communications that are always distinctly MW AutoCraft, yet also reflect personal creativity and genius as well as the defining MW AutoCraft brand characteristic of innovation.



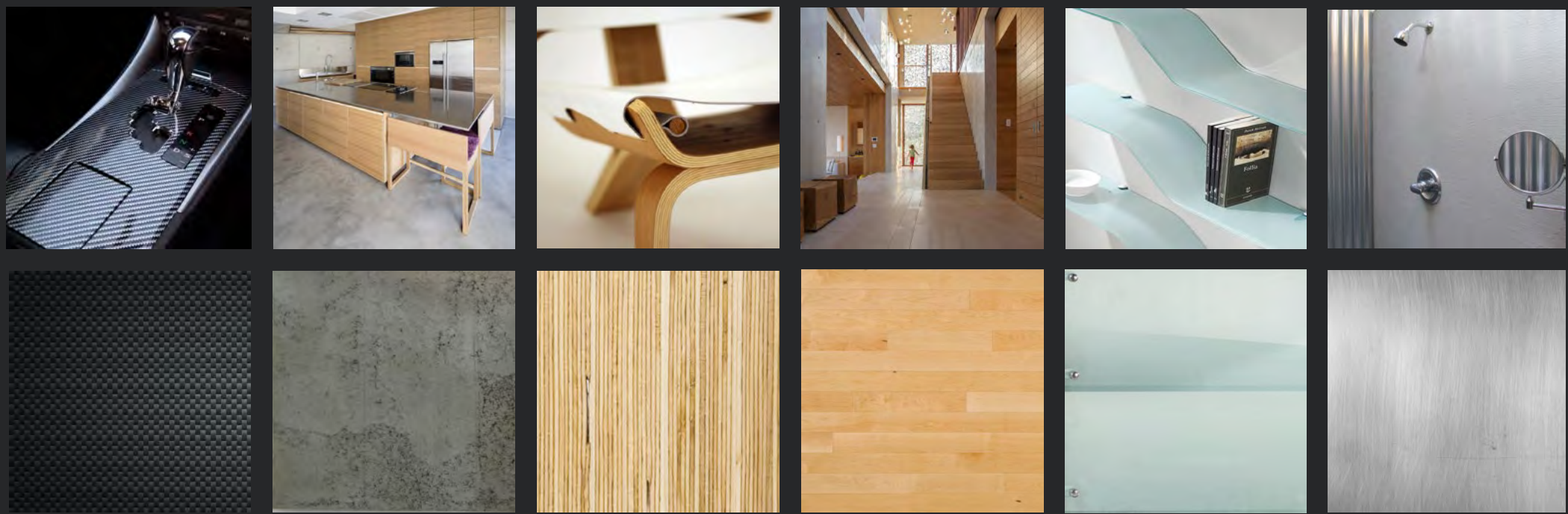
The over arching tonal characteristics of the MW AutoCraft brand palette have not been abandoned, but have rather been enhanced, maintaining their heritage while conforming to the new brand character.

