AMAZON/APPLE/GOOGLE/MICROSOFT/TENCENT/FACEBOOK/VISA/ALIBABA/MCDONALD'S/MASTERCARD/MOUTAI/NVIDIA/VERIZON/AT&T/IBM/PAYPAL/COCA-COLA/NIKE/INSTAGRAM/ADOBE/LOUIS VUITTON/UPS/INTEL/NETFLIX/THE HOME DEPOT/SAP/ACCENTURE/ORACLE/STARBUCKS/WALMART/XFINITY/MARLBORO/DISNEY/MEITUAN/TEXAS INSTRUMENTS/SALESFORCE/QUALCOMM/SPECTRUM/YOUTUBE/CHANEL/CISCO/SAMSUNG/HERMÈS/JD/TIKTOK/DEUTSCHE TELEKOM/TESLA/L'ORÉAL PARIS/PING AN/HUAWEI/ICBC/ZOOM/INTUIT/LINKEDIN/COSTCO/GUCCI/AMD/AMERICAN EXPRESS/TATA CONSULTANCY SERVICES/XBOX/VODAFONE/WELLS FARGO/RBC/TOYOTA/HAIER/HDFC BANK/MERCEDES-BENZ/CHINA MOBILE/BUDWEISER/XIAOMI/BMW/DELL TECHNOLOGIES/LIC/J.P. MORGAN/SIEMENS/FEDEX/BAIDU/UBER/ADIDAS/CHASE/PINDUODUO/SNAPCHAT/ZARA/IKEA/UNITEDHEALTHCARE/LOWE'S/AIA/NTT/AUTODESK/TD/ORANGE/DHL/DIDI/CHUXING/CHINA CONSTRUCTION BANK/PAMPERS/KE/COMMONWEALTH BANK OF AUSTRALIA/BANK OF AMERICA/SPOTIFY/COLGATE

KANTAR BRANDZ

2021 MOST VALUABLE GLOBAL BRANDS

WELCOME

1

INTRODUCTION & ANALYSIS

2

MOST VALUABLE GLOBAL BRANDS

3

CATEGORY FOCUS

4

CLIENT PERSPECTIVES

5

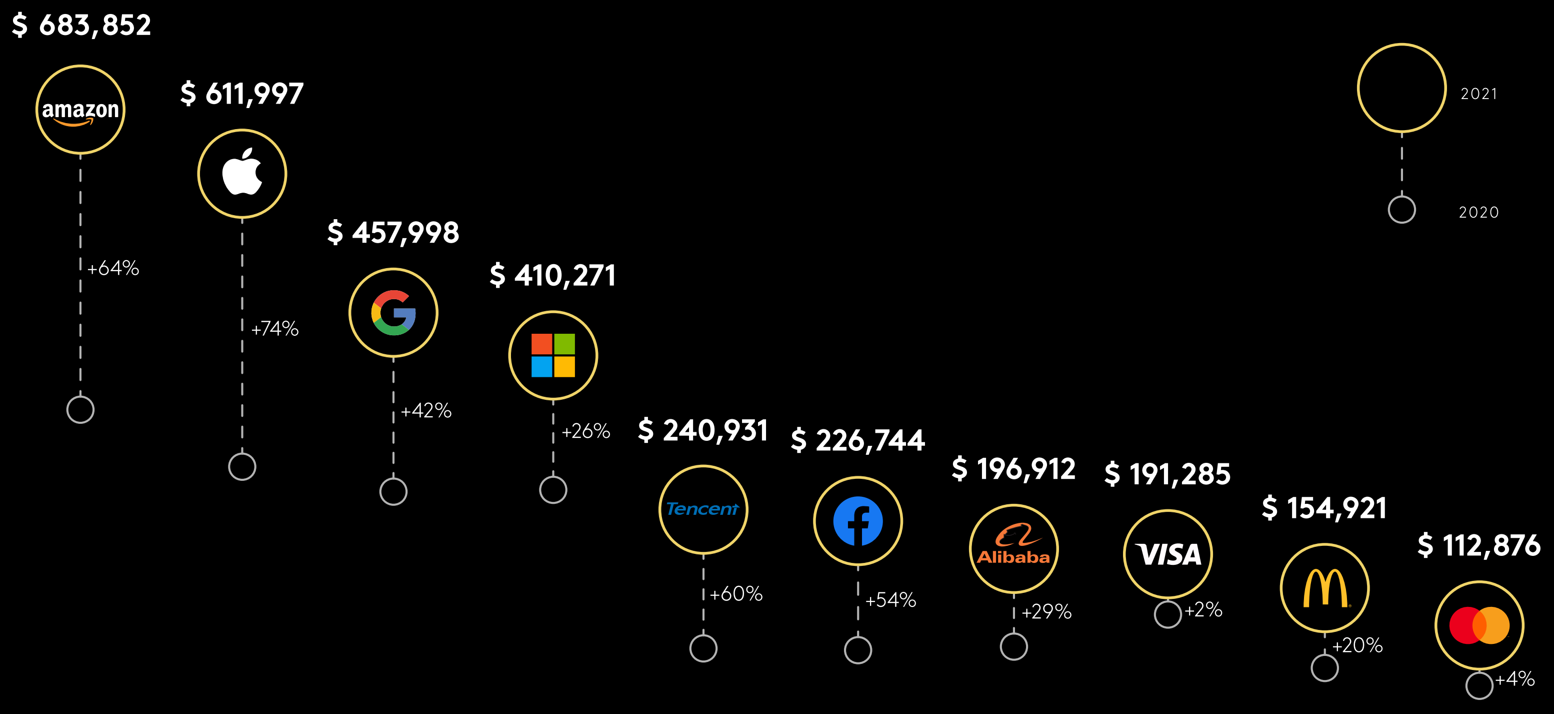
RESOURCES

KANTAR BRANDZ

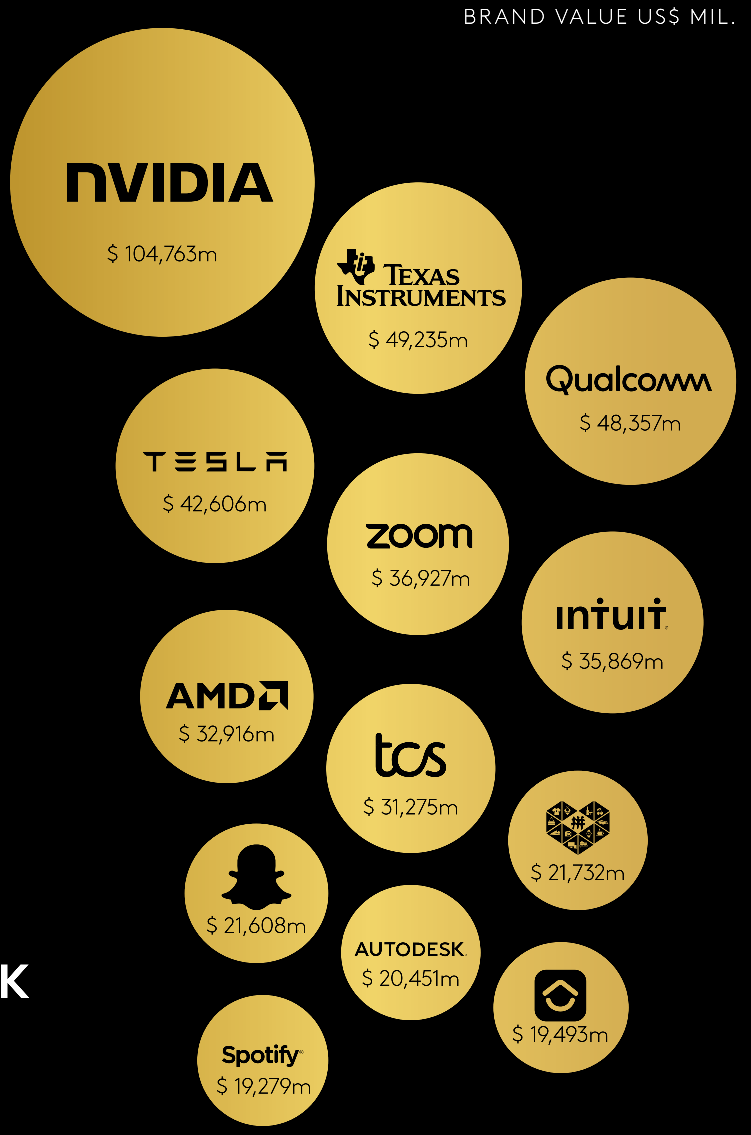
THE TOP 100 MOST VALUABLE GLOBAL BRANDS

1	AMAZON	51	ICBC
2	APPLE	52	ZOOM
3	GOOGLE	53	INTUIT
4	MICROSOFT	54	LINKEDIN
5	TENCENT	55	COSTCO
6	FACEBOOK	56	GUCCI
7	ALIBABA	57	AMD
8	VISA	58	TCS*
9	MCDONALD'S	59	XBOX
10	MASTERCARD	60	VODAFONE
11	MOUTAI	61	AMERICAN EXPRESS
12	NVIDIA	62	WELLS FARGO
13	VERIZON	63	RBC
14	AT&T	64	TOYOTA
15	IBM	65	HAIER
16	COCA-COLA	66	HDFC BANK
17	NIKE	67	MERCEDES-BENZ
18	INSTAGRAM	68	CHINA MOBILE
19	PAYPAL	69	BUDWEISER
20	ADOBE	70	XIAOMI
21	LOUIS VUITTON	71	BMW
22	UPS	72	DELL TECHNOLOGIES
23	INTEL	73	LIC
24	NETFLIX	74	J.P. MORGAN
25	THE HOME DEPOT	75	SIEMENS
26	SAP	76	FEDEX
27	ACCENTURE	77	BAIDU
28	ORACLE	78	UBER
29	STARBUCKS	79	ADIDAS
30	WALMART	80	CHASE
31	XFINITY	81	PINDUODUO
32	MARLBORO	82	SNAPCHAT
33	DISNEY	83	ZARA
34	MEITUAN	84	IKEA
35	TEXAS INSTRUMENTS	85	UNITEDHEALTHCARE
36	SALESFORCE	86	LOWE'S
37	QUALCOMM	87	AIA
38	SPECTRUM	88	NTT
39	YOUTUBE	89	AUTODESK
40	CHANEL	90	TD
41	CISCO	91	ORANGE
42	SAMSUNG	92	DHL
43	HERMES	93	DIDI CHUXING
44	JD	94	CCB**
45	TIKTOK	95	PAMPERS
46	DEUTSCHE TELEKOM	96	KE
47	TESLA	97	COMMONWEALTH BANK
48	L'ORÉAL PARIS	98	BANK OF AMERICA
49	PING AN	99	SPOTIFY
50	HUAWEI	100	COLGATE

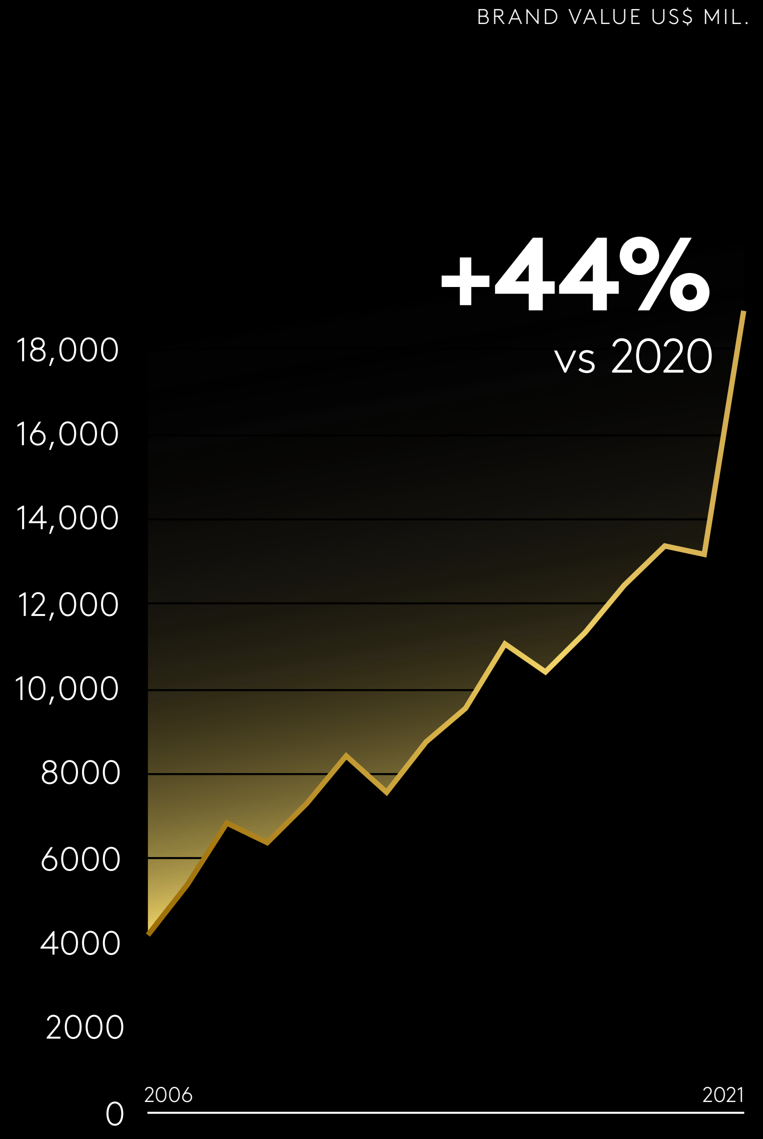
THE TOP 10



NEWCOMERS



THRESHOLD FOR ENTRY



TOP 10 RISERS

BRAND VALUE CHANGE
2021 VS. 2020

#1	TESLA	+275%	$ 42,606 m	CARS
#2	TikTok	+158%	$ 43,516 m	MEDIA AND ENTERTAINMENT
#3	Pinduoduo	+131%	$ 21,732 m	RETAIL
#4	美团 Meituan	+119%	$ 52,365 m	LIFESTYLE PLATFORM
#5	MOUTAI	+103%	$ 109,330 m	ALCOHOL
#6		+100%	$ 82,904 m	MEDIA AND ENTERTAINMENT
#7	ユニクロ UNIQLO	+88%	$ 15,443 m	APPAREL
#8	lululemon	+85%	$ 17,893 m	APPAREL
#9	CHIPOTLE MEXICAN GRILL	+82%	$ 11,996 m	FAST FOOD
#10	JD.COM	+75%	$ 44,516 m	RETAIL

CATEGORY COMPOSITION

	BRAND VALUE US$ MIL.	BRAND VALUE CHANGE 2021 VS. 2020
APPAREL	$180,110	+53%
ALCOHOL	$245,303	NEW
BANKS	$330,536	NEW
BUSINESS SOLUTIONS AND TECHNOLOGY PROVIDERS	$1,250,752	NEW
CARS	$172,416	+33%
CONSUMER TECHNOLOGY	$752,067	NEW
FAST FOOD	$300,086	+20%
FOOD AND BEVERAGES	$255,929	NEW
LUXURY	$236,887	+34%
MEDIA AND ENTERTAINMENT	$1,284,420	NEW
PERSONAL CARE	$176,871	+33%
RETAIL	$1,288,395	+48%
TELECOM PROVIDERS	$465,073	+5%

** Tata Consultancy Services ** China Construction Bank*

KANTAR BRANDZ

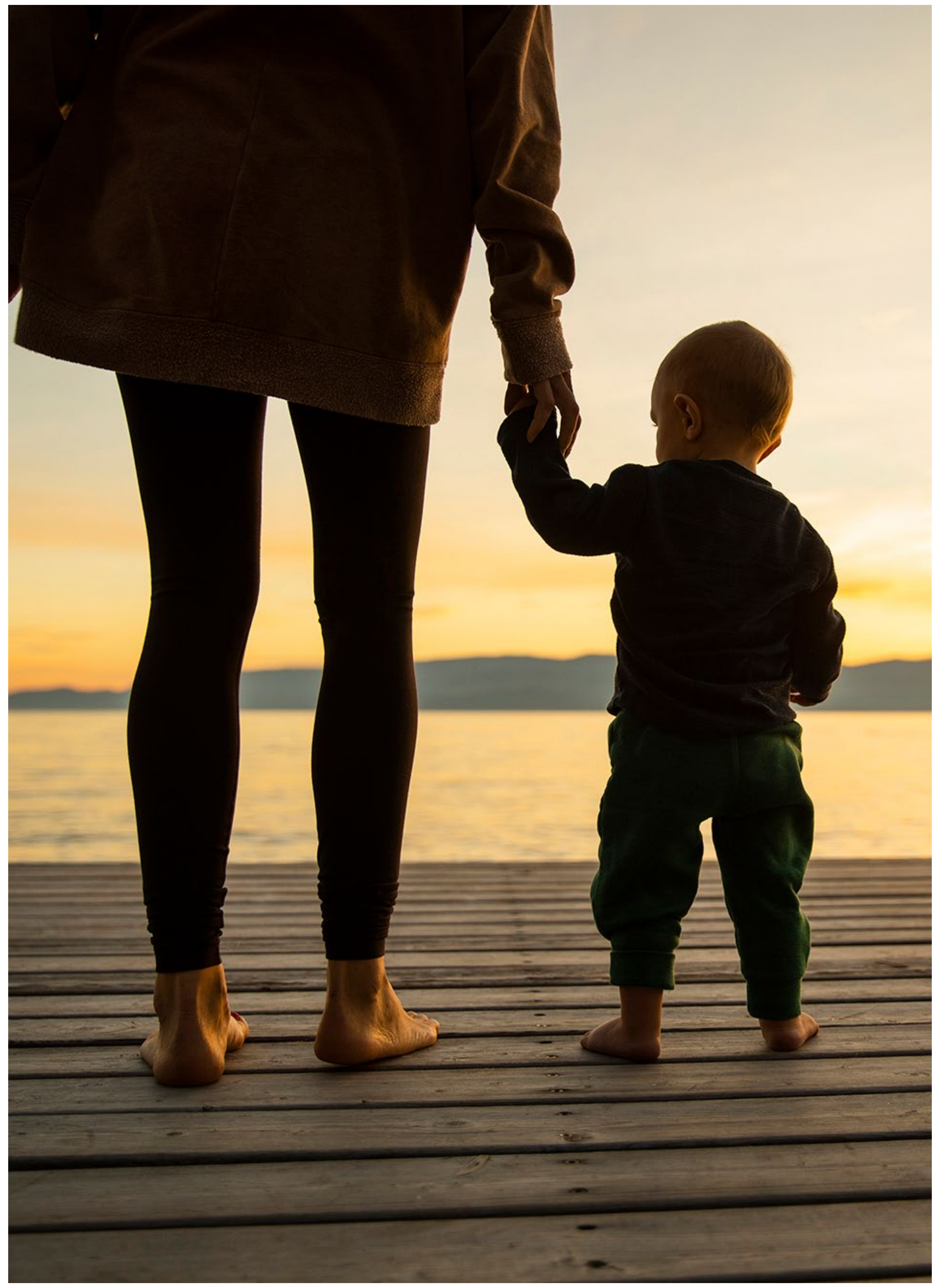
RECOVERING AND REBUILDING
TOP BRANDS EMERGE STRONGER THAN EVER BEFORE

This year, the Kantar BrandZ™ Top 100 Most Valuable Global Brands grew by 42% year on year, to reach record-setting new heights of total value.

In other years, such a result would be a cause for gleeful celebration. Instead, the mood is more one of hope and relief. 2021 is set to be a year of recovery. And recovery is a complicated, charged topic to approach after a year so filled with loss and challenges. There's a measure of gratefulness in moving forward, but also a determination not to forget hard lessons learned during the worst of the COVID-19 pandemic.

But recovery is *also* a simple force of economic nature: what goes down, most often will come back up again, if in a somewhat altered form. And going forward, the livelihoods of many people around the world will, indeed, depend on how well businesses and brands can understand and harness the forces of economic recovery. In this way, Kantar's work has gained a new purpose: aiding in the rebuilding of a more advanced and innovative global economy. We know that the world will be different – that, post-pandemic, stakeholders of all stripes will hold brands to new and higher standards. Across all industries, and in all markets, CEOs and CMOs will need to quickly adjust to these new expectations around trust, value, and mutual responsibility.

For Kantar BrandZ™, the process of navigating these changes starts with gaining a clear picture of "what is" - of understanding what has changed, and what remains constant, in the world of branded business. Our proprietary Kantar BrandZ™ database includes information from almost 4 million consumers about their attitudes to (and relationships with) 18,500 brands across 512 categories in 51 markets. All of that produces more than 5.3 billion data points. And with that 'big data', comes insight.



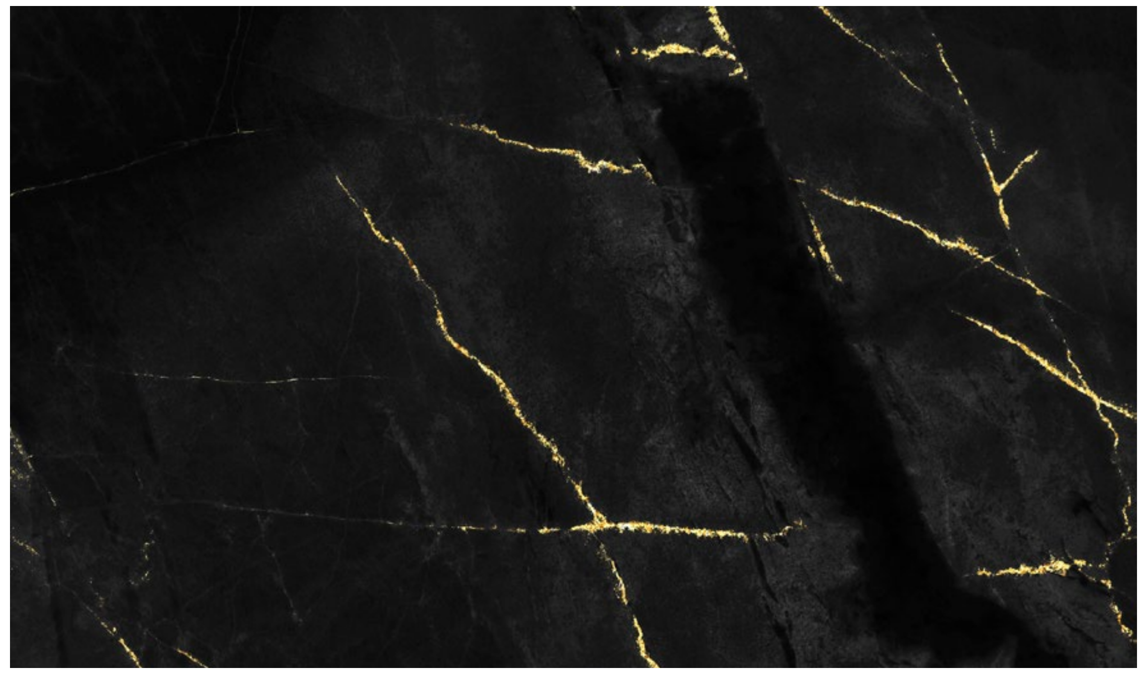
Reaffirming the fundamentals

For the past 15 years, since the Kantar BrandZ™ Global rankings began in 2006, Kantar has been testing and refining a unique model of brand value. We start by examining relevant corporate financial data and stripping away everything that doesn't pertain to the branded business. Then we take the unique step of conducting ongoing, in-depth quantitative research with more than 170,000 consumers annually, across more than 50 countries, to assess consumer attitudes and relationships with thousands of brands.

Over the years, Kantar's data and modeling has shown how brand value derives from three core "building blocks" of growth: Meaningfulness, Difference, and Salience. Brand attributes like Creativity, Responsibility, Purpose, and Trust – all of which are measured in the Kantar BrandZ™ database – ultimately contribute to a brand's Meaningful Difference.

This year's data shows that the "building blocks" of strong brands have, in fact, held true. Brands that score highly as Meaningfully Different - that connect to people emotionally, and set trends in the marketplace - have also notched impressive gains in brand value. Brands like Apple and Amazon aren't only the biggest in the world in terms of sheer market reach. They also connect deeply with consumers.

At Kantar BrandZ™, we have seen time and again that strong brands retain more of their economic value during tough economic times, and recover more quickly when market conditions begin to improve. This was the case during the global crisis of 2008. And, as the findings of this year's report show, it is also true today, across virtually all categories. From Consumer Technology to Fast Food, from Apparel to Retail, top brands are emerging from the pandemic as more innovative, beloved, and profitable than ever before.



What's inside...

This is just a preview of the findings contained in this year's category-spanning, insight-laden report. How you read the report, front-to-back or skipping around, depends on your needs and time available. Whatever way you choose, I guarantee that your time will be well spent. To help you navigate through it, here is a guide to the major components:

Section 1 Introduction and Analysis
Here we connect the dots, summarising the key developments and findings in this year's global report, suggesting brand-building actions, and identifying cross-category trends.

Section 2 Most Valuable Global Brands
Here you'll find the Top 100 Most Valuable Global Brands ranking, year-on-year changes, and the analysis that explains which brands did well and why.

Section 3 Category Focus
Here we examine the dynamics and brand performance of 13 categories, with special commentaries provided by category specialists across Kantar's global network.

Section 4 Client Perspectives
We speak to C-Suite executives from the world's largest brands, and gain insight on how they identified opportunities for growth and implemented new approaches to consumer insight amid the many challenges of COVID-19.

Section 5 Resources
The report concludes with all the contact details and other relevant information needed to go from reading the report to taking the next constructive steps.

Throughout the report, we have amplified our Kantar BrandZ™ data findings with Thought Leadership articles and Insights from Kantar's brand building experts.

We can help

This report is a starting point. I urge you to follow up with the experts who contributed to the report. They continue to monitor macroeconomic patterns of recovery and realignment, and the impact of these patterns on brands across categories and around the world. We also have an extensive library of Kantar BrandZ™ country reports that sit alongside our annual Most Valuable Global Brands report; in them, you will find intelligence about brand building in key markets including China, France, and the United States. I invite to you access the reports with our compliments at Kantar.com/brandz.

As the world moves forward after the shocks of COVID-19, brand offerings will both reflect and shape the changed reality that we all are living in. Brands, products and services will have to meet new consumer needs for convenience, value, sustainability, and innovation. That's where we at Kantar can help, as the world's leading data and insights consultancy, with 30,000 people working with Kantar worldwide.

We help define and build meaningfully different brands with our holistic brand guidance approach that combines innovations, experiences, creative content, and media investment to optimise investment and accelerate profitable growth.

Using the vast Kantar reservoirs of intelligence, we can help you successfully navigate today's uncertainty. I am available to personally discuss how we can help you and your brand succeed—building valuable brands that add value to people's lives. Please feel free to contact me directly or contact any of our Kantar leaders listed in the Resources section at the end of this report.

Sincerely,

Ian Griffiths
Deputy CEO and
Chief Financial
Officer, Kantar

Ian.Griffiths@kantar.com

WHAT IS KANTAR BRANDZ ?

THE DEFINITIVE GUIDE TO BRAND BUILDING

5.3 BILLION DATA POINTS

3.9 MILLION CONSUMER INTERVIEWS

18,500 BRANDS

512 CATEGORIES

51 MARKETS

Kantar BrandZ™ ranks the best brands in the world... and shows you how to become one of them.

It is the world's largest, consumer-focused source of brand equity insight, which also powers our proprietary brand valuation methodology.

Kantar BrandZ™ brings you industry-leading brand valuations, along with research from the world's most extensive brand equity study: Almost 4 million consumer interviews covering 18,500 brands across 512 categories in 51 markets.

This brand valuation series began in 1998 to help researchers, planners and strategists better understand the brands they worked on. Our reports rank, analyse and honour the world's top brands.

Kantar BrandZ™ has become a global standard brand value ecosystem, featuring our flagship Global Most Valuable Brands ranking and report. It also features country and regional rankings across six continents, and world-class thought leadership on building strong brands.

HOW DOES KANTAR BRANDZ WORK?

We start by examining relevant corporate financial data and stripping away everything that doesn't pertain to the branded business.

We also conduct ongoing, in-depth quantitative consumer research with more than 170,000 consumers annually, and globally, to assess consumer attitudes about, and relationships with thousands of brands.

Then a team of our analysts combine those inputs with a financial model of the business to determine the brand's ability to generate value.

The result is a holistic portrait of brand equity: one that incorporates how the market values a company's brand assets – and how ordinary people do, too.

STEP

01

FINANCIAL VALUE ($)

The proportion of the total $ value of the parent company that can be attributed to the brand in question, considering both current and future performance.

×

STEP

02

BRAND CONTRIBUTION (%)

Proportion of financial value generated by the brand's ability to increase purchase volume and charge premium.

=

STEP

03

BRAND VALUE ($)

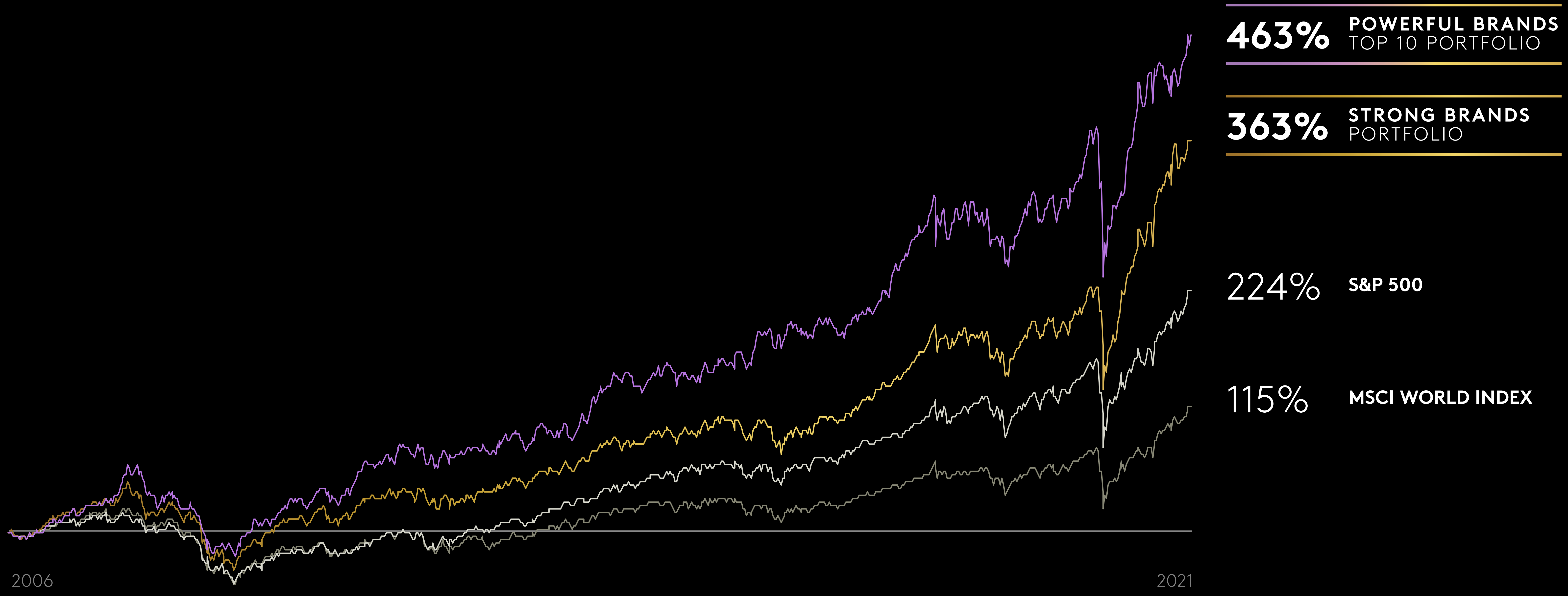
Brand Value is the $ amount that the brand contributes to the overall business value of the parent company. Kantar BrandZ valuations isolate the value generated by the strength of the brand alone in the minds of consumers i.e. with all other elements removed.

WHAT CAN KANTAR BRANDZ DO FOR YOU?

Kantar BrandZ™ research data is uniquely linked to financial outcomes. Our analysis has repeatedly proven that businesses that invest in their brands outperform the market... and that investing in your brand remains the most powerful way to grow.

What's more, we can show you how. Our data and frameworks work to create a forensic portrait of a brand's strengths, weaknesses and opportunities, within one or many categories and markets.

Get essential insight on category trends and macroeconomic shifts – and how brands compare across crucial building blocks of brand value like Trust, Meaning, Innovation, Difference, and Responsibility.

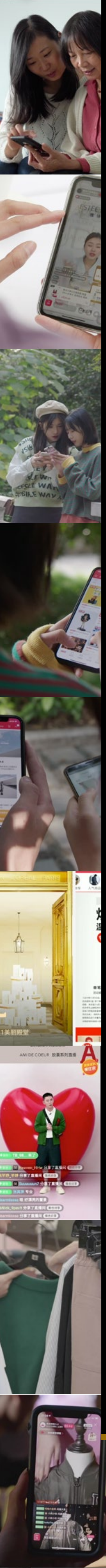


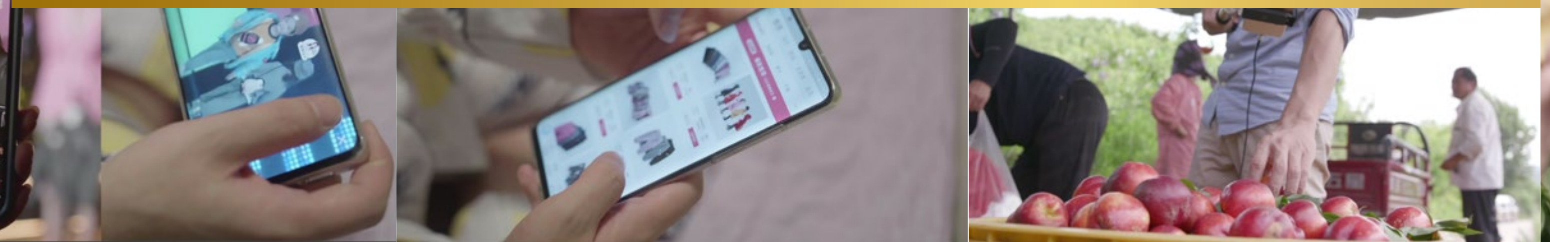
STRONG BRANDS:

DELIVER SUPERIOR SHAREHOLDER RETURNS

ARE MORE RESILIENT IN TIMES OF CRISIS

RECOVER MORE QUICKLY





KANTAR BRANDZ

CANNES LIONS

Nathalie Burdet
CMO, Kantar

Chris Tung
CMO, Alibaba Group

This year's Kantar BrandZ Most Valuable Global Brands launched at the Cannes Lions International Festival of Creativity.

Our Chief Marketing Officer, Nathalie Burdet, premiered the Kantar BrandZ™ Top 100 Most Valuable Global Brands, and discussed what it takes to build a great brand with Chris Tung, Chief Marketing Officer of Alibaba Group – the number one Chinese Global Brand Builder.

For 2021, brand strength has even bigger significance, and Marketing will be one of the biggest accelerants of economic recovery and growth. Nathalie and Chris also explored the key difference CMOs and their advertising teams can make in plotting the path back to growth.

Check out the exclusive interview to hear more on:

- Alibaba's brand success in China and internationally over the past year
- Ambition for the brand at home and internationally for the coming years, and how marketing will play a role in that
- Advice that Alibaba can give to marketers trying to grow their presence in China; one of the world's fastest growing markets

View the full interview at:
https://youtu.be/dS222maI9RA

1

INTRODUCTION & ANALYSIS

A STRONG GLOBAL REBOUND
TECHNOLOGY IGNITES BRAND GROWTH

The Kantar BrandZ^{TM} Top 100 Most Valuable Global Brands recorded a remarkable increase in value of 42 percent this year, compared to a 6 percent increase last year and a 7 percent increase the year prior. This rise amounted to a gain of more than $2 trillion in total brand value for the Global Top 100 and represented an acceleration in growth for the world's largest brands, following the disruptions of COVID-19.

This was a strong year for a wide range of brands in the Global Top 100. Brand value was added by brands hailing from all corners and categories. Strong growth was not just the prerogative of major global behemoths like Apple and Amazon – although those tech brands did, indeed, have impressive results.

Of the 87 brands returning from last year's Top 100 ranking, some 67 increased their value year-on-year by at least 5 percent. Just as impressively, 29 of the brands in this year's Top 100 and Category Rankings notched year-on-year brand value increases of more than 50 percent.

Starting in the second half of 2020, much of the world's global economic recovery has been driven by Chinese consumers. Among the world's biggest brands, Chinese demand has been key to the strong performance of businesses as diverse as L'Oréal Paris, Uniqlo, and Tesla. But China has become far more than a mere consumer of imported branded goods. This year, China has also contributed 18* home-grown brands to the Global Top 100.

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* 17 brands from Mainland China and 1 from Hong Kong

The Great Acceleration

Surveying the global economy and the world of branded commerce, the greatest meta-trend to arise out of the past year is that of acceleration. This was a year when existing patterns of business evolution – toward digitalization, toward sustainability, toward corporate responsibility – intensified exponentially.

Nowhere was this acceleration clearer than in the relationship between brands and technology. Across all categories, technology-driven brands now account for more than 50 percent of the value of the Kantar BrandZ™ Global Top 100 brands. This figure includes leading social media, electronics, and business services brands such as Facebook, Apple, and Microsoft – but also tech-enabled retailers like Amazon and Pinduoduo.

Truly, though, this was the year when all top brands had to get smart about technology. This was the year, in other words, when fast food brands like McDonald's and Chipotle went all-in on their digital ordering apps and delivery partnerships; the year when telecom brands finally shook up their customer experience by unveiling new virtual showrooms; the year when shoppers worldwide finally embraced online ordering for beauty products and home goods; and retail brands invested in new fulfillment solutions to meet this staggering new demand.

This was, especially, a year when businesses worldwide finally came to embrace new telework technologies and services, as part of a rapid shift toward Work From Home – much to the benefit of leading Business Solutions brands.

The massive, cross-category shift toward ecommerce and online ordering services in particular, has meant that brands of all stripes have essentially had to become digital logistics experts – in addition to plying their principal trades. A brand like Domino's is not just a pizza company: it is a last-mile delivery expert, with efficiency protocols and customer service standards that would rate as world-class in any industry.

This new need to master "last mile" logistics has, in a way, forced big brands to think smaller – to act more locally and nimbly across a variety of consumer touchpoints. This new "smallness" is also inextricably tied to the increased importance of the home. Our homes have become principal sites for shopping, recreation, work, and consumption, with far reaching consequences: it's why beer brands, for instance, have had to shift their focus away from placing kegs in restaurants, and toward providing convenient "sample packs" for tight refrigerator shelves. The shift toward the domestic has also led to new codes of ease and informality: witness the decline of formal apparel sales, and the continued rise of athleisure brands like Puma and Lululemon.

Played correctly, these shifts towards "the small," "the local," and "the domestic" can actually be a good thing for the reputations of big brands. These new logistical imperatives offer brands a chance to seem less like faceless global enterprises, and to act instead like friendly neighborhood presences.

Going Forward

The expression of many of these macro trends will no doubt change as the world begins to open up. But don't be surprised if many of the consumer habits acquired during the pandemic are here to stay. Now that so many people have ordered groceries online for the first time, for instance, people will increasingly turn to the convenience of ecommerce to stock their larders when time is scarce.

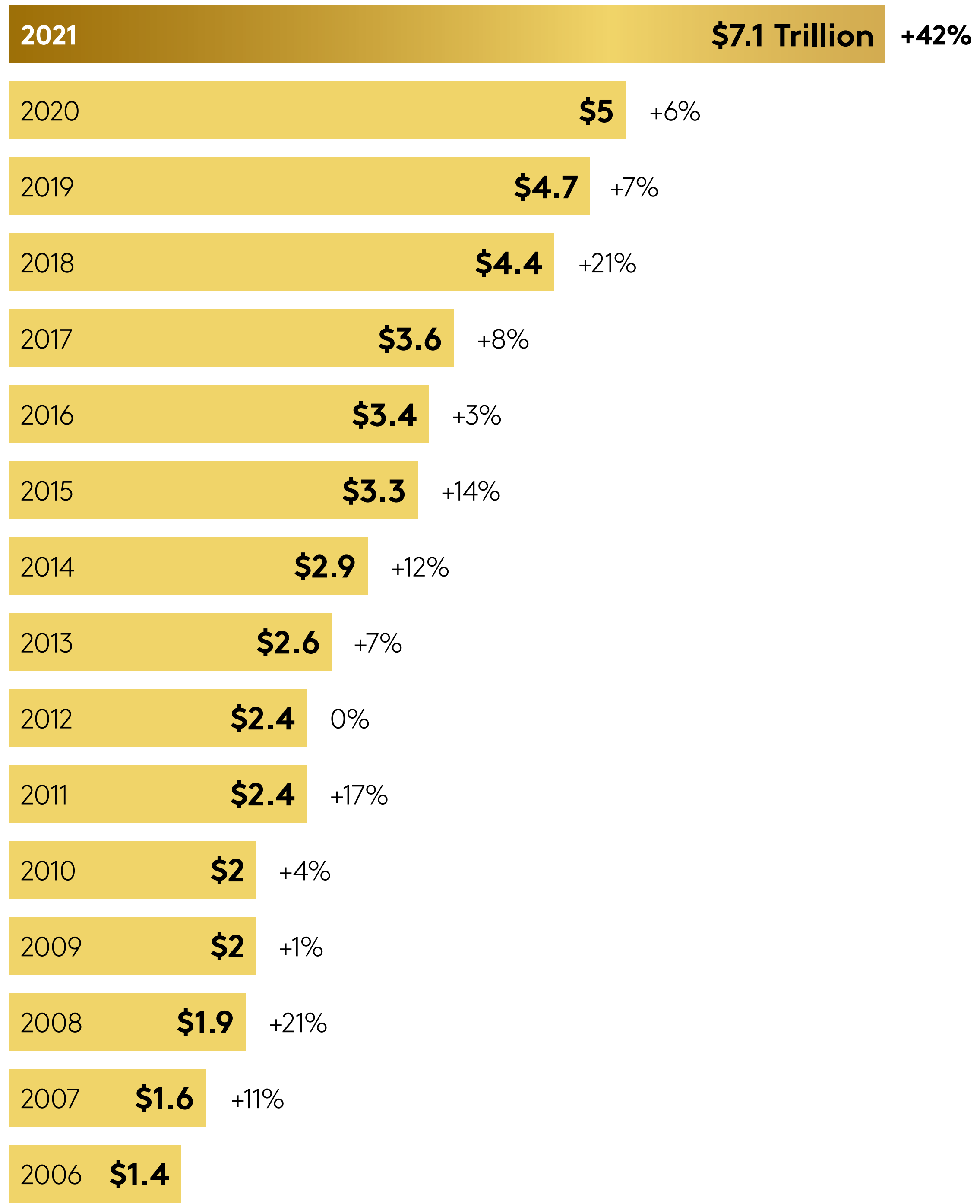
In almost too many ways to count, 2020 will go down as a pivotal year for brands and businesses. Even when compared to the Great Recession of 2008, the business transformations of the past year stand out. That's because, to a remarkable degree, brands and businesses did not spend the pandemic in a defensive crouch. Instead, they used the crisis as a catalyst to enact much-needed changes in the ways they did business.

These changes extend far beyond the kind of tech-enabled efficiency overhauls. Top brands have also made new and significant commitments to sustainability. In the auto industry, for instance, brands like BMW, VW, and Toyota made industry-shifting commitments to manufacture more electric cars. In addition, many brands worldwide have met the moment surrounding the Black Lives Matter protests of Summer 2020, by making new commitments to inclusion in their staffing and product ranges.

The conversation around racial justice is one example of how transformational changes are coming not just from the top down, but the bottom up. In many ways, brands' renewed commitment to sustainability and social justice are simply a mirror of the global shift towards a more expansive altruism. It's a truism that the COVID-19 crisis has shown people what "really matters." But it's a truism for good reason: for better and for worse, the logic of a pandemic really does demonstrate how our lives are all connected – how our neighbors' welfare intimately impacts our own, and how we all have a part to play to make the world a safer place.

Global Top 100 reaches $7 trillion

The Kantar BrandZ™ Top 100 Most Valuable Global Brands recorded a mammoth increase in value of 42 percent, compared with a 6 percent increase a year ago, adding $2.1 trillion in value to reach over $7 trillion in total value, rebounding well from the earlier economic toll of the Covid-19 pandemic.



Source: Kantar BrandZ™ (including data from Bloomberg / S&P Capital IQ)

ALL-WEATHER VALUE
STRONG BRANDS ARE MORE RESILIENT IN A CRISIS AND RECOVER FASTER

Strong brands do far more than win press accolades and consumer recognition. The value of a brand has a clear, measurable link with the share price of the company behind it.

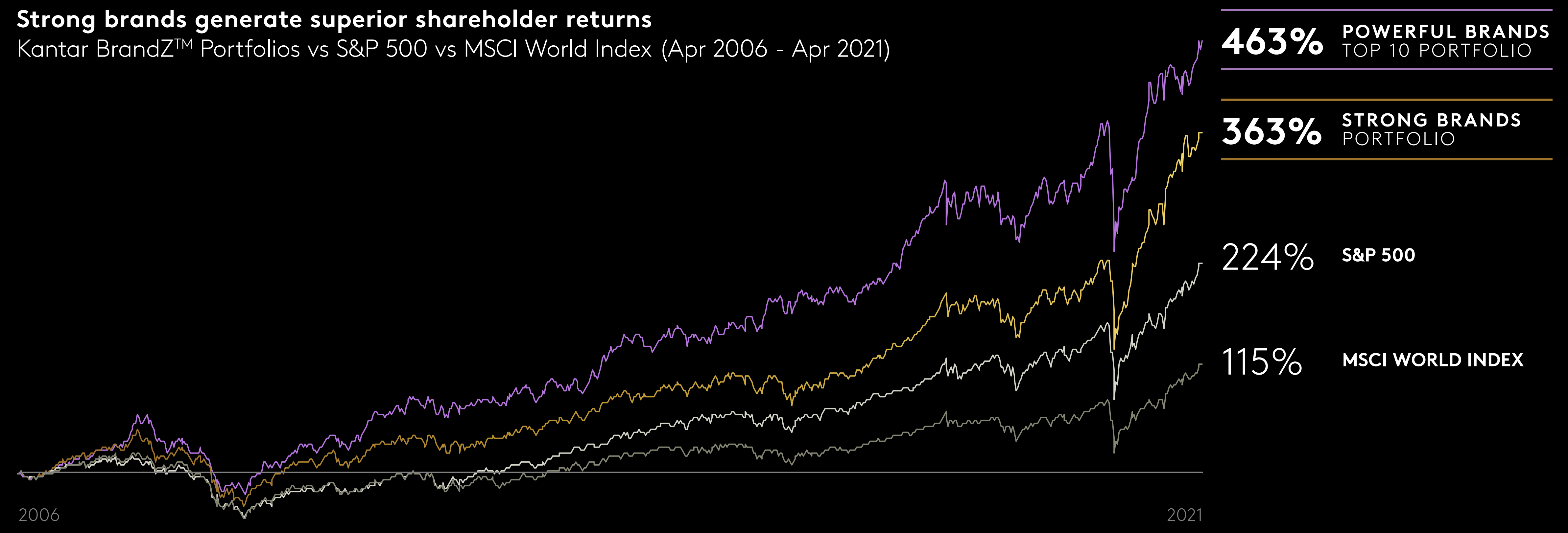
Strong brands provide stock market resilience during periods of volatility, providing a reliable, positive return on the money invested to build brand equity. When turbulence drives markets down, strong brands decline more slowly, and when markets recover, strong brands rebound more quickly. Strong brands *also* turbocharge gains during periods of sustained economic growth.

Over the 16 years in which we have been tracking the world's strongest brands, the companies behind the top-ranking brands have far outperformed stock market benchmarks. The value of the Kantar BrandZ™ Strong Brands Portfolio increased 363 percent between April 2006 and April 2021, outperforming both the S&P 500 and the MSCI World Index. (The MSCI World Index is a weighted index of global stocks.)

What that means is that $100 invested in 2006 would be worth $215 based on the MSCI World Index growth rate, and $324 based on the S&P 500 growth rate. But that $100 invested in the Kantar BrandZ™ Strong Brands Portfolio would be worth $463.

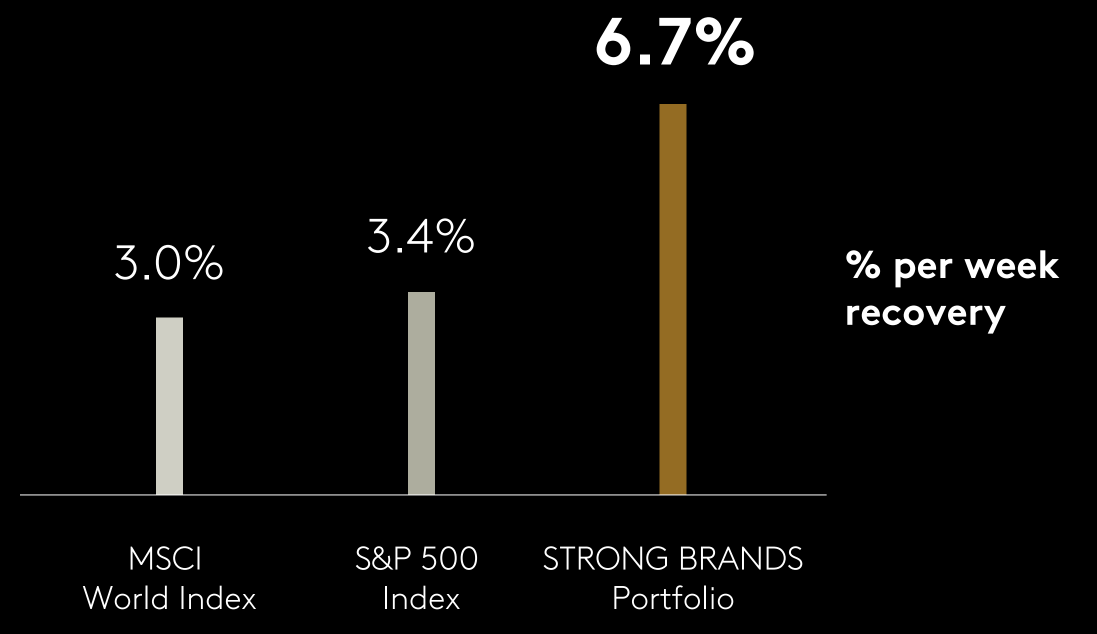
This decade's unprecedented COVID-19 stock market swings provided extreme conditions to test the value of strong brands. During the five weeks from February 14 to March 20, when the MSCI World Index dropped 73 percent and the S&P 500 dropped 51 percent, the BrandZ™ Strong Brands Portfolio dipped just 42 percent. Afterward, the BrandZ™ Strong Brands Portfolio recovered its value just 15 weeks after the COVID-19 crash in March 2020 – **twice as fast** as the general stock market indices. And then the Strong Brands Portfolio kept on growing, **gaining an additional +135 percent** in value over their pre-pandemic peak through April 2021.

Strong brands generate superior shareholder returns
Kantar BrandZ™ Portfolios vs S&P 500 vs MSCI World Index (Apr 2006 - Apr 2021)

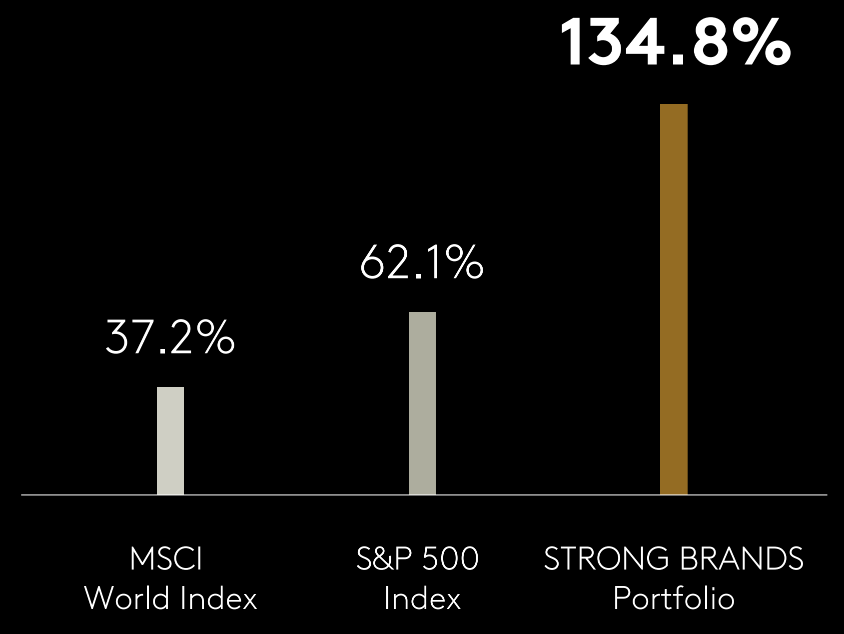


Source: Kantar BrandZ, Bloomberg and S&P Capital IQ

Recovery rate:
% weekly recovery, based on # weeks to regain pre-Covid-19 peak value after lowest point (March 2020)



Explosive growth:
Additional value growth from pre-COVID-19 peak in February 2020 to April 2021 (as % of value in April 2006)



J. Walker Smith
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THE COURAGE TO GROW

LOOK IN THE MIRROR, NOT OUT THE WINDOW

▶ Does your brand have the courage to grow? Read more from J. Walker Smith and discover the five critical imperatives for future growth.

The foundational prerequisite of growth is the courage to grow. Impediments to growth sit within a company itself. Growth is rarely hostage to the marketplace.

The topline stagnation among global consumer goods companies in the years leading up to the pandemic was paralleled by rapid growth among startups and more agile local and national brands. Many iconic businesses have been introduced during past recessions. Even in sectors hardest hit during the pandemic, brands that pivoted to delivery, ecommerce, privacy safeguards, home-centered solutions, hygiene signalling and virtual experiences were able to grow.

The first place to look for growth is not externally but internally: at the structure, skills and competencies it takes to grow. Kantar's decades of work with companies worldwide points to five critical imperatives.

1. Focus on doing the right things rather than waiting for the marketplace to right itself.

Companies handicap themselves with deficient skills, capabilities, systems and KPIs, along with cultures aligned against fact-based decision-making, agile experimentation, and a clear purpose. The fundamentals must be revisited; two things in particular. The first is a full-blown commitment to customer-centricity, which has been trending down in recent years. The second is a structurally embedded competency in organisational learning, which, in an era that has seen digital level the playing field, is one of is the few remaining sources of advantage.

2. Grow the category, not just the brand.

Strong brands often beat the odds in weak categories, but that does not mean growth is only about brands. A Kantar analysis found that brands are five times more likely to grow if their categories are growing. Another Kantar analysis found nearly half of new products succeed by growing category occasions. Categories also pose risks that are impossible to avoid entirely, but the impact is worse for brands that have marginalised category considerations in strategy, planning and finances.

Growth-oriented companies take control of their categories in two ways. First, they broaden category boundaries. The Kantar approach is to recast categories by "The Rule of 3%." A brand should plan against bigger boundaries that offer a surfeit of opportunities. In this way, pet food becomes pet care, automotive becomes smart mobility, alcohol beverages become social beverages, cleaning becomes public health, dairy becomes protein, and the local pharmacy becomes local health care.

Second, brands must command a shared, decision-centric category vision. Misunderstanding what competes for consumers' share of wallet has long been an Achilles' heel of growth. Growth-oriented companies constantly refresh their understanding of the underlying drivers of demand.

3. Resecure the core, and target softness among competitors.

The immediate aftermath of the pandemic has brought the marketplace to a moment where consumers have opened up their consideration sets. Failure to resecure choices will mean a leakier customer base handicapping growth. All brands have been affected, so this is also a propitious moment to target competitive softness.

Two things should be done. First, remap the structure of demand. With home and office trading places, online and offline coming together, and immersive experiences becoming critical, demand is changing. Second, invest behind fewer yet bigger brands. Innovation, too, must shift from small ideas to transformative ideas worth the logistical complexity.

4. Find profit through purpose, rather than making profit the only purpose.

The pandemic brought purpose into sharper focus. BrandZ data show that responsibility is three times more important to reputation than a decade ago. Other BrandZ tracking found that brands committed to purpose grew value 2.5 times more than brands with little or no purpose. If nothing else, competition for the talent it takes to grow will force the hand of companies, because the next generation is more demanding about purpose.

Two steps are involved. The first is to embrace a credible, differentiated purpose strategy. This means an entirely new way of doing business, not tweaks to business as usual. The second step is to embed inclusivity in culture and strategy, which begins by benchmarking with the Kantar Inclusion Index and then using Kantar's Issue Radar to gauge the ongoing fit of corporate and brand positions with the evolving landscape of social issues.

5. Plan against scenarios not certainties.

Disruptions are the new normal. Discontinuities that upend business models are becoming a feature of the marketplace, not the exception – a reversal of the 'moderation' within which today's business models were developed. The global insights leader at one Kantar client expects that his company will have to "migrate from certainties to scenarios."

Two things are critical. First, bring together top-down and bottom-up trendspotting and futures assessment. Second, utilise 'futures thinking' for strategic forecasting. The logic and maths of today's best-in-class forecasting models rely on an approach unsuited for a future of disruptions. Growth-oriented companies are organised to capture growth outside the comfort zone of business as usual, for which Kantar's Consulting division can ready your business.

Graham Staplehurst
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Thought Leadership

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PATHWAYS TO EXCEPTIONAL GROWTH

- Kantar BrandZ™ brings you industry-leading brand valuation, combined with research from the world's largest and most extensive brand equity study.

Our 10 year perspective on maximising Brand Value

Some brands in this year's Most Valuable Global Brands ranking have seen exceptional growth in brand value over the last year. But what about sustaining value growth for the long-term investors who have driven the stock market's inexorable rise? How do marketers ensure success over the long term for those most precious of assets, their brands?

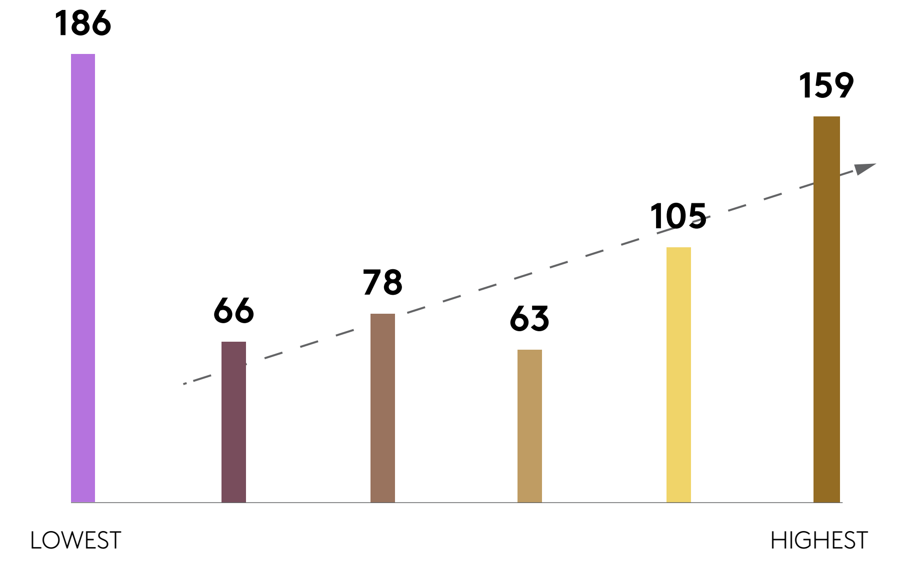
Kantar BrandZ™ offers us an unparalleled insight into the drivers of long-term brand value growth – by connecting financial valuation, detailed brand equity research, and qualitative insight from consultants across the world. These valuations started in 2006; here, we have looked back over the last 10 years as a useful horizon.

We took 156 brands that were valued in the global Top 100 or category rankings in 2011 and identified their fortunes over the following decade: Did they grow their value, or decline and fall out of the rankings?

Of course, many factors affect brand value growth over time. There are a variety of 'uncontrolled' factors – situations in which the marketer has to respond to and make the best of conditions surrounding their brand. There can be significant trends affecting the brand's whole category, often driven by investor perceptions and broad innovations; these kinds of category effects have resulted in depressed overall conditions for the banking sector, for instance, but also created tremendous growth opportunities for online delivery and fulfilment. There can also be the sudden arrival of disruptors like Amazon, which has impacted many retailers (and now, perhaps, Tesla may be doing the same for the automotive sector). And, finally, there are broader consumer, economic, and geopolitical trends, such as the growing attention to climate change, and the rise of China as a technological powerhouse.

fig. 1

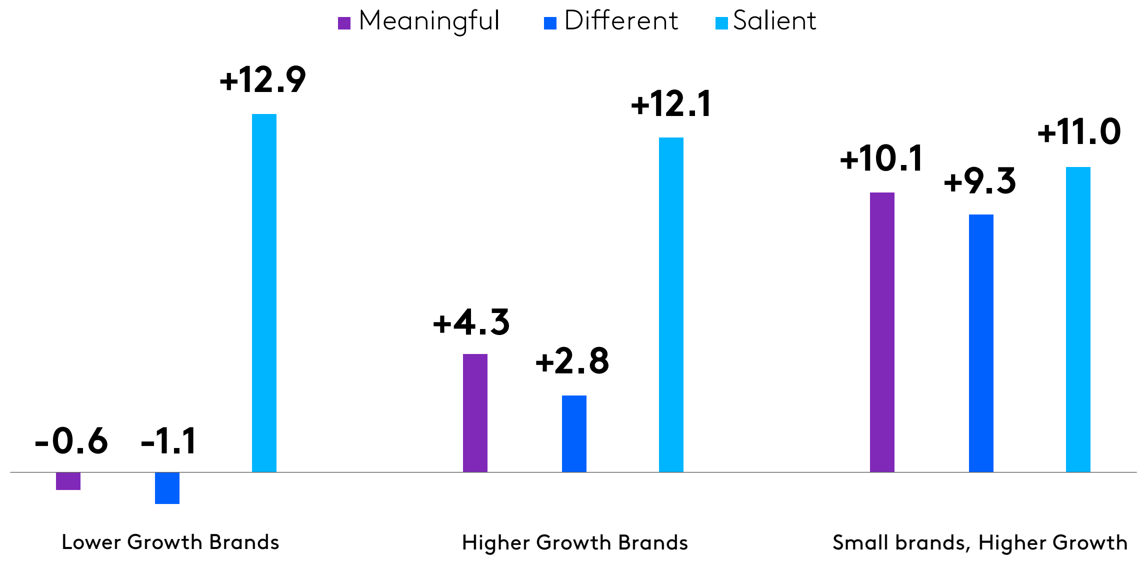
Relationship between Power and value growth
Average 10-year brand value growth (%)



Note: brands that declined and dropped out of valuation by 2021 have been given a notional 'growth' result of -50% in the average

fig. 2

Average change in brand equity over 10 years



Base: 104 matched brands in 2011 and 2021, divided into 2 groups: Grew brand value 100% or more (n=42) vs. Grew brand value 0-100% or declined (n=62)Small brands defined as Power < 100 in 2011, and grew brand value by at least 75% by 2021 (n=20)

Using Kantar BrandZ™ consumer data, we can also understand the importance of factors that are more under the control of marketers. Our analysis reveals that there are three important 'controlled' factors for brand value growth. These are:

- **The "starting strength" of the brand**: in general, a stronger brand will increase more in value over the following decade than a weaker brand.
- **The brand's marketing strategy**: even smaller, less strong brands can grow their value through the right strategy. It's not just what you start with – it's also what you do with it.
- **Effective investment**: implementing the strategy in an effective and efficient way is critical.

