

BRANDZ TOP
MOST VALUABLE
GLOBAL

75



RETAIL
BRANDS 2019

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WELCOME

STRONG BRANDS RISE TO THE CHALLENGE

I'm delighted to introduce you to the latest BrandZ™ Top 75 Most Valuable Retail Brands ranking, which we're launching at the World Retail Congress 2019.

The great news is that, despite the immense pressures facing this sector, strong brands are adapting and thriving. These are by no means easy times to be in retail, but when I speak to heads of industry, they say there's never been a more exciting time.

Well over half of the brands that made last year's Top 75 ranking have grown their brand value this year – some by over 90 percent. There are also nine new brands in the ranking, from all over the world, showing the highly competitive and increasingly global nature of this business.



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What the winners in this industry have in common is a commitment to investing in their brand for the long term, and responding fast to the changing conditions in which they operate, with innovative ways to make consumers' lives better.

When we launched the 2018 edition of this report, I wrote in my introduction that we were facing a world in which online and offline shopping were no longer distinct in consumers' minds, and that we should think about abandoning the term "e-commerce". It was all just "commerce".

Now, just a matter of months later, I feel I need to revise that. It's not just commerce, it's life!

Kantar research shows that 90 percent of consumers say experiences are a bigger priority than material possessions. Decisions about whether, where and how to shop are now as much about a desire for entertainment, social interaction and a search for something surprising as they are about finding a product to buy.

That's why in this report, we look not only the brands that are what we might call "pure retail", such as supermarkets, e-commerce platforms, department stores, convenience stores and DIY chains. We're also looking at Luxury brands, Apparel and Fast Food brands.

As lines blur between what's retail and what's not, so, too, do the boundaries between online and offline. Nowhere is this more evident than in China. It used to be that to understand the future of retail, you'd go to the US. Today, to see the cutting edge of retail, you go to China.

Alibaba, JD, Starbucks and the second-hand car specialist Uxin are demonstrating what's possible when the physical and digital worlds are seamlessly combined. Not only are they providing an extraordinary customer experience, they're generating a rich source of data that provides a feedback loop to further improve the proposition – and maximize efficiency and decision making.

Understanding what's necessary and what's possible in this climate of change requires the kind of extensive global knowledge across sectors, markets and communications disciplines that WPP offers.



Kantar has interpreted key retail brand developments and, in this report, provides insights into competitive advantages and challenges.

WPP companies from around the world have added their commentary to the report. These include Barrows, Mediacom, Geometry, OgilvyRED, and Hill + Knowlton Strategies, covering subjects ranging from consumers becoming brand advocates, to the new metrics of retail success.

In this report, we also feature interviews with CEOs of pioneering retail brands, and snippets of insight from WPP's "un-conference" on retailing held in late 2018, which used an alternative approach to exchanging ideas in order to inspire fresh thoughts on where this sector goes next.

We have offices in 112 countries and a retail practice across our operating companies that extends from insight to activation. It includes research, advertising, marketing, digital, communications planning and media, PR, shopper marketing and retail.

This report draws on that expertise. Kantar provided the valuations based on the WPP's proprietary BrandZ™ research, the world's largest and most comprehensive brand equity tool. Over 3 million consumers and B2B customers across 51 countries have shared their opinions about thousands of brands.

We take an in-depth look at how the retail calendar is changing and how brands can capitalize on shoppers' new buying patterns and expectations around key dates.

And we include a section on doing business in an Amazon world, emphasizing the part that Amazon can play in brands' and retailers' broader strategic plans.

I invite you to contact me directly with any questions, or to learn more about how WPP can help you better compete in the fast-changing world of retailing and shopper marketing.

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01

OVERVIEW



SHOPPING UNDERGOES A SHAKE-OUT

How retailers and brands are moving with the times

It's only a year or so ago that the buzz word in retail was "omnichannel", but that now seems passé. The truth is that any retailer or brand that isn't omnichannel by now is probably dead or dying.

Today's shoppers have more visibility and control over their spending than ever before. They are increasingly connected to the world, and have limitless choice. And they don't care about channels; they care about connections, choice and convenience.

Consumers are forming their own retail ecosystems with the brands they feel deliver the products, services and – crucially – experiences they desire.

At the same time, people are also rethinking value, and that's throwing up some huge challenges for brands. Discounters such as ALDI and Lidl have become a smart choice, not a last resort. And they've proved to customers that you don't have to choose between quality and a bargain – sometimes it's possible to have both. Outside grocery, Warby Parker have done something similar, showing that things can be both beautiful and great value.

Consumers' values and idea of what's desirable have also shifted. A decade ago, a high-end ready meal might have been a Friday-night treat. Now, a really special meal is one made from scratch, with the luxury of time, from "clean" ingredients. Similarly, personal care products in fancy packaging used to catch the eye; now, waste-conscious consumers are likely to look askance at excess packaging.

This is far from an easy landscape to navigate, and there have been a considerable number of high-profile casualties.

In the US, Toys"R"Us has collapsed, Sears and Kmart have shut down over 100 stores between them; Lowe's has been shutting stores where there's another nearby, and has closed its Orchard Supply Hardware network. Mattress Firm filed for bankruptcy, Bon-Ton department stores have gone, and Foot Locker, Gap and Banana Republic are among those scaling back their number of outlets.

In the UK, chains that have closed completely or closed stores include department store chain House of Fraser, electronics specialist Maplin, discounter Poundworld, Carpetright and Mothercare.

And in Australia, the list of high-profile failures includes Dick Smith electronics, Pumpkin Patch kids' wear, Payless Shoes, Live Clothing and Maggie T., and international names Top Shop and Esprit have pulled out.

The list goes on, and you get the idea.

But this is not a one-way street. While old ways of shopping – and the shops that went with them – might be failing, the business of retail most certainly isn't dead.

This is a new world in which it takes something different to thrive. A good range, with reasonable convenience and acceptable prices just don't cut it any more unless there's a great experience or some other USP as well. There's no place for mediocrity.

Other factors have come into play – the pressures of running physical real estate have become too much to bear. People has been saying for decades there's too much retail space; now it's reached a tipping point.

Now, a retail brand – and every brand they sell – has to offer supreme utility, supreme entertainment, a supreme experience, or supreme "something else". The seamless integration of online, offline, logistics and data, across the entire value chain, is what will define future success.

But it's not all a case of out with the old, in with the new. Let's remember, Amazon isn't even all that new anymore. And there are plenty of stories of survival from the "old retail" world – brands that have adapted to the new demands of the market. Walmart is a great case in point. It's one of the survivors; a brand that many would have written off a couple of years ago that has taken a fresh approach to pretty much everything it does, and, so far, the results are encouraging. Free same-day delivery and virtual reality in stores is all now par for the course. IKEA is another big-box retailer that's swimming with the tide.

Success depends on making meaningful, relevant, and appropriate connections with consumers; not omnichannel, but omni-brand: integrated experiences at every interaction, connecting with consumers one-on-one, while enabling unified online and offline engagement.

In this context, retailers and brands in 2019 might want to:

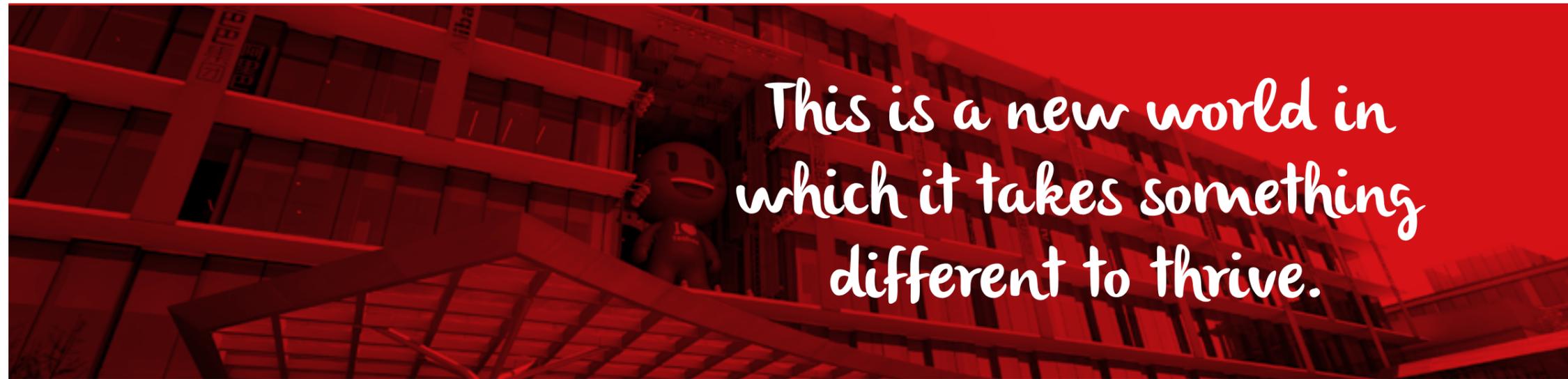
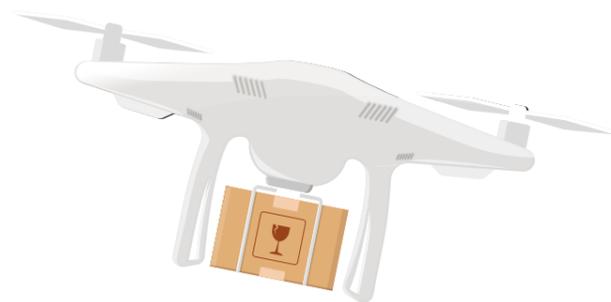
01

Think differently about what you offer

This goes beyond the products and services you present to shoppers, to what your brand stands for – both are interlinked. If your mission is to help shoppers curate items they're going to love, this is much more than a marketing message. It influences what real estate you have and where it is (if you have any at all), as well as how you design it, what you stock, and even how you train staff. That whole package is what answers the question: why do people come to you? Patagonia, for instance, is about sustainability and this is part of its business model – which includes previously owned items – as well as its communications promise.

In non-grocery, it's near-impossible to compete with Amazon, Alibaba and JD on range or price – or even speed of service. Experience is, therefore, a great differentiator, and this applies in grocery, too. What is the experience you offer? Or do you have something unique in stock? Target and Costco are strong on private label ranges, which are only available in their stores.

Supermarkets are also having to decide what to be great at; convenience used to mean having a store in every town. Then, for grocery at least, it meant having one on every street corner. Now, convenience is a whole new ball game, and retailers need new ways to compete, whether on price, range, service, or something else. Tesco in the UK has taken out most of its fresh food counters, while rival Morrisons almost simultaneously announced it was bolstering its own.



This is a new world in which it takes something different to thrive.

02

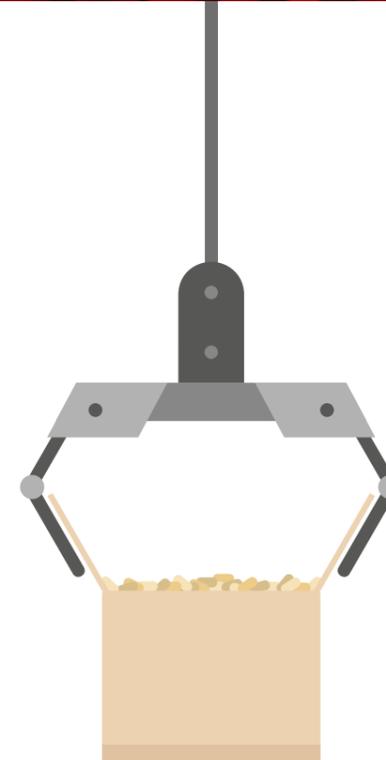
Think differently about distribution

The ability of brands to sell direct to consumers online through their own websites or through online marketplaces means many are cutting out the middleman: retailers. Personal care products, flowers, snacks and more are all proving a great success via a direct-to-consumer (DTC) subscription model. Ben & Jerry's ice-cream can even be bought direct and shipped in dry ice. Other brands are going direct for a more occasional sale; think of mattresses, and all the new brands now sold without anyone ever entering a store.

The rise of DTC models means, though, that the role of retailers is changing, not disappearing entirely. In the UK, for instance, snack brand Graze built its name selling to consumers directly, but has since moved into mainstream retail for distribution at scale. The dairy brand Yeo Valley, which sells via supermarkets, is due to open a café in London this year – a different DTC route. Other brands are using DTC as a way to test new products, but sticking with retail when it comes to shifting big quantities.

The rise of social media channels not only as promotional tools, but also as a way to shop is changing the game again. The app for fans of the UK "reality" show Love Island, for example, enabled viewers to cast their votes while also buying cast members' outfits.

It used to be said that brands had to be both reachable and relevant. That's still the case today, but the execution of those features that consumers are looking for is often different, and retailers and brands have to rethink their approach, in much the same way as the automotive industry is rethinking car ownership and focusing on offering a service rather than necessarily selling a car.



03

Think differently about expansion

Becoming a bigger retailer used to be about having more square feet of space than the next guy.

Those days ended with the rise of e-commerce giants, who achieved near-global domination with little more than some offices and warehouse space. Some didn't even need that. This shift is a relief to many existing retailers; expanding by opening new stores meant making plans years in advance, and working through planning approvals, and sometimes even actually building a building!

Now, a recalibration is under way, as retail brands assess new ways to expand. In some cases, growth is coming about as a result of contraction – closing unprofitable stores and pulling out of poorly performing business areas that were what you might call "non-core". Tesco, for instance, has closed its Tesco Direct general

merchandise arm, and its Hudl tablet computers are no more.

