

THE AGILITY

PARADOX

THE AGILITY PARADOX

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THE AGILITY
PARADOX

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THE CONSUMER MINDSET:
THE MILLENNIALS

3

SIX BEHAVIORS
OF AGILE BRANDS

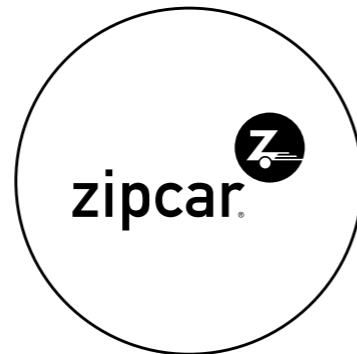
4

TOP 10 BRANDS
AND METHODOLOGY

SECTION 1

THE AGILITY

PARADOX



THE AGILITY PARADOX

Today we live in a hypercompetitive marketplace

Today's markets are changing more rapidly than ever before. As technology advances, traditional barriers to market entry fall. A category-transforming idea could arrive from outside the industry or across the globe—at any minute. Only a few years ago, no one could have anticipated how quickly **ZIPCAR** and **AIRBNB** would shake the foundations of their industries.

At the same time, brands' actions have been laid open to public scrutiny in ways previously unknown. What happens in one corner of the world can no longer be kept from another. A child labor scandal in India affects opinion in Indianapolis. A leaked cell-phone video goes viral with millions of views.

THE AGILITY PARADOX

BRAND MANAGERS ARE FACING A NEW REALITY

Trying to steer brands in a context where disruption is the norm

Brand managers face perpetually evolving business strategies, shifting categories, an expanding array of touchpoints, and an ever-savvier mix of customers.

In spite of all this, some brands are generating extraordinary loyalty. Think of the millions who use **UBER**, despite

ongoing legal issues. Think of the legions of consumers who have canceled their cable subscriptions in favor of **NETFLIX**.

THE AGILITY PARADOX

HOW ARE BRANDS LIKE THESE GETTING IT RIGHT?

SUCCESSING IN A DISRUPTIVE WORLD

At Landor, we set out to investigate. We studied the numbers, talked to consumers, and analyzed businesses to determine how and why some brands are succeeding against the odds. What we've found can help other brands hit that elusive moving target: flexible relevance in today's fast-evolving markets.

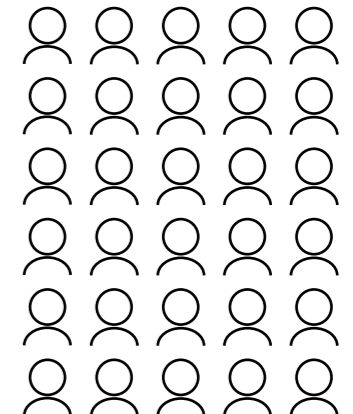
THE AGILITY PARADOX

QUANTITATIVE RESEARCH SHOWS STRONG BRANDS STRIKE A BALANCE

Our primary research tool in looking for the drivers of twenty-first-century brand strength was BrandAsset® Valuator (BAV), Landor’s proprietary database of consumer brand perceptions.