We started our analysis by examining the 2011 brand equity of the 156 brands in our consistent set. In this chart we split them into roughly equal groups based on their Power Index – this is a summary measure of brand equity that correlates with demand or volume market share, from the lowest to highest. Then we compared their average brand value growth over the subsequent 10 years.

In figure 1, the gold/brown bars show a steady increase in typical growth rate, with the highest rate among the brands with the strongest starting equity. However, even these brands were outgrown by the average increase among the smallest equity group (the purple bar).

What this tells us, is that brand equity – measured through Power – is a good predictor of potential to grow value among established brands. But we cannot expect it to predict the up-and-coming disruptors.

The brand equity model used by Kantar BrandZ™ has a number of components. If we go beyond the summary metric of Brand Power, we can analyse the 2011 data for the contributing factors of Meaningful, Different and Salient. This analysis showed two points. Of the three factors, only a high Different score predicted better growth rates. In fact, having high Salience in 2011 actually predicted *lower* increases in brand value.

Overall, however, **it was the brand's Potential score that was the best predictor of future growth**.

What is Brand Potential? It's a measure of the incremental Meaningful, Different and Salient equity a brand has, when compared to what's typical for brands of a similar size. **From 2011, High Potential brands had 44 percent more brand value growth over the following 10 years than the rest**.

Further analysis across more than 25 diagnostic attributes included in Kantar BrandZ showed that emotional brand associations also had a good relationship with subsequent brand value growth. These include attributes like pride, appeal, trend-setting and popularity.

Taking all this analysis together, we can conclude that brands that are emotionally differentiated from competitors are best 'primed' for growth. But this is not the whole story; the data also revealed *what the successful brands did next*.

The Kantar BrandZ database measured 104 of these brands over the following decade. Figure 2 shows that brands that were not so successful at growing their brand value, *also* failed to grow their Meaningful Difference. Instead, they tried to rely on improving Salience alone.

In contrast, the brands that grew more increased their Meaningful Difference as well as their Salience. In other words, they found a more competitive strategy, and they communicated it effectively. The picture becomes even clearer when we focus on the smaller brands (within this "grew more" group) – those in the "lower equity" analysis back in 2011, that then became category disruptors. In these brands, we can see that effective marketing had a massive impact on all three equity pillars: growing their Power, their consumer demand, and, ultimately, their brand value.

KEY TAKEAWAYS

1 Investing in your brand pays off in the long term: Establishing Meaningful Difference increases the rate of brand value growth.

2 Continuing investment is vital: Growth is best achieved by amplifying your Meaningful Difference in successive years.

3 Effective investment is more than just awareness: Make sure your brand has a relevant and emotionally differentiating message for consumers.

2

MOST VALUABLE GLOBAL BRANDS

KANTAR BRANDZ

2021 MOST VALUABLE GLOBAL BRANDS

Rank	Brand	Brand Value (US$ Mil.)	% Brand Value Change vs 2020	Category	Rank change	Market of Origin
1	**AMAZON**	683,852	64%	Retail	0	US
2	**APPLE**	611,997	74%	Consumer Technology	0	US
3	**GOOGLE**	457,998	42%	Media and Entertainment	1	US
4	**MICROSOFT**	410,271	26%	Business Solutions and Technology Providers	-1	US
5	**TENCENT*** **	240,931	60%	Media and Entertainment	2	China
6	**FACEBOOK**	226,744	54%	Media and Entertainment	2	US
7	**ALIBABA**** **	196,912	29%	Retail	-1	China
8	**VISA**	191,285	2%	Payments	-3	US
9	**MCDONALD'S**	154,921	20%	Fast Food	0	US
10	**MASTERCARD**	112,876	4%	Payments	0	US
11	**MOUTAI**	109,330	103%	Alcohol	7	China
12	**NVIDIA**	104,763	N/A	Business Solutions and Technology Providers	N/A	US
13	**VERIZON**	101,943	8%	Telecom Providers	-1	US
14	**AT&T**	100,654	-5%	Telecom Providers	-3	US
15	**IBM**	91,337	9%	Business Solutions and Technology Providers	-1	US
16	**COCA-COLA** ** **	87,604	4%	Food and Beverages	-3	US
17	**NIKE**	83,709	68%	Apparel	4	US
18	**INSTAGRAM**	82,904	100%	Media and Entertainment	11	US
19	**PAYPAL**	80,615	66%	Payments	4	US
20	**ADOBE* **	78,524	N/A	Business Solutions and Technology Providers	N/A	US
21	**LOUIS VUITTON**	75,730	46%	Luxury	-2	France
22	**UPS**	73,017	44%	Logistics	-2	US
23	**INTEL* **	71,937	N/A	Business Solutions and Technology Providers	N/A	US
24	**NETFLIX**	71,126	55%	Media and Entertainment	2	US
25	**THE HOME DEPOT**	70,522	22%	Retail	-9	US
26	**SAP**	69,242	20%	Business Solutions and Technology Providers	-9	Germany
27	**ACCENTURE* **	64,734	N/A	Business Solutions and Technology Providers	N/A	US
28	**ORACLE* **	60,837	N/A	Business Solutions and Technology Providers	N/A	US
29	**STARBUCKS**	60,267	26%	Fast Food	-5	US
30	**WALMART**	59,522	30%	Retail	-3	US
31	**XFINITY**	58,996	26%	Telecom Providers	-6	US
32	**MARLBORO**	57,007	-2%	Tobacco	-17	US
33	**DISNEY**	55,217	13%	Media and Entertainment	-11	US
34	**MEITUAN**	52,365	119%	Lifestyle Platform	20	China
35	**TEXAS INSTRUMENTS**	49,235	N/A	Business Solutions and Technology Providers	N/A	US
36	**SALESFORCE**	48,982	61%	Business Solutions and Technology Providers	5	US
37	**QUALCOMM**	48,357	N/A	Business Solutions and Technology Providers	N/A	US
38	**SPECTRUM**	47,279	10%	Telecom Providers	-10	US
39	**YOUTUBE**	47,103	39%	Media and Entertainment	-2	US
40	**CHANEL**	47,054	30%	Luxury	-6	France
41	**CISCO* **	46,822	N/A	Business Solutions and Technology Providers	N/A	US
42	**SAMSUNG**	46,765	44%	Consumer Technology	-2	South Korea
43	**HERMÈS**	46,371	40%	Luxury	-4	France
44	**JD**	44,516	75%	Retail	8	China
45	**TIKTOK**	43,516	158%	Media and Entertainment	34	China
46	**DEUTSCHE TELEKOM**	43,084	16%	Telecom Providers	-14	Germany
47	**TESLA**	42,606	275%	Cars	N/A	US
48	**L'ORÉAL PARIS**	38,309	30%	Personal Care	-4	France
49	**PING AN**	38,054	13%	Insurance	-11	China
50	**HUAWEI**	38,021	29%	Consumer Technology	-5	China

*Brand Value is restated due to the improved evaluation framework developed for Business Solutions and Technology Providers brands. ** The Brand Value of Coca-Cola here includes- Diet Coke, Coca-Cola Light and Coca-Cola Zero. ***Brand Value of Tencent includes QQ, Tencent, Tencent cloud, WeChat, WeChat Pay, WeSing and v.qq.com. ****Brand Value of Alibaba includes Alibaba cloud, Ant Financial, Freshhema, Taobao and Tmall.
Source: Kantar BrandZ (including data from Bloomberg and S&P Capital IQ)

2021 MOST VALUABLE GLOBAL BRANDS

Rank	Brand	Brand Value (US$ Mil.)	% Brand Value Change vs 2020	Category	Rank change	Market of Origin
51	**ICBC**	37,765	-1%	Banks	-20	China
52	**ZOOM**	36,927	N/A	Business Solutions and Technology Providers	N/A	US
53	**INTUIT**	35,869	N/A	Business Solutions and Technology Providers	N/A	US
54	**LINKEDIN**	35,523	19%	Media and Entertainment	-11	US
55	**COSTCO**	35,137	23%	Retail	-8	US
56	**GUCCI**	33,838	24%	Luxury	-7	Italy
57	**AMD**	32,916	N/A	Business Solutions and Technology Providers	N/A	US
58	**TATA CONSULTANCY SERVICES**	31,275	N/A	Business Solutions and Technology Providers	N/A	India
59	**XBOX**	30,398	55%	Consumer Technology	6	US
60	**VODAFONE**	29,735	29%	Telecom Providers	-5	UK
61	**AMERICAN EXPRESS**	28,578	-3%	Payments	-15	US
62	**WELLS FARGO**	27,995	-8%	Banks	-20	US
63	**RBC**	27,607	33%	Banks	-3	Canada
64	**TOYOTA**	26,974	-5%	Cars	-16	Japan
65	**HAIER**	26,422	41%	IoT Ecosystem	3	China
66	**HDFC BANK**	26,369	27%	Banks	-7	India
67	**MERCEDES-BENZ**	25,835	21%	Cars	-11	Germany
68	**CHINA MOBILE**	25,821	-25%	Telecom Providers	-32	China
69	**BUDWEISER***	25,547	5%	Alcohol	-16	US
70	**XIAOMI**	24,885	50%	Consumer Technology	11	China
71	**BMW**	24,821	21%	Cars	-10	Germany
72	**DELL TECHNOLOGIES**	24,781	36%	Business Solutions and Technology Providers	-1	US
73	**LIC**	24,142	38%	Insurance	2	India
74	**J.P. MORGAN**	24,105	37%	Banks	0	US
75	**SIEMENS**	23,640	69%	Conglomerate	19	Germany
76	**FEDEX**	23,592	53%	Logistics	12	US
77	**BAIDU**	23,358	57%	Media and Entertainment	14	China
78	**UBER**	22,411	41%	Transport	7	US
79	**ADIDAS**	22,344	51%	Apparel	13	Germany
80	**CHASE**	21,830	7%	Banks	-18	US
81	**PINDUODUO**	21,732	131%	Retail	N/A	China
82	**SNAPCHAT**	21,608	N/A	Media and Entertainment	N/A	US
83	**ZARA**	21,382	0%	Apparel	-26	Spain
84	**IKEA**	21,021	17%	Retail	-12	Sweden
85	**UNITEDHEALTHCARE**	20,867	32%	Insurance	1	US
86	**LOWE'S**	20,672	51%	Retail	10	US
87	**AIA**	20,599	16%	Insurance	-14	Hong Kong
88	**NTT**	20,477	1%	Telecom Providers	-25	Japan
89	**AUTODESK**	20,451	N/A	Business Solutions and Technology Providers	N/A	US
90	**TD**	20,208	17%	Banks	-13	Canada
91	**ORANGE**	20,200	4%	Telecom Providers	-25	France
92	**DHL**	20,138	39%	Logistics	1	Germany
93	**DIDI CHUXING**	20,041	0%	Transport	-29	China
94	**CHINA CONSTRUCTION BANK**	19,776	-6%	Banks	-36	China
95	**PAMPERS**	19,619	6%	Personal Care	-25	US
96	**KE**	19,493	N/A	Real Estate Agents	N/A	China
97	**COMMONWEALTH BANK****	19,468	48%	Banks	3	Australia
98	**BANK OF AMERICA**	19,315	14%	Banks	-20	US
99	**SPOTIFY**	19,279	N/A	Media and Entertainment	N/A	Sweden
100	**COLGATE**	18,894	8%	Personal Care	-24	US

** The Brand Value of Budweiser includes Bud Light.*
Source: Kantar BrandZ (including data from Bloomberg and S&P Capital IQ)

**Commonwealth Bank of Australia

KEY RESULTS

No. 1

Amazon leads ranking for 3rd straight year

With a 64 percent increase, Amazon secured its third consecutive year at the top of the Kantar BrandZ™ global rankings, with a total brand value of $684 billion considering all areas of its business. In an environment increasingly centered on convenience, speed, and customer satisfaction – few brands exemplified these values more than Amazon. For the first time, a brand is worth more than half a trillion dollars.

A SPECTACULAR YEAR

Top 100 brands, worth more than $7 trillion

This year, the total value of the Kantar BrandZ™ Top 100 brands is worth more than the GDPs of France and Germany combined. Over $2 trillion in brand value was added year on year – that's a 42% rise, or around four and a half times the typical growth rate for the Global Top 100 over the past 15 years.

STRONG PERFORMERS

Google regains its edge

All of last year's Top 10 most valuable brands booked repeat appearances in the top tier of this year's ranking – though with some movement. Thanks to a rebounding ad industry, Google leapfrogged Microsoft to regain the number three spot on the ranking, behind Apple at number two; Chinese brand Baidu also grew over 50%.

TECH RULES THE RANKINGS

Drives more than half of the Top 100's value

Across all categories, technology-driven brands account for more than 50% of the value of the Kantar BrandZ™ Top 100. This figure includes leading social media, electronics, and business services brands such as Facebook, Apple, and Microsoft – but also tech-enabled retailers like Amazon and Pinduoduo. In 2006, technology brands represented less than 27% of the Top 100's value.

TOP RISER

Tesla speeds ahead

Tesla grew 275% in 2021, a rise that was fueled by investor enthusiasm, increased production, strong consumer interest, and a profitable push into China. Tesla's growth represents the second-largest year-on-year surge in the history of the Top 100, and speaks to the brand's zeitgeist-seizing reputation for innovation and excitement.

SOCIAL SURGE

Social media brands meet the moment

As the pandemic caused many people to rely on more virtual forms of connection, social networking brands posted especially strong performances in the Kantar BrandZ™ Global Top 100. TikTok was the second-fastest riser in the global rankings, with a year-on-year increase of 158%, while Instagram doubled its brand value over the same period and Snapchat made its return to the Top 100.

AN ELITE CLUB

Tougher than ever to break in

It's never been harder to earn a spot in the Kantar BrandZ™ Global Top 100. This year's threshold for entry stood at $18.9 billion – which represents an increase of 44% versus 2020. This makes it more important than ever for brands to use their marketing investment to focus on building positive, meaningfully different perceptions of their brands in the minds of consumers. Doing so will help them to grow demand, justify a higher price point than competitors, and create potential for future business growth.

NEWCOMERS

Thirteen brands join Top 100

This year features a bumper crop of 13 new entrants to the Top 100. This includes eight Business Solutions and Technology Providers brands – led by NVIDIA, the top new entrant at number 12 in the 2021 rankings.

MOST US BRANDS EVER

And China continues to grow

This year's ranking boasts the most US brands ever, with 56 – up by four from last year. The USA has accounted for more than half the brands – and now almost three quarters of the total value – in the Top 100 for the past 5 years. China, too, grew its presence in the Top 100, which now stands at 18* brands – while European representation declined to 17 brands and just 8% of the total value.

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*17 brands from Mainland China and 1 from Hong Kong

KANTAR BRANDZ RANK 2021
BRAND VALUE $ US

AMAZON	**# 1**	$ 683,852 m
APPLE	**# 2**	$ 611,997 m
GOOGLE	**# 3**	$ 457,998 m
MICROSOFT	**# 4**	$ 410,271 m
TENCENT	**# 5**	$ 240,931 m
FACEBOOK	**# 6**	$ 226,744 m
ALIBABA	**# 7**	$ 196,912 m
VISA	**# 8**	$ 191,285 m
MCDONALD'S	**# 9**	$ 154,921 m
MASTERCARD	**# 10**	$ 112,876 m

TOP BRANDS

All of last year's Top 10 Most Valuable Brands have retained a place in the upper echelons of this year's ranking. Thanks to recovery in the ad industry, Google passed Microsoft to recapture the number three place in the ranking, behind Apple at number two and Amazon at the top.

KANTAR BRANDZ
2021 MOST VALUABLE
GLOBAL BRANDS

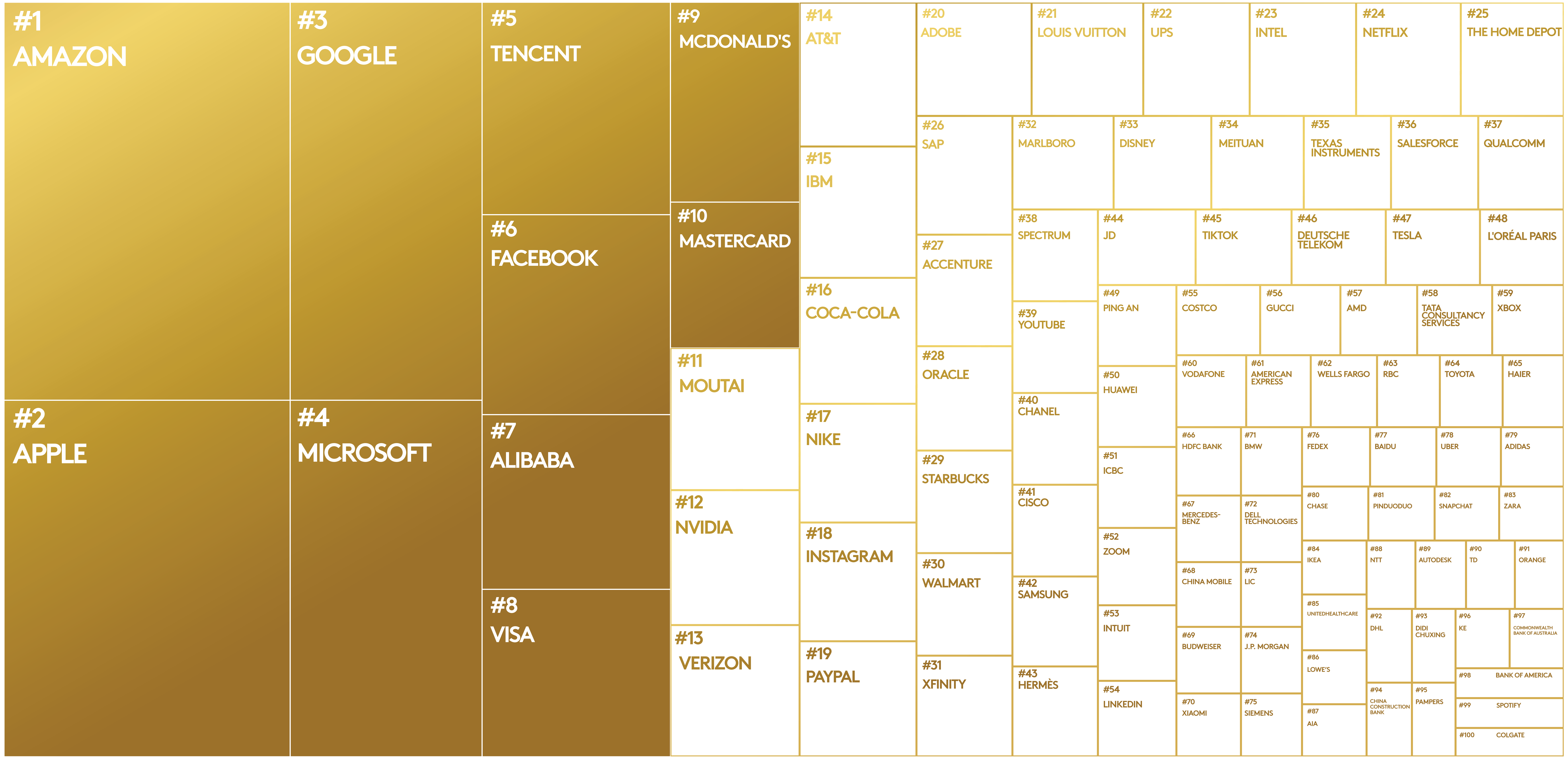
TOP BRANDS

Tencent and Facebook, meanwhile, both rose two places each in the global Top 10, to 5th and 6th place respectively. This was consistent with an overall strong year for social media and online platform brands. Tencent (including WeChat) and Facebook continue to lead the way in their respective markets, thanks to their broad reach, ecommerce functionalities, and new forms of interactive advertising and entertainment.

At the top of the standings, both Amazon and Apple crossed a half of a trillion US dollars in brand value for the first time – a milestone not just for these companies, but for the Kantar BrandZ™ rankings.

Amazon's brand value of nearly $684 billion represents a sum greater than the entire GDP of Poland, and alone is worth 13 percent more than the combined value of the rest of the Retail Top 20. Its year-on-year value gain of $268 billion is higher the current total value of major players like Tencent or Facebook. Looking forward, it's not at all outlandish to entertain the possibility of Amazon's brand value crossing the trillion-dollar mark.

In the space of a decade, Amazon has become an increasingly dominant force in global retail. Apple, meanwhile, has continued to leverage premium sales among a wide consumer base, and across an increasing number of categories and business areas. It, too, could become a trillion-dollar brand sooner rather than later.



BRAND VALUE GROWTH % VS. 2020
CATEGORY

TESLA	+275%	Cars
TIKTOK	+158%	Media and Entertainment
PINDUODUO	+131%	Retail
MEITUAN	+119%	Lifestyle Platform
MOUTAI	+103%	Alcohol
INSTAGRAM	+100%	Media and Entertainment
UNIQLO	+88%	Apparel
LULULEMON	+85%	Apparel
CHIPOTLE	+82%	Fast Food
JD	+75%	Retail
APPLE	+74%	Consumer Technology
SIEMENS	+69%	Conglomerate
PUMA	+69%	Apparel
NIKE	+68%	Apparel
PAYPAL	+66%	Payments
AMAZON	+64%	Retail
SALESFORCE	+61%	Business Solutions and Technology Providers
TARGET	+60%	Retail
TENCENT	+60%	Media and Entertainment
YILI	+58%	Food and Beverages

TOP RISERS

This year's Top 20 Risers – those brands in the Global Top 100 and category rankings that increased by the greatest percentage year on year – are a highly diverse bunch. Hailing from 12 different categories, they stand out for their successes with both consumers and investors.

TOP RISERS

As in recent years, some of the world's largest technology and retail companies have once again feature prominently among the Top Risers. Era-defining brands like Amazon and Apple were some of the earliest to demonstrate how a relentless focus on digitalisation, convenience, and customer satisfaction could turbocharge brand growth. In 2021, these brands haven't lost their knack for increasing their brand value.

But what's most exciting about this year's Top Risers chart is its variety. This year, you'll find companies from numerous categories – which are all using tech in smart, empathetic ways to achieve rapid growth.

Take this year's top riser, Tesla, which rocketed to the top of a Cars category that had otherwise trended flat or downward in the past few years. Elon Musk's electric vehicle company doesn't only promise to change the impact that cars have on our planet. Tesla also proposes a new vision for the way people relate to their cars: think roomier cabins, cutting-edge exterior designs, and pioneering assisted-driving technologies. Tesla offers a charismatic vision of transport's future that, yes, has driven the company's stock price to new heights. But just as crucially, Tesla's brand magnetism has also attracted droves of new buyers in the US, China, and beyond.

American fast-food chain Chipotle, meanwhile, married a smartly updated, high-tech ordering app, with a very old-school convenience concept – drive-through – to create its category-leading "Chipotlanes" concept. These rolled out nationwide just in time to satisfy consumer demand for more "low-touch" pickup options during the COVID-19 pandemic.

TikTok's path to becoming this year's second-biggest riser is also based on human insight. Social media isn't new, of course, and neither are short-form videos. But TikTok's algorithm is a genuine breakthrough, for the way it embraces surprise, chance and discovery. This emphasis on exploration - rather than the same old predictable grids - proved a perfect match for a year when many were stuck at home and looking for something new.

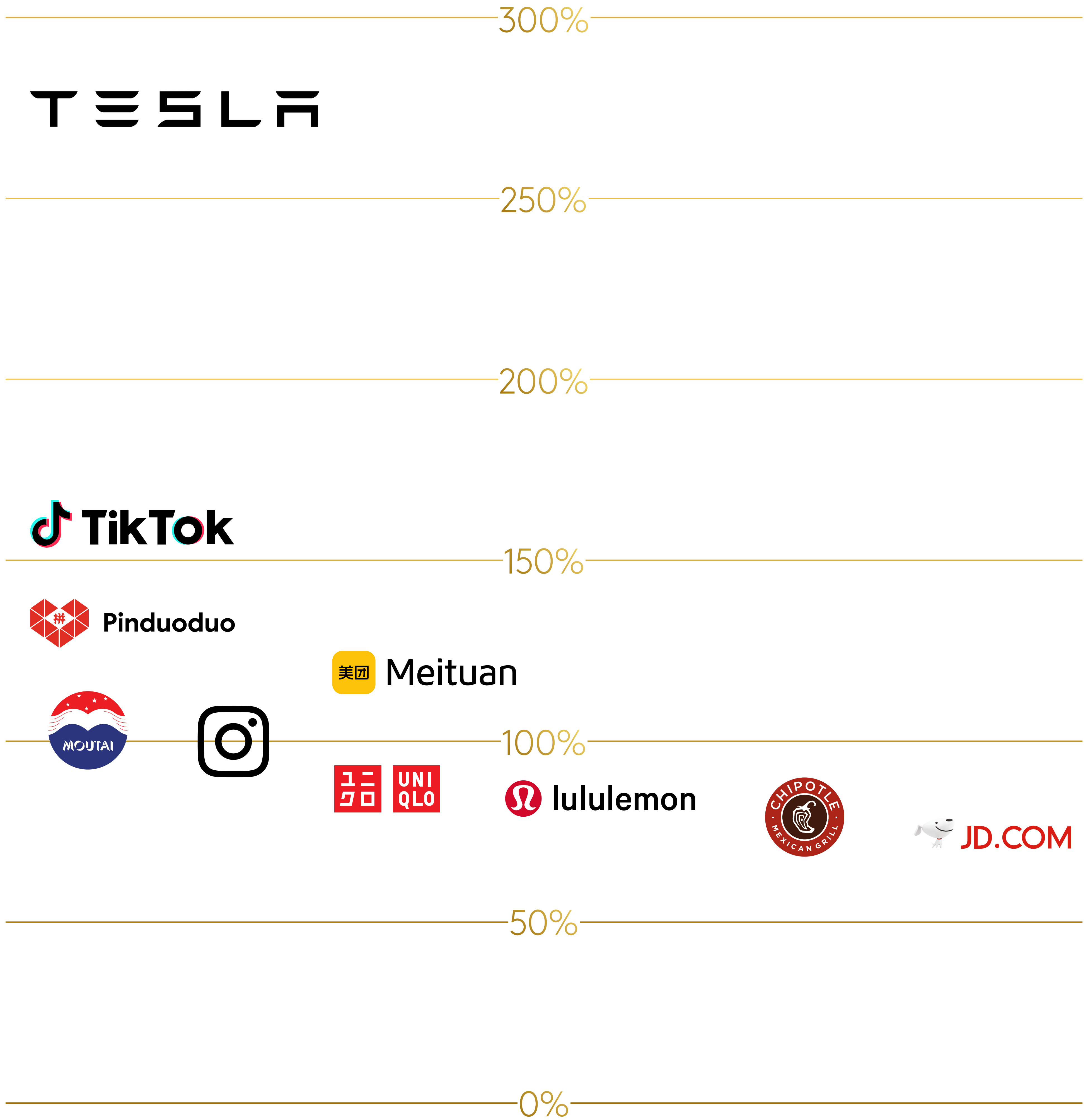
TikTok is one of four Chinese brands among this year's top five risers: the others are the online platforms Pinduoduo and Meituan, and the baijiu brand Moutai. Chinese social media and entertainment conglomerate Tencent, online retailer JD, and dairy brand Yili also made the Top 20 Risers, with year-on-year growth rates well above 50%.

Taken together, this reflects importance of the Chinese market in driving the world's economic recovery at the end of 2020. And it also suggests a new cultural confidence among Chinese consumers, one that has led them to embrace brands like Moutai as home-grown luxury standard-bearers.

The success of Pinduoduo, Meituan, JD, Tencent, and TikTok, in particular, speaks to the ways that China has an entirely new, and highly lucrative, online business model – "social commerce" – that could soon remake the global shopping landscape. (Indeed, new "shoppable" features added to another Top Riser, Instagram, show how the worldwide expansion of "social commerce" has already begun.)

This was also a strong year for many brands in the Apparel category, with labels like Nike, Puma, and Lululemon taking advantage of consumer demand for more active, wellness-centered products. Of the world's major global fashion brands, meanwhile, Uniqlo was best positioned for the shift toward stay-at-home living – with its technical innovations like Heattech and Airism helping the brand to straddle the line between athleisure and loungewear.

TOP 10 RISERS
Brand Value Growth %



NEWCOMERS

This year's Kantar BrandZ^{TM} Most Valuable Global Brands features 13 brands that were not on last year's list. The newcomers include eight Business Solutions and Technology Provider brands. NVIDIA was the most valuable newcomer this year, as the 12th most valuable global brand.

	KANTAR BRANDZ RANK 2021	BRAND VALUE $ US
NVIDIA	# 12	$ 104,763 m
TEXAS INSTRUMENTS	# 35	$ 49,235 m
QUALCOMM	# 37	$ 48,357 m
TESLA	# 47	$ 42,606 m
ZOOM	# 52	$ 36,927 m
INTUIT	# 53	$ 35,869 m
AMD	# 57	$ 32,916 m
TATA CONSULTANCY SERVICES	# 58	$ 31,275 m
PINDUODUO	# 81	$ 21,732 m
SNAPCHAT	# 82	$ 21,608 m
AUTODESK	# 89	$ 20,451 m
KE	# 96	$ 19,493 m
SPOTIFY	# 99	$ 19,279 m

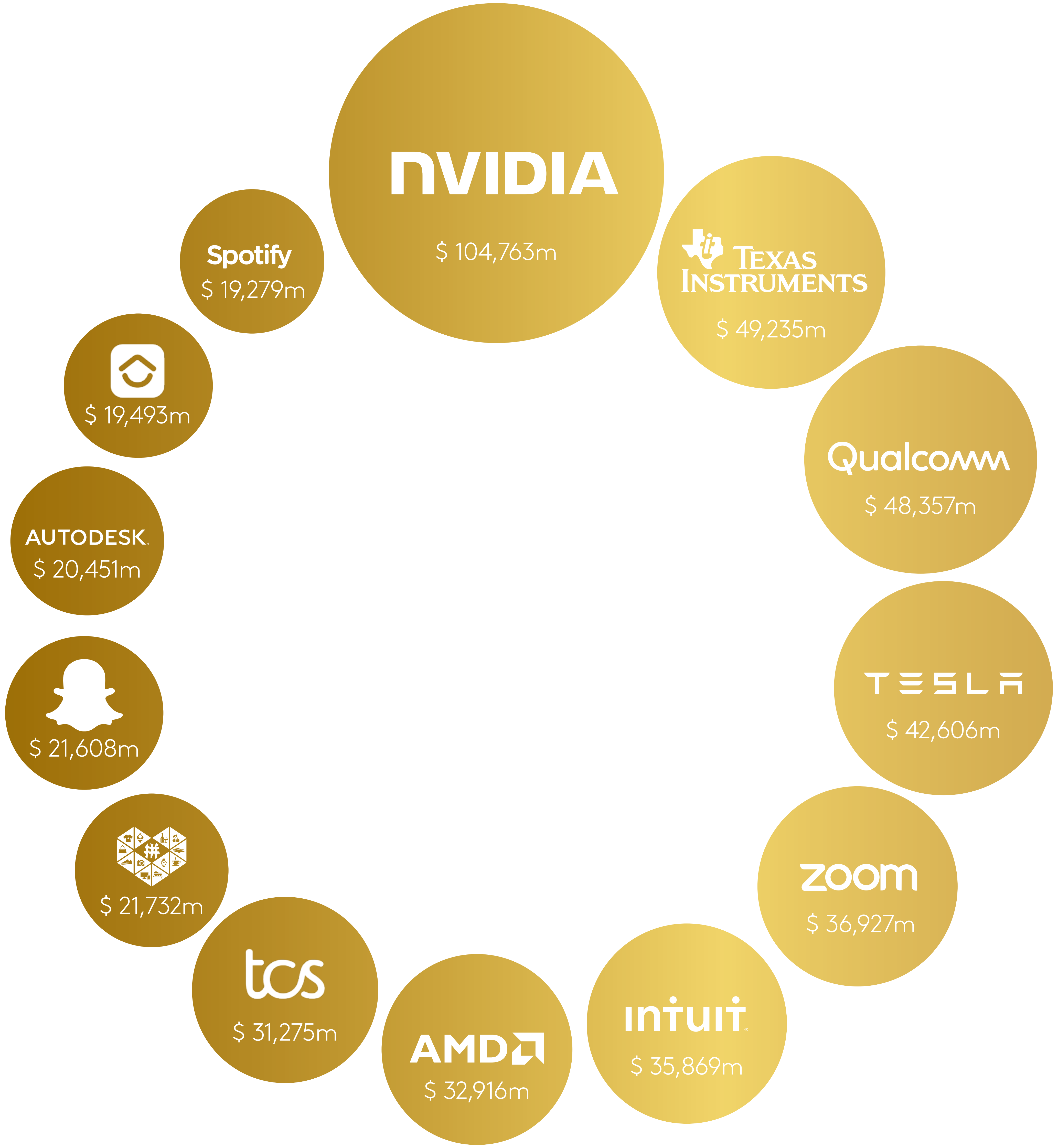
NEWCOMERS

Five newcomers have entered the Kantar BrandZ™ Global Top 100 thanks to newly recognised brand value. All belong to the Business Solutions and Technology Provider category. Besides Nvidia, they include Texas Instruments, Qualcomm, AMD, and Tata Consultancy Services.

Eight newcomers have earned their way into the Top 100 on the strength of their year-on-year value growth. Two of these brands, the electric car manufacturer Tesla and the Chinese "social commerce" platform Pinduoduo, also rank among the ranking's top 10 fastest risers after notching up growth rates well above 100%.

The debuts of videoconference brand Zoom, financial software giant Intuit, and design tool provider Autodesk further round out a strong year for Business Services and Technology Provider brands. Snapchat and Spotify, meanwhile, cracked the Top 100 during a banner year for quarantine-induced chatting and streaming.

Beijing-based Ke, the second of this year's pair of Chinese newcomers, is the country's leading online real estate brokerage and an offshoot of one of China's biggest real estate companies.



KANTAR BRANDZ

CROSS-CATEGORY TRENDS

- MACROECONOMICS
- COMPETITION
- LOCALISATION
- THE CHINA EFFECT
- HEALTH AND WELLNESS
- GEOPOLITICS
- MARKETING
- HOME LIFE
- SOCIAL JUSTICE
- SUSTAINABILITY

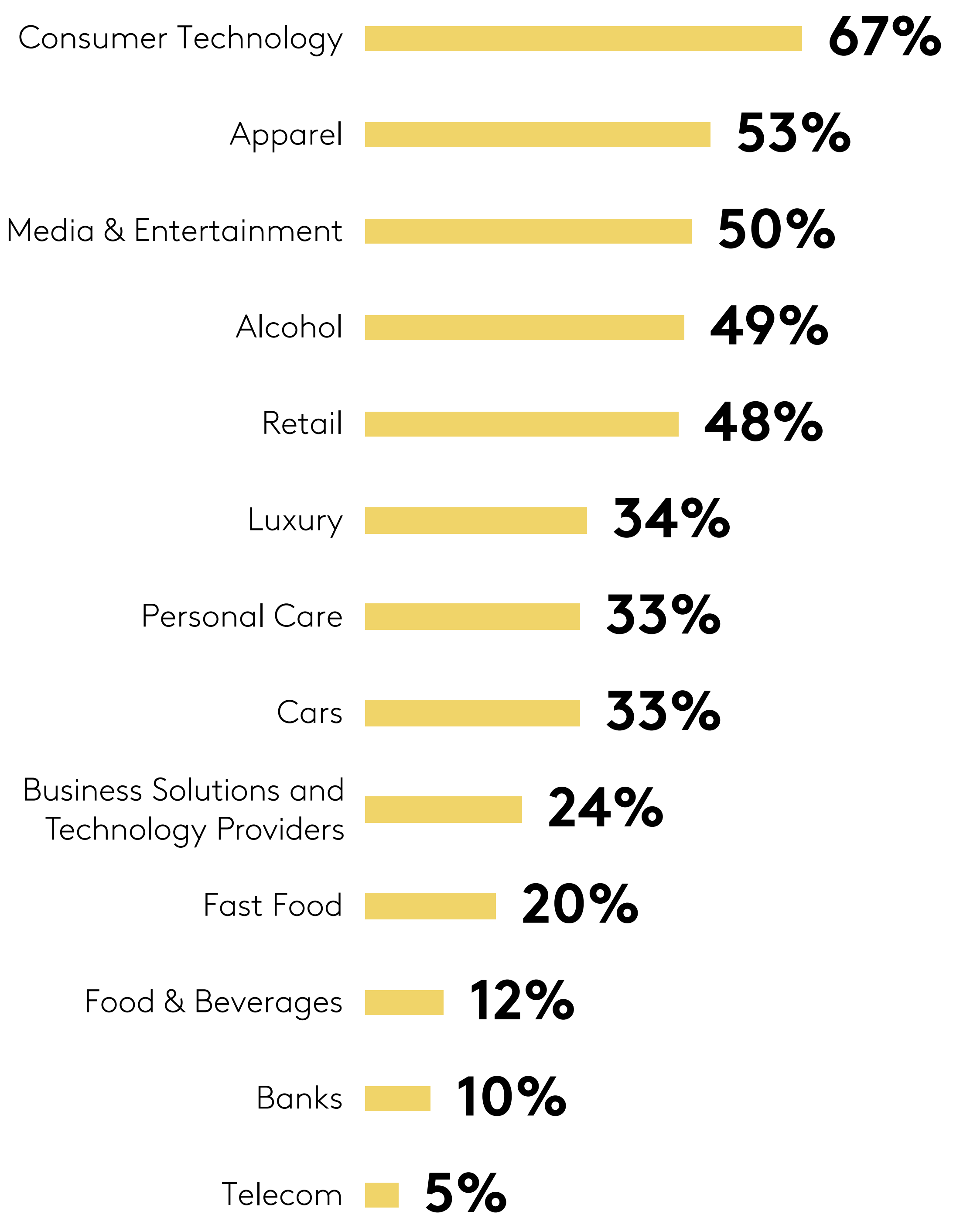
MACROECONOMICS

STRONG SIGNS OF GLOBAL RECOVERY

In 2021, many countries have begun to emerge from the worst of the COVID-19 pandemic. Major stock markets have kicked into overdrive, and consumers worldwide have begun to spend some of the excess savings that some had accumulated over the course of 2020. Much remains uncertain, but as the world reopens, it's remarkable how many prognosticators are speaking about a rerun of last century's Roaring Twenties.

Time will tell on that score, but for now, the beginnings of a global economic upswing can already be seen in this year's Kantar BrandZ™ Global Top 100. Some 67 of the 87 brands returning from last year's list have increased their value year on year by at least 5%. What's more, growth opportunities can be found in every sector and category. As the world economy recovers, the world's biggest brands are leading the charge.

1 YEAR BRAND VALUE CHANGE FOR CONSISTENT BRANDS
2020 to 2021



TECHNOLOGY BRANDS ARE GROWING FASTEST
BUT GROWTH CAN BE FOUND IN ANY SECTOR

COMPETITION

THE RISE OF THE SMALL-BRAND CHALLENGER

While the data shows that established brands have largely emerged from the pandemic intact – and in many cases thriving – they also face renewed competition from smaller challenger brands. In the early days of COVID-19, product shortages and shipping delays opened up shoppers' consideration sets in unprecedented ways. In some instances, there was a new willingness to try unfamiliar brands – for one thing, because other forms of novelty were so scarce on the ground during lockdown. In other cases, new brand sampling was simply a matter of necessity: unpredictably empty store shelves meant that consumers had no choice but to look for alternatives to their preferred brands and products.

Meanwhile, an entire generation of online-first, direct-to-consumer brands had already begun to advertise heavily on social media platforms in the last years of the 2010s. In 2020, these DTC players found an increased audience for their marketing content, as consumers began to spend more time online while stuck at home.

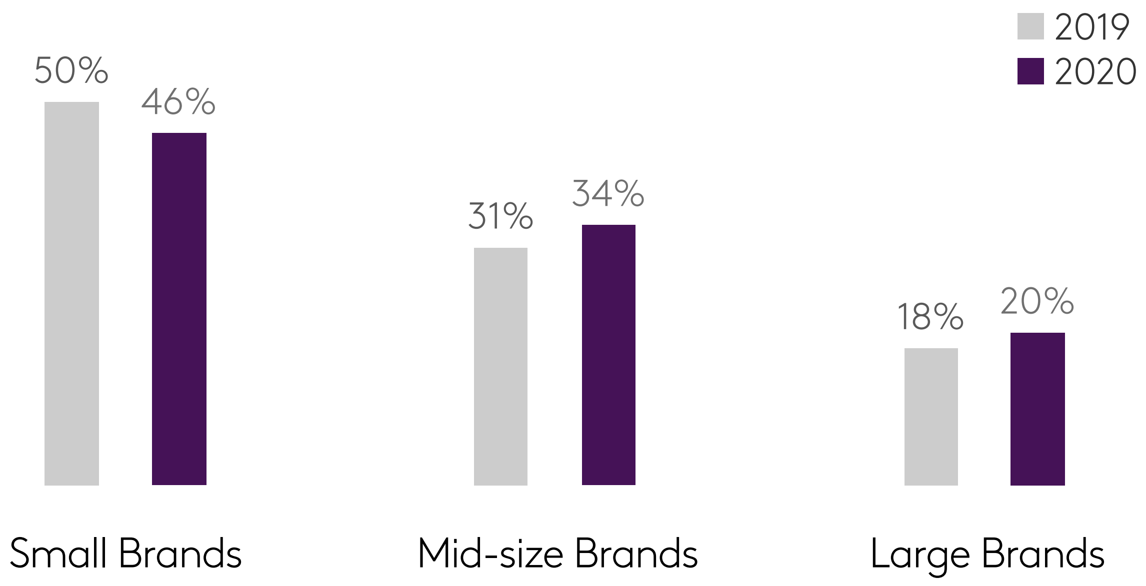
Ultimately, however, Kantar's COVID-19 Barometer and consumer panel data show that large brands have, in fact, risen to meet this new competitive challenge. While many consumers will continue to use new online stores and try new brands, the proportion of growing brands that were Mid-size and Large actually increased over the past year.

Trying new things
2020 to 2021

Source: Kantar COVID-Barometer

THE PROPORTION OF GROWING BRANDS WHICH WERE MID-SIZE AND LARGE INCREASED FROM 50% TO 54%

% of Growing Brands



Source: Kantar Brand Footprint 2021

LOCALISATION

PLAYING WITH PROVENANCE

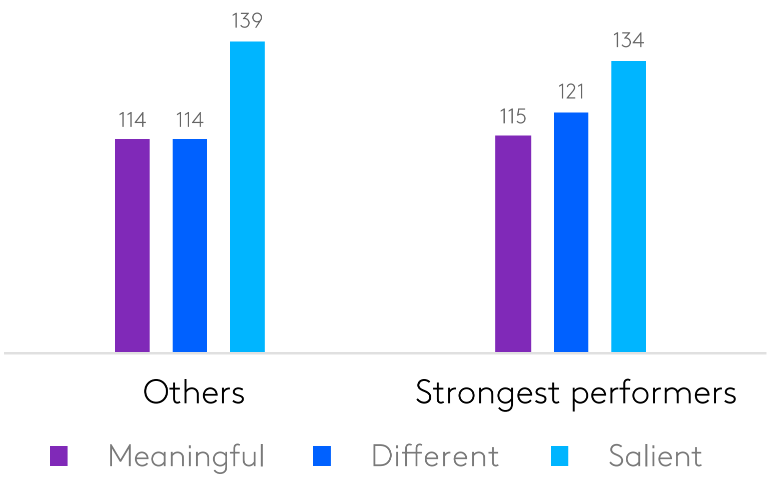
Consumers worldwide have become increasingly interested in products with local provenance. They see "buying local" as a chance to virtuously support their own community – a desire that only grew during the COVID-19 pandemic. What's more, consumers may sometimes associate more "local" brands with desirable traits like quality and authenticity. For large brands operating inside and outside their home markets, this trend towards localisation offers opportunities as well as challenges.

In the beer market, for instance, multinational brands with strong "overseas exposure" outside of their home markets actually fared better in 2020 than their less multinational competitors – that is, those mass beer brands that have their business concentrated within a large, single home market. That's because once you start playing the local game, it's always possible to become outflanked by ever-smaller hyperlocal brands: national beer brands may be in competition for "localness" with small craft beer labels, in a way that the Heinekens and the Budweisers of the world mostly aren't.

At the same time, localness can still benefit large brands at home if they can find ways to connect with national pride, heritage, and identity. This is the case with Chinese baijiu brands, which gained new cachet as China celebrated its resilience and self-sufficiency after emerging from lockdown in the second half of 2020. Category leader Moutai, in particular, has been celebrated by China's affluent middle class as a home-grown status symbol on par with global luxury brands.

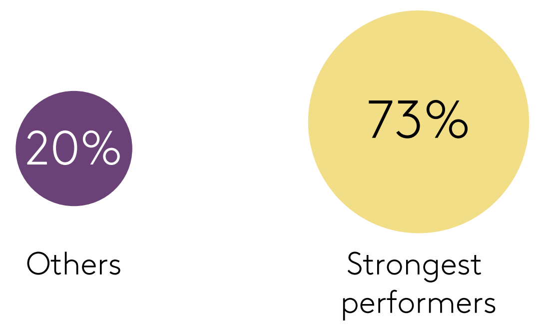
IN A FRAGMENTED BEER MARKET, THE STRONGEST PERFORMERS ARE BIG BRANDS WITH A STRONG GLOBAL PRESENCE. LEADING SINGLE MARKET PLAYERS HAVE NOT BEEN DOING AS WELL

Beers – Meaningful, Different, Salient

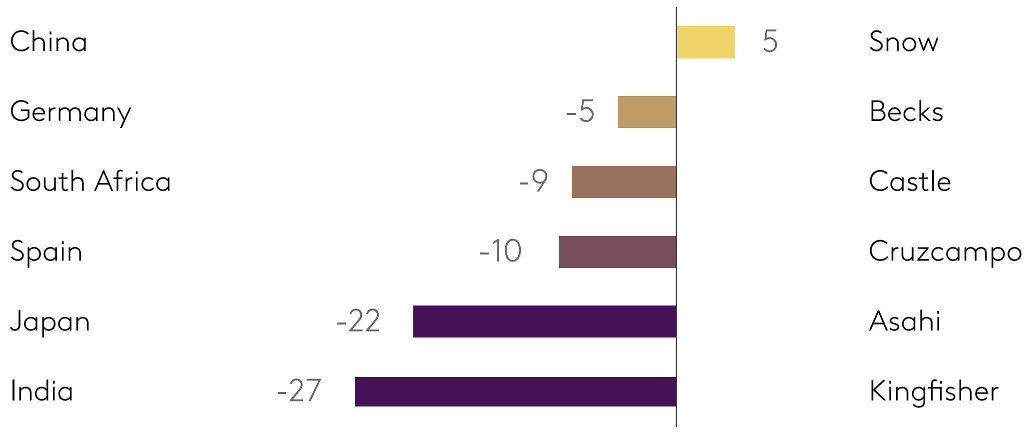


Average brand: 100

Overseas Exposure



Leading beer brands in local markets
% value change in 2020 valuations



THE CHINA EFFECT

COUNTRY LEADS THE WAY ON SOCIAL COMMERCE

The success of Chinese baijiu brands in this year's Kantar BrandZ™ Global Rankings is just one example of the continued importance of Chinese consumers in driving worldwide business trends. Global players in categories like Luxury, Beauty, and Cars also owe much of their post-pandemic recoveries to the exuberant spending of Chinese shoppers in the months following lockdowns.

Equally important are the ways that Chinese brands and consumers have pioneered new forms of "social commerce." These strategies are already bolstering the fortunes of brands like Pinduoduo, Meituan, JD, Tencent, and TikTok – and could soon change the face of shopping worldwide. As Kantar's Doreen Wang explains in her Thought Leadership piece on China's digital transformation, China's digital payments system and "O2O" (online-to-offline) delivery networks have long enabled fast online ordering. Now, new forms of shoppable content – including livestreamed product demonstrations, one-click shoppable social media posts, and "group deals" on in-app platforms like Pinduoduo – have forever transformed China's retail landscape. And China's marketing industry, as well: these days, most forms of digital advertising in China also double as opportunities to activate an immediate consumer purchase.

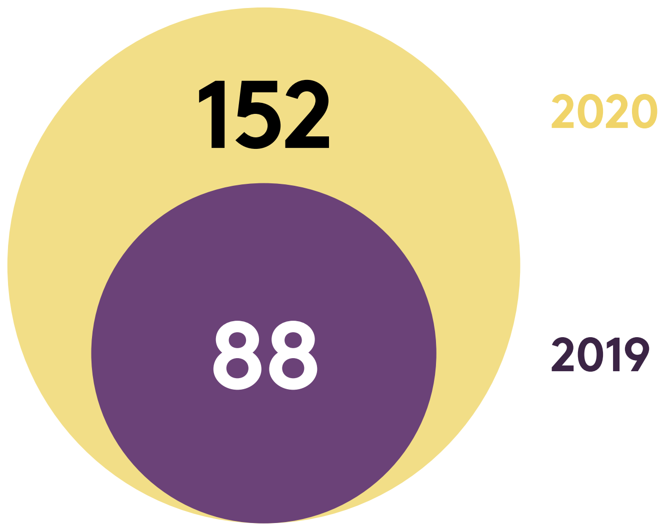
PINDUODUO

2021 BRAND VALUE

$21,732m

+131% year on year

Brand Power has almost doubled in 12 months

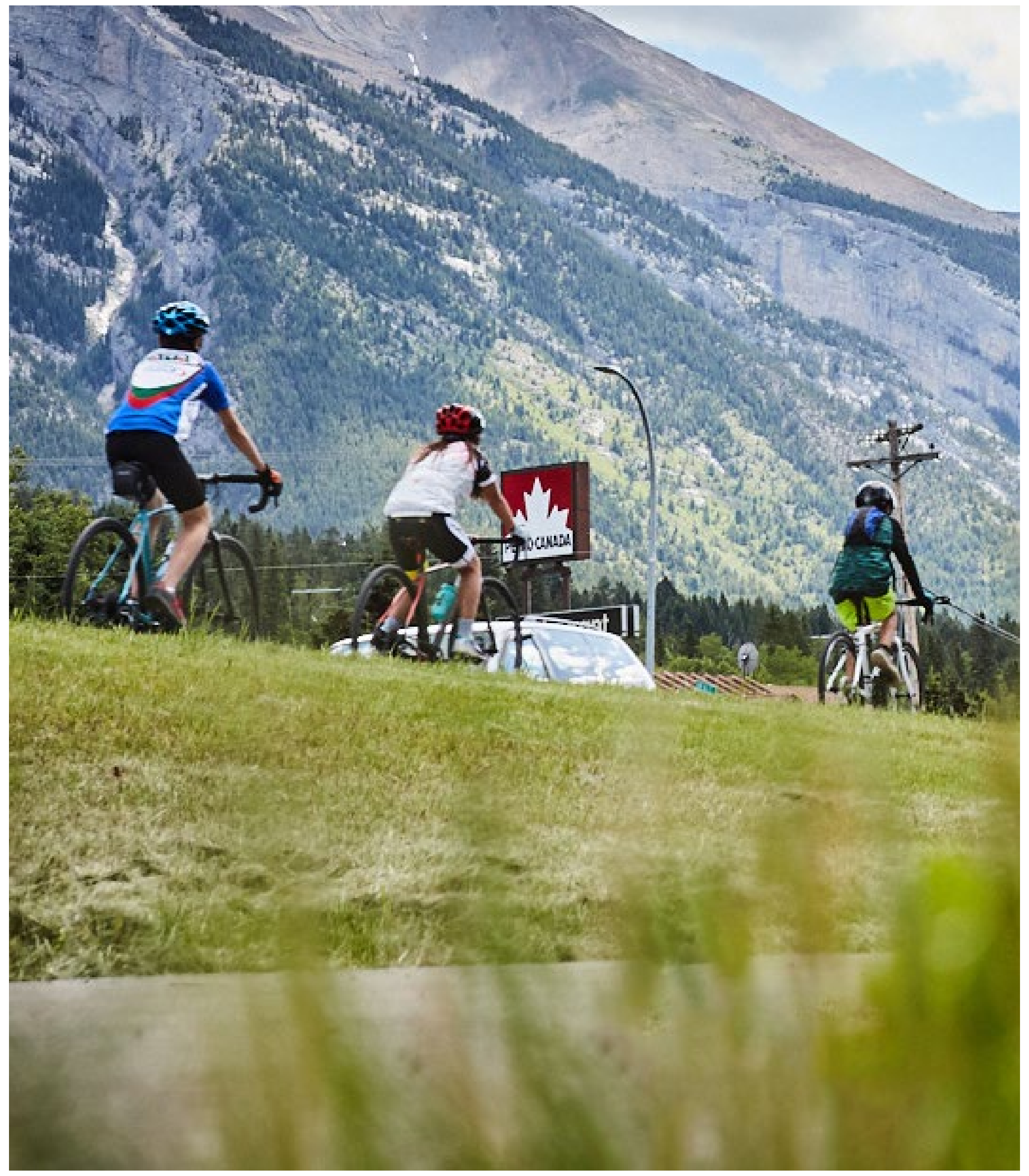


Average brand: 100

HEALTH AND WELLNESS

MAINTAINING GOOD HABITS

"Health and Wellness" was already primed to be a growth driver in the 2020s across a number of product categories worldwide. Now, health-mindedness has practically become a prerequisite just for doing business. It's not hard to see why. First, there's the sanitation and safety imperative. Even after lockdown, demand for "immune-boosting" and personal protection products will remain high. This has the potential not only to reshape demand in the FMCG space, but also in categories like home appliances and automobiles (which in 2020 gained a new appeal for the ways they could serve as "personal bubbles" of safety and sanitation). What's more, people have used the disruptions of the past year as an opportunity to pursue healthy lifestyles in a more holistic sense – in terms of nutrition, exercise, and monitoring their mental health. Going forward, they will be looking for brand partners like Nike, Apple and YouTube to help them maintain this momentum.



GEOPOLITICS

NAVIGATING DIFFICULT POLITICAL CURRENTS

Supply chain disruptions and a raging pandemic were big enough challenges for the global economy in 2020. But on top of this, businesses have also had to manoeuvre around intensifying geostrategic competition between the world's biggest powers, with US-China tensions the biggest such source of difficulty. But other, more regional political flashpoints also cropped up on most continents over the past year, with significant implications for brands and businesses. While the causes of these conflicts varied, the outcome for brands often follows a similar pattern: what begins as a social media outcry can, if not properly contained, soon grow into consumer boycotts for brands associated with certain controversial national projects or political stances. Going forward, crisis communication plans, social listening capabilities, and government and public relations teams will become central tools for global brand management.

On the flip-side, there may also be new opportunities for global brands hailing from smaller, less strategically threatening markets. As it continues to expand into the United States, for instance, the Japanese brand Uniqlo has already amassed considerable experience in maintaining positive brand association across a variety of East Asian markets. In areas like sustainability and social justice, consumers appreciate brands that take a stand – but there are some ways in which neutrality can also be an asset.

UNIQLO'S UNIQUE BUSINESS MODEL AND EXPANSION IN CHINA POSITIONED IT FOR STRONG GROWTH IN WAKE OF PANDEMIC

2021 BRAND VALUE

$ 15,443m

+88% year on year

Uniqlo was poised to handle the pandemic well with focus in Asia

As well as its focus on comfort and quality basic ranges, Uniqlo was able to leverage growth and expansion in rebounding Asian markets.

	🇰🇷	🇨🇳	🇯🇵
Brand Power Index	178	178	178

Its ethical operating model is recognised by consumers as inclusive, catering for all sizes and shapes, as well as being environmentally sustainable.

Average brand: 100

MARKETING

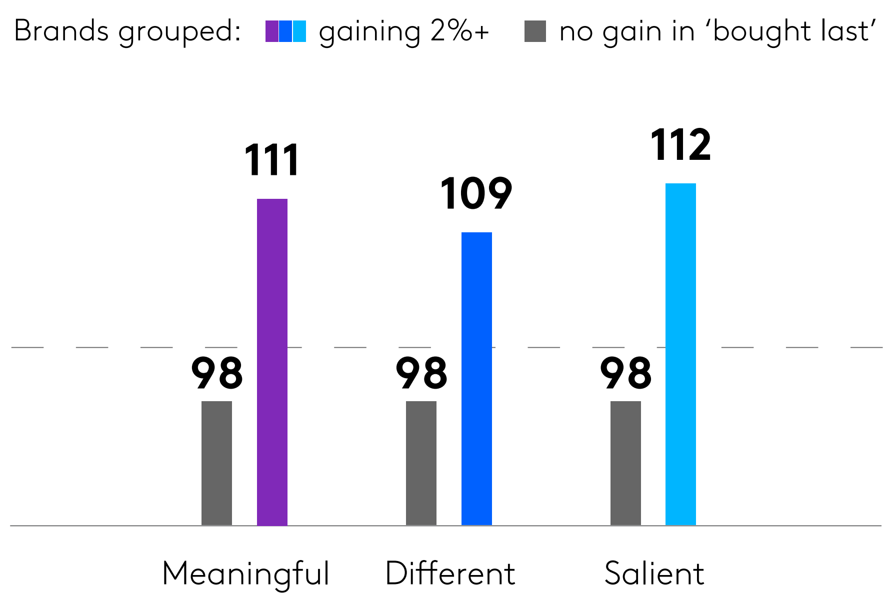
IT STILL PAYS TO ADVERTISE

At the beginning of the COVID-19 crisis, it was tempting for brands to go into "maintenance" mode: to cut back on campaigns and communications, and try to draw on existing brand perceptions while preserving marketing resources for sunnier days. Past experience, however, suggested that this was not the wisest strategy: Kantar BrandZ™ analysis of brand recovery since the financial crisis of 2008 shows that brands that proactively invested in their brand recovered more swiftly and grew more quickly in the years to follow.

Now, Kantar BrandZ™ data has further proven the wisdom of investing in brand building even amidst marketplace volatility, by looking at a large group of the same brands pre and 'post' pandemic and separating them into those growing share and those not. This analysis showed that, heading into 2020, those brands growing over the course of the pandemic *already* enjoyed a significant edge over others in terms of their core brand equity (Meaningful Difference), and also in their salience to consumers. Just as crucially, growing brands were also characterised by *increasing* Salience during the pandemic – maintaining exposure throughout was as vital to success as advantageous initial equity. Their average Salience score increased by 9 points, from an average of 112 up to an average of 121 (versus a global average brand Salience score of 100).

THE BRANDS THAT GAINED SHARE ALREADY HAD STRONGER EQUITY – SO CONSUMERS KNEW AND TRUSTED THEM

Brand equity scores pre-pandemic
Brands grouped by those gaining at least 2% in 'Bought last' since the pandemic began, versus those showing no gain



Average brand: 100

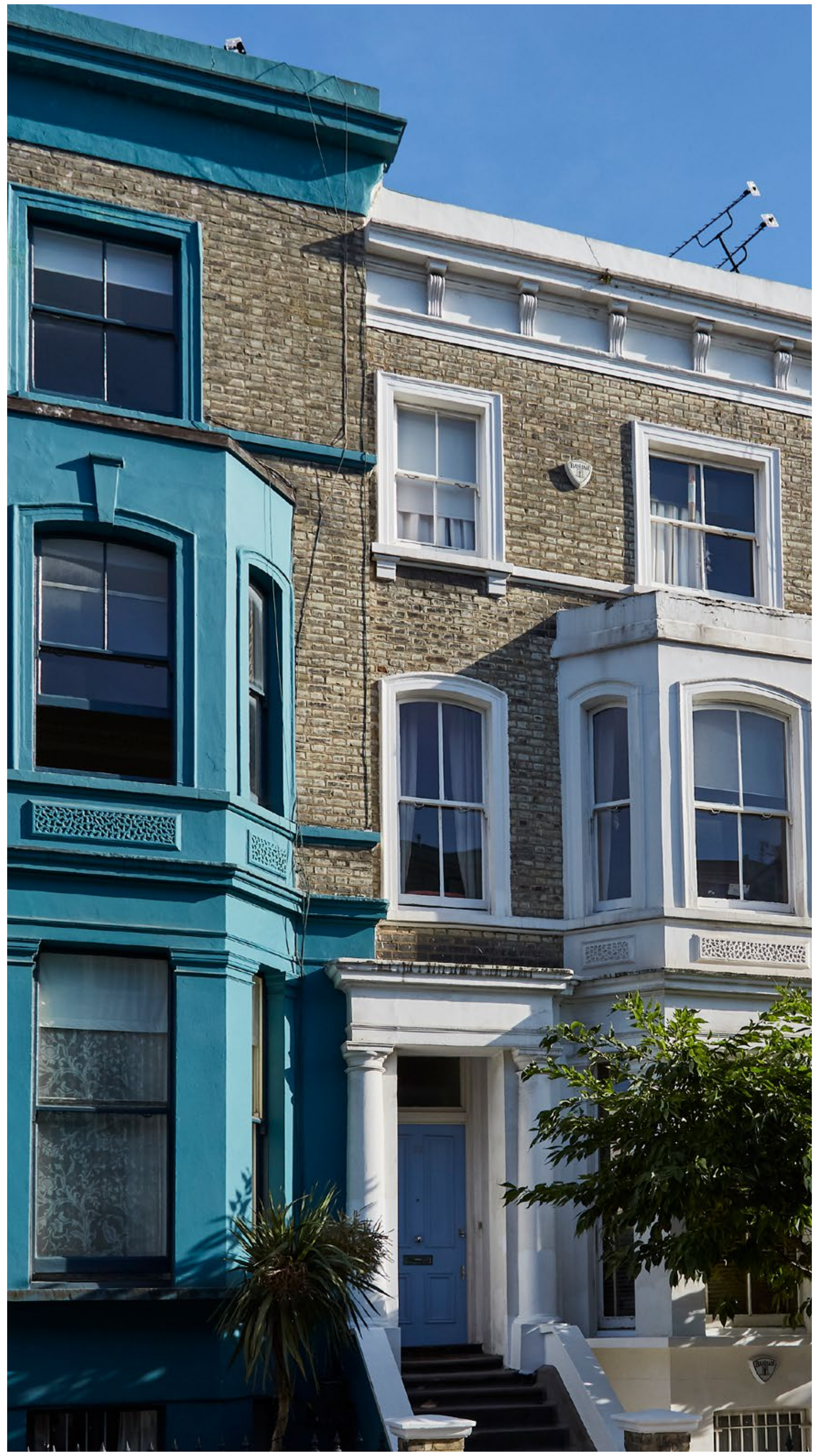
MAINTAINING BRAND EXPOSURE DURING THE PANDEMIC WAS ALSO VALUABLE: **THE BRANDS GAINING SHARE ALSO INCREASED THEIR SALIENCE BY AN AVERAGE OF 9 POINTS**

Average index scores
Kantar BrandZ: 777 consistent brands between 2019 and post February 2020 – i.e. Pre and 'Post' pandemic
16 markets total, 26 categories

HOME LIFE

THE NEW DOMESTICITY

In 2020, home evolved to be far more than just a shelter. Increasingly, it was also people's primary workplace and entertainment centre. People streamed more movies, TV, music, and online videos from home than ever before – while also rushing to meet their latest work-from-home deadlines. At the height of the pandemic, home became a sanitary oasis – but also a site of mental stress, as people struggled to regain "me time" amid all the togetherness and blurring of home/workspace boundaries. As communities open back up in 2021, some consumer behaviours will shift out of the home again. But many of our new homebound habits will prove surprisingly sticky – both as a matter of policy (leading employers like Salesforce are now allowing work from home or "flexible working" through the end of this year and beyond), and as a matter of preference (in 2020, more consumers than ever tried out services like online grocery delivery – and grew to love the convenience). For brands of all stripes, then, the home will remain a central proving ground and profit centre.