Walmart has sold its property in several key markets. It has, however, bought e-commerce specialist Jet.com and Indian online retailer Flipkart. It's expanding by exporting and applying its expertise. It's the same with IKEA's move into design, which signals the brand's strength is in the talent of its people and their ability to curate from a collection, rather than the big blue box itself. Expansion is happening as a result of the ability to serve customers and satisfy their needs – not necessarily through bricks and mortar.

Having a mission that's broader than the "stuff" you sell can open new doors. Online grocer Ocado makes the bulk of its money from licensing its technology to other retailers; Amazon is huge in the cloud storage business, and Alibaba is moving into the hotel sector.

04

Think differently about retail space

This starts with offering something new in stores – making them more inviting places to be, perhaps with some additional services. McDonald's has been improving branches to make them more comfortable, and many supermarkets are doing likewise, upgrading lighting and layouts. ARKET (owned by Sweden's H&M) unites fashion, home and a café. IKEA is using its smaller, urban locations to demonstrate what a 200-square-foot flat can look like.

But there's a more fundamental way to rethink the role of physical retail space and – not for the first time – we're seeing Chinese retail brands driving change, led by e-commerce specialists. While efficient e-commerce used to depend on having giant warehouses with everything in stock, Alibaba is taking a new approach to logistics and moving away from that "hub and spoke" model. It has realized that super-fast delivery – and that means within minutes and hours, not days – depends on having stock on stand-by, close to where consumers want it. That's why they're using some of the space in their Hema network of physical stores as fulfilment centers. Sharp data analysis means they know which products are likely to be bought by consumers, and in which areas, so stock can be kept in the right pockets of the network, ready to be sent out when the customer clicks.



05

Think differently about experience

Now that shoppers don't need to visit a shop when they want to buy something, and there are more efficient ways of shopping than even the best-designed store can provide, there's something else people are coming to stores for. We think that's an experience. It could be something as simple as inspiration for tonight's meal, through the sight and aroma of in-season vegetables. Or maybe it's the chance to try out a piece of furniture that looks great, but you really need to feel it before you buy.

Or it could be experience on a whole new level – perhaps one that doesn't even include an option to buy, or, if it does, it's in the background, or perhaps part of a bigger process. In China, Hema stores have taken the idea of a supermarket and turned it into something else entirely.

In addition to tech-enabled labeling that reveals the provenance of every item, there's also the opportunity to select your fresh seafood, and have it cooked to your liking and served in the in-house restaurant – or delivered almost immediately to your home.

Nike, Samsung and Nordstrom are among a host of global brands experimenting with experiential stores designed to provide closeness to the brand and a more personalized interaction with expert staff. Rapha cycling clubs are as much a place for socializing as they are a place to buy; L'Occitane En Provence's store in Fifth Avenue, Manhattan, delivers a slice of southern France with indoor bikes and olive trees, and benches for personal consultations. Even non-retailers are discovering the power of experiential retail; Virgin Holidays in the UK has set up a "store" resembling an airport lounge in which visitors can see destinations through virtual reality goggles, test out seats from upper-class and premium economy, and sample a cocktail from the Taste Your Holiday bar.

Another incarnation of retail experience is at Showfields in NYC, which, as well as events, features an ever-changing selection of direct-to-consumer brands, offering shoppers an experience of discovery and fun. Similarly, STORY reinvents its entire store space every six to eight weeks to match a particular theme, such as beauty, or "home for the holidays", with the range and décor all changed – enticing customers to come back to see what's new.

Experience online is also being lined up for a reboot; retailers and brands are working with visual search specialists such as Syte, to make it easier to find just the right thing. And Amazon has filed a patent for technology that will allow shoppers to see how clothes will look on them using pictures from their social media accounts, in an attempt to take away a key pain point of online shopping – the disappointment of a bad fit and the hassle of arranging a return.

06

Think differently about competition

This goes beyond tolerating a not-quite-competing brand as a "frenemy". It's about completely rethinking who you're competing with and which other brands can help you do it; and that's a far broader spectrum of brands than it used to be, now that shops are no longer just for shopping. In the era of experience, a consumer is not just deciding which shop to go to, but perhaps considering shopping as an alternative to the cinema, a live event or a meal out. Similarly, a soft drinks brand isn't just competing against alternative cola-flavored drinks, but everything else that could possibly quench a thirst – even water. And consumers who love your brand love other brands too; think about working with them to give people more of the things they like all in one place. Tesco, for instance, is trialing Next concessions in selected stores, and is selling its own F&F clothing range through Next online.

This is the this kind of thinking that's behind Coca-Cola's \$5.1 billion acquisition of the 30-country Costa coffee chain, which gives Coca-Cola an instant foothold in hot beverages, one of the few parts of the global drinks landscape it doesn't yet have a global brand. Meanwhile PepsiCo has invested \$3.2 billion in buying Sodastream, a business PepsiCo's incoming CEO says helps its mission of "finding new ways to reach consumers beyond the bottle". Starbucks and Alibaba have teamed up, in a deal that will put Starbucks across all Alibaba properties, including Hema stores and the Ele.me delivery platform. And McDonald's is working with what might easily be seen as a rival, Uber Eats, on expanding delivery. These sorts of links don't just apply in the food world; Amazon and Best Buy are working together in a deal that gives Best Buy storefront on Amazon, and gives Amazon Fire-equipped TVs a strong presence in bricks and mortar.

Becoming a bigger retailer
used to be about having
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08

Think differently about success

Apologies for mentioning Amazon yet again, but they are rather good at what they do. And they've done it by reinventing not just all the things we know them for, but also for moving the goalposts on what business success looks like. They didn't turn a profit for almost a decade, and now spend more than almost any other business on research and development. They are famous for taking a long-term view of success, finding ways to make customers happy and working out how to make it profitable later. Investors are famously – and unusually – patient with Amazon, because they expect the Jeff Bezos model to work. So share prices keep rising, and investors are happy.

Not everyone can be Amazon, but there's a big lesson here in thinking more long term, and in reconsidering what you use as metrics of success. Maximizing basket size, perhaps, rather than shelf space, and considering an individual's online and offline baskets together. Or moving from championing transaction value to the value of a customer over their lifetime. If this sounds somewhat fanciful, then think about subscription models and partnerships that create years-long relationships between consumers and brands. Pepsi and Soda Stream might be one of those. In that context, and many others, the price paid by the consumer for their first product is but a small piece of a much more complex equation.

07

Think differently about innovation

Smart retailers have stopped thinking of innovation as something that annoying newcomers to their category are doing, and are now seeing it as something they, too, should be doing plenty of. But how to go about it? The notion of testing small, testing fast and, if necessary, failing fast, is catching on. Tesco has launched a new discount store format branded Jack's – not Tesco at all – and is trialing it with just 10 to 15 stores.

Other brands are using technology to offer innovative services and help create a new layer of experience in store, such as Sephora's Virtual Artist, which deploys augmented reality to let customers "try on" a range of make-up and see themselves in it before they buy. Or brands are using technology to improve services such as the speed of home delivery, and improving the algorithms online that suggest complementary items to the ones being browsed.

Being innovative requires creativity on the one hand, but also for brands to be decisive on the other. That means being quick to decide what to try, quick to determine whether or not it's working – and then quick to decide whether to adapt and try again, or just can the idea. If that's difficult within a heritage brand, innovation can be shipped in. The department store chain John Lewis – over 150 years old – has established JLab, a forum for working with, and investing in, hot new start-ups it hopes will help the brand "shape the future of retail".

Today's shoppers have more visibility and control over their spending than ever before. They are increasingly connected to the world, and have limitless choice. And they don't care about channels; they care about connections, choice and convenience.

02

THE NEW
RETAIL
CALENDAR 

HOW THE RETAIL YEAR IS BEING REDRAWN

And how brands can take advantage

In the old days, there was the pre-Christmas shopping season, and then there was the rest of the year – or at least that was the case in the West.

In other parts of the world, perhaps the Lunar New Year holiday, and then every other week of the year.

But there has been a major redrawing of the retail calendar in recent years, and it's having a dramatic effect on the fortunes of brands and retailers.

There's been a huge proliferation of mass shopping occasions; orchestrated buying binges on specified dates. With their promise of exclusive, limited-edition items, and usually limited-time deep discounts, they are creating immense excitement around shopping, and delivering unprecedented sales.

Today's shoppers can take their pick from Prime Day, Cyber Monday, Black Friday, Singles' Day and a host of other shopping holidays, and these events increasingly run across international borders.

For brands, these new dates on the retail calendar present unmatched opportunities to supercharge revenue and, crucially, engage with customers. But they are also a major logistical challenge, given that consumers now expect speedy delivery as well as an irresistible price – and to some extent are being trained to hold off spending until the big discounts hit.

WPP companies The Store WPP, Wunderman Commerce and Kantar share a wealth of wisdom on what these events are all about, and how best to approach them. Their specialists are well placed to help brands and retailers navigate the new retail calendar – as it's being written. Here's just a taste of their expertise on some of the biggest dates of the year.



Prime Day is an Amazon creation held in July each year, and it's more than just one day.

In 2018, it ran for 30 hours, offering Prime members lightning deals, price cuts and promotions. It has gradually been expanding; in 2018 it ran in 17 countries, up from 13 the previous year, and the estimated \$4 billion in Prime Day sales last year represented a 66 percent increase year-on-year.

While there is something of a frenzy for the deep discounts available, there are signs of more considered purchasing, too. Shoppers in 2018 spent 30 percent more time than a year earlier browsing before buying. Amazon was, of course a huge beneficiary of the

event, with many top-selling products and services Amazon's own, and not just online. People were shopping at Amazon-owned Whole Foods Market, Amazon Books, pop-up locations and from mobile Treasure Truck stores.

But other retailers are benefiting from Prime Day, too, and hosting their own sales events to get in on the action. Walmart, Target, eBay and JC Penney were among those taking part in 2018, and 45 percent of consumers said they were aware of sales by retailers other than Amazon on Prime Day. Around a quarter of Amazon shoppers said they cross-shopped other sites that day, and a sales boost of 34 percent was reported for other retailers on Prime Day.



CYBER 5



Cyber 5 is a relatively new shopping fest, but is essentially the linking up of several separate mass shopping occasions.

It starts on the Thursday of Thanksgiving, and includes the following day – Black Friday – the weekend, and Cyber Monday. Given that it begins with Thanksgiving, it's a fairly US-focused festival of shopping, but elements of it – particularly Black Friday – have been gaining international traction. Retail brands in Europe have been joining in Black Friday for several years now, with near-unbelievable discounts on a limited number of premium items. The result has been headline-grabbing queues for entry into stores at opening time, and some high-profile bunfights over discounted televisions and the like. Now, retail brands are starting to rethink their focus on Black Friday and Cyber 5,

seeking to emphasize a desirable experience, not just must-have prices. FOMO (fear of missing out) is being replaced in some quarters with JOMO (joy of missing out). In markets that don't do the full Cyber 5 experience, Black Friday is also getting longer, spanning several days, to prevent the one-day crush. LIDL, for instance, is running not Black Friday but Black Week.

Wunderman Commerce data shows that while sales for the period peak on Black Friday and again – with a higher peak – on Cyber Monday, retailers and brands should not underestimate the pulling power of other days that week. On Thanksgiving, for instance, browsing levels are nearly 50 percent higher than the pre-Cyber 5 period, and sales go up by over 20 percent.



This started out as an occasion for single Chinese consumers to treat themselves, but now it's for everyone, single, Chinese or otherwise.

Alibaba has turned "Singles Day" into the world's biggest ever shopping event: sales in 2018 were \$30.8 billion, with the first \$1 billion achieved in under two minutes. In all, the most recent 11.11 event led to more than 1 billion parcels being delivered.

Excitement around 11.11 starts with a celebrity-studded gala event streamed on the Alibaba platform and on TV in China, watched by around half a billion people. There are interactive elements and gamification to get shoppers involved in the thrill of the event and to draw attention to specific products. There are

huge discounts but also, increasingly, limited-time special products and partnerships. The 11.11 festival is also proving an effective way of launching new products and variants, and of testing the market at a time when consumers are open to trying something different. Brands as diverse as Sony, Mattel, Snickers and Listerine have all launched new products through 11.11.

Like Black Friday, 11.11 is increasing becoming global. US shoppers spent \$1.8 billion on 11.11.18, up 29 percent in a year, and orders via Alibaba's Tmall in Russia rose 102 percent. Even within China, 40 percent of items sold on 11.11 were foreign brands, and on the Lazada shopping platform (part-owned by Alibaba), around 50 million products of the 80 million available to buy in the Philippines had 11.11-specific deals.

YOUR DATE WITH DESTINY

How to make shopping festivals work for you

Promotional calendars today transcend borders and cultures; activating them in a meaningful and profitable manner calls on retailers and manufacturers to meticulously plan their promotional calendars.

Success with new calendars relies on filtering the constant promotional noise for shoppers' comfort, while leveraging brand equity to drive loyalty throughout the year. Here are some tips, for starters:

Enter at own risk.

While there's a danger of missing out if you don't get involved, these mega-sales are not for the faint hearted. With discounts as high as 60 percent now fairly standard, there's a big cost involved in giving away massive margins.

It's not just a day.