BRANDASSET VALUATOR

More than 22 years of brand data



51

COUNTRIES

50,000

BRANDS

1,000,000

CONSUMERS

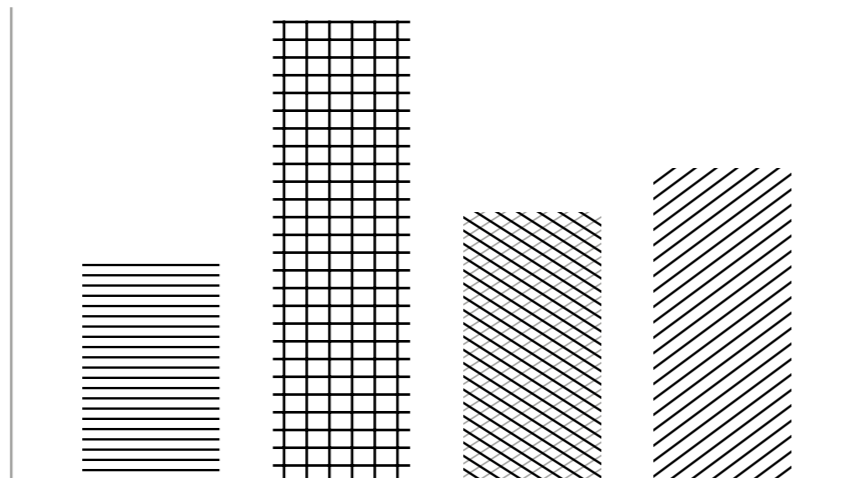
THE AGILITY PARADOX

DIFFERENTIATION

RELEVANCE

ESTEEM

KNOWLEDGE

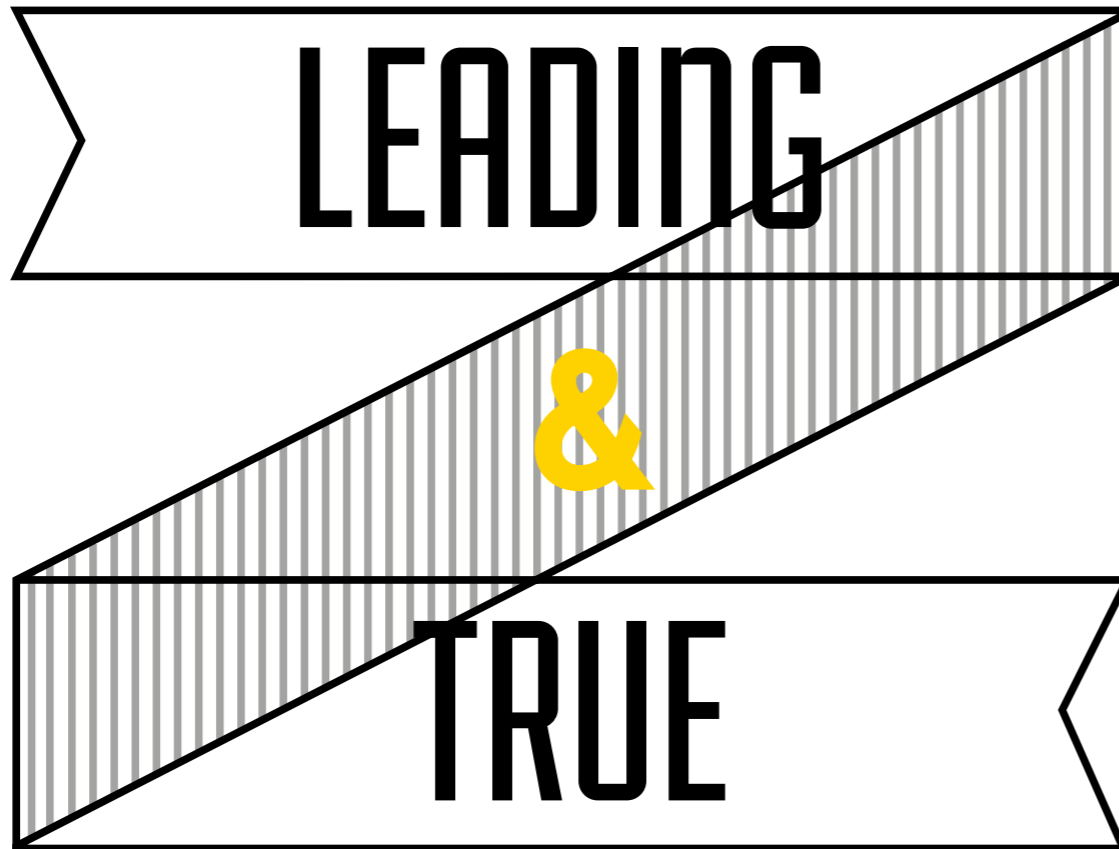


FOUR PILLARS ANALYZE BRAND HEALTH

BrandAsset Valuator

BAV is a far-reaching study that uses a number of metrics and questions to analyze brand health on four pillars: *differentiation*, *relevance*, *knowledge*, and *esteem*. While the combination of *differentiation* and *relevance* measures brand strength, the combination of *knowledge* and *esteem* measures brand stature.

THE AGILITY PARADOX



Through extensive factor analysis of the BAV database, we found that today's strongest brands possess two seemingly contradictory sets of attributes:

LEADING

A leading dimension incorporates attributes like up to date and visionary. Leading is a strong driver of *differentiation*, or those things that make a brand unique.

TRUE

A true dimension incorporates attributes like authenticity and being the best brand. True is a strong driver of *relevance*, or those things that make a brand useful to the consumer.

THE AGILITY PARADOX

LEADING AND TRUE DIMENSIONS PREDICT BRAND STRENGTH

When brands are both leading and true, they are frequently the strongest in their category

When brands are leading but not true, they tend to be niche or up-and-coming. When brands are true but not leading, they tend to be mature or eroding. However, when brands are both leading and true, they are frequently the strongest in their category, occupying a leadership position. Additionally, analysis suggests that a combination of these two dimensions has

become a powerful predictor of brand strength over the past 10 years.

Because they are drivers of brand strength, leading and true also drive good business performance. As we've witnessed at Landor over the past 20 years, companies with high BAV scores earn consistently better returns than market average, even during times of financial instability.

BAV shows that today's strongest, best-performing brands are striking a balance. These companies are adaptive and nimble while remaining fixed on core tenets, nurturing a harmonious relationship between two divergent dimensions.

THE AGILITY PARADOX

**WE CALL THIS
PHENOMENON
THE AGILITY
PARADOX**





SECTION 2

THE CONSUMER MINDSET:

THE MILLENNIALS



THE CONSUMER MINDSET: THE MILLENNIALS

THE RAPIDLY GROWING INFLUENCE OF MILLENNIALS

A generation of power consumers

The strongest, best-performing brands are striking a balance of leading and true, being adaptive and nimble while remaining fixed on core tenets.

BUT WHAT'S BEHIND THIS PATTERN?

While BAV provided evidence that agility is important, we sought a deeper understanding of what was propelling the change. To uncover underlying drivers we spoke to consumers. We asked them: How do you describe your relationships with brands today? How are your expectations changing? Which traits do you associate with brand strength? We then asked ourselves: Do their opinions match the trends we found in BAV, and do those opinions elucidate the agility paradox?