SOCIAL JUSTICE

NEW DEMANDS ON CORPORATE RESPONSIBILITY

In mid-2020, Black Lives Matter protests sparked a wide-ranging global reckoning with structural issues of racial and ethnic inequality. Brands were called upon to meet the moment with new levels of transparency and action – with a new belief that change starts from within, in the ways that companies ran and staffed their own businesses. Brands offered concrete goals and statistics about the ethnic makeup of their corporate workforces, and retailers pledged to increase the number of minority-owned businesses that they stocked in store. In time, these changes radiated well beyond North America; thanks to the power of the internet, conversations about "colorism" in the US beauty industry could, for instances, lead to changes in how "brightening creams" were marketed in places like India and the Middle East. Meanwhile, an increasingly emboldened online community of amateur watchdogs and "callout" accounts have led to increased scrutiny to brands' labour, marketing, and environmental practices, with an especial focus on the empowerment of marginalised groups. Nowadays, when brands claim to be a force for social good, there is a whole network of justice-minded consumers looking to ensure that such promises are more than just idle talk.

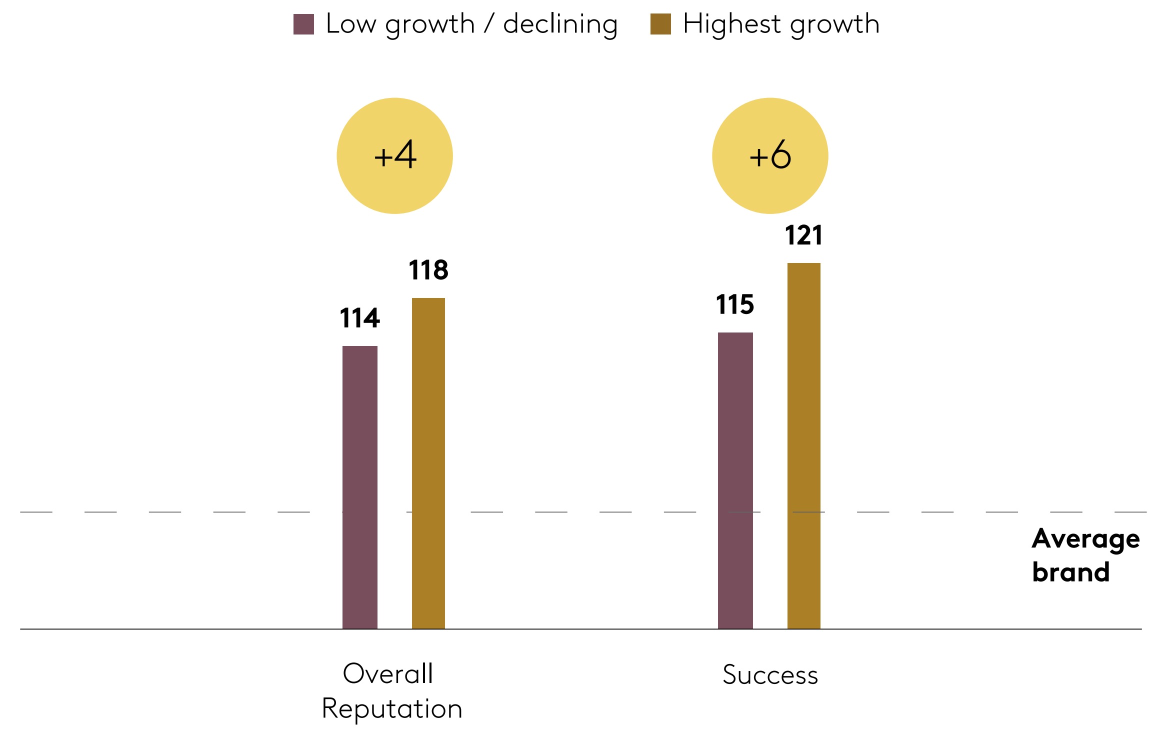
SUSTAINABILITY

REPAIRING THE WORLD

Following a 2020 in which global emissions fell and US leadership recommitted to the Paris Agreement, there is a new optimism around humanity's capacity to – finally – tackle our greatest environmental challenges head on. Brands and businesses, for their part, have increasingly taken up the goals set forth in the 17 UN Sustainable Development Goals in their own operations. Tech companies continue to unveil new carbon reduction milestones and pledges, with Snap, in May 2021, becoming the latest in a long line of brands to announce its plans to go carbon neutral. In the auto industry, meanwhile, brands like GM and VW announced ambitious new plans to build electric-forward fleets (efforts that were spurred, in part, by new emissions rules announced in major markets like China, Japan, and the UK). Going forward, brands' focus will be geared not merely toward sustainable commerce, but toward *regenerative* commerce. The idea is to go beyond harm reduction – and instead to build toward more visible, tangible forms of environmental repair: from restoring biodiversity, to reversing environmental damage, to refurbishing existing buildings so that they can coexist more harmoniously with the natural landscape.

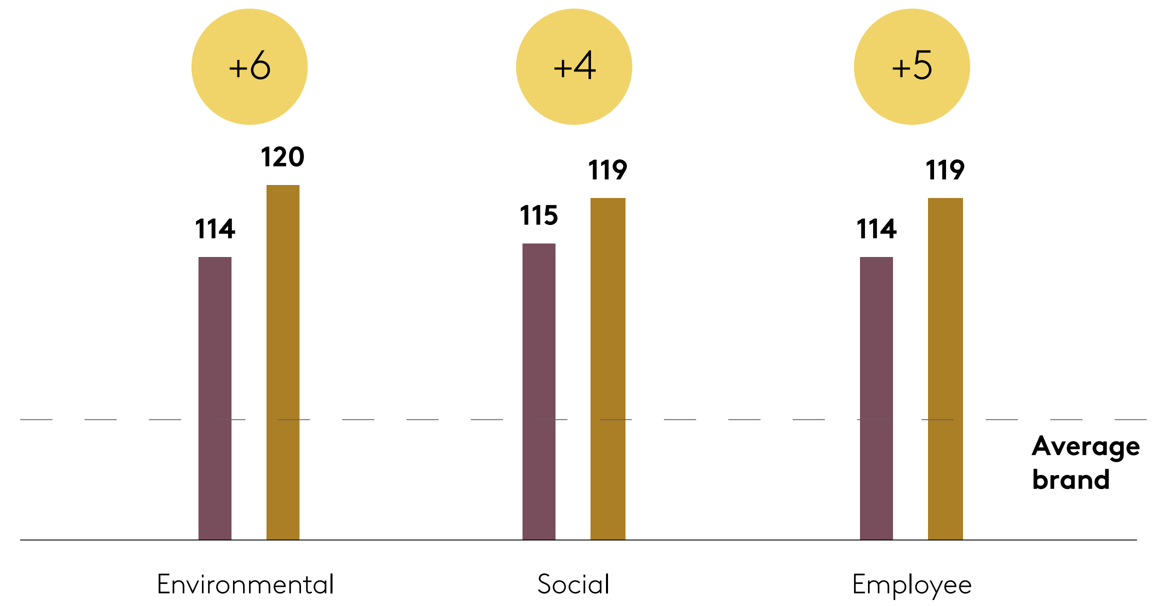
HIGH GROWTH BRANDS HAVE A STRONGER REPUTATION FOR SUSTAINABILITY AND PURPOSE

Reputation



Average brand: 100

Responsibility



Average brand: 100

All brands valued (excluding those with no BV change)
High Growth brands increased brand value by 50% or more year on year.

TAKEAWAYS

1

KNOW WHERE YOU STAND

Meaningfulness, Difference, and Salience have long been the cornerstones of the Kantar BrandZ™ approach to marketing effectiveness. Even during this banner year for brand valuations, the data has shown that Meaningful Difference, in particular, continues to drive Brand Power, or a brand's ability to drive repeat business. Thus, companies seeking a competitive edge should return to the following fundamental questions. First: Is my brand Meaningful? Do consumers feel that my brand meets people's needs and connects with them emotionally? And: Is my brand Different? Do consumers think that my brand feels different from the rest of its category, and does it set trends in the marketplace?

2

BOOST YOUR BRAND'S MENTAL AND PHYSICAL AVAILABILITY

After gaining an accurate picture of where your brand stands on Meaningful Difference, the next step is to understand where it stands on Salience: Does the brand come to consumers' minds quickly and readily when activated by ideas relating to category purchase? Be on the lookout for a "Salience Gap" – a discrepancy between how well a brand is known, and how meaningfully different is perceived to be.

Brands with a positive Salience gap are often primed for growth: these are brands that have Meaningful Difference scores that are much higher than their Salience indicators. All a brand like this needs, often, is a robust marketing push to makes its products more accessible and easier to choose or buy.

3

CLOSE THE "SALIENCE GAP"

Brands with a negative Salience gap are currently much better known than they are Meaningfully Different. They have excess Salience that they aren't "using" effectively enough to drive sales conversions (the kind of conversions that happen, in other words, when well-known brands are also perceived as especially appealing brands). The trick, for these brands, will be finding ways to rebuild perceptions of Meaningful Difference. This could be achieved through marketing that leads consumers to see existing brand assets in new ways; or it could take the form of new innovations in products, services, and operations.

4

GET THE EXPERIENCE RIGHT

These days, brands are defined just as much by their logistics as they are by their products. "On-demand," omnichannel commerce has fully arrived – and with it has come a new set of consumer experience "table stakes" that brands must meet if they want to achieve parity with their category competitors. That means providing a superior shopping and service experience across all touchpoints, as well as maximising convenience so that a brand's well-designed offerings fit seamlessly into consumer's everyday lives. After tending to these fundamentals of customer experience, brands can then set out to further differentiate themselves through attributes like product innovation and brand purpose.

5

DISRUPT THE SYSTEM

Even once a brand has ensured that they can deliver on experience and logistics, the all-important question remains: How can they also ensure that they stand out from the pack as Meaningfully Different? One way to do this is through continued category disruption – which these days, often means disruption through technology and digital transformation. This year's Kantar BrandZ™ Global Top 100 data shows that faster-growing brands are perceived as much more disruptive than low growth and declining brands; as a group, high-growth brands score much higher on metrics like "shaking things up."

6

MIND YOUR PURPOSE

In addition to being seen as Disruptive, another way to achieve Meaningful Difference is to inspire strong perceptions of brand Purpose. Brands with a strong sense of Purpose are perceived as "making people's lives better," and inspire feelings of pride and connection in consumers. Socially Responsible or Purposeful brands show that they care for people, and work to make people's lives better – across a number of levels. Increasingly, brands are being called upon not only to better the lives of their customers, but also take on the larger task of making the entire world a better place. This year's Kantar BrandZ™ Global Top 100 data shows that faster-growing brands are perceived as much more socially and environmentally responsible than low growth and declining brands – and also as more Different, too.

3

CATEGORY FOCUS

GROWTH ACROSS THE BOARD

RETAIL, MEDIA, AND TECHNOLOGY CATEGORIES LEAD THE PACK

In a year when most leading brands regained (and surpassed) their pre-pandemic valuations, the question wasn't whether a category grew in value, but rather: by how much? On that score, Technology, Apparel and Retail had particularly strong years, growing between 48 and 67 percent

Buoyed by an ongoing shift toward ecommerce, the success of the Retail category represented a continuation of last year's gains, when the category grew 21 percent. This year, strong performances from ecommerce giants like Amazon and Alibaba were supplemented by improved figures from more traditional "bricks and mortar" brands like Walmart, Lowe's, Costco, and Tesco. While not quite Amazon-sized players, many of these Retail brands benefitted from making new investments in ecommerce during the pandemic – and also saw increased foot traffic to traditional stores as markets opened up.

Apparel's strong showing is more of a surprise. That's because in the year prior, the category growth for Apparel had been slightly negative, coming in at around -0.3 percent. This year, by contrast, growth for top Apparel brands was turbocharged by strong demand in a newly reopened China. This was especially beneficial for surging athleisure brands such as Nike (up 68%), Puma (up 69%), and Lululemon (up 85%).

Athleisure offerings this year were boosted by twin tailwinds: First, there was a desire for products related to health, wellness, and physical activity; Second, these brands capitalised on a relaxation of dress codes in our out-of-office era. Comfort was in this year, and for many people, that meant stretchy multi-purpose clothes.

The Luxury, Personal Care, and Cars categories also notched year-on-year increases of more than 30 percent, though with differing patterns of growth. While the upswings in Luxury and Personal Care were more evenly distributed across a number of brands, the surge for Cars was largely driven by the year-on-year gains of one brand – Tesla, which increased more than 275 percent.

This year, Kantar BrandZ™ reorganised its category definitions to reflect major shifts in global commerce. Broadening and renaming the Beer category to encompass the wider world of Alcohol, for instance, allows us to capture the global importance of whiskey and baijiu brands.

Meanwhile, technology-focused brands have been divided across separate categories for Consumer Technology, Media and Entertainment, and Business Solutions and Technology Providers. These changes will, in the long term, allow us to discuss with greater precision the different kinds of tech-driven brand value growth. Brands in all of these categories typically showed very strong growth.

Taken together, the relative sizes of the 13 major brand categories still provide a compelling snapshot of the global economy in 2021. Led by Amazon, Retail is the biggest brand category in the world, with well over a trillion dollars in value. In claiming this distinction, Retail just edges out the new Media and Entertainment category (led by Google, Tencent, and Facebook).

The new Business Solutions and Technology Providers category has come in a strong third, easily clearing the trillion-dollar threshold. It's not hard to see why: B2B products and services have powered recent business shifts toward ecommerce and Work From Home across any number of industries. And leading brands like Nvidia and Microsoft have also benefitted from strong global demand for chips, servers, and cloud computing.

LUXURY

Category Brand Value change vs. 2020

+34%

Top 10 Total Brand Value

$ 237 BILLION

APPAREL

Category Brand Value change vs. 2020

+53%

Top 10 Total Brand Value

$ 180 BILLION

FOOD AND BEVERAGES

Category Brand Value change vs. 2020

NEW

Top 20 Total Brand Value

$ 256 BILLION

FAST FOOD

Category Brand Value change vs. 2020

+20%

Top 10 Total Brand Value

$ 300 BILLION

ALCOHOL

Category Brand Value change vs. 2020

NEW

Top 20 Total Brand Value

$ 245 BILLION

PERSONAL CARE

Category Brand Value change vs. 2020

+33%

Top 15 Total Brand Value

$ 177 BILLION

MEDIA AND ENTERTAINMENT

Category Brand Value change vs. 2020

NEW

Top 10 Total Brand Value

$ 1,284 BILLION

TELECOM PROVIDERS

Category Brand Value change vs. 2020

+5%

Top 10 Total Brand Value

$ 465 BILLION

BUSINESS SOLUTIONS AND TECHNOLOGY PROVIDERS

Category Brand Value change vs. 2020

NEW

Top 15 Total Brand Value

$ 1,251 BILLION

BANKS

Category Brand Value change vs. 2020

NEW

Top 15 Total Brand Value

$ 331 BILLION

CONSUMER TECHNOLOGY

Category Brand Value change vs. 2020

NEW

Top 5 Total Brand Value

$ 752 BILLION

RETAIL

Category Brand Value change vs. 2020

+48%

Top 20 Total Brand Value

$ 1,288 BILLION

CARS

Category Brand Value change vs. 2020

+33%

Top 10 Total Brand Value

$ 172 BILLION

APPAREL

DEFINITION:
The apparel category is comprised of mass-market men's and women's fashion and sportswear brands.

DRESSING FOR CHANGE/ ACTIVEWEAR LEADS CATEGORY SURGE

KANTAR BRANDZ

APPAREL TOP 10:

Brand Value $ (US) Millions

NIKE	$ 83,709
ADIDAS	$ 22,344
ZARA	$ 21,382
LULULEMON	$ 17,893
UNIQLO	$ 15,443
H&M	$ 6,871
PUMA	$ 3,607
ANTA	$ 3,005
THE NORTH FACE	$ 2,987
ASOS	$ 2,868

Category Brand Value change vs. 2020	+53%
Apparel Top 10 Total Brand Value	$ 180 BILLION

APPAREL

Store closures. Supply-chain disruptions. An ongoing transition to ecommerce. This has not been an easy time to be in the apparel business.

Even as they grappled with pandemic-era logistical challenges, however, the world's leading apparel brands continued to drive global culture. It's telling, for instance, that sneaker brands' biggest partners are no longer sports stars or fitness gurus, but entertainment superstars. In 2020, Nike launched Nocta, a new sub-brand designed by Drake, while Adidas expanded its exclusive partnerships with Kanye West and Beyoncé.

Securing new intellectual property for "collaborations" – whether it's the K-Pop band BTS for Fila, or Super Mario for Puma, or any number of other high-profile tie-ups – has become just as important for the apparel industry as it has for Hollywood. But such partnerships have also been important to the superstars *themselves* – there's a reason why a sneaker collab has become the sign that they've "made it." Such is the power of the apparel industry: few brands touch consumers lives more profoundly.

More than ever, apparel brands are not confined to one particular niche: the gym, the playing field, the home, and so on. This move towards all-encompassing "lifestyle" offerings began before the pandemic: you may know it as the "athleisure" revolution. But it has only accelerated in the months since.

Lululemon is perhaps the poster child for how a brand can master the flexibility imperative. It's not just that Lululemon clothes are physically stretchy – it's also that they can move seamlessly across multiple day-parts and environments. Just as crucially in a post-pandemic world, Lululemon has retained its strong associations with health and wellness.

By the third quarter of 2020, many leading athletics and athleisure brands began their return to profitability. They did so on the backs of beefed-up online shopping portals, which are on track to account for more than half of sneaker brands' sales over the next few years.

Crucially, direct-to-consumer ecommerce offerings have reduced apparel brands' exposure to a wobbly wholesale market. In 2020, several leading department store chains in the UK, Europe, and the U.S. declared bankruptcy. So, too, did a number of apparel brands targeted toward the shrinking middle segment of the market: labels like J. Crew, Topshop, Ann Taylor, and Men's Wearhouse.

Even mass-market apparel behemoths like Zara, H&M, and Uniqlo have found themselves challenged by a crop of online-first, "fast-fashion" labels like UK-based Boohoo, China-based Shein, and US-based Fashion Nova. These have proven especially popular with Gen Z and Millennial consumers.

EXPERT INSIGHTS

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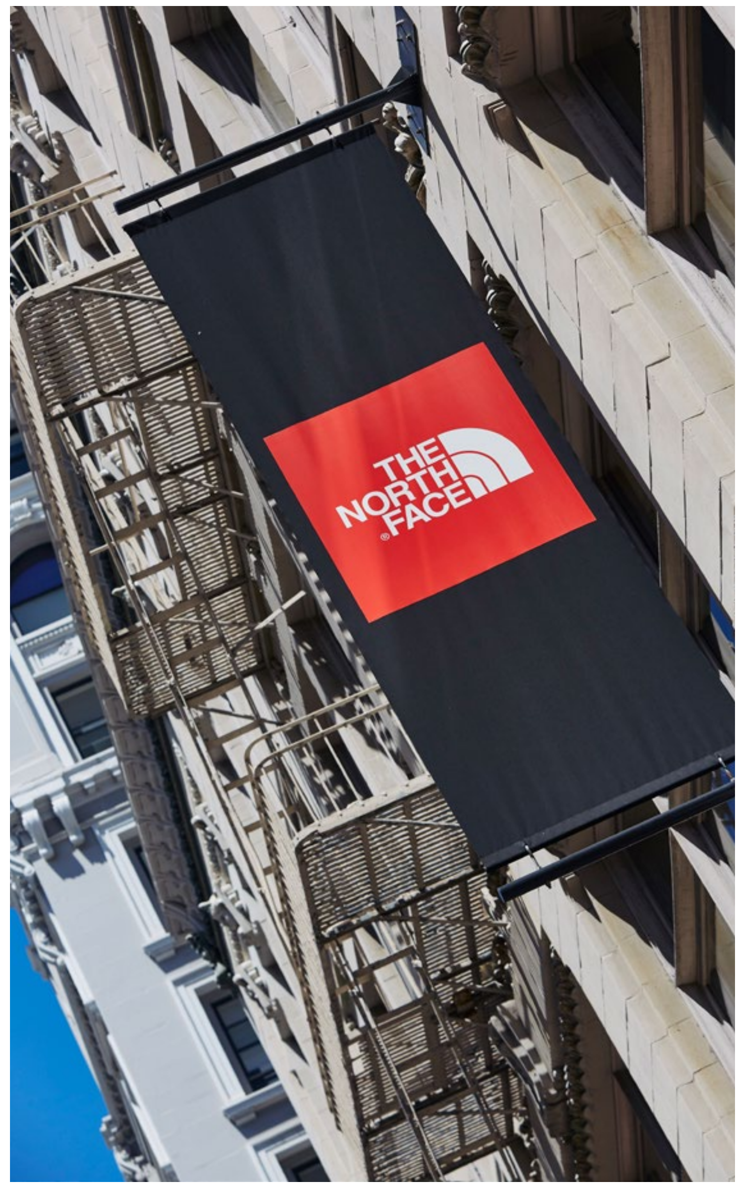
There is a dichotomy in apparel: sustainability is a growing priority for shoppers, but is often viewed as expensive and unattainable, while fast fashion is still hugely popular, despite the related environmental concerns. This is compounded by the success of retailers like Boohoo and Missguided, and the growing traction of Shein, which demonstrates that price remains key. Emerging disruptors to this landscape are not new fashion brands, but second-hand platforms like Depop, The Real Real and ByRotation, which have transformed perceptions of thrifting or sharing into a fashionable hobby. As tech platforms, they focus on creating communities and engagement instead of products. Following suit, retailers like Selfridges and Levi's have initiated their own resale programmes. Increasingly, access to fashion is taking precedence over ownership, and the idea of having the latest trend is, frequently, being superseded by the desire for the most unique find or the best bargain.

APPAREL



This year's newcomer to the apparel rankings, ASOS, exists somewhere in the middle of these two camps: it's a youth-focused, online-first retailer, but has a more established reputation for quality and customer service.

Uniqlo, for its part, has managed to find its footing thanks to its reputation for outstanding quality, as well popularity in the increasingly paramount Chinese market. It was the top apparel brand during Tmall's Singles Day promotions this year; its loungewear and Heattech ranges have proven especially popular after a year when many stayed close to home.

The influence of China can also be seen in the ranking debut of athletic brand Anta, which owns and operates labels like Arc'Teryx, Saloman and Wilson, in addition to selling a range of popular sportswear and footwear under its own name. It is a major sponsor of many Chinese national sports teams.

Zara's parent company Inditex* has sought a competitive edge through smart stewardship of its extensive global supply chain and inventory. Nearly a decade of investment in RFID technology allowed Inditex to roll out an integrated stock management system that is easing Zara's ongoing transition to ecommerce. In 2020, Inditex carefully managed its supply chain to reduce excess inventory by 9 percent – even amid an uncertain retail climate. The upside is fewer unsold goods, which also means less textile waste.

Indeed, issues like sustainability, supply chain traceability, and labour transparency are key ways that top apparel brands have distinguished themselves from the new wave of fast-fashion challengers. H&M, for instance, has established itself on the leading edge of sustainable fashion, embracing materials like cactus-derived "leather" and recycled yarn at a scale and pace that surpasses many of its apparel competitors – both mass *and* luxury. One problem that apparel brands cannot design their way out of, unfortunately, is U.S.-China political tensions; this remains a major business risk factor in the year ahead.

Quality and durability will be important watchwords for the industry this decade. More than ever, consumers appreciate what has been proven to stand up to the unpredictable challenges of modern life: clothes that can take a beating and still look stylish, rather than fall apart in the wash.

This has become especially important after the pandemic pushed people toward outdoor explorations like hiking and camping. Brands like the North Face and Patagonia met the moment by offering a mix of timeless quality and new, streetwear-inspired styling cues. (As seen in the North Face's recent collaboration with Gucci, just one of a recent trend of collaborations between luxury houses and mass apparel brands).

EXPERT INSIGHTS

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Despite a turbulent year for the fashion industry, sustainability has found itself more firmly on the fashion agenda. Although we've shopped less, our environmental concerns around fashion as an industry have grown.

UK consumers are looking to retailers and brands to take meaningful, long-term actions to reduce the environmental impact of fashion... yet most consumers (87%) can't name a brand or retailer they feel is successfully doing this.

Shoppers have been faced with store closures, financial uncertainty, and a lack of social occasions to dress for. As a result, we've seen the volume of fashion purchases decline 24% between March 2020 and March 2021. However, these declines may not solely be circumstantial: 46% of British consumers state they are consciously trying to shop less when it comes to fashion.

Retailers and brands have both a challenge and an opportunity ahead to demonstrate they are taking the relevant actions to address the needs and concerns of their shoppers.

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*Industria de Diseno Textil SA

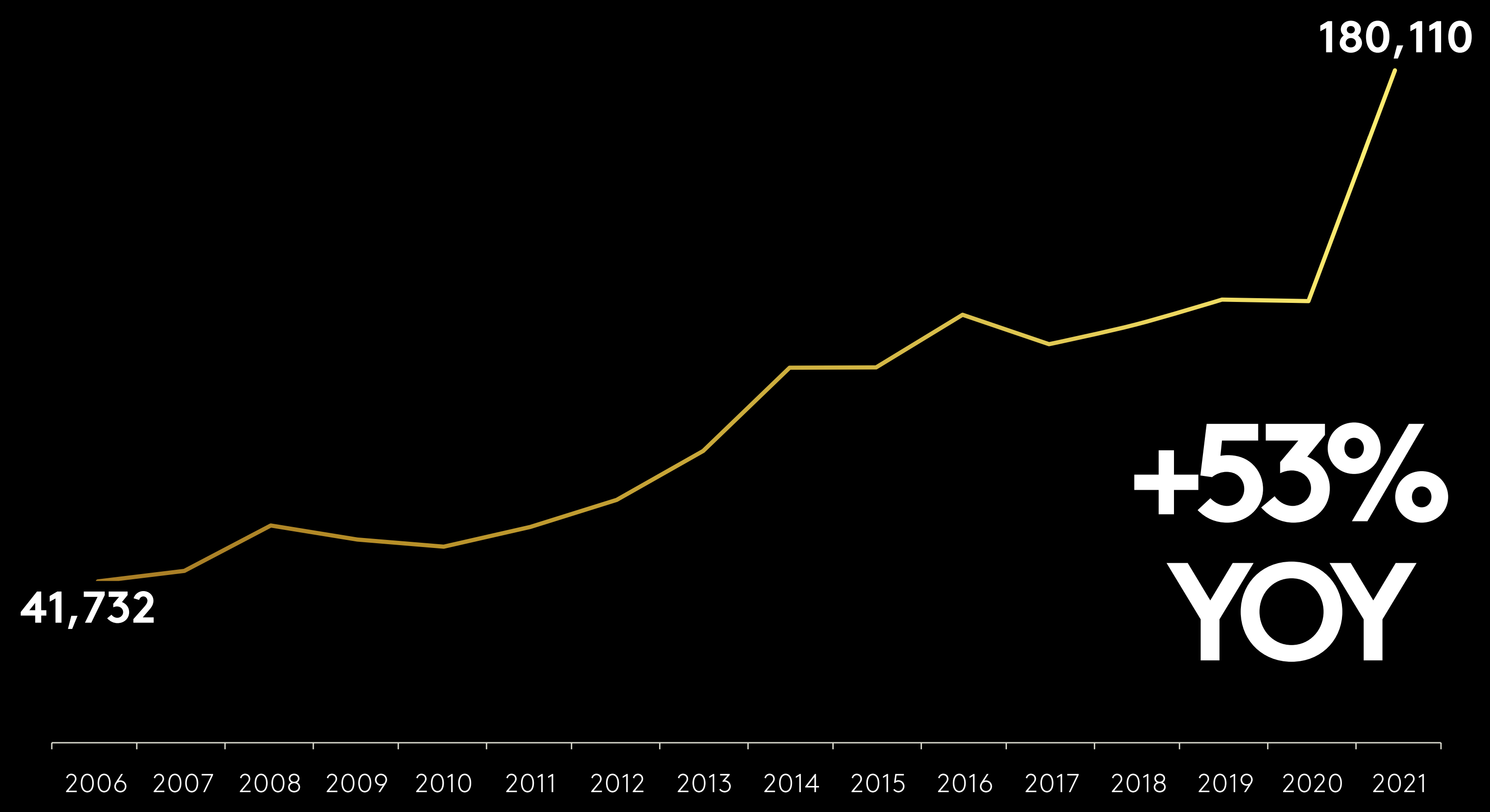
APPAREL

Kantar BrandZ™ Analysis

Apparel is among the fastest growing categories

Although athleisure brands like Nike and Lululemon continued to drive much of the category's growth, this year also saw improved showings from some fashion brands as well – with Uniqlo doing especially well thanks to its strengthening position in China. The result was a banner year for top Apparel brands.

Brand Value ($M)



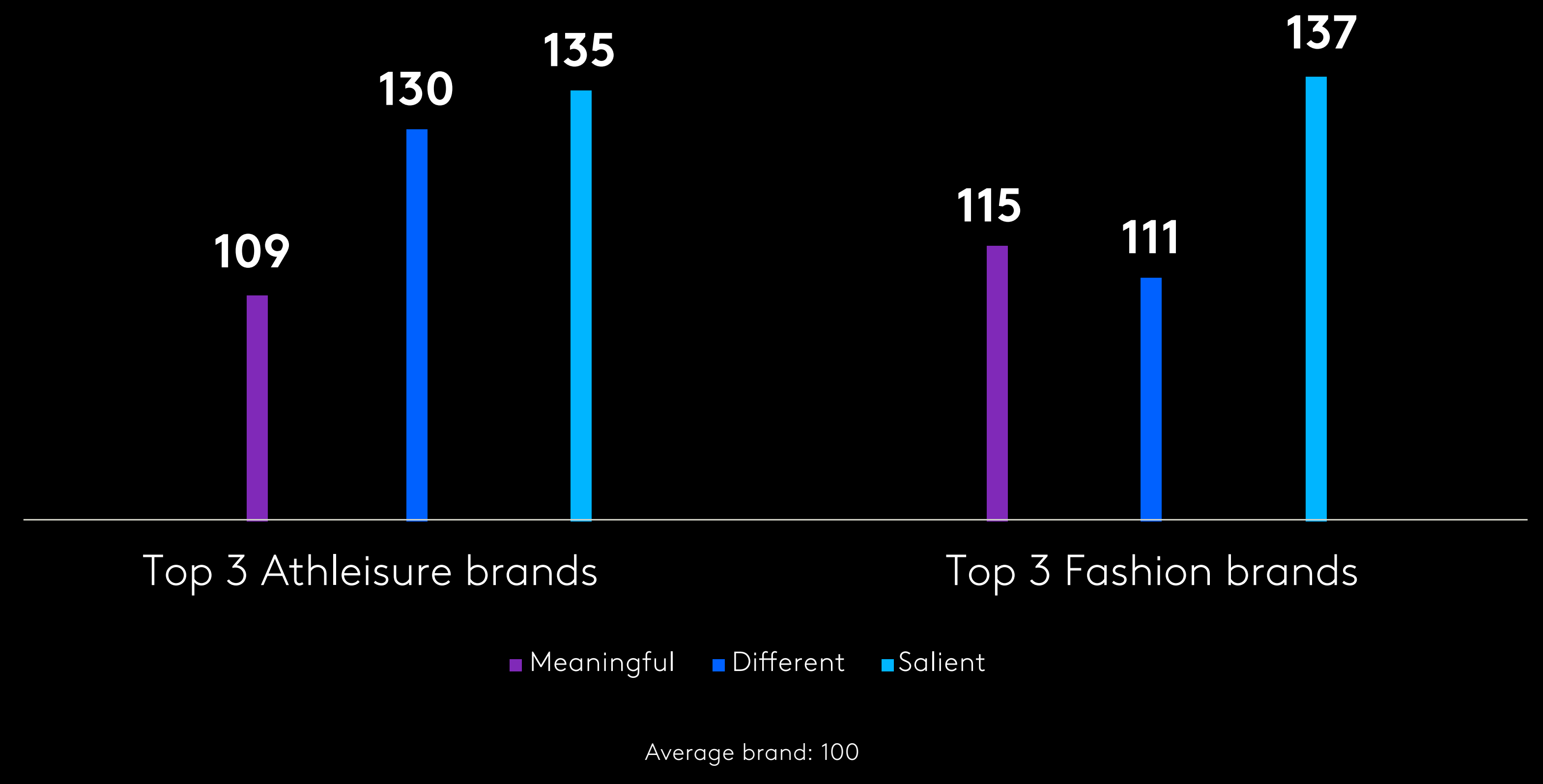
+53% YOY

...with Athleisure leading on Difference

Currently, leading Athleisure brands are characterised by their Difference, while top Fashion Brands rely more on Salience.

Meaningful, Different, Salient

Athleisure Top 3 vs Fashion brands Top 3



APPAREL

ACTION POINTS/ BRAND BUILDING

1

EXPLAIN THE CHAIN

Supply chain and labour issues represent some of the greatest reputational threats to apparel brands. It's not enough to "go green" and talk about carbon neutrality and environmental impacts. Brands must think hard about how to manage and communicate about the human side of the Responsibility equation.

2

SHOP SOCIAL

Leading apparel brands can't afford to cede tools like Instagram ecommerce, Snapchat AR, and "Live Shopping" shows to their Direct To Consumer competitors. Omnichannel commerce increasingly means embracing *multiple* routes to online purchasing.

3

ALIGN YOUR STARS

Celebrity collaborations, these days, are table stakes – and if a brand isn't savvy about creating the perfect match, the resulting products could get lost in the hype shuffle. Apparel brands need to first have a crystal-clear picture of their own positioning, in order to then judge which IP and celebrity partners will be a good fit for collaboration.

CARS

DEFINITION:
The car category includes mass-market and luxury cars but excludes trucks. Each car brand includes all models marketed under the brand name.

HOLDING THE ROAD/ PREMIUM, ELECTRIC, AND HIGH-TECH OFFERINGS DRIVE BRAND ENTHUSIASM

KANTAR BRANDZ

CARS TOP 10:

Brand Value $ (US) Millions

TESLA	$ 42,606
TOYOTA	$ 26,974
MERCEDES-BENZ	$ 25,835
BMW	$ 24,821
HONDA	$ 10,570
FORD	$ 10,444
AUDI	$ 8,931
NISSAN	$ 8,317
VOLKSWAGEN	$ 7,059
PORSCHE	$ 6,858

Category Brand Value change vs. 2020	+33%
Cars Top 10 Total Brand Value	$ 172 BILLION

CARS

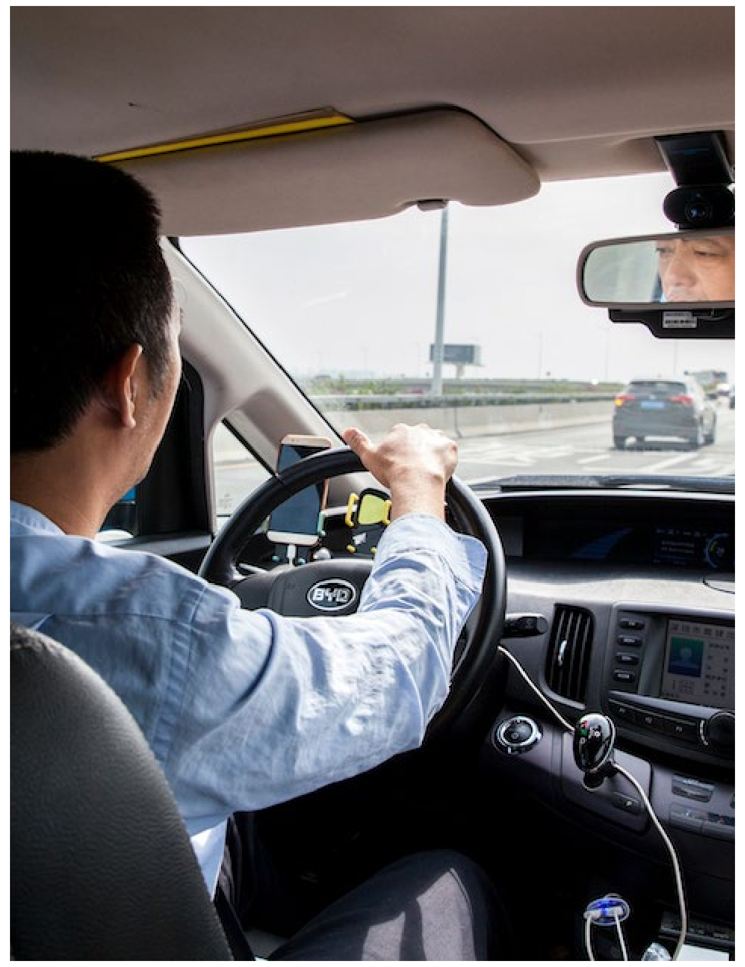
This was not an easy year for car brands. But in many ways, it was a transformational one. Even in the darkest months of 2020 – when sales and production ground to a halt – leading car brands continued to re-orient their businesses toward electric vehicles.

This was a year when industry players unveiled ambitious targets and plans for their electric futures – a future that, for the category's most valuable brand, Tesla, is already here. By and large, the stock market has responded favourably to auto brands' plans to reorient themselves around electric mobility.

This financial enthusiasm helps to explain the gains made by top car brands in this year's Kantar BrandZ™ list – although their strong brand equity scores also play a significant role. After years of worry that consumers were moving away from automobile ownership, there is a sense that cars have recaptured the zeitgeist: in a year when many people moved away from plane travel and public transportation, car trips now seem convenient, safe, and exciting.

Which is not to say that car brands haven't had to make hard choices in the wake of the COVID-19 pandemic. According to the International Organisation of Motor Vehicle manufacturers, the number of worldwide car sales in 2020 fell to less than 78 million units – a total last seen in 2010. Look more closely at the data, however, and the picture looks a little brighter. Sales in many markets began to rebound in the second half of 2020 at faster than expected rates, returning many top car brands to profitability for the year. This recovery was led by China, where vehicle sales increased for ten straight months starting in April 2020.

High-performance and luxury were additional sweet spots for the industry. Bentley notched its best ever year in 2020, with sales increases in the Americas and China offsetting declines in other major markets. BMW's high-performance M range raised its sales 6 percent over the same period, while its upper luxury segment (which includes the 7 Series, 8 Series, and X7) increased sales by 12 percent. In October 2020, meanwhile, Mercedes announced it would reorient its brand strategy to emphasise its luxury bona fides.



EXPERT INSIGHTS

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In the US, Subaru has done a great job around differentiation. Subaru owners are not only fiercely loyal to the brand but just plainly love driving their Subaru's. The brand famously claimed that '97% of Subaru vehicles sold in the last 10 years are still on the road today'. Subaru has a solid foundation of a reputation of quality and dependability that they've paired with core messages of safety and longevity, manifesting not only in the higher resale value of used and certified pre-owned Subaru's, but also the longer single-owner lifetimes. Combine this with their core commitments to social responsibility, and we get the great emotional bond the brand has with its customers, creating a smart and differentiating territory for the brand.

CARS

At the same time, the codes of "luxury" and "premium" are changing: in addition to elevated driving performance and exquisite finishes, luxury also now encompasses breakthroughs in software, sustainability, and customer service. No brand encompasses this shift better than Tesla, which had a strong year in terms of both sales and stock performance. Tesla sold nearly 500,000 cars this year worldwide, a new milestone, and announced its first full-year profit. It now boasts factories in the US, Germany, and China, where it began delivering locally-owned Model Y cars in January.

Chinese start-ups Nio, Li Auto, Xpeng are equally formidable forces in the Chinese market for electric vehicles. So is the Wuling Hong Guang Mini EV model, developed by state-owned SAIC motor in partnership with GM.

In 2020, however, it was Europe, not China, that took the crown as the world's top market for fully electric cars. In recent years, models like the Renault Zoe have shown that it's possible to get a strong mileage range for an affordable price. Volkswagen's ID.3 model has also proven popular in Western Europe – and the brand has many more ambitious offerings to come.

Indeed, Volkswagen has not been shy about its hopes to surpass Tesla as soon as the end of this year, by which point it aims to double its sales of ID3 and ID4 vehicles. These vehicles are the fruit of VW's labours to build its "modular electronic toolbox," a brand new vehicle platform that has been optimised for electric driving from the tyres up (as compared to simply retrofitting gasoline-powered vehicle platforms with electric engines). Volkswagen is putting a lot of faith in its research prowess and economies of scale. By 2030, the brand hopes to cut the cost of its batteries by as much as half, while reducing charging time to 12 minutes. Such breakthroughs – from Volkswagen, and others – will be key to electric cars' further expansion.

This has been quite the year for major, headline-grabbing car brand announcements (and rumours – though a big Apple announcement in the autonomous vehicle space has thus far failed to materialise). GM announced that it would devote $27 billion to electric and driverless vehicle development through 2025 – and pledged that all of its cars and trucks would be zero emission by 2035. Ford announced plans to phase out gas cars in Europe by 2030, and also plans to meet the California government's 2035 deadline for a shift to zero-emission vehicles. (In other government policy news, Japan and China plan to eliminate the sale of fully gasoline powered cars by 2035, but will continue to allow hybrids. And the UK announced a similar ban on fossil fuel vehicles from 2030.)

Toyota – which had long been seen as a holdout in the electric vehicle race, thanks in part to its commitment to hybrid vehicles – announced plans to launch three new electric car models in the U.S. And Volvo announced that all future electric models will be sold exclusively online at a set price – with its dealerships pivoting toward the tasks of delivering and servicing electric models.

As the Volvo news suggests, this is also a transformational moment for the dealership side of the car industry, and for the aftermarket services that these dealers provide. Car brands have already responded to the pandemic by experimenting with more premium and personalised service – with door-to-door test drives of the type pioneered by Audi's longstanding "Audi at Home" programme now becoming widespread in the industry.

But the fact remains that electric vehicles will need less frequent servicing than before – at least if servicing is defined as oil changes and transmission tune-ups. The shift to electric cars and autonomous vehicles has pushed software to the forefront of the car industry. And while this software shift comes with growing pains (and even production holdups, in the case of a worldwide chip shortage) it also offers new opportunities for service.

Some of these software "service updates" can even performed remotely, while others offer the prospect of upselling customers to unlock new operating protocols – see Tesla's "Full Self-Driving" software, which is now in beta testing. Rental programs like Porsche's monthly "Drive Subscription" service, meanwhile, could give dealerships a different kind of steady, year-round source of revenue.

EXPERT INSIGHTS

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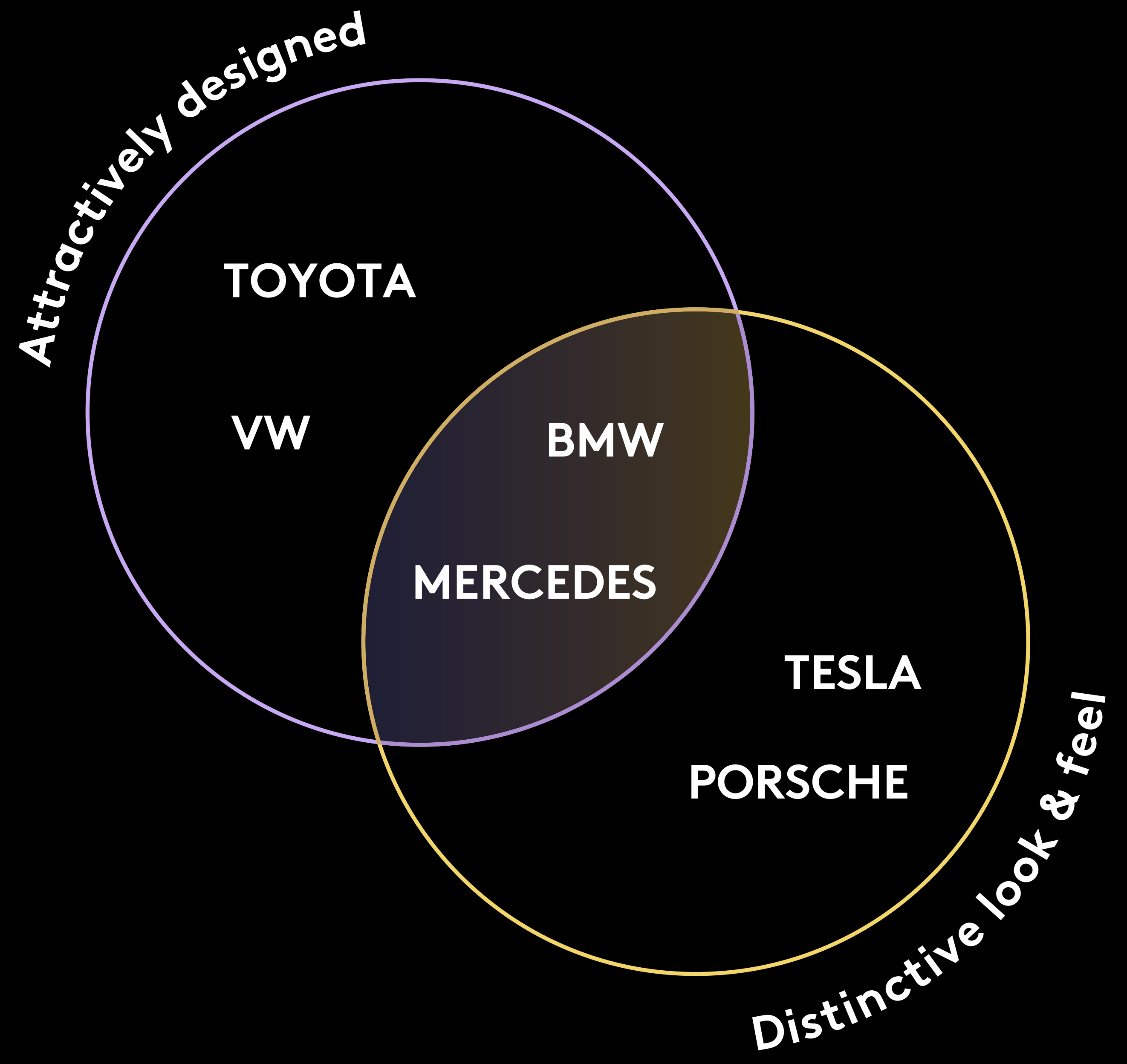
In the automotive category, brand differentiation will become more and more important as we move towards electrification. The battery and driving technology are likely to converge and become less differentiated – which then has an impact on driving sensation, which may also be a less differentiated selling point in the electric car era. So brands will have to find other routes to set themselves apart. They can play in the high luxury or wellbeing space, driven by the quality of materials, or in the space of intuitive and relevant connected features that magnify the driving experience. Differentiation can come through innovative customer experiences related to car and mobility, whether it's in the dealership, on the journey, or at home with relevant content. And naturally, design and style will remain critical drivers of distinctiveness to stand out in the electric car crowd.

CARS

Kantar BrandZ™ Analysis
Difference drives brand value growth

In the Cars category, Difference is inextricably tied up with design and styling. Certain classic car designs have served as brand assets for generations. It's about intangibles – the *look* and *feel* of the car and the *emotions* it evokes. Some leading car brands score especially highly on "attractive design," while others excel at having a "distinctive look and feel." And some do both.

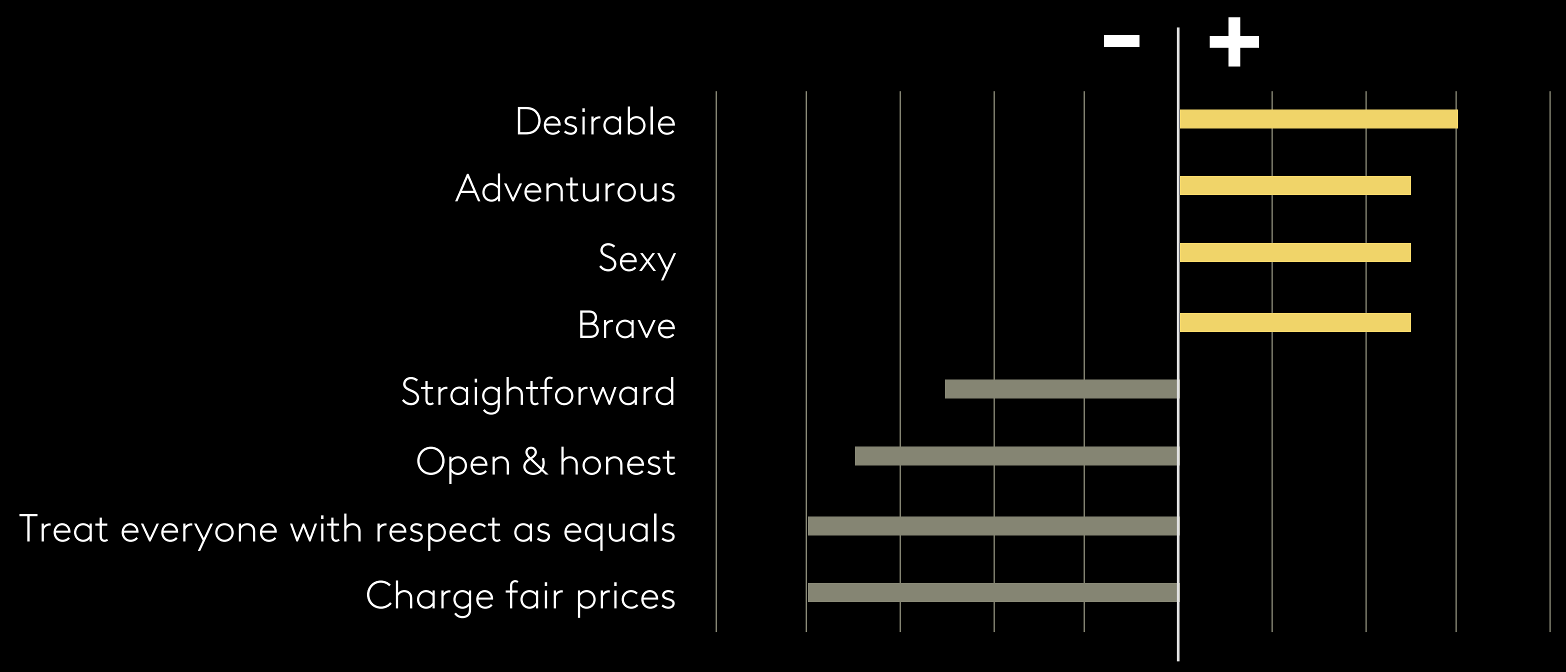
Building Difference for car brands...



...in a new era for marketing

In recent years, top brands across all categories have begun to emphasise more "virtuous" brand attributes like honesty, fairness, and equality in their marketing materials. Even the most successful car brands, however, tend to be more reliant on more traditional promotional styles that emphasise themes like glamour and excitement. These approaches aren't mutually exclusive – but they have yet to be fully combined in the Cars category.

Cars Top 10 vs. Global Top 100



CARS

ACTION POINTS/ BRAND BUILDING

1

REFURBISH, REFURBISH, REFURBISH

One way brands can grow their aftermarket revenues is by offering new ways to upgrade, enhance, or refurbish their existing cars. DIY enthusiasts have already built communities around refurbishing cult classic models like the VW camper van; this year, Renault opened a dedicated "Refactory" (refurbishment factory) in France that will help institutional clients convert gasoline cars to electric and hybrid vehicles.

2

GO OFF-ROAD

Indoor gathering and air travel restrictions led many to rediscover the joys of nature and the open road. The key for a new generation of off-road vehicles – whether new entrants like the electric brand Revian, or established players like Subaru and Jeep – will be to balance rugged performance and long-range travel with zero-emission specs and ample comfort for camping.

3

SEEK NEW GROWTH SEGMENTS

Before the pandemic, fears of a "de-autofication" loomed large: as cities continued to grow, the thinking went, young consumers would increasingly forego car purchasing in favour of public transit and ridesharing. But the pandemic has scrambled demographic patterns in some markets – with some cities seeing an exodus in favour of more spacious suburbs, and some consumers rediscovering the freedom and security of car ownership. Car industry trends and residential trends are closely linked – and brands should understand how consumer behaviours have attitudes have changed in the wake of COVID-19.

4

GET CREATIVE WITH DESIGN

As the CEO of Stellantis (created from a merger of Fiat-Chrysler and Peugeot's parent company) recently explained it, one of his key missions was to create not just great cars – but also strongly distinct brands. Interior and exterior design is one way to accomplish this goal – though too often car brands' design cues converge upon a kind of utilitarian sameness that works against Meaningful Difference. The shift to battery-powered cars offers brands the perfect opportunity to shake up their design codes – not least by freeing up lots of new space in cars' interiors that might otherwise go to support a combustion engine. Brands should take advantage of the opportunity to think big on design.

LUXURY

DEFINITION:
The luxury category includes brands that design, craft, and market high-end clothing, leather goods, fragrances, accessories and watches.

FUSING THE OLD AND THE NEW/ LUXURY REBALANCES TOWARD HERITAGE

KANTAR BRANDZ

LUXURY TOP 10:

Brand Value $ (US) Millions

LOUIS VUITTON	$ 75,730
CHANEL	$ 47,054
HERMES	$ 46,371
GUCCI	$ 33,838
ROLEX	$ 8,129
DIOR	$ 7,331
CARTIER	$ 5,368
YVES SAINT LAURENT*	$ 5,158
PRADA	$ 3,974
BURBERRY	$ 3,933

Category Brand Value change vs. 2020	+34%
Luxury Top 10 Total Brand Value	$ 237 BILLION

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*Includes the value of both Saint Laurent and Yves Saint Laurent

LUXURY

Despite the predicted global recession in the wake of COVID-19, luxury brands have largely grown in value significantly in 2021. For these brands, recovery has meant doubling down on their most affluent customers, and on their biggest markets – especially China.

While embracing new forms of marketing, distribution, and sustainability, luxury brands have returned to their industry's most timeless proposition: offering consumers the chance to own the absolute best products that money can buy.

2021 has seen a determined push by luxury conglomerates like LVMH and Kering to cater to their wealthiest customers, regardless of age. This has meant high-touch client outreach, whether through expanded in-store private shopping appointments and events, or through social media previews. Recovery has also meant pivoting brands' marketing and merchandising strategies to emphasise houses' highest-value products: their flagship handbags, *haute* jewellery, and heirloom-worthy outerwear.

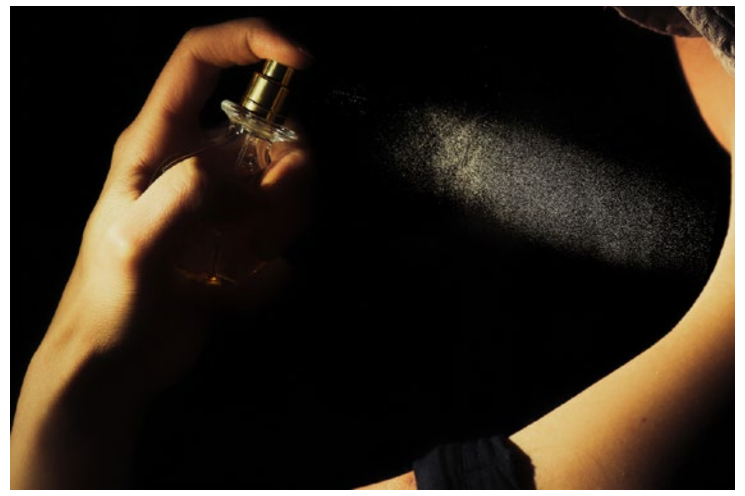
This strategy represents a directional pivot of sorts. In recent years, brands like Gucci and Balenciaga had achieved spectacular growth by adopting eclectic, youth-forward merchandising strategies. This involved an expansion into (relatively) lower-priced, everyday items like flip-flops, T-shirts, and sneakers. Now the watchword of the day is "rebalancing."

Luxury's rebalancing towards high-priced heritage was informed by the lessons of 2020. Revenues for all luxury brands fell sharply in the first half of the year. Those brands that recovered quickest and best, however, tended to be those with strong heritage positioning.

Thanks to a robust second-half sales rally, for instance, Hermès finished the year with a revenue decline of only 6 percent. Hermès's recovery was driven by demand for classics like its Birkin and Kelly handbags, as well as its home goods and jewellery offerings. Similarly, LVMH's strongest performing businesses were heritage brands like Dior and Louis Vuitton.

Geographically, China and other Asian markets were the indisputable engines of economic recovery. In the fourth quarter of 2020, for instance, LVMH's Asian revenues increased by 21 percent, compared with a decline of 24 percent in Europe and 2 percent in the US.

A decline in travel has reshaped the luxury sector in ways both large and small. In the past, high volume (but lower profit) "suitcase stuffer" categories like beauty, perfume, and silk scarves were significant engines of growth – especially thanks to Chinese tourists. In 2020, those luxury categories suffered, as duty-free shops sat empty.



EXPERT INSIGHTS

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Luxury consumption in China keeps increasing even in the post COVID-19 era. Chinese consumers never stopped their passion for interacting with luxury brands, products and experiences. This is largely due to the premiumisation trend happening at a national scale, and the growth of the middle class. Luxury in China witnessed a shift: from possessing expensive products as a representation of wealth, to having access to exclusive experiences with luxury brands and products. From another aspect, as digitalisation in China continues to deepen, it brings new dynamics to luxury brands and allows them to innovate in new ways, such as with digital applications and virtual journeys, to appeal to younger generations.

LUXURY

By contrast, with Chinese consumers stuck at home, luxury sales *within* China were stronger than ever in 2020. Online shopping, especially, is one area where luxury brands can no longer afford to lag behind. The Chinese market, thankfully, already boasts robust ecommerce platforms like WeChat and Tmall's Luxury Pavilion.

Chanel remains the main holdout toward the industry's shift online. But it nevertheless weathered 2020 beautifully thanks to its strong heritage positioning – which allowed it to raise its prices this year in many markets worldwide – and its vertically controlled supply chain.

European and American boutiques, meanwhile, suffered acutely from a lack of Asian tourists. In their place, however, brands have sought to expand and retain a base of affluent local customers. They have done so through exclusive events, VIP client outreach, and a more focused product offering (catering to a group that tends to skew older).

There will always a portion of the luxury market that's driven by cutting-edge fashion propositions. Witness, for instance, the continued 2020 success of 2019's buzziest brand reboot, LVMH's Bottega Veneta – as well as strong demand for the streetwear-inflected silhouettes of the Dior and Vuitton's mens' collections. Celine turned heads with a series of TikTok-inspired collections.

"Heritage," meanwhile, need not suggest stuffiness. Work and leisure patterns will continue to evolve post-pandemic toward a greater casualness. As a result, brands relying on formal tailoring might well struggle – while those that master luxe athleisure are primed to win.

In the marketing realm, 2020 was a year of cancelled fashion weeks and steeply slashed publicity budgets. Kering's brands, for instance, eschewed in-person fashion shows altogether in 2020, opting instead for social-media-optimised video presentations.

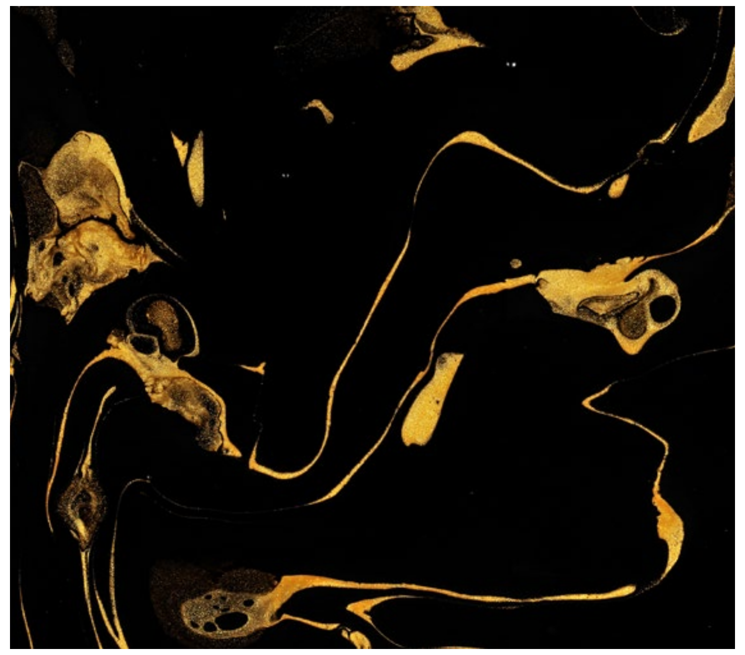
From Balenciaga's Fall 2021 fashion video game, to Loewe's pop-up "Show in a Box", to Prada's Zoom discussion groups: this has been a golden age for the "alternative show."