Consider it part of a three-year plan and give yourself one of those years to get ready. Remember the saying: "Sales are vanity; profit is sanity", and don't drive quick sales at the expense of the business over the longer term.

You need everyone on board.

If you succeed in driving sales, you need excellent logistics and customer service in order to get parcels to happy customers. The logistical challenge is not to be underestimated.

The basics still apply.

Non-optimized ranges don't magically improve because of sales promotions. Products must be the right products, and in stock!

Sales days aren't just for the big guys.

Sales days are a good opportunity for smaller categories and brands to shine; on Prime Day 2018, small and medium-sized businesses' sales on Amazon were well over \$1 billion.

Offer an experience, not just a bargain.

Collaborate with third parties, use location-based marketing and consider deploying AR technology. Shoppers love the unconventional.

Be visible before the sale.

Smart shoppers are doing their research well ahead of the moment the clock ticks midnight to start the sale.

Build relationships, not just sales.

Offer something truly compelling or unique, using high-profile occasions to highlight your brand credentials as well as your pricing.

Remember existing customers.

Use sales events to reward existing customers for their loyalty as well as to attract new ones. It's a great opportunity to suggest complementary products and announce new products or variants.

Get the marketing mix right.

A smart combination of social, plus mobile, plus a mobile-friendly landing site, is an integral part of success on sales days.

Be targeted.

Design tailored offers with customized creative for your target audience to enhance conversion. Keep the momentum going post-event through your brand shop and targeted marketing messaging.

Marketplaces are the new shopper marketing.

Consider carefully how this will affect your brand and how your participation in major sales events drives perception of your brand.

IN THE BAG



How brands are making a success of sales days



Brands including M&M's, L'Occitane, Coca-Cola, NIVEA and Heineken collaborated with Tmall to create 10th anniversary gift sets available only on 11.11. These included a fun gift box of M&M's, a celebrity-endorsed gift box of NIVEA men's products, and special-edition bottles of Heineken.



Cooperation between brands can provide a lift for both partners by providing something novel that catches people's attention and builds on the brand attributes of both. For 11.11 last year, P&G teamed up with Peace Bird for a Tide-branded shirt, and the cosmetics brand Chando created a gift pack with Huggies nappies to provide a treat for both mother and baby in one.

MAYBELLINE

Maybelline created four exclusive beauty bundles specifically for Amazon Prime Day. These highly "Instagrammable" kits included some of Maybelline's most popular products, paired with trending summertime items on Amazon. A beach bundle (featuring beach blanket) was a hit, as was a Crayola-inspired kit combining a crayon-shaped lip kit and a coloring-in set.



General Mills used Prime Day as a massive sampling exercise, offering Honey Nut Cheerios as part of their "Good Goes Around" campaign across Amazon Pantry, Fresh, Prime Now and Whole Foods. Whole Foods doesn't even carry this product but supported it through signage. This involved deep integration with Amazon on custom landing pages, and social media support.



Mondelez took the humble Oreo and turned it into a series of exciting offers for 11.11, producing a range of novel flavor fillings, packaging the range in a gift box designed to appeal to young women, offering food cutters to encourage people to customize their cookies, and linking with online opinion leaders to drive buzz.

IT'S ALL ABOUT THE DATA

Data is the key to making these online sales work – or not – for brands.

It also can be used to generate insights that pay off over the longer term, helping to make up for the short-term squeeze on profits.

The platforms running events like 11.11 and Prime Day hold their own data, but they are often willing to share it. Link their data with your own and third-party data for a formidable armory of insight.

Brands can:

- >> Use sales data to understand your category dynamics for seasonal events. For example, TVs tend to get a much bigger lift than home or baby items.
- >> Use traffic and conversion data to identify focus areas. Identify your star performers – products that get a lot of views and high rates of conversion – then use those as the gold standard for the rest of the range.
- >> Measure the way content can improve views and conversions. This includes adding great pictures, video content, reviews, and badges to signal popularity, such as “Best Seller” or “Amazon’s Choice”.
- >> Optimize your level of discount. You might not have to slash prices all that far to get the sales boost you’re seeking, so there’s no need to cut your profit margin to the bone. Sales data – not just historical but in real time – can help you find the right price point for the moment.
- >> Use search data to determine which products to feature. Focusing on the most-used keywords will drive the biggest uplift in sales. Monitor competitors’ keyword activity, too.
- >> Be ready to adapt throughout the day. Optimize for competitors’ out-of-stock items and be ready to attack. Adjust promotions as you see what’s working, to ensure maximum impact.
- >> Focus on three fundamentals: availability, traffic, and conversion.



03

**VIEW FROM
THE SHOP
FLOOR**



SPECIAL GLOBAL LAUNCH EDITION

WORLD RETAIL CONGRESS

17 - 19 APRIL 2018
MADRID

EXCLUSIVE INSIGHTS FROM GLOBAL LEADERS IN RETAIL



DAVID ROTH
CEO, EMEA & Asia, Chairman
BrandZ™ and BAV

Some of the brightest lights in the global retail business gathered in Madrid for the World Retail Congress 2018, which focused on the theme “Innovate to Win”.

David Roth, CEO of The Store WPP (EMEA and Asia) went backstage and interviewed some of the event’s most prominent and influential guest speakers.

Here we present highlights from some of those interviews. To watch them in full, visit:

<https://bit.ly/2R4aQaT>

ANDREAS STREUBIG
Director Global Sustainability



BOSS
HUGO BOSS

DAN O'CONNOR



HARVARD BUSINESS SCHOOL

DIMAS GIMENO ALVAREZ
Former Group CEO & Chairman



El Corte Inglés

GEIR OVE PEDERSON
Content Creator



GEEOHSNAP

JAMES BIDWELL
Chairman



SPRING WISE

JOE JENSON
VP to IoT Group, GM Retail Division



intel

JUAME MIQUEL
CEO



TENDAM
GLOBAL FASHION RETAIL

LARS RABE
Managing Director



TRUE FIT

LAURA ALBER
President & CEO



WILLIAMS-SONOMA INC

MARTIN BARTHEL
Global Head of Global Retail & eCommerce Strategy



facebook

During the World Retail Congress 2018 in Madrid, WPP's David Roth conducted a series of video interviews with retail leaders from around the globe.

To watch them in full, just visit www.world-retail-congress-2018.wppbrandz.com. Interviews featured:

MATTHEW SHAY
National Retail Federation



NRF NATIONAL RETAIL FEDERATION

OLAF KOCH
CEO & Chairman



METRO

RICHARD LIU
Founder, CEO & Chairman



京东

STEFANO PESSINA
CEO & Executive Vice Chairman



Walgreens Boots Alliance

SYLIVE FREUND PICKAVANCE
Group Strategy & Business Development Director



VALUE RETAIL

During the World Retail Congress 2018, WPP broadcast live highlights and key takeaways. To watch this insightful series, just visit:



Day 1
Digest Program
<https://bit.ly/2VOM3H5>



Day 2
Digest Program
<https://bit.ly/2v61ChG>



Bonus
Program 1
<https://bit.ly/21EWysO>



Day 3
Digest Program
<https://bit.ly/2Gw8aM3>



Bonus
Program 2
<https://bit.ly/2UGzpxk>

REDEFINING RADICAL WHEN CUSTOMERS HAVE ALL THE POWER

Metro Group is one of the biggest retailers in the world, but Chairman and CEO Olaf Koch says it's only by becoming smaller and more focused that it can adapt to the needs of new retail.

"We've changed a lot; we used to be way bigger," he says. "We've refocused a conglomerate into a totally dedicated B2B company. That's been extremely important because the change agenda in every business we were running was so loaded that the conglomerate was not serving the purpose."

"What keeps me awake at night is how can we become faster? What can we do on top of that? How can we be more radical?"

Metro started in 1964 as a Düsseldorf-based retail and wholesale cash-and-carry group. Its vision now is, "setting tomorrow's standards: for customer focus, digital solutions and sustainable business models".

The retail industry has always been fast-moving, but Koch says the game has changed enormously in recent years. And it's not just been all about the rise of e-commerce and social media.

To watch the full interview, visit:
<https://bit.ly/2UENISS>



OLAF KOCH
CEO & Chairman
Metro Group



"The paradigms have completely shifted. The principle of a retailer being strong, dominant, knowing it all – having all the information, all the data – and the consumer kind of being blessed to come into the store and see all the assortment, that has completely changed," he says.

"The customer knows it all. The power is with the people who buy, and that was not the case 15 years ago."

That's why Metro is redefining what it offers to customers – and how it measures success.

"We need to adjust how we serve you better every day, and make it visible to you every day, so that you start to see we're creating more value for you, becoming more relevant, and ideally you will become a promoter of us, and that's why we're measuring the Net Promoter Score," Koch says

The way this shift manifests itself is evident in Germany, where Metro has a hypermarket business. Koch says the fresh approach means going beyond making great, high-quality products available to shoppers. In a word, the focus is now on "experience".

"It's the human touch. The soul. Customers appreciate diversity and are exploring the world of food and want to understand new spices, new vegetables, new wine, new cheese, and they say 'I love this, I really love it, but somebody needs to help me with this.'"

While it's happening in a very modern context, the focus on human interactions is an echo of the very DNA of good retailing, Koch says. The only difference is that now, retailers retain the personal touch thanks to the power of data.

As well as improving the shopper experience, Metro is also investing in building what its brand represents, so it becomes a shortcut in shoppers' minds. Koch wants it to become a byword for food quality, trust and innovation.

"When they hear the word 'Metro', something needs to happen – not just here (in the mind) but also in the heart."

FINDING A NICHE IN THE FAST- CHANGING WORLD OF FASHION

Success in the fickle world of fashion requires a great deal more than picking the right styles and colors for the market every season.

Jaume Miquel, CEO of the Tendam family of fashion brands, says it's essential in this age of hyper-competitiveness online and offline to deliver excellent service – and to decide where exactly in the fashion spectrum each brand should focus.

He says there are too many brands in retail that offer the same thing as their competitors; unique positioning is vital, and that's determined not just by analysis of where the biggest sales opportunities are, but also consideration of what is a good fit for the brand and its credentials.

Tendam includes the brands Cortefiel, Pedro del Hierro, Springfield, Women'secret and Fifty.



JAUME MIQUEL
CEO
Tendam



"You have to be true to yourself," he says.

Miquel divides fashion into five segments: luxury, affordable luxury, premium, fast fashion and value.

"We believe that there is a big opportunity within the premium side. If you take a women's dress, the average selling price in affordable luxury is €200-250, and in the case of fast fashion it's €25-45." That leaves a big space in between for other brands to specialize.

"We believe this could be one of the growing segments in the in the coming years."

Miquel says a strong brand in fashion allows a business to build a relationship with consumers that endures beyond the latest collection.

"I think the brand takes a central role because at the end of the day it is the point of engagement with customers and it's a point where you have loyalty that has an impact, not just for one season or two seasons."

To watch the full interview, visit:
<https://bit.ly/2Gt3rvD>

A strong brand will retain customers, he says, even if they don't particularly like what's for sale right now, and this gives a stability to the brand and the business behind it.

This sounds challenging, but Miquel is highly optimistic; he says aging populations in some markets are countered by fast-growing, young consumer markets elsewhere. At the same time, retail players who have been leaders are being challenged, presenting opportunities for strong rivals.

"I think the future is fantastic. Honestly, it's great to have a future where 'business as usual' will not exist any more, and that's intellectually challenging. This is why I am passionate about the business. Because it's continuously evolving, nothing will be boring!"

TAKE A SEAT: THE NEW WAY TO SHOP FOR AND FROM YOUR HOME

A combination of high technology and the human touch is behind home furnishings specialist Williams Sonoma Inc's drive to provide a shopping experience that's both appealing and enduring.

Laura Alber is President and CEO of the company whose brands include Williams Sonoma, Pottery Barn, Pottery Barn Kids, West Elm, Mark and Graham, and Rejuvenation, a personalized gift and accessories specialist.

She says the shift to online retailing means many people are shopping just as much, if not more, than before.

"Whether it's buying cosmetics or clothing or music, people are buying things all the time," Alber says. "In fact, 26 percent of customers shop every single day. When you remind



LAURA ALBER
CEO & President
Williams Sonoma
WILLIAMS-SONOMA INC

people about their own habits, you remind them that retail is very alive and well."

Alive and well, but not in the same form. Williams Sonoma does more than half its business online, provides catalogues as "immersive editorial", and is focusing on "fabulous stores as experience", with the aim of inspiring customers who want to improve their homes and their lifestyle.

"We have people who work for us who are chefs, who are interior designers, who just love the business that they're in, and I think when you love the business that you're in you create inspiration," Alber says.

"Other people call it marketing; we're so happy to help you decorate your home. We'd love to teach you how to sous vide, for example, so come in to our stores and let's have some of the best coffee, the perfect cup of coffee. We're in a great business; it's very tactile, and, you know, who doesn't like to eat?"

A large portion of the company's business happens in customers' homes, with a cross-brand team of experts called the Design Crew. They



advise on products and combinations with that particular client and home in mind, and build such rapport with people that, Alber says, they go in to do a living room and often end up doing the whole house.

To that very human experience, Williams Sonoma is adding a layer of technology. In 2017, it acquired the San Jose-based startup Outward, which specializes in replicating physical products in high-quality 3-D imagery, which can be used for visual merchandising on retail websites and apps.