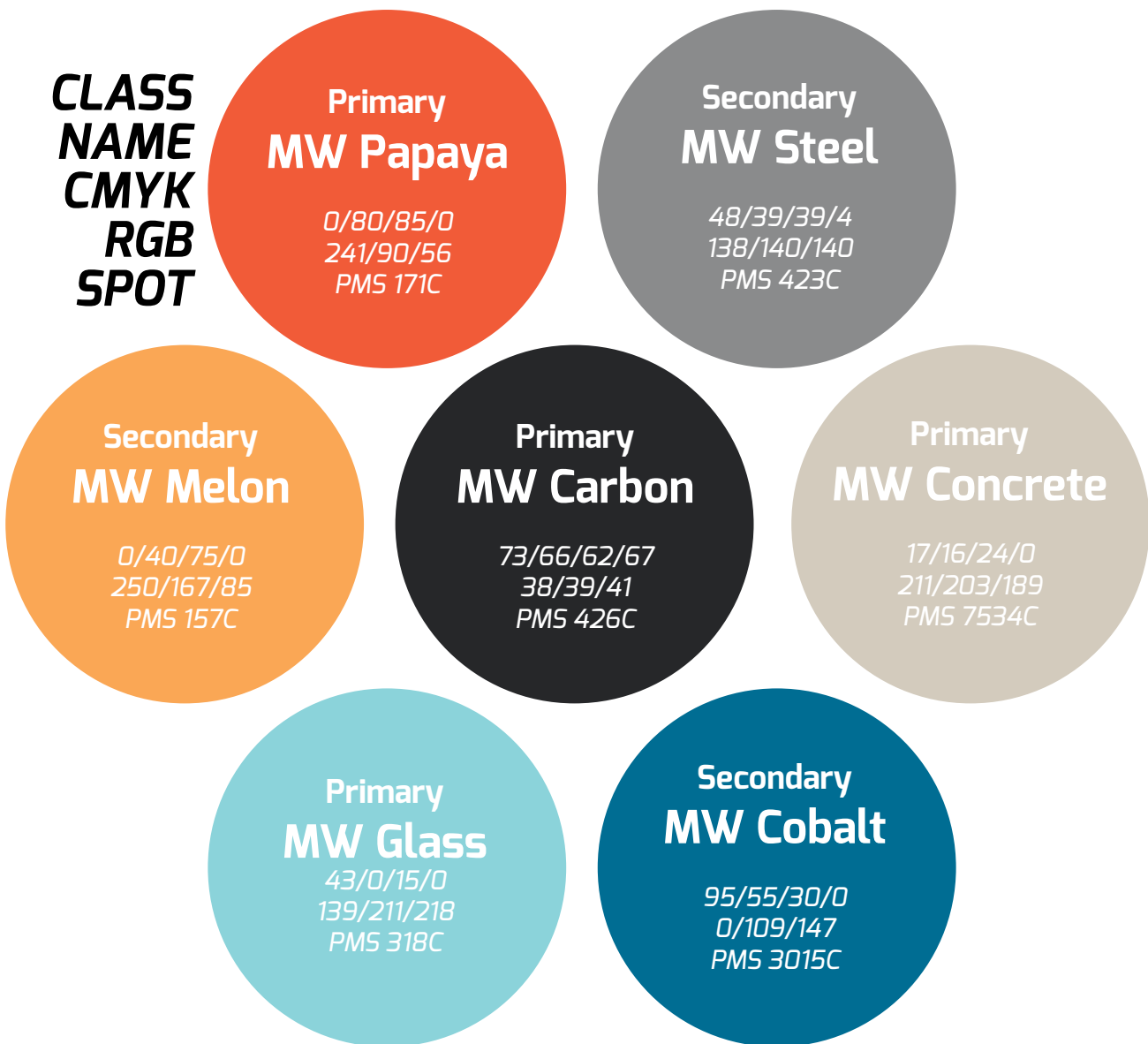


1 We've added MW Carbon to the central palette as the new anchor color. It acts as a large field substitute for black when full color design applications are employed. Body text still appears in standard 100K black in print applications, but web text may alternatively employ the web/hex value conversion for MW Carbon. **2** Legacy Mobile West dark orange has been hue shifted slightly to the more contemporary MW Papaya. **3** Legacy Mobile West dark blue has been migrated to the secondary palette and hue shifted to a more contemporary cobalt. **4** MW Glass has replaced the previous Mobile West Dark Blue as the new compliment cool primary. **5** Added supporting analogous secondary hues MW Steel and warm palette secondary MW Melon.



A series of materials and texture recommendations provide supplemental color and compositional character to direct color assets. These additional attributes can be utilized in print, digital and even physical applications.





Palettes

Neutral Warm Cool



Cool Color Harmonies



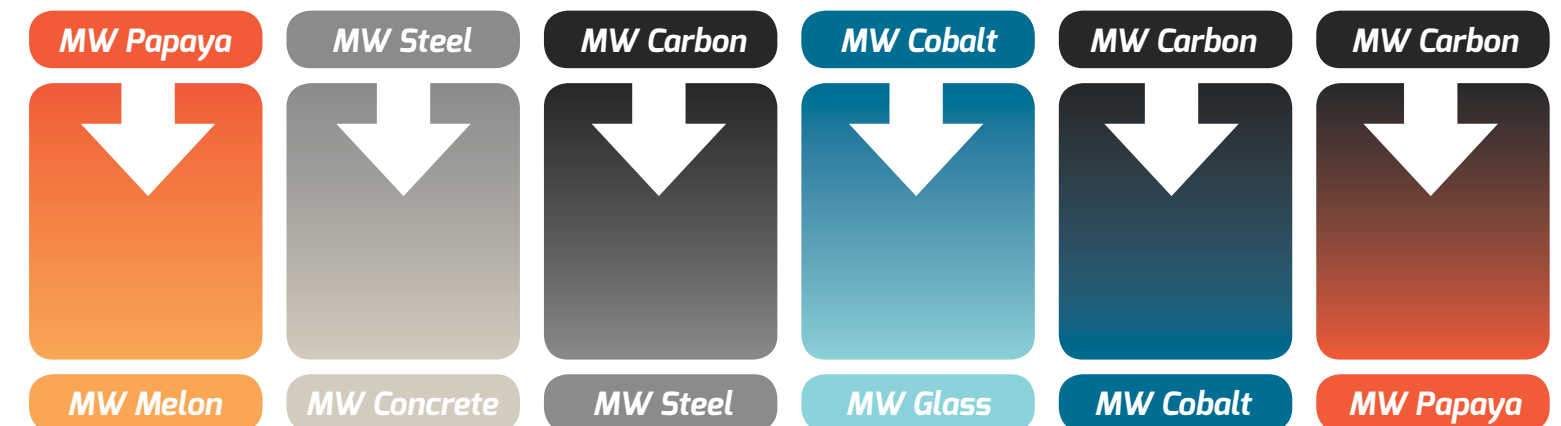
Warm Color Harmonies



Color Compliments



Blend Harmonies





phase 1 transitional

Introducing the next step in the evolution of the Mobile West brand mark.