We chose to focus our consumer research on millennials (those born between 1980 and 1995) because of their rapidly growing influence. Although millennials command only \$200 billion of purchasing power, if they have the power to influence their parents—and 74 percent believe they do—then they have some say over an additional \$500 billion.^{1,2} And as digital natives, they're accustomed to giving their opinions through online customer reviews and social media posts read around the globe. In fact, 7 out of 10 millennials believe they have a responsibility to share their feedback on brands.³

To learn more about this generation of power consumers, Landor hosted an online research community. For three weeks, we spoke daily to 142 millennials from the United States, United Kingdom, France, and China collecting and codifying 4,162 posts about brands. Our participants articulated surprisingly complex expectations that supported BAV's finding: Successful brands must navigate a tension between change and continuity.

THE CONSUMER MINDSET: THE MILLENNIALS

MILLENNIALS WANT BRANDS TO EMBRACE CHANGE BUT RESPECT THEIR HERITAGE

Millennials are accustomed to the speed of the market, and expect brands to move just as quickly. However, they also value brands that can forge long-term relationships and stay true to their heritage. Millennials want brands to evolve with the times, but in ways that feel authentic and foster trust.

QUOTED

“Change happens very quickly, and super brands are either able to stay up with that change or even be ahead of the curve.”

FEMALE 18–24

QUOTED

*“I will always go to **BARNES & NOBLE**. It’s where my parents took me and showed me the importance of reading. I still go to wander the aisles, and someday I’ll take my own children there and pass on the same memories.”*

MALE 25–34

THE CONSUMER MINDSET: THE MILLENNIALS

MILLENNIALS PREFER BRANDS THAT ARE AT ONCE PERSONALIZED AND INCLUSIVE

They want brands to help them express themselves, yet they also value being part of a community

MILLENNIALS FEEL UNCOMFORTABLE WHEN ANYONE IS LEFT OUT

QUOTED

*“I like **CLINIQUE** because I feel it understands my needs... It’s not just about one-size-fits-all.”*

FEMALE 25-34

QUOTED

*“In **H&M** there are clothes for everyone and it’s not expensive.”*

MALE 25-34

THE CONSUMER MINDSET: THE MILLENNIALS

MILLENNIALS VALUE COMPANIES THAT ARE PRINCIPLED, YET OPEN TO NEW IDEAS

In keeping with their desire for self-expression, millennials want to use brands that share their beliefs; at the same time, they favor brands that facilitate co-creation

QUOTED

“I don’t want to buy products that go against my values. I think that every brand I like and choose reflects my values and who I am.”

MALE 25-34

QUOTED

“I think that to be a super brand, one must listen to its customers and actually interact with them on upcoming products. The super brand must be open-minded... It must take the time to listen to all customers.”

MALE 25-34



THE CONSUMER MINDSET: THE MILLENNIALS

BAV & CONSUMER RESEARCH ALIGN

THE PARADOX IS REAL

We were struck by how precisely consumer expectations aligned with the trends observed in the BAV database. Our millennial participants articulated the tension between leading and true, expressing a preference for brands that evolve with the times while remaining true to their heritage.

SECTION 3

SIX BEHAVIORS OF

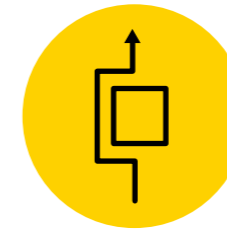
AGILE
BRANDS

SIX BEHAVIORS OF AGILE BRANDS

SIX BEHAVIOR TRAITS DEFINE AN AGILE BRAND

Mastering the careful balance of consistency and inventiveness

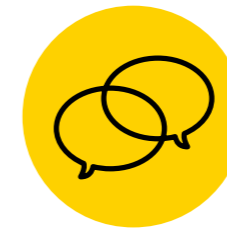
Smart brand managers are navigating complex consumer expectations with agility, the careful balance of consistency and inventiveness. When we analyzed the brands that BAV identified as the most agile, we found that they had mastered six distinct behavior traits. Simply put, all brand managers must cultivate these traits in ways that are tailored for their business, market, and category.



ADAPTIVE



PRINCIPLED



OPEN



RESPONSIBLE



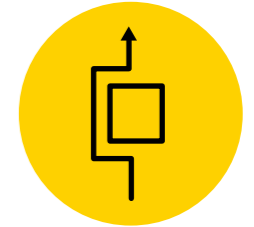
GLOBAL



MULTICHANNEL

1

ADAPTIVE



ABOVE ALL, AGILE BRANDS ADJUST

And adapt to new circumstances

THEY ARE BOTH NIMBLE IN ADDRESSING RISK AND QUICK TO SEIZE OPPORTUNITY

Agile brands respond to the market. Consumers, especially millennials, expect brands to be relevant and convenient. At the first indication that a strategy is missing the mark, an agile brand manager takes action.



ADAPTIVE

ADAPTIVE BRANDS ARE BOTH NIMBLE IN ADDRESSING RISK AND QUICK TO SEIZE OPPORTUNITY

ALIBABA is a good example. In 2004, a year after its online marketplace **TAOBAO** was launched, **ALIBABA** realized that Chinese consumers were hesitant to use it because they didn't trust online payment. **ALIBABA's** response was **ALIPAY**, a transparent payment service that convinced consumers to try e-commerce. Four years after launch, **TAOBAO** commanded 80 percent of the Chinese e-commerce market, and by 2011 it was a "national phenomenon."⁴

QUOTED

"ALIBABA's TAOBAO is very convenient, very affordable, has good customer service, and a wide selection. It changed my views on e-commerce. It's like one of my friends."