"3-D imaging allows you to better imagine something, and it's a perfect application for the business that we're in, because decorating your house is hard, its dimensional, it's expensive, it's considered, and so you may think you want coastal décor ... we can say, 'Here's what you'd imagine the coastal look to look like, but let's show you it in all neutrals,' and very quickly we can go back and forth."

This encourages customers to be bold and gives them confidence to buy, says Alber. And the pay-off is not only evident in the business bottom line.

"We see so many customers come back," she says. "We have Pottery Barn Kids nursery, all the way through the childhood and teenage years, and nothing is more amazing than watching a child come into a room that's been redone for them - just squeals of joy, and it reminds me why we do what we do."

HEALTHY PROGNOSIS FOR STORES THAT SHOPPERS TRUST

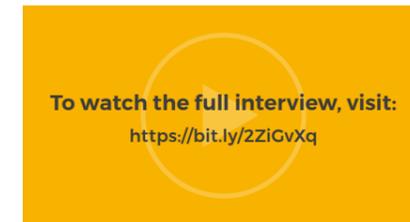
Stefano Pessina oversees a vast international network of stores - more than 14,000 of them - that together form the retail arm of the Walgreens Boots Alliance.

At a time when so many shoppers are opting for e-commerce over the physical shopping experience, you might expect him to be a little nervous, or at least looking to reduce the number of bricks and mortar outlets.

Instead, he is leading an expansion of the network - most notably into China - and insists physical stores, done right, will continue to have a role in the lives of people who are increasingly buying online.

"I am very bullish about the future of the physical environment," he says.

"We will adapt. But, at the end of the day, we will always be able to have a human (connection) with the customers, and as long as the customers want empathy, care, humanity, and as long as we are able to understand that ... I don't see any reason why we will not be able to continue to be successful."



STEFANO PESSINA
CEO
Walgreens Boots Alliance

"There has been a constant evolution of retail and I believe that this will continue. I don't believe that there will be a dramatic evolution."

The Walgreens Boots Alliance includes a range of major international pharmacy and personal care store chains, including Walgreens, primarily based in the US, and Boots, which began in the UK, but also operates in parts of continental Europe, the Middle East and Asia. It also operates several online stores, including Drugstore.com, and has a significant pharmaceutical wholesale business.

The business now has its sights set on China, a retail market that is notoriously difficult for outsiders to crack. It has operated two major distribution companies there through joint ventures that date back 10 years.

And in mid-2018, Walgreens Boots Alliance took a \$416 million, 40 percent stake in Sinopharm Holding Guoda Drugstores, which has a network of retail pharmacies across China. The plan is to grow to 10,000 branches within five years.

"There are a lot of people still believing in stores in China, in spite of the prevalence of online commerce," Pessina says. "And this is particularly true for drugs and medicines."

"We will try to find the right format or formats ... and we hope that we will be successful in China as we have been successful in other countries."

What's helping the business adapt is the availability of "massive, massive data", Pessina says. E-commerce generates some of that data, as do around 100 million loyalty cards held by customers of Walgreen Boots Alliance retail brands.

This data generates insights that inspire trials of new store formats, and guide the selection of categories and products.

But in a category as sensitive as health, what also matters immensely is the trust consumers place in the brand they choose to shop with. Several retail brands in the alliance are over a century old.

"They've earned the trust of the customers ... but you have to continue to satisfy them, understand how they are evolving, and evolve with them," Pessina says.

"What I'm always telling our people, I have said this for 40 years, is: you have to be ready to change, change and change again, because change is the essence of retail. As long as you can do this, you can keep your stores and you can not only survive, but also thrive."

TURNING AGE INTO AN ADVANTAGE

El Corte Inglés has woven itself into the fabric of modern Spanish culture; over close to 80 years, its network has become the country's most famous chain of department stores, as well as one of Spain's largest employers.

Now, Group CEO and Chairman Dimas Gimeno Álvarez says its physical stores are providing a new function, and one that's of crucial importance in the digital age.

"It gives us a big advantage, because it gives us the opportunity to get things faster to the client. I think that delivery times and how fast you do it is going to be crucial," he says.

The ability to have inventory close to where online shoppers want it enables El Corte Inglés to offer same-day delivery in the time slot consumers choose. The brand is a leader in e-commerce, and is often reported to be the most frequently visited commercial website in Spain.

To watch the full interview, visit:
<https://bit.ly/2loBkA3>



DIMAS GIMENO ÁLVAREZ

Former CEO & Chairman
El Corte Inglés



"We like our locations and we like our real estate, and now it's probably one of the big assets we have."

The strong heritage of El Corte Inglés brings with it widespread brand recognition and an enviable level of consumer trust. Yet legacy structures aren't always helpful when a business needs to be nimble.

"I think that's probably one of the biggest challenges, because I'm not going to say that we have the leanest organisation," Álvarez says.

"When you're over 75 years old you have heavy structures. It's really a matter of making sure that our decision-making is right ... because it's true that our competitors make decisions every minute."

That, Álvarez says, requires the business to have a deep understanding of the market, not just locally, but internationally, and to have the right staff in the right place – with the right motivation.

"It's making sure that people are not afraid of making mistakes. I prefer people that make mistakes rather than they don't move, so we have to encourage that and make sure that that happens."

While the business – and the wider industry – is facing unprecedented challenges, Álvarez says he wouldn't have it any other way.

"I think it's a time to be excited. We're going to see clients changing, we're going to see cities changing, obviously retailers changing ... but if you know what makes you different, if you know what the clients (expect) from you, it's just a matter of adaptation to the new rules, to the new market, and delivering that."

"It is easy to say, difficult to do, but we are excited, and I don't know if my crystal ball is accurate, but it's really an honor to be living in these times."

While it's happening in a very modern context, the focus on human interactions is an echo of the very DNA of good retailing, Koch says. The only difference is that now, retailers retain the personal touch thanks to the power of data.

04

INSIGHTS
FROM WPP'S
STREAM
COMMERCE

STREAM OF THOUGHT

WPP did NOT hold a conference on retail in Miami earlier this year. That's right. We held what we like to call an "un-conference".

Our Stream Commerce event was a meeting of minds – CEOs, CMOs and commerce experts – for a fast-paced round of discussions spanning technology, digital, design, insights, media, shopper, and e-commerce.

Sessions were held indoors, outdoors, even on the beach. The idea was to promote an atmosphere in which people made connections, shared knowledge, and left with inspiration.

Content was determined by crowdsourcing; a whiteboard started out empty and was filled by attendees with ideas for discussions. Everyone was expected to participate. It was democratic and at times anarchic – and hugely productive.

We can't replicate two days of action-packed non-conferencing under the sun, but here we offer you some top takeaways from some of our esteemed contributors.

To watch interviews with these contributors and others at Stream Commerce, visit:



Day 1

<https://bit.ly/2UIxWX6>



Day 2

<https://bit.ly/2IBBZgM>



Bonus Program

<https://bit.ly/2UH50Pb>



DAVID SABLE
Non-Executive Chairman



"When you think back 150 years ago to the beginning of Selfridges, it was all about experience. That's what retail was. Even the original catalogue was about experience because back in the day, the Sears and Roebuck catalogue would come to you in the middle of the winter; it was called "the wish book" because that was what they thought about all winter.

"We lost that because we got caught in the digi-babble. We got caught in the trap of believing that digital was the be all and end all, as opposed to being an integral part of everything we do. Digital is everything, but not everything is digital. The beauty is, we're getting it back.

"I think what we're going to see is that undifferentiated, big-box, vanilla, crappy retail is dead. Undifferentiated huge malls, where every third store is the same, are dead, but are being replaced in neighborhoods and other malls where the curation is so differentiated, so relevant and so interesting, allowing for that serendipity that we all want."

J. WALKER SMITH
Chief Knowledge Officer, Brand and Marketing



"I'm very optimistic about commerce for a couple of reasons. First, consumers continue to rally forward. We say the new consumer mindset is 'live large, carry little'. They continue to want to live big lives, but what they don't want is all the baggage that used to come with it. If you look at consumers, you see people who want more value from the marketplace. And I think technology is going to deliver a lot more ... opportunity for us to do things. Augmented reality, virtual reality, AI, the power of algorithms to create what we call the algorithmically enabled consumer. I can make smarter decisions, faster decisions, in fact in a lot of cases I don't even have to make the decisions. All those things are going to open up new vistas for things we can do in the marketplace."



AMY VENER
Retail Vertical Strategy Lead



Amy Vener, left, photographed with Gwen Morrison
CEO, The Americas, The Store WPP



“Brands need to remember that what’s important isn’t necessarily just that last signal of intent before the purchase. What’s important is being able to introduce your product, your brand, at the early stages, before someone decided what it is they’re going to buy. They have an idea of what they want ... but they don’t know who they’re going to buy it from yet. Once you inspire a consumer, the passion that drives that purchase makes it accelerated, and makes them spend a little more to fulfil that vision.”



BETH ANN KAMINKOW
CEO, Brand and Marketing, The Americas

KANTAR

“We’re witnessing an incredible time in commerce. You can’t write off any player right now that has tools around speed and is going to use that as a differentiator and a way of entering the game in a way that isn’t there today.”



AMANDA RASSI
Head of Brand Building



“It’s a combination of leveraging our experience but then also bringing in fresh perspectives and trying to get the two to come together, because there’s a lot of institutional knowledge. If you think about the needs customers have in the food space, in some ways they’re the same as when we were founded in 1883, it’s just a dramatically different context of how they get met today. We need to get better and faster to meet the customer where they are.”

Rassi’s three key pieces of advice are: Be customer-centric, leave your ego at the door, and be curious.

“Be open to not just what’s going on in grocery retail and even retail more generally but also what’s going on in culture and technology. Be curious, ask questions and look for a new perspective.”

CARL HARTMAN
CEO



“Most of our clients are established multinationals and the playing field has shifted. It used to be Colgate worried about Procter, they were worried about Unilever and GSK. Now they’re worried about a bunch of brands they’ve never even heard of. Everything’s changed - all the barriers to entry they had protecting them for decades are gone. The competition has changed dramatically.

“I’m very optimistic. I mean, I don’t think it’s going to be easy, but the collision of everything means that every touchpoint should have a ‘buy’ button. As a consumer, you should be able to buy anything you want anywhere you want, and the divisions between long-term brand building and short-term sales don’t exist any more. Now, it’s like we all need to be generalists and realize that everything we’re doing is related to everything else we’re doing.”



05

ALL ABOUT
amazon


SURVIVING AND THRIVING IN AN AMAZON WORLD

Equipping yourself for jungle warfare

in the BrandZ™
Top 75 Global
Retail Brands
2019

#1 in the
BrandZ™ Top
100 Global
Brands 2018

\$3.5
Billion
brand
value

Growth
in brand
value in 12
months

HOW TO BUILD AN AMAZON STRATEGY

No conversation about commerce can take place without “the A word” playing a role.

The one-time online bookstore is now a major international influence, not just on e-commerce but the entire business of shopping, from private label and logistics to shopper marketing and physical retail.

We used to ask whether Amazon was friend or foe to brands and other retailers; then we settled on “frenemy”. Now, it’s just a fact of life.

The extent to which an individual brand or retailer should work with Amazon – if at all – varies hugely, according to their goals. But one thing’s for sure: there’s a rumble in the jungle, and whether or not you decide to engage with Amazon, it should never be overlooked.

WPP has run a series of events for clients and associates around the world to help brands work with – and compete against – the e-commerce juggernaut. Here, we feature some of the highlights, with insight from WPP experts and guest speakers.

THE PRICE IS RIGHT! WHY INVESTORS LOVE AMAZON

Paul Sweeney is Head of US Research at Bloomberg, and says there's one key figure that explains investors' perspective on Amazon: since its IPO, its stock price has soared 2,000 percent.