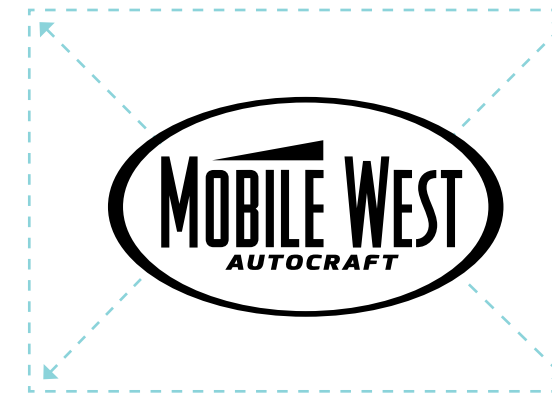
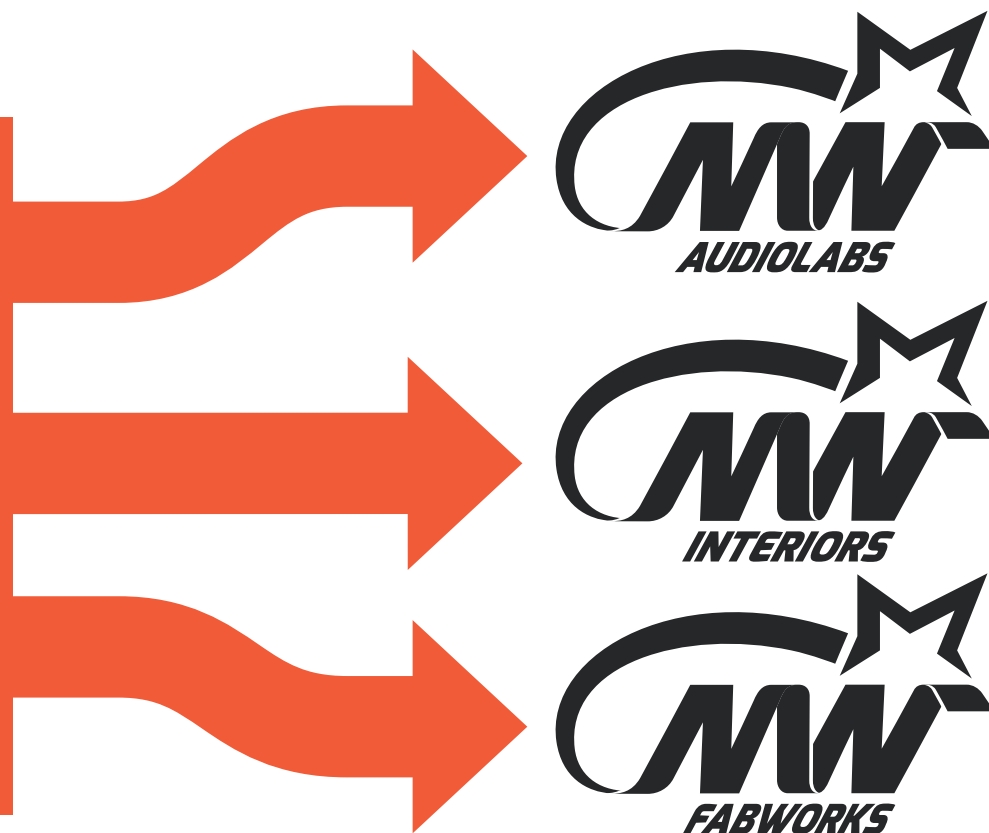
A transitional visual mark progression allows Mobile West to carry forward visual and naming equities in a two step process to the ultimate brand goal of a streamlined and iconic outcome.

The ultimate logo naming nomenclature is designed to accommodate sub-branded applications. Though AutoCraft functions as an over-arching, all encompassing, offering umbrella, discipline specific denotation allows the master MW brand to be applied to individual service sets as well in the future, including, but not limited to areas of audio design and sound engineering, interior design and upholstery services, fabrication and custom design functions and even extend to future offerings and lines of business.

The MW logo structure also supports three dimensional physical expressions in brand adherent materials such as bent glass, wood, carbon fiber, stainless steel or even cast in concrete.



destination



The minimum size requirement of transitional and destination versions of the Mobile West logo mark is one half inch tall.

Interruption free safe zone boxes with none/none fill/stroke attributes are included in all logo use toolkits for ease of use and to ensure adequate interruption free space is easily and consistently maintained.

Safe zone presets with transparent frame on all digital assets

Logo dos and don'ts

There are virtually limitless numbers of creative ways in which an individual can employ the Mobile west or MW AutoCraft logo marks incorrectly. Seeing as how exhaustively documenting all of these potential infractions would easily fill a volume unto itself, we have determined instead to distill them all down to two common denominators, leaving the rest to simple common sense. **1.** Do not alter the symmetry of the logo nor the spacial

balance between the mark and the logo text. **2.** Do not use any other color combination, tint, transparency, filter effect, transmission style, or gradient treatment other than those represented below for the logo text, mark or backgrounds lest fire come down from heaven and consume your soul. For the sake of simplicity, we are demonstrating appropriate use emulated across the phase one transitional state of the logo

General usage guidelines

When using the logo on photographs it is favorable to use Carbon or black or color uses against light image data and white or reverse applications of the logo mark against dark image data. It is additionally important to refrain from placing the logo over busy or noisy backgrounds. When impossible to place the logo over an area that is free of disruption, the logo may be placed inside of a solid color contrast box.






A fresh voice needs a typographic language that is congruent with its tonal qualities and relational interest. This is embodied in a modern, friendly, soft lined sans face that has both traditional recognition as well as a unique flare that can be distinctly attributed to the MW AutoCraft brand. It is flexible with a broad family of weights and extensibility across varied media, such as the web and mobile devices. These characteristics and attributes are embodied in the Exo Font Family.

Single font brands allow for a more open form of governance on font usage and actually provide more design freedom while challenging art directors and designers to take the craft in typographic design to a far more sophisticated level.

FONT **EXO** **FAMILY**

Black
 Black Italic
 Bold
 Bold Italic
 Regular
 Italic
 Light
 Light Italic
 Thin
 Thin Italic

ABCDEFGHIJKLMNOPQRSTUVWXYZ
 abcdefghijklmnopqtu
 vwxyz 0123456789
 “”,?@#\$%:;&*/@©!™



*A good story
has a life
of its own.
A shared story
is immortal.*

MW AutoCraft always tells a good story, but more importantly, we always enable good stories to be shared. Today the ability to share our experiences, our stories, our very lives, is with us everywhere we go. Modern digital devices allow individuals to create and share every moment across social circles instantly, in increasing richness and sophistication. Form factors once only left to the experts are now the tools of the laity. Today, anyone can be, and truly nearly everyone is, an artist, an author, a publisher, a journalist, a film maker, a commentator, an entertainer and a critic. As a brand focused on providing the opportunity

for audiences to engage in and shape the brand itself, it was a natural outcome to find visual inspiration in the visual language audiences are already participating in every day. This led us to adopt a style of visual expression designed to emulate the intimacy, the grit, immediacy, credibility and character of modern user generated content, blurring the line between brand and audience. In this way, the brand relates on a peer level to audiences and an interchangeable communication stream is born. User generated content becomes branded communications and branded communications become personal exchanges.



