Cognitree Group

BRAND RELATIONSHIP DIAGNOSTIC SUMMARY
FOUR PILLARS OF CUSTOMER ACQUISITION™

SAMPLE DELIVERABLE

Patagonia

A sample of the written summary delivered within 48 hours of a Brand Relationship Diagnostic Session. Scored from publicly available information to illustrate the format and depth of the deliverable.

INSTRUMENT	BASIS	PRIMARY GAP	PRACTITIONER
16 subcategories, four pillars	Public information	**Empowerment**	Randolf Saint-Leger

COMPOSITE SCORE

92

OUT OF 100

EXCEPTIONAL

BAND CLASSIFICATION

Critical	Fragile	Developing	Strong	Exceptional
0–39	40–54	55–69	70–84	85–100

The band describes the structural condition of the customer relationship, not brand reputation or financial performance. A brand may hold strong commercial results while scoring in a fragile band. The two measure different things, and the gap between them is where the diagnostic does its work.

PILLAR BREAKDOWN · SCORE DISTRIBUTION AND CAC IMPLICATION

PILLAR	SCORE	STRUCTURAL FINDING	CAC IMPLICATION
Engagement	24/25	Owned community infrastructure across digital, events, and retail. Activation occurs without promotional stimulus.	Community referral is the primary acquisition channel, estimated at more than 60 percent of new customers. Purchase frequency runs 2.3× per year against a category average of 1.1.
Education	23/25	Content builds capability that transfers beyond the brand relationship. Authority is third-party validated.	Authority converts before contact. Prospects who learn from brand content pre-purchase convert above cold acquisition, and repair-program customers show roughly 40 percent higher lifetime value.

PILLAR	SCORE	STRUCTURAL FINDING	CAC IMPLICATION
Empowerment	22/25	**Primary gap.** Identity elevation at maximum; individual outcome visibility lags the collective view.	Identity-level advocates refer at roughly 3× the rate of product-level customers. Advocate referral rather than paid media is the dominant acquisition mechanism.
Continuity	23/25	Switching cost is identity rather than financial. The guarantee accumulates value across customer tenure.	Repurchase intent at 79 percent. Retention is driven by relationship depth rather than promotional spend, holding replacement-acquisition cost near zero.

GOVERNING CAC STATEMENT

> This brand's relationship architecture is its acquisition engine. An estimated 60 percent or more of new customers arrive through community referral rather than paid acquisition, producing among the lowest customer acquisition costs in the category. That advantage is not a media efficiency result and cannot be replicated by reallocating budget. It is the financial expression of four pillars operating at Exceptional level.

GOVERNING DIAGNOSTIC FINDING

Patagonia's relationship architecture compounds without promotional input. All four pillars score in the Exceptional band, and growth from roughly $250 million to more than $1 billion in annual revenue across a decade occurred with no discounting strategy, no points-based loyalty program, and no paid acquisition beyond brand advertising.

The condition to monitor is not deterioration. It is concentration. This brand's strength derives from values expressed as behavior over four decades, the least imitable and most brittle form of relationship capital. It compounds only while consistency holds, and a single contradicting decision would register across all four pillars at once rather than in one.

DIAGNOSTIC OBSERVATIONS

01 Empowerment is the primary gap, and it sits in what the individual customer can see.

Empowerment scores 22 of 25, the lowest of the four pillars. The two subcategories holding it below the others are Outcome Clarity and Progress Visibility. Identity Elevation and Advocacy Activation both score at the maximum: customers describe themselves in the brand's terms rather than as purchasers of its products, and advocates operate through formal roles with genuine community standing.

Weaker is the individual customer's line of sight to their own contribution. Impact reporting resolves at the collective level, showing what the community funded and achieved. It does not resolve to the person. A customer knows what the movement accomplished. They do not know what they accomplished. In a brand whose relationship premise is that the customer is an agent rather than a consumer, that is the one place the architecture states less than it delivers.

RECOMMENDATION · CAC IMPLICATION

Resolve impact reporting to the individual account. A per-customer contribution record, cumulative and tied to specific funded outcomes, converts collective progress into personal progress and moves both scored subcategories without any change to the underlying programs. The data already exists; this is an attribution and presentation problem, not a program problem. Because identity-level customers refer at roughly three times the rate of product-level customers, closing this gap acts directly on the referral channel that already supplies the majority of new customers.

02 Education accessibility is the single scored gap inside an otherwise maximum pillar.

Full observation, recommendation, and CAC implication continue in the delivered summary.

03 Continuity strength is concentrated in a guarantee whose cost scales with tenure.

Full observation, recommendation, and CAC implication continue in the delivered summary.

Delivered summaries include three to five diagnostic observations, each written in full with a specific recommendation anchored to your current business priorities.

NEXT STEP GUIDANCE

A composite in the Exceptional band indicates the architecture is sound and the next step is protection rather than repair. The recommended path is a defined re-score at twelve months, with any decision that changes the terms of the customer relationship reviewed against the diagnostic before it is taken rather than after.

Where a summary surfaces structural gaps instead, this section sets out whether a Full Diagnostic Engagement is warranted and which subcategories would anchor the work.