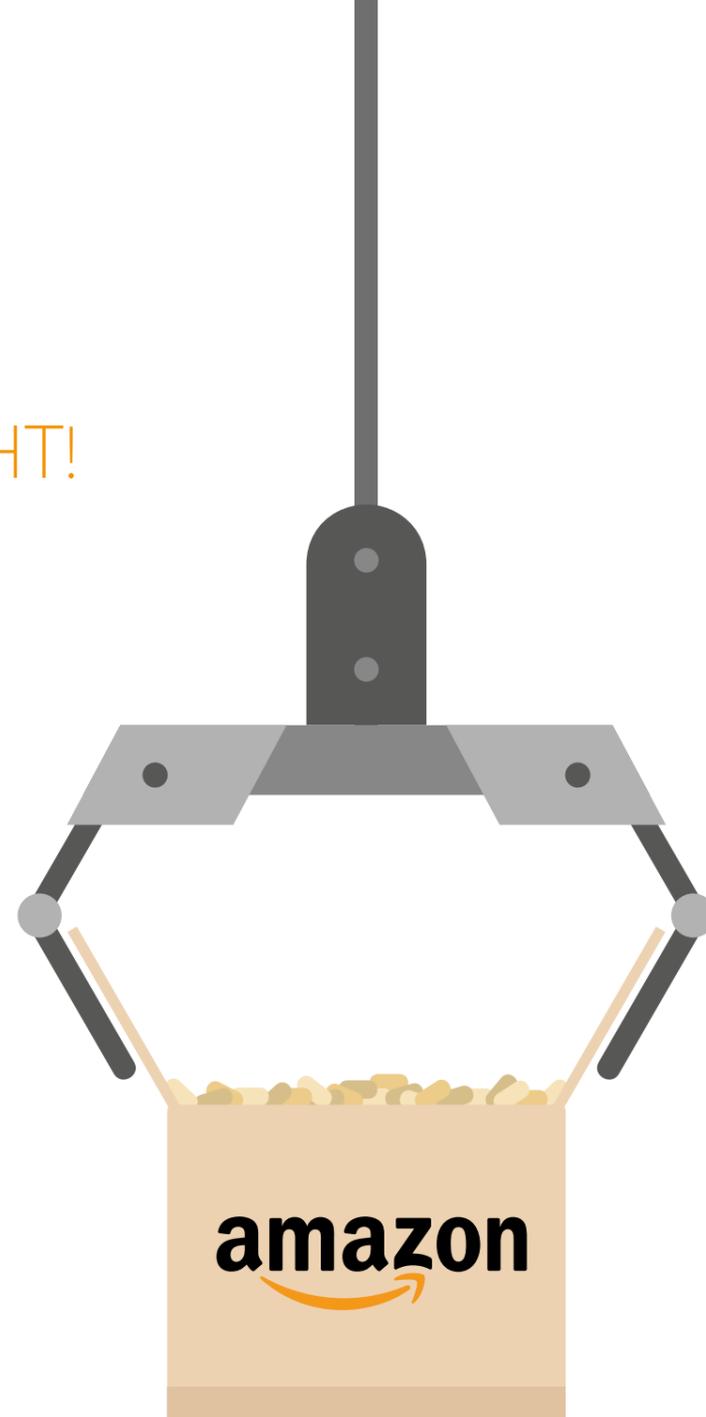
"That's how Wall Street views Amazon: buy it, buy it, buy it, and if it dips, buy more. The Street believes in Jeff Bezos - we're along for the ride."

Amazon revenues have been growing at 25 percent a year - five times the industry average - and everyone expects e-commerce to double or triple its current share of total retail sales, so there's still plenty of room to grow, with very little strong competition outside of China.

In addition, the Amazon cloud business is fast-growing, and its media business is bringing in huge number of Prime members, who are by far the biggest spenders online.

The only potential fly in the ointment, Sweeney says, is regulatory risk relating to the handling of consumer data, and Amazon's famously low tax payments in Europe.

But the bigger picture is that the Bezos bet, plunging revenue back into R&D to improve the customer experience for long-term gain, is something investors are sold on.



THERE'S MORE THAN ONE WAY TO WIN ONLINE

If you're dazzled by the power and influence of Amazon, it's with good reason.

It accounts for half of e-commerce growth and over 55 percent of product searches in the US, as well as being the fastest-growing ad platform.

But Jon Bird, Executive Director, Global Retail & Shopper Marketing at VMLY&R, says brands should engage with Amazon as one of several important elements in their e-commerce plan, not one that overshadows owned platforms.

"Don't think of Amazon as a friend or a foe," he says. "Think of it as a fact, a force and a focus. It's a fact of modern business life, it should be a force multiplier for your brand, used in the right way as part of a complete commerce ecosystem, and it should be a focus."

Andy Heddle, Group Channel Director, E-commerce, with VMLY&R, explains six ways brands are using Amazon as part of their plan - not their entire plan.

"The takeaway from this is: Amazon's not the only option, it turns out," Heddle says. "Retailers are really working out that if they see themselves as a platform in the way Amazon does ... brands now have choices."

01

The Bevel subscription shaving system sells via its own platform and via Amazon.

02

Dyson appliances sell via Amazon but also their own site - where prices are the same but buyers get access to exclusives, and Dyson gets customer data in return.

03

Patagonia clothing doesn't sell first-party on Amazon, but is building its network more around its sustainability mission. It has a site dedicated to Worn Wear, for instance, where used goods are resold.

04

Sports fashion brand New Balance has established the Joe's New Balance Outlet site for sales of old models, meaning NewBalance.com is home to only the latest designs.

05

Target has become the scale partner of choice - instead of Amazon - for several startups, including Quip toothbrushes and BarkBox pet toys.

06

Best Buy is selling Alexa-enabled TVs both in its stores and via the Amazon platform, after being approached by Amazon.

DISRUPTION OR DISTRACTION? HOW TO WORK TOWARDS INNER AND OUTER PEACE

The frenetic pace with which consumers and the retail environment are changing can drive brands to distraction – and divert attention from the ways brands can improve the all-important customer experience.

Ogilvy's Dan Salzman and Mike McFadden advise a Zen approach.

McFadden, who is EVP, Digital Transformation and Partnerships, says brand managers are currently dealing with either huge growth or contraction, depending which part of the market they're in, as well as processing all the marketing technology they're promised will help them, and facing fresh competition from startups outside their category. And then there's the A-factor.

"Amazon is a great disruptor, but also often a great distractor from what you're trying to do," he says.

The level of distraction is serious, says Salzman, VP of Design at Ogilvy. "On our worst days, we're just crossing fingers and hoping we don't walk off the edge of a cliff. But there is another way."

That way, they say, is to stop, take a deep breath, and focus on your core. No, not your abdominal muscles, but your core customer.

Ask yourself: Do you really know your customers as people? Does your entire organization know them, from the marketing department to loyalty managers and your chatbots? And can your organization flow quickly around customers change?

Their three steps to Zen-style peace in a world of chaos are:

01

Know your customers, removing biases and other barriers to proper understanding.

02

Champion that understanding throughout all of an organization. It's everyone's job to know who the consumer really is.

03

Get ready to flow, and move confidently as customers and circumstances change. Don't wait for everything to be perfect.

REACHING THE CONNECTED CONSUMER WITH INNOVATIVE TAKES ON TECH

You might think you know how busy consumers are, and how much they love their gadgets, but Ritesh Patel, Chief Digital Officer for Ogilvy CommonHealth Worldwide, shares a few sobering stats that might surprise you:



of people say they spend "way too much" time on their phones



of Americans check their smartphone every six minutes



of people say their stress levels have increased over the last five years



of people admit to having checked their phone during sex

In that context, the challenge for brands is not to find a time when consumers are connected to their devices, but to offer something sufficiently compelling to engage them.

Patel says this is where the benefits of technology come in, and highlights ways that innovative brands are creatively engaging consumers with innovations in tech.

Voice: Increasing penetration of voice-activated devices – not just in the US and UK but also China, India and elsewhere, gives brands an opportunity to provide new services, and at the same time mine a rich seam of consumer data that can inform future developments. Remember, smart speakers aren't just in the kitchen or living room; they can be in the fridge, microwave, and even the shower.

Babycenter's Alexa skill allows expectant parents to count down to their baby's due date and get weekly updates on how mother and baby

are changing, along with helpful tips and access to images of fetal development. Purina, the pet food brand, meanwhile, offers a voice-activated service to guide prospective pet owners on the breed of dog that best matches their lifestyle.

AI, AR and chatbots: AI allows brands to adapt the experiences it offers to individual customers based on usage, and again provides a data feedback stream. AR is more than a novelty; Sephora uses it in a virtual mirror service that allows consumers to "try out" different make-up looks to help them decide what to buy. Bots are becoming increasingly intelligent; Nordstrom has a Christmas gift bot that provides personalized gift recommendations for friends.

THE ROAD LESS TRAVELLED – NEW ROUTES TO PURCHASE

Retailers have become search engines, search engines are shopping tools, and while consumers are adept at jumping between them, it seems advertisers aren't so great at shifting their ad budgets to match.

Meghan Lavin, Partner and Director of Marketing at Catalyst, says the interplay between search and retail is clear – at least to consumers. Not so for many brands.

For instance, while 85 percent of browsing and purchasing happens on non-Amazon retailers, only 25 percent of advertisers have a strategy beyond Amazon. Even within Amazon, there's a mismatch: 96 percent of consumers have visited Amazon.com in the past year, yet only 42 percent of brands selling on the site do any marketing there, and only 28 percent of brands say they have a defined Amazon strategy.

And while 34 percent of US consumers visit Walmart.com to compare products, only 7 percent of advertisers optimize their product descriptions on the site.

How people use search and sites depends whether they already know what they want to buy, and the category they're considering. For appliances or baby care, for instance, they're more likely to start with a search engine. And older consumers are more likely than younger ones to start looking on a retailer's site.

"Amazon plays a key role in every stage of the journey, from purchase, research, consideration, purchase – you name it, Amazon's there playing a big part," Lavin says. But even heavy Amazon users aren't wedded to it, and advertisers are lagging behind consumer activity.

"So, while Amazon is hugely important and everyone recognizes that, there's also e-commerce opportunities beyond Amazon."

Eric Sutton, Senior Partner, Business Development, at Catalyst, says that to arrive at the right e-commerce marketing strategy, brands need to be clear about their goals: increase share of shelf, boost return on adspend, drive revenue, drive trial, or something else.

"No matter what your goals are, and they probably should be plural ... it's important to customize your strategy and your execution to make sure that you hit these big goals."

Sutton then urges brands to be creative, find the gray space other brands have failed to fill, use advanced data analytics, and partner with experts where appropriate.

"You have just a second or two to convince a shopper to buy ... so you really have to wow them," he says. "It's almost like there's a new moment of truth: an Amazon moment of truth."



THE VALUE OF AI - IT'S NOT MAGIC, BUT IT'S PRETTY CLOSE

The AI that powers Amazon recommendations for shoppers, and powers the Alexa smart speakers' response to voice commands, can also supercharge brands' ability to reach the right people with the right message, at the right time.

Jacob Grabczewski, Director, Product Development, at Xaxis, says AI enables brands to perform audience modelling, generate dynamic creative, and determine which creative is best to serve to which individuals at any given time – all on a scale that would be impossible for a human team.

"AI enables you to make more decisions, faster and better than ever before," he says.

But what is AI, exactly? Grabczewski defines it as: "The ability of a computer to consume data to make a prediction and take an action to achieve an outcome." The key word is prediction – which is what gives AI its intelligence. It's not simply instructed to do X in the event of circumstance Y.

AI can help brands optimize for lifetime value, he says, and factor in cross-channel attribution. It can also factor in the purchase cycle of an item and determine how long after you buy, say, razor blades, you're likely to respond to an ad for more.

Yet even the best AI needs a human guiding hand, particularly when it comes to deciding how to train the AI and on what data sets.

"If you know there are months when certain (buying) trends apply, then an ad buying model trained only on the last 30 days won't be great use of the knowledge you already have."



RAISE YOUR VOICE – AND DON'T JUST TALK TO alexa

Voice-powered devices have swiftly moved into the mainstream. In the US alone, over 50 million adults now have access to a smart speaker.

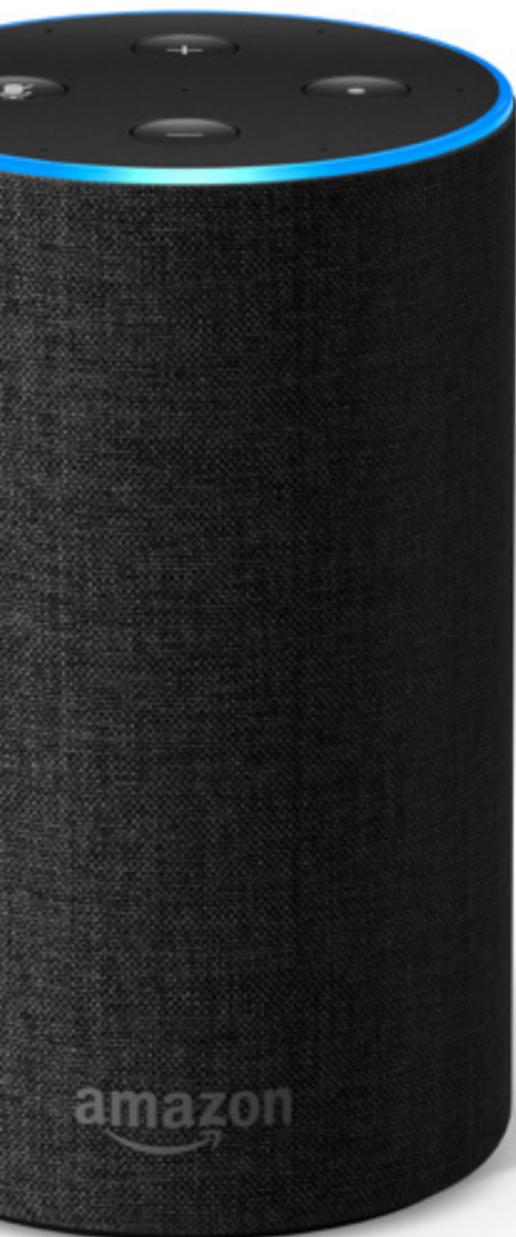


Photo courtesy of Amazon.com

The importance of voice to brands is evident in the fact that voice is now an official category in Cannes, Webby and Clio marketing awards

DJ Saul is CEO of digital agency ISL, which has created skills for brands and sports teams, including the well-known Alexa skill for Capital One. He reminds brands that besides Amazon and Google, there are smaller businesses developing voice-based assistants, and the broader voice ecosystem offers tools for creativity, education, and even reinventing products, such as interactive mirrors.