The MW AutoCraft photographic style

The MW AutoCraft photographic style captures the aspirational moments experienced in your car, because driving is not about getting from point A to B, It's about the love affair with the automobile, or any mobile for that matter! MW AutoCraft tells these stories by isolating the candid moments that reflect these benefits, delivering them in the common visual language of the modern digital toy camera. These stories are inspirational, relatable and completely obtainable by anyone.

MW AutoCraft largely aims to capture these images by means of user generated content. User generated imagery endows credibility, relatability and durability to the brand.

Notable characteristics of MW AutoCraft images is that they are life benefit focused. The product and the benefit are never disproportionately skewed to the product, so that the life benefit remains the central focus of the story being told. This makes for a pure communication and eliminates the smell of the sell. Product imagery has its place in design, but is subordinate the benefit story.

These images take on the stylistic attributes and range of common digital toy camera effects. These include light auras and spills, radial and linear forced focal fall off,

simulated film grain, and varying cross processing styles.

Original images may be captured to reflect this style. However, because nearly all digital toy camera effects are post processed, virtually any image can be manipulated to emulate them, providing the subject matter and context of the shot also reflects the candor and earthy grit of a genuine moment.

The contextual spirit of these images aims to trike at the common connection we all have with our memories. Cementing an association with driving not as a "got to" but a "get to." Images should reflect widely accepted, relatable activities and genuine positive emotion. They should depict fun, energetic experiences, express concepts like joy, elation and camaraderie. Images depicting individuals or groups as well as implying actions or concepts with objects or scenes is all acceptable providing the sensory experience of the vehicle remains present.

Images do not portray outlandish or unnatural behavior, cheesy selfies, staged poses, isolated products or stereo equipment, vehicles or people only. They do not represent or portray an attitude of narcissism. They never reflect stern or pained expressions nor depict questionable or illegal activities or overtly suggestive or sexually charged context.



Freezing
life, one
moment
at a time.



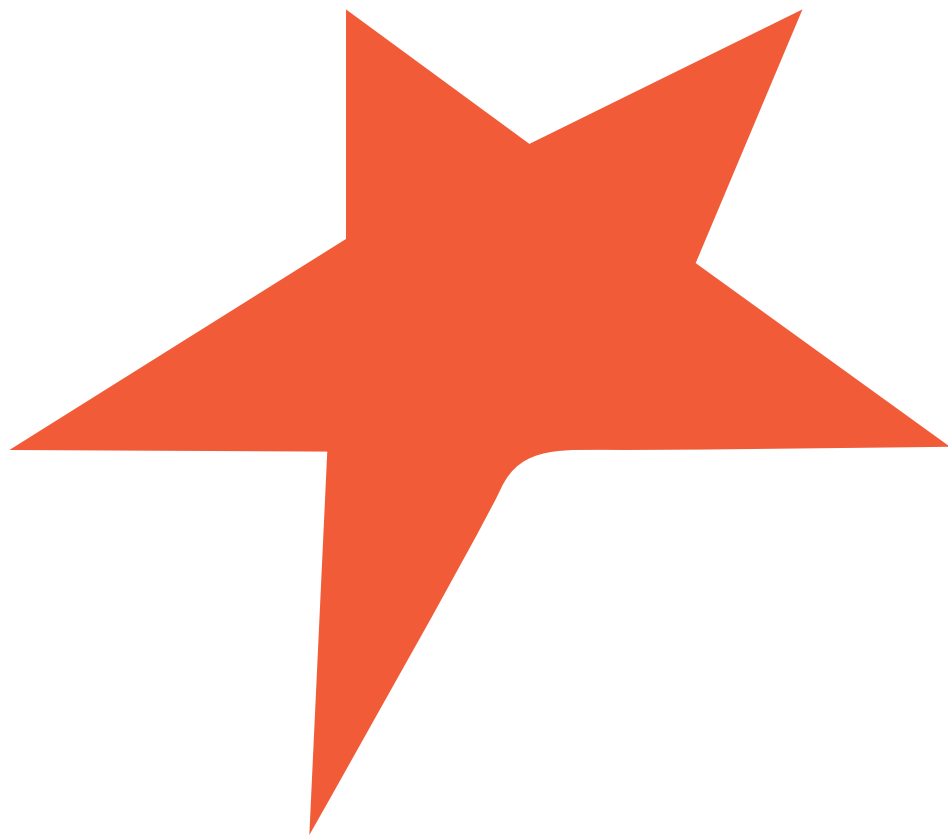


The MW AutoCraft story in motion

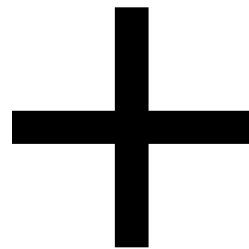
We believe the most powerful stories are told either through the lens by which we transform our ordinary experiences into those that are extraordinary or through mutual association.

For MW Autocraft this is delivered through the relatable experiences we share by mutual association with our vehicles. Similarly to the photographic directive these experiences come to greater life and are more visceral and credible when user generated. Because we live in the age of personal digital capture devices, the prospect of invoking the audience to generate such content is not only realistic, it's bankable.