MALE 25-34



DOUBLE-DUTY SERIES

Ikea

Brand adaptation is not limited to course correction. Agile companies see opportunity and act on it. **IKEA** was already winning over young urban shoppers, but recognized it could do more to meet their needs. It introduced a special collection of “double-duty” pieces, which help small-space dwellers maximize their living areas. Smart moves like these led to **IKEA**’s placement on the global top 10 agile brands list.⁵



ADAPTIVE

SPOTLIGHT ON CHINA

Shanzhai spirit

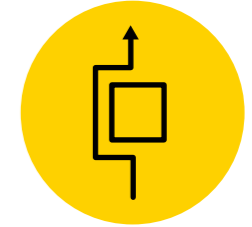
Originally a term for bandit strongholds outside government control, *shanzhai* now denotes businesses that cheaply replicate international products for domestic consumption. Some shanzhai companies crassly copy, but others, such as **ALIBABA** and **WECHAT**, make meaningful improvements. At its best, the shanzhai spirit is about speed, flexibility, risk taking, and incremental innovation. Western companies can channel the shanzhai spirit by exploring ways to improve international products for their domestic markets.



1

ADAPTIVE

HOW BRANDS CAN ADAPT THOUGHTFULLY



LET GO OF THE CONSISTENCY HANDCUFFS

Although there is value in cohesive, consistent behavior, there is also the danger of stifling your marketing team with rigid guidelines. Don't confuse brand strength with never bending the rules.

ALLOW DECISION MAKING FURTHER DOWN IN THE ORGANIZATION

Good ideas can come from anyone at any level. Allow your employees the flexibility to try out new ways of delivering the brand. Make sure they thoroughly understand the brand and its principles, then grant them the freedom to experiment.

2

PRINCIPLED



AGILE BRANDS ARE CLEAR AND STRONG

Agile brands follow one of the most essential branding tenets

**THEY ARE CLEAR ABOUT WHAT THEY STAND FOR AND
MAKE A STRONG PROMISE TO THEIR CUSTOMERS**

What's different about agile brands is that they never stop looking for fresh ways to deliver that promise. It is this interplay between standing for something and never standing still that makes agile brands successful.

PRINCIPLED

CLEAR VISION, STRONG PROMISE

*Behaving with principle has helped **DISNEY** and **DYSON** become two of the top agile brands*

DISNEY, one of our top 10 agile brands, achieved sustained success through a decades-long focus on imagination. Though the company met with difficulties in the 1990s, it never veered from its priorities of creativity, innovation, family, and magic. **DISNEY**'s acquisitions of **PIXAR**, **MARVEL**, and **LUCASFILM** stayed true to principle, giving the company a huge portfolio of branded content to monetize in films, theme parks, and merchandise. **DISNEY**'s revenue has grown by more than 10 percent in three of the past four years.⁶

QUOTED

*“**DISNEY** stays true because it continues to deliver good quality fun products that people, mostly kids, enjoy. With its theme parks and movies, **DISNEY** shows it will always stay true and provides fun, kid-friendly experiences.”*

MALE 18-24

DYSON, number five on our list, has been able to expand well beyond vacuum cleaners because of its unwavering commitment to innovation and aesthetics. From hand dryers to bladeless fans to lamps that last 37 years, all **DYSON** products share best-in-category performance and striking modern design.



PRINCIPLED

SPOTLIGHT ON NATIONAL PRIDE

The FRENCH stay close to home

French consumers have a strong preference for what is classically French. In our research, they granted loyalty to brands that stay true to their provenance, both national and regional. The French appreciate the authentically local in design, attitude, and ingredients.

The UNITED KINGDOM keeps a familial track record

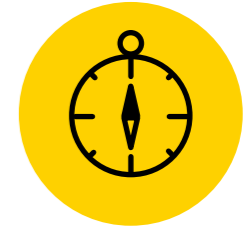
Like the French, British consumers tended to choose national brands with a long heritage. However, their choices were grounded in family recommendations rather than patriotism; our millennial participants trusted brands that had been used by previous generations. Brands in Britain can turn family ties to their advantage with initiatives that encourage intergenerational conversation, such as mother-daughter events or social media campaigns soliciting favorite brand memories.



2

PRINCIPLED

HOW BRANDS CAN BEHAVE WITH PRINCIPLE



TAKE A STRONG POSITION

Whether about process or politics, if an opinion is important to your company, share it. It's all right if some people don't agree with you. Strong brands stand for something.

BE FOR ANYONE, BUT NOT FOR EVERYONE

The days of mass appeal are over. Agile brands don't put up barriers to inclusion, but they do cater to specific needs or audiences.

3

OPEN




AGILE BRANDS ARE SHAPED BY ONGOING CONVERSATIONS

Through a network of customers, employees, partners, and communities, agile brands invite collaboration

THEY CONNECT WITH CONSUMERS ON AN EMOTIONAL LEVEL, ENGAGING THEM IN DIALOGUE ABOUT WHAT ROLE THE BRAND PLAYS IN THEIR LIVES

Consumers are attracted to brands that share their values and allow them to help define their experiences. Organizations need to open their doors (metaphorically and sometimes literally), letting consumers feel like part of the brand.

A magnifying glass is held over a computer screen displaying the Facebook logo. The logo is in white lowercase letters on a blue background. The magnifying glass is positioned over the word 'facebook', making it the central focus of the image. The background of the screen is blurred, showing other elements of the Facebook interface like a search bar and a 'Sign Up' button.