These disruptions have coincided with increased demands for diversity, social justice, and inclusion. In response, many luxury brands have seized the opportunity to work with a new, more diverse group of young creatives – all the better to pump out the now-requisite steady stream of digital look books, promotional videos, and sponsored posts.

Luxury brands' sustainability efforts have also become more nimble – and more lucrative. Stella McCartney, Loewe, and Chloe have built collections around the reuse of deadstock fabrics and surplus leather scraps. Burberry launched a program to donate unused fabric to fashion students. Prada expanded its Re-Nylon range, which turns recycled ocean plastic and fishing nets into high fashion.

Online luxury resale sites emerged as a cornerstone of the effort to reduce materials waste – while offering brands and consumers alike the chance to cash in on past-season wares. Gucci, for instance, launched an official partnership with The Real to authenticate goods on the fashion resale site.

Alexander McQueen went one step further with its "Brand Approved" service in partnership with Vestiare Collective. Customers can now return preowned McQueen items directly to the brand's boutiques, in exchange for store credit – while McQueen puts the old wares up for sale on Vestiare's website. Not coincidentally, McQueen's parent company, Kering, recently acquired a 5 percent stake in Vestiare Collective in a deal that valued the startup at some $1 billion.



EXPERT INSIGHTS

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Client Director, Brand

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With store closures, and traditional runway shows and travel bought to a halt, luxury brands have had to find new ways to connect with consumers. Gaming and Esports have thrived against the backdrop of COVID-19 – presenting a unique opportunity for brands, given their highly engaged GenZ audience. With high crossover in well established luxury markets – China, US, Japan, South Korea – it's little wonder that brands find this an attractive platform to drive reach.

Big names from both sectors are getting involved (see Louis Vuitton and League of Legends, Valentino/Marc Jacobs and Animal Crossing, Burberry and Honor of Kings, Gucci and Fnatic). This phenomenon is going nowhere.

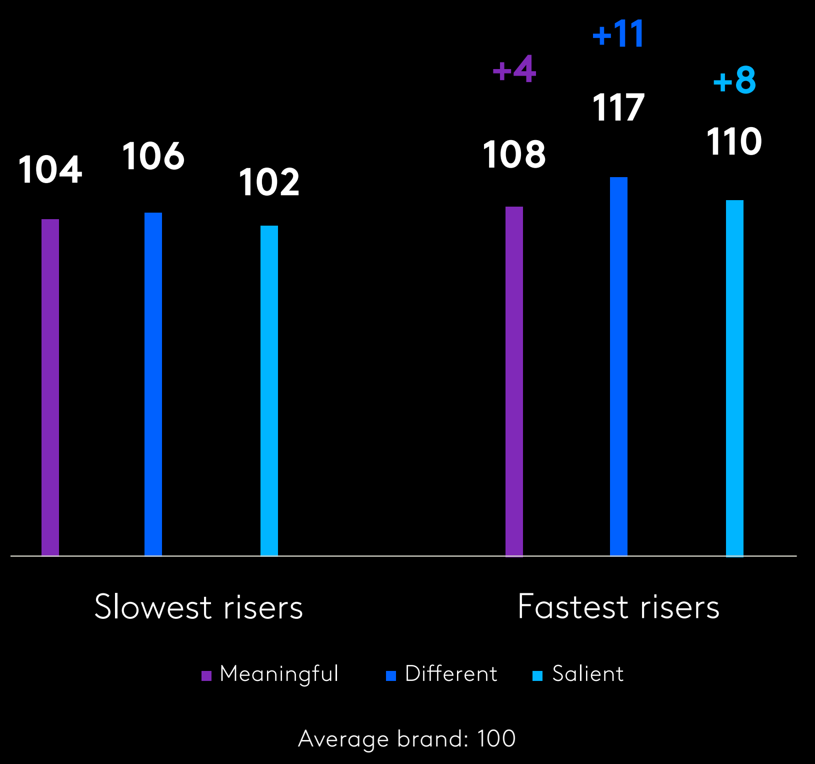
The gaming platform not only provides brands with the ability to drive cultural relevance, but gives players an ability to stand out and differentiate online – interweaving the brand into the characters and styles. Offering rich storytelling, not just product placement, it means brands can connect more deeply, and gives gaming audiences a new way to explore product.

LUXURY

Kantar BrandZ™ Analysis
Luxury's top risers are aided by difference…

The Top 3 fastest risers in the Luxury category – Louis Vuitton, Hermès, and Dior – all exhibited markedly higher Difference scores compared to the three slowest luxury risers.

Luxury Top 3 risers vs Bottom 3



Fastest risers:

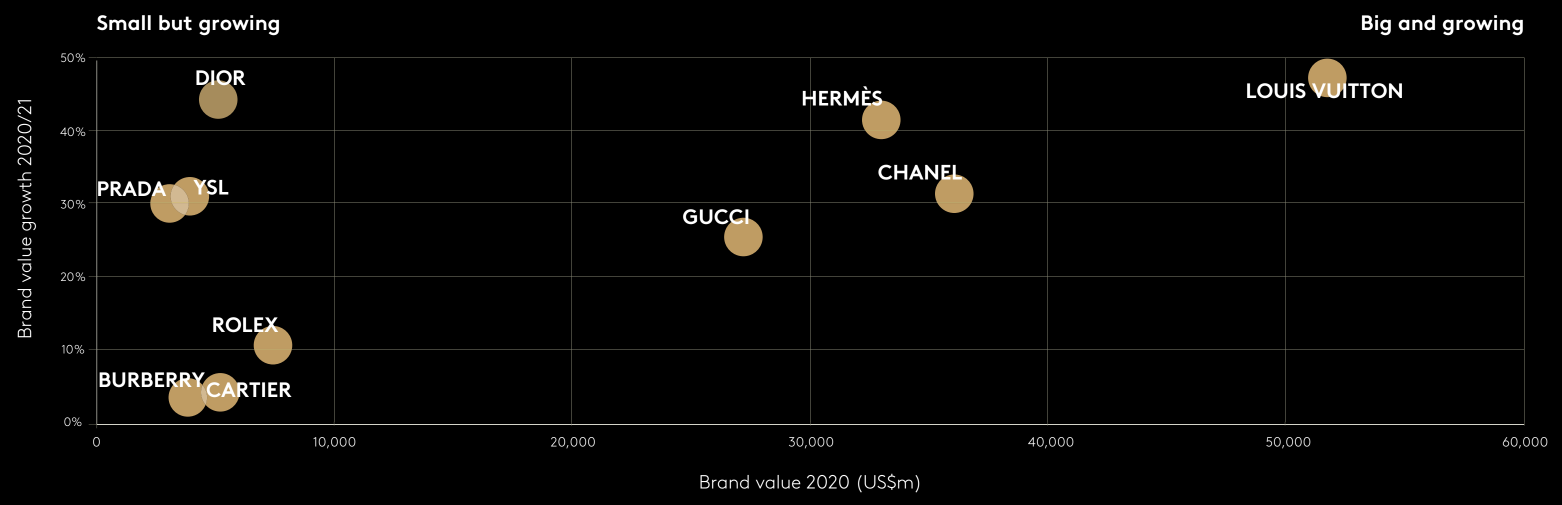
LOUIS VUITTON
DIOR
HERMES

Slowest risers:

ROLEX
CARTIER
BURBERRY

…And can grow at any size

The biggest luxury brands tended to grow the most, but size did not preclude growth for Dior, Prada, and Saint Laurent



BRAND SPOTLIGHT

LOUIS VUITTON

Louis Vuitton fuses old and new

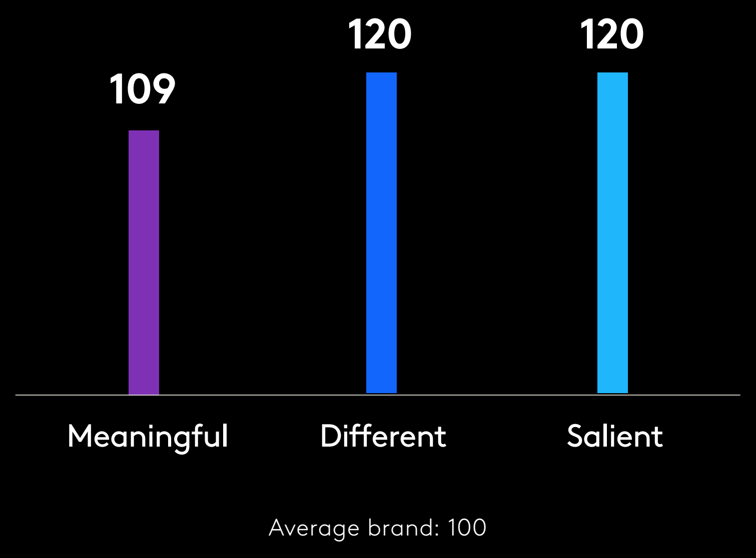
Luxury's biggest and fastest rising brand, Louis Vuitton, has successfully fused heritage craft offerings with diverse forms of innovation to fuel global growth. In 2020, the brand continued its string of high-profile collaborations with artists and cultural institutions – most notably, working with the NBA for a collection that fused basketball motifs with the vision of Vuitton's white-hot menswear designer Virgil Abloh.

Founded in 1854, Louis Vuitton is one of the oldest global luxury brands, and is world renowned for its distinctive monogram and check patterns. Despite this heritage, Louis Vuitton remains among the most culturally relevant of luxury brands, and is seen as increasingly innovative around the world.

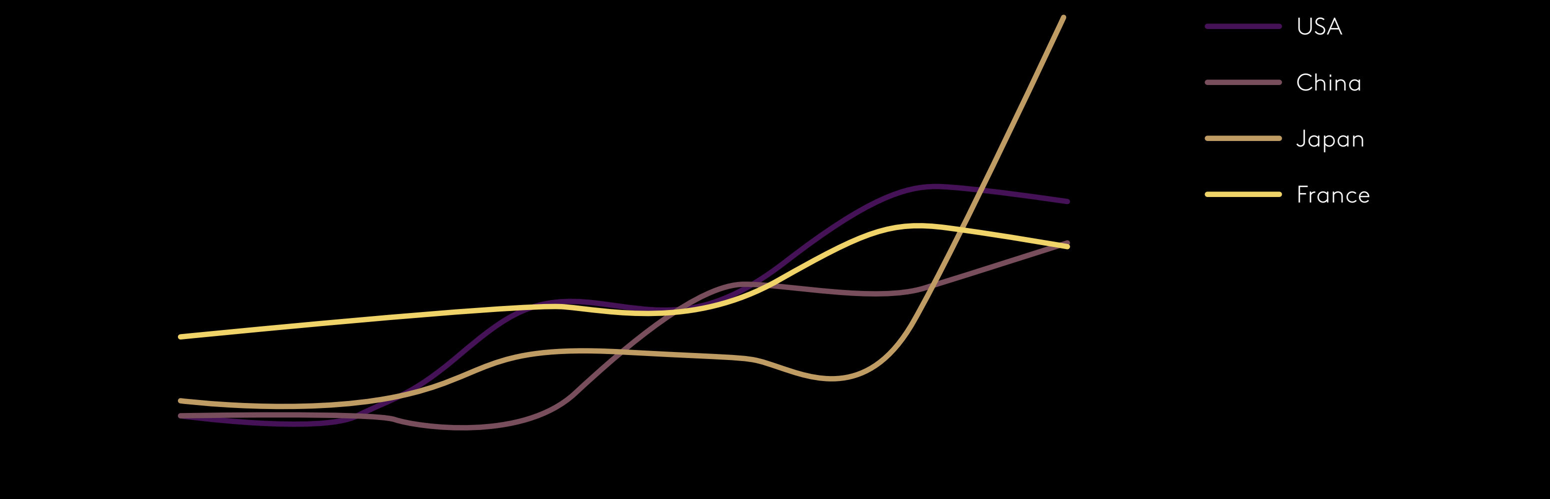
2021 BRAND VALUE

$ 75,730m

+46% year on year



INNOVATION TREND



Innovation absent data points: USA: 2018, 2020 China: 2015, 2017, 2019, Japan 2016, 2019

LUXURY

ACTION POINTS/ BRAND BUILDING

1

MASTER THE MIX

Today's ideal luxury brand range is one that balances high-ticket heritage items with directional design that makes the house feel relevant to modern living. Not an easy balance – but lucrative for those who can manage it.

2

THINK LOCAL

Overseas travel will eventually return, and it will be a boon for luxury when it does. But going forward, brands should take pains to understand – and cultivate – both their local *and* tourist customer bases.

3

RETHINK EXPERIENCE

For those who are lucky enough to snag an invite, attending Fashion Week shows is the zenith of brand love. How can brands use new technology – combined with exquisite physical lookbooks and trunk shows – to cultivate this fervour and give that thrill to more loyal customers?

PERSONAL CARE

DEFINITION:
The personal care category includes brands in health and wellness; beauty; and facial, skin, hair, baby, and oral care.

OUR YEAR OF SELF-CARE/ INCREASED DESIRE FOR HEALTH, PROTECTION, AND WELLNESS

KANTAR BRANDZ

PERSONAL CARE TOP 15:

Brand Value $ (US) Millions

L'OREAL PARIS	$ 38,309
PAMPERS	$ 19,619
COLGATE	$ 18,894
LANCOME	$ 17,485
GILLETTE	$ 16,100
ESTEE LAUDER	$ 9,757
GARNIER	$ 9,134
CLINIQUE	$ 8,275
SHISEIDO	$ 7,562
DOVE	$ 7,318
NIVEA	$ 7,145
PANTENE PRO V	$ 5,067
OLAY	$ 4,838
CREST	$ 3,856
ORAL-B	$ 3,510

Category Brand Value change vs. 2020 **+33%**

Personal Care Top 15 Total Brand Value **$ 177 BILLION**

PERSONAL CARE

In 2020, issues of health, wellness, and protection suddenly became paramount. And when we were left unable to travel or dine out or socialise, one of the few things we *could* lavish attention on was… ourselves. In this context, top personal care brands thrived when they fulfilled their core purposes of helping people inhabit the world with a little more ease and grace.

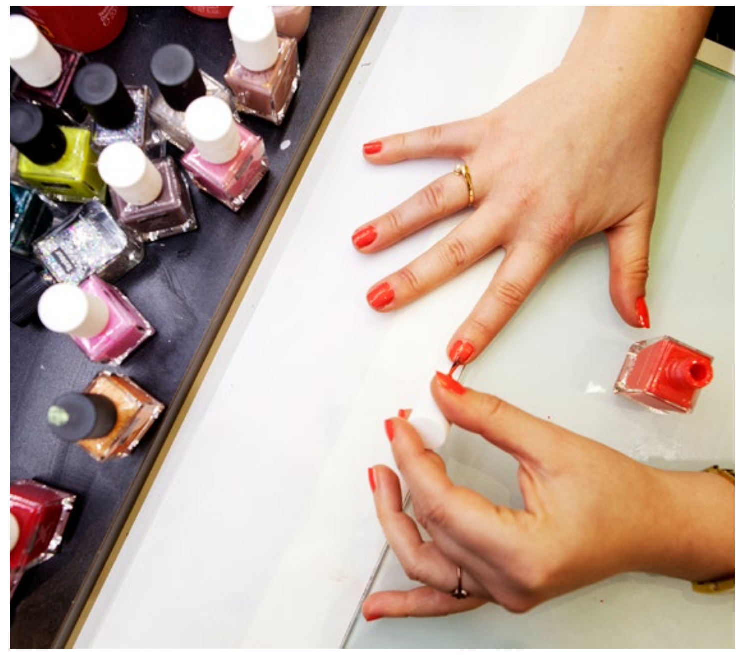
The pandemic has shifted and accelerated personal care trends in thousands of ways. For beauty enthusiasts, for instance, lipstick is out – and mascara is in. Makeup has skewed natural and easy, with an ideal finish somewhere between matte and glowy: a real-life version of the Zoom "beauty" filter. "Maskne" became the new skincare bête noire.

Taken together, these trends add up to a few major developments that will guide personal care brands in the year to come.

The first development is a clearer path to "premiumisation." During the pandemic, consumers had a natural desire to recreate high-end, self-pampering grooming services while stuck at home. This was a good year, for instance, for Colgate to launch its Optic White Overnight Teeth Whitening Pen, and for L'Oréal Paris to debut new varieties of hair colour glosses and toners. Customers' desires to give themselves the best possible at-home personal care experiences – to make the best of a difficult situation – made going "premium" an easier sell than ever before.

This was welcome news for mass brands like Colgate and Garnier, which have been working for years to increase their differentiation, and thus their premium positioning. And it was also good news for luxury brands like Estée Lauder, Shiseido, and Lancôme, who benefitted from clients' desires to "treat themselves" at a time when other, more experiential avenues for self-pampering were severely limited.

This was, most of all, an especially good year for skincare. Because it touches on both beauty and wellness – the skin is, after all, the body's largest organ – skincare can feel like an act of hygienic self-protection, while also satisfying the desire for indulgent escapism. Even customers who cut back on their makeup usage this year tended to continue (or expand) their skincare routines.



EXPERT INSIGHTS

Serene Wong
Global Chief Client Officer

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What explains L'Oréal's strong performance in 2020? Anticipation and Acceleration. Over the past several years, L'Oréal has really embraced technology: they developed in-house tools for skin care diagnoses, virtual makeup "try-ons", and foundation colour-matching, enhancing the consumer experience. These investments meant that L'Oréal was well positioned when the industry shifted online. They also had to rapidly accelerate their approach to service when the pandemic hit. Within three weeks of the shutdown of in-person counters in China, L'Oréal had trained all their hundreds of beauty advisors, and moved them online. Then, in the middle of 2020, conversations around racial justice, diversity, and inclusion brought matters of brand Purpose to the forefront. And this was another example of how L'Oréal could draw on earlier work to define their presence in this area – while also accelerating their commitments as social expectations shifted. Underpinning L'Oréal's success is a true 'test and learn at scale and speed' approach.

PERSONAL CARE

This year, skincare took on a more medicalised, science-based edge, as customers studied up on new "hero ingredients" that delivered clinically proven results at all price points. This was the year of hyaluronic acid, retinol, and Vitamin C. Brands like The Ordinary, Good Molecules, and The Inkey List broke out from the pack by offering no-frills, budget-priced skincare ranges, with each product focused around a different "active ingredient."

Typically, customers mix and match products from these "basic" brands with more upscale products to create their own personalised self-care regime. Advice on how to do so is a popular subject of Gen Z-led "beauty TikTok," which regularly leads to sold-out runs on especially hyped-up products. In February 2021, Estée Lauder announced it was planning to acquire The Ordinary's parent company, Deciem, in a deal that valued Deciem at $2.2 billion.

Individualised beauty has also been a major driver of growth in the prestige personal care space. In the makeup sphere, sheerer formulations like lip glosses and "skin tints" allow more of a customer's natural colouring and features to shine through. On the cutting edge, you'll find products like the "YSL Beauty Rouge Sur Mesure" tool from L'Oréal, a handheld tool that lets users formulate thousands of custom lip colour shades with the help of a corresponding app.

A personal touch has also been key to perhaps the biggest story in the category: the worldwide emergence of a genuine, robust ecommerce channel for beauty and personal care goods. Typically, this had been an arena that personal care brands had struggled to crack. Especially for colour cosmetics and skincare products, the thought was that customers wanted to be able to compare and sample products in person before committing to a purchase.

Pre-pandemic, the main exception to this "digital reluctance" had been in China, where "live shopping" presentations on apps like Taobao would regularly move tens of thousands of product units – of, say, a new lipstick shade that was sure to "brighten up the face." When COVID-19 hit, brands like Estée Lauder and Lancôme responded by retraining their Chinese sales ambassadors to offer beauty consultations over WeChat. As a result, it is in China where personal care brands have seen their strongest growth and recovery starting in the second half of 2020.

Brands then went on to replicate Chinese-style online sales techniques around the world. The U.S. operations of Garnier and its parent company L'Oréal SA offer an illustrative example. Amid a surge of interest in at-home hair colouring, the brands produced a host of live streams, instructional videos, and social media influencer campaigns geared at walking customers through the dyeing process. They also stood up a suite of social media-enabled "concierge" services that allow customers to text or chat with dedicated colour advisers, as well as use Augmented Reality tools to virtually "try on" colours.

None of this is to suggest that personal care brands' pandemic-era success was a foregone conclusion. Indeed, in the face of supply chain disruptions and more limited retail shelf space – there are a lot more sanitising products in stores nowadays – brands have had to make difficult strategic decisions about their businesses. For example, Estée Lauder recently shuttered its Prescriptives and Becca makeup sub-brands worldwide as part of a shift toward skincare. And Shiseido sold off a suite of lower-priced, Asia-focused personal care brands (including Tsubaki shampoo and Senka face wash) to focus on a prestige beauty portfolio that includes Nars, Drunk Elephant, bareMinerals, and Clé de Peau.

EXPERT INSIGHTS

Shailley Firdous
Group Account Director

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For some time, personal care brands have been talking about source credentials and authentic ingredients in their communications, to instill trust with consumers.

Ingredients have taken on a much more central role in a brand's story in recent years – in India this was especially true after the ruling government's endorsement of Yoga and Ayurveda as a symbol of "Indian-ness". In times of turmoil, consumers find comfort in familiarity – and ayurvedic ingredients have transcended the status of "old wives' tales". The source of the ingredients adds a level of comfort, but also an opportunity to command a premium.

We've seen the "buzzy" ingredient making its way into various product offers – see, for example, the popularity of Moroccan Argan oil. More effectively, luxury skincare brand Forest Essentials (part owned by fast-growing Estée Lauder) has product lines celebrating and rooted in popular Indian ingredients – Kashmiri Nargis, Mysore Sandalwood, Indian Rose – and, crucially, they've been consistent in this approach.

EXPERT INSIGHTS

Matt Maxwell
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Despite distractions from COVID-19, globally our fundamental values about plastic waste hold true – and may even be reinforced as we move into a new normal. Despite this, only a third of shoppers from our Global WhoCares, WhoDoes Study (Kantar & GFK, July 2020) think that there are the products available in personal care to help to protect the environment... so the category still has a long way to go.

Over the past few years, however, we've seen a lot of sustainable innovation from manufacturers in new brands, formats and packaging. More recently, brands such as P&G and Unilever have introduced refillable toiletries – or at least made this format more widely available.

Demand is clearly there: we've seen (in an October 2020 study) penetration of refill products double to 8.6%; a new record for the Toiletries category. Interestingly, the average refill shopper is much more engaged in the Toiletries category, spending £10 more per year, and shopping the category more often. Tackling the issue of plastic pollution is a top priority. Refillables is one way to help.

PERSONAL CARE

BRAND SPOTLIGHT

ESTĒE LAUDER

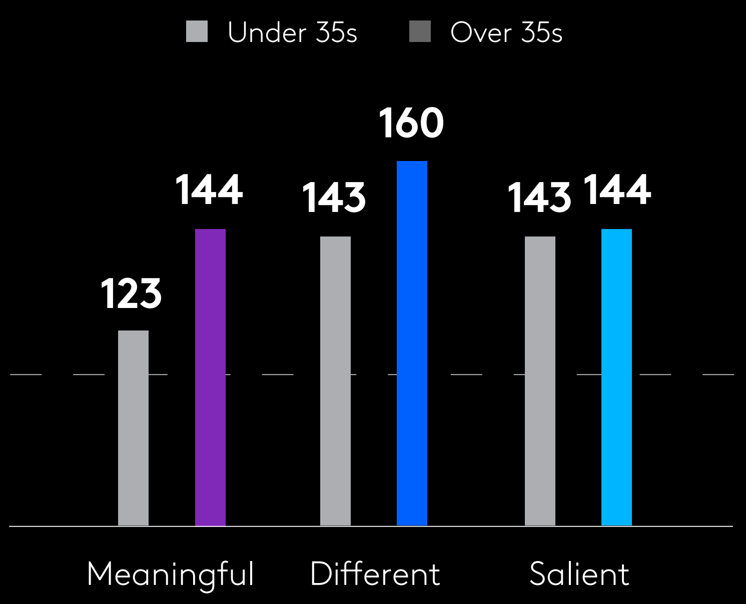
This year's fastest-growing Personal Care brand, Estée Lauder, has seen continued success driven by the Chinese market. A change in focus from anti-ageing products for older women, to makeup for younger millennials, has enabled this success in China.

Establishing a strong online presence has been a key component of Estée Lauder's China strategy. In addition to maintaining brand accounts on platforms such as WeChat and Weibo, the brand also makes smart use of influencers and celebrities. In this age of "social commerce", shoppable livestreams presented by the right influencers can move huge quantities of Estée Lauder's lipstick and mascara products.

2021 BRAND VALUE

$ 9,757m

+38% year on year



Average brand: 100

Source: BrandZ China Face Care 2019

PERSONAL CARE

ACTION POINTS/ BRAND BUILDING

1

STAY SOCIAL

This year, brands expanded their online services to include social-media-powered consultation tools, new sales platforms, and personalised outreach strategies. These should not go away when beauty counters and salons fully reopen. The trend toward individualised Personal Care will be driven as much by attentive service as it will by "custom-fit" products.

2

FLATTER YOUR CUSTOMERS' INTELLIGENCE

Rather than hide behind flowery "marketing speak," brands should recognise that thanks to social media and online forums, customers are savvier than ever about ingredients, formulations, and efficacy claims. Brands like The Ordinary have succeeded because they invite customers in to "geek out" with them over the technical specifications behind their product formulations. Personal Care brands already put a ton of resources into research and development. They shouldn't be afraid to show their work!

3

EMBRACE THE HIGH-LOW MIX

Brands should not feel bound to the conventions of their products' price bracket. Consumers are becoming more confident than ever about mixing luxury and mass products – which means that brands are facing a wider competitive set than ever before. They should adjust their tonality accordingly. Luxury no longer needs to seem so remote and unapproachable; mass brands, meanwhile, don't have to aim toward some bland, mythical "median consumer."

RETAIL

KANTAR BRANDZ

RETAIL TOP 20:

Brand Value $ (US) Millions

AMAZON	$ 683,852
ALIBABA	$ 196,912
THE HOME DEPOT	$ 70,522
WALMART	$ 59,522
JD	$ 44,516
COSTCO	$ 35,137
PINDUODUO	$ 21,732
IKEA	$ 21,021
LOWE'S	$ 20,672
ALDI	$ 17,671
TARGET	$ 16,942
EBAY	$ 16,703
DOLLAR GENERAL	$ 13,444
WHOLE FOODS	$ 11,767
LIDL	$ 11,694
TESCO	$ 10,792
WOOLWORTHS	$ 10,416
CVS	$ 8,855
SAM'S CLUB	$ 8,378
TJ MAXX	$ 7,848

DEFINITION:
The Retail category includes physical and digital distribution channels in grocery and department stores, and specialists in drug, electrical, DIY and home furnishings. Amazon appears within retail because it achieves around 80% of its sales from retailing.

FOCUS ON FLEXIBILITY/ ECOMMERCE AND CONVENIENCE RULE THE DAY

Category Brand Value change vs. 2020	+48%
Retail Top 20 Total Brand Value	$ 1,288 BILLION

RETAIL

In many ways, the events of 2020 blew the Retail category wide open. Faced with supply chain disruptions, shipping delays, out-of-stock items, and radically truncated shopping radiuses, consumers abandoned their traditional retail loyalties and entered into a period of more brand-agnostic purchasing behaviour.

When the dust settled, however, it turned out that many of last year's most valuable global brands retained their market primacy, especially if they had successfully invested in omnichannel transformations. Logistical flexibility helped retail brands win the day in 2020 – and so, ultimately, did Meaningful Difference.

This was the year that ecommerce accelerated as never before: even among previously resistant demographics, like senior citizens, and even in retail categories like grocery shopping, where customers may have previously preferred to inspect the product in person. In all, Kantar estimates that ecommerce accounted for some 8 percent of global retail sales by the end of 2020 – compared to an initial, pre-pandemic 2020 forecast of a 6.8% share for global ecommerce according to Kantar's "Winning Omnichannel" 2020 update.

This shift towards ecommerce was even more dramatic on the level of individual markets and brand stories. In the UK, for instance, ecommerce penetration in the early days of the pandemic rose to one in five consumers over 65, and nearly 1 in 3 rural shoppers – representing an unprecedented "boom" in the Kantar data. In China, Alibaba's share of the national retail market grew from 5.7 percent to 10.9 percent in the first four months of 2020 alone according to Kantar's "Winning Omnichannel" update in July 2020.

Later in the year, Alibaba's Tmall and rival online merchant JD both racked up record sales for their Singles Day holiday sales bonanzas, while platforms like Pinduoduo demonstrated the continued promise of social commerce. In March 2021 Pinduoduo even exceeded Alibaba's active user-base. If China's bounce-back is any indication, global retail is on track for a strong recovery.

What has driven these pandemic-era shifts toward ecommerce and omnichannel shopping?

EXPERT INSIGHTS

Nick Madden
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Client Leadership

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Many retailers who traditionally relied on a focus on 'value' have had to abandon that because of distribution problems and disruptions caused by COVID-19. Brands that have historically led with promotions or coupons have had to stop that completely, and it's interesting because consumers in the short term have continued to shop – for now, it hasn't made a big difference to their loyalty. But when we think about brand perceptions of value and worth, it actually takes a really long time to change consumers' perceptions of how brands should act. So are consumers going to change their value calculus in the long term to place more emphasis on convenience and flexibility, or are they going to say, the grace period is over, and go back to demanding the absolute lowest prices?

RETAIL

First, the safety imperative – the centrality of which should not be forgotten as the world begins to emerge from the COVID-19 pandemic. At a time when all out-of-home excursions felt risky, the ability to order home delivery, or pick up an order kerbside, felt priceless.

Second, even amid some early shipping delays, the convenience appeal of shopping online shone through over the course of 2020. Customers greatly valued the ease and peace of mind they got from assembling an entire shopping basket at home – especially compared to the possibility of going a store and finding the products you needed were out of stock.

Interestingly, price took something of a back seat this year in driving retail behaviour. One of the biggest trends in prior BrandZ reports was the rise in discount or off-price retail brands. On the whole, Kantar data shows, the growth of these formats slowed during the pandemic. One reason for this cooling off was that many "no frills" brands had been slow to build out their ecommerce and omnichannel operations – reasoning that they could get customers to "come to them" on the strength of their deals. That justification broke down for some retailers during the pandemic.

Another factor pushing customers away from discounters this year – and instead toward online and "full price" retailers – was selection. Especially when shopping for groceries, if you wanted to get everything in one place, discount retailers may not have the variety needed to do that. True, they offer great deals on a few select items, and the thrill of discovery. But that mattered less this year.

Indeed, some two thirds of online shoppers surveyed at the height of lockdowns for Kantar's *The State of Ecommerce Landscape Study* said that convenience, not price, was their main concern. This is just as well for veteran retail executives, who remember how after the 2008 recession, it became extremely hard to break consumers of expectations for deep discounts. The 2020 holiday sales season may have been the longest in recent memory – some 10 weeks long, in the US – but brands did not typically offer the kind of rock-bottom deals seen during the Great Recession.

Another key driver of retail success during the pandemic has been smart design. Whenever possible, retail brands have sought to widen aisles to create more airy, hygienic shopping experiences. Many brands, such as Whole Foods, have also found success by turning part of their retail footprint into "dark store" warehouses to fulfil delivery and click-and-collect orders. The result of these design changes has been to prioritise safety and logistical ease over maximising the sheer number of SKUs a retailer can offer in store. Going forward, this may put pressure on FMCG brands to optimise their ranges for reduced shelf space – but it is working well for retail brands themselves.

EXPERT INSIGHTS

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Just 6% of the global population think retailers are more responsible for controlling environmental damage than consumers, governments, and manufacturers. Yet, many retailers are making changes to reduce waste and offer sustainable options that have a very direct impact on consumers. More people can name a retailer that does a lot for the environment (Lidl coming top) than they can a brand.

Reducing plastic from fruit and veg was a great initiative introduced by most retailers. COVID-19 has shifted some of us back to packaged produce, but not the most sustainable shoppers. Recycling stations have also been welcomed by consumers: knowing where to recycle is a problem for one in three shoppers around the world. Refills, which many stores are introducing, are one of the most popular requests amongst the most sustainable shoppers, but the average shopper doesn't want to sacrifice convenience and price. For most shoppers, picking the environmentally friendly packaging is desirable... but not always done.

RETAIL

In the realm of online customer experience design, smart tweaks have helped retailers encourage the kind of impulse purchases that, until recently, ecommerce sites had struggled to convert. Target, for instance, has found much success in this area by adding "click to add to cart" buttons directly onto a shopping results page, rather than requiring customers to first click onto a particular product page. (Though good design is also important for those individual product pages, too – the better to satisfy the "tribe" of online shoppers who prefer to research their purchases in depth).

Another winning design play for retail brands has been to launch private label ranges that can compete with "mainstream" brands not just on price, but also on aesthetics, quality, and Meaningfully Different brand identity. In the home and grocery spaces, respectively, Target has built brand love for its Threshold and Archer Farms labels, with fans swapping opinions on social media about standout new releases. Walmart has found success with its Allswell brand of mattress, and recently hired star American designer Brandon Maxwell to design its Free Assembly and Scoop fashion brands. (This approach remains distinct from the private labelling strategies pursued by grocery retailers like Aldi and Lidl, where the "parent brand" remains the clear star, while sub-brands remain more undifferentiated.)

Building new, resonant sub-brands from scratch isn't easy, of course, but the appeal of "elevated own-label" brands for retailers is obvious: they can capture more of the profits from each sale, while also commanding price premiums that had been typically out of reach for private label goods. So is the benefit to consumers, who see the chance to win on both design and price. And there remains plenty of room to grow this segment: according to Kantar's "Winning Omnichannel" 2020 report, private label retail in Latin America and Asia remains in its early stages.

EXPERT INSIGHTS

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The impact of COVID-19 on the retail industry is remarkable: not just the huge wins and losses, but also the shift in how and where we shopped. We went out less; we stayed closer to home; we used ecommerce more.

Now, retailers fight to keep the customers they have acquired, or win back those they have lost. The major UK supermarkets are offering big price and promotional campaigns, coupled with innovative, digital, value-led tactics, such as Tesco's Clubcard Prices and Lidl's Plus app. Asda is linking up with non-food partners to cater for more shopper needs and make stores a "destination".

Similarly, Next and Homebase are joining forces on the High Street… and, on a micro level, Pret a Manger has launched a frozen croissant range in Tesco.

If it is harder to get shoppers to come to you, then find other ways to get your products in front of shoppers – digitally and in new physical spaces.

RETAIL

Kantar BrandZ™ Analysis
Growth of "Ecommerce-exclusive retail"

The biggest retail brands in the world continue to be those that focus almost exclusively on ecommerce: names like Amazon, Alibaba, JD, Pinduoduo, and eBay. The pace of growth of these "ecommerce-exclusive" retail brands accelerated hugely in the last 12 months.

Brand Value – Ecommerce vs. Other Retail

3x LARGER

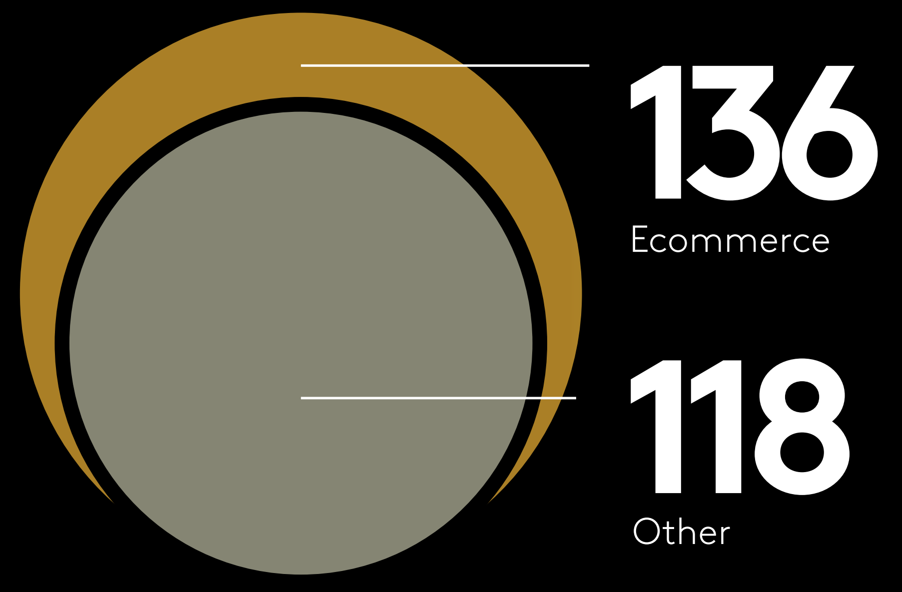
+68% vs **27%**

Average YoY growth | **Average YoY growth**

The continued rise of ecommerce brands in the Kantar BrandZ™ rankings wasn't simply a matter of soaring stock valuations for companies like Amazon. These brands also enjoy elevated perceptions of Meaningful Difference. These are brands that are meeting consumers' changing needs.

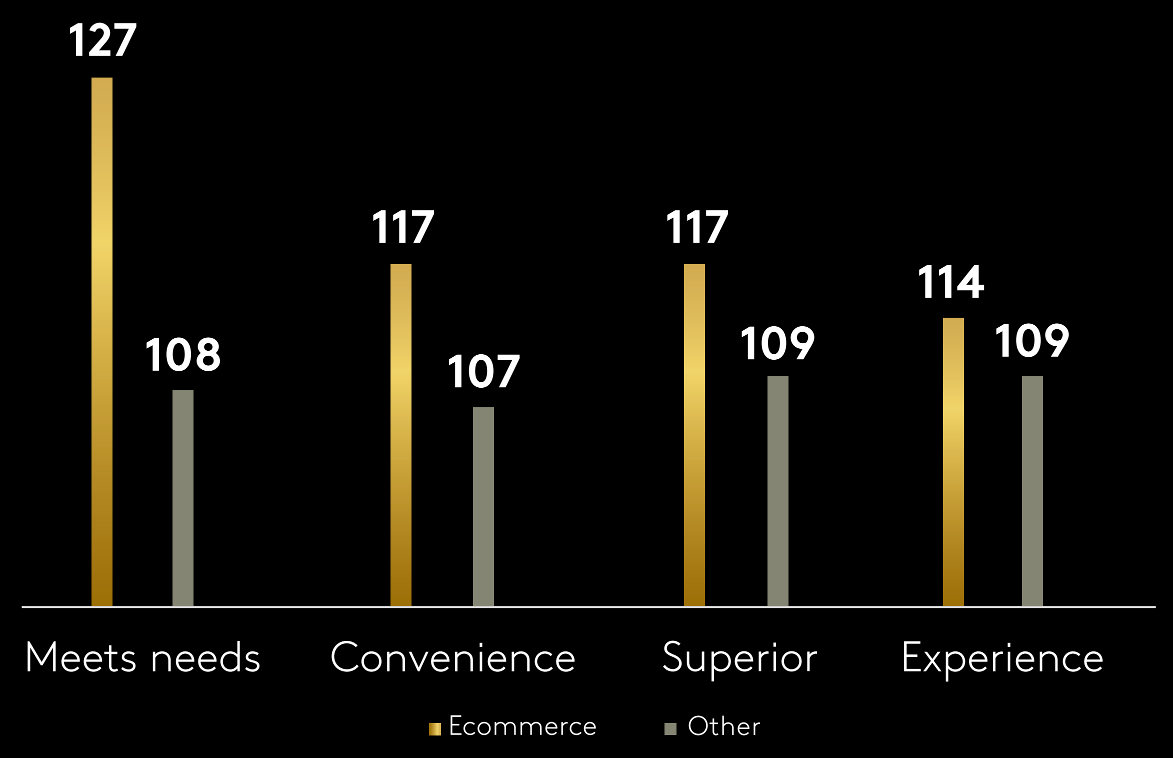
Brand Equity

Meaningful Difference



Average brand: 100

Comparative Strengths



Average brand: 100

RETAIL

ACTION POINTS/ BRAND BUILDING

1

LOCALISE

Even as consumers have vocalised their interest in supporting local businesses, the pandemic proved especially brutal for small restaurants, makers, and retailers. Ecommerce brands like Etsy and Amazon have launched special storefronts to help customers "Support Local Makers" near them. There is still room for brick-and-mortar retailers to experiment with similar programmes. A sticker identifying the maker of a product as local is nice; dedicated shelf space for community vendors is even better.

2

GO HOME

Some of the most successful retail brands this year were those, like The Home Depot and Lowe's, that's specialised in home furnishings and home improvement. It's not hard to understand why: this year the home became way more than a place to eat and sleep; it became our office, theatre, arena, and playpen. It became our canvas for personal expression, and our chief source for mental and physical comfort.

Retailers should cast an anthropological eye onto all the ways that their brand interacts with modern home life. With the continued rise of home delivery, no environment is more critical to the future of retail – not "third space" coffeeshop/store hybrid; not the immersive, experiential warehouse/showroom; not the RFID-enabled "smart boutique." The home is where the heart is – and, increasingly, where the profits lie.

3

OPTIMISE YOUR PACKAGING

The recent boom in ecommerce has led to a renewed focus on the double-edged sword that is branded packaging design. If a retailer's packaging is too flimsy, minimalist, or "unbranded", it loses a valuable opportunity to bring its signature brand assets out of the store and onto people's doorsteps. If a retailer's packaging is too extravagant or "maximalist", however, it runs the risk of drawing attention to the considerable waste generated by our growing reliance on home delivery. The ideal branded packaging, then, would be unapologetically Different, but also unassailably Green. This balance remains a work in progress.

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SOCIAL COMMERCE
THE EVOLUTION OF DIGITAL TRANSFORMATION

- Learn more about how you can optimise your retail strategy and sales performance, use digital and social data to your advantage, and accelerate your ecommerce growth, with help from Kantar.

What is the next stage of digital transformation for the world's leading brands? For answers to this crucial question, look to China – and the rise of social commerce.

In China, the lines between entertainment, socialising and shopping have become blurred as never before. On apps like WeChat, Weibo, and Tmall (Alibaba), nearly every piece of branded content comes attached to some kind of "activation" or purchasing opportunity.

Sometimes, this activation takes the form of "click to buy" QR codes or links that pop up at the end of more traditional video ads. More often, though, sales "activations" have become deeply integrated into people's online social lives and digital entertainment choices.

For most Chinese netizens, then, "social commerce" means a whole new world of brand content. Think livestreamed product demonstrations; shoppable social media posts; and in-app "digital storefronts" – all of which are being promoted by a new community of social media "power users." Crucially, these new kinds of branded content all offer users the opportunity to purchase products for quick and easy delivery... All without having to leave China's biggest messaging, social, and shopping apps.

What we now think of as social commerce first emerged in China in the mid-2010s. That's when advances to China's digital payments system and online to offline delivery network made it newly fun and easy to shop within the country's major app ecosystems.

By 2019, beauty and fashion brands had begun moving millions of units of shoes, lipsticks, and other small indulgences during shopping festival livestreams.

During the COVID-19 lockdowns in China, brands playing across an even wider variety of categories – from home appliances to groceries to automobile – began to shift their digital advertising towards social commerce. The goal of most Chinese advertising is no longer to "increase brand awareness" – but rather to directly activate sales.

The formats and tactics of online advertising have shifted accordingly. Like all digital content these days, social commerce evolved to take advantage of the more casual, short-form, and interactive content hosted by platforms like Douyin. Often, this content is created and boosted by a new breed of ordinary citizen influencers, known as Key Opinion Consumers (KOCs). On some platforms, these KOCs have proved more effective in driving product sales than big celebrities (Key Opinion Leaders, or KOLs).

Interestingly, a similar shift began toward social commerce has begun to take place in the Western Hemisphere, too. Social media apps like Facebook and Instagram – not to mention Douyin's sibling app TikTok – have started to roll out new in-app shopping features. Meanwhile, retail platforms like Amazon are experimenting with new "shoppable entertainment" formats.

Finding a new balance

So what does the evolution of social commerce mean for consumer-facing companies' digital advertising plans – in China, and around the world?

First and foremost, it means constantly working to strike a new balance between activation and brand building. In China, once digital payments and O2O made "instant purchasing" available online, the focus of most branded content online shifted. It evolved away from brand messaging and awareness, and toward product messaging and activation.

As a result, digital content has become highly tactical in nature: geared, in other words, towards boosting sales in the immediate short term. Much attention is lavished on individual products' functionality and benefits – all to trigger a quick purchase.

Now that so many brands have crowded into the social commerce space, however, there exists the risk of diminishing returns: declining views, and even worse, declining sales conversions.

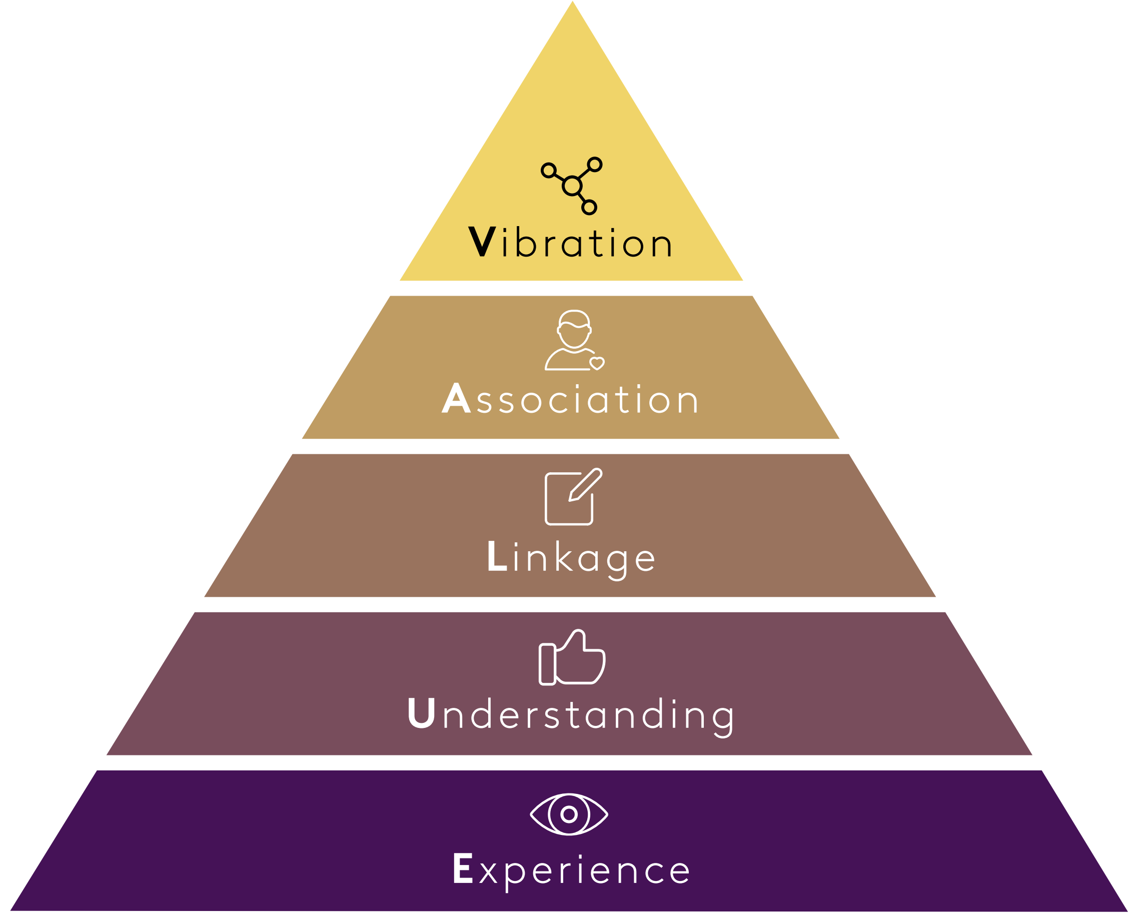
As a result, leading brands now recognise the need to strike a balance between short-term product sales activation and long-term brand building. Now that everyone is trying to drive short-term product sales, products attached to compelling, meaningful brand perceptions have a crucial edge in capturing attention and driving conversion online.

Understanding the new consumer's journey

It's clear, then, that the nature of branded communications has changed rapidly in China thanks to the rise of social commerce. And so, too, has the work of brand managers and marketing professionals.

In the past, marketing focused on influencing people's opinions at various steps of the traditional "consumer's journey": on targeting stages like Awareness, Consideration, and Purchasing.

Today, however, both advertising *and* shopping are becoming more and more like extensions of social media. Which means that brands *also* need to understand a new kind of consumer journey – mapped to the ascending levels of online social engagement. At Kantar, we think of these levels like a pyramid in which each level contains a different set of social and emotional needs:



The entry level of social media engagement is **Experience**, which is rooted in a need to overcome boredom and discover new things. A young teacher in Shanghai, instance, might log on to Douyin one night for the first time hoping to find a laugh – and come across a funny food video showcasing the world's longest noodles.

One level up is **Understanding**, which is rooted in a desire to learn and more deeply explore. Let's say, for instance, that after watching that noodle video, our teacher discovers a whole new world of cooking demonstration videos – and she's hooked.

Next comes **Linkage**, which is born of a desire to connect and interact with people who share common interests. As our "foodie" teacher begins to explore the world of culinary social media, she begins to identify her favorite high-profile influencers, as well as more ordinary "power users" who share her more specific food obsessions.

Then there's **Association**, which comes from the desire to build and participate in a "circle," or community more actively. Imagine our teacher beginning to like and interact more with her favoured corner of the online "foodie" world – even submitting content of her own that goes somewhat viral.

At the top is **Vibration**, which arises from the desire to engage with one's fundamental values through meaningful experiences. By joining a vibrant online cooking community, our teacher may come to connect in new ways with values like cultural pride, creativity, and sustainability.

The goal for advertising in the age of social commerce is not to hit all of these levels in one single piece of content. Rather, it is to understand the ways that brand-building content can be successfully geared towards any one of these levels of online engagement at a given time – while also featuring commerce activations that drive short-term sales.

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DON'T RELY ON SERENDIPITY
BANK ON BRAND EQUITY

- Our agile brand guidance systems can give you the crucial insights you need, when you need them.
- Understand your current brand performance, and use leading-edge analytics to simulate where it's heading.

The late British cosmologist Stephen Hawking once threw a party for 'time travellers' in his residence at Cambridge University. Unfortunately, he was the only attendee as he deliberately sent guests their invitations *after* the event had taken place so that only genuine time travellers would join him!

Assuming you could travel back in time, what would you do differently prior to the COVID-19 pandemic to best equip your brand to weather the coming storm?

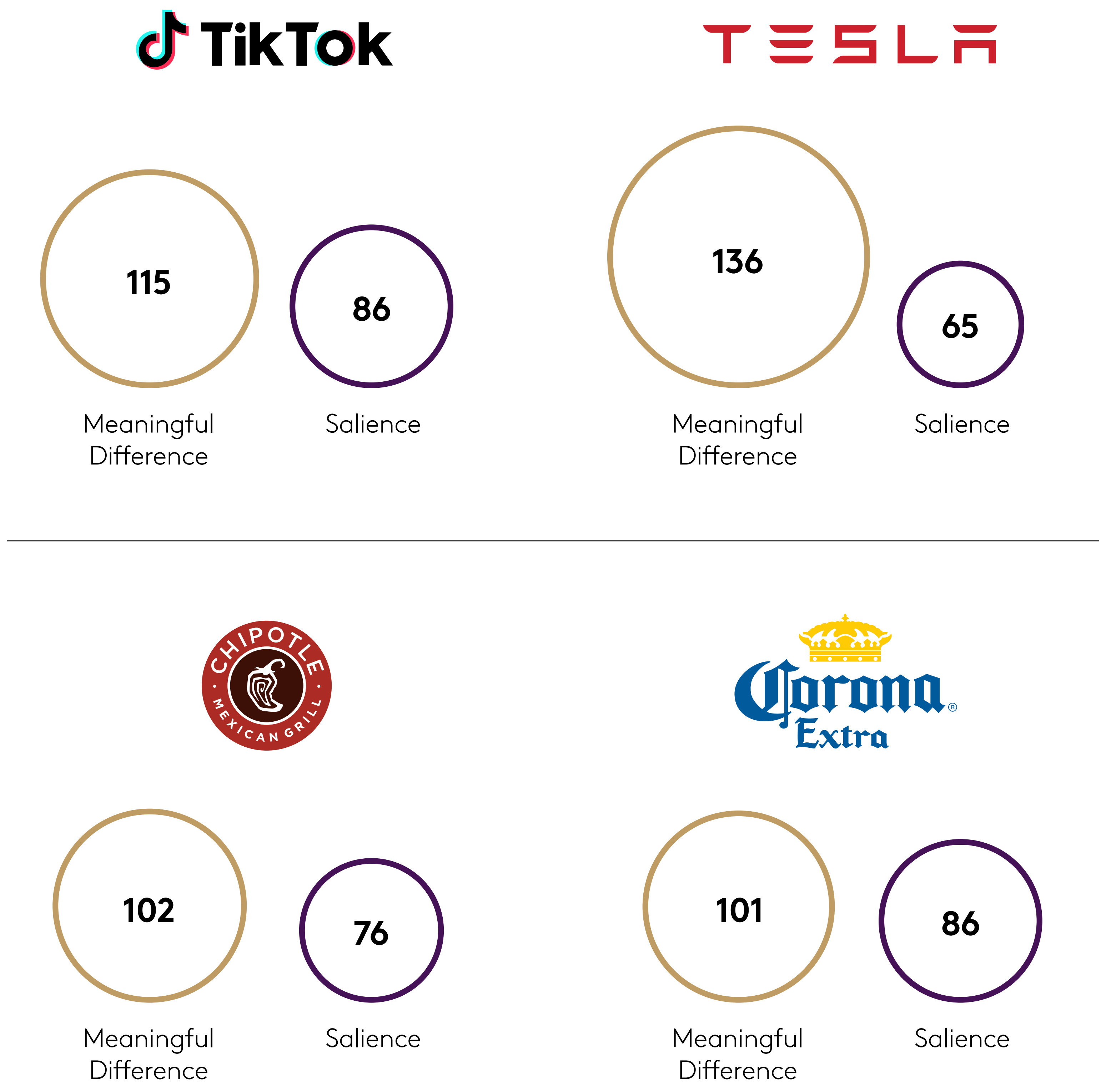
Businesses across numerous sectors have experienced 'serendipitous' growth due to a combination of the various practical restrictions imposed on consumers around the world during physical lockdowns, as well as by their own changing needs and attitudes - fast food, online retail, streaming services, social media platforms, alcoholic drinks and more, have been 'positively' influenced. Many brands within these sectors have been buoyed accordingly, but still others have managed to secure more than their 'fair share' of the impact of these effects, and accelerate past their peers.

Size alone has not fuelled this exceptional growth; rather these brands established a telling advantage *prior* to the pandemic based on deliberate investment in infrastructure and innovation, alongside savvy marketing. As circumstances rapidly changed, the true value of this foresight has helped reap rewards far in excess of any category effect.

For instance, social media platform TikTok (Douyin in China) achieved an incredible rise in brand value, growing by 158 percent to reach almost $44Bn – an increase **one and a half times higher** than any other media and entertainment brand. The brand has experienced an unprecedented increase in usage in China over the last year, reaching an incredible 600 million daily active users by August 2020 (or around 43 percent of China's *total* population!) as well as continuing to achieve an ever-growing presence internationally. Increasing time spent on mobiles during lockdown has no doubt contributed; however, TikTok's highly expressive and entertaining platform, creating new ways to stay connected to news and much else, is the key factor in outperforming the competition.

In brand value terms, automotive brand Tesla is the fastest rising brand by far in 2021 (and Kantar BrandZ's second largest brand value increase EVER) with an increase of a whopping **275 percent**. 2020 was the first year the company reported a full year profit, boosted by performance in China and Europe, with sales of almost half a million cars globally, up by more than a third year on year as more and more consumers – and the stock market – embraced electric vehicles. The brand is *the* perfect example of how to build a strategy around evolving needs, pushing the boundaries of technology to deliver something truly different without compromising performance. Increasing coverage of charging stations and improved range, two previous barriers to purchase, are key success factors, alongside the Model 3, priced for mid-market budgets.

Brands establishing a motivating proposition PRIOR to the pandemic have been well placed to succeed in spite of it.



Source: Kantar BrandZ: Online Sharing and networking - China 2019, Cars – USA 2019, Beers – UK 2019, Fast Food – USA 2018

US fast food brand Chipotle also had an impressive year, posting a brand value increase of 82 percent, **almost four times higher** than other fast food brands to reach $12Bn. The brand had already been sowing the seeds to accommodate changing consumer needs and behaviour ahead of the pandemic by investing in the digital transformation of ordering and delivery capabilities, including separate digital order 'make-lines', walk-up collection windows, and 'Chipotlane' drive-thrus, both only available for app-based orders. This commitment to innovation boosted digital sales by 216 percent by June 2020, with digital now accounting for 23 percent of total orders.

And finally, perhaps most impressive of all, the brand defying its viral 'namesake' – Mexican beer brand Corona. Though alcohol sales were boosted by lockdowns around the world, Corona managed to achieve **almost double** the brand value growth rate of other beer brands, achieving a 13 percent increase to reach almost $9Bn. In the UK alone, data from Kantar's Worldpanel Division showed Corona sales up 79.9 percent year on year to the end of February 2021 – nearly doubling the sales increase of other branded beers and lagers. Strong heritage and equity with consumers, anchored in well-established brand assets, have continued to evoke enjoyable experiences of the brand, in sharp contrast to the general mood of the last year.

So, what do these four exceptional success stories have in common? Clearly the macro and wider environment influencers of growth vary from industry to industry, but the clear advantage these brands established over their competitors prior to the pandemic was in being perceived to offer a meaningful difference far in excess of their salience – **strength of proposition and consumer connection rather than high profile alone** – a balance often indicative of growth potential.

In summary then, it seems that when it comes to brand building, investment in the present is the key to realising the **full potential** of future rewards. Don't be 'fashionably' late to the party, accept the invitation – you and your brand will have a much better time.

KEY TAKEAWAYS

1 Review and refine the proposition

Coming to mind at decision time is a critical part of any choice, but conjuring associations of continuing to meet (potentially changing) needs *relative to competitors* is equally critical. Does your current proposition – and brand strategy – remain focused and fit for purpose?

2 Now is the time to invest for tomorrow

'The best time to plant a tree was 20 years ago. The second-best time is now.' So says the old Chinese proverb. When it comes to marketing investment, budget reductions in the present are likely to ring long into the future – maintain at least some 'brand' investment to guard against a complete loss of momentum.

3 Set a course and course correct based on evidence

The days of the bulky, half-hour 'brand tracking' survey are (thankfully) long gone, but monitoring the attitudes and behaviour of relevant consumers is more important than ever. Understand your current reality and those of your competitors by using data judiciously - agree actionable KPIs and how frequently you will measure them to allow for meaningful decision making.

ALCOHOL

KANTAR BRANDZ

ALCOHOL TOP 20:

Brand Value $ (US) Millions

MOUTAI	$ 109,330
BUDWEISER	$ 16,173
WU LIANG YE	$ 14,539
HEINEKEN	$ 12,879
STELLA ARTOIS	$ 10,901
BUD LIGHT	$ 9,373
CORONA	$ 8,893
JACK DANIEL'S	$ 7,766
SKOL	$ 7,303
CASS	$ 7,024
HENNESSY	$ 5,845
NATIONAL CELLAR 1573	$ 4,921
TECATE	$ 4,186
SMIRNOFF	$ 4,113
GUINNESS	$ 3,846
BRAHMA	$ 3,834
YANGHE	$ 3,718
MICHELOB ULTRA	$ 3,715
MODELO	$ 3,472
ASAHI	$ 3,472

DEFINITION:
The alcohol category includes global and regional or national brands of beer, wine, spirits and multi-category alcoholic drinks.

A DRINK FOR EVERY TASTE/NEW FLAVOURS AND OLD FAVOURITES

Alcohol Top 20
Total Brand Value

$ 245 BILLION

ALCOHOL

New flavours, categories, and consumption patterns have scrambled drinking behaviours as never before. In a crowded marketplace, having a strong brand identity is more important than ever.

Even in normal years, alcohol is an especially dynamic corner of the BrandZ™ universe. Consumers may wait years between buying new car or mobile phone. But they are constantly sampling, evaluating, and switching between various beer and liquor brands.

That's one reason behind the growth this century of global conglomerates like AB InBev and The Heineken Company. No one alcohol sub-brand can expect to capture the average consumers' yearly alcohol consumption. (Nor is there one type of "average consumer," any longer.) The smart bet, then, is to go for the portfolio play – a range that satisfies a variety of consumer moods and drinking occasions.

There are a few select global alcohol brands, however, that do manage to break through the competitive clutter to win customer loyalty, love, and repeat business. You will find many of them on this year's BrandZ Alcohol Top 20.

The financial benefits of brand loyalty are perhaps best exemplified by China's leading baijiu labels: names like Yanghe, National Cellar 1573, Wu Liang Ye, and Moutai – the latter being the world's most valuable alcohol brand. These are heritage liquor brands that play a treasured role across a range of social occasions, from wedding banquets to office celebrations – all while commanding a premium price.

In many other countries, the alcohol market is far more unsettled. There are no longer set boundaries between "beer occasions" and "whiskey occasions" and "cocktail occasions." Everything is up for grabs, especially after a year when most bars and pubs lay dark for months at a time.

This blurring of boundaries is perhaps best exemplified by the booming, competitive seltzer segment. "Hard Seltzer" is popular with men and women alike, and appeals to both frequent and occasional drinkers of alcoholic beverages. There is no one kind of "seltzer drinker," in other words, and no one type of seltzer occasion. And while White Claw has emerged as an early market leader in the United States, many new entrants are crowding in to chip away at its dominance: this year, even Coca-Cola will enter the fray with its line of Topo Chico hard seltzers.