On a campaign level, this type of content links directly to the message "My care is my..." and can be seeded through aspirational simulation. Then redirected through social mediums where it can be shared, rated and be integrated into other promotional and social driven initiatives and activities. Even the use of celebrity endorsement can produce a vibrant and effective catalyst to such an initiative, as depicted left in the recent sequence done by Taylor Swift. Then reinforced at the user generated level by the officer depicted here in the sequence that went viral, singing to "Shake it out," also by Taylor Swift.



Star — In static applications the star acts as an accent piece for large color or texture floods and also as an organic shape to separate call out content into a corner. Stars may be used in solid or outline form. When in outline form they have no fill color. In motion the star functions as a travel mat to reveal content as a reverse mask or may move in a sweeping arc, mirroring the trajectory of its use in the logo. In such instances it is used to reveal content. the star is fixed and does not spin.



Bar — In it's static form the bar graphic is used as an end cap to headline statements or may act as a Mondrian style content separator. In general when used n these ways it is always a vertical bar. Color preference is always MW Glass. Secondarily it may also appear in white or MW Carbon. In dynamic or motion applications the bar is a sweeping reveal mechanism for content, The bar is vertically fixed and does not spin or revolve.



*The tools +
teamwork
to reinvent
a category*





Successful brand governance comes down to two simple things:

Conviction + Clarity

Do you get a lump in your throat when you consider your brand, what it stands for, what it believes, how it speaks, how it feels? You should! Do you instantly know at least three things that would translate your brand to another person or an audience? You should!

In essence, to set the MW AutoCraft brand up for success, we strove not only to articulate a vision the entire organization could believe in, but one that was straightforward and practical to implement! MW AutoCraft brand governance tool sets begin with this publication as a central and exhaustive repository of all things MW AutoCraft. However, additional support to assist in standardization, quick reference, road map planning and decision making will extend from this platform to assist, motivate and inspire internal stakeholders and external partners to live, love and embrace the MW AutoCraft brand.

The net result of a brand worth believing in is resolve, unity and self governance.





BRAND FIRM MW AUTOCRAFT BRAND
GOVERNANCE MODEL

VISION/AUDIT STEWARDSHIP **BRAND** **REFERENCES RESOURCES**

MARKETING

Brand management has two inputs and two outputs. Inputs are designed to include both internal and external influences to objectively plot the ongoing brand road map and keep it on course. There are lead roles for stewardship as well as visioning and auditing, though collaboration and cross accountability is commonplace. Visioning and auditing activities are generally led by an objective outside

source, while accountability for stewardship typically rests with an internal brand group, or in the case of Bowflex, with marketing. Brand outputs include reference materials and resources, which are disseminated across the organization and to outside parties in accordance with their needs and requirements. A model for how Bowflex brand governance flows through the organization is shown here.

brand guide
 market position
 audience specifics
 philosophy
 brand voice
 graphic standards
 manifestations

brand toolbox
 visual style guide
 vocal controls
 color libraries
 asset repository
 font library
 use cases

CSR
SALES
PARTNER
RETAIL
R+D

Affiliate Marketing Subsidization of the marketing costs or marketing support of free agents who represent the brand and its products or services to an audience.

Attitude branding is the choice to represent a larger feeling, which is not necessarily connected with the product or consumption of the product at all.

Audience Need States represent the goals and objectives of a given market segment.

Brand A brand is a mixture of attributes, tangible and intangible, symbolized in a trademark, which, if managed properly, creates value and influence. "Value" has different interpretations: from a marketing or consumer perspective it is "the promise and delivery of an experience"; from a business perspective it is "the security of future earnings"; from a legal perspective it is "a separable piece of intellectual property." Brands offer customers a means to choose and enable recognition within cluttered markets.

Brand Anthropology references a brand's historic or evolutionary origin and metamorphosis to the present.

Brand Architecture How an organization structures and names the brands within its portfolio. There are three main types of brand architecture system: monolithic, where the corporate name is used on all products and services offered by the company; endorsed, where all sub-brands are linked to the corporate brand by means of either a verbal or visual endorsement; and freestanding, where the corporate brand operates merely as a holding company, and each product or service is individually branded for its target market.

Brand Associations The feelings, beliefs and knowledge that consumers (customers) have about brands. These associations are derived as a result of experiences and must be consistent with the brand positioning and the basis of differentiation.

Brand Awareness The percentage of population or target market who are

aware of the existence of a given brand or company. There are two types of awareness: spontaneous, which measures the percentage of people who spontaneously mention a particular brand when asked to name brands in a certain category; and prompted, which measures the percentage of people who recognize a brand from a particular category when shown a list.

Brand Commitment The degree to which a customer is committed to a given brand in that they are likely to re-purchase/re-use in the future. The level of commitment indicates the degree to which a brand's customer franchise is protected from competitors. **Brand Convention** An accepted and widely duplicated market behavior common to an individual market vertical.

Brand Disruption A brand behavior, message, process or belief that breaks with the status quo or an accepted or conventional means for reaching a vertical market or audience.

Brand Earnings The share of a brand-owning business' cash flow that can be attributed to the brand alone.

Brand Equity The sum of all distinguishing qualities of a brand, drawn from all relevant stakeholders, that results in personal commitment to and demand for the brand; these differentiating thoughts and feelings make the brand valued and valuable.

Brand Equity Protection Is the implementation of strategies to reduce risk and liability from the effects attributable to counterfeiting, diversion, tampering and theft so that the differentiating thoughts and feelings about the brand are maintained and remain valued and valuable.