OPEN

BEING OPEN TO CUSTOMERS INCLUDES SHARING AS WELL AS LISTENING

If too much about your brand is shrouded in mystery, it sends up a red flag. One U.K. participant in our study said, “I don’t think **FACEBOOK** is being truthful about how it uses my information—and this concerns me.”

QUOTED

*“I don’t think **FACEBOOK** is being truthful about how it uses my information—and this concerns me.”*

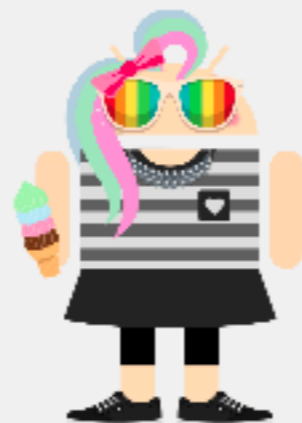
FEMALE 25-34



ANDROIDIFY YOURSELF

Android

Two of our top 10 agile brands have been particularly successful at opening up. **ANDROID** allows users to customize its devices to a far greater degree than **APPLE** does, living up to its tagline *Be together. Not the same.* Interactive campaigns like Androidify Yourself, in which consumers are invited to create personal avatars with their unique characteristics, helped **ANDROID**'s market share increase from 69.3 percent of mobile units shipped in 2012 to 82.8 percent in 2015.⁷



OPEN

WIKIPEDIA IS OPEN TO AN EXTREME

Essentially relying on users to create its product

Individuals share their knowledge on **WIKIPEDIA**'s editable platform; even editing and moderating are left to the community. By empowering users and creating a sense of camaraderie, **WIKIPEDIA** has engendered extraordinary loyalty. Individual donations have kept the service free of charge for almost 15 years.

QUOTED

“WIKIPEDIA represents what the Internet should be about—the free and unbiased spread of information available to anyone everywhere.”

MALE 25-34



OPEN

SPOTLIGHT ON FRANCE

A certain je ne sais quoi

BAV revealed that in France more than in other Western markets studied, personality-driven characteristics contributed to brand strength. While consumers in the United States and United Kingdom generally focused on performance and value, consumers in France preferred a certain je ne sais quoi. They chose descriptors like “trendy,” “daring,” “energetic,” and “intelligent.” Brands in France should emphasize their unique personality to appeal to this market’s more romantic conception of brand.



3

OPEN

HOW BRANDS CAN SHOW THEIR OPENNESS



MAKE YOUR CUSTOMERS YOUR CONSULTANTS

Customers want to help shape their favorite brand experiences, so give them a way to have their voices heard. While your core principles should remain constant, there's loyalty to be gained from ceding some influence to your customers.

START NEW CONVERSATIONS

Don't wait for your customers to talk to you. Reach out to them to share information and solicit input about new products and industry trends.

4

RESPONSIBLE



AGILE BRANDS ARE GOOD CITIZENS

Respecting their communities, environments, customers, and employees

RESPONSIBLE ACTIONS SOLIDIFY CONNECTIONS BETWEEN BRANDS AND CONSUMERS

Additionally, taking responsibility can salvage damaged relationships; customers are more likely to forgive a company that addresses a crisis humbly and honestly. Authenticity is vital here: Consumers can tell when companies are using charitable efforts merely for publicity. One online participant wrote, “I believe a brand should care about the community and take care of the environment. However, too many brands are doing so only for the business benefits.”