EXPERT INSIGHTS

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2020 was a difficult year in Alcohol: with the world locked down there was an immediate need to make radical change in many businesses – removing the reliance on pubs, bars and restaurants. For many brands with smaller distribution in the off-trade, this was a great opportunity to adapt business models. This adaptation in many ways has worked to escalate the move to digital, as we've seen in other categories, ultimately making brands more resilient, and accessible to their customers. But this change isn't all positive: with customers having greater access to a wide variety of drinks in shops and online, brands need to work harder to stand out on shelf, to be top of mind and ultimately to build a more meaningful relationship with consumers in their homes.

ALCOHOL

With so much market share up for grabs, companies are using vastly different strategies to establish their brands as Meaningfully Different competitors.

Some entrants have chosen to lead with themes of flavour and discovery. Smirnoff Seltzer, for instance, offers variety 12-packs where consumers can sample varieties like Blood Orange, White Peach, Blackberry, and Pina Colada.

Indeed, the current moment can be understood as a sequel of sorts to the 1990s "flavour boom" that Smirnoff helped to pioneer in the 1990s alongside much ballyhooed entrants like Zima. Except here, the focus is on lower-alcohol drinks, in combination with more refined taste profiles. Think locally resonant ingredients, and culturally specific flavours. Think sour plum, salted pineapple and cucumber mint varieties – rather than, say, sickly-sweet faux-cherry notes.

It's important to note that this "flavour boom" extends far beyond the seltzer formats that are upending markets like the U.S., Canada, and Australia. Nigerian beer brand Star, for instance, has had a smash local hit with its range of citrus and red fruit radlers – while in other markets, new twists on shandies, lambic beers, and low-proof canned cocktails have captured consumers' fancies.

Other seltzer brands, meanwhile, have sought to emphasize their wellness bona fides. It's not that offerings like White Claw's 70-calorie seltzer range, or Vizzy's Vitamin C-fortified drinks are claiming to make drinkers *healthier*, per se. It's more that active, wellness-minded consumers have a budget for the number of calories and sugar they're willing to consume in a given night. And they are looking for alcoholic drinks – whether it's seltzer, or hard kombucha, or an established "sporty" beer like Michelob Ultra – that will offer them the most enjoyment, and least guilt, within those parameters.

Other new seltzer offerings – from established names like Bud Light, Coors, and Corona – have sought to leverage existing brand loyalty to emerge from the scrum. They should not be counted out. Conglomerates like the Heineken Group are coming off the heels of successful corporate expansions into the "0% alcohol" space. They are not resting on their laurels – and nor can they afford to.

(This "low- and no-" alcohol trend, incidentally, will continue to be a major influence on the decade ahead. And here, too, there is a sense of blurring boundaries. What's the difference between a "zero-alcohol liquor" like Seedlip in the U.S., and a more traditional soft drink? Besides, of course, the potential of the former to command higher price premiums for their "distilled" craft offerings.)

2020 was, in sum, an extraordinarily challenging year for alcohol brands. The loss of the on-trade market due to bar and restaurant shutdowns forced larger brands into direct competition with craft labels for space in customers' shopping baskets.

In the marketing realm, brands could no longer rely on tried-and-true playbooks like sponsoring music festivals and sports tournaments. Instead, they had to adapt to shifting rituals and occasions. This was a year where drinks were more likely to be paired with a home-cooked dinner for two than a night out on the town. Those brands that had built up brand equity in the mealtime space fared better than most during lockdown: for instance, French beer brand Leffe, which since 2014 has positioned itself as the perfect pre-meal "apéritif."

Other beer brands had to get creative. Those that were most successful held fast to their distinctive codes – but found new ways to activate them in the at-home environment. See, for instance, a slew of Corona spots highlighting ways that customers were bringing "beach vibes" indoors, and Budweiser's quarantine update of its classic "Wassup?" U.S. ad campaign.

For all that the alcohol industry is in flux, tradition still counts for a lot. Whiskey brand Jack Daniels, for instance, has long been salient, or top of mind, as one of the world's biggest spirits brands. But it ran the risk of seeming less "different" and "special" amid a global craft distillery wave. In response, Jack Daniels' communications have honed in on the brands unique Tennessee heritage, from the charcoal mellowing process that lends the drink its distinct flavour, to the local employees working to uphold more than 150 years of tradition.

EXPERT INSIGHTS

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In the recent decade, bars/bistros have become more popular in China, and the alcohol category has diversified. Chinese consumers are becoming more sophisticated in their tastes. Chinese Baijiu has traditionally been perceived as 'father's favourite'; for the 'business banquet occasion'. However, with increasing sophistication, this situation has changed. Accelerated in the post COVID-19 era, cultural confidence has made Chinese people appreciate their own country's treasures, instead of coveting things from overseas. Consumers are shifting from western imitation to a local cultural renaissance. As the middle class grows, Chinese consumers are also more keen to understand the deeper meaning behind their possessions; a sense of connoisseurship. The fact that Chinese Baijiu is made through a complicated and delicate process is increasingly well known, and helps it compete with foreign alcohol, in terms of quality and heritage. Chinese Baijiu is now a cultural symbol, standing for the assertive confidence coming from the heart of China.

EXPERT INSIGHTS

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We saw "to treat or reward myself" become the motivation for almost 1 in 10 in-home alcohol occasions in 2020 in the UK – 67m more occasions than 2019.

More and more consumers made their own cocktails at home this year, with more people now buying spirits than wine for the first time ever, and several bars catering to this through ready-made cocktails delivered to the consumer's door. In 2021, we can expect more ready-to-drink cocktails in the supermarkets, with the recent launch from Brewdog showing it's not just spirits manufacturers who can capitalise on this trend. The growth of flavoured spirits also continues, with new launches in whisky and rum as well as gin.

So what next? The initial excitement at being able to go out again could soon be tempered by the reality of recession. This means a challenge for venues to appeal to a more selective, price-aware audience, and for brands to be the brand of choice for increasingly experimental consumers.

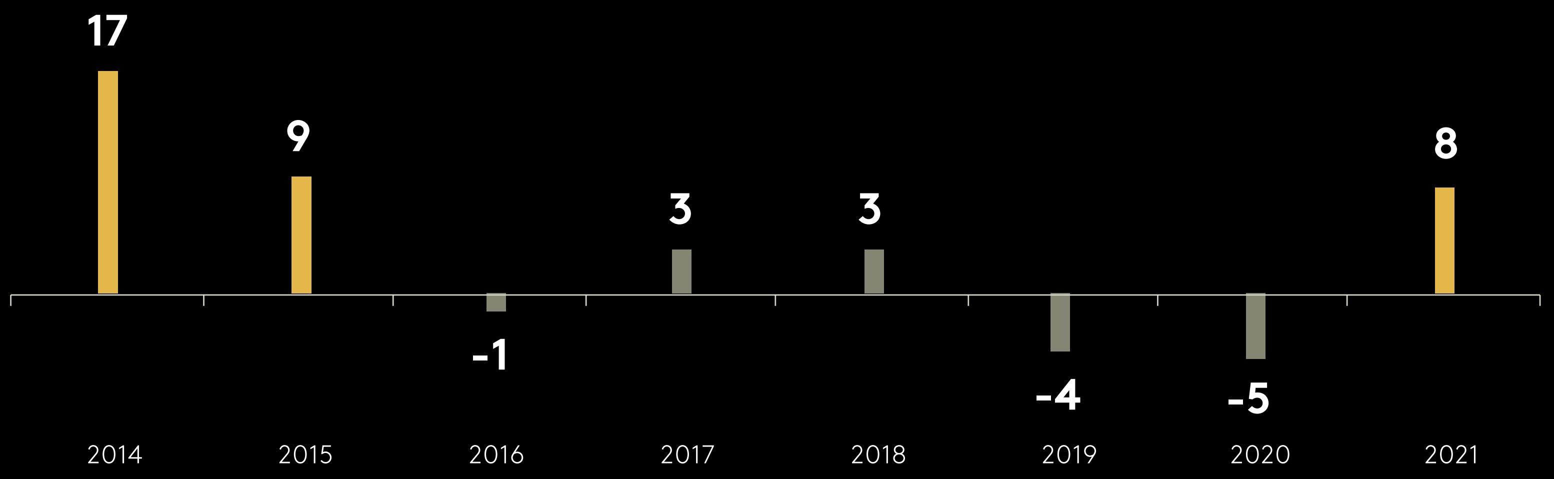
ALCOHOL

Kantar BrandZ™ Analysis

Beer brands rally

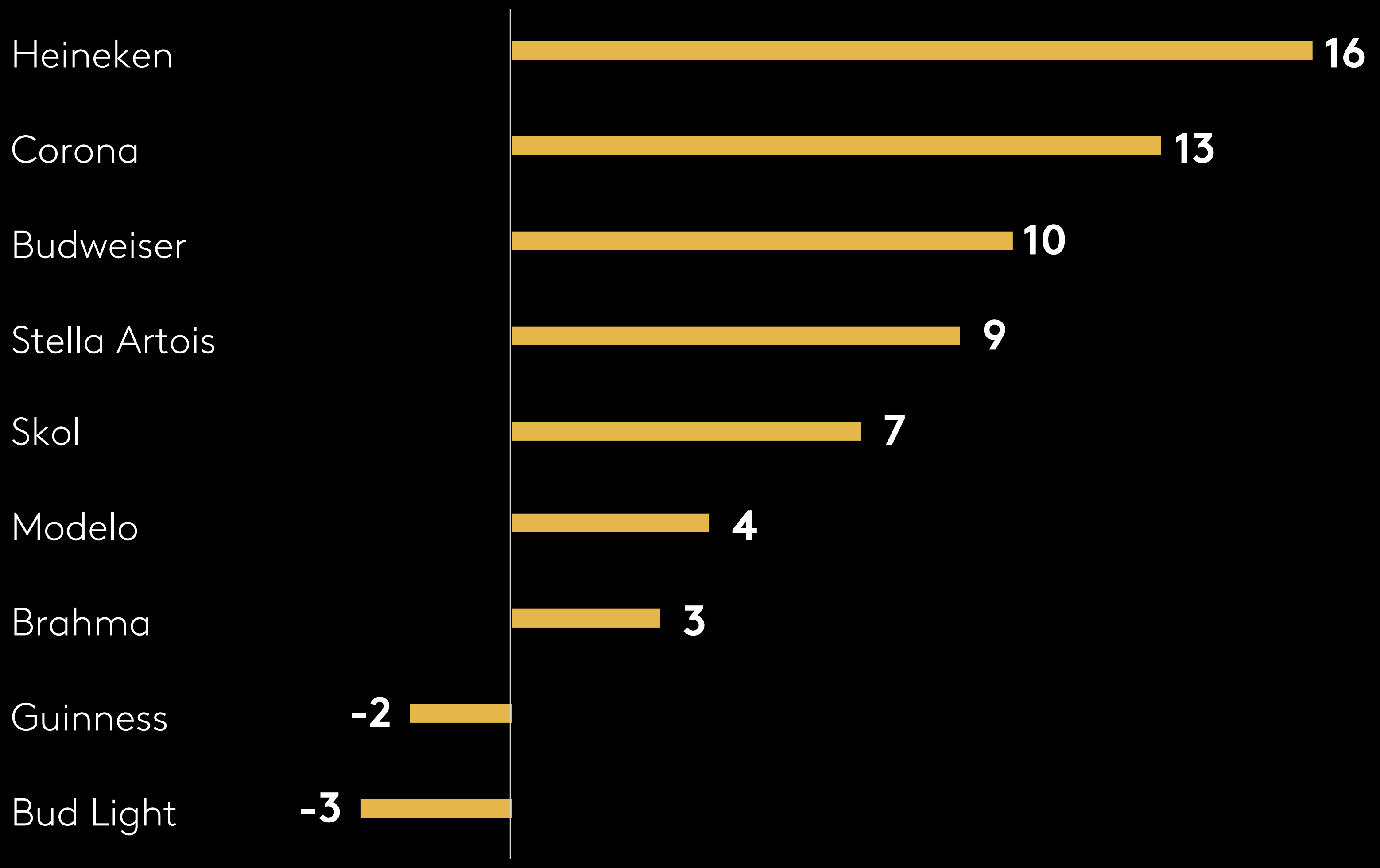
This was a strong year for the Alcohol category overall – and that includes the world's leading beer brands. After two years of decline, the beer brands ranked in this category increased in total value by 8 percent. Even amid disruptions to their on-trade and restaurant businesses, the world's leading beer brands doubled down on the power of marketing and pivoted their operations toward at-home consumption occasions. As discussed in this report's C-Suite spotlight on Anheuser-Busch (page 129), the result has been an entirely new approach to selling beer – and one that's here to stay.

Beer brand value change 2014-2021 (%)



Consistent beer brands valued: Bud Light, Budweiser, Corona, Guinness, Heineken, Skol, Stella Artois

Individual brand value 2021 vs 2020 change %



BRAND SPOTLIGHT

The beer that defied the virus

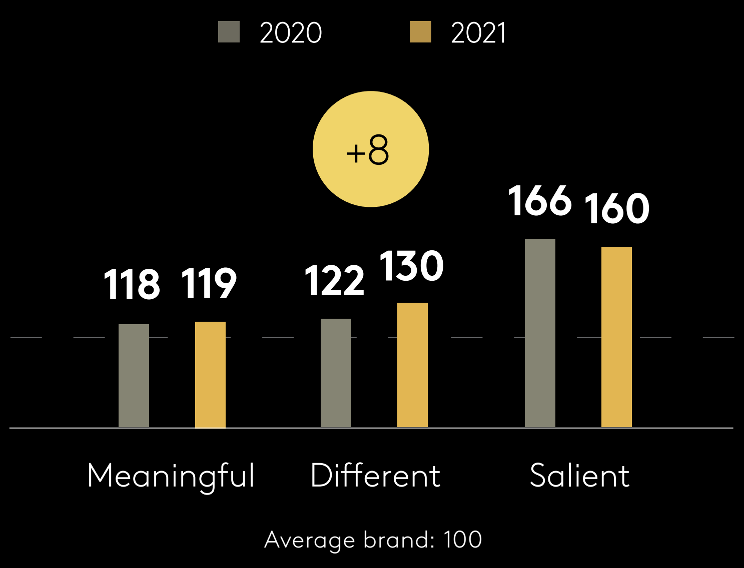
Corona has strong brand equity in many markets, but faced potential disaster as consumers initially associated the brand with the coronavirus pandemic. Despite this, Corona saw global growth and successful innovation execution.

In the UK, Kantar Worldpanel reports Corona saw greater than fair share of growth (+112%) in take-home beer*. In Mexico, the company said that a jump in grocery and liquor store sales had more than covered the 50 percent drop in restaurant sales. And in the US, the brand pressed ahead with a $40 million launch of Corona Seltzer.

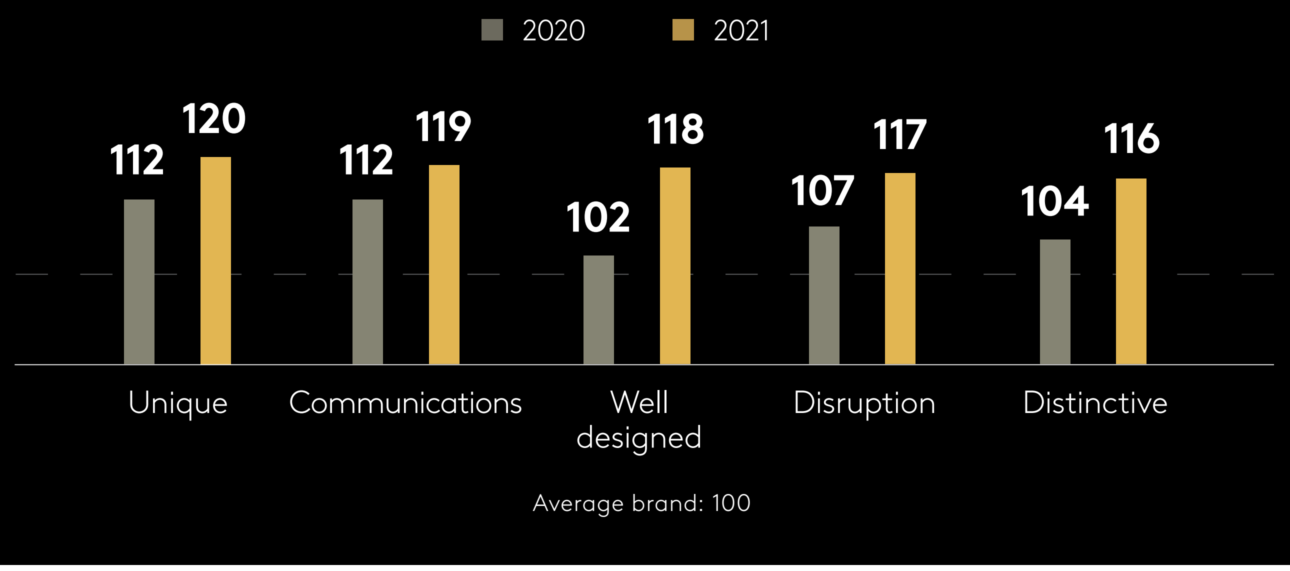
2021 BRAND VALUE

$ 8,893m

+13% year on year



CORONA GLOBAL BRAND EQUITY



ALCOHOL

ACTION POINTS/ BRAND BUILDING

1

TRACK OCCASIONS

The alcohol industry will need to monitor month-to-month shifts in drinking behaviour as markets begin to open up. The goal isn't only to make sure supply chains are ready for a reopening – although that's important, of course – but also to make sure that brand marketing reflects rapidly evolving drinking occasions.

2

LOCALISE FLAVOURS

How can global brands respond to a growing consumer desire to "explore craft and small-batch alcohol brands." In part, they can do so by taking advantage of the "flavours boom" to introduce locally resonant twists on their classic brand offerings: seltzer infused with Maine blueberries, say, or beer brewed with Patagonian hops. When selling drinks abroad, they can also play up ways that their offerings represent pure local expressions of their home market's values, the better to tap into a desire for exploration and travel.

3

SHAKE UP SEGMENTATION

It no longer makes sense in many markets to think separately about "male vs. female" drinkers, and so on. Instead, brands should look to map and market to cultural clusters that may ultimately encompass a wide range of ages and backgrounds. These segments might coalesce around certain subcultures, leisure pursuits, or drinking venues – or around certain psycho-dynamic archetypes (The Adventurer, The Connoisseur, and so on).

FAST FOOD

KANTAR BRANDZ

FAST FOOD TOP 10:

Brand Value $ (US) Millions

McDONALD'S	$ 154,921
STARBUCKS	$ 60,267
KFC	$ 18,189
SUBWAY	$ 14,762
DOMINO'S PIZZA	$ 12,397
CHIPOTLE	$ 11,996
PIZZA HUT	$ 8,409
BURGER KING	$ 6,700
TACO BELL	$ 6,404
CHICK-FIL-A	$ 6,041

DEFINITION:
The fast food category includes Quick Service Restaurants (QSR) and casual dining brands, which vary in customer and menu focus, but mostly compete for the same occasions.

FAST FOOD BRANCHES OUT/ SELLING FAST ON APPS

Category Brand Value change vs. 2020 **+20%**

Fast Food Top 10 Total Brand Value **$ 300 BILLION**

FAST FOOD

What happens to fast food brands when the kind of casual meal occasions they specialise in suddenly became a lot less casual? When, instead of dropping into a fast food chain on the spur of the moment, customers shift towards ordering from the likes of McDonald's or Taco Bell ahead of time – on an app where the chain's offerings had to jostle for space alongside a wider range of restaurants and cuisines?

On the one hand, this past year offered an unprecedented opportunity to win brand love and loyalty. Think back to the height of the pandemic, when boredom was at its height and variety was at an all-time low. During those strange months, the prospect of a delivery meal from, say, KFC, transformed from a momentary indulgence into the highlight of one's day.

On the other hand, the shift to delivery introduced a whole new set of branding risks. Fast food brands have worked hard to create tightly controlled, standardised, and pleasant customer service experiences within the domain of their brick-and-mortar shops. All of that goes out of the window during delivery: there are spills, traffic jams, packaging failures, mixed-up orders… It's not an exaggeration to say that the world's top fast food brands have had to learn an entire new way of doing business.

There is still a lot of unrealised potential out there for brands that can completely master the out-of-store service experience. But in the meantime, some clear best practices and trends have emerged, many of which will persist beyond the pandemic.

Take the rise of smartphone ordering. In recent years, fast food brands have invested in an armada of touchscreen ordering kiosks for their restaurants. Now, thanks to sanitary concerns, that technology has been leapfrogged by branded smartphone apps.

The advantage that apps and "smart kiosks" alike hold for brands over traditional ordering is that they can offer customers individualised deals, bundles, and loyalty rewards… all in the hopes of increasing average ticket sizes. Three years ago, McDonald's acquired the Israeli company Dynamic Yield to implement "upsell" nudges into its digital menus, kiosks, and apps. Its technology is now so in demand that McDonalds's may spin off a portion of the Dynamic Yield business to focus on external clients.

FAST FOOD

Burger King, meanwhile, has a similar technology platform, Deep Flame. It also recently revamped its store designs and packaging to create eye-popping design "moments" for its food, whether consumed in-store or at home.

Another fast food brand with considerable digital prowess is Chipotle. Digital orders made up more than half of the brand's sales in 2020 – a breakthrough made possible by the successful rollout of the brand's "Chipotlanes," which allow for contactless pickup in under sixty seconds.

Life may soon return to more normal rhythms around the world – and already has, in markets like China, to the benefit of brands with a strong presence there. But the importance of ultrafast, app-enabled pickup and delivery is likely to persist. Expect to see fast food shops adding on additional drive-through windows in the years to come.

Another strong trend in the category is a shift away from beef. In the U.S., McDonalds, Popeye's, Wendy's, Taco Bell, and KFC are rolling out new entrants in the "Chicken Sandwich Wars." Taco Bell has also long offered a best-in-class range of vegetarian options for customers who were "in the know" – but it is now making a greater effort to highlight these options.

In the UK, 2020 saw new vegan launches from the likes of Pizza Hut, McDonald's, Subway, and KFC. According to Kantar data, continued growth in plant-based meal occasions in the UK is not just driven by a growing vegan population – in fact, 86 percent of vegan meals are consumed by non-vegans.

It's not so much that brands are pivoting towards "healthy food." It's more that they are providing consumers with multiple ways to meet their dietary and wellness goals within a given meal occasion, should they choose to do so. That could mean opting for the kind of plant-based burger patties now on offer at Burger King; swapping in fruit or vegetable sides; or switching from a rice base to a grain replacement like cauliflower, which was recently introduced to Chipotle's U.S. stores as part of a collaboration with the singer Shawn Mendes.

Speaking of which: "Celebrity co-creation" was one of the more unusual recent trends in fast food marketing. Rather than signing on as spokespeople or commercial stars, celebrities are now "creative directing" menu items on fast food chains' menus. See, for instance, the aforementioned "Shawn Mendes Bowl" at Chipotle; Dunkin Donut's drink collaboration with TikTok star Charli D'Amelio; and McDonald's buzzed-about meal specials from Travis Scott and J Balvin, which came with special edition merchandise.

EXPERT INSIGHTS

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Fast food – the stalwart of the on-the-go, value-conscious consumer – is facing new forces that have re-shaped the industry. With delivery apps, local, small business has now entered the fray – competing with the large chains to bring a wider variety of foods quickly to consumers' homes for low prices. A certain segment of consumers will push for local loyalty now that all options are on the table... but the majority will probably continue with the convenience of major global delivery services like GrubHub (Global), Doordash (Global), Meituan (China) and Swiggy (India).

Ghost kitchens, which make high quality, inexpensive food for delivery, will also keep growing. Because they have no offline consumer presence, and without heavy investments in real estate, these ghost kitchen brands may prove to be stiff competition. Well-known, trusted global brands will need to equal or surpass the experience local restaurants or cloud kitchens can give by doubling down on branding, quality of food, delivery speeds and food presentation to maintain their edge.

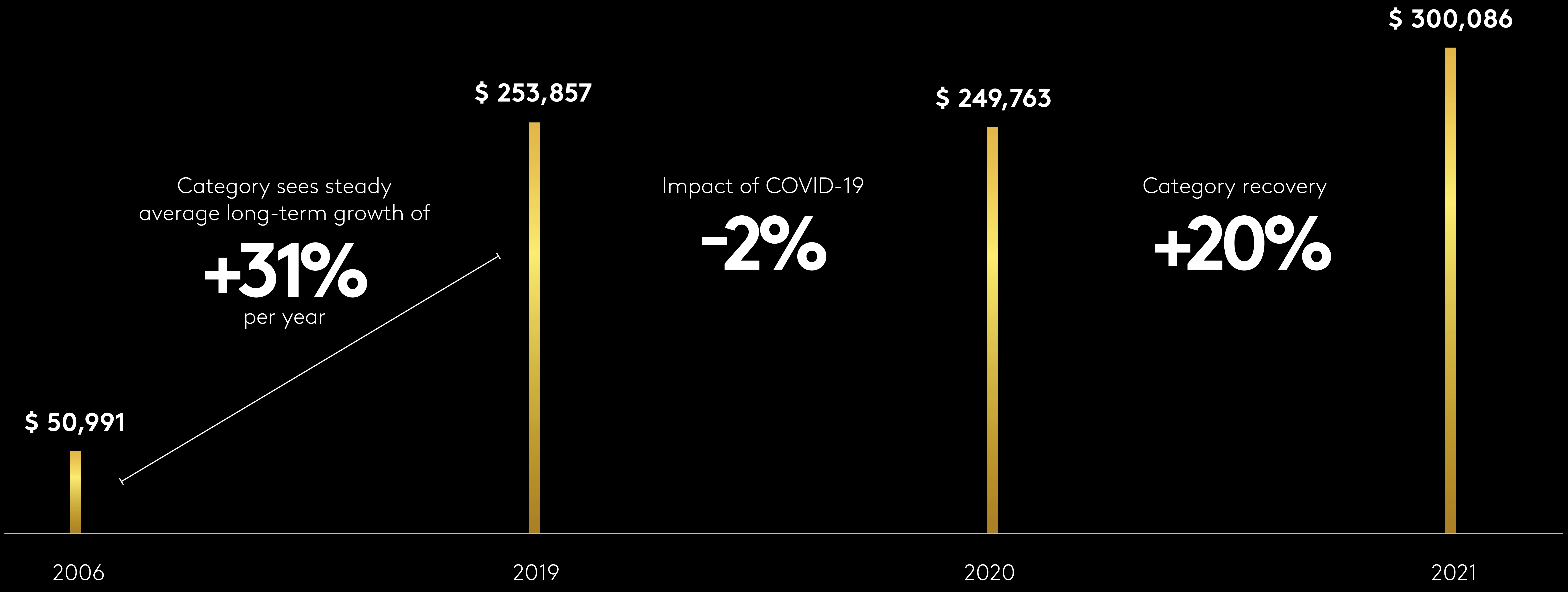
FAST FOOD

Kantar BrandZ™ Analysis
Steady long-term growth

The Fast Food category recovered and grew year on year – despite COVID-19 restrictions such as lockdowns, curfews, and social distancing.

FAST FOOD BRAND VALUE ($M)

Category sees steady long-term growth



FAST FOOD

ACTION POINTS/ BRAND BUILDING

1

MASTER OUT-OF-STORE BRANDING

As fast food occasions shift towards delivery and pickup, fast food chains need to zero in on the most important parts of their brand DNA – and find ways to translate them to the out-of-store experience.

2

SHOW VARIETY

Customers know that fast food is generally an indulgent occasion. But at the same time, they appreciate being able to customise that indulgence to their ethical beliefs, dietary preferences, and overall lifestyle goals. That's the reason for brands to offer more plant-based, gluten-free, or low-sugar options.

3

OFFER CUSTOM DEALS

Fast food is one industry where AI really works to improve customer experience – even producing the much-desired "surprise and delight" response, when diners swipe to unlock individualised, pop-up menu deals. Brands that have been slower to adopt this technology should hop on the bandwagon.

FOOD AND BEVERAGES

KANTAR BRANDZ

FOOD AND BEVERAGES TOP 20:

Brand Value $ (US) Millions

COCA-COLA	$ 74,785
RED BULL	$ 14,886
YILI	$ 14,556
HAITIAN	$ 14,532
PEPSI	$ 13,742
DIET COKE	$ 12,819
LAY'S	$ 10,442
NESPRESSO	$ 10,369
LIPTON	$ 9,855
NESCAFE	$ 9,108
KINDER	$ 8,946
MENGNIU	$ 8,443
LINDT	$ 8,119
MONSTER	$ 7,498
FANTA	$ 7,108
TROPICANA	$ 7,091
OREO	$ 6,377
SPRITE	$ 6,204
SHUANGHUI	$ 5,552
GATORADE	$ 5,498

DEFINITION:
The food and beverages sub-category includes non-alcoholic ready-to-drink beverages: carbonated soft drinks, juice, bottled water, functional drinks (sport and energy), coffee and tea (hot and iced), packaged foods including snacks, meal and culinary brands, dairy products, and confectionery.

BRANDS REFOCUS ON HERO PRODUCTS/ SMART INDULGENCE FOR UNSETTLED TIMES

Food and Beverages Top 20
Total Brand Value

$ 256 BILLION

1. Diet Coke includes Diet Coke, Coca-Cola Light and Coca-Cola Zero. 2. Lipton includes the businesses of both hot beverages and ready-to-drink iced tea. 3. Red Bull includes sugar-free and Cola. 4. The Brand Value of Coca-Cola here does not include – Diet Coke, Coca-Cola Light and Coca-Cola Zero. 5. The Brand Value of Pepsi includes Diets.

FOOD AND BEVERAGES

So much work in the food and beverages industry centres around occasions: understanding how, when, and why people choose to eat and drink.

During the pandemic, everything we knew about occasions was scrambled. Grocery shopping and at-home consumption became more important than ever before, driving a 12 percent year-on-year growth in food groceries/FMCG sales through the end of Q1 2021. Take-home drink sales in the FMCG category increased 10 percent during this same time period. On-the-go, convenience, and "party size" formats became less useful, at least for a while. The kitchen counter became the new coffeeshop.

It's no small accomplishment, then, that so many top drinks brands increased in value year to year. (This is also the first year that BrandZ has ranked food brands, which is why these entrants don't have year-on-year data).

In previous years, one big industry story had been the rise of small-batch, local, and direct-to-consumer challenger brands. During the pandemic, however, big brands regained their mojo. Grocery shopping became an exercise in frustration and unpredictability: you never knew what would, and wouldn't, be in stock. The most reliable options were some of the world's biggest, most classic brands – which used their economies of scale to remain in stock and at the top of consumers' minds. Consumers turned to these brands during their time of need – and, in the process, remembered why they were such nostalgic favourites to begin with.

This is not to say that big brands earned their business by default. They have invested enormously in their supply chains and inventory management, and sprang into action to keep items on shelves. What's more, food and beverage brands have proactively slimmed down their product ranges – the better to adapt to a retail environment where food and drinks have been forced to cede shelf space to sanitisers and cleaning products.

In October 2020, for instance, Coca-Cola announced that it was eliminating more than half its beverage brands – some 200 in all. The goal was to focus on the company's most popular varieties, as well as clear up space for a few, targeted new launches. Tellingly, marquee releases like Coca-Cola with Coffee and Coca-Cola Energy went the route of nestling under the "Coke" brand umbrella, rather than launching as entirely new brand names. More than ever, food and beverage brands are betting on properties that enjoy the highest levels of Meaning and Difference in consumers' minds.

EXPERT INSIGHTS

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Water, Water, Everywhere. Unlike in Coleridge's 1798 poem, there are plenty of drops to drink. A blank canvas, water offers a wide innovation platform to large soft drinks manufacturers. And with consumers seeking more options to keep them healthy and hydrated throughout the day, enhanced water is a natural way for soft drinks companies to stay relevant and salient across the range of drinking occasions. With soda on the decline, sparkling water is a good foundation from which to build. And that's exactly what both Coca Cola and PepsiCo have done with AHA and Bubly Bounce. At the beginning of the pandemic, Coca Cola successfully launched AHA, a line of flavored sparkling water, several of which contain caffeine. Bubly – PepsiCo's relative newcomer (2018) in the sparkling water space – launched Bubly Bounce in early 2021, marketed as caffeinated hydration. In an occasion typically more suited for alcohol brands, in late 2020 PepsiCo gave us Driftwell, which contains L-theanine, to help its consumers relax and unwind. Expect continued innovation and growth from the hydration category.

FOOD AND BEVERAGES

Energy drinks remain a healthy business: they remain especially popular with young consumers, but have also followed Millennials into office jobs and parenthood. Sparkling waters and "Zero" soft drink varieties have also continued to gather steam. (Fruit juice, meanwhile, is at an interesting point of transition: thanks to concerns around sugar intake, it's increasingly seen as something to drink primarily for its taste benefits, rather than its health bona fides.)

Many of PepsiCo's most important drink brands speak to these wellness trends: from its Bubly Sparkling water brand; to its Starbucks and Lipton caffeinated drinks; to its Gatorade Zero and Mountain Dew Zero Sugar brand extensions, the focus is offering a range of ways to control their sugar and calorie intake.

In the near and medium term, wellness for the big food and beverage brands will not revolve around more "out there" substances like CBD and adaptogens. That will be left to "indie" and direct-to-consumer brands (with acquisitions always a possibility down the line). Instead, this is a back-to-basics moment: a time for products based around proven benefits like "low sugar," Vitamin C fortification, and "high protein."

The dairy space will continue to be a favourite for those seeking a protein and calcium boost. This remains true even with the development of plant-based "milks," and with the rise of fortified, processed dairy beverages such as PepsiCo's "Muscle Milk." Two of the four Chinese brands on this year's ranking, Yili and Mengniu, are dairy providers. (The others are Haitian, a condiments purveyor, and Shuanghui, one the world's biggest meat brands).

In the Food industry, meanwhile, this is also a time when consumers are seeking security and familiarity. Big brands like Oreo (Mondelez) and Kraft (Kraft Heinz) have stood to benefit. This year, leading food brands have sought to put a more human face on their pandemic-era operations. PepsiCo's Lay's brand, for instance, has launched campaigns in several markets worldwide that highlight the dedication of their local farmers and supply chain workers. There is room, in other words, for global brands to engage with themes of local and national pride – at a time when consumers are especially interested in helping their nearby communities.

Elsewhere – as is often the case in times of hardship – there has been a renewed focus on "everyday indulgence" in the snack and confectionary space. The difference, thanks to the pandemic, has been a preference for single-use formats over larger sizes and resealable bags. In addition to their perceived hygienic benefits, these smaller formats offer lower prices and greater opportunity for portion control. Going forward, however, the challenge will lie in how to square single-use packaging with brands' commitment to sustainability.

EXPERT INSIGHTS

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Sprite and Fanta are two brands that have been particularly attuned to cultural shifts, especially in the US. For example, Sprite not only produced a well-received marketing campaign expressing support for Black Lives Matter, but they also donated significant monetary investments, both to social justice initiatives and local community artists and creators. What set Sprite apart from the other brands that donated in 2020 was that Sprite has a heritage of supporting Black voices, so its response was honest. Social Responsibility is not a one-time action but a continuous and supportive engagement with your brand's community.

Fanta has a history as a global brand with a particular resonance in the Spanish-speaking world, which they have been able to leverage as well. So both those brands have benefited from being more authentic and trustworthy among the younger generations when it comes to social causes.

EXPERT INSIGHTS

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With many of the usual routes to escapism and relaxation closed off to consumers for much of 2020, people became more reliant on food and drink to fulfil those needs. The proportion of products chosen for 'enjoyment' reasons rose to record levels, and the movement of so much consumption into the home meant brands that were able to deliver little moments of joy at home flourished. This manifested itself in everything from high end restaurants helping consumers to replicate their experience at home, or our favourite snack brands providing a pick-me-up during the long weeks of lockdown. The opportunity was there right across the category and price spectrum. History tells us that tough economic times typically generate this behaviour, as spend on bigger indulgences is scaled back, and therefore we see this as a trend set to persist… however smooth our route out of the pandemic.

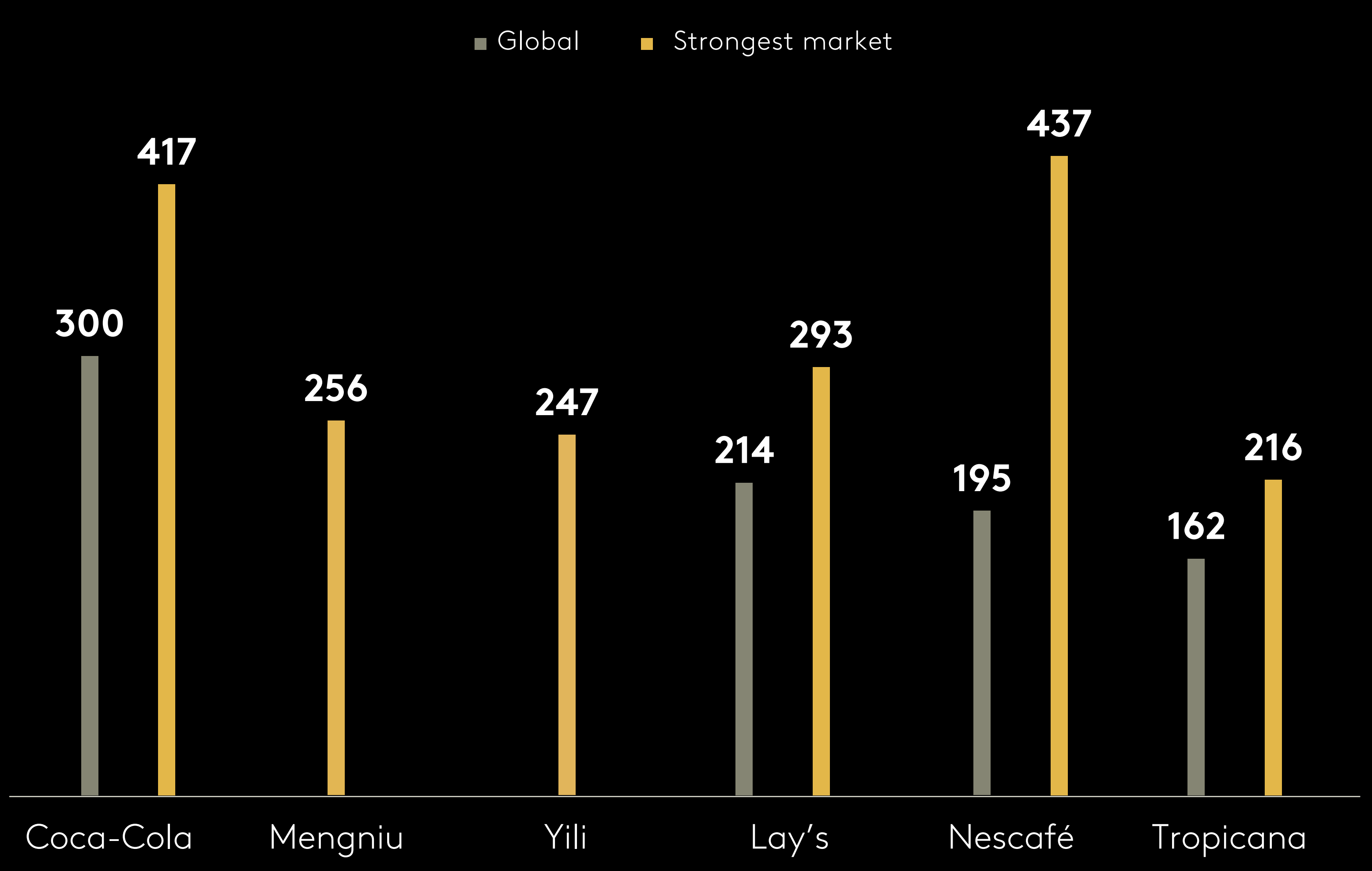
FOOD & BEVERAGES

Kantar BrandZ™ Analysis

Value growth driven by “category killers”

Across categories, this has been a good year for big, established brands. Amid much uncertainty, people stocked their homes with longstanding, reliable, comforting favourites. This trend was especially pronounced in the Food & Beverages space, where “Category Killers” – the biggest of the big brands in various product categories – had an excellent year. Brand Power is the BrandZ™ measure of a brand’s ability to drive repeat business; this year, the Brand Power scores for many “Category Killers” like Lay’s and Coca-Cola well exceeded the global average score of 100.

Category Killers: Power Index



Average brand: 100

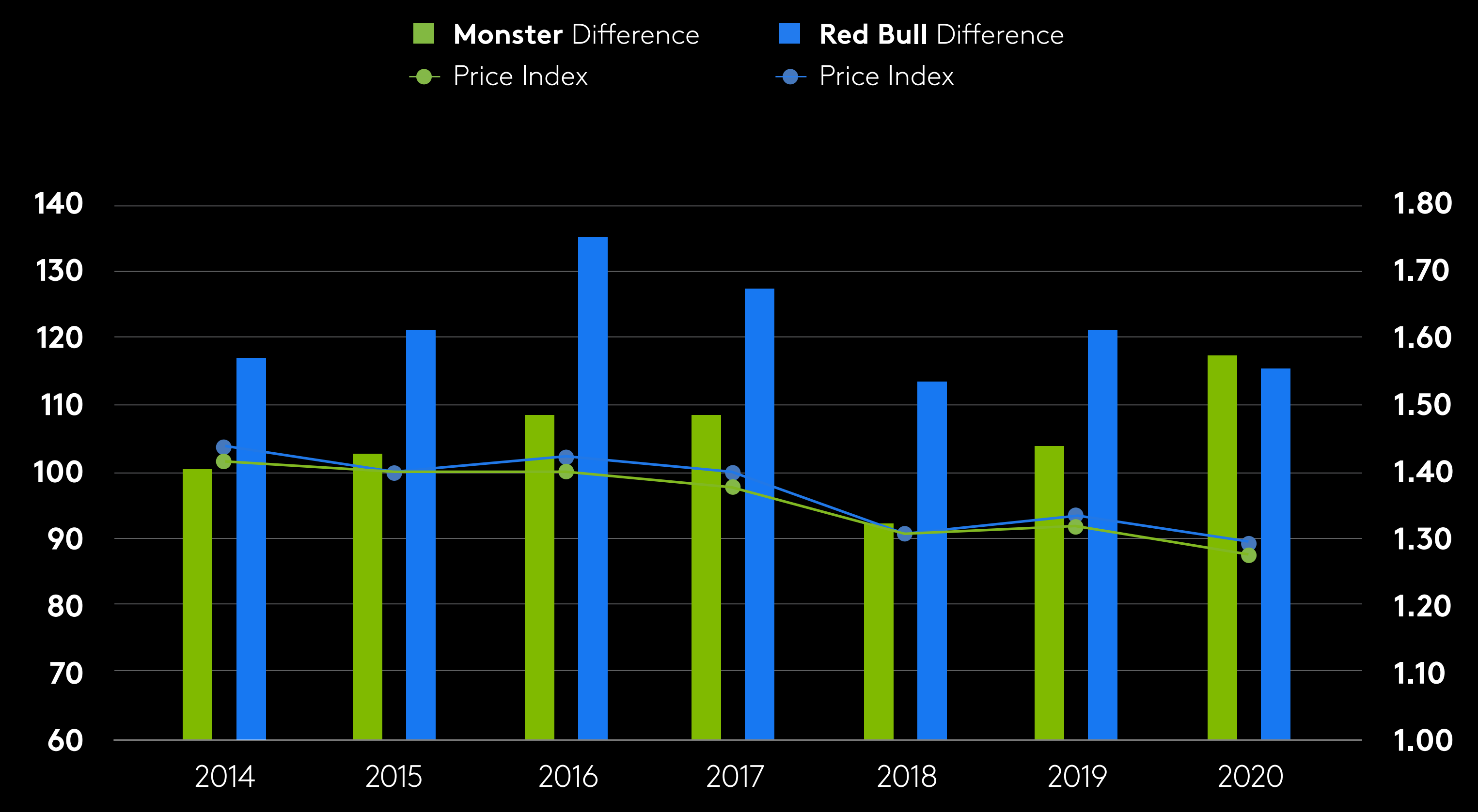
Power Index shows share of predisposition compared to the average brand = 100 Global average including all markets and categories covered

BRAND SPOTLIGHT

Monster emerges in strong energy segment

Energy drinks have long been one of the most intriguing – and fastest growing – segments in the Food & Beverages category. Today, some of the beverage industry’s boldest taste and marketing experiments live in the Energy space. And while the segment has long been dominated by Red Bull, Monster is proving to be an increasingly strong competitor.
This year, Monster’s perceptions of “difference” in the US has caught up to Red Bull’s – in part reflecting Monster’s embrace of flavors like guava and ginger.

MONSTER v RED BULL, USA



FOOD AND BEVERAGES

ACTION POINTS/ BRAND BUILDING

1

OPTIMISE FOR DELIVERY

Online grocery shopping is here to stay, and calls for a renewed understanding of consumer behaviour: concepts like “shelf appeal,” value bundling, and impulse purchasing work differently on a screen than in person, and in some cases may require different and new product formats. What’s more, food and beverage packaging will need to be optimised not just for in-home and on-the-go occasions, but also for the in-between “delivery” step. For example, grocery offerings need to be designed not only to fit in the boot of a consumer’s car – but also to pack safely and efficiently into a delivery van’s containers, so that they can survive hours spent in transit or on a customer’s doorstep.

2

GO LOCAL

Even at a time of growing national pride and interest in “shopping local,” there is room for global brands to tell authentic stories about the roles they play in local communities – so long as they’re willing to walk the talk, and engage with people on the neighbourhood level.

3

KNOW YOUR ASSORTMENT

In an era of declining shelf space and decision paralysis, parent companies have wisely begun to streamline their product and brand offerings. Doing so effectively, however, is not something that can be done cavalierly. It all starts with an honest appraisal of brand value. Which sub-brands already have the highest Meaningful Difference – or have the potential to grow stronger in these attributes? Those will be the ones to focus on.

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BE THE FORCE
STEP UP YOUR BRAND

- NeedScope from Kantar helps you ensure that all brand messaging and activity is meaningfully differentiated and reinforces that brand's positioning, supporting the brand's quest for Irresistibility through a sharp positioning.

What do Nutella, Twinkies and instant noodles have in common?

These are successes created during the bleak period of WWII. Not despite WWII, but because of it. Nutella was forced to use hazelnut when cocoa supplies were short; Twinkies replaced banana cream with vanilla for the same reason. And instant noodles were born to address long food lines in post-war Japan.

Many such stories are proof that good things come from times of crisis and scarcity. And yet, the scarcity the world experienced in the last year feels like an unbelievable horror story. So much was snatched away unceremoniously – freedom, security, friends and family, and most importantly certainty and wellbeing. Scarcity consumed us, depleting cognitive capacity, impairing judgments, forcing short-term decisions.

But scarcity is not a stranger in our lives. It has always shaped human destiny and evolution. Many great brands and innovations have been born by understanding and resolving scarcity. What's more, marketers create scarcity when it doesn't exist. Ingenious marketers can take advantage of a crisis to feed into their growth mindset.

This time, however, as uncertainty lingers on with the unprecedented health crisis we are experiencing, scarcity threatens to give way to pessimism. It doesn't have to be this way. No matter what the condition, nothing is ever a no-choice situation. As George Lucas says: *"Between light and dark, between order and chaos, between fight and fright, there is a space – you just have to be able to see it, feel it."* He calls it the Force. It is the will to survive and thrive however bleak the situation.

fig. 1

Overcoming the dis-equilibrium of Scarcity & Shifting to Abundance

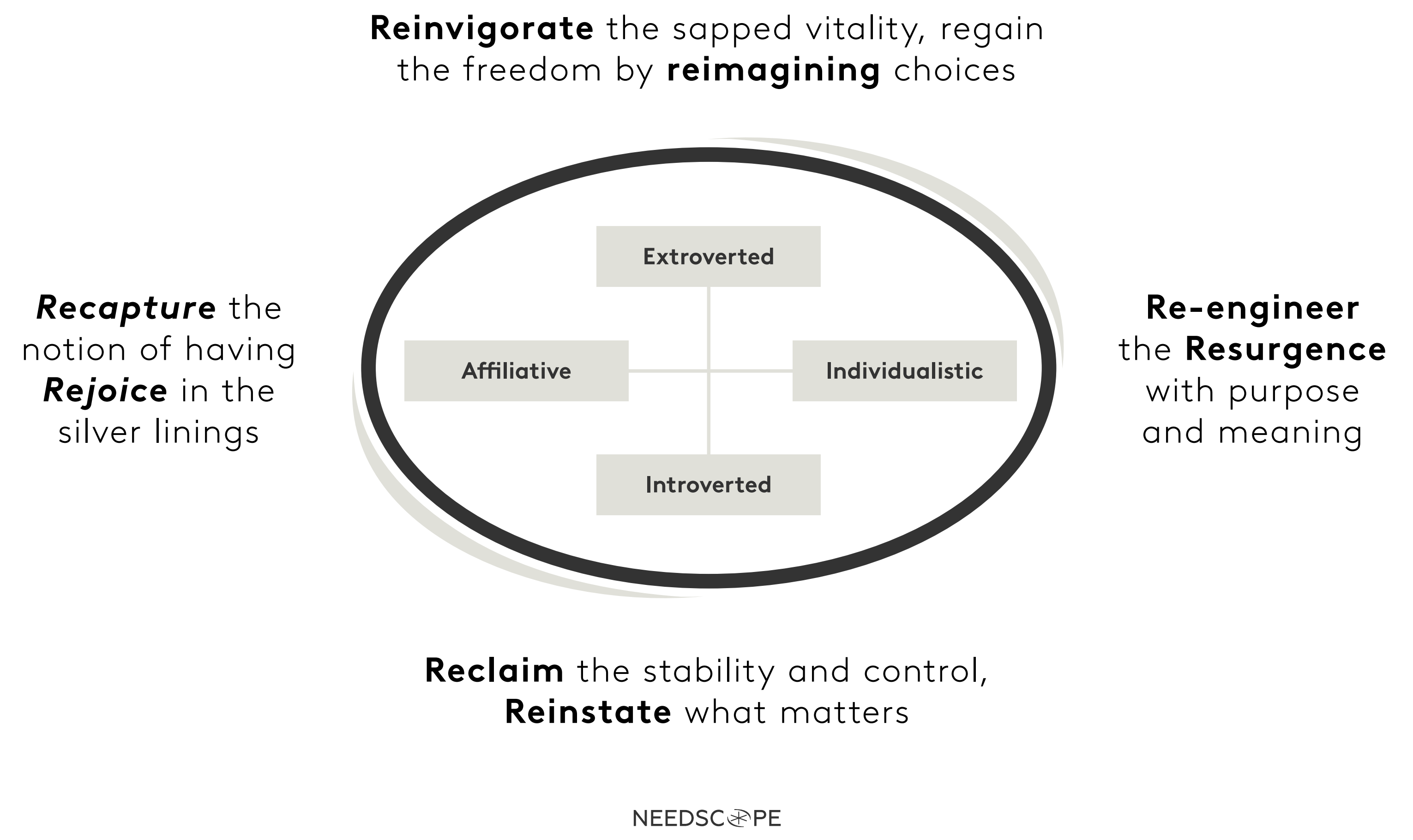
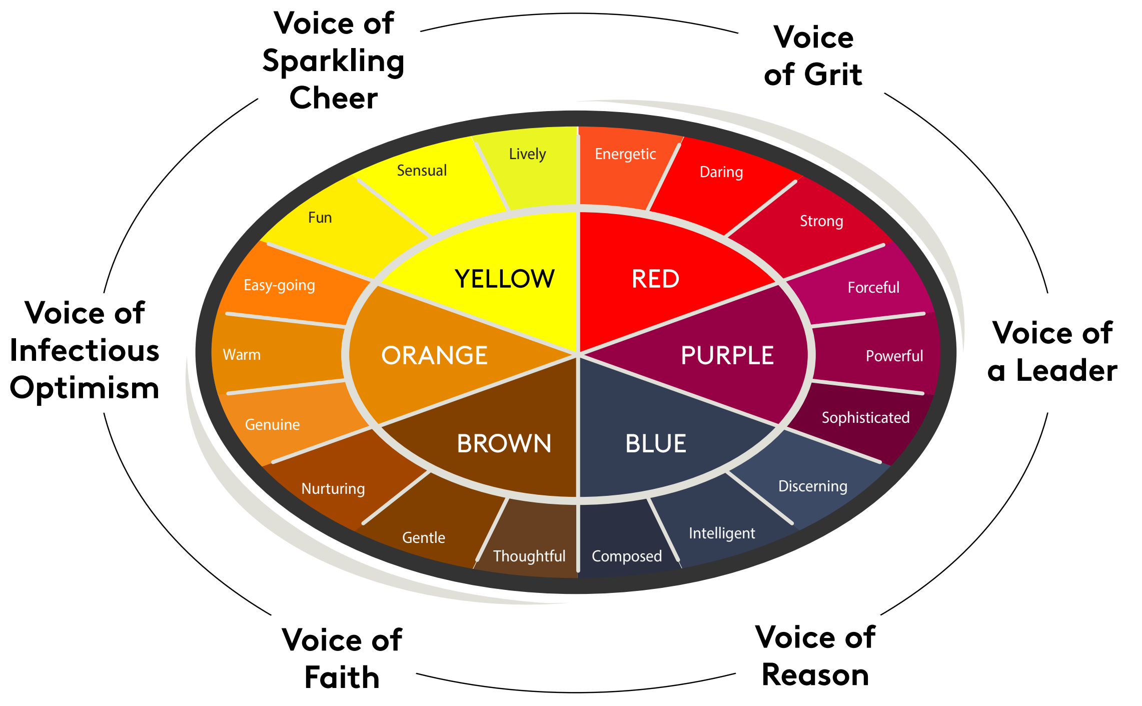


fig. 3

Each brand must do it in their own meaningfully different way



NEEDSCOPE

Brands must find this space, be the Force that will shift the scarcity mindset to one of abundance. They must inspire optimism – not just a sense that all is not lost, but a sense that there is actually a lot to be gained. Leading the shift in perspective, it is an opportunity to get closer to consumers by inspiring resilience, restoring abundance, and positively visualising future possibilities to emerge better, smarter, and stronger. It requires a disciplined approach to brand building, and messages and actions that uplift, inspire, encourage, or at least make consumers smile. This is what consumers are seeking from brands – inspiration and confidence to overcome the disequilibrium of scarcity.

To communicate the message of abundance authentically, each brand must find its own unique voice. It is only then that brands can cut through the static and get to the hearts and minds of their consumers. The impact of the pandemic has been different at cultural and individual levels, opening up multiple platforms for brands to tell their stories in distinct ways that are consistent with what they stand for.

Kantar's NeedScope framework helps us understand how different cultures, nations and people experience scarcity. And this understanding helps brands craft their messaging and actions to resolve the scarcity that consumers are experiencing.

Brands can be true leaders and lead the resurgence with purpose and meaning. Or they can recapture the notion of abundance by reminding us of what we have, rather than thinking about what we don't have. They can liberate and re-energise through reimagining choices, or help consumers reclaim the lost sense of control by reinstating stability.

What is the best path for your brand to take? NeedScope helps you align the healing strategy to your archetypal identity. A Hero brand invokes the grit, and the confidence that you are up to the task even in the face of overwhelming odds. For a Ruler/Leader brand, it is the finest time to shine. After all, light shines brighter and reaches further in darkness. A Sage brand, built on logic and reason, should guide through knowledge and wisdom – what to bring back and what to change – to emerge better, wiser, and more prepared. The Caregiver brand reminds consumers to keep the faith through stories of hope, where scarcity is only the beginning, never the end. An Everyman brand reveals silver linings, shifting focus from not having to having, reminding that times of scarcity are not monochromatically miserable. A Jester brand provides moments of reprieve and cheer that can recast the day and put a spring in the step. There is no right or wrong path, just a need to find your own, then let it transcend your positioning, media, communications.

So, it's a call for brands to step up. To lead the way in what is a brave new world; a great mission awaits you. It is both an opportunity to grow as well as a responsibility to fulfil. And as you move forward, be sure to choose the right way for your brand. A way that builds and enhances the brand meaning, and differentiates you from other brands.

May the Force be with you!

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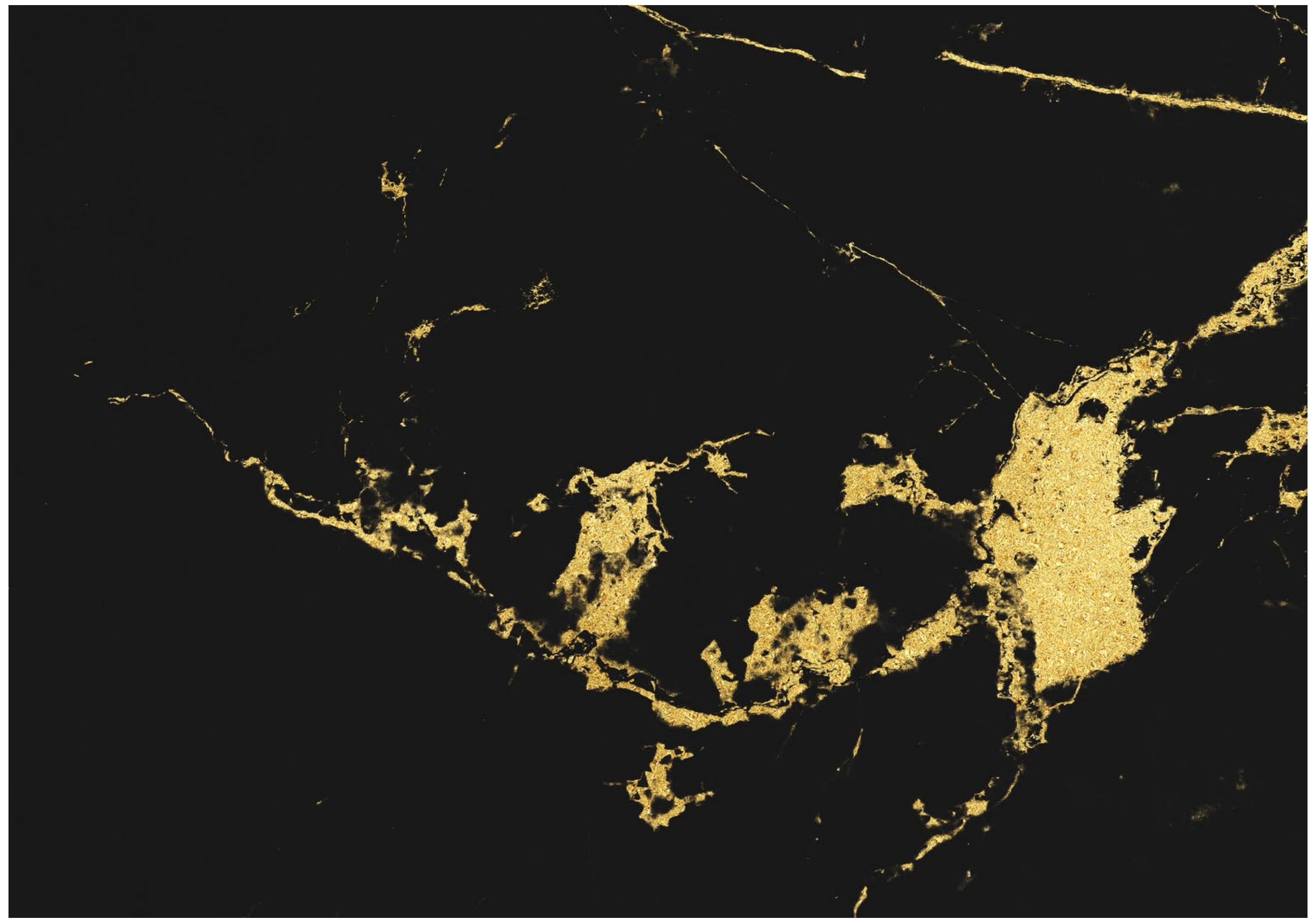
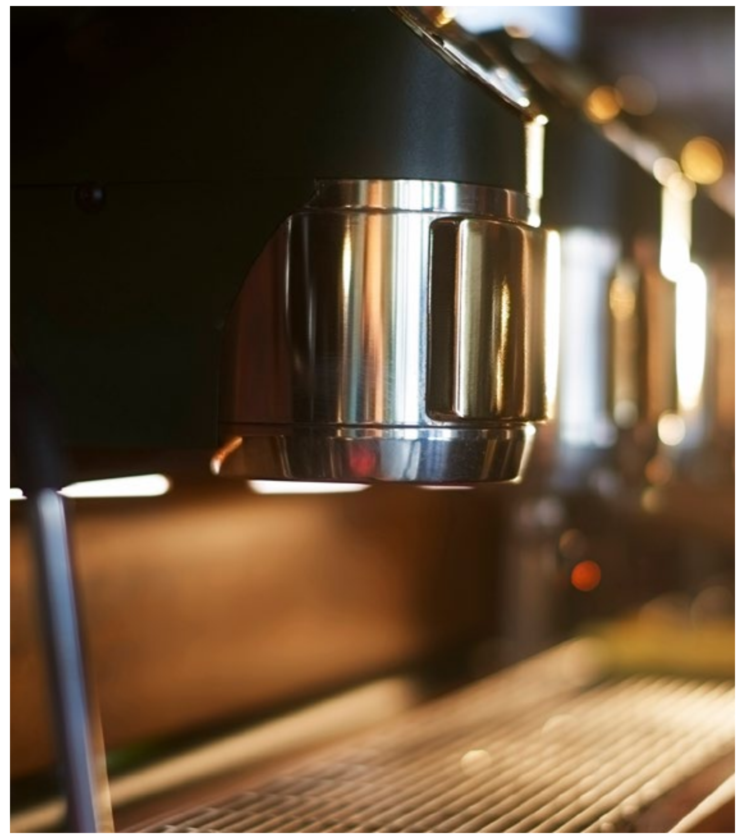
BUILDING THE FUTURE
INSIGHTS FROM BIG DATA

- Want to build your brand for the future? As well as the huge body of insights from BrandZ, we can assist with Brand Structures Analysis, your brand tracking, and identifying the topics that will be most relevant in the future.





