

# Company Questions

# Brand Translation

High Abstraction  
↑  
Low Abstraction

- The Ethereal Level of the Permanent  
What are our values and *raison d'être*?
- The Deep Level of the Strategic  
What are our main strategic objectives?
- The Focused Level of Those Around Us  
Who are our key stakeholders?
- The Ignominious Level of Those Who Besiege Us  
With whom do we compete?
- The Ambitious Level of Pragmatic Transformation  
How can we achieve lasting growth?

- Key questions are simple to ask, complex to answer.
- The higher the level of abstraction, the more permanent the answer.
- Answers are worked out and detailed by opening up the questions into ones that are easier to decode, shape and finally state objectively and executively.

- How do we ensure that the company generates the minimum result that guarantees its survival over time?
- What do we want to change in our microcosm?
- What are we passionate about, what are we good at and how does this help others?
- What is our mission and vision?
- What dilemmas do we face and how will we respond to them?
- How do we plan to grow without losing legacy and achieving our ambitions?
- What will we do to make a positive environmental and social impact?
- If we understand our company as a platform, then who are the system-wide key stakeholders?
- How do we satisfy the initially conflicting interests of our different key audiences?
- How will they help us to be successful and how will we help them to be successful too?
- Do we really recognise our direct and indirect competition?
- Do we have the necessary skills to survive through this battle?
- Are we credible and, above all, coherent and consistent?
- What is our understanding of success in this category?
- How do we take advantage of and use our brand as a leverage for business growth?
- To what extent is the company creative and who is involved in this process?
- How do we manage breakthrough changes without losing sight of our driving ambitions?

- What are our brand attributes?
- What is our brand positioning statement and the reasons to believe on it?
- How do we generate a virtuous circle among customers, employees and shareholders?
- How do we demonstrate category belonging and competitive differentiation?
- How can we activate the brand to balance value, results, and impact?

- While values are translated into attributes, strategic objectives reflect a functional and emotional promise of what the company delivers.
- The lower the level of abstraction, the closer to brand experience and activation one gets.
- It moves down from value to result, and from there to positive impact.