His top learnings are:

- 01** Although it's critical to find a prime interaction point (and ensure it's accessible on any device), it's still voice first.
- 02** Keep consistency top of mind. Create a limited number of templates that work for multiple interactions. This helps keep build time down and improves usability.
- 03** Understand key differences in the way different devices are used. Do people use them at a distance, without looking? Do they touch the device a lot? Are interactions brief? Adapt the service to usage habits.

Our vision is to become the world's most consumer-centric company, where consumers can come to find anything they want to buy online.

- Jeff Bezos, CEO, Amazon

Photo courtesy of Amazon.com

GET YOUR ACT TOGETHER – THE VALUE OF LINKING CHANNELS

Brands must provide an excellent experience on Amazon and, crucially, via other channels - partly because it's a route to better profits, but also because customers will punish them if they get it wrong.

Matt Collins, Executive Creative Director at Gorilla, points to Forrester research showing that 84 percent of consumers are willing to pay more for a better customer experience, and 73 percent avoid doing business with a brand due to a poor channel experience.

"There really is no margin for error," he says. "They are unforgiving."

He says businesses need to unite every aspect of their contact with customers - both on the Amazon

platform and elsewhere - because resourceful consumers are researching and buying in ways that don't match a traditional path to purchase.

The high-end bicycle brand Specialized, for instance, sells some of its standard configurations through Amazon, but highly customized versions through its own site. Some customers start on Amazon and either buy there or check out reviews, and later move to the dotcom site as their needs mature; others go straight to the brand site for a deeper involvement with the brand and its content.

Collins says a truly connected customer experience requires the free exchange of actionable data across systems, from lead generation and marketing to commerce and CRM. His three takeaways on uniting the customer experience are:

- 01** All channels are not created equal.
- 02** Owned channels enable curated brand stories and experiences, delivering higher margins.
- 03** Marketplaces are vital to omnichannel, but owned commerce channels can provide greater long-term value.



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THAT PROVIDES
A FULLY
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WHAT ACE IS

Amazon experts, focused on e-commerce, many with prior Amazon experience

Customized technology, developed to help brands win on Amazon, including direct server connections with Amazon

Comprehensive services, providing all services needed to succeed on the Amazon platform

Integrated team, designed to work with your existing WPP brand and media agency teams

BENEFITS OF ACE

Stronger performance on Amazon (sales growth, efficiency, brand)

Integrated reporting and holistic management of Amazon investment and performance

Shared learnings between Amazon and your brand, media, and shopper teams

Exclusive betas and custom tools

Leverage full WPP scale and capabilities

ACE SERVICES

Retail Readiness and Operations Consulting
Services start with the retail and operational assessment and guidance necessary for further platform and media investments to pay off.

Content Development and Optimization
We go beyond content development best practices and manage (and measure) content ongoing, to continually improve performance.

Media and Promotions Management
We coordinate media investments with promotional planning. We apply Amazon

media specialists to maximize performance in paid search, programmatic, video and display.

Integrated Reporting and Analytics
We integrate your Amazon, e-commerce, and media data into one platform for comprehensive reporting and actionable analytics.

Brand Building On (and Off) Amazon
We think out of the box to drive brand strategy by applying creative excellence to the full canvas of the Amazon platform, with the aim of driving total online sales and building brand equity.

Headquartered in Seattle, New York, and Luxembourg, with Amazon experts across 15 locations and 3 markets, ACE is ready to grow your e-commerce business.

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06

**THOUGHT
LEADERSHIP**

TRADING PLACES

I've been in this industry for close on 28 years and whenever I've been asked about the state of retail, I've always talked about the pace of change, and how exciting things are.

Ask me the same thing right now, though, and I'd have to come up with a whole new set of adjectives to describe just how much is going on.

Turbulent, dynamic, fluid and disruptive all fall short of describing the whirlwind that retail has become.

These are hugely exciting times and are certainly not for the faint-hearted, the procrastinators, or the risk-averse.

It's during times like these that entirely new models are born. Rules that we thought were robust are being blown apart and "try, fail, learn, repeat" has become the innovation mantra by which we have to live on a daily basis should we want to stake a claim in the new frontiers that retail is opening up.

It has been widely acknowledged that the future of retail will be a combination of bricks and clicks, and that the shopper journey is now composed of multiple touch points, both in and out the store. This makes the delivery of a truly joined-up and cohesive campaign very challenging for brands and retailers alike.

We've seen a huge surge (led by retailers and key brands) to reinvent complete categories and stores across the retail landscape in South Africa. There has been a concerted effort to stem the flow of shoppers trading online and to turn stores back into what they should, or always have been - "trading places" - where the hustle and bustle of the store acts as the lure that feeds our basic instinct to see, touch, smell, try and actually engage with products.

Some retailers have gotten this right in their new store designs, and others, not so much. The takeaway is that there is now a groundswell to transform the physical store and it's great to see new things being tried and boundaries being pushed.

As shoppers experience more and more personalization on their devices in the form of absolute, laser-targeted and relevant adverts, they will come to expect the same of the physical space. However, the struggle that retailers face is that digital formats are infinitely easier to change and update than a physical store space.

Redesigning these new store formats while at the same time retaining a "trading" feel is a balance with which many are struggling. These trading places also need to be incredibly agile. The aisle and gondola set-ups that work mid-week and at the beginning of the month may not be what works best for weekends, month ends, or special occasions. To future-proof the stores, retailers should be baking this agility into the store design, not bolting it on afterwards.

Logistics and cost savings will drive communication in stores over time towards digital executions that can be distributed nationally, at the touch of a button, and localized to the specific store and its relevant shopper profile.

Big data is allowing us to craft hyper-personalized promotions, deals, and communications. Getting these to reflect in the physical space is going to be what separates the good from the great.

One of the major challenges retailers face as brands try to reach this level of personalization is how to accommodate consumers in-store, and how to manage what will become a digital conversation with shoppers. New infrastructures and skills will be required to support these digitally enabled and experience-rich stores.

Brands still require platforms in the store to bring attention to their new launches, innovations, and promotions because shoppers still love to go and find out what's new, what's trending, and what deals are on offer.

These behaviors have played out in the digital space (only reinforcing what we know are basic human behaviors) and should continue to reflect in the physical space. What retailers need to craft are the platforms that can best reflect and amplify their own brands, as well as the manufacturers' brands.

I don't believe that we will ever entirely switch from shopping in physical stores to soul-less screens. I see screens being used in the store in conjunction with mobile devices to dramatically enhance the shopper's experience and to help them on their quest to find the best deals and products.

If we ensure that stores remain what they have always been - "trading places" where communities and societies came together to interact, experience new things, and engage with product - the retail landscape that lays before us will be the richest yet and our enjoyment thereof will reach an all-time high.



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BARROWS

Barrows is a specialist Retail Marketing Company. It operates on five continents and works with both brands and retailers.

www.barrowsglobal.com



BRANDS MUST INCREASE TRUST IN PURCHASING ON THE INTERNET

Providing emotion, stories and useful information will help.



“Sir... you are asking me so many questions sitting right in my house. If I would not have trusted you, why would I have allowed you to spend so much time in my house. But if you were asking me so many personal questions over phone, I would have felt uncomfortable to share so many personal details.”

I was trying to understand barriers of online shopping. That sultry afternoon in a small one-bedroom apartment in Meerut taught me something important about human sentiment—Trust needs a face, just like most of other human sentiments do. My respondent, Sampat, is a 35-year-old man. In e-commerce language, he’s a “transactor”. Sampat books his train tickets online, but when it comes to online shopping, he is apprehensive.

The e-commerce industry is grappling with a trust deficit among Indian consumers. Brands can build trust in several ways: by being more human, telling meaningful stories about the brands, acting as a useful information provider, and offering positive reinforcement. Ultimately, e-commerce brands are on a journey to create an environment where customer feels comfortable and the brand becomes a hero in their lives. In Sampat’s words...

“It’s not about money alone. I don’t know what will be delivered. If it’s not the right product, who will get into the hassle of changing things? They just give a phone number. I don’t know when I shall get my money back. Do you know how many people have just got bricks when ordering mobile phones? I can’t trust online shopping. It’s easy to just go to the neighborhood store. At least I know who to get hold of if anything goes wrong.”

Sampat is the same guy who lines up for the first day, first show tickets for Salman Khan movies in one of the single-screen theatres that still survive in Meerut. Sampat “trusts” Khan completely when he single-handedly destroys an army of villains or gives away the last penny he has when his

mother is on death-bed and needs urgent surgery. What makes Sampat believe all that?

“Khan is a hero. He never does any wrong. There are so many reports of him doing good for others. Yes, I know there would be some exaggeration in movies. But when everyone cheers for him, I feel I belong there... I am him.”

Ground rules for trust

The advent of technology has made everything available at our fingertips. But trust still seems to be available at a premium for most of the e-commerce players. The industry is at a threshold where it needs to devise newer ways to build trust, to grow the headroom with a large section of population who are yet to be tapped. So, are there any ground

rules that can help them to address the trust deficit? Neelakshi, a college student from Madurai explained to me...

“When I wanted to buy a portable charger online, none of the sites gave me information beyond technical specs that were difficult to understand. But when I spoke to an electronics shopkeeper, I learned how could I chose the right product for my exact requirements. Wouldn’t it be easier if online sites could provide the same kind of useful information?”

Well, the online environment would always tend to work differently from offline channels. But there seem to be certain ways where technology and trust can be brought together by e-commerce brands:



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01

Be a hero

Heroes don’t think about themselves, they think about others. Brands need to empower consumers in their decision making. We don’t necessarily need to be seen as experts, but we do need to facilitate expert decisions.

03

Be human

Brands need to build a human image with the help of multiple touch points. Can the delivery executives become solution partners, taking the role of human touch point? Some online furniture stores have effectively trained their installers to deliver excellent customer service along with products.

02

Be useful

Everyone loves to make an informed decision. However, providing just the right amount of information is critical. Information overload is chaotic.

04

Be positive

Bad news spreads quickly. Online retailers need to build positive reinforcement to counter the widespread apprehension around delivery. Customers can help upbeat “opening the box” experience videos go viral.

BRAND LEADERS EXPLORE NEW RETAIL MODELS

Brands need to be opened-minded about changing the traditional model of retail. Brands that are innovative survive. And increasingly we're seeing those that aren't dying.

Fortunately – and excitingly – the space to play is extensive. Augmented reality is a good example of one area to explore and realize. Using AR technology, IKEA introduced the ability for people to hold up their phone in the room they are looking to refurnish, and picture exactly what a piece of IKEA furniture would look like in that space. Home improvement retailer Lowe's introduced a similar app that instantly turns a phone into a useful measuring and design tool. Whilst these apps are about utility, they also enrich the ever-important inspiration and exploration phase of shopping. We know there's a growing expectation on brands to add value to a consumer's life – and for retailers, the full shopping experience. Through innovation, retailers can prove to be both useful and inspirational – and in turn build deeper, more meaningful relationships with customers.



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CONTEXTUAL COMMERCE OPENS A RETAIL FRONTIER



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The biggest untapped opportunity for retailers is contextual commerce. Apps exist that enable relevant retail experiences to be created within online conversations.

For example, imagine I'm a woman shopper talking to a friend who's sent a photo of an event she just attended. I like the outfit she's wearing. I tap that outfit and visual recognition software identifies the outfit and provides a list of retailers where I can buy it. And while I'm still having the conversation with my friend, I purchase the outfit in my size and have it delivered. WeChat is at the forefront of this type of e-commerce and it's just a question of who will become the leader in the rest of the world. Using machine learning, the app learns to anticipate my requests and then makes recommendations.

RETAIL ENTERS AN ATTENTION SPAN ECONOMY



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What omnichannel retail is showing us is not that people will buy less—it's that people will shop less. In the past, people had no choice but to go shopping to get what they needed.

Today, they have plenty of new options—and because of this, what they are willing to expend attention on is shifting. Some things just aren't worth spending time shopping for, so subscriptions, algorithms, and auto replenishment become much more attractive ways for consumers to buy these items. Brands must think more broadly about how technology and expectations are intersecting to create a new relationship between people's attention span and commerce. Retailers have long been skilled at managing product selection and inventory of things people want to buy, but in the future, winners in retail will be best at attracting and retaining the attention of consumers. In an attention economy, retailers will face new competitors but also have new opportunities. They must reshape commerce to fit into consumers' lives while offering up the excitement of discovery and experience when they want it. The best retailers will find ways to help consumers free up their attention by making buying easier, so that those consumers have more time to shop... with them.

RETAILERS ACQUIRE AND ALSO CULTIVATE ENTREPRENEURSHIP

Legacy retailers are attempting to become more nimble and entrepreneurial by developing those qualities in-house and also by bringing entrepreneurs into their businesses.

For example, Target has taken on parts of the product line of Casper, the online mattress company that positions itself around the connection between restful sleep and health and wellness. Walmart surprised the industry two years back with acquisitions such as Jet and ModCloth. They've even established a center to cultivate entrepreneurial talent, calling it Store No. 8. We're also hearing more about a reconsideration of physical space, including pop-up stores and other innovative venues, as a place where you experience a brand and capture data, rather than buy stuff.



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BE READY FOR THE FUTURE OF RETAIL

Vendors and brands need to evolve

A new generation of shoppers driven by the forces of digital innovation, e-commerce and other macro trends is changing the face of retail.

In Asia Pacific, e-commerce is growing at 31 percent a year, with 76 percent of that growth coming from m-commerce. Indonesia's online retail sector is growing rapidly, and is the most promising in Southeast Asia due to its large and young population. The number of online shoppers here grew by about 50 percent last year, and we see the country continuing to embrace digital channels.