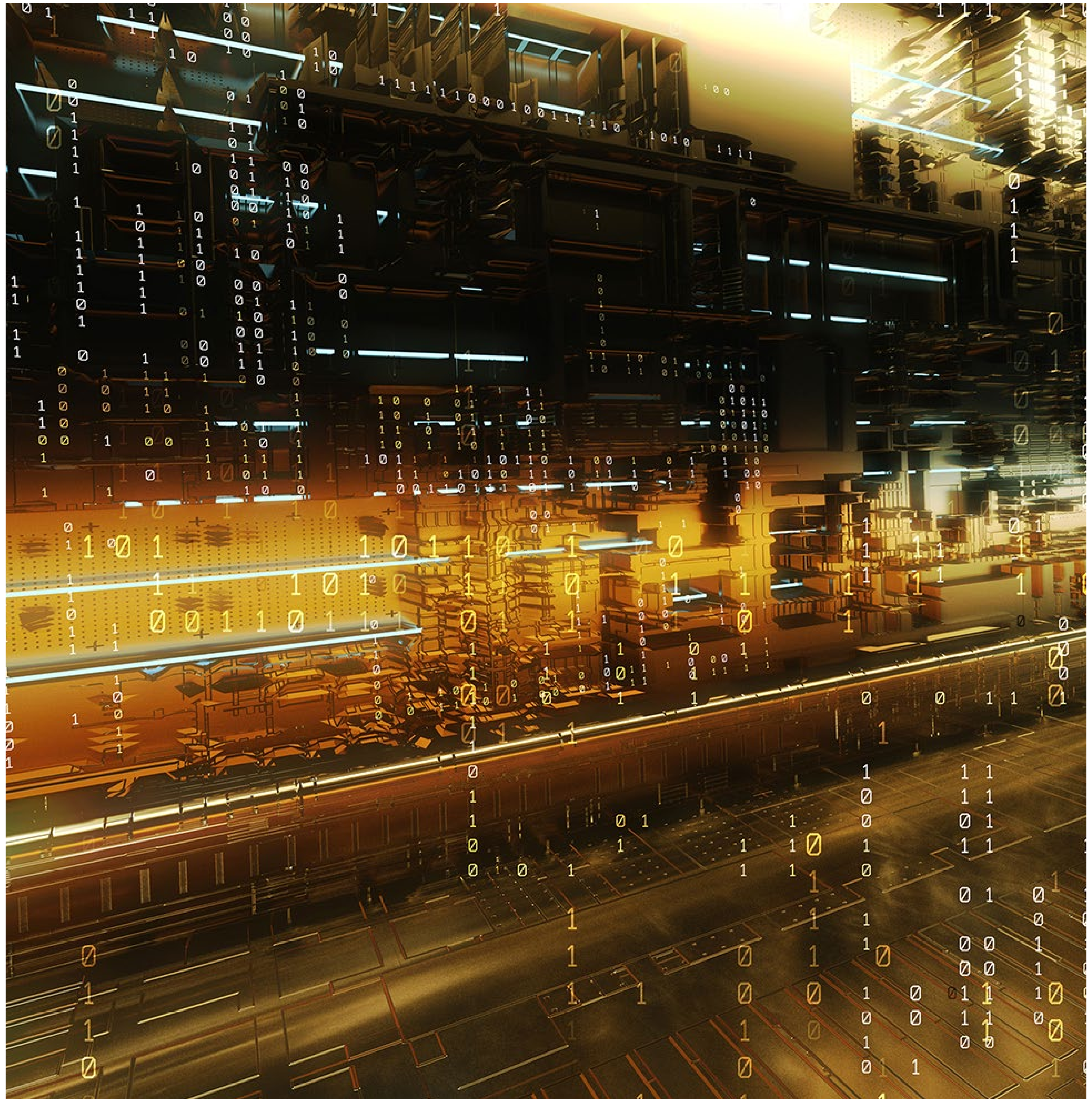
Kantar BrandZ^{TM} is the world's leading brand valuation system because it is based on 'big data'.

Every year we survey hundreds of thousands of consumers and business professionals to understand how their thoughts, feelings and experiences shape their overall attitudes to brands and their subsequent behaviour. Our data and insights are validated against brand sales – both volume and value – but the brand equity metrics derived from these surveys are generally stable and slow-moving indicators of the long-term health of your brands.

Analysis of the big data in Kantar BrandZ reveals many insights into marketing effectiveness. Kantar BrandZ partnered with Kantar's Analytics Practice to unpick some of the most important drivers of building a meaningfully different and salient brand. Our most significant finding from this **brand structures analysis** was how four fundamentals account for around 70% of your brand equity, and should receive this much focus and attention from marketers.

1. **Experience.** Strong brands both meet the expectations of new trialists and continually deliver a superior experience to regular users. The memories laid down by these experiences are the foundation of equity.
2. **Exposure.** The best brands are created in the mind of the consumer through great communications, which define the brand and condition the actual product or service experience.
3. **Functionality.** Ensure you are offering a product or service that is seen as well designed with a suitable range of options – innovating as necessary.
4. **Convenience.** In this consumer-led environment, it is essential for brands to fit seamlessly into the everyday lives of users.

Consumer attitudes also move in the short term, in response to the many levers that are being continually managed by marketing teams. Intelligently connecting big data about your brand from surveys with digital signals that are identified in the short term and even in real time, can unlock new ways to help grow your brand.



But digital data signals do not move in the same way or measure the same dimensions as survey data when it comes to understanding brands. Simply looking at Volume and Sentiment within digital signals is not enough.

The Kantar Analytics Practice have teamed up with Saïd Business School at Oxford University to come up with a third dimension of 'Centrality', using a ground-breaking approach that enables us to capture all the interactions within a conversation network.

Simply put, Centrality measures how important your brand is in online conversation. It looks at the interconnectivity between who is talking, on what platforms, and how the conversation travels.

We created an always-on programme, underpinned by digital data, that monitors perceptions and behaviours related to sustainability. To capture the full spectrum of sustainability across environmental and social issues, we built this around the United Nations Sustainable Development Goals framework.

Our approach gives a broad view of the major themes and upcoming trends, and an understanding of the language of sustainability as it relates to brands. It is powered by over 3 billion data points and an extensive taxonomy of approximately 4,000 different ways to identify what matters to consumers across 210 categories in the UK.

Connecting this unique digital dataset to the Kantar BrandZ survey dataset across 250 UK brands highlighted the role that aligning with a clear sustainability development goal can have when it comes to driving brands:

1. Sustainability/Purpose may not be one of the top four drivers of Brand Equity, and we wouldn't expect it to be. However, there are two interesting relationships between these two datasets that marketers can leverage:

   a. Brands that have strong positive **Sentiment** in relation to a Sustainable Development Goal, are more likely to be **Meaningful**.

   b. Brands that have better **Centrality** to these conversations are more likely to be **Different**.

Therefore, brands who put sustainability at the heart of their brand and talk about it in the right way, can expect this to play a role in becoming Meaningfully Different brands.

2. More specifically, we found that positive Sentiment from our digital data directly drives 'Proud to Use' in Kantar BrandZ, while Centrality drives feelings of 'Brand Superiority'.

Marketers therefore should choose a UN Sustainable Development Goal that fits with the brand promise and make it a part of the brand. Your brand may be doing great things in this area, but if people do not know about it, you will not be central to the conversations – which is key.

In conclusion, marketers have more data than ever to measure brand equity against a wide range of potential levers. 70% of the focus should be on the fundamentals of building great brands in the long term which can be captured in traditional surveys. However, monitoring digital signals in the shorter term – specifically both the sentiment and the Centrality of the conversation – is also key to understanding what underpins these fundamental drivers, as well as what makes strong brands now and in the future.

BANKS

DEFINITION:
The banks category includes retail, business and investment banking institutions. Previously, Kantar BrandZ™ reported global and regional banks as separate categories.

KANTAR BRANDZ

BANKS TOP 15:

Brand Value $ (US) Millions

ICBC	$ 37,765
WELLS FARGO	$ 27,995
RBC	$ 27,607
HDFC BANK	$ 26,369
J.P. MORGAN	$ 24,105
CHASE	$ 21,830
TD	$ 20,208
CHINA CONSTRUCTION BANK	$ 19,776
COMMONWEALTH BANK OF AUSTRALIA	$ 19,468
BANK OF AMERICA	$ 19,315
BCA	$ 18,567
AGRICULTURAL BANK OF CHINA	$ 18,385
CITI	$ 17,826
CHINA MERCHANTS BANK	$ 15,944
HSBC	$ 15,377

EMBRACING THE NEW NORMAL/ A NEW STAGE FOR DIGITAL BANKING

Banks Top 15
Total Brand Value

$ 331 BILLION

BANKS

For the banking industry, the tumult of the past year inevitably conjured up memories of previous financial crises. Fortunately, though, *this is not 2008*. By and large, governments and central banks stepped in effectively to prop up banks' balance sheets during the COVID-19 crisis. Indeed, some banks have even managed to thrive this year, amid booming stock markets and increased consumer interest in online banking.

The biggest success stories of the year have involved banks going above and beyond to help their customers. During the height of lockdown in India, HFDC Bank dispatched a fleet of ATM vans that travelled from neighbourhood to neighbourhood assisting customers. Backed up by government support, many banks worldwide offered "payment holidays" that extended the grace period on consumer mortgage and loan payments.

Another worldwide trend was a decisive uptick in the use of online banking, digital payments platforms, and credit cards. This held true even among demographics that had been resistant to these services – most notably, senior citizens – as well as in markets like Japan and Germany, which had clung to a cash-first system even in the face of digital disruption. No longer. This summer, Japanese banks even faced a shortage in the available 16-digit credit card numbers amid an unprecedented surge of interest in the products.

Due in part to the hygienic benefits of "tap to pay," services like Apple Wallet and Google Pay continued their upward ascent. When discussing mobile wallets products, however, one should not overlook players like Alipay in Asia, M-Pesa in East Africa, and India's PayTM. PayTM alone processed some 1.2 billion transactions during February 2021, across several different payment modes. These include the PayTM's mobile wallet app, credit cards, and online banking services; as well as transactions processed through India's government-backed Universal Payment Interface, or UPI.

UPI is just one of many examples of how governments are pushing the finance industry toward a new paradigm of "open banking" – one that's characterised by a free-flowing ability to move customer data and money across institutions. In October 2020, India's UPI platform crossed 2 billion monthly transactions for the first time.

EXPERT INSIGHTS

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The past year led us re-examine our financial position, whether it's about managing extra savings, or trying to make ends meet. Being "digital first" is no longer giving the fintechs a clear differentiation when it comes to making banking easier for consumers. They are increasingly speaking to consumers not just about helping them save money in "pots" or rounding up their spending, but about how to make more of their savings, particularly against a backdrop of a near 0% interest rate in the UK. Atom Bank's ATL communication was about their higher-than-average savings rate, while Revolut focused on its investment offers, with a range of stocks, crypto and commodities. In the US, one of the driving forces behind the GameStop hype has been the ease of investing through fintechs. With these accessible propositions, fintechs are able to talk to individuals about money management in a more educational way.

BANKS

In general, this was a better year for local and national banking brands, as compared to internationally oriented banking brands. (At least when considering international banks with a strong exposure to the retail banking industry; global *investment* banks have fared better this year amid bullish stock and IPO markets.)

In this uncertain age, consumers have exhibited "a flight to safety" mode when it comes to banking their money. Banking brands with strong neighbourhood presences, as well as strong government connections, were seen as especially safe landing places. Thus, the strong performance for many regional banks in this year's BrandZ rankings: brands like the Commonwealth Bank of Australia; BCA of Indonesia; RBC of Canada; and the aforementioned HDFC Bank of India all made the best of a difficult year.

China's national banks offered a slight exception to this rule, although by the end of 2020 they had made progress on resolving their non-performing loans, and could also anticipate a more favourable macroeconomic climate in the years ahead. Provided that they can manage the rising risk of geopolitical tensions, China's banks should enjoy a measure of recovery in the next few years.

Meanwhile, among younger consumers, the rise of investing apps provided a welcome distraction from the tedium of lockdown – not to mention the chance to strike it rich. Low-fee brokerage disruptors like the USA's Robin Hood and India's Zerodha Broking haven't yet threatened the business of major retail banking brands; by and large, they occupy a different corner of the industry. But the success of these investing apps does speak to real changes in young customers' core values and "financial journeys," which banking brands ignore at their peril.

In earlier times, the banking customer's financial lifecycle involved getting a steady job, buying a house, and saving for retirement. Now workers are much more likely to work in the "gig economy," or harbour entrepreneurial dreams of starting their own business – all while actively managing their investment portfolio.

As a result, the lines between day trading, retail banking, and enterprise management are inevitably going to blur. Expect to see more services developed along the lines of HSBC Kinetic, a mobile-first banking service geared towards small business owners in the UK. The Kinetic app was developed in consultation with some 3,000 local business owners, and offers a variety of banking and payment services through its consolidated app, which also integrates with other accounting and finch apps like Xero, QuickBooks, and Sage.

EXPERT INSIGHTS

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During the previous financial crisis, banks couldn't take back homes fast enough. But then they ended up with a surplus of houses that they couldn't get rid of, because people didn't have money to buy additional properties. It's really interesting to see how they've acted differently in this crisis: we've seen lots of payment holidays extended and, more generally, banks offering to work with clients to manage payment schedules in more flexible ways. On a smaller scale, in South Africa we saw banks waiving ATM cash withdrawal fees during the initial waves of the COVID-19 crisis. Banks really stepped up to help in South Africa. In part, that was because of consumers making it clear that they thought it was banks' responsibility to help people out – and the banks listened.

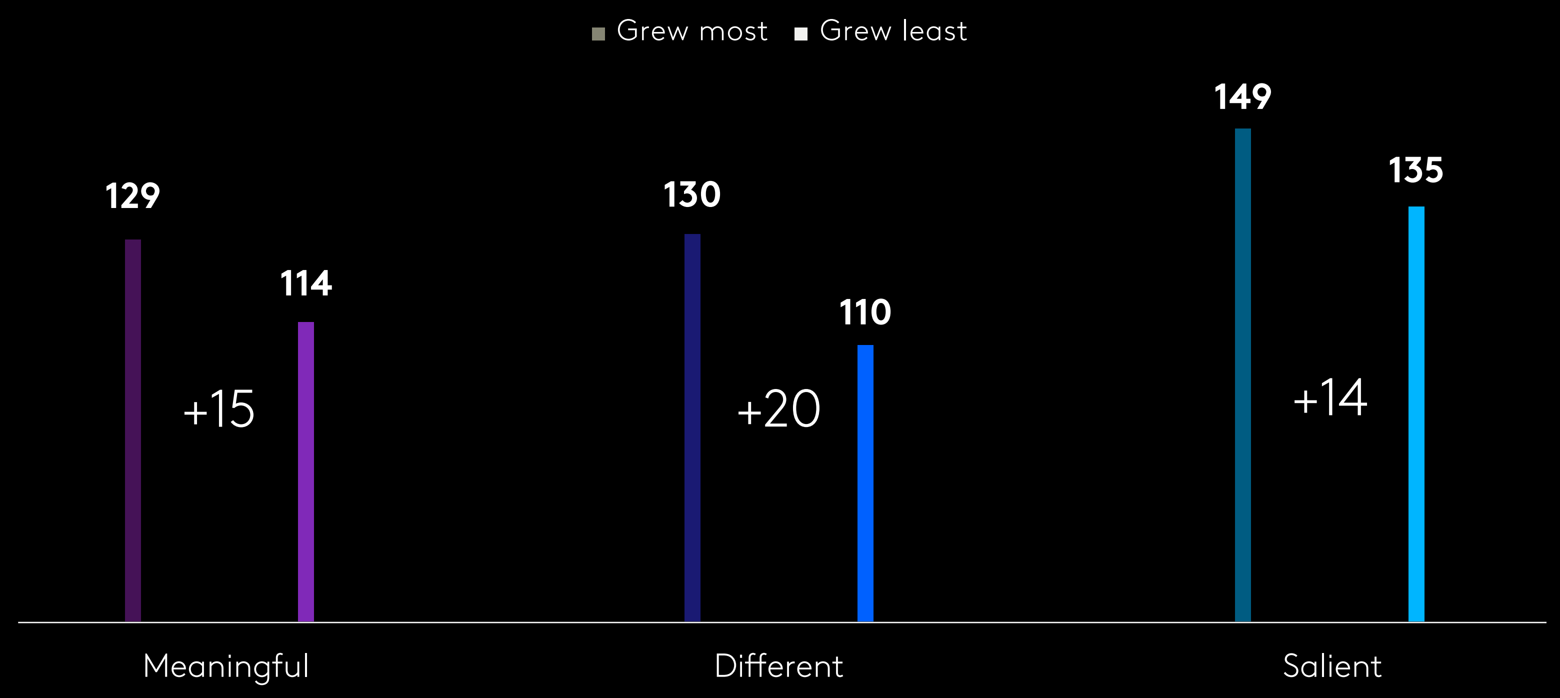
BANKS

Kantar BrandZ™ Analysis

Banks not performing consistently as brands

Those Banking brands that grew the most this year tended to have higher scores across the building blocks of Brand Equity. But across the board, there was strong evidence of a "Salience Gap": Bank brands tended to be better known than they are Meaningfully Different.

Brand equity among Top 15 banks

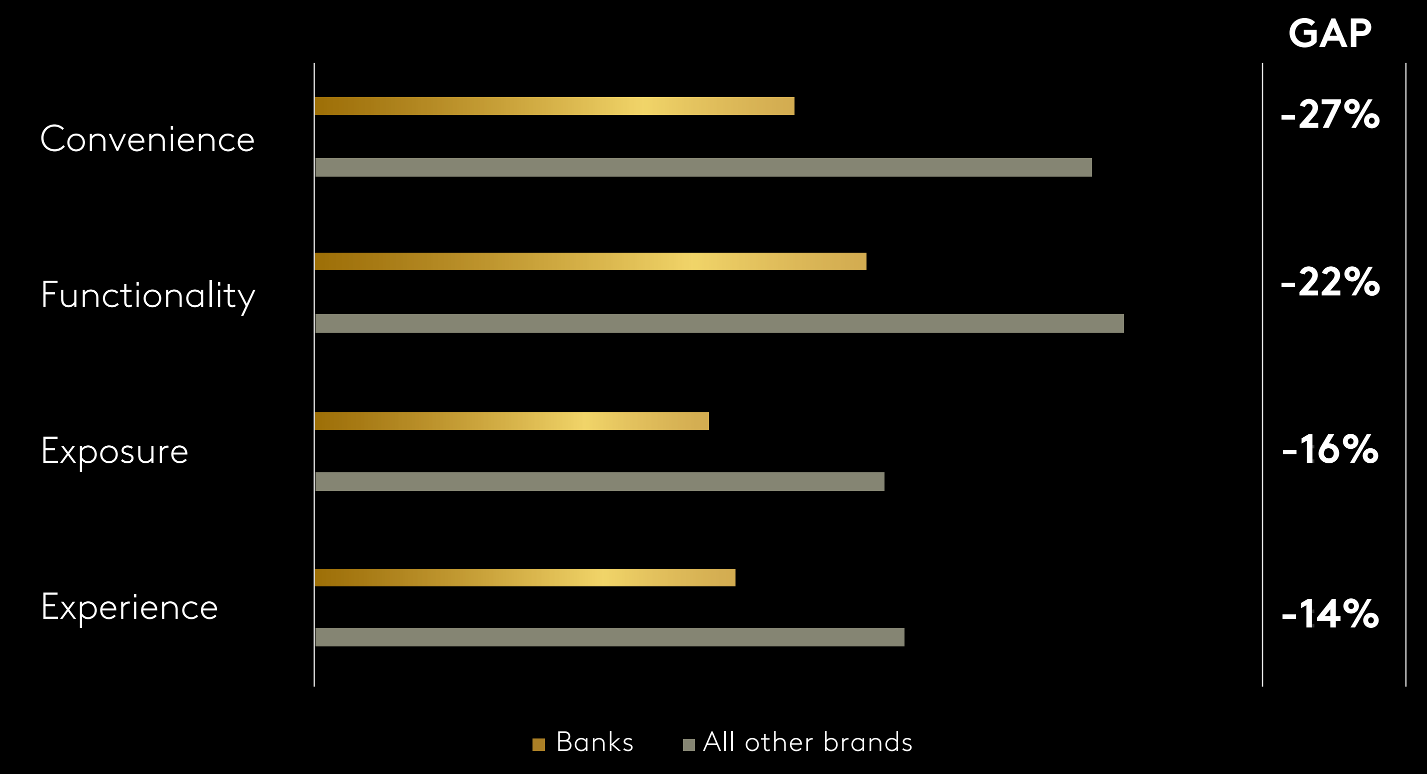


Average brand: 100

Going forward, Bank brands first need to improve brand fundamentals – in particular, the way they fit easily into everyday life.

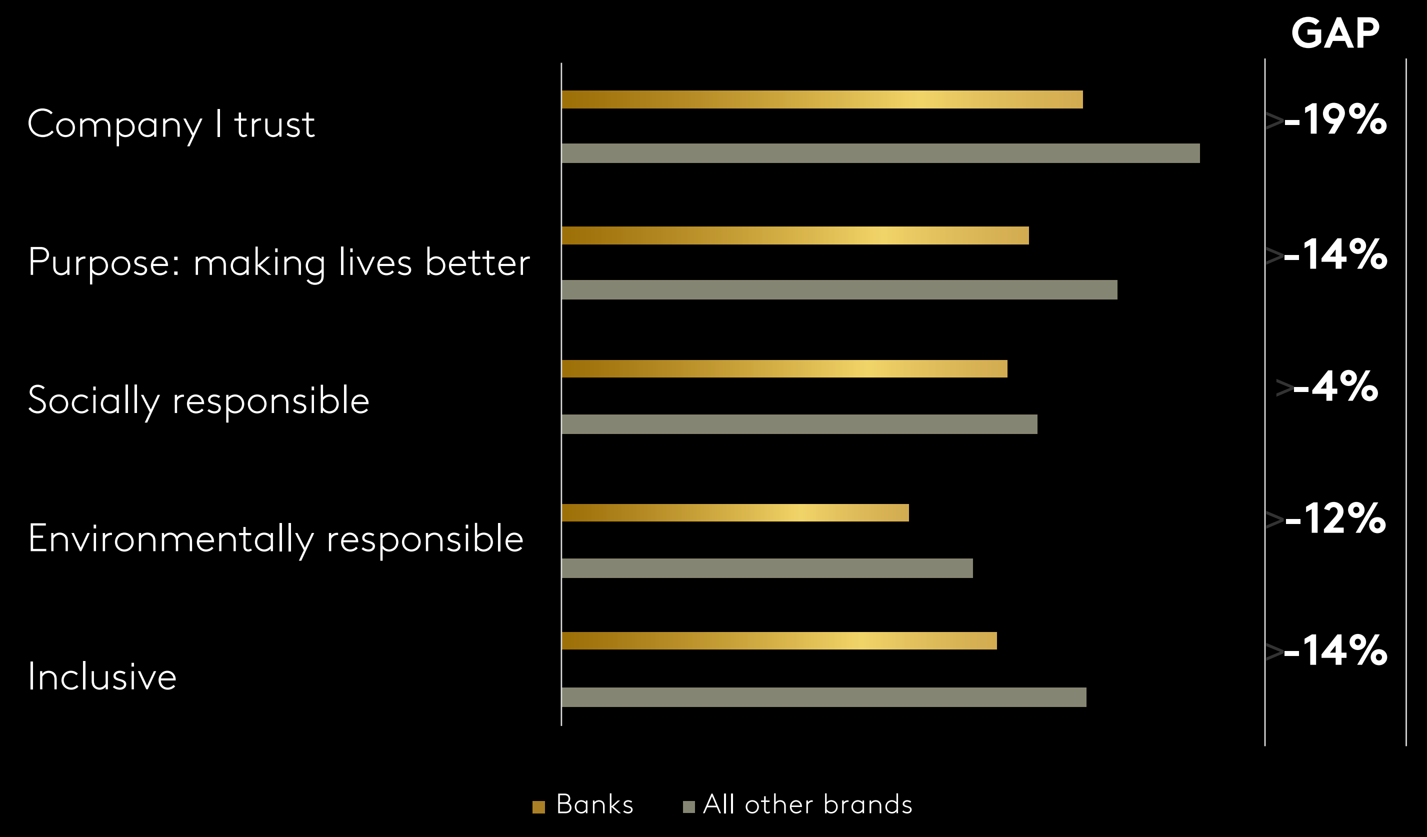
Brand fundamentals

Average level of endorsement



Higher order perceptions

Average level of endorsement



BANKS

ACTION POINTS/ BRAND BUILDING

1

BE TRANSPARENT

As government assistance winds down, banks in some markets will be under pressure to increase consumer fees and find new sources of retail revenue. In an era of "open banking," any changes to fee structures should be transparent and well communicated. Banks and clients acted like partners to get through the worst of 2020; brands should take care to protect this nascent Trust.

2

ALIGN BRAND WITH CUSTOMER EXPERIENCE

Kantar's CX+ 2020 revealed that globally, only 20% of major retail banking brands were rated as truly customer centric – that is, putting customers' needs and requirements first. This was the lowest proportion of any brand category. As a group, hotel brands ranked highest, and perhaps there is a lesson there: in hospitality, brand assets and customer experience standards are closely intertwined at all levels of the organisation, because brands truly make their reputations on how well they can cater to customers across all touchpoints. In the future, the same could be true for banks.

3

EMBRACE ALTERNATIVE PATHS TO PROSPERITY

Younger clients, especially, have more diverse financial goals than simply saving for retirement and buying a house. Banking brands' products, offerings, marketing, and advising services should reflect this reality.

MEDIA AND ENTERTAINMENT

DEFINITION:
The media and entertainment category includes traditional media (e.g. TV, Newspapers, etc) as well as social media, search engines, video-sharing services, gaming, video, and music streaming services and leisure facilities.

SCREENS' TIME/ EVERYBODY'S STREAMING. WHAT COMES NEXT?

KANTAR BRANDZ

MEDIA AND ENTERTAINMENT TOP 10:

Brand Value $ (US) Millions

GOOGLE	$ 457,998
TENCENT	$ 240,931
FACEBOOK	$ 226,744
INSTAGRAM	$ 82,904
NETFLIX	$ 71,126
DISNEY	$ 55,217
YOUTUBE	$ 47,103
TIKTOK	$ 43,516
LINKEDIN	$ 35,523
BAIDU	$ 23,358

Category Brand Value Year-on-Year Change	NEW
Media and Entertainment Top 10 Total Brand Value	$ 1,284 BILLION

*Brand Value of Tencent includes QQ, Tencent, Tencent cloud, WeChat, WeChat Pay, WeSing and v.qq.com

MEDIA AND ENTERTAINMENT

This has been a banner year for brands at the digital vanguard of the media and entertainment category. Stuck at home thanks to pandemic restrictions, consumers took to streaming, gaming, and connecting on social media as never before.

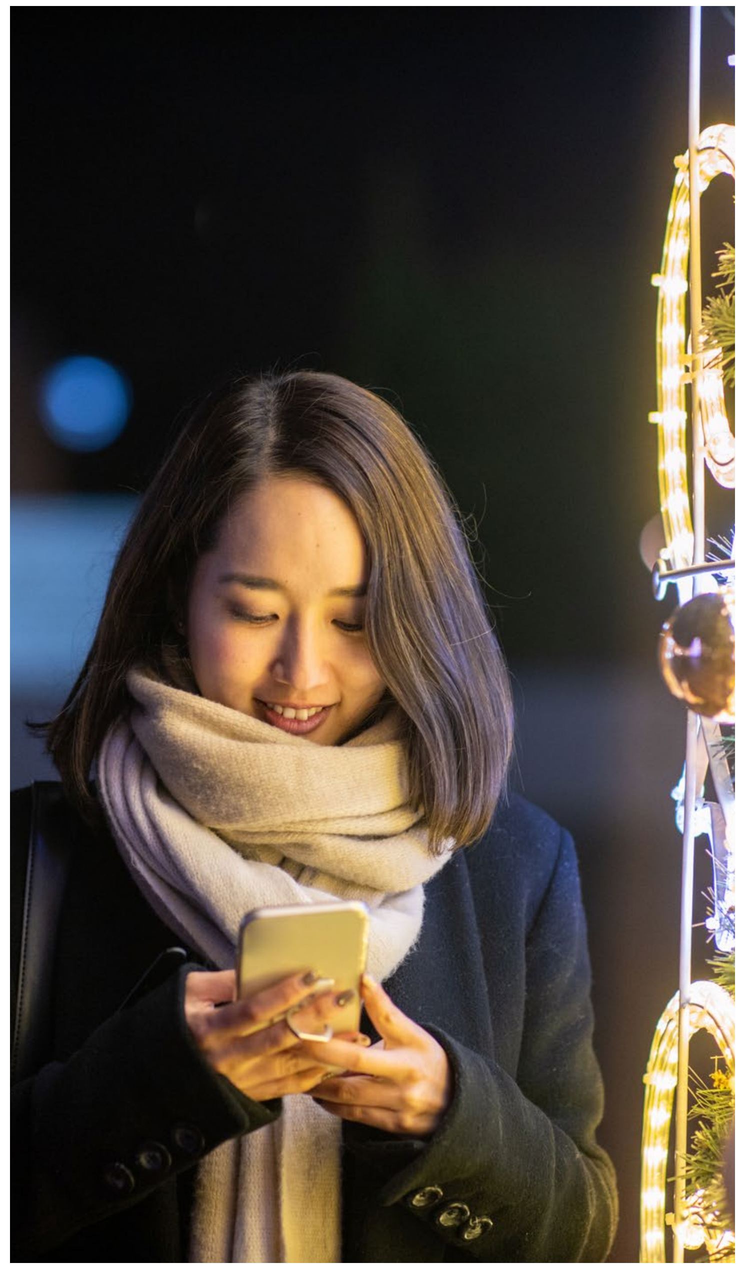
Which is not to say that this category did not face its share of challenges. Shuttered movie theatres and theme parks put considerable pressure on brands to accelerate digital transformations that had been years in the making. New platforms like Disney+, Paramount+, HBO Max, Discovery+ and Peacock suddenly became more than long-term bets. Instead, they were called upon to be present-day corporate saviours.

Nowadays, there is no one type of "media and entertainment" company. AT&T can credibly claim itself as a major media player. And indeed, it significantly disrupted the entertainment industry with its announcement that Warner Bros' 2021 blockbusters would debut on HBO Max the same day that they premiered in theatres.

Amazon, Microsoft, and Apple certainly count as entertainment companies, even as they also make the majority of their revenue from other business streams (and thus are ranked elsewhere in this report). Even erstwhile toy companies like Mattel and Lego now see themselves as entertainment content providers across a range of gaming, video, and physical formats.

The result is a newly crowded and competitive entertainment landscape. In the streaming realm, early leaders like Netflix, Amazon Prime, and Hulu are still enjoying first-mover advantages. But as the cost of streaming subscriptions begins to creep up – both in terms of individual service charges, as well as consumers' aggregate monthly bills – there are signs that consumers are beginning to look hard at optimising their streaming budgets.

For now, brands are trying to ease the strain through bundling. If you sign up for Sky Ultimate in the UK, for instance, you'll also get a free year of Netflix. Ditto for HBO Max with if you buy an AT&T mobile phone plan in the US. Disney is heavily advertising its bundled package of Disney+, Hulu, and ESPN+. And Amazon, of course, in many ways pioneered the streaming bundle play when it launched Prime Video as part of its overall membership service.



MEDIA AND ENTERTAINMENT

One side of the industry that should not be overlooked, in this context, is AVOD (Advertising Led Video On Demand). In India, Viacom18's Voot service has found a profitable niche broadcasting local soap operas and comedies to an audience of upwardly mobile smartphone streamers. In the U.S., Amazon operates its ad-supported IMDb TV service in concert with its flagship Prime Video offering.

That being said, even the most well-priced and well-bundled services are not guaranteed to succeed – even if they invest in attractive content. This was made abundantly clear by Quibi, the short-form video streamer that both launched and folded in 2020. From the start, the Quibi experiment illustrated how in a mobile-first world, streaming companies were increasingly in competition not just with each other, but with the likes of YouTube, Facebook, Instagram, Snapchat, and TikTok.

Indeed, it was TikTok, not Quibi, that earned the crown of this year's most buzzed about short-form video platform. Spurred on by pandemic boredom, consumers of all ages piled onto a platform that had previously been associated with Generation Z. This is just one of many examples of how demographic and geographic boundaries have blurred in the media and entertainment space. French teenagers are watching Korean soap operas. American grannies are posting on TikTok.

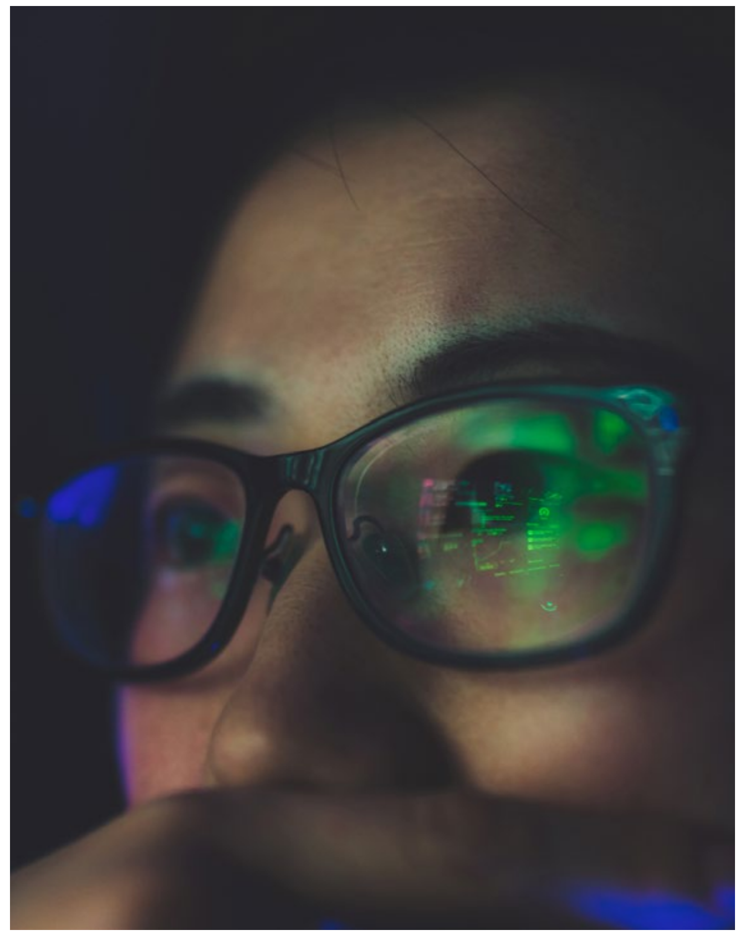
These days, some streaming network homepages have grown predictable, their designs a touch clunky. Their algorithms are fine tuned to serve users the exact kind of content they're already primed to like. TikTok, by contrast, has embraced a more chaotic approach to its "For you page" discovery mechanism, reintroducing a sense of adventure back into the media mix.

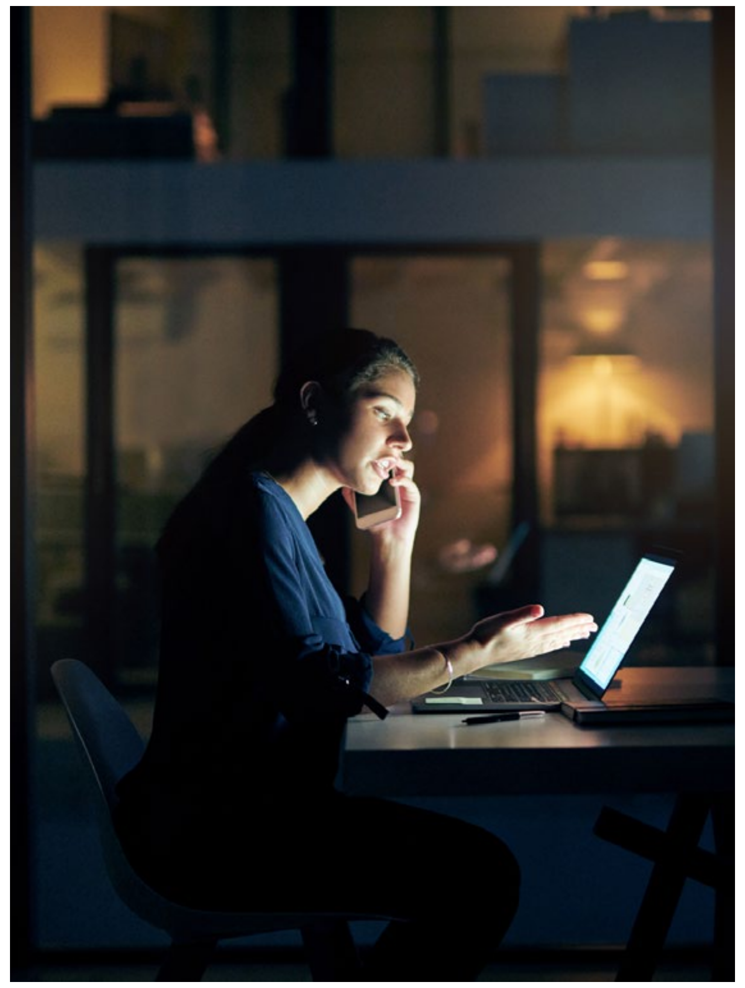
Importantly, though, TikTok's recent successes have *not* necessarily spelled trouble for the likes of Snapchat, Facebook and Instagram, all of which have carved out distinct niches at the intersection of entertainment and communication. While consumers may have a limited budget for paid streaming platforms, they face no such constraints for free-to-use social media platforms. Nor have these social media platforms cannibalised each other to the degree that some may have expected: Gen Z users list their Snapchat usernames on their TikTok profiles, and vice versa.

Meanwhile, more established social media players like Instagram and Facebook have found renewed success by rolling out improved ecommerce and social shopping features – just as stay-at-home orders were shifting purchasing behaviours online.

The gold standards for these kinds of "shoppable media" experiences, however, can still be found in Asia. "Live Commerce" hosts on platforms like TaoBao peddle wares to millions of consumers seeking both entertainment and product discovery. Tencent's WeChat, meanwhile, is still the global gold standard for a kind of integrated universe of messaging, entertainment, and commerce functions. This year, WeChat has rolled out tools that make it easier than ever for merchants to launch shoppable "mini programmes" within the flagship app.

Another media challenge for the coming decade will be winning over government regulators. Previously, notions of corporate responsibility in this industry centred around issues of data security and carbon neutrality. Going forward, media companies will also be charged with safeguarding the very notion of truth from the threat of political misinformation – especially during national elections. They will also be called upon, in the social justice realm, to advance the visibility of underrepresented groups. These are no small tasks for an industry whose primary goal remains entertainment.





EXPERT INSIGHTS

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We saw a strong rise in co-viewing last year – not just of TV and programmes from streaming channels, but also of social media platform-based content. Which is interesting, because the targeted advertising and content algorithms of platforms like YouTube are based around the assumption of an individual viewer using a personal device. But what happens when a family is sitting round their smart TV watching a YouTube documentary together? Or thousands of commuters of all ages see TikTok content displayed on Digital Out Of Home panels on the tube escalator?

Brands need a more granular view of audience measurement across channels and platforms, and an appreciation of what advertising means in context. This is why Cross Media Audience Measurement is important and it's also why we are seeing a resurgence in the consideration of testing context for ads.

MEDIA & ENTERTAINMENT

BRAND SPOTLIGHT

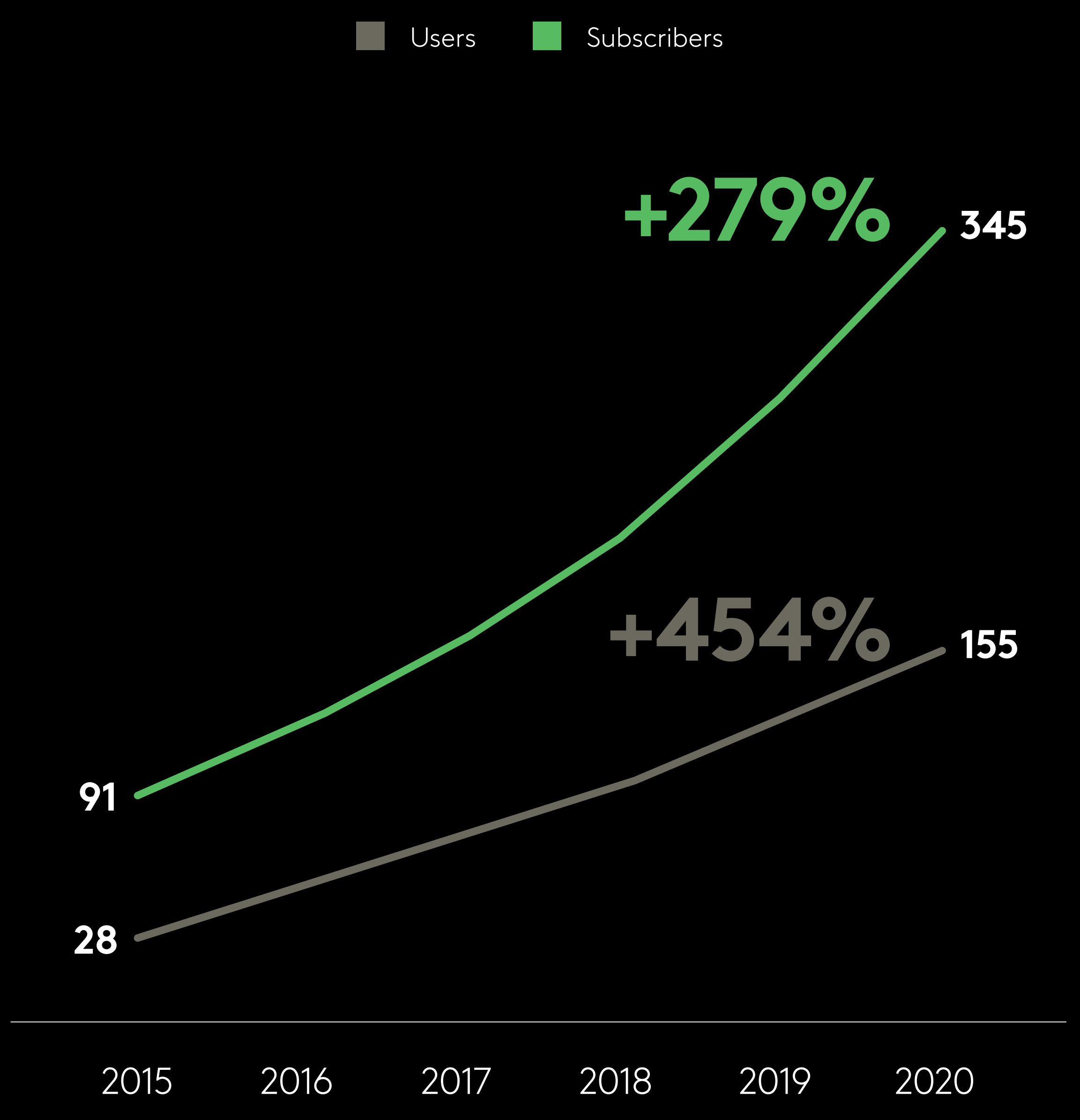
Spotify

This year Spotify entered the Global Top 100 for the first time. The platform boasts a growing user and subscription base, which is engaged by a superior user experience and quality of content. Notably, the brand's significant investment in podcast streaming has already begun to pay off: a quarter of all users now engage with podcast content on the platform.

2021 BRAND VALUE

$ 19,279m

GROWING GLOBAL BASE OF USERS AND SUBSCRIBERS

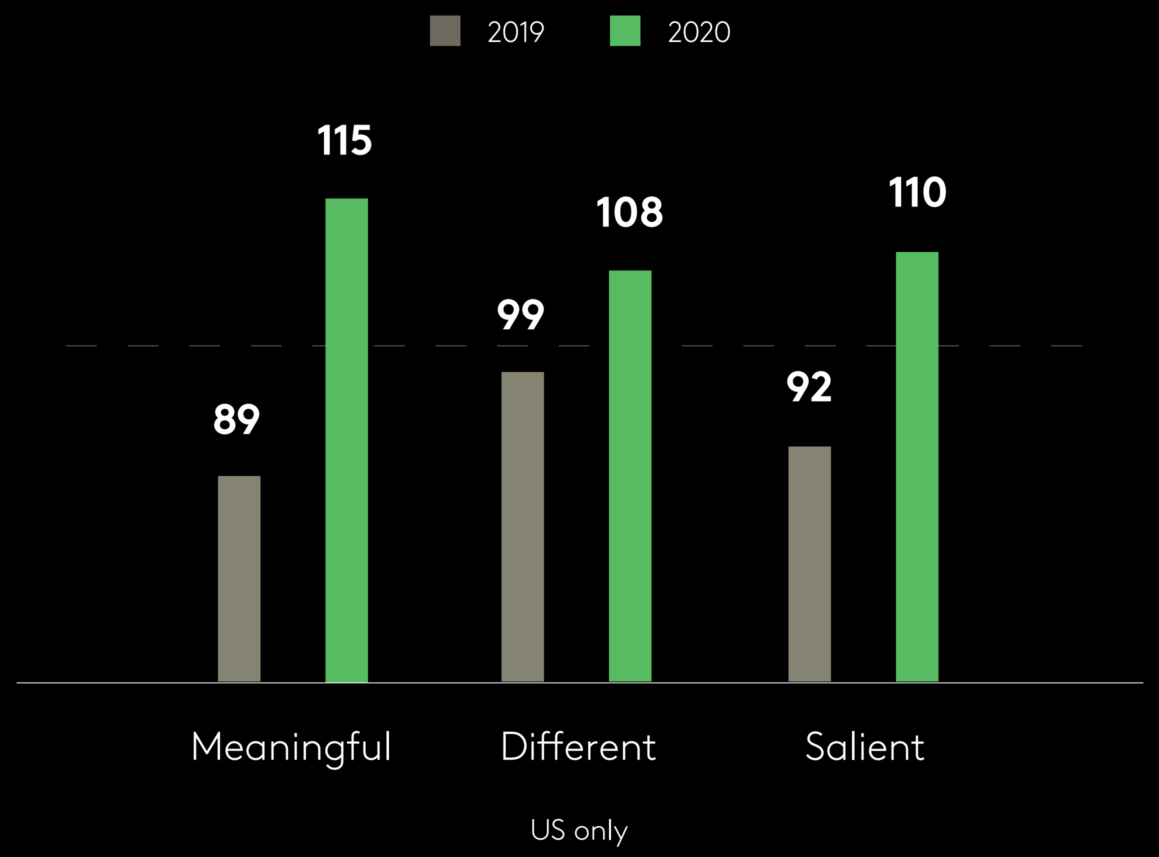


Millions of users / subscribers
https://www.businessofapps.com/data/spotify-statistics/
https://www.theguardian.com/technology/2021/feb/03/spotify-podcast-popularity-24-percent-growth-subscribers

GROWTH IN THE US DURING THE PANDEMIC

Growing share of audio entertainment, via range, superiority and fitting seamlessly into consumers' lives.

Superiority **+10 pts**
Best at what they do **+14 pts**
Fit well into everyday life **+11 pts**
Range **+8 pts**



MEDIA AND ENTERTAINMENT

ACTION POINTS/ BRAND BUILDING

1

GO LIVE

After a year spent in lockdown, we all yearn for communal, simultaneous experiences. Live content – whether in the form of Instagram Live "Verzuz" Battles, or Netflix Co-Viewing Parties, or Amazon's recent deal to carry Premier League matches in the UK – is one of the most exciting opportunity areas for this category.

2

BRAND THE PLATFORM

The fight to lock down exclusive IP has become so fierce that it can be easy to overlook the brand identity of the platform that hosts that IP. Strong, intuitive design, tactical deployment of distinctive brand assets, and lively social media campaigns are two keys to creating resonant overarching media brands. It can't just be all about Lord of The Rings, Justice League and Star Wars: media brands need to represent more than just the sum of their content libraries and services. Building strong brand assets is a long-term endeavour, but it starts with ensuring consistency and coherence across streaming platforms' many touchpoints.

3

HAVE A HARDWARE STRATEGY

For all that we've moved into the "cloud", hardware continues to shape content preferences in ways both large (the shift toward smartphones) and small (the importance of being featured on a Smart TV remote's "featured buttons.") One of the biggest stories in Media this year was the way that a dispute with Roku hampered HBO Max's initial U.S. rollout. Meanwhile, the growth of smart speakers like Amazon's Alexa has emboldened Spotify's push into the podcast and audio-theatre spaces. Hardware, in short, cannot be an afterthought.

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INNOVATING IN A CRISIS
AND WHAT IT TELLS US ABOUT FUTURE BRAND GROWTH

- Kantar helps brands identify and nurture clear, future-proofed ideas, and seize the most rewarding opportunities. With innovation and product development tools in Kantar Marketplace, and strong analytics solutions, ensure your innovations reliably lead to growth.

You don’t need me to tell you that many brands are struggling with the changing context.

The rise in ecommerce, fragmented media landscape, changing tensions and increasing demand for sustainable products are but a few of the challenges that brands are facing. **The big question is: *what did successful brands do, and what should they do now to continue to grow?***

We know from BrandZ data that companies that continued to innovate during the last recession were 9 times more likely to survive.

Turn the clock forward to 2020 and the pattern is the same. Brands that continued to Innovate during the pandemic continued to see growth (fig. 1). However, it appears that it is not enough to innovate. Most innovations tend to fail, it seems that the sweet spot is making a small tweak or a more significant incremental move (fig. 2). Innovations have to drive short-term sales, but not at the detriment of long-term brand power. So what does it mean to innovate in a changing world?

Innovation plays a central role for brand growth, and it is imperative in driving recovery. It provides the opportunity for a brand to be meaningfully different. And, if we unpack the BrandZ measure of ‘Perceived Innovation’, it also means taking a position of leadership, creativity, and disruption. Thus Brand and Innovation development must be inextricably linked; there is a brand equity flow from Brand to Innovation and vice versa.

Take for example Zoom, who made huge share gains, grew in measures of ‘meaningful’ and ‘different’, and continue to be seen as disruptive and creative. They have stayed very much true to their brand. One might suggest they were afforded a headwind by the need to work from home. By contrast, brands like Gordons in the UK have also continued to gain share, battling against the loss of the on-trade business, by focussing on the growing off trade occasions with their flavoured gins, low alcohol and ready to drink formats. Both brands made meaningful and different moves through innovation. Another example is Walkers, who had three innovations feature in the top 10 UK brand launches of 2020 based on sales and incrementality (Kantar FMCG purchase panel data).

fig. 1

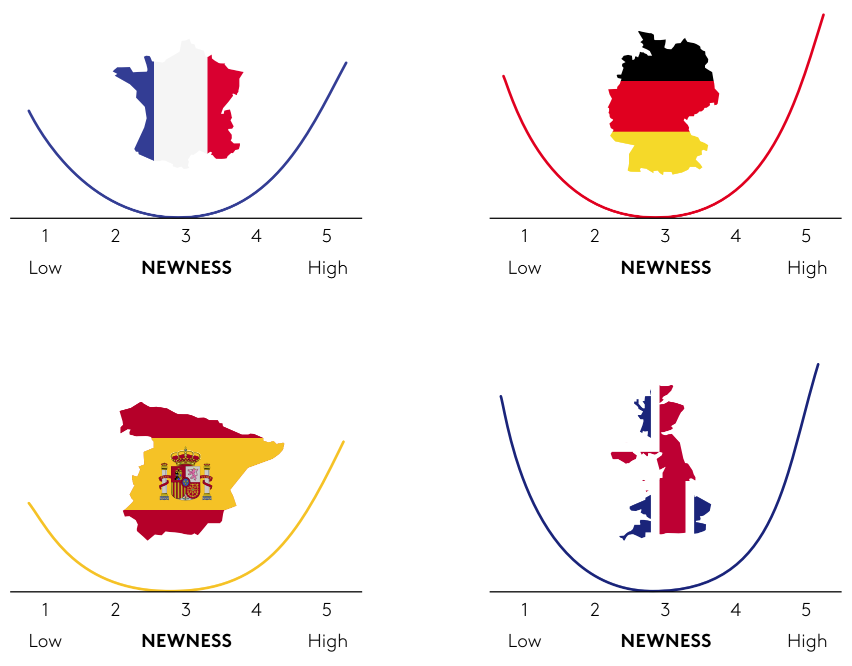
Many brands ‘won’ in 2020 but the real winners in share terms were the ones who had been innovating
2020 vs 2019 top share winners vs bottom share losers

Number of Innovations	Number of Renovations	Innovations share of brand	Renovations share of brand
45% more	18% more	84% higher	32% higher

Source: BG20 4 countries in Europe – Germany, Ireland, Spain, UK. Innovation = new brand/sub-brand, Renovation = new size/type/flavour. 2600 brands

fig. 2

Don’t get caught in the middle on new products – true innovation or minor renovations perform best



Source: Europanel and Professor J-B Steenkamp study – 104 new products France, 67 Germany, 56 Spain, 72 UK

Top new UK brand launches of 2020
Based on widely available distinct new brands launched in 2020 and ranked on sales within the year

1	Febreeze Gel Bathroom Air Freshener	
2	Walkers Max Double Crunch Crisps	
3	Walkers Wotsits Giants	
4	Smarties Buttons	
5	Felix Tasty Shreds	
6	Maltesers Biscuits	
7	McVitie's VIBs	
8	Danone Brand	
9	This Isn't	
10	Walkers Doritos Stax	

So how should brands go about innovating in a changing world? Firstly, they need to think about the changing context and doing what is right for the brand to drive short-term growth and long-term equity. They need to understand the impact each new innovation will have both on incremental sales, but also on brand equity, at each critical stage of innovation. Brands need to move with agility and consumer insight, unshackling themselves from the traditional linear stage gate process to embrace creativity, take risks to drive leadership, and look for opportunities to disrupt. To do this, they must rethink the innovation process and mindset, moving beyond traditional stage gate thinking to a learn, test, and learn approach. They must embrace brand thinking across the innovation journey, focussing on understanding the context and increasingly testing and learning in focus of specific consumer contexts.

Brands, therefore, must go on a learning journey, identifying a meaningfully different opportunity, and developing and testing it with their target audiences – with short-term growth and long-term equity in mind. They must think about effective execution in this changing media landscape and then stay close to the innovation in market – and pivot against the ever-changing contextual backdrop as needed.

WHAT WE HAVE LEARNT ABOUT INNOVATING IN A CRISIS TO HELP US DRIVE GROWTH:

1. Understand the changing context and changing human needs, desires and tensions to identify a meaningful direction for your brand.
2. Develop innovations that not only drive sales in the short term but build your longer-term brand equity (a watch out when moving at speed).
3. Move from an obsession with testing to an obsession with learning.
4. Use data, tools, technology and expertise to build a learning journey that is right for your brand.

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INFLUENCER MARKETING THE POWER AND THE PITFALLS

- Kantar can help you understand what role influencers play in the media mix and how to choose the ones that create the greatest brand impact.
- For further context, please also explore our Total Marketing ROI solution and this episode of our Future Proof podcast.

Brands walk a fine line when allocating media spend to specific channels. How much shall I invest and where?

The pandemic has generally forced marketers to speed up change, rather than making them more cautious. And digital channels benefited a lot: in 2020 marketers increased digital spend and plan to increase it even more in 2021, mostly because of its greater agility[1]. But on the other hand, a cookieless future means a re-thinking of media targeting and measurement, that makes marketers more cautious about digital spend.

We also know that consumers are generally not receptive to online ads compared to more traditional offline channels[2]. Online ad formats suffer because they are generally considered too intrusive and repetitive. And while marketers are trying to improve receptivity to online ads, alternative approaches are emerging that offer a different route forward. One of the fastest-growing channels of recent years is influencer marketing. A clear driver behind the shift to influencer marketing is greater consumer trust. They view this content more positively because they find it more relevant. But what makes it so unique?

Based on Kantar's touchpoint database[3], recommendations from friends and family rank second after TV in terms of their ability to build brand strength. They are perceived to be highly trustworthy and can drive exceptional impact. Moreover, personal recommendations are influential across the entire consumer journey, which pays off in the short and long term: they build brand awareness, associations and consideration, and push sales.

There are plenty of ways to indirectly boost recommendations via product trial, campaigns aimed at creating buzz and consumer interaction **and of course using influencers**. One of our Total Marketing ROI studies for a luxury brand in the US showed that influencers were one of the most valuable channels in the media mix: it was the second strongest channel at driving sales, and the #1 channel for building brand awareness.

Influencers are more relevant for some categories than others: people rely on personal recommendations more in low excitement categories, like banking, or complex and overwhelming categories like technology or insurance. The exceptional relevance of someone else's opinion also applies where there is high investment or high risk – that could be cars, or even baby food.

But this does not mean that influencer marketing is not effective in other categories. Recently we measured an advertising campaign with the help of our CrossMedia solution for a beverage client in Peru. Influencer marketing accounted for just 3% of the campaign investment, but influencers managed to contribute 21% to brand equity growth. It became the most cost-efficient channel in the mix. Across all categories, success lies in planning for influencers to work in synergy with other campaign channels, with one central idea at the heart. We know that having a central campaign idea across channels may increase your campaign impact by 64%.

Another established belief is around the importance of the size of the audience that an influencer can reach. The reality is that biggest is not always best, as we found when working with a popular beer brand in Russia. They launched branded videos with well-known Russian bloggers via their YouTube channel, and used our Context Lab solution to evaluate the impact of two campaigns. Whilst one of the videos had 17 times more views on YouTube, both ads delivered equal impact on the brand. The popular video was much more engaging and likeable, but the other one had stronger brand linkage, showing the brand almost constantly on the screen. Therefore, the number of views received does not determine whether a video would have stronger brand impact. To succeed with influencers, brands need to be very engaging and ensure the brand is incorporated prominently. Brands should not just rely on views or clicks, but need to make sure that they measure what matters – staying aligned with bigger brand objectives, from building brand awareness for a new brand, to shifting brand associations and increasing brand affinity for an established brand.

SO HOW DO YOU UNLOCK INFLUENCERS FOR YOUR BUSINESS?

As with all touchpoints, a clear plan for using influencers as part of a wider touchpoint strategy is key.

1. Give influencers a clear role and KPI.
2. Plan for synergies and make sure they are well integrated with other channels, via a clear and recognisable central idea.
3. Test it worked: (Pre-)test your activities (or competitor influencer activities) to understand which approach will be most impactful – or whether the chosen ones need to be adjusted.

Source: [1] Kantar Media Reactions study 2020 / [2] Kantar Media Reactions study 2020 / [3] based on more than 500 Connect studies done globally

BUSINESS SOLUTIONS AND TECHNOLOGY PROVIDERS

KANTAR BRANDZ

BUSINESS SOLUTIONS AND TECHNOLOGY PROVIDERS TOP 15:

Brand Value $ (US) Millions

MICROSOFT	$ 410,271
NVIDIA	$ 104,763
IBM	$ 91,337
ADOBE*	$ 78,524
INTEL*	$ 71,937
SAP	$ 69,242
ACCENTURE*	$ 64,734
ORACLE*	$ 60,837
TEXAS INSTRUMENTS	$ 49,235
SALESFORCE	$ 48,982
QUALCOMM	$ 48,357
CISCO*	$ 46,822
ZOOM	$ 36,927
INTUIT	$ 35,869
AMD	$ 32,916

**Brand Value is restated due to an improved brand evaluation framework for Business Solutions and Technology Providers*

DEFINITION:
Business Solutions and Technology Providers include brands that provide (i) IT systems and software infrastructure, including software, middleware, cloud computing, components for manufacturing of smart/IoT devices or (ii) Software and applications for design, publishing and digital media, and business processes like accounting, finance, productivity, sales, teamworking or messaging, or (iii) IT consulting/outsourcing for business.

OUT OF OFFICE/ BUSINESS SOLUTIONS AND TECHNOLOGY BRANDS COME HOME

Business Solutions and Technology Providers Top 15 Total Brand Value

$ 1,251 BILLION

BUSINESS SOLUTIONS AND TECHNOLOGY PROVIDERS

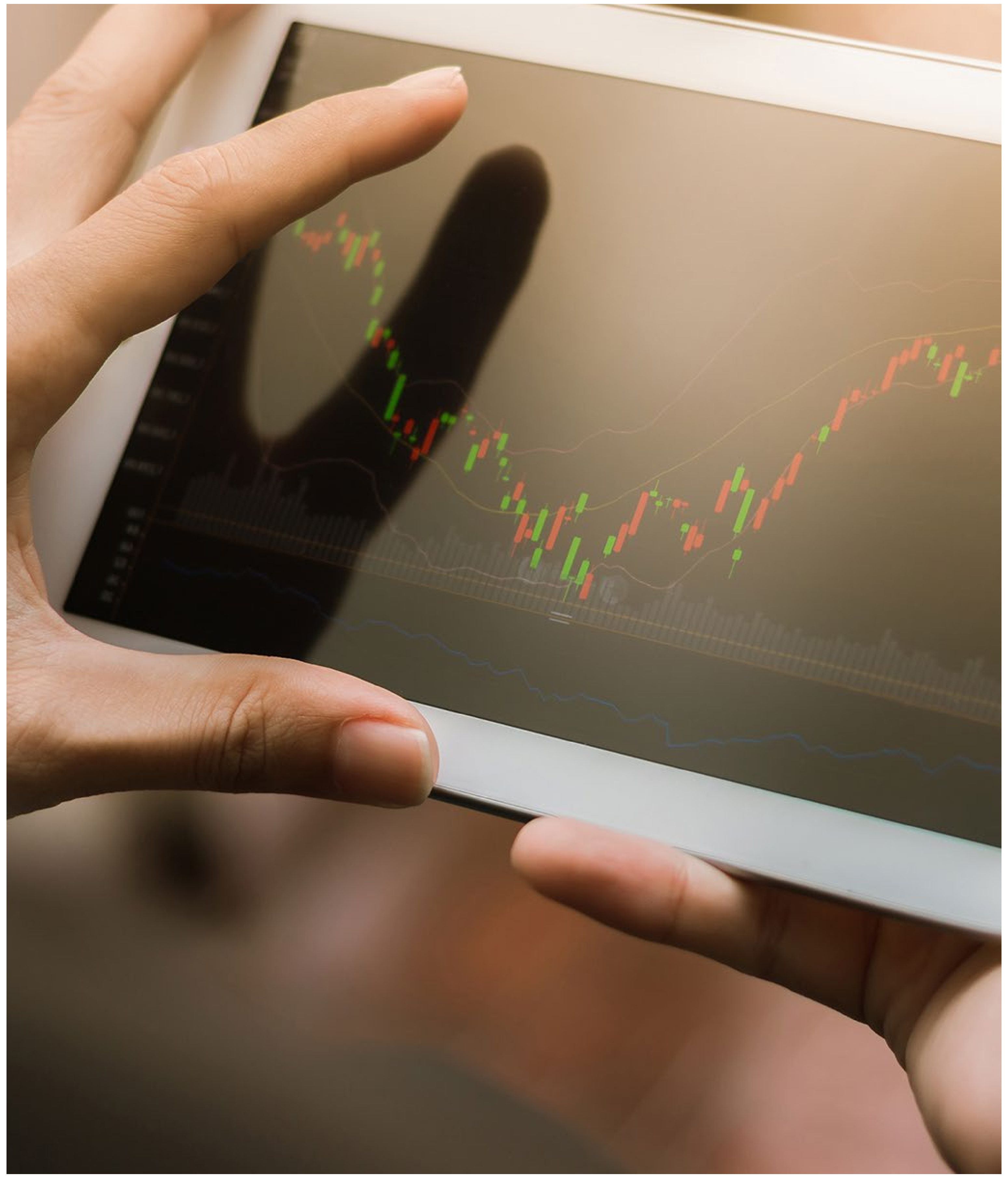
This has been a wildly unpredictable year for work – and, consequently, for the business solutions and technology providers category. Indeed, it's become popular to note that, thanks to the coronavirus pandemic, many markets have undergone a decade's worth of digital transformation in just a few months.