Brand Essence or Brand DNA The brand's promise expressed in the simplest, most single-minded terms. For example, Volvo = safety. The most powerful brand essences are rooted in a fundamental customer need.

Brand Experience The means by which

a brand is created in the mind of a stakeholder. Some experiences are controlled such as retail environments, advertising, products/services, websites, etc. Some are uncontrolled like journalistic comment and word of mouth. Strong brands arise from consistent experiences which combine to form a clear, differentiated overall brand experience.

Brand Extension Leveraging the values of the brand to take the brand into new markets/sectors.

Brand Philanthropy A brand's purposed humanitarian acts, efforts and / or programs that reinforce brand values and philosophical beliefs.

Brand Governance Practically, this involves managing the tangible and intangible aspects of the brand. For product brands the tangibles are the product itself, the packaging, the price, etc. For service brands, the tangibles are to do with the customer experience - the retail environment, interface with salespeople, overall satisfaction, etc. For product, service and corporate brands, the intangibles are the same and refer to the emotional connections derived as a result of experience, identity, communication and people. Intangibles are therefore managed via the manipulation of identity, communication and people skills.

Brand Harmonization Ensuring that all products in a particular brand range have a consistent name, visual identity and, ideally, positioning across a number of geographic or product/service markets.

Brand Identity The outward expression of the brand, including its name and visual appearance. The brand's identity is its fundamental means of consumer recognition and symbolizes the brand's differentiation from competitors.

Brand Personality The attribution of human personality traits (seriousness, warmth, imagination, etc.) to a brand as

a way to achieve differentiation. Usually done through long-term above-the-line advertising and appropriate packaging and graphics. These traits inform brand behavior through both prepared communication/packaging, etc., and through the people who represent the brand - its employees.

Brand Platform The Brand Platform consists of the following elements:

- **Brand Vision** The brand's guiding insight into its world.
- **Brand Mission** How the brand will act on its insight.
- **Brand Values** The code by which the brand lives. The brand values act as a benchmark to measure behaviors and performance.
- **Brand Personality** (see Brand Personality)
- **Brand Tone of Voice** How the brand speaks to its audiences.

Brand Morphology is a brand's anticipated trajectory based on its anthropological influence and current goals.

Brand Positioning The distinctive position that a brand adopts in its competitive environment to ensure that individuals in its target market can tell the brand apart from others. Positioning involves the careful manipulation of every element of the marketing mix.

Brand Strategy A plan for the systematic development of a brand to enable it to meet its agreed objectives. The strategy should be rooted in the brand's vision and driven by the principles of differentiation and sustained consumer appeal. The brand strategy should influence the total operation of a business to ensure consistent brand behaviors and brand experiences.

Brand Theme is a defining characteristic and / or objective that influences brand behavior and output.

Brand Valuation The process of identifying and measuring the economic benefit - brand value - that derives from brand ownership.

Branding Selecting and blending tangible and intangible attributes to differentiate the product, service or corporation in an attractive, meaningful and compelling way.

Category Defining Brand is a brand that breaks a traditional mold or routine and gains a following because of it.

Central Brand Goal The brands philosophical common denominator — a brand objective or platform under which all other brand decisions, themes or positions agree or are a natural product of.

Co-branding The use of two or more brand names in support of a new product, service or venture.

Consumer Product Goods (consumer goods) or services (consumer services) purchased for private use or for other members of the household.

Convension is an accepted norm or stigma or anticipated behavior within a vertical or audience.

Core Competencies Relates to a company's particular areas of skill and competence that best contribute to its ability to compete.

Corporate Identity At a minimum, is used to refer to the visual identity of a corporation (its logo, signage, etc.), but usually taken to mean an organization's presentation to its stakeholders and the means by which it differentiates itself from other organizations.

Counterfeiting When an organization or individual produces a product that looks like a branded product and is packaged and presented in a manner to deceive the purchaser.

Crowd Sourced The act of soliciting a group or audience for ideas, input or inspiration to advance a brand's position or inform its business or marketing decisions.

Customer Characteristics All distinguishing, distinctive, typical or peculiar characteristics and circumstances or customers that can be used in market segmentation to tell one group of customers from another.

Customer Relationship Marketing Also known as lifecycle or retention marketing is the processes of differentiating the developing characteristics and aptitudes of a consumer segment throughout its lifespan, altering tactics and voice to resonate with the customer based on their level of commitment and brand impression.

Customer Relationship Management (CRM) Tracking customer behavior for the purpose of developing marketing and relationship-building processes that bond the consumer to the brand. Developing software or systems to provide one-to-one customer service and personal contact between the company and the customer.

Customer Service The way in which the brand meets its customers' needs via its various different channels (for example, over the telephone or Internet in the case of remote banking, or in person in the case of retail or entertainment).

Demographics The description of outward traits that characterize a group of people, such as age, sex, nationality, marital status, education, occupation or income. Decisions on market segmentation are often based on demographic data.

Differential Product Advantage A feature of a product that is valuable to customers and is not found in other products of the same category.

Differentiation Creation or demonstration of unique characteristics in a company's products or brands compared to those of its competitors.

Differentiator Any tangible or intangible characteristic that can be used to distinguish a product or a company from other products and companies.

Disruption The act of altering the way in which a brand approaches its vertical as well as

how its audiences perceive it, and in doing so, breaking with the accepted or conventional means levied by its competition.

Emotional Branding is a term used within marketing communications that refers to the practice of building brands that appeal directly to a consumer's emotional state, needs and aspirations. Emotional branding is successful when it triggers an emotional response in the consumer, that is, a desire for the advertised brand (or product) that cannot fully be rationalized. Emotional brands have a significant impact when the consumer experiences a strong and lasting attachment to the brand comparable to a feeling of bonding, companionship or love.