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Chinese investors have put US\$2.8 billion into Indonesian startups. Alibaba has made a \$1.1 billion investment in Tokopedia, Tencent is backing Go-Jek, and JD is funding Traveloka. With these tech giants' investments into the country, we will see e-payment and mobile wallet usage growing exponentially. Go-Jek has Go-Pay, and OVO is partnering with GrabPay in Indonesia, and tapping into small and medium-sized businesses with the quick response (QR) code payment method, an initiative to widen its user base through non-cash transactions.

Digital transformation has significantly changed Indonesian shoppers' behavior. This new breed of shoppers is mobile-first, connected to data, more informed than ever before, and will continue to make purchases at both bricks-and-mortar stores and online marketplaces. The following new shopping behaviors are now common: (a) research online, purchase offline; (b) buy online, return in-store; (c) browse in-store on mobile, buy online.

The rapid shift to online shopping is putting pressure on bricks-and-mortar retailers. In Indonesia, several local and multinational retailers have closed some stores since last year, including Ramayana Department Stores, Matahari Department Stores, and Debenhams. A retailer must embrace technology and learn to react to the demands of shoppers if they are to survive.

Omnichannel retail is the new normal of shopping and it's the gold standard for success, as shoppers no longer see the distinction between online and offline shopping. People are demanding a unified and outstanding shopping experience across touchpoints, regardless of whether that's in-store, e-commerce, mobile, web or social. Innovative brands and retailers will work together for success. Here are the top three top factors we think are driving retail:

01

Immediate Convenience

Living in a busy, highly connected world, shoppers are demanding convenience and speed. Go-Jek has revolutionized convenience from its initial ride-hailing service to the current range of on-demand offerings on our doorsteps. People expect faster delivery and are willing to pay for the ease of having their demands met.

Looking to the future:

Voice commerce is beginning to take off. Amazon's Alexa (virtual assistant) allows effortless ordering, driving purchase decisions on our behalf, and managing delivery. Delivery drones are being experimented with by Amazon, UPS and Google for faster and greener delivery in future.

02

Immersive Experience

Consumers are seeking immersive experiences now more than ever; something they can touch and feel. This new experiential retail signals a new role for physical stores to use technological features to improve the overall shopping experience.

Looking to the future:

Technologies like virtual reality (VR) and augmented reality (AR) are potentially going to revolutionize the way people shop. Although technology can transform experiences, the store still matters. Sephora's largest global flagship, in New York, is using new innovations to make the store a more experiential and more shoppable place. Brands and retailers that allow shoppers to shift seamlessly between digital and physical stores will stay ahead of the curve.

03

Personalization

Shoppers want good-fit communication (from brands and retailers) that is relevant and useful to them, at the right moment. Most people are likely to purchase from a retailer that knows them, remembers their purchases, or makes recommendations based on previous baskets.

Looking to the future:

Artificial intelligence (AI) is streamlining the shopping process. Chatbots are being used to connect with shoppers and help them make decisions. Data and advanced analytics can customize offerings to attract new shoppers, or engage with existing shoppers to maximize conversions and drive loyalty. Google and Coca-Cola have created a system that is able to serve shoppers personalized messages on an in-store terminal by scanning data from their smartphone as they walk nearby.

So, why is tech giant Alibaba moving into the offline world through their physical supermarket Hema, while bricks-and-mortar retailers are expanding into e-commerce?

Because omnichannel retail, combining bricks and clicks, is the future of retail!

And it's already here.

AMAZON SHAPING THE 'SMART SPEAKER' CONVERSATION

How do you define true innovation and leadership?

To me, truly leading innovation does more than disrupt the established order; it shapes and creates something genuinely ground-breaking, delivering benefit for all consumers and perhaps establishing an entirely new competitive landscape in the process.

That is exactly what Amazon achieved in late 2016 with the launch of Amazon Echo, the first of the "smart speakers", allowing users to interact with Amazon's AI interface Alexa using their voice alone. Brands and consumers have been in metaphorical conversation for decades, but with the arrival of Echo, an instant two-way narrative became reality for the first time.

The obvious attraction of this emerging category is one of immediacy and convenience in our increasingly busy lives; smart speakers serve up "virtual assistance" via a physical presence, helping with myriad tasks and challenges ranging from weather forecasts and general knowledge queries to arranging delivery of shopping, takeaways and taxis direct to our doors.

The Echo is the embodiment of Jeff Bezos's "Always Day One" mantra and, by being first to market, Amazon stole a march on the other ecosystem super-brands, Google and Apple. A tactically low entry cost of £90 allowed Echo to quickly build a solid user base and not only become synonymous with the category, but also establish a range of alternatives for different needs and budgets.

This initial success sparked the rapid launch of Google Home, featuring Google Assistant, in April 2017, as well as the much fanfared but comparatively slow to market Apple Homepod, featuring Siri, in January 2018. Amazon also recognized that the Echo may not appeal to those consumers demanding very high sound quality, and so announced a partnership with Sonos and launched the Sonos One speaker (which comes with Amazon's Alexa built in as standard) in October 2017.



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By definition a "smart speaker" comprises two components: the "smart" element, relating to the intelligence and usefulness of the in-built AI software, and the design and sound-quality capabilities of the physical speaker. Given the spectrum of available specifications and capabilities, consumer choice is ultimately defined by the individual's needs on the "smart vs. speaker" continuum. Is the need anchored around superb sound quality or highly knowledgeable, personable and versatile AI? For many, the reality is likely somewhere in between.

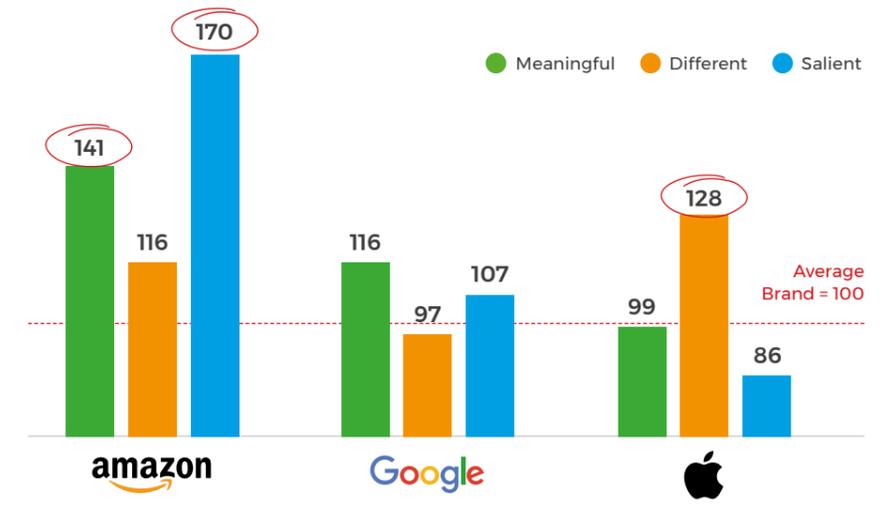
So, what can BrandZ™ data tell us about who holds the upper hand following the initial skirmishes in what is likely to be a long term and ever-evolving campaign? What are the key ingredients for success?

First mover advantage

It seems that Amazon is enjoying a clear first mover advantage and is by far the most "top of mind" brand in the category, with 50 percent of respondents mentioning the brand first when asked to think about brands of smart speaker. This is more than twice the number mentioning Google (19 percent) and more than three times those mentioning Apple (16 percent).

Amazon is also perceived to be the most disruptive of the three, perhaps also a result of being first to market and enjoying a short period of exclusivity. The brand achieves a disruption index score of 169 (the average brand scores 100) versus 152 for Google and 137 for Apple.

Smart speaker comparisons - Amazon vs. Google vs. Apple



Source: BrandZ™ / Kantar

Speaking the language of Meaningful Difference

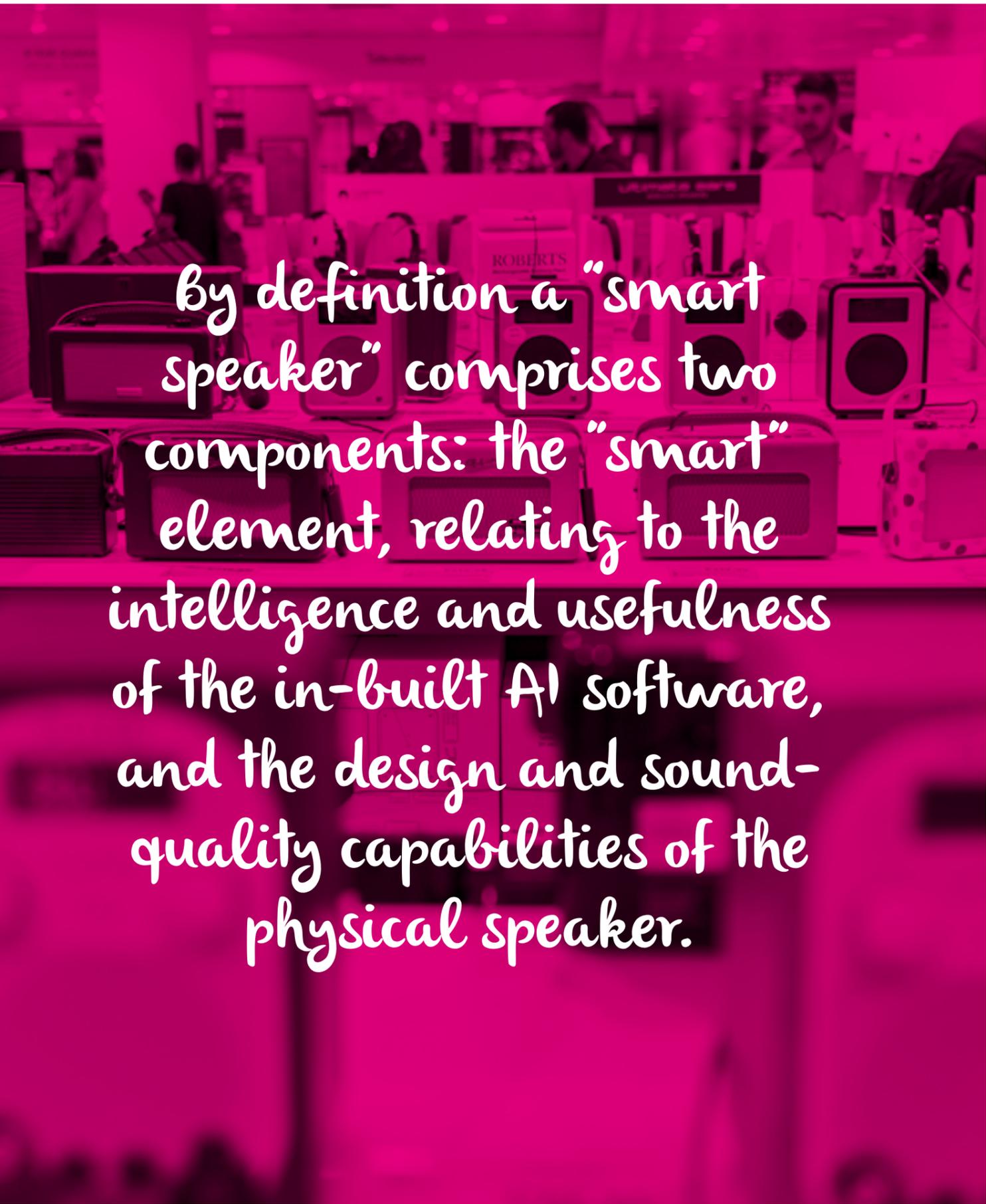
Diagnosis of the performance of the three main players using BrandZ™'s key equity building blocks - Meaningful, Different and Salient - reveals some interesting insights. Amazon's huge salience score of 170 illustrates an immediacy of association with the category, though the brand has also achieved real meaning in a relatively short period of time (Meaningful index 141), indicating both functional excellence and the beginnings of a strong emotional connection.

Google is also reasonably Meaningful (116) and the second-most salient brand in this category (107), though seemingly lacks difference compared to Amazon and Apple with a below-average score of 97.

In contrast, as is often the case with its products, Apple is seen as hugely different (128), likely driven by its high-spec speaker hardware delivering best-in-class sound quality. Given the brand's comparative lateness to market, however, it is perhaps not surprisingly that Homepod currently lacks both salience (86) and meaning (99).

Clearly the three brands have different pricing strategies; Amazon and Google are operating at a relatively low price point in a bid to attract consumers based on the depth of their functionality. Amazon Echo has a huge range of "skills" and partnerships for users to draw on, as well as the ability to order products direct from Amazon's vast range. Google Assistant has the advantage of linking to Google's vast search capabilities to answer a huge range of questions, and has also established retail partnerships to allow a voice shopping catalogue of its own. In contrast, Apple Homepod clocks in at around three times the price of the others, driven by the brand's investment in providing exceptional sound quality. The key question is whether this is enough to justify such a price differential when many consumers will be making a decision based on more than sound quality.

So, what are the key contributing factors towards Meaningful Difference for smart speakers, and how does each brand perform? BrandZ™ data suggest three key battlegrounds: >>



By definition a "smart speaker" comprises two components: the "smart" element, relating to the intelligence and usefulness of the in-built AI software, and the design and sound-quality capabilities of the physical speaker.