IMPACT CHALLENGE

Google

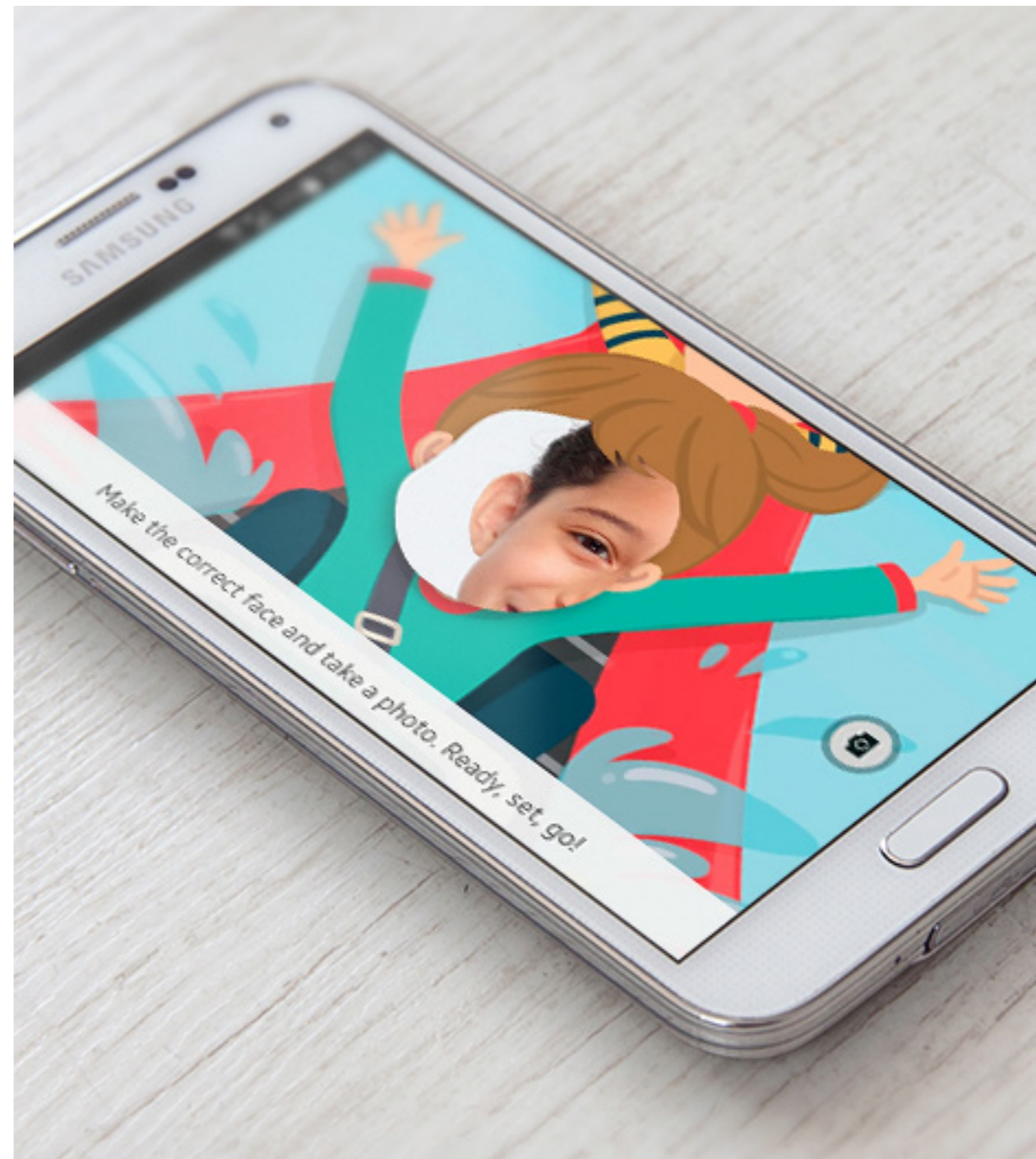
GOOGLE's Impact Challenge has put the tech giant's financial and intellectual resources to work by solving some of the world's largest problems. The program employs a hackathon mentality, focusing on one subject at a time and issuing an open call for ideas. Right now, **GOOGLE** is designing a better world for people with disabilities by funding 3-D printing for prosthetics and developing stabilizing flatware for those with Parkinson's disease.



RESPONSIBLE

LOOK AT ME APP USES TECHNOLOGY TO HELP AUTISTIC CHILDREN

SAMSUNG, our top agile brand, worked with a South Korean university in 2014 to create Look at Me, an educational smartphone and tablet app that helps autistic children recognize facial cues and make eye contact. It then partnered with **AUTISM SPEAKS**, donating tablets with the app preloaded to autistic children.



RESPONSIBLE

SPOTLIGHT ON THE UNITED STATES

Social responsibility

More than any other country studied, the United States values a brand's social responsibility measures. To win over American consumers, especially millennials, brands should be transparent about their actions, treat employees well, and contribute to the community. Despite the controversy over its CEO's anti-gay-marriage statements, our American millennial participants thought highly of **CHICK-FIL-A** because of its long commitment to local charities.



4

RESPONSIBLE

HOW BRANDS CAN SHOW RESPONSIBILITY



FIND SOCIAL INITIATIVES THAT SUPPORT YOUR BRAND PROMISE

A philanthropic effort will resonate more with consumers if it clearly connects to your brand. Focus on improving the realms where your products and services live. If you own a sporting goods company, for example, your brand could sponsor after-school athletic programs or donate exercise equipment to a community center.

TREAT YOUR EMPLOYEES WITH RESPECT

Corporate culture is now a key component in consumers' perceptions of a brand. Make sure that your treatment of employees is something you—and your workers—can speak about proudly.

5

GLOBAL



TODAY, ALL BRANDS ARE GLOBAL BRANDS

Regardless of how many countries they sell from or ship to

AGILE BRANDS WATCH FOR COMPETITORS, CRITIQUES, AND CUTTING-EDGE IDEAS FROM EVERY CORNER OF THE WORLD

Millennials in particular enjoy feeling tied to a larger community. Now that technology has largely eliminated barriers to international dialogue, consumers can easily communicate with friends far and wide, conduct online market research, and order products that are unavailable in their own countries.

Popular on Netflix



Recently Watched



GLOBAL

MILLENNIALS ARE ACUTELY AWARE OF HOW LOCAL BRANDS COMPARE ON THE WORLD STAGE

One French online user illustrated how today one can no longer assume each market has discrete expectations. Even though **NETFLIX** had been operating in her country scarcely five months, she knew its offerings were broader in the United States. She wrote, “The concept is great, but outside the United States new episodes are not available for a long time. **NETFLIX** should make newly released content available everywhere, not just in the U.S.”

QUOTED

*“The concept is great, but outside the United States new episodes are not available for a long time. **NETFLIX** should make newly released content available everywhere, not just in the U.S.”*

FEMALE 18-24



SHARE A COKE

Coca-Cola

Share a Coke, one of **COCA-COLA**'s most successful marketing campaigns in recent memory, got its start as a local project for Australia. And it might have stayed there had the company's brand managers not realized its universal appeal, built a campaign toolkit, and brought the idea to the rest of the world.



GLOBAL

SPOTLIGHT ON CHINA

Stress the international

More so than participants from other countries, Chinese consumers associated international expansion with proven brand strength. They expressed great pride for domestic brands that found success on the world stage, often citing facts and figures about market presence and usership to justify preference. For Chinese brands, this suggests that global expansion can be a powerful tool for attracting domestic customers.