Endorsed Brand Generally a product or service brand name that is supported by a masterbrand - either dominantly e.g. MW AutoCraft SoundMatrix™ or lightly e.g. MW Autocraft AL Approved.

Grass Roots The use of social motivation and political influences to advance a cause or idea.

Intangibles "Intangible" - incapable of being touched. (1) Intangible assets - trademarks, copyrights, patents, design rights, proprietary expertise, databases, etc. (2) Intangible brand attributes - brand names, logos, graphics, colors, shapes and smells.

Market Fragmentation Separation of a market that is relatively uniform in character into different segments that have different preferences and demand patterns, each requiring different marketing approaches. The division of the cellular phone market into several divergent markets for different classes of smart phone is an example of market fragmentation.

Market Headroom is the total anticipated market universe expansion over a set period of time.

Market Landscape generally refers to how a vertical market can be modeled to identify horizontal segments and audience sub categories.

Market Polarization As markets mature they tend to polarize. This is commonly the case with the variables of superior quality and low price with the middle offering neither and typically losing. However, other paradigms of polarization can occur in which the opposite scenario unfolds; where both poles present a parity and the vacant middle ground represents the opportunity.

Market Position A measure of the position of a company or product on a market. Defined as market share multiplied by share of mind.

Market Segment A group of customers who (a) share the same needs and values, (b) can be expected to respond in much the same way to a company's offering, and (c) command enough purchasing power to be of strategic importance to the company.

Market Universe is the total available audience of a given vertical market. Motivational Triggers are the value benefits that support or respond to a given audience's need states.

OEM Market OEM stands for Original Equipment Manufacturers. The OEM market consists of companies that use another company's product as a component in their own production. A manufacturer of ball bearings, for example, sells both to OEM customers who build the bearings into machines, and to end users who need the bearings as spare parts for machines that they have bought from the OEMs. Most manufacturing companies thus have an OEM market and a replacement market. The latter is usually called the MRO market or aftermarket.

Offering What a company offers for sale to customers. An offering includes the product and its design, features, quality, packaging, distribution, etc., together with associated services such as financing, warranties and installation. The name and brand of the product are also part of the offering.

Parallel Vertical Alignment The act of aligning a brand's product, processes, or messages with another brand that has audience cross over but that does not

directly or indirectly compete with it.

Parent Brand A brand that acts as an endorsement to one or more sub-brands within a range.

Peer Sourced Leveraging peer or friend based influences to drive audience participation, to support an idea or propagate a desired outcome from a target group or audience segment.

Positioning Statement A written description of the position that a company wishes itself, its product or its brand to occupy in the minds of a defined target audience.

Rebrand When a brand owner revisits the brand with the purpose of updating or revising based on internal or external circumstances. Rebranding is often necessary after an M&A or if the brand has outgrown its identity/marketplace.

Relative Market Share Your own company's market share compared to those of your competitors. A large share confers advantages of scale in product development, manufacturing and marketing. It also puts you in a stronger position in the minds of customers, which has a positive influence on pricing.

Relaunch Reintroducing a product into a specific market. The term implies that the company has previously marketed the product but stopped marketing it. A relaunched product has usually undergone one or more changes. It may, for example, be technically modified, rebranded, distributed through different channels or repositioned.

Repositioning Communications activities to give an existing product a new position in customers' minds and so expanding or otherwise altering its potential market. Many potentially valuable products lead an obscure existence because they were launched or positioned in an inadequate manner. It is almost always possible to enhance the value of such products by repositioning them.

Rollout The process by which a company introduces a new product or service to different geographical markets or consumer segments.

Selective Media Media that, unlike mass media, reach only small and identifiable groups of people, for example, members of a particular profession or industry or other groups defined by geographic, demographic or psychographic data (otherwise known as targeted media).

Service Brand A product consisting predominantly of intangible values. "A service is something that you can buy and sell, but not drop on your foot" (The Economist). In this sense, a service is something that you do for somebody, or a promise that you make to them.

Share of Mind There are many definitions of share of mind. At its most precise, share of mind measures how often consumers think about a particular brand as a percentage of all the times they think about all the brands in its category. More loosely, share of mind can be defined simply as positive perceptions of the brand obtained by market research. Whereas market share measures the width of a company's market position, share of mind can be said to measure its depth.

Share of Voice The media spending of a particular brand when compared to others in its category.

Social Experiment The act of disrupting a social norm to elicit a desired response or challenge a social convention ultimately aimed at altering a groups perception of an accepted routine or point of view.

Sponsorship Marketing The act of providing financial support for a non-philanthropic cause, category or individual in exchange for attribution.

Sub-brand A product or service brand that had its own name and visual identity to differentiate it from the parent brand.

Target Market The market segment or group of customers that a company has decided to serve, and at which it consequently aims its marketing activities.

Syndicated Content Content that is provided from one brand to another in exchange for attribution.

Top-of-mind awareness (TOMA) is a brand or specific product coming first in customers' minds when thinking of a particular industry. Companies attempt to build brand awareness through media exposure on channels such as the internet, radio, newspapers, television, magazines, and social media. In a survey of nearly 200 senior marketing managers, 50% responded that they found the "top of mind" metric very useful.

User Generated Content Content, contextual or visual that originates with or is procured from a brand's customer audience.



