



Luis Simoes
Global Chief Strategy officer
Kantar World panel

THE PARADOX OF GROWTH IN MASS MARKETS

Ultimately, whether global or local, a brand's true strength is reflected by its ability to consistently attract more shoppers and command a premium.

But, in the quest to appeal to more shoppers, brands become mainstream by design—often losing the distinctiveness that brought success in the first place, and thus the ability to command a premium.

At the same time, technological and digital developments have made it possible to manufacture, distribute and communicate to much smaller, so-called “segments of one” at enormous scale.

But, if advertising aims to create a shared set of cultural meanings that will affect how a shopper is perceived-to buy – then hyper-personalized strategies will inherently limit this network effect. We're left with brands fulfilling existing demand

at scale, rather than creating demand for future growth.

Solving these paradoxes while growing a brand and navigating unpredictable individual purchase behavior is incredibly difficult-which makes the 49% that have managed to do so even more remarkable.

It's exciting to see many of the top brands coming from India and China, and we expect brands from both countries to start appearing in our global rankings as soon as they expand out of Asia.

While we hope the identification of successful strategies in this report will inspire more beautiful brand stories, I will let the consumer in all of us speak: No strategy will win me over if it doesn't start by offering a good product at a fair price.

In measuring and explaining brands' success, we identify no universal recipe for success—but we believe the true value of our Brand Footprint report stands in the empirical rules Kantar World panel stands by, as outlined below.



PENETRATION DRIVES VOLUME GROWTH

If ambitious, plan for your brand penetration to grow annually by 1.5% to 3% within each market, depending on your current size— but not more.



GROWING BRANDS PULL MULTIPLE LEVERS

Of our five levers for growth, the most successful brands pull on several simultaneously. But, once a brand achieves wide availability, the best strategy is to expand to more moments of consumption or usage.



E-COMMERCE GROWTH IS RELENTLESS

And is completely reshuffling brands' relative positioning. Whether a brand is purchased at bulk or by impulse makes a huge difference to performance online. We anticipate even greater shifts in a voice-activated world.