5

GLOBAL

HOW BRANDS CAN THINK GLOBALLY



SEEK INSPIRATION EVERYWHERE

Read, listen, and observe voraciously to pick up good ideas wherever they may come from. The only thing that should stop you from considering an idea is an incompatibility with your brand purpose.

ASSUME NOTHING

Keep an open mind when entering a new market. Never assume that what worked at home will work equally well abroad. Market research can help determine which aspects of your business will need to be tweaked for a different market.

6

MULTICHANNEL



AGILE BRANDS CHOOSE THE RIGHT CHANNELS

From traditional media to email marketing and retail environments to sponsorships, there are more brand channels and touchpoints than ever before

AGILE BRANDS CONSIDER THE ENTIRE SPECTRUM OF POSSIBILITIES, DECIDE WHICH PLATFORMS AND EXPERIENCES ARE APPROPRIATE, AND TAILOR THEIR APPROACH TO EACH

The evolution of digital media over the past 20 years has shown us that we must be constantly prepared for change, yet never assume we know what form that change will take. Agile brands are able to adopt new technologies practically overnight.

MULTICHANNEL

NATIONAL PUBLIC RADIO

NPR in the United States could have been doomed to digital age irrelevance, but it chose to move beyond the FM airwaves

Today **NPR** offers **ITUNES** podcasts, **ITUNES** radio broadcasts, the NPR One app, and shares stories on **FACEBOOK**, **INSTAGRAM**, **TWITTER**, and its own website. Additional platforms created more types of programming and enabled the brand to offset a loss in terrestrial listenership.⁸ In 2014, **NPR** affiliate Chicago Public Media struck gold with “Serial,” a true-crime podcast that gripped the nation, garnering 77.6 million downloads and spurring an explosion in podcast popularity.⁹



SERIAL



YOUTUBE SPACES

YouTube

YOUTUBE, seventh on our agile ranking, is finding ways to extend its content beyond the myriad digital platforms it already inhabits. It now hosts real-life branded experiences such as awards nights, promotional events, and training workshops. In six cities worldwide, **YOUTUBE** has opened “YouTube Spaces” where content creators can gather for how-tos on improving videos and growing a fanbase.



6

MULTICHANNEL

HOW BRANDS CAN ADAPT TO NEW CHANNELS

CHOOSE PLATFORMS WISELY

You don't have to be present on every channel. Pick platforms that are appropriate for your brand and its audience—and that you can feasibly maintain.

BUILD A STRATEGY AROUND INTENT, NOT CHANNEL

The speed of technology means you can't predict which platforms will be crucial to your marketing mix—next year or next week. So rather than creating a communications strategy for **INSTAGRAM**, web apps, or print media, create a strategy for evangelizing, entertaining, or educating. When a new social media platform arises, you only need to determine the appropriate intent to start crafting your strategy.

CREATE MOMENTS OF INTIMACY

With any new touchpoint, a brand should strive to create meaningful, personal interactions. An airline app that facilitates travel, for example, has the potential to become a frequent flier's most valued brand interaction.



THE AGILITY PARADOX

TO WRAP THINGS UP



THE AGILITY PARADOX

**TODAY'S BRANDS EXIST
IN A HYPERCOMPETITIVE
AND RAPIDLY EVOLVING
MARKETPLACE**

**THE PACE OF BUSINESS
IS EXPONENTIALLY FASTER**

*Rigid consistency and top-down decision
making no longer work as best practices*

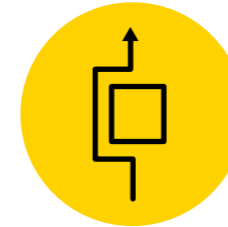
SIX BEHAVIORS OF AGILE BRANDS

MASTERING THE AGILITY PARADOX

Our research shows that in order to succeed today, brands must embrace the agility paradox by mastering two contradictory strategies—honoring core tenets while simultaneously evolving to stay fresh and relevant

LANDOR'S ANALYSIS REVEALS THAT THE BRANDS ACHIEVING THIS BALANCE SHARE SIX BEHAVIORS

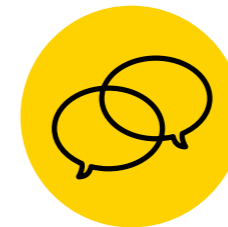
They are adaptive, principled, open, responsible, global, and multichannel. Their brand managers look to the future, listen to the marketplace, and meet challenges head-on. This is a new branding model for a new world.



ADAPTIVE



PRINCIPLED



OPEN



RESPONSIBLE



GLOBAL



MULTICHANNEL

SECTION 4

TOP 10 BRANDS &

METHOD
LABORATORY

TOP 10 BRANDS AND METHODOLOGY

GLOBAL METHODOLOGY

Landor took a multiphased approach to studying the agile brands landscape

To look for the drivers of twenty-first-century brand strength, we turned to BrandAsset Valuator (BAV), Landor's proprietary database of consumer brand perceptions. With more than 20 years of data, BAV is the world's largest and most enduring study of brands. It uses numerous brand metrics and attitudinal questions to analyze brand health on four pillars: *differentiation*, *relevance*, *knowledge*, and *esteem*. While the combination of *differentiation* and *relevance* measures brand strength, the combination of *knowledge* and *esteem* measures brand stature.