*| Some say it serves a purpose.
Some say it doesn't.
You decide.*

Car Audio: The Numbers Don't Tell the Whole Story

Author: Amy Gilroy

Date: June 25 2013



Car audio and the many smaller categories that now fall under that heading can no longer be easily captured in product shipment sales offered by traditional agencies such as the Consumer Electronics Association (CEA), say a growing number of industry members.

Or at least, the numbers captured don't tell the whole story.

First, for dealers, labor is becoming an increasingly large part of their revenues. And labor is not tracked in revenue sales for the industry.

"Labor has grown as a percentage of car audio revenues over the years," said Jim Warren Senior VP Merchandising of 50-store chain Car Toys. "Currently, at Car Toys, our labor revenue is over 20 percent of sales." In Car Toys' case, labor rates have remained steady but because average selling prices have dropped, labor is a greater percentage of sales.

But many retailers say they have increased their labor rates in recent years. In the past many stores discounted labor because the products were so profitable. With price competition from the Internet, now many stores discount the products and charge more for labor.

Second, the market has polarized into high end and low end product sales, according to many industry members. And low end

products, including low end CD players are less likely to be tracked by the CEA simply because fewer low end suppliers report their sales to the CEA.

"If you give the category as a whole the benefit of the doubt, there's a whole layer of entry level product from suppliers that don't report sales to anybody or anything," says Steve Witt, Vice President, Mobile Audio and Advanced Accessories at Audiovox

Third, the products themselves are harder to track. The market has increasingly become a collection of niche categories. Marine audio, for example, is not tracked by The NPD Group. But it's a growing segment of the market. Motorcycle audio is a new segment as are products for ATVs. Dealers are also increasingly making their own integration devices for iPads and iPhones, which are not tracked.

Products are also more difficult to define. Is a backup camera/car kit for a new car model that's very difficult to retrofit, an OEM integration device or a backup camera?

We're certainly not faulting the data collecting agencies, but merely pointing out that the car audio market is increasingly a collection of niche products that may fly under the radar of research tracking. And the true picture of the aftermarket may not be represented fully.

CEA forecasts that overall aftermarket autosound sales to dealers in 2013 will be up very slightly to \$1,143 million, from an estimated \$1,141 million in 2012.

First quarter sales to consumers fell 6 percent, according to the NPD Group.

Source: CEoutlook

Photo via Dow Electronics

Comments:

Ray Windsor June 27, 2013 at 11:26 am -

Andy,

With all due respect I am not certain that one can accurately describe the "real" car audio business, specially for the consumer. Consider this...For me personally my first car stereo was a Lear Jet 8-Track and a pair of 5.25 wizzer cone full range speakers. I installed that system with a hacksaw blade, tin snips, a hole punch and scotch tap. I actually upgraded the system with a cheap pair of 6x9 pair of home audio book shelf speakers installed in the back using a 110v light switch to effect a "fader". Forget about stereo the two different speakers were connected through the two connection light switch. Impedance...? Through the years I grew to experience different kinds of products and installation techniques (some better and some not). I am certain that some of the consumer who started out with bubble-packed nine dollar 6x9s grow to appreciate and actually purchase more sophisticated products. AND they may purchase these products from places other than Wal-Mart.

As a specialty retailer (specially now with the current traffic count on the typical floor) I want the opportunity to talk to EVERYBODY who has an interest in car stereo and then help them grow their appreciation for what I am selling.

Therefore I suggest we include ALL aftermarket sales (and opportunities) in our analysis as op

posed to attempting to segment products and/or consumers into cut and dry categories. If we try to segment without a complete understanding of the actual market and its channels we risk making business decisions on flawed information. Perhaps when we get that right we should think about segmenting products and consumers.

Ray Windsor
German Maestro

Barry Vogel June 26, 2013 at 12:15 am -

There is a greater diversity of products and opportunities available today than ever before. Margins on many of the core categories have fallen. Some have collapsed. But opportunities still abound. Retailers have to be teachers, and marketers, and expert installation technicians, and evangelists for what we can do. Clerking is what Wal Mart does.

Andy June 25, 2013 at 9:26 pm -

I guess my real point is that there are two car audio businesses. The low-end commodity car audio business which has been the focus of the data companies and the enthusiast business that has never been well represented. The commodity car audio business in the US is in trouble, but the high-end business will keep puttering along as it has for the last 30 years.

Andy June 25, 2013 at 9:21 pm -

And why should they work to improve the numbers? At the end of the day, there have to be customers for the data. As the business in commodity car audio products through huge retailers that report their numbers fails, the big companies that rely on

data because no one in the company knows the business aren't interested in buying the data. When all the sick people die, there's no short term return for developing medicine...

Ray Windsor June 25, 2013 at 11:57 am -

Good points were included in this article. BUT the article appeared silent on several good points...

ONE: When NPD got into the business of measuring mobile electronics sales in the early '90s they were not counting most of the places where consumers could make a purchase in the category. Now almost three decades later there many more choices for the consumer that are not being considered when measuring sales to consumers.

TWO: When measuring wholesale business, smaller brands, and the un-admitted distribution channels of the larger brands, are not often considered.

No question the numbers do not tell the whole story. I wonder if the numbers are getting better or worse at telling the story.

Ray Windsor
German Maestro

andy June 25, 2013 at 11:39 am -

The real car audio business has never been represented in any market data. Tracking the sales of five dollar six by nine speakers sold through Walmart has never been representative of the real business.

gary June 25, 2013 at 11:17 am -

the only other problem i see is installernet working in driveways-slammng trunks.

bobbg June 25, 2013 at 11:01 am -

Who's making Profit on retail sales? HOW!!!! My own son ordered a radio off the internet! Go figure. I could have gotten him one at dealer cost but adding tax would be more then if he got it online.