The most obvious driver of change in this sector has been the shift towards "Work From Home." What's important, here, is not just what companies did to manage this shift, but also how they did it. In earlier times, business-wide tech transformations were a matter of careful planning, with rollouts plotted out across months and years by a company's technology office.

The past year, by contrast, has been governed by a new spirit of rapid experimentation and iteration – especially in the vital "WFH" domains of teleconferencing and remote collaboration. At first, this open environment was a boon for challenger brands like Slack and Zoom. In time, however, market leaders like Google and Microsoft began to re-consolidate their market share. They did so, in part, by making the case that their platforms offered a distinct security edge. Microsoft also reaped the benefit of a half-decade's worth of investment in their Teams collaboration suite. (Slack, for its part, then became something of an establishment figure itself, following its blockbuster acquisition by Salesforce.)

As iconic as tools like Zoom and Microsoft Teams have been to the story of pandemic-era living, however, collaboration tools are only one piece of a much larger category growth story.

Work From Home means more than just teleconferencing. The pandemic also accelerated major shifts in how businesses managed their cloud storage solutions, ecommerce operations, payments portals, and delivery supply chains. Not to mention their online marketing strategies, social media presence, and website design (for example, in the need for "online showrooms" to replace shuttered retail locations).



BUSINESS SOLUTIONS AND TECHNOLOGY PROVIDERS

This new, "try-anything" spirit was especially pronounced in the realm of Small and Medium Enterprises (SMEs). There, companies were quick to sample and discard Business Solutions partners until they found the solutions that best suited them. Imagine, for example, the case of U.S. restaurant businesses looking to expand their delivery operations: in a given week, they might "test drive" payment and logistics solutions from PayPal, Stripe, Squarespace, Google, Yelp, Uber, and Amazon. At the end of this period, they might well conclude the process by not settling on a single solution or partner – but, instead, deciding to list and operate across a variety of platforms.

This kind of robust, open, "á la carte" competition for business solutions and technological services has put the onus on brands in this category to provide truly excellent customer service. Again, what's important is not just *what* services business solutions and technology providers offer to clients, but how well they can communicate these services – to manage expectations, troubleshoot problems, and ensure that clients are taking full advantage of product capabilities.

In the B2B industry, this kind of responsive, engaged customer service is the key to creating truly Meaningfully Different brands. At the core, it comes down to building brand Trust. Today, the world's leading Business Services brands offer hundreds, if not thousands, of different products and packages for sale - a dizzying array to navigate, even for the most sophisticated IT departments. It's important, then, that clients feel that they're being dealt with honestly and responsibly (rather than feeling like Business Services brands are deliberately confusing clients into buying extra services that they'll never use or need).

Another cornerstone of Trust in the business solutions and technology providers category is, of course, data security. Even amid the all-consuming transition to Work From Home, a number of high-profile security breaches – most notably the Solar Winds hack that ensnared a number of U.S. Government departments – have reinforced the importance of working with trusted partners. Security breaches are especially threatening to a brand's reputation when they become tied up with diplomatic concerns – as is increasingly the case in a politicised business environment. U.S.-China trade tensions, "data nationalisation" laws, and shareholder campaigns to sever ties with "problematic" clients are just some of the many political challenges that business solutions and technology brands will have to navigate in the years to come.

In response to these business and security challenges, many brands are pursuing new levels of collaboration. Microsoft and Adobe recently joined forces with the AI firm C3.ai to launch a new AI-driven customer management system that integrates Microsoft's Dynamics 365 platform with Adobe's Experience Cloud product.

Meanwhile, competition to provide the physical architecture for the business solutions and technology services is heating up. Category leaders like NVIDIA and Intel have announced innovative collaborations with major clients like Microsoft and Amazon, to embed these clients' proprietary security protocols directly into the custom server chips they are purchasing.

Even amid the disruptions of the COVID-19 pandemic, this has been a major year for the chip industry. Prices have soared (and supply chains have been squeezed) in the face of increased demand for cloud, blockchain, and AI services. And deal making has continued apace. NVIDIA's recent acquisition of UK chipmaker ARM could have major implications for the AI industry in the years to come. Google, for its part, has invested heavily in cloud chip design in a bid to capture market share in this area from NVIDIA and Intel.

EXPERT INSIGHTS

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A lot of businesses were in survival mode in 2020. Their attention was focused on: "I need to accelerate my digital transformation and Cloud adoption. I need to set up Work From Home and expand ecommerce and remote customer service capabilities." And so that's where their technology investments naturally flowed. What did that mean for other areas of the B2B Tech industry – services like AI, machine learning, Big Data analysis, the Internet of Things and 5G infrastructure? Naturally, efforts to adopt and expand those technologies were somewhat 'paused' by most companies while they focused on the basics. But that's not necessarily a bad thing. Because there was previously a lot of buzz and hype around these services, and a lot of promises made – now there's a chance to come back and really focus on, and articulate, their concrete, real-world benefits. This accelerated digital push will actually allow businesses to leapfrog onto the next level of adoption of advanced solutions, making it a prime time for Tech companies to grow even further post-pandemic.

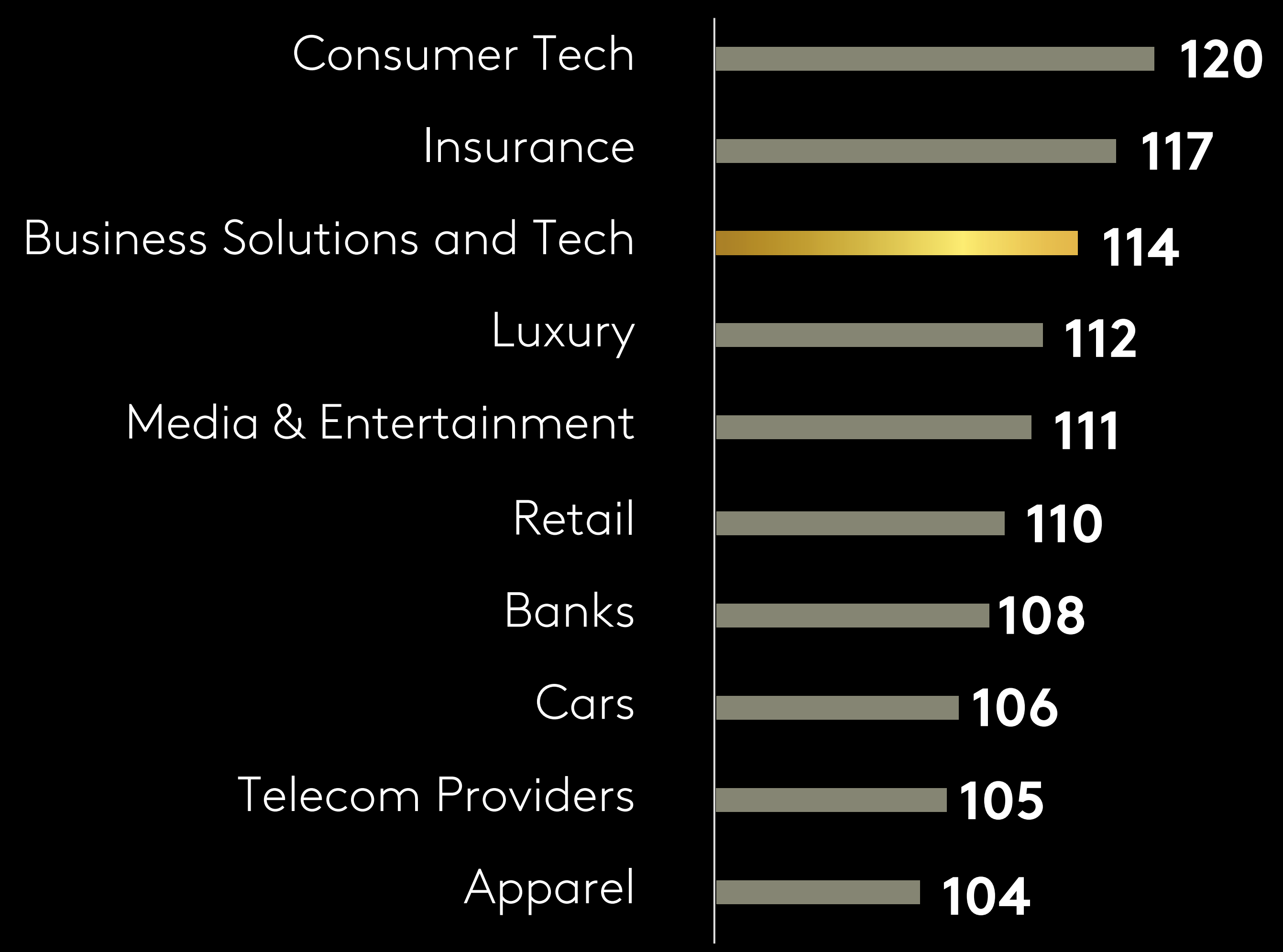
BUSINESS SOLUTIONS AND TECHNOLOGY PROVIDERS

Kantar BrandZ™ Analysis
Brand Experience differentiates

As business services brands offer an increasing array of products, the total brand experience that they provide to customers has become an increasingly important differentiator. Many of the top tech brands in this space already excel at Experience.

Tech brands are defined by their Brand Experience

Global Top 100 categories



BrandZ: Global Top 100 2021 – 18 Business Solutions & Technology providers

Top performers

MICROSOFT	IBM	ACCENTURE
132	125	120

Within the Business Solutions and Technology Services category, those brands with elevated Brand Experience also tend to score higher on overall Difference – while those with lower Brand Experience scores tend to be less Different.

Brand experience differentiates within B2B

Difference Index

Average brand: 100

BUSINESS SOLUTIONS AND TECHNOLOGY PROVIDERS

ACTION POINTS/ BRAND BUILDING

1

PUT SERVICE BEFORE SERVERS

Companies need to embed their core values and brand DNA in their approach to customer service – especially when helping clients navigate the hundreds of different products and configurations available to them in businesses like cloud computing and storage.

2

LIVE BY A CODE

This year, amid a global reckoning with racial injustice, business solutions and technology providers came under scrutiny for their decisions to work with certain military and government clients. Brands will increasingly be expected to articulate clear and coherent codes for what work they choose to accept – and face the prospect of reputational damage if they fail to live up to those standards.

3

THINK SMALL

Thanks to the pandemic moving their work online, more Small and Medium Enterprises are in the market for business solutions and technology products. Brands should look for ways to scale down their offerings to create more lean, approachable "mini" versions of their signature products and services.

CONSUMER TECHNOLOGY

DEFINITION:
The consumer technology category includes manufacturers of consumer electronics products, including TVs, home audio equipment, game consoles, digital cameras, phones, personal computers, laptops, printers, keyboards, etc., as well as other electronic products used at home.

KANTAR BRANDZ

CONSUMER TECHNOLOGY TOP 5:

Brand Value $ (US) Millions

APPLE	$ 611,997
SAMSUNG	$ 46,765
HUAWEI	$ 38,021
XBOX	$ 30,398
XIAOMI	$ 24,885

STILL IN DEMAND/ TECH BRANDS BUILD OUT THEIR RANGES

Consumer Technology Top 5
Total Brand Value

$ 752 BILLION

CONSUMER TECHNOLOGY

Mobile phone sales continue to drive the Consumer Technology category – and this has been, despite everything, another good year for the mobile phone business.

As parts of the world began to reopen in the second half of 2020, and the holiday season got underway, the hoped-for rebound in device sales did, indeed, come to pass. Consumers came to embrace brands' newest crop of 5G-enabled phones – even if 5G itself has yet to fully come into its own as a feature.

Before this year, there had been murmurings of an impending "tech-lash." In response, technology brands themselves stepped in with new tools to help control "screen time" and protect users' data – amid fears that reliance on mobile phones was leading to a lower quality of life, especially among children.

The COVID-19 pandemic changed this calculus, as mobile phones became an essential link to the world outside one's own four walls. If anything, the pandemic helped smartphones win over some of the last holdout demographics: this was, in short, the year that Grandma learned how to video chat. (Recent campaigns for Google Assistant and Facebook Portal spoke especially poignantly to the connectivity needs of older consumers). Parents, too, were more likely to overcome any lingering reservations they might have had towards buying their children phones, tablets, and laptops for remote schooling.

The leading Chinese brands, Huawei and Xiaomi, have proven especially popular for consumers around the world looking to acquire smart devices at smart prices. Their customers include everyone from the afore-mentioned parents of remote schoolers; to GenZ-ers across Europe, Africa, and Asia looking to spend their hard-earned summer savings on a sleek phone with a strong camera; to working-age professionals in booming markets like India who are looking to trade up from feature phones. In countries like the US and the UK, Google's Pixel phones occupy a similar, sub-$400 middle tier in the marketplace – though they are much more expensive in many other markets.

Elsewhere in the industry, Apple has successfully diversified its new releases to encompass not just the ultra-high-end tier, but also a more affordable "upper-middle tier" price positioning. Earlier "accessible" Apple models like the iPhone XR had slightly lagged behind Apple's sales hopes; there was a perception among consumers that these models represented an undesirable step down from the flagship, "numbered" iPhone releases. This year, the company solved this branding problem by christening its most affordable new model the iPhone 12, which was then joined by "Mini," "Pro" and "Pro Max" variants.

EXPERT INSIGHTS

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This past year, technology has been a lifeline, as pandemic restrictions kept many of us isolated. Most had no choice but to ramp up their digital use to maintain social ties and mental health. However, the inability to limit screen time didn't mean that consumers were indifferent to disconnecting and decompressing from stressors.

Increasingly, "digital detox" is taking the form of an acceptance that a "blend" of digital and real life can be healthy: a sign of "Radical Self-Love", or a step beyond self-care towards positive self-acceptance. A slew of digital mental health services have made mental wellness more accessible (though still taboo in many markets), such as Kinde (UK), Ahum (Sweden), Moodpath (Germany), and Listen (US).

For those who want to boost mental health and give their eyes a break, audio social networks like Silicon Valley's Clubhouse (iPhone) and India's Leher (Android) are taking off. We also see AI working to smooth out the consumer experience so that consumers don't have to "work as hard" for personalised experiences – lessening the strain of digital connection on their lives.

CONSUMER TECHNOLOGY

The upside of this change is Apple no longer depends so heavily on the success of its most expensive, "ultra-advanced" mobile phone models; it has instead developed a wider, more diversified range of high-quality devices. In the absence of a complete 5G infrastructure rollout, a wider marketing emphasis on speed (faster camera; faster processor; faster start-up) and creative expression proved more than sufficient for Apple to move units.

Despite the pandemic and delayed release dates for its new iPhones, Apple announced record revenues for the fourth quarter of 2020 and the first quarter of 2021. Apple also made strides this year in its ambition to build out a wider services ecosystem, having unveiled its Apple Fitness+ platform, as well as earning its first Oscar nominations and Emmy wins for its Apple TV+ channel.

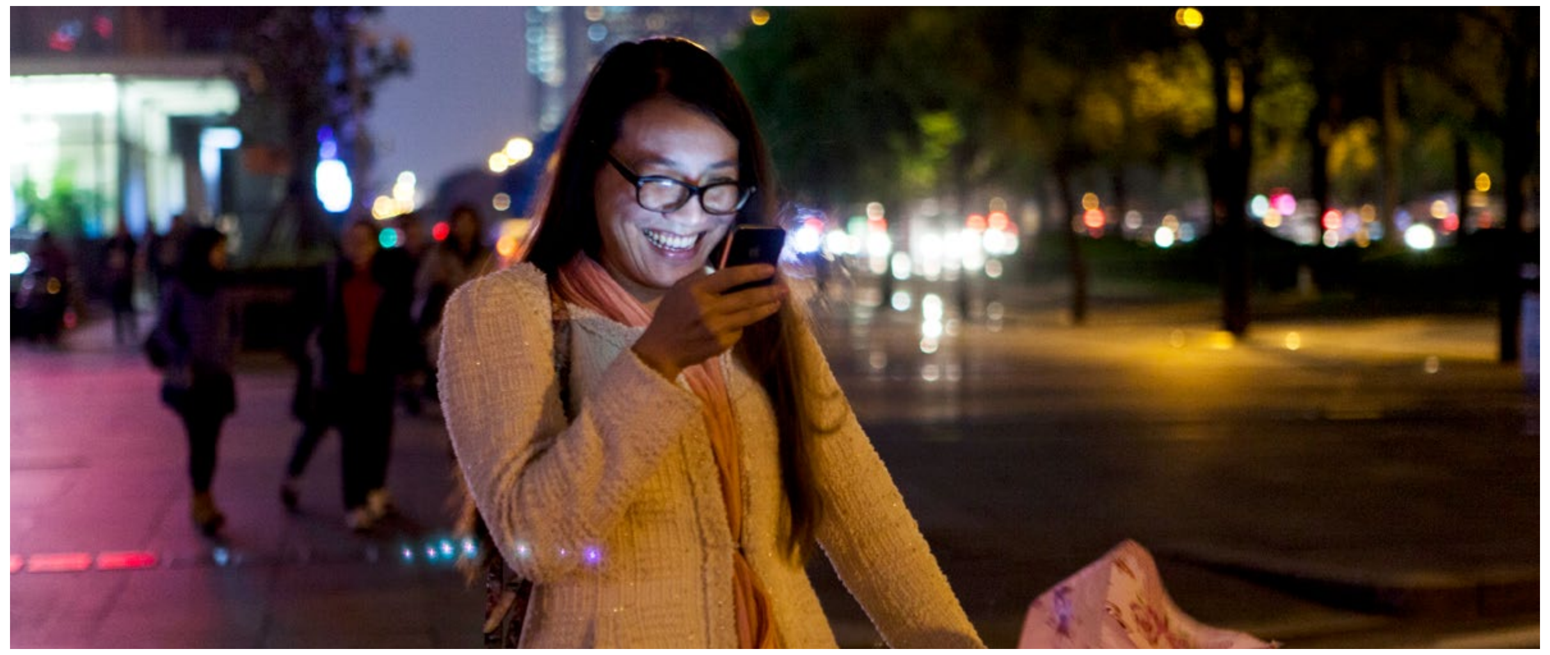
It is true, perhaps, that the unveiling of new mobile phone designs has lost some its "wow" factor. But nor have mobile phones become a market full of largely undifferentiated commodities – the way that, say, televisions became once it was possible to get high-definition technology on the cheap. Today, no brand is working harder to provide eye-popping hardware than Samsung. In addition to offering 5G, Samsung's flagship models offer features like dual telephoto lenses, ultra-high-resolution displays, and even the option of a foldable screen. The company has also set itself apart thanks to design collaborations with cultural figures like BTS and Thom Browne; it continues to trade places with Apple at the top of the quarterly sales rankings for smartphone brands.

For now, and for most markets, phones' 5G capabilities are mostly valuable as a form of future proofing. It now seems more likely that the 5G revolution will sneak up on the world gradually, rather than with a "Big Bang" – first with an expansion of infrastructure; then in industrial "Internet of Things" applications; and then finally in a radically faster consumer smartphone experience.

The days when some consumers disconnect entirely from their broadband service providers in favour of 5G connections are still some distance away – and may never arrive for certain segments of internet users, such as gamers, who are reliant on top-speed connectivity.

Speaking of gaming: In the past year, both Microsoft Xbox and Sony PlayStation launched their next-generation consoles. Microsoft went with an understated, almost PC-like design for its flagship Xbox Series X – a move in line with a Microsoft's services-first approach to gaming, which encompasses the company's growing Game Pass subscription business, and its marketing focus on incremental quality-of-life improvements like its new "Smart Delivery" software update system. Sony, meanwhile, opted for exuberant design cues for its PlayStation 5, in a way that signalled a much more revolutionary break with earlier console models.

In both cases, however, pandemic delays meant that the consoles launched without their most-anticipated game titles. Much like 5G, then, these are two systems whose full potential will only be fulfilled with time.

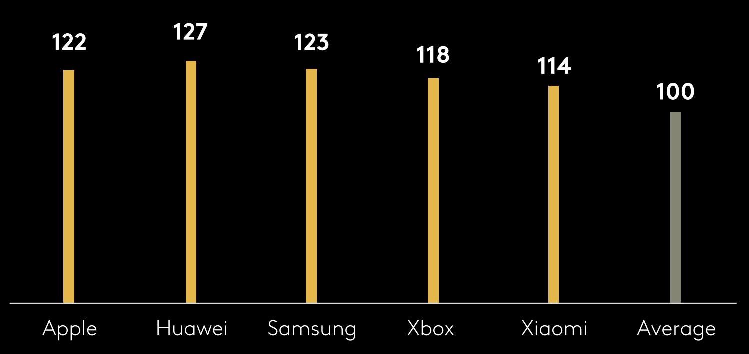


CONSUMER TECHNOLOGY

Kantar BrandZ™ Analysis
Tech brands lead on Purpose…

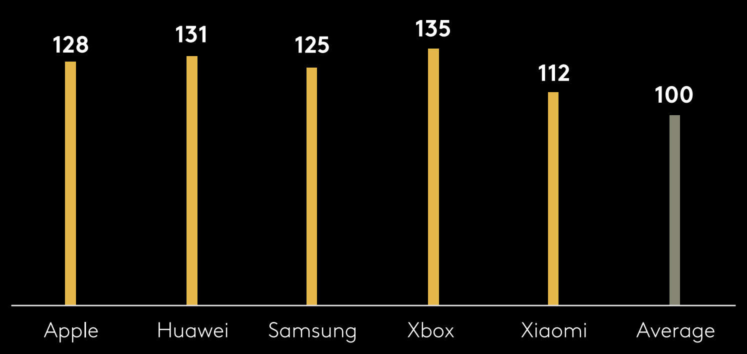
The world's most valuable Consumer Technology brands share some key equity characteristics. For starters, they are each seen as having a strong, well-defined Brand Purpose.

Makes people's lives better



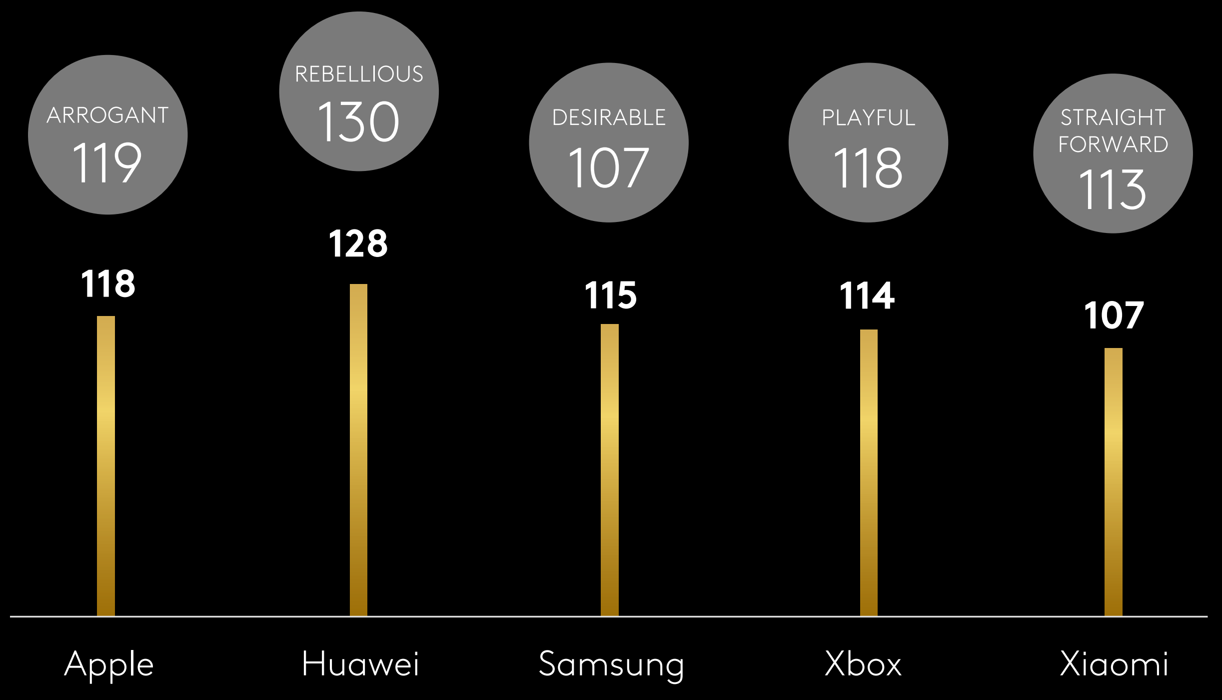
… have strong design credentials …

Top Consumer Technology brands are also seen as global leaders in the realm of smart design.



…and are creative leaders

Although each brand displays Creativity in different way – some more playfully, others more assertively – top Consumer Technology brands all score above average for this key attribute.



Average brand: 100

Data shown is global weighted average index scores for each brand, across all markets and categories

BRAND SPOTLIGHT

Apple dominates with Meaningful Difference

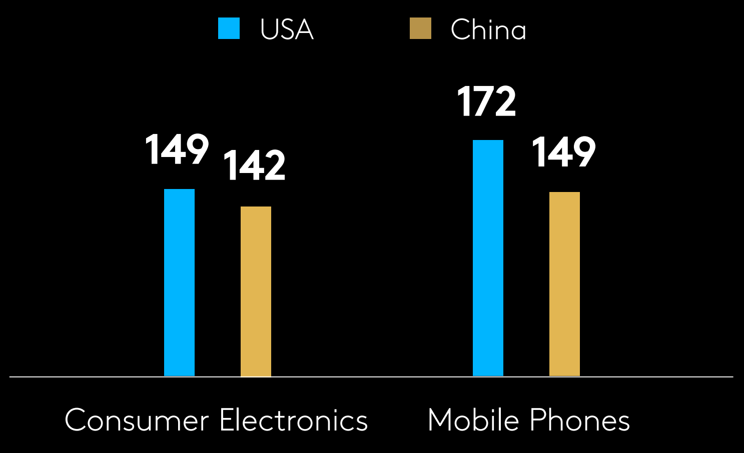
Apple's brand value now exceeds half a trillion dollars – a feat the company has achieved thanks to consistently strong equity. As the company has diversified into multiple new product and service categories, it has faced increasing competition from a wider variety of rivals. Despite this competition – and despite the fact that the full benefits of 5G technology in Apple's flagship smartphone category is still some years off – Apple has continued to maintain its reputation for Meaningful Difference across key markets.

2021 BRAND VALUE

$611,997m

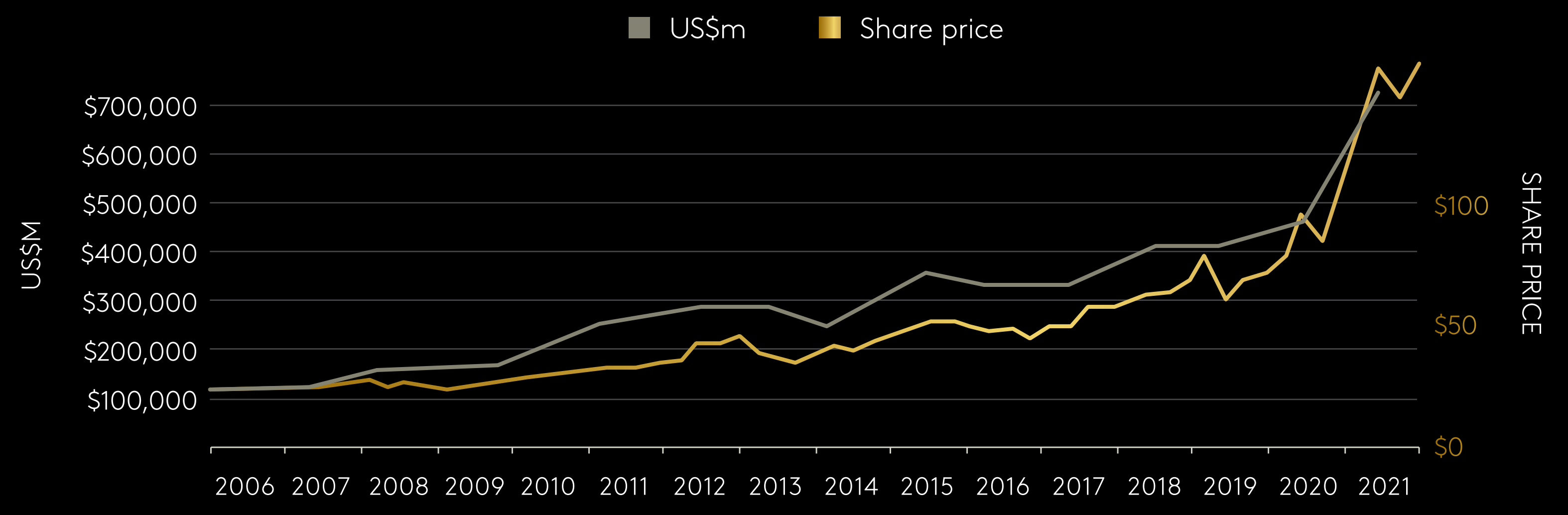
+74% year on year

MEANINGFUL DIFFERENCE



Average brand: 100

APPLE BRAND VALUE GROWTH OVER TIME



CONSUMER TECHNOLOGY

ACTION POINTS/ BRAND BUILDING

1

BE MORE RESPONSIBLE

Tech brands have begun to build out their recycling and emissions-reduction programmes, but have been more timid when it comes to the more human side of corporate responsibility – such as calls for greater workplace diversity, social justice reform, and community development.

2

REDUCE, REUSE, REFURBISH

Is there a middle ground between continuing to use a device as-is, and sending it back to the manufacture be stripped for raw materials? Marketplaces like Refurbed, Swappa, Back Market, and Amazon Renew are trying to carve out a space for refurbished tech. Brands can get more creative in how they can repurpose older devices – perhaps for profit, or perhaps, for instance, by linking up with community groups to provide refurbished computers and phones to students in need.

3

SAFEGUARD MENTAL HEALTH

Screen-time anxiety took a back seat during the worst of the pandemic. Now, as societies emerge from isolation with a mental-health hangover, tech companies should look for ways to encourage people to reengage with the physical world, and nudge them to improve their mental health hygiene – in the same sprit with which phones and wearables now urge users to wash their hands for a full 20 seconds.

TELECOM PROVIDERS

DEFINITION:
The telecom providers category includes brands that provide mobile or fixed-line telephone or internet services as stand-alone or bundled packages (along with other services, like television).

ONLY CONNECT/ HIGH-SPEED INTERNET SERVICES ANCHOR AN INDUSTRY IN TRANSITION

KANTAR BRANDZ

TELECOM PROVIDERS TOP 10:

Brand Value $ (US) Millions

VERIZON	$ 101,943
AT&T	$ 100,654
XFINITY	$ 58,996
SPECTRUM	$ 47,279
DEUTSCHE TELEKOM	$ 43,084
VODAFONE	$ 29,735
CHINA MOBILE	$ 25,821
NTT	$ 20,477
ORANGE	$ 20,200
MOVISTAR	$ 16,884

Category Brand Value
change vs. 2020

+5%

Telecom Providers Top 10
Total Brand Value

$ 465 BILLION

TELECOM PROVIDERS

In a highly unusual year for the telecom industry, strong demand for high-speed internet services afforded brands the breathing room they needed to tackle their longer-term transformational goals.

Even without the coronavirus pandemic, this would have been a transitional year for telecom providers – a year to launch long-term strategic bets. For companies with extensive entertainment arms, like AT&T and Comcast Corp, the launch of new streaming services was intended to balance out losses from ongoing consumer cord cutting.

Similarly, the rollout of 5G capabilities was seen by telecom providers as a development that, in time, would allow them to service an expanded array of 5G phones, tablets, computers, and appliances.

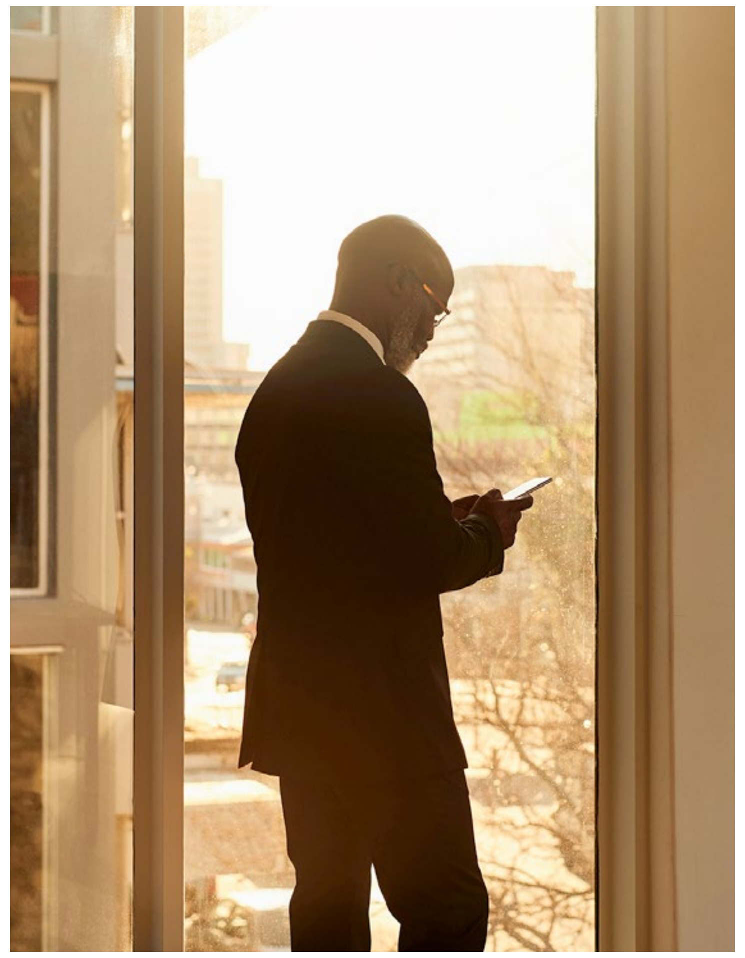
Then, of course, COVID-19 hit. Worldwide stay-at-home orders led to immediate disruptions in AT&T's theatrical movie business and XFINITY's theme parks and movie arms. Meanwhile, there were fears that the shuttering of in-person telecom showrooms would lead to depressed revenue for telecom companies worldwide – especially if consumers held off on buying new 5G phone models.

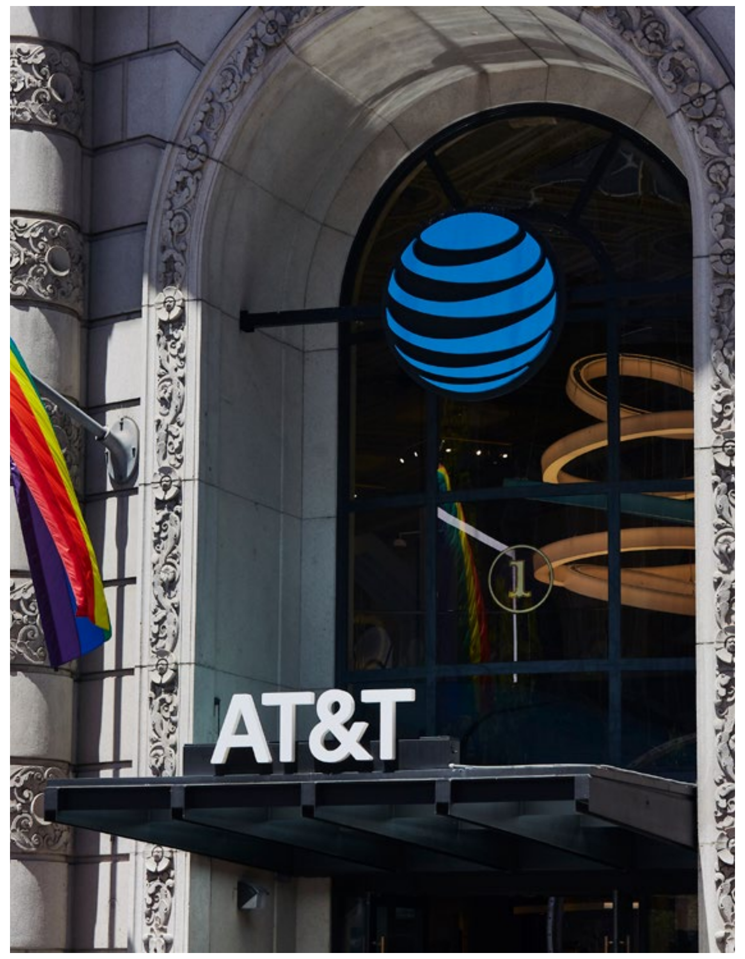
Fortunately, that disaster scenario for telecoms did not come through. To the contrary, telecom companies were offered golden opportunities to reboot consumer perceptions after years of undifferentiated branding and price competition.

The feared collapse of companies' wireless businesses was, indeed, largely avoided, thanks in part to government relief initiatives like the U.S.'s "Keep Americans Connected" programme. What's more, price wars were largely put on pause as markets adjusted to new lockdown realities: namely, that consumers found themselves increasingly reliant on their phones for work, fun, and connection.

That being said, some of biggest financial growth drivers in the wireless category came from boardroom coups: developments like Vodafone and Verizon's deals to build fibre optic and 5G infrastructure; the successful merger in the of T-Mobile and Sprint in the US; and acquisition efforts that allowed brands like Orange to expand into new global markets. Some of the biggest financial headwinds, meanwhile, came not from the pandemic, but from politics – as when the Trump Administration took aim at China Mobile's plans to list on the New York Stock Exchange.

But even absent these C-suite and government moves, most of the world's top telecom brands did well enough in their day-day business of providing wireless services. New phone models like the iPhone 12 proved to be solid enough hits to drive new signups and upgrades. This was the kind of business that telecoms needed to stay in the game.





EXPERT INSIGHTS

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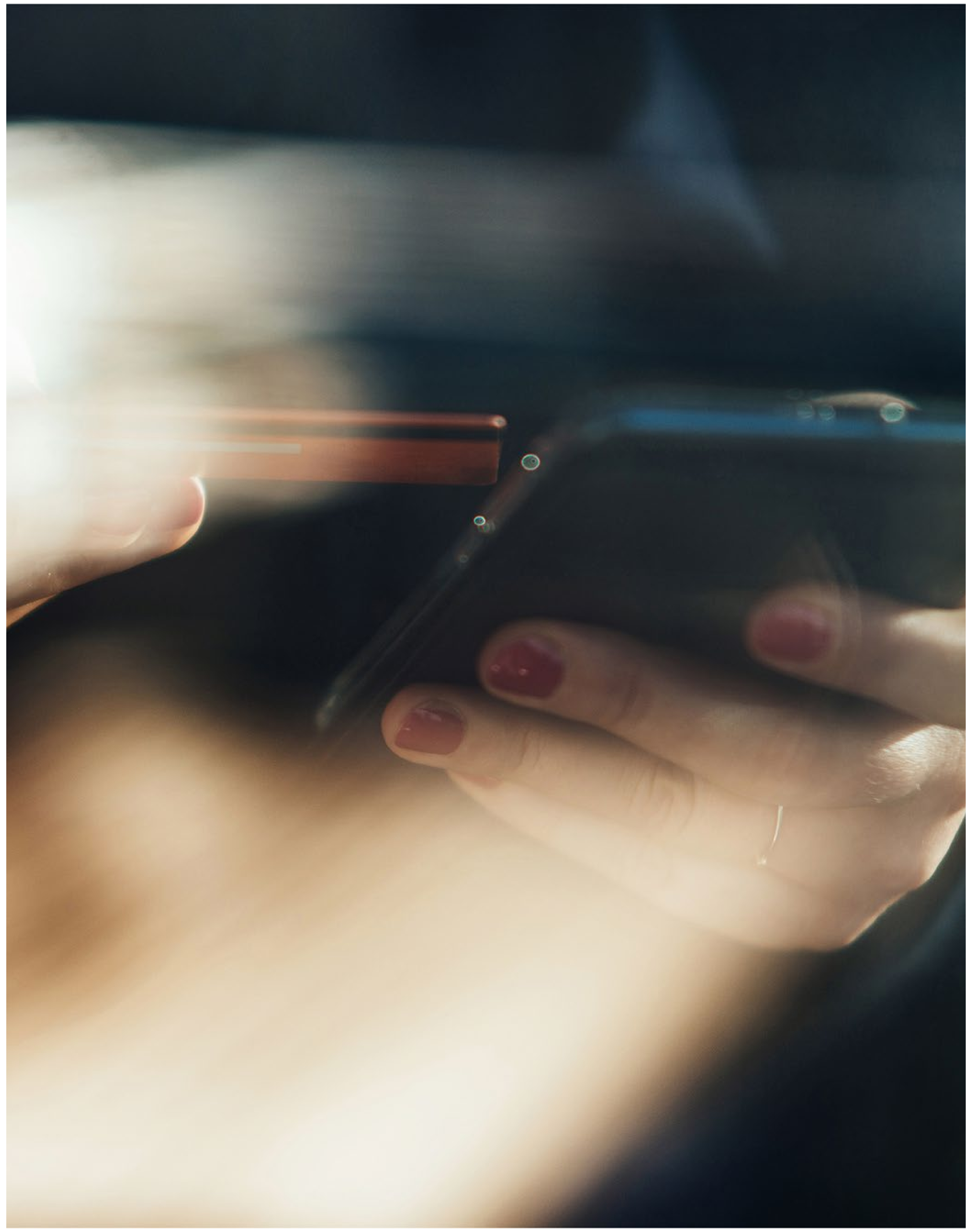
In Africa and parts of the Middle East, there's been an effort to expand brand messaging around empowerment, and the social purpose of improved data access. Brands like Orange have launched new tiers of "Super Smart Feature Phones," with tailored data plans to serve those looking for something between feature phones and smartphones.

Before 5G rolls out in these markets, there's a more immediate opportunity for brands to help people – particularly their most underserved users – make the most of 3G and 4G networks, helping them access platforms like Facebook and payment services like Orange Money. They can also help users find new ways to improve the experience of the mobile Internet they're already getting.

By doing this, big (and sometimes not local) brands can also demonstrate how they understand the needs of consumers in these markets and make a tangible link to the empowerment role they can play, through improved access to affordable mobile internet and money services.

TELECOM PROVIDERS



What's more, the closure of in-person showrooms put less of a damper on brands' operations than may have been expected. This is in part because technological advances – chiefly, new "eSim" cards – have made it easier than ever for consumers to switch carriers or upgrade their plans without ever setting foot in a store.

But also: with a few exceptions, customers rarely enjoyed going into telecom showrooms in the first place. So their closure wasn't a massive loss for consumers.

Granted: for the average customer, navigating telecom brands' service hotlines and payment apps was not always a pleasant experience, either. But the events of the past year have offered brands a fresh start when it comes to creating a strongly differentiated customer experience – should they choose to take it.

In general, there is a sense that while brands did well to avoid financial disaster during the pandemic, they perhaps missed an opportunity to reinforce brand Purpose in their marketing. Telecom workers did genuinely vital work in keeping countries running and connected during the scariest moments of 2020. But brands perhaps did not get the credit they deserved for doing so.

The brightest of bright spots for telecom companies was the demand for at-home broadband internet service. This was true from New York to Beijing. The shift to working from home created enormous demand for telecom companies' B2B and B2C internet businesses. Device sales improved, too: customers bought lots of new devices for their children (and elderly parents) as schools and socialising moved online.

One development that is likely to persist beyond the pandemic is a focus on service reliability. Many online activities that gained in prominence during the pandemic – from teleconferencing, to gaming, to next-generation consoles – required not just fast, but *steady* internet speeds. And, on the flip side, nothing risked brand love more than unexplained internet outages.

A host of new internet infrastructure is set to come online in the coming years: from new fibre optic networks, to 5G towers, to improved Wi-Fi modems. Competition is sure to heat up between internet providers specialising in different modes of connectivity. To stand out, brands will do well to move beyond the typical emphasis on raw speed and price. They should also highlight themes of stability, reliability, and customer service.

Purpose, responsibility, and sustainability are a big part of that branding equation. As in many industries, carbon neutrality has quickly become table stakes. The question then becomes: what are the particular, industry-specific issues where brands can do more? One problem highlighted by the pandemic is inequality of access: at a time when education and work increasingly demand a fast home internet connection, it has become glaringly obvious that some communities lag behind because of a lack of infrastructure and ability to pay.

EXPERT INSIGHTS

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*Consumers are seeking more flexibility in their mobile billing. In the UK we've seen providers like GiffGaff, Voxi, and Smarty become more prevalent: they offer consumers the ability to easily switch in and out every single month.
This presents a huge challenge for traditional network providers who have built their business around locking subscribers in. On top of this, we're continuing to see data plans get cheaper and consumers upgrade their mobile phones less frequently.*

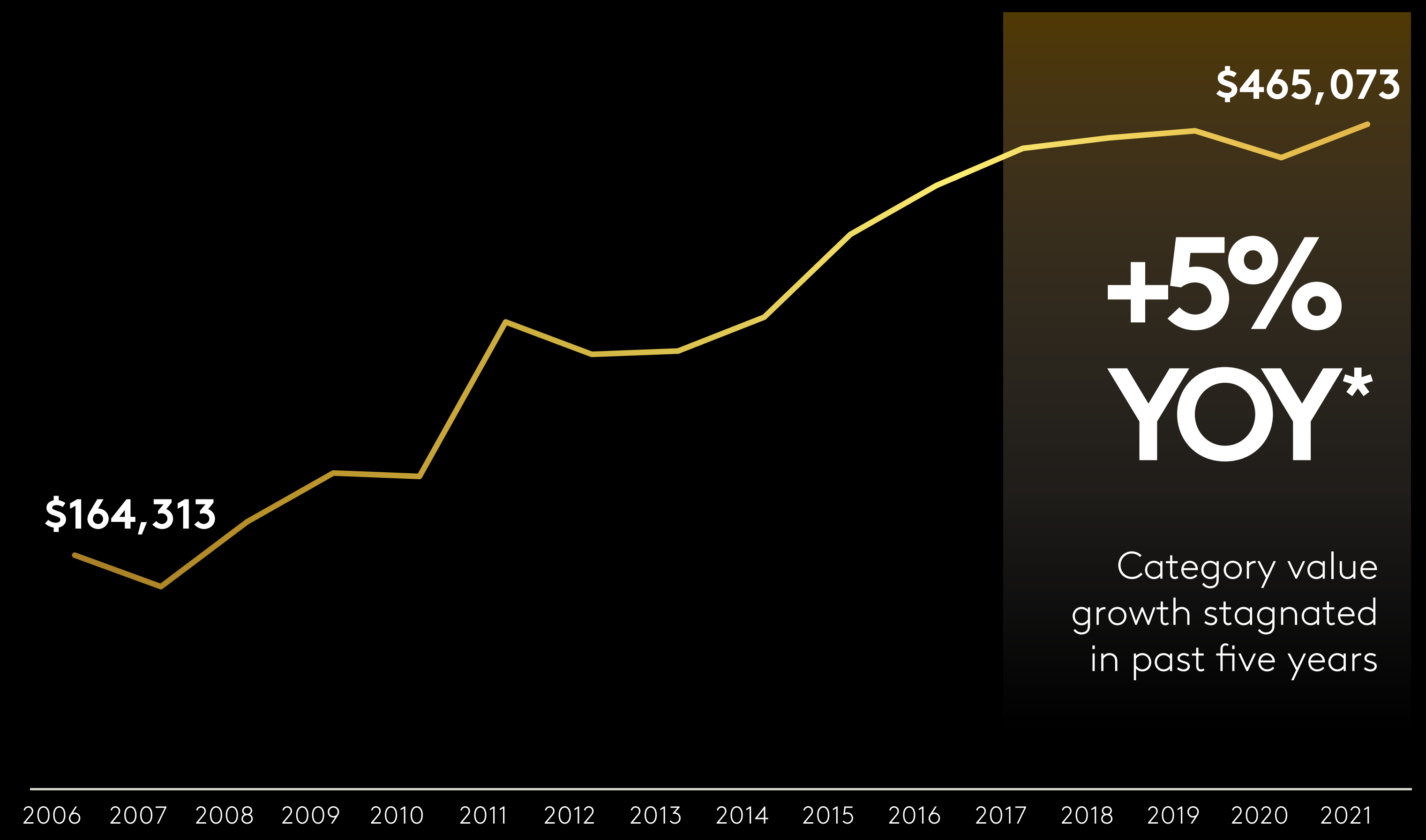
The result is that value in the industry is harder to come by and profit margins are being pinched. Network providers need to turn to other methods of value generation. We will likely see increased emphasis on converged offers across other services (e.g. broadband & Pay TV) as well as more partnerships with content providers (e.g. streaming platforms) to make up for these value shortfalls and regenerate subscriber loyalty. The challenge is differentiating your brand when the market seems to be offering so many more options.

TELECOM PROVIDERS

Kantar BrandZ™ Analysis
Mixed fortunes within the Telecoms sector...

Although there are individual bright spots, the Telecom category's value growth has levelled off in the past five years.

Telecoms brand value ($M)

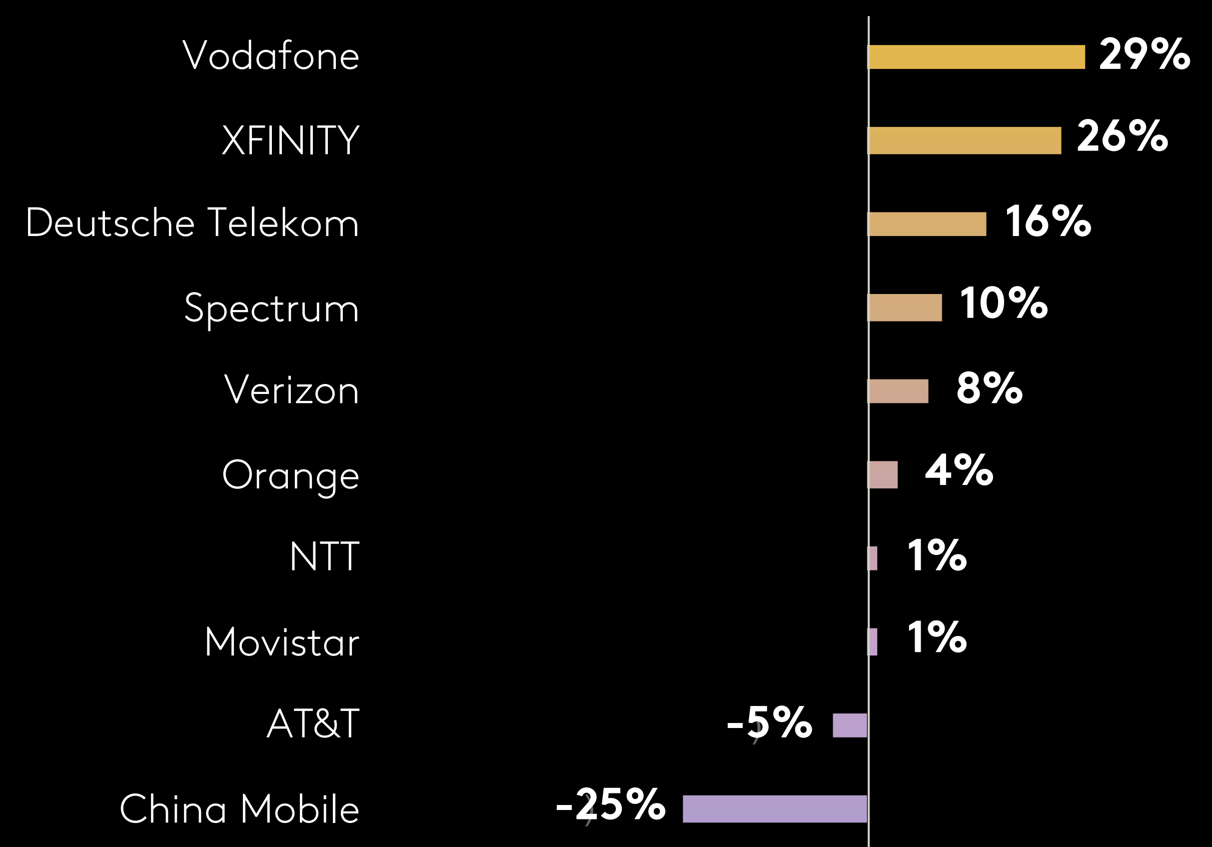


+5% YOY*

Category value growth stagnated in past five years

*Year on year change of 5% is 2020 vs 2021

Brand value 2021 vs 2020 change %



...and a "Salience gap" opportunity

At the moment, top Telecom brands tend to be highly Salient, but lag behind on both Meaning and Difference. This means that brand awareness is, by and large, not an issue for these brands. Instead, the path to growth lies not necessarily in more marketing, but *better* marketing – and business operations – geared toward emphasising brand distinctiveness. Attributes like Customer Experience, Convenience, Innovation, and Purpose could all be areas for improvement.

TELECOM PROVIDERS

ACTION POINTS/ BRAND BUILDING

1

MAXIMISE THE 5G BOOST

5G has the potential to be genuinely transformational, but brands need to be careful of how they time and pace their marketing around the technology. If they overpromise on 5G before infrastructure is fully in place, the discrepancy between hype and reality could rebound to reduce brand Trust.

2

EMBRACE PURPOSE AND EMOTION

After a year where we relied on our phones more than ever to stay connected, brands have a golden opportunity to move beyond a marketing emphasis on the functional – and really take up the mantle of the guardians of the world's connectivity. Facebook's Portal ads, for instance, leaned into the emotionality of quarantine-era video calls – and in doing so, leaped ahead of many more connectivity brands to "own" this psychological territory.

3

DOUBLE DOWN ON SERVICE

Many people don't enjoy interacting with telecom brands. The pandemic-era shift away from showrooms and toward remote customer service apps and hotlines offers the possibility of a fresh start. Now is the time to drill down into user experience.

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SUSTAINABILITY AND PURPOSE
AFTER A YEAR OF TURMOIL, HUGE OPPORTUNITIES AHEAD

- Whatever your sustainability challenge, Kantar can help you meaningfully define and powerfully activate your sustainability strategy, and build brands with a clarity of purpose.

Last year, the BrandZ™ Top 100 Most Valuable Global Brands report was dominated by two interlinked topics: the impacts of COVID-19 and Sustainability. Much of the world was in a state of suspended animation and seemed to be holding its breath. A year on, the same topics remain high on the agenda, but some important developments have taken place.

Coronavirus accelerated many trends that were already present; for example, it is credited with driving a decade's progress in ecommerce in a year. Localism received a significant boost as working from home became a new normal. Opinion remains divided, but the pivot online was sudden and effective. Some businesses have famously moved permanently to 'wfh' while others rejoice at the re-opening of offices.

At the same time, it prompted some review of lifestyles and values, as our Barometer data showed. COVID-19 provided a vast behaviour change experiment in living, working, cooking, education, shopping, entertainment, socialising, exercise and more. Some of this will ebb away, associated with bad times and constraint. But other things will stick: spending time with our significant people/loved ones; considering our purchases; planning and self-sufficiency; and improved hygiene. This last action, a coping mechanism that effectively combats the virus, but has also brought huge and visible challenges to sustainability, as a wave of plastic and chemicals overwhelmed our immediate environments.

The resurgence of nature became an early meme and, for some, images of clean skies over industrial areas were striking; time spent outside proved to be important to mental health and, in many countries, people have been leaving cities for greener pastures; estate agents have reported that a garden or access to a natural environment are now key search terms for buyers, as well as a spare room to work in.

COVID-19 also provided the background to renewed demands for social justice with tragic incidents of individual and collective trauma, such as we have seen following the death of George Floyd in the USA and issues of women's safety that have come to the fore in the UK after Sarah Everard and Everyone's Invited. The position of those who couldn't work from home, many more of whom became sick, has been a salient feature of the pandemic, adding to a renewed sense of what is truly essential. Inclusion, equality and equity are urgent across a widening range of areas.

In all of this, what was the role of brands? Brands that innovated to meet the change have prospered hugely. Everyday brands had a role as emblems of normality and reliability, and there was almost no indication in our data that people wanted to see less advertising. But it was perhaps in their role as businesses that brand owners did most, with celebrated examples of brewers and perfumiers turning their alcohol businesses to hand sanitiser, and luxury goods manufacturers turning their sewing machines to PPE. In truth, our COVID-19 Barometer suggests that people weren't thinking about brands specifically, even as they appreciated their efforts. The first role of business was as an employer and then as a citizen. Brands, as one of the most salient faces of businesses, have always needed cultural relevance and, increasingly, if brands want to matter to their customers, they will need to take into account the wider public requirements that people now have of them.

This is what our colleague J. Walker Smith wrote about in these pages last year as the new marketing Era of the Public. Increasingly, brand owners recognise the need and the opportunity for their brands to discover an authentic purpose that will guide their decisions, enhance their meaningful difference, grow their brand power, and achieve positive impact in the world. Our model for this work is the UN Sustainable Development Goals, the closest thing the world has to a strategy for development and one that many businesses now use to frame their actions. It may be easier for a brand that is born with purpose than it is for long-established brands to do this, but all strong brands have a reason to exist, and the SDGs offer a wide scope of purposeful objectives in which brands can find additional strength and new sources of value with genuine alignment.

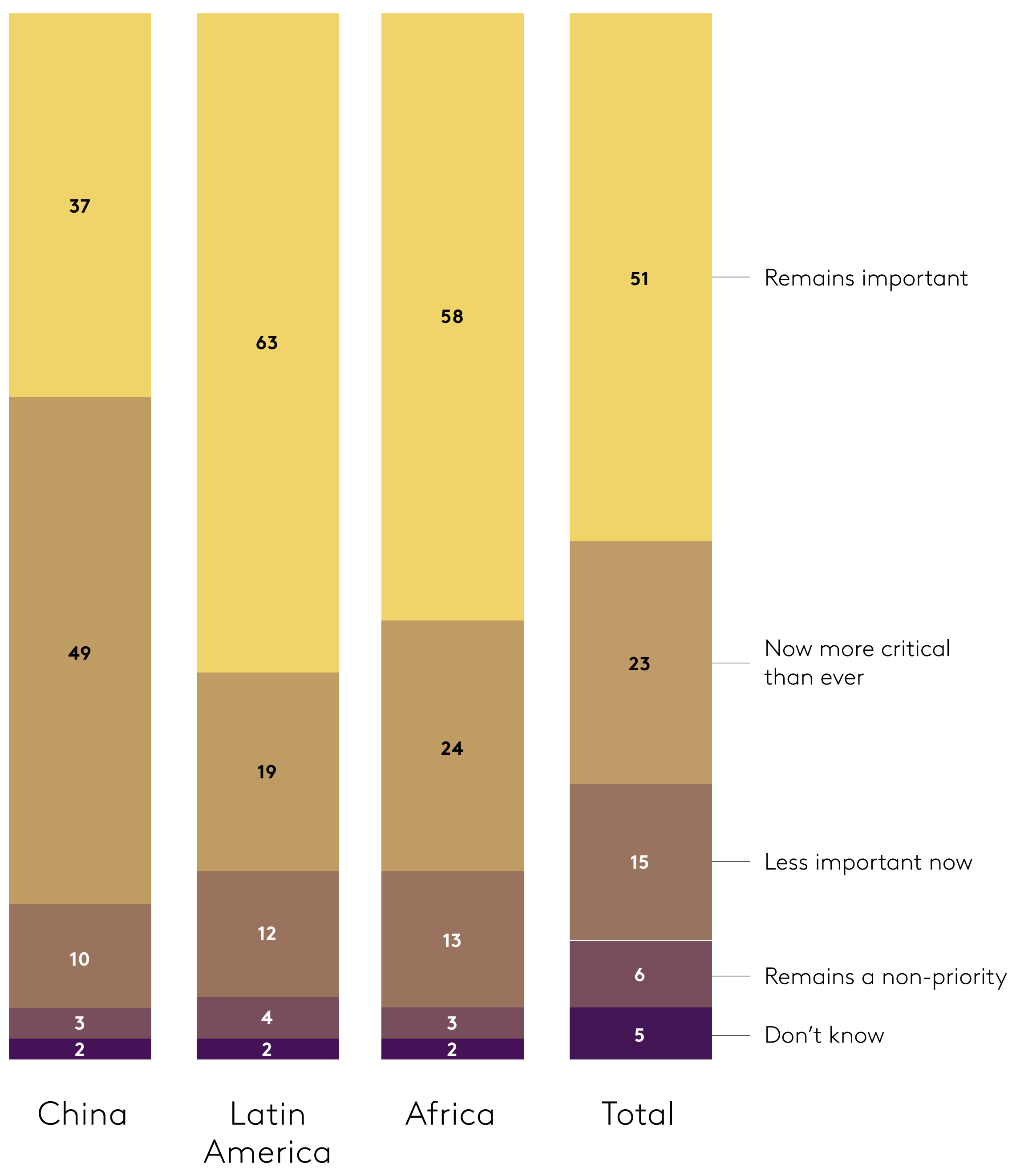
The other very significant thing that has happened is the return of the world's largest economy to the Paris Agreement with serious intent; along with the dawning realisation that we now have only 9 years to contain runaway climate change and general populations beginning to recognise the emergency.