We performed extensive factor analysis of the BAV database to uncover collections of attributes, or dimensions, that best predict brand strength. We discovered the strongest brands indexed high in both a leading (up-to-date, visionary) dimension and a true (authentic, best brand) dimension. We defined the combination of these two dimensions as agility. Brands that ranked highest in agility in 2014 were candidates for the global top 10 agile brands list.

Before finalizing the agile brands ranking, we performed an analysis of the contenders' financial results, business decisions, and marketing activities to confirm that they enjoyed strong performance and exhibited agile traits. The 10 brands that best met three criteria—high BAV agility scores, good financial results, and a pattern of agile behaviors—were placed on the list.

Landor also conducted consumer research with millennials (those born between 1980 and 1995) from the United States, United Kingdom, China, and France. We partnered with InSites Consulting to host a three-week online community with 142 participants. Users responded to prompts designed to elicit opinions on brand strength and agility.

Lastly, we cross-referenced the traits most valued by our consumer participants with the traits shared by our top 10 agile brands. The six characteristics common to both lists were chosen as the traits defining an agile brand.

STEP ONE

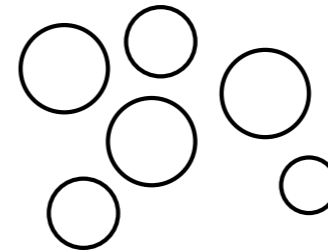
With the BAV database of responses from over 80,000 consumers



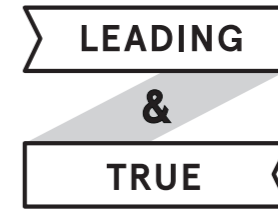
we performed factor analysis on the 48 BAV brand attributes

- TRENDY
- TRADITIONAL
- GOOD VALUE
- PROGRESSIVE
- OBLIGING
- RELIABLE
- HELPFUL
- SIMPLE
- CAREFREE
- ENERGETIC

to define key brand dimensions.



Of these, two dimensions described agile brands.



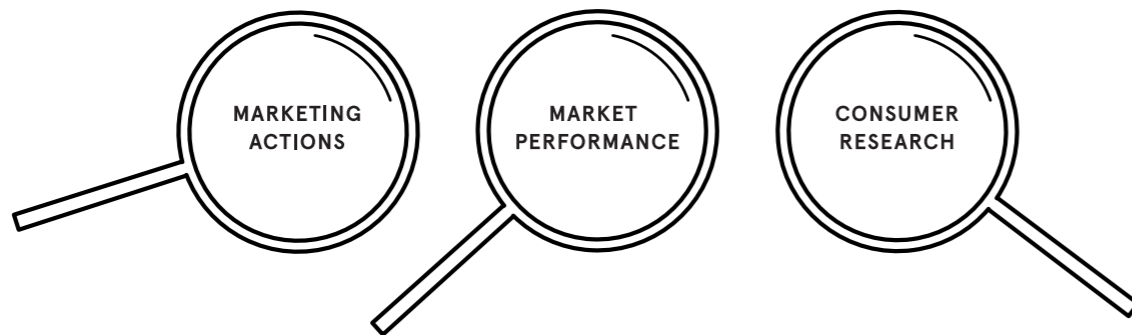
STEP TWO

From a list of nearly 5,200 brands, we identified brands that showed annual growth on the leading and true dimensions.

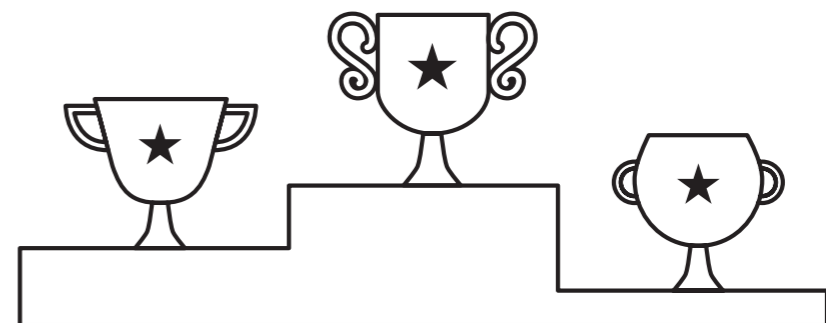
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STEP THREE

We then analyzed how these candidates marketed themselves, performed financially, and were perceived by consumers



to determine the top 10 agile brands.





TOP 10 BRANDS AND METHODOLOGY

WHAT'S HAPPENING AT THE COUNTRY LEVEL?

BRANDS TO WATCH

After assessing thousands of brands in four markets—China, France, the United Kingdom, and the United States—we found that brands of all shapes and sizes are becoming more agile. In conjunction with our consumer research and market analysis, we identified brands that showed the most upward movement in agility over an extended period of time. More quickly than most, these brands are adapting to market changes and finding new opportunities.

Thank you to Wake Forest University's Graduate School of Business students for their help analyzing contenders for the U.S. agile brand list.









TOP 10 BRANDS AND METHODOLOGY

NOTES

SOURCES

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- 9 Michael O'Connell, "[The 'Serial' effect: Programmers ramping up on podcasts](#)," *The Hollywood Reporter* (13 April 2015).

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TOP 10 BRANDS AND METHODOLOGY

WANT MORE?

We're happy to provide further insight on the agility paradox; reach out with questions or schedule a presentation by contacting us at the information below

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THE AGILITY

PARADOX