Businesses, financiers and brand owners, with their talent for innovation, enterprise and value creation are uniquely placed to contribute and to enable their customers to make the necessary changes. Their role will be vital. This is the moment for business that hasn't yet recognised this imperative to do so. Genuine leadership is required and disruptive change too, but the opportunity is huge – both commercially (for revenue) and also reputationally, at a historic moment. In the context of climate action and net zero commitments, distinctions are already being drawn between those who understand the need to act now for 2030 and '2050ers' who don't yet have a plan.

fig. 1

Concerns about environmental issues remain important during the pandemic

Has your opinion about environmental issues changed because of COVID-19?



Source: Kantar Covid-19 Barometer, Wave 9, May 2021. Sample 11,014 across 20 countries.
Latin America countries included are: Argentina Brazil, Colombia, Mexico
African countries includes are: Kenya, Nigeria, South Africa

KEY TAKEAWAYS

1 Evolve your "reason to exist" to stay relevant in the Era of the Public

2 (Re)discover the authentic Purpose of your Brand

3 Anchor your impact in the UN SDG Framework to enhance meaningfulness and grow Brand Power

Source: Kantar COVID-19 Barometer - Wave 9, April 2021

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365+ DAYS LATER...
AND THIS PANDEMIC IS STILL TESTING OUR AGILITY

- Track and optimise your brand performance and campaign effectiveness using Kantar's brand guidance systems, designed specifically for your needs. Combine human understanding with the right tools to make better, faster decisions to maximise sales in the short term, and shape future growth for your brand.

Decidophobia* holds you back from making fast decisions. What are the early indicators that can aptly point you to the right direction for growth? These three - accentuated by COVID-19 marketing truths - give us the answer.

What we predicted early on – back in March 2020 – as the most likely 'Brave New Reality' scenario is the one we've been living in for the last year or so. Our society has adapted to life with a pandemic. People have been moving in and out of lockdown mode, swiftly restricting and broadening their movement in line with social restrictions. Physical contact shrank throughout and, as a result, ecommerce pivoted into the spotlight, jamming nine years of share growth in only a few months*. Businesses had to react quickly. At first it was about survival, but soon after, many brands realised that 'thriving' was up for grabs in our 'living-with-COVID', relatively stable and 'can-turn-prosperous' business environment.

Three pre-existing marketing truths have been elevated as a prerequisite for brand growth. To execute against them, successful brands have been making bold, confident and fast decisions even (or rather more so) in our times of uncertainty:

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*or simply, the fear of making the wrong decision
Source: *Global: 2 years, Europe: 9 years, Asia: 1 year and 3 quarters, Latam: 4 years and 2 quarters. Source: Kantar Purchase Panels
**Brand size aside which is the biggest multiplier of ad effectiveness – 50% more than quality of creative

> *"If you're good at course correcting, being wrong may be less costly than you think. Whereas being slow is going to be expensive for sure"*
>
> **JEFF BEZOS**

1 Embrace the joys of a rediscovered 'Share of Search': it reveals your brand's current momentum, but also the 'surprises' - good or bad - in your funnel.

The more your brand is searched for, the higher your forthcoming sales will be. A truth that is accentuated with 'search' turning into our new bricks and mortar in the pandemic-ridden months. Share of search – your piece of the 'search' pie in your category – has been recently debated in our industry as a promising predictive metric for a brand's market share, but also, possibly, as a potential metric to replace the difficult-to-calculate share of voice (i.e. the percentage of your media spending versus that of your competitors).

The equation is simple: if you are searched, you come to mind, and if you come to mind, you become relevant in a purchasing decision. But what decisions can you make? By comparing your share of search to your share of market and/or your share of voice, plus how they've been evolving over time, you can decipher: 1. whether your brand is generating enough search interest (share of search vs. share of market), 2. your brand's momentum (change in share of search vs. change in share of market), 3. how much brand interest you are generating with your media spend (change in share of voice vs. change in share of search).

Think of search as a brand's thermometer of Salience. And think of Salience as a fundamental driver of brand growth, more so now than before and until our movement is reinstated.

2 Keep your eyes on the content. Creative quality remains the most efficient route to brand impact.

Creative quality remains the single largest driver of brand impact** (accounting for 50% of campaign effectiveness) whilst reach, frequency and media synergy are lagging behind. As recovery takes hold, potent advertisers have been keeping their finger on the pulse to shift their media choices accordingly. But the biggest challenge has not been the 'how' or the 'where' to reach people, but what to say to them. We argue that now, similarly to other crises or post-crises periods, you should be asking yourselves whether your brand can be heard above the noise. Whether your brand's message is articulating your authentic story; whether your content is destined to create an emotional connection with people in ways that go beyond your category's guidelines.

Consumers find advertising annoying, three times more annoying, in fact, than they did 20 years ago. And even those campaigns that creatively excel are now less effective than ever - on record - before (the analysis of the 24 years of IPA data bank has revealed). It's true that getting content right can be a challenge even at the best of times. But the pandemic surfaced a further complexity; the need to get the right blend between sensitivity and lure, self and society, reward and altruism that are now unprecedented and permanent dilemmas in a creator's mind. Testing for creative excellence (Link) and creative mix optimisation (AdNow) are enablers of fast decision-making that unleash (rather than block) creativity.

3 Mind the clues in consumers' everchanging context. Listen carefully, breaking down the category barriers.

Regardless of how intriguing a product/service is, it's got to be culturally relevant to be considered in a purchase situation. When the context is shifting, this truth becomes a raw reality – brands need to act and react fast, otherwise they can quickly turn from essential to discretionary.

For over a year now, life has been different: our home has become our re-discovered kingdom, our out-of-home occasions have largely moved into the home. We changed our spending tune, our drinking and eating habits; we elevated comfort and cared far less about appearance. We pressed pause and cherished little moments of joy. Our behaviours have overall shifted and will only revert when our lifestyles revert.

As our context continually changes for the remainder of 2021, the brands that continue to look for clues on what consumers consider meaningful will surface timely threats and opportunities. They will be alerted to hazards from within and outside their category, they will be inspired to kindle their innovation agendas, and they will be better equipped to steer their comms to resonate with consumers. Each consumer's path back to normality will differ of course; for that, the brands that will remain cognitive of and sensitive to everyone's changing context are precisely the ones that will stay meaningful and relevant.

"Never waste a good crisis" Winston Churchill said. *"Nor its aftermath"* we add. Thriving is still up for grabs and relies, almost entirely, on fast decision-making.

Dr Nicki Morley
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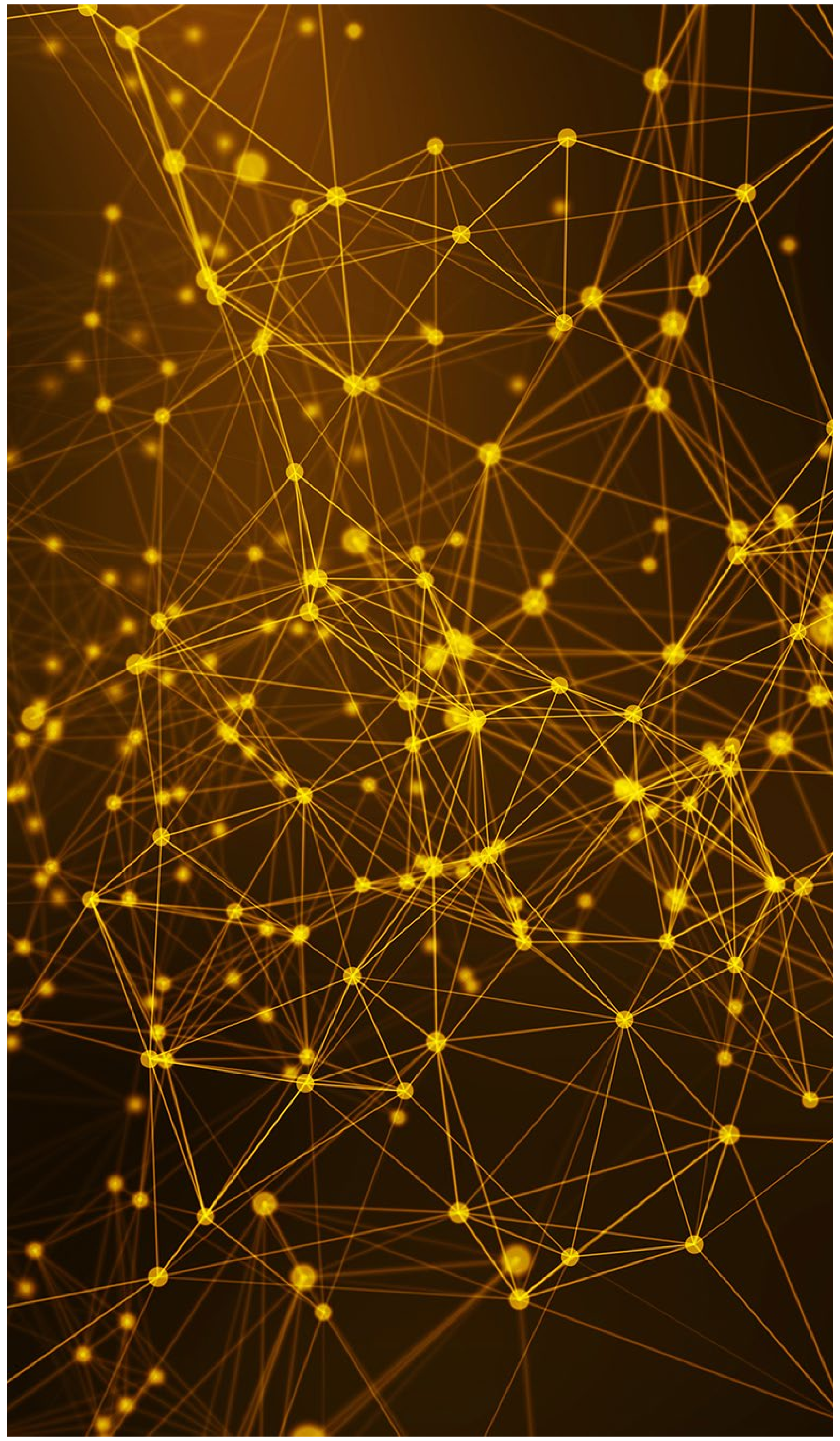
CHOICE, CONTEXT, AND POST-PANDEMIC BEHAVIOR

CONSUMER SHIFTS AND WHAT THEY MEAN FOR BRANDS

- If you want to better understand consumers and how people make choices, speak to us about our qualitative research and behavioural science work, and check out our powerful analytics capabilities.



No-one has a crystal ball to predict the future; however, by using our proprietary behavioural science understanding of how consumers make choices and how context influences behaviour, it's possible to identify clues to how consumer behaviour has changed and will continue to change post pandemic.

We can observe that during the pandemic the huge contextual shifts – such as removing access to high street shops, travel and entertainment – have undoubtedly had a large impact on consumer behaviour, forcing shoppers to move online, travel within the UK, and to entertain oneself at home, to name but a few. What isn't quite so obvious is the more subtle impact it will have on brand and product choice.

In late 2018, we at Kantar undertook a complete review of how consumers made decisions, reflecting upon the latest academic thinking around System 1 thinking, popularised by Kahneman. Academics such as Professor Jonathan St. B. T. Evans and Professor Valerie Thompson had focussed their efforts on uncovering more about the nature of Intuitive and Reflective thinking, and had made two important discoveries. These two 'systems' were in fact just different types of processing (Type 1 and 2) and both were involved in decisions such as choices. Secondly, Type 2, or reflective thinking, did vary according to the nature of the decision and was moderated by the initial 'feeling of rightness' of a decision and the situational, motivational and cognitive factors of an individual. Knowing this is key to understanding how the pandemic has changed, and will continue to change, behaviour… and what brands should do.

Let's take a typical decision, like choosing a hand soap, where against a need, a brand with the greatest predisposition (the most meaningful, different and salient in moment) is likely to be the one intuitively chosen. Whilst our more reflective (Type 2) thought processes check the feeling of rightness of this brand choice in the moment, typically, unless there is a situational, motivational or cognitive reason, rarely do we give it much further thought.

However, in a changing context, these factors of choice are causing interruptions in our decision-making process with potentially grave consequences to brands. Firstly, the brand might no longer be the one that best fits our changing needs (lower feeling of rightness). Situational factors – for example, a lack of availability – will also push consumers for the first time to try alternative brands, which might deliver a better, or more meaningful, experience. We might, in fact, be forced to reject a whole category in favour of a different type of product or experience (e.g. high street banking or overseas travel).

What our consumer data has shown us is that brands that were able to pivot to become more meaningful – for example, Carex with their antibacterial and moisturising properties – have seen great growth. Those that have adapted to the changing needs have also grown; see, for example, the growth in the in-home snacking category, and brands like Nando's and Brewdog who have continued to stay relevant despite the closing of bars and restaurants.

As the context changes again and we are on the road to recovery, brands are going to need to think about how they can pivot, recover, or maintain their role in people's lives. Brands that have been riding the wave of change need to work hard to insulate their brands to ensure they are the most meaningful and frictionless choice as the context changes. Brands that have struggled during lockdown to attract consumer attention must work hard to develop intuitive and reflective marketing assets and strong innovations to draw people back to their brands (for example, people might be considering how much money they have saved on takeaway coffee during lockdown). To do this, brands need to stay close to the changing context, through research inspired by behavioural science thinking. This means that all new innovation research will need to focus more heavily on learning about the changing context around the innovation, blending social, cultural, qualitative and panel data together. Additionally, they will need to focus more on Type 1 and Type 2 approaches to understand how to develop meaningfully different propositions that present a frictionless choice in the moment.

KEY TAKEAWAYS

1. Brands need to stay close to the changing context of the pandemic using behaviour-science-inspired research approaches.

2. Brands need to think beyond System 1, and contemplate the factors that influence decision making in the moment.

3. Brands must consider how to make themselves a frictionless choice in the changing moment.

4

CLIENT PERSPECTIVES

LYNNE BIGGAR
EXECUTIVE VICE PRESIDENT, CHIEF MARKETING OFFICER, VISA

Lynne Biggar leads Visa's global brand strategy, including all consumer, B2B and client marketing activities that advance Visa's brand and business goals. She also oversees management and activation of Visa's world's leading sponsorship assets, marketing capabilities, and insights and analytics.

She has been recognised by Business Insider as one of the 25 Most Innovative CMOs in the World (2020), the Forbes list of Top Influential CMOs (2019-2020), Adweek's Top 50 and 30 Most Powerful Women in Sports (2018 – 2020).

Biggar joined Visa from Time Inc., where she was EVP of Consumer Marketing and Revenue, and was previously at American Express for over 20 years in a variety of management and marketing positions globally. She holds a BA in international relations from Stanford University and an MBA from Columbia University.

What do you believe is the role of a payments brand like Visa in the post-COVID world?

In the largest sense, we'll continue to do what we've always done, which is to ensure that our global network connects the world – to enable individuals, businesses, and economies not only to survive and recover, but also to thrive. Visa's network powers commerce globally and we remain focused on the incredible transformation in how individuals and businesses want to pay and be paid and conduct commerce globally.

On the consumer side, we've seen remarkable growth in ecommerce. Decades of evolution has been consolidated into a few months. On-line commerce has increased by over 20% during the pandemic with many individuals purchasing this way for the first time. It is important to remember that in some markets around the world, particularly developing markets, ecommerce was not as robust or common prior to the pandemic. One of the roles we embraced in regions like Latin America in the early days of the pandemic was to help educate consumers that purchasing on line is safe, secure and simple. This was imperative, so households and individuals could get the basic goods they needed in order to carry on during the height of the pandemic.

Even though purchases in physical stores are beginning to rebound in many markets globally, use of ecommerce remains elevated – 30% higher in the U.S., Canada, Brazil, India, Singapore and higher than 40% in over 15 European countries. We will continue to enable ecommerce to happen seamlessly and safely, even with this unprecedented level of volume.

What about payments in physical stores and locations?

These past 15 months, when individuals were going out to buy food or other necessary items, there were new thought patterns around the purchase moment. Particularly in the early days, everything was so uncertain, safety was the number one concern and consumers did not want to touch things. As a result, we saw cash-free and contactless transactions increase dramatically. In the U.S., we have seen a doubling of contactless transactions from the start of the pandemic. In Europe, after

Lynne Biggar
Executive Vice President,
Chief Marketing Officer, Visa

the governments increased the dollar value of a transaction that could be contactless, we have seen over a billion contactless transactions happen. I am proud of the role Visa has played to enable both consumers and businesses to adapt to our collective new realities.

Our efforts have also included working with governments in North America and Latin America to provide emergency disbursement funds to millions of people using Visa prepaid solutions. And, very early in the pandemic, it was very clear that we needed to support small business owners around the world. Less than half of all small businesses at the beginning of the pandemic had any online transaction capability. They were just physical stores and, as the stores shut down, they needed to quickly move their businesses online. So, we quickly sprang into action with capabilities, partnerships and programs to help enable these small businesses digital transformation.

What did these merchant support efforts look like?

We introduced a range of locally designed programmes and solutions that would help small businesses build an ecommerce presence. We provided access to partnerships that would help them in ways that they could not have easily gotten to on their own. For example, we helped sellers accept digital payments. We provided educational content and partnerships that helped them market digitally. We've also been on the streets, going door to door at physical locations, enabling sellers to accept contactless transactions. In some cases, this meant giving them access to new devices that would allow commerce to happen essentially anywhere: maybe not even in a store, but on the street, out in the world.

And then we wrapped our consumer marketing campaigns all around these efforts. In dozens of markets around the world, we launched an advertising campaign targeted towards consumers with the message that #WhereYouShopMatters, emphasizing that now is an important time to support your local business; it really matters to them. We made the small business owners the heroes of these messages. We even got our Olympic Team Visa athletes involved in spreading this message.

How has Visa's brand strategy evolved with these marketplace changes?

It became clear early on that consumer patterns were changing profoundly. Consumers have been willing to make new choices, and switch away from old choices, in ways that we haven't seen before. And these changes have been driven by both emotional as well as rational factors. For instance, consumers have taken up a very rational interest in maximizing personal safety – but they're also motivated by a renewed sense of purpose.

Lynne Biggar
Executive Vice President,
Chief Marketing Officer, Visa

Consumers are increasingly looking to drive broader change through the decisions they make about who they do business with. It's not just about the product and the consumer experience – it's also about what the company and brand stands for more broadly. And why is that? Increasingly, consumers feel like other institutions that they used to trust have failed them. Businesses are now the most trusted institutions in the world – more trusted than NGOs or governments.

Consumers are speaking with their hearts as well as their minds. Some are saying they will walk away from a brand or a company if they're disappointed in its actions. Three-quarters say that their purchase decisions are influenced by how a brand operates in terms of their social positions. As a result, we've become much more conscious about elevating our brand and marketing messages, to clearly communicate not just what we do, but *why* we do it and *how* it benefits our audiences.

What does this emphasis on purpose look like in practice?

At Visa, we sit in a very fortunate place because in the business that we're in, the business of commerce, we can do well by doing good. At Visa we believe that economies that *include* everyone everywhere, *uplift* everyone everywhere. This belief is the foundation of all that we do. It defines the products and solutions we deliver to our customers and their customers. It defines our keen focus on the security and speed built into our technology. And it defines our actions as one of the most trusted brands in the world.

We focus every day on enabling digital commerce for both buyers and for sellers. Amongst other things, this means supporting small and micro business owners to build their businesses and to thrive. It means providing solutions to gig workers to get paid faster, to large corporations to pay their partners across borders more securely and quickly and to consumers to receive an insurance payout directly on to their Visa debit card. It also means ensuring the ecosystem for moving money continues to elevate all audiences through financial inclusion. Globally, Visa has provided 500 million previously unbanked or under-served individuals access to digital payments, so that they could enter the digital economy and move forward. We've offered financial literacy programmes in 30 countries, educating millions through these efforts. We've also committed to a multi-year effort to digitally enable 50 million small and micro businesses around the world, and we're well on our way to achieving that goal just one year later.

And the good news, for all of us, is that there's evidence that purpose-led brands and companies can see higher growth rates and higher market share. So doing well by doing good is rewarding not only for the outcomes that we can drive in our communities, but also for our shareholders, who remain an important constituent in all of this.

How does broader sustainability fit into this picture?

We have committed to a more sustainable future. We achieved carbon neutrality across our operations in 2020 and have committed to reach net zero emissions by 2040. We also have committed to be a "climate positive" company – one that uses our products, network, expertise and brand to drive sustainable commerce and support the transition to a low-carbon economy.

Looking back, is there anything you would have done differently this year at Visa?

I truly think we at Visa have done an admirable job. We have supported our clients around the world during a time of rapid change and evolution that none of us foresaw. We've supported consumer needs with an emphasis on ecommerce and payment safety. We've supported small and large businesses to work smarter, helping them stay in business and continue to operate. We've supported front line workers across the country, helping them get paid faster through our Visa Direct solution. And we've supported the payments ecosystem to evolve for the future and to adapt and emerge stronger. I believe all of us at Visa are very proud of what we've done over the last 15 months or so. And the work doesn't stop there. We have bold plans for the future, and can't wait for that future to come.

MYRALDA DERKS
CHIEF CUSTOMER & BUSINESS INTELLIGENCE OFFICER, L'ORÉAL CONSUMER PRODUCTS DIVISION

After nearly two decades with Unilever, Myralda Derks joined L'Oréal in 2018 as the Chief Customer & Business Intelligence Officer for the Consumer Products Division. With a stable of iconic brands including L'Oréal Paris, Garnier, and Maybelline, the L'Oréal Group is a leading global player in the Beauty & Personal Care category. China has become a major market and it's brands are highly active online, both through ecommerce channels and its communications.

How have Global Insights fed into L'Oréal's operations in the past year?

One of the core strategies of L'Oréal is, quite simply, product experience excellence. Innovation and product experience are really central to what our brands deliver. Consumer and Market Intelligence (CMI) does a lot of work, together with our Prospective and R&I teams, to guide the inception, ideation, and discovery of new products, and plays a major role in execution work with Marketing. This has not changed in the past year, on the contrary, it remains extremely crucial.

Another big topic for L'Oréal this past year has been huge acceleration of digital transformation across the business. Our Global product development and digital transformation efforts have really gone hand-in-hand. Understanding the shift to online, the new digital behaviours, as well as surfacing new product trends and cultural insights, are all critical.

How does a multinational player like L'Oréal think about integrating both global and local market insights?

We can say that L'Oréal is strategically global, and operationally local. L'Oréal is very goal-oriented and strategically rigorous, so guidance from our global teams is very important. But then, at the same time, L'Oréal is also very operationally decentralized, with important tactical and some strategic decisions being made at the Zone and Country levels. So, when we're talking about market insights, at L'Oréal we continue that two-pronged approach. We are very much top-down *and* bottom-up.

What's an example of L'Oréal applying insights from the bottom up?

By "bottom-up" I especially mean "country-led". Our Consumer and Market Intelligence teams in each country are really seeking to understand shifts in the landscape as soon as they happen. L'Oréal is a very open and externally-oriented company, with its 'feet on the ground'. We are always looking at what is happening in each individual market. What kind of early signs do we see? That means looking not just at sales data, but using tools like consumer attitude trackers, online trends, social listening and engagement in both Asian and Western markets.

An example of this strong external orientation is the launch of a new hair care product: 8 Second Wonder Water. This started in Korea and was quickly imagined and launched in the USA and UK under our L'Oréal Paris brand. This is a great example of how we use scale at speed.

Myralda Derks
Chief Customer & Business Intelligence Officer,
L'Oréal Consumer Products Division

What about from the top-down?

Globally we are looking at more long-term trends in society and in our categories like skin care and make-up. We deep dive the bigger topics and are asking questions like, Where is the science heading? "What is the changing meaning of "natural"? What is the next evolution of sustainability? We follow the trends and express them into our new products, like the ingredient-led trend for skin care or the 'skin-ification' of make-up.

What do you do when intelligence signals seem to contradict each other?

In the beauty industry you're always trying to reconcile contradictory elements. For instance, the desire for advanced technology, versus the desire to return to more "natural" formulations. This, of course, is the great value of our having a large portfolio of brands. With some brands, like L'Oreal Paris you can really get into the science. Other brands like Garnier have a strong natural & sustainability focus, and again still others can take a more medical perspective. Of course, it's not perfectly 'cut and dry'. Even if you are a more scientific led brand, you still need to be up on top of the latest trends in your tone of voice, artistic direction and execution to truly connect people.

What does increased consumer sophistication mean for perceptions of "Premium"?

Increased sophistication and better educated consumers does not necessarily translate to buying only more premium products. It does however mean that people choose products that have true value for them. People are more discriminative and choiceful; they know what product benefits and ingredients they are after. This means that people more and more buy across all of our divisions, they buy brands that they identify with and deliver what they need. What we're seeing is a huge channel-blurring effect.

What does brand loyalty look like for L'Oréal in the next few years?

In our business, there always needs to be a balance between building penetration – gaining new customers – and building loyalty. The difference, today, is that maybe we don't think of "loyalty" in the most classic sense of securing repeat business each and every time, but in terms of long term and deep brand engagement. Loyalty means that people connect with your brand and what your brand stands for. This kind of loyalty means that people will always be willing to revisit your brand, while also satisfying their needs for new experiences and exploration.

The question then becomes, how do you continuously build that sort of deep and lasting brand engagement?

DAFNE HEFNER

SENIOR VICE PRESIDENT, STRATEGY & INSIGHTS, ANHEUSER-BUSCH INBEV

Dafne Hefner joined Anheuser-Busch in 2013 and now works as Senior Vice President for Strategy & Insights, out of the company's New York Office. Anheuser-Busch's portfolio includes much-loved brands such as Budweiser, Stella Artois, and Michelob ULTRA. Recently, the group has also expanded its offerings to include more flavored seltzers and no-alcohol beers.

How does the Insights and Strategy group contribute to Anheuser-Busch and its brands?

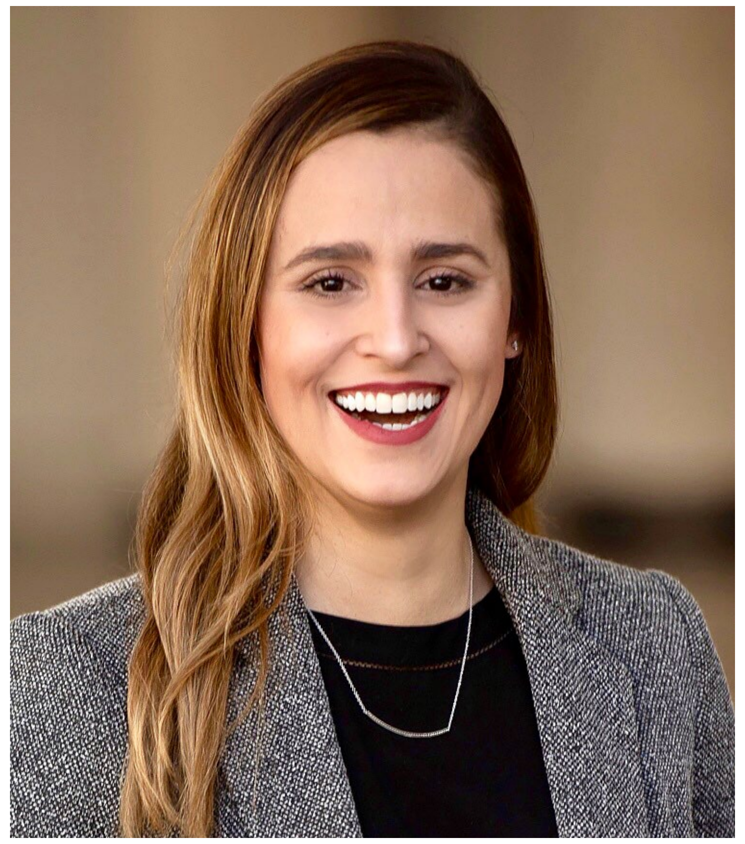
We exist to make sure that consumer centricity happens at Anheuser-Busch and that everything we do starts with People First. What does that actually mean? First, we listen to people and connect their consumer needs to Anheuser-Busch's strategic goals. If we're looking to expand into a new segment, it will be because of something we've found about where consumers are going. We also help translate our overall company strategy, down to each of the portfolio brands that we have. We use consumer feedback to really understand and refine each brand's creative positioning and DNA. And then, lastly, our team likes to be attuned to what's coming next. We use our consumer research hub as well as our predictive capabilities to inform our innovation pipeline and overall strategies.

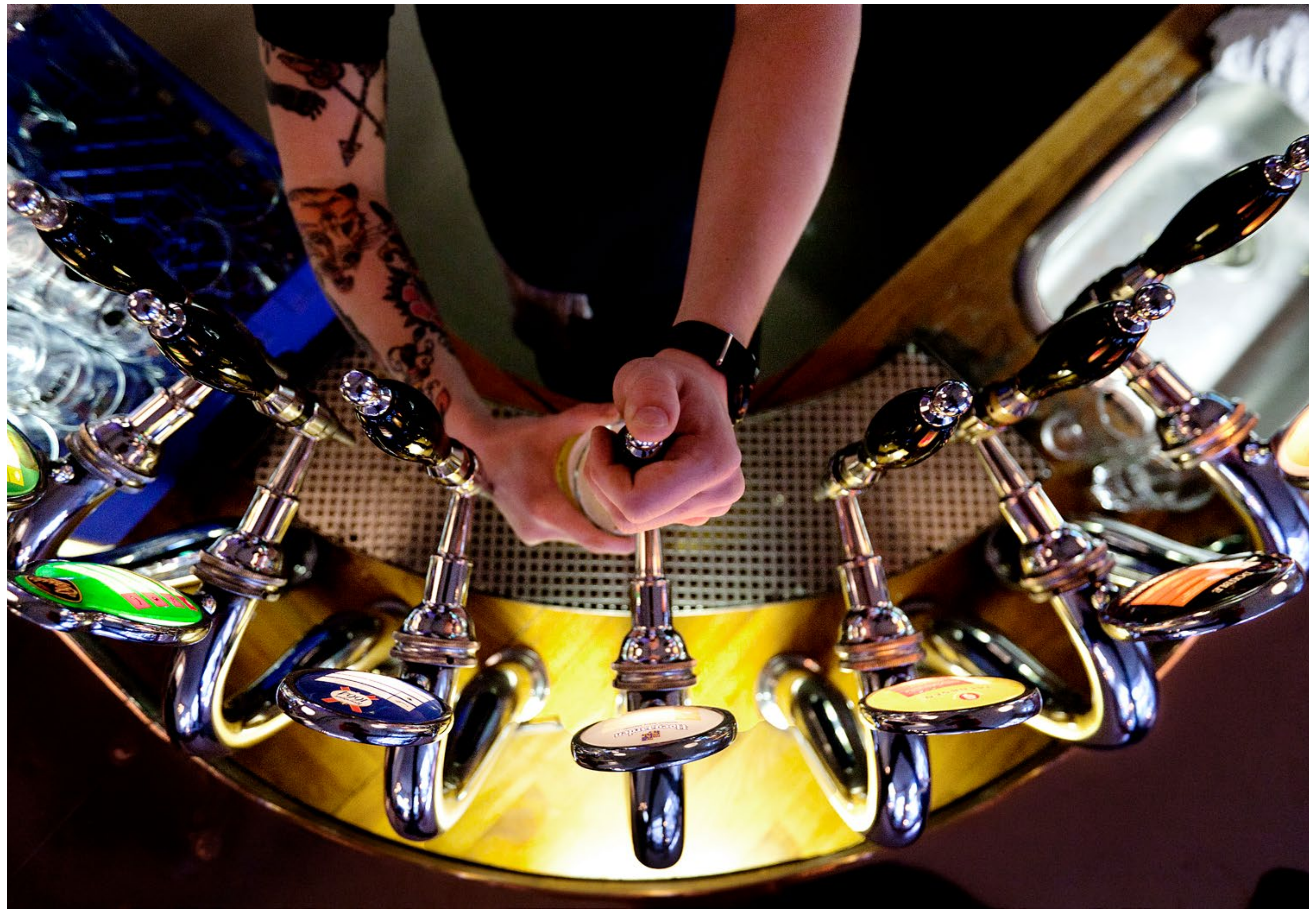
What's an example of how your group has contributed to the growth of Anheuser-Busch's wider business?

Not long ago, we were primarily a beer company, and so, of course, we focused on beer. But then the business underwent several "waves" of change. The first wave involved premiumization in beer. That was the "craft beer boom," and in response to it, we developed strategies to decentralize and expand our craft portfolio. And then we saw a second wave coming in - and that was a wave of consumers going *beyond* beer. That includes the emergence of seltzers, and other beverages that involve flavor exploration. We began to proactively develop a whole new "Beyond Beer" part of the company. And within that, Anheuser-Busch now has a distinct strategy and product pipelines, which we're supporting with our work.

How big of a role does "Beyond Beer" play in Anheuser-Busch's global strategy?

It's a significant shift – and it starts with consumer insights. We see consumers looking to a wide spectrum of other beverages beyond beer. But the common thread is, they're going for things that are flavor-forward. That could mean seltzer, but it could also mean things like frozen cocktails and sweet indulgences, which we're tracking as a "Third Wave" of market expansion. Nowadays we have a much more diversified portfolio. We say that when you look at the total alcohol industry, not long ago 20% of the total alcohol mix was these new categories like seltzers and sweet indulgences. And now we're seeing it's as much as 40%. That is a *really* big shift to have happened in the past 3 or 4 years – so a lot of what we do in my team is aimed at supporting Anheuser-Busch as it re-shifts the gears of its overall business. We're supporting a much more diversified pipeline of seltzers, canned cocktails, and "ready-to-drink," offerings – drinks that, ultimately, connect back to people's desire for both convenience and flavor exploration, in addition to our portfolio of leading beer brands.





Dafne Hefner
Senior Vice President, Strategy & Insights
Anheuser-Busch InBev

Seltzer, notably, appeals to both men and women, and a wide variety of ages. How do you think about consumer segmentation in today's landscape?

Not long ago, we used to have a traditional segmentation – which meant a demographic segmentation. But that is not entirely helpful these days, because the industry has become so democratized. Our world is really evolving with demographic lines being blurred all around. As a result, we've been moving toward a segmentation approach that starts with a consumer needs model. We have developed a model of consumer "enduring spaces", macro consumer trends that we believe are contributing to shifts in the category. We then look at that demand landscape, and identify spaces delineated by certain consumer needs, for certain consumer occasions. And *then* we can see how different demographic groups might over-index or under-index within these need spaces. This approach allows us to get much closer to why and when a consumer will want to drink one of our products.

Are there still demographics or markets that "signal" future trends earlier?

Back several years ago, we were more focused on what was seen as your traditional beer drinker: male and Caucasian, demographically speaking. But the demographic of America, especially, is changing – and so for us,. we have to be ready to resonate with a more diverse group of consumers than ever before.

How did your team's approach to tracking consumer preferences and drinking occasions change during the pandemic?

The pandemic has led to a huge acceleration of our tracking capabilities. Because the occasion landscape was changing so drastically as people stuck closer to home, we completely pivoted the way we connected with consumers, and launched a more agile insights engine. We set up pulses that connected us to thousands of people on a weekly basis, to better understand how our traditional occasions like mealtimes, socializing, and relaxation were changing during quarantine. Those insights helped us to successfully pivot our brand programs to focus more on the home – we called that strategy "Home as a Hub."

Now we're undergoing a similar process to guide how our brands respond to the world starting to reopen. We think that many behaviors and the energy around "Home as a Hub" will continue – especially considering how much our ecommerce business has accelerated. But we're also tracking the reopening of bars and restaurants, and thinking about how our programming can connect with consumers as certain out-of-home occasions return. All in all, this has meant a very big change for us: We went from building out one big consumer model per year, that we'd use to guide our annual strategic planning, to creating a system that we now consult on a weekly basis.

Dafne Hefner
Senior Vice President, Strategy & Insights
Anheuser-Busch InBev

How has Anheuser-Busch balanced global vs local needs – in everything from product ranges to marketing strategy?

It's not just about local flavors or ingredients, although that's a big part of it on the product side. It's also about being able to regionalize our marketing even more to maintain relevancy. In the US, we're decentralizing our marketing team and creating regional consumer hubs in areas like LA, St. Louis, Austin, Miami, and New York City. That way, our teams can gain a sense of what different markets look like, and incorporate insights on regionalism and provenance into our brands. We're also thinking about localization in our partnerships. We've been really reinventing how we do collaborations with local artists and community figures – with them helping us to develop our products and marketing, but also partnering with artists to develop their own products.. Recently, we had a partnership with [the rapper and cultural icon] Travis Scott to create a seltzer brand, CACTI, with very interesting flavors, and his own authentic DNA.

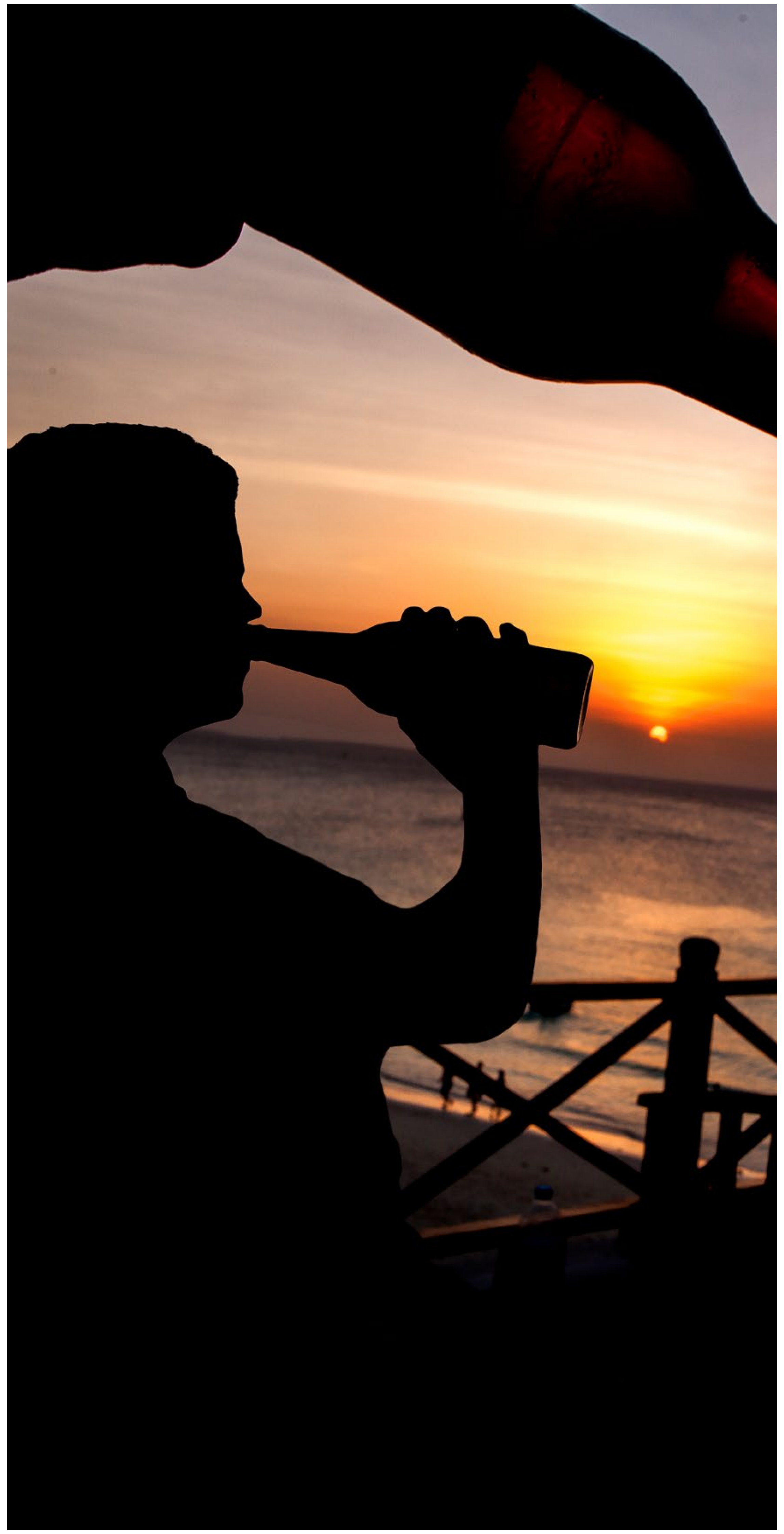
How does Anheuser-Busch think about loyalty at a time when drinkers have so many options?

One of the things we saw early on in the pandemic was people going back to familiar brands. There was comfort in knowing what to expect. So that was a good moment for us to reconnect with people, and to start fresh in certain cases. We've also taken this time to really double down on our focus on ecommerce. We now have the data and the ability to understand certain purchase needs, and offering our products to people in ways that maximize convenience. At this point, most of our initiatives today for our new and existing brands are connected to ecommerce. On a tactical level, loyalty means finding new ways to trigger that next purchase. We get there by understanding what consumers like, and what they buy repeatedly – and then offering them options that are tailored to their own needs.

At the same time, you have to satisfy consumers' exploration needs. The category is more driven than ever by discovery and exploration, so we just have to adapt. So it's about introducing new flavors and options within our brands, and also within our portfolio.

What unusual brand growth opportunities can you envision?

Right now we're really exploring the rewards people get from bold flavors. It's a different space for us. It's true that, previously, certain types of consumers would drink bolder flavored beers at certain occasions. But what we're thinking about is how to make that experience much more accessible, especially in our "Beyond Beer" categories. It's about finding things that can give you that immediate treat, a moment of release. Even in the seltzer category, we're expanding our offerings to include beverages that are more of a fuller-flavor treat. Bud Light Seltzer, for example, launched a special edition "Out of Office" collection with drinks that you usually have when you're on vacation: Strawberry Daiquiri and Watermelon Mojito. We're on a journey to surface culturally relevant flavors that give you a real treat. There's also a lifestyle component, which is also key to this area as a growth opportunity: When we ask consumers what full-flavor seltzers represent to them, they say, "Oh, we almost think of them like a new kind of 'diet' drink. They're healthy, but they still are flavorful and a treat, so it's like a win-win."



Where do you see Anheuser-Busch's brands heading in the short and medium term, as markets continue to open up?

If in the past year, we were focused on understanding "Home as a Hub," and now we're talking about reopening. One of the themes we've developed now is: "Back To..." Interestingly, the approach we're taking with this "Back To" theme, is directly related to what we learned from exploring "Home as a Hub." Even though they're somewhat opposite energies. We learned, when exploring Home during the pandemic, that this was a moment for platforms that don't just go brand by brand - but, instead, cut across the Anheuser-Busch portfolio.

With "Back To," we've seen consumer insights about how consumers are now craving a return to moments they missed.

And we're now able to unite many of our brands, as a group, around the platform we call, "Let's grab a beer." It's a term that invites people to socialize again safely, and capture moments that they were missing. At the same time, we still have separate swimming lanes for our brands, and each one of them occupies a different aspect of the overall platform: for Michelob ULTRA, "Back To Fitness," for Bud Light, "Back To Sports," and for Stella, "Back to Restaurants" to name a few. The key – and the challenge – in the next few years will be reflecting people's desire to return to things they've missed, while also acknowledging that yes, life is still going to be a little different than it was before, at least for a while. So the messaging should be "Let's grab a beer,"– but with some awareness to it: "Let's grab a beer together - *safely*."

ZHOU YUNJIE
PRESIDENT OF HAIER GROUP

Zhou Yunjie is the President of the Haier Group based in Qingdao, China. Haier Group is a world-leading provider of solutions to a better life. Haier's subsidiary brand Haier Smart Home is one of the world's biggest consumer-facing companies, and its subsidiary COSMOPlat Industrial Internet platform is a leading Industrial IoT Platform provider.

How has the COVID-19 pandemic affected Haier's vision and strategy?

2020 was an extraordinary year. Even with headwinds, Haier had some remarkable achievements. The key to this is that we firmly adhere to our Rendanheyi management model, practice the *Ecosystem Brand Strategy*, concentrate on our existing strengths, and remain highly focused on user value and experience.

Haier's management model is highly resilient and flexible. And these features mattered more than ever in 2020. The idea behind *Rendanheyi* is to emphasise a network of nimble microenterprises, rather than the more traditional bureaucratic organisation. Some of Haier's microenterprises were, indeed, launched in direct response to the pandemic. For example, COSMOPlat is our ecosystem brand focused on creating an Industrial Internet platform for the digital transformation of small and medium-sized enterprises around the world. During the pandemic – and thanks to the flexibility of Haier's microenterprise system – COSMOPlat unveiled a new emergency medical services platform.

At the same time, through community interactions, Haier has learned that many users around the world decided in 2020 to invest in their homes and upgrade their quality of life. Therefore, we provided users with all-inclusive scenario life solutions, which address food, clothing, shelter, mobility and entertainment needs.

What about internally? How has Haier evolved its own operations to meet the moment?

Haier's Rendanhayi model has always adhered to the principle of "People's value comes first." During the pandemic, Haier's local and regional teams were able to meet the needs of users flexibly through self-organisation and self-evolution, constantly creating the best user experience and maintaining full organisational flexibility.
In terms of Haier's internal operations, one focus this year is continuing to deepen our value-added sharing mechanisms and EMC (Ecosystem Micro-Community) Contract performance incentives for our workers, so that the creation and manifestation of employee value can be fully reflected.

As a Chinese brand, Haier has been ranked among the BrandZ Global Top 100 Brands for three consecutive years. What lessons can you share with other fast-expanding enterprises?

Brand is the soul of the enterprise, and also central to earning respect and commitment from users. We do see Haier as the epitome of the rise of Chinese brands. We began as a small factory in Qingdao, and have since evolved into a leader in the global home appliance market – and, subsequently, into the world's only ecosystem brand in the age of the IoT.

Since the beginning of our business, we have been firmly committed to the goal

Zhou Yunjie
President of Haier Group

of independent brand creation. In the past 37 years, times have changed. We do not forget our original intentions, however, and continue to innovate. Haier founder Zhang Ruimin has said, "There is no such thing as a successful company; there are only companies that move with the times." Successful business arises out of keeping up with the times. For Haier, that meant recognising that we live in the age of IoT – and becoming an ecosystem brand devoted to accelerating this new reality.

How has consumer insight informed Haier's strategy?

Haier takes user satisfaction as the starting point and ultimate goal of all business developments. And we do see that as a key to Haier's rise as a global brand.

This focus on user experience has led to our innovative emphasis on what we call "scenario-based consumption". We have seen a change in the nature of user demand: away from a simple demand for product functionality, and towards a desire for scenario-based experiences that come together to create a better lifestyle. To create and meet such user demand, we are continually researching and incorporating a wide range of consumer experience scenarios.

Can you give an example of this shift from products to scenarios?

Brands need to keep innovating to meet users' requirements. And they need to tailor their offerings in line with local conditions. Haier's Three-Winged Bird, a scenario brand, for example, not only provides users with home appliance products, but also personalised scenario solutions.

We used to think of our kitchen appliance businesses as providing products within a set number of formats, such as fridges and ovens. But as I've said, our starting point for innovation is no longer our brands' existing product categories – but rather, our users' evolving needs and scenarios.

It's this kind of thinking that has led Haier to introduce entirely new kinds of products and partnerships. For instance, we've joined hands with masters in duck roasting and duck processing, among other ecosystem players, to enable users to cook Peking duck with a first-class taste, at home, via a new kind of joint innovation solution.

What are some further growth opportunities for Haier?

First, I see high-end consumption emerging as a new growth driver. As the standard and quality of public life attains new heights, a new round of consumption upgrading has commenced. Users are becoming more demanding on quality of products and services – and also more willing to reward quality with their purchasing power.

Consequently, upscale consumption is enjoying strong upward momentum at the moment.

Secondly, cross-category and cross-industry cooperation is a hugely important channel for gaining growth and development. As inter-industry boundaries continue to recede, individual enterprises will find it impossible to create leading user experiences on their own – for no enterprise alone is capable of fulfilling all users' requirements. Thus, we must cooperate with others to establish a multi-win ecosystem.

How will Haier continue to innovate its Smart Home concept?

In terms of technology innovation, we have developed UhomeOS 3.0, the only operating system in the industry designed for the smart home scenario ecosystem. It can employ technologies such as AI, IoT and big data to enable homes to think and learn – to become smart homes with a "brain". For example, take Haier's cartridge washing machine, which is now available in the market. If users sign an agreement online after they purchase and get the washing machine installed, the washing machine can automatically place orders for liquid laundry detergent when supplies are running low.

We also see collaboration as key to creating a Smart Home that's truly valuable for consumers. The Internet of Clothing, Internet of Food, Internet of Air, Internet of Water, Internet of Entertainment... these need to be ecosystems that integrate information and functionality from a wide variety of sources. The key to this is value-added and multi-win: to date, Haier has brought together nearly 10,000 ecosystem partners, forming the most open and innovative IoT ecosystem in the industry.

Can you give an example of this kind of cross-industry partnership?

One big area of growth and collaboration for IoT is in payments. We have achieved "automatic transactions", wherein the "things" in the IoT automatically place and pay for orders on behalf of users. The technical term for this is "disintermediation-based, perception-free payment experience". Much like the rise of mobile payments over the last decade, automatic transactions represent a paradigm shift in the payment experience. Our interconnected appliances (such as refrigerators and washing machines) can pro-actively analyse users' needs, and automatically make a "payment decision" for the household (after being pre-authorised by users to do so).

What will these IoT advances mean for individual users' day-to-day experiences at home?

IoT technology is making the smart home a reality. The goal is to make users' lives more convenient, safe, smart, and energy efficient, and to help them to enjoy a whole-process, uninterrupted, seamless life experience. Behind the scenes, of course, we will have to do a lot of work, and develop iterative scenario solutions that meet user

Zhou Yunjie
President of Haier Group

needs as quickly as possible. Currently, Three-Winged Bird has over 30,000 scenario solutions, which can be split based on user needs, to meet personalised smart home all-scenario demands.

In person, however – this should all feel seamless. For example, consider this hybrid “kitchen/fitness” user scenario: Very soon, when a user goes out to exercise, the data on their workout and calorie consumption can be synchronously uploaded to the smart refrigerator. After the user finishes exercise, the refrigerator could automatically recommend the most suitable post-workout recipes. In the meantime, the interconnected appliances in the kitchen can accurately control time according to the recipe. During cooking, the refrigerator, oven, steamer, kitchen range, and kitchen ventilator, among other appliances, work with each other to offer a seamless experience from food ingredient selection to cooking.

What about health, sanitation, and hygiene? How can Haier best market itself with respect to new needs in these areas?

Haier’s solutions cover not only smart home scenarios, but also many other aspects such as user health and environmental hygiene. We are playing a leading role in taking the industry to make innovation in these fields.

In terms of family health, Haier has introduced a number of innovations in air purification and surface sterilisation. For example, Haier invented the 56°C sterilisation air conditioner. After self-cleaning is enabled with one click, the air conditioner starts cooling, frosting, defrosting, sterilising, and cleaning itself above 56°C, all in order to create a healthy and safe air environment. In addition, Haier offers ultraviolet sterilisation washing machines and sterilisation refrigerators, among other solutions, to protect users’ personal and family health.

In terms of public health, Haier has built a new IoT health care ecosystem, including the Internet of Vaccination and Internet of Blood. The Internet of Vaccination has built an experience ecosystem that connects people, machines, and vaccines. Vaccines are now verified when they arrive in and leave warehouses. Only the vaccines that are ready to be administered to people can be released, ensuring the safety of vaccination. The Internet of Blood, meanwhile, can monitor the cold chain throughout the whole process of blood handling in real time. This includes blood storage at blood stations; blood delivery and storage in networked hospitals; the route of delivery trucks; the temperature of transit cases, and so on. This reduces waste and increases the efficiency of first aid services.

What have been the biggest keys to Haier’s continuous development and leadership?

In 1984, Haier was simply a factory on the verge of bankruptcy. However, led by CEO Zhang Ruimin, Haier has been continuously making innovations and creating new miracles. After 37 years of development, Haier has grown from nothing, into the world’s one and only ecosystem brand. I think there are two secrets of Haier’s success to consider.

First, we always maximise the value of people. “People”, here, means our users and employees. Haier aims to create the best experiences for users at all stages of development, to earn the best user satisfaction. Thanks to the promotion of our Rendanheyi model, we also have always encouraged our employees to be their own CEOs, and to start their own business on Haier’s platforms.

Second, we always negate ourselves. What this means is – we’re not afraid to start over and chart a bold new course. So far, Haier has entered six strategy stages. We basically revise our strategic direction every seven years. The strategies are innovated and developed based on our insights about the changing times – but also, always, based on the principle of self-negation.

5

RESOURCES

KANTAR BRANDZ™ BRAND VALUATION METHODOLOGY

INTRODUCTION

A Kantar BrandZ™ ranking of brand valuations lists the brands making the largest absolute $ contribution to the total value of their respective parent companies, considering both current and future performance.

This is the true value of brand building and we want to isolate and reward the brands making the largest contributions to the success of their parent companies.

A company may have huge overall business value but the absolute $ contribution made by the relevant brand(s) that the company owns may not be a comparatively large figure – at least not a large enough figure to qualify for the given Kantar BrandZ™ ranking of brand values.

The brands that appear in this report are the most valuable brands in the world. They were selected for inclusion in the Kantar BrandZ™ Most Valuable Global Brands 2021 report based on the unique and objective Kantar BrandZ™ brand valuation methodology that combines extensive and on-going consumer insights with rigorous financial analysis.

The Kantar BrandZ™ valuation methodology can be uniquely distinguished from its competitors by the way we use consumer viewpoints to assess brand equity, as we strongly believe that how consumers perceive and feel about a brand determines its success and failure. We conduct worldwide, on-going, in-depth quantitative consumer research, and build up a global picture of brands on a category-by-category and market-by-market basis.

Globally, our research covers 4 million consumer interviews in 512 categories, and 18,500 different brands in 51 markets. This intensive, in-market consumer research differentiates the Kantar BrandZ™ methodology from competitors that rely only on a panel of “experts”, or purely on financial and market desktop research.

Before reviewing the details of this methodology, consider these three fundamental questions: why is brand important; why is brand valuation important; and what makes Kantar BrandZ™ the definitive brand valuation tool?

Importance of brand

Brands embody a core promise of values and benefits consistently delivered. Brands provide clarity and guidance for choices made by companies, consumers, investors and other stakeholders. Brands provide the signposts we need to navigate the consumer and B2B landscapes.

At the heart of a brand’s value is its ability to appeal to relevant customers and potential customers. Kantar BrandZ™ uniquely measures this appeal and validates it against actual sales performance. Brands that succeed in creating the greatest attraction power are those that are:

Meaningful
In any category, these brands appeal more, generate greater “love” and meet the individual’s expectations and needs.

Different
These brands are unique in a positive way and “set the trends”, staying ahead of the curve for the benefit of the consumer.

Salient
They come spontaneously to mind as the brand of choice for key needs.

Importance of brand valuation

Brand valuation is a metric that quantifies the worth of these powerful but intangible corporate assets. It enables brand owners, the investment community and others to evaluate and compare brands and make faster and better-informed decisions.

Brand valuation also enables marketing professionals to quantify their achievements in driving business growth with brands, and to celebrate these achievements in the boardroom.

Distinction of Kantar BrandZ™

Kantar BrandZ™ is the only brand valuation tool that peels away all the financial and other components of brand value and gets to the core – how much brand alone contributes to corporate value. This core, what we call Brand Contribution, differentiates Kantar BrandZ™.

KANTAR BRANDZ™ BRAND VALUATION METHODOLOGY

THE VALUATION PROCESS

Kantar BrandZ valuations isolate the value generated by the strength of the brand alone in the minds of consumers i.e. with all other elements removed.

To achieve this, we calculate and combine two important elements: Financial Value and Brand Contribution

1. **Financial Value** – the proportion of the total $ value of the parent company that can be attributed to the brand in question, considering both current and future performance.
2. **Brand Contribution** – quantifies the proportion of this Financial Value that is directly driven by a brand's equity. i.e. the ability of the brand to deliver value to the company by predisposing consumers to choose the brand over others or pay more for it, based purely on perceptions.

Note: this does not include the proportion of consumers who choose the brand for reasons other than this predisposition e.g. those attracted by price promotions, a particularly prominent display etc. Such purchases are not due to the brand's equity and so are removed as part of the process.

Part 1 – Calculating Financial Value

STEP 1

We begin with the brand's **parent company**, which generates earnings from:

1. **Tangible assets** (assets with a physical form, which include *fixed assets* - e.g. buildings, machinery, land & *current assets* e.g. cash and inventory)
2. **Intangible assets** (such as patents, trademarks and brands)

Example: 'Volkswagen AG' is a parent company that generates earnings from tangible assets like its manufacturing plants and equipment, as well as its intangible assets – the brand names under which the cars are sold – Volkswagen, Audi, SEAT etc.

To determine the proportion of earnings directly derived from the company's intangible assets we begin with **Corporate Earnings** – sourced from Bloomberg / S&P Capital IQ, which represent the latest annual earnings reported by the parent company. Then by using other financial data from the same sources, we calculate and apply a metric called the **Intangible Ratio**.

By multiplying Corporate Earnings by the Intangible Ratio, we are left with **Intangible Earnings**, which represent earnings derived from intangible assets.

STEP 2

Next, we need to determine the proportion of these **Intangible Earnings** that are directly attributable to the brand we want to value.

To do this we take the Intangible Earnings identified in Step 1 and apply the **Attribution Rate**, which literally attributes a proportion of the parent company's Intangible Earnings to the brand we want to value.

The Attribution Rate is determined by analysis of brand level financial information from the parent company's published financial reports and other credible sources, such as data from Kantar.

Once the Attribution Rate is applied to Intangible Earnings, we are left with **Branded Intangible Earnings** i.e. the proportion of the parent company's Intangible Earnings that can be attributed to the specific brand in question e.g. this step would attribute a proportion of Volkswagen AG's Intangible Earnings to Volkswagen, Audi, SEAT etc.

STEP 3

The final step is to consider the projected earnings of the brand in question, which measures the brand's ability to generate earnings in the future and requires the addition of a final component – the **Brand Multiple**, which is also calculated from financial data sourced from Bloomberg / S&P Capital IQ. It's similar to the calculation used by financial analysts to determine the market value of stocks (Example: 6X earnings or 12X earnings).

When we multiply the Branded Intangible Earnings from Step 2 by the Brand Multiple, we reach the brand's true **Financial Value** – i.e. the proportion of the parent company's $ value that can be attributed to the brand in question accounting for current and projected performance

KANTAR BRANDZ™ BRAND VALUATION METHODOLOGY

Part 2 – Determining Brand Contribution

To arrive at the true value of the brand (i.e. the asset in the minds of consumers) we need to quantify its strength relative to competitors i.e. to isolate the Financial Value that is directly driven by its BRAND EQUITY. This allows us to understand the proportion of the Financial Value that is explained by the brand alone and hence the total $ value of the brand itself.
A brand's equity can impact consumer behaviour and contribute value to a corporation in three ways:

1. **Current demand** – based on the strength of its equity alone, a brand can influence consumers to choose it over others in the present – generating volume share
2. **Price premium** – based on the strength of its equity alone, a brand can influence consumers to be willing to pay more for it over others – generating value share and profit
3. **Future demand and price** – based on the strength of its equity alone, a brand can influence consumers to buy the brand more in future or to buy it for the first time at the desired price – increasing volume and value share in future

Using Kantar BrandZ's unique survey-based brand equity model (The Meaningfully Different Framework) we are able to quantify a brand's abilities in each of these three areas relative to competitors, with a survey-based measure:

(i) Current demand = **Power**

(ii) Price premium = **Premium**

(iii) Future demand and price = **Potential**

The first two of these measures contribute to the proportion of the company's total value accounted for by the brand's equity alone – i.e. the BRAND CONTRIBUTION

Part 3 – Calculating Brand Value

Brand Value is the $ amount that the brand contributes to overall business value of the parent company. This is calculated as follows:

BRAND VALUE **=** **FINANCIAL VALUE** X **BRAND CONTRIBUTION**

This is the final brand value figure that appears in the valuation, and positions the brand within the ranking as one of the world's strongest, most valuable brands.

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Jonathan Hall, Managing Partner
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For further details, or a copy of the report, please contact:
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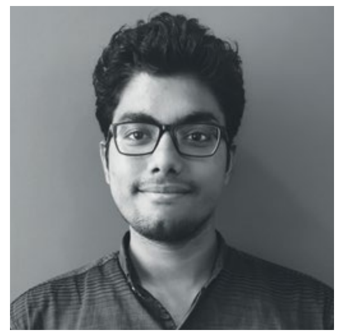

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MOBILITY FUTURES

How mobility will be shaped by the world's great cities

The great cities of the world are energising places to live. But mobility – how people travel to, across and within the city landscape – remains a challenge. Congestion, air pollution, accelerating urbanisation, shifting working patterns and new technologies are all forces which affect the future of mobility.

Kantar's Mobility Futures study reveals which cities are leading the way in mobility transformation and uncovers what drives people's mobility decisions. It provides clear recommendations to help mobility players and municipalities seize tomorrow's opportunities – and shape a more sustainable future.

20,000+ **interviews**	53 **expert perspectives**
31 **cities**	1 **forward-facing study**

To find out more, contact **mobilityfutures@kantar.com**

www.kantar.com/mobility-futures

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This project would not have been possible without the amazing support of:

Richard Ballard, Mark Breen, Amanda Bruhn, Christina Cheung, Sheila Cowlishaw, Tuhin Dasgupta, Anne Earles, Dave Edden, Edmund Gemmell, Ekaterina Ivanova, Vivian Liu, Hiten Mahajan, Jenny Peters, Simran Rainu, Vinay Sharma, Judit Stöckl, Ellie Thorpe, Ross Tucker, Emma Whitehead and Revolution Creative

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The brand valuations in the Kantar BrandZ™ Most Valuable Global Brands 2021 report are produced using the latest market data from Kantar, along with Bloomberg/S&P Capital IQ.

The consumer viewpoint is derived from the Kantar BrandZ™ database. Established in 1998 and constantly updated, this database of brand analytics and equity is the world's largest, containing 4 million consumer interviews, and 18,500 brands in over 50 markets.

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KANTAR BRANDZ

2021 MOST VALUABLE
GLOBAL BRANDS

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