01

Design

Attractively designed, Distinctive, Stylish

Frontrunners - Apple and Amazon

Why?

Both Echo and Homepod hold the edge; delivering attractive, distinctive designs.

02

Functionality

Works better than others, Range of services, Straightforward, Knowledgeable

Frontrunner - Amazon

Why?

Echo is deemed to have a clear functionality advantage, driven by perceptions of general all-round competence and a wide range of services. Homepod may have the edge in sound quality, but perceived issues with the comparative sensitivity and capabilities of Siri vs. Alexa and Google Assistant are likely to be having an impact.

03

Emotional Warmth

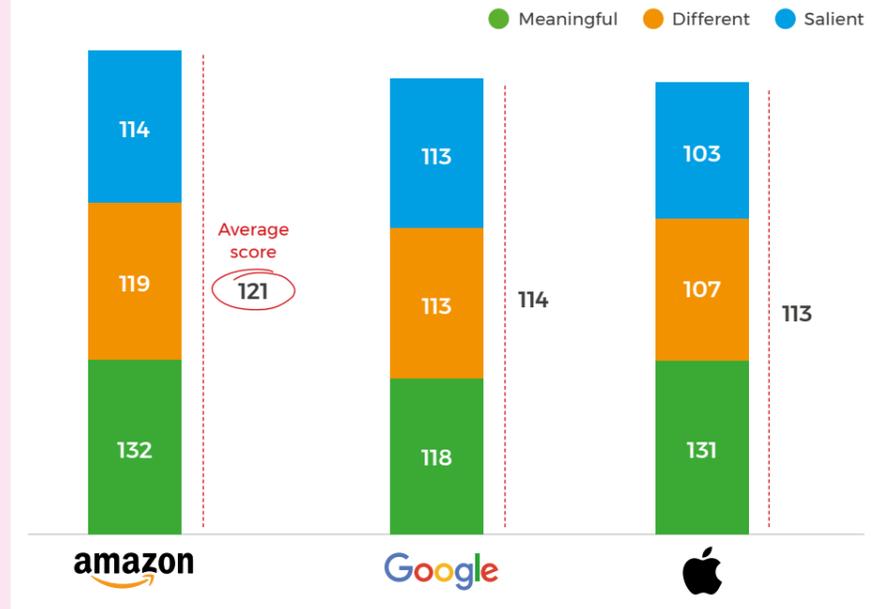
Fun, Playful, Friendly

Frontrunners - Amazon and Google

Why?

Though all three brands are fun and enjoyable to use (likely an effect of the initial novelty factor), Homepod underperforms in terms of perceptions of being both playful and friendly vs. Echo and Google Home. Again, this is likely to be due to the view that Siri is more robotic and less personable than both Alexa and Google Assistant, with less accurate intonation and pronunciation equating to a less lifelike experience.

Smart speaker comparisons - Amazon vs. Google vs. Apple



Source: BrandZ™ / Kantar

Evolving the conversation

In a category that didn't exist just 18 months ago, the sheer scale of investment and growing pace of delivery illustrates the high stakes as the main players strive to achieve next-level consumer relationships. Further technological advances and investment are certain, as well as an increasing focus on striking the right deals with the right partners to improve brand experience and deliver ever more meaning and capability.

There are clear opportunities here, not just for the smart speaker brands themselves but for brands from many different categories to expand reach and imbue meaning and momentum beyond traditional barriers. Amazon has gained an initial, hard-won advantage, but can it stay ahead of the pack for the long term? The next phase of the conversation starts now.

The main players

Amazon, first model launched September 2016, c.£90

AI: Alexa
Range: Echo/Plus/Spot/Dot/Show/Look/Tap



Google, first model launched April 2017, c.£129

AI: Google Assistant
Range: Home/Mini/Max



Sonos, first model launched October 2017, c.£199

AI: Alexa
Range: One



Apple, first model launched January 2018, c.£319

AI: Siri
Range: Homepod



CHINA SIGNALS FUTURE OF RETAIL AND MOBILE USE

If you want to see the future of retail, look to China - in many ways, it is leading the world.

In part that reflects the receptivity of the Chinese consumer to new technology. If you consider mobile activity on Singles Day, for example, somewhere around 90 percent of purchases on Alibaba were made through mobile on Alibaba's AliPay platform. Chinese consumers are using mobile in every aspect of their lives. And the Chinese consumer can also pay the rent, or buy household products, or hail a ride-share—all on the same platform.



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RAPID CHANGE REQUIRES NEW SUCCESS METRICS

In mass market retailing, retailers and suppliers have been bound together in determining mutual success through two measurable objectives: space and visibility.

As a result, most retailers are benchmarked on maximizing productivity of space—measured as sales per square meter (or square foot). Suppliers are benchmarked on maximizing return on visibility—measured in category contribution ratios with an emphasis of productivity of shelf or gondola-end facings. #RetailApocalypse has changed all that. Retailers have begun the process of closing stores, converting spaces into service areas, and shrinking their self-service “shoppable” spaces. Worse, some have gone out of business. Meanwhile, suppliers have begun to shift all their investments into digital content rather than physical point-of-sale excellence. As we think about how to measure success in the future, when using voice or other methods of selling, will space and visibility be the metrics that matter? Even if they matter, will it still be possible to measure them? The personalization of retail is under way, which is a good thing for consumers, retailers, and brands. However, it may be a bad thing for those who cling to traditional success metrics.



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CONSUMERS EXPECT BRANDS TO REDUCE USE OF PLASTICS

One of the most moving sights in the BBC's Blue Planet II series was a mother whale cradling her dead calf.

The show ended with a plea from presenter Sir David Attenborough for the world to reduce its reliance on single use plastics. There was an instant impact on consumers globally, and major retailers were quick to respond: British supermarket Iceland took out newspaper ads announcing its vow to remove plastic packaging from its own label products by 2023, directly attributing its decision to the impact of Blue Planet II. The other major British supermarkets all followed with similar announcements. Dutch supermarket Ekoplaza rolled out the world's first plastic-free supermarket aisle. The French government has pledged to recycle all plastics by 2025 and 11 companies, including L'Oréal, Mars, Evian, Coca-Cola, Unilever, and Walmart have also vowed to work towards eliminating single-use packaging by then. These steps are clearly aligned with consumers' views: recent research conducted by MediaCom shows that 64 percent of British consumers have started reducing their use of plastic, and a massive 88 percent think that it is the responsibility of brands to reduce the amount of plastic they use.



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ONLINE SEARCH SHAPES OFFLINE PURCHASING

We're seeing an increase in the percentage growth of customers who say that online research influences their offline purchasing.

And we're seeing an increase in customers who utilize multiple online retailers in order to make a purchase decision. We've reached a tipping point in the extent to which product brands that understand e-commerce is an information source and are investing in online content and technology, but still few who really understand how to do it. Product brands are also increasing investment in paid search, particularly on Amazon, and we're seeing more investment in Walmart as brands learn that paid search is available.



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VALUES-CENTRIC BRANDS CONVERT CONSUMERS INTO ADVOCATES

Luxury brands turn to mass trade tactics to stay front-of-mind

Fashion is the world's local language. It is one of the most cross-border cultures and, indeed, industries of our time. As diverse as it is dynamic, the fashion market is undergoing palpable change, at a pace driven by accelerating digital developments.

The multitude of digital media that influences consumers plays a crucial role in the way brands are perceived. Today, those perceptions are being shaped by the potent relationship between value and values in the world of vogue.

According to the latest Kantar Connected Life study, nearly 40 percent of global internet users indicate a positive response to reading or watching content from brands on social media. On Facebook alone, 79 percent of users read brand

posts. So, clearly, brand awareness and dissemination are at an all-time high, even when consumers are not actively shopping. This is particularly true of high profile brands in the luxury space like Gucci, Louis Vuitton and Prada, all of which have invested heavily in digital marketing over the last year, helping to boost awareness and engagement.

However, this brand awareness of luxury labels can be deceptive, convincing us that high-end fashion is more accessible than it truly is. A volatile global market, and the clampdown on consumer spending that comes with it, has put the dream of owning a walk-in wardrobe worthy of Carrie Bradshaw firmly on the backburner for most fashion enthusiasts. In response, many high-end houses have resorted to creating cheaper sub-labels to lure in buyers on a budget. It's a risky approach which, for some, has resulted in regrettable brand dilution. Despite this, it is a risk these businesses have been willing to take. Consequently, in recent years, we've seen an explosion of cosmetics and accessories ranges carrying the namesakes of some of the most exclusive couturiers in history.

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Conversely, the last year has witnessed an inversion of trends between the luxury and the lower end of the market, with companies like Armani and Hugo Boss contracting their portfolio of brands as fast fashion players like H&M and Inditex (Zara's corporate parent) expand them. By broadening their portfolios, fast fashion players are stretching their reach, both within the fashion sphere to more affluent segments of the market, and beyond the fashion space, into other lifestyle categories like homewares. This has resulted in a proliferation of brands that have flooded the market. Meanwhile, luxury labels that have suffered from over-exposure are refocusing on their brand DNA, revisiting their archives for inspiration to guarantee authenticity and reclaiming ownership over their premium positioning in the face of rising competition.



Race to market

The competitive nature of this highly saturated space, propelled by demand for instant gratification and online availability, has resulted in a race to market, particularly as the adoption of "See Now, Buy Now" strategies accelerates. This sees upmarket fashion players, historically adhering to a bi-annual fashion calendar, producing collections much closer to the season, making them available for immediate release the second they are showcased. For some premium players, this has solved a critical problem, enabling them to protect their design IP and get them to market before fast fashion rivals have a chance to groom the catwalks and appropriate the best ideas ahead of the new season. Others, like Moncler, are shirking the "season" altogether, taking the innovative approach of launching smaller

capsule collections throughout the year that regularly introduce newness.

That noted, innovation is not the only fuel for growth. Consumers are increasingly prioritizing their own values and experiences when it comes to brand selection. What this means is that "new" and "fresh" is no longer the primary indicator of what's fashionable. Instead, the most important question brands need to ask is: "What's relevant?" More and more, fashionable lifestyles are being determined by the values that consumers buy into and this is transforming the way people shop.

The capacity for a brand to capture those lifestyle values now draws a direct correlation with spend value; in fact, Kantar's most recent ShopperScape® data from the US indicates that 56 percent of shoppers

would spend more on a product that reflects their values. Looking at fashion alone, 40 percent of apparel shoppers are willing to spend more on a brand that is ethically sourced. Far from being fluffy consumer sentiments, these behaviors signify a sea-change in attitudes across the fashion industry, with the likes of Gucci—one of the most successful luxury labels of our day—going fur-free as part of its 10-year sustainability plan, while simultaneously embracing diversity by introducing the hijab to its ranges. Brand success can therefore be measured by how well a brand empowers its shoppers to make statements about their personal values. Providing an engine to communicate the passions and principles of the wearer is the number one way to convert a fashion consumer into a brand advocate—by becoming a part of their life story.

ACTIONS FOR SUCCEEDING IN THE FASHION SPACE

01

Craft authenticity with conviction

Use meaningful marketing messages to educate the customer on the story of the brand. Always develop signature lines with reference to the blueprints of that brand DNA.

02

Collaborate to win

Ensure that partners and suppliers are also on board with brand initiatives to achieve shared ownership over success.

03

Cater to an audience of one

Take everything the customer tells you personally and embed their lifestyle values into your offer. Empower the shopper to make personal statements by buying your brand.

THINK LIKE A NATIVE

Transforming Your Brand for the Marketplace Era



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I was speaking recently with a client about the rise of digital native brands on marketplaces like Amazon. This gentleman leads global e-commerce for the brand, and happens to be from South Africa. He remarked, "There's an old African proverb that speaks to how major global brands are being affected by the rise of digital natives: 'A flea can trouble a lion more than a lion can trouble a flea.'"

This strikes at the heart of what is happening right now on the world e-commerce stage. While cross border e-commerce has been around for more than a decade, Amazon's entrance triggered a step change. Amazon infused trade with trust through their "A-to-z Guarantee", which protects shoppers buying from third-party sellers. And their super-fast Prime shipping in markets including North America and many European countries has transformed expectations of what's possible. Suddenly, disruption was and is everywhere, from Anker in consumer electronics, to Zinus in mattresses

and Zhou Pharmaceuticals in supplements. Even more intriguing is that Amazon's CEO has admitted the growth is clobbering retail: "Third-party sellers are kicking our first-party butts, badly." Amazon's third-party platform and easy global distribution has unleashed what some of us refer to as a "dragon".

This begs the question, then: Is this the end of traditional brands? Hardly. Innovation and nimble evolution are popping up everywhere. Just a few months ago, "charcoal toothpaste" emerged as a hot new search term, with third-party brands as the only sellers. Now, though, I see products from category leaders like Colgate showing up in digital first. These are early forays, for sure, but brands clearly understand how to address this type of challenge head on.

At WPP's newly launched Center of Excellence for Amazon, a cross-agency consultancy focused on pulling together the strategies and people from across WPP to support clients, I've partnered with some amazing teams to launch strategies aimed at recovering share lost to newcomer brands. There are some common threads to these successes that other brands can use, not just defend their share, but to win:

01

Take Digital Natives Seriously

Many brands still ask us to suppress digital natives (brands available only online) when we report on their competitive set, arguing that they aren't representative of "real" challengers. This is a mistake. These brands are real competitors and, with more than 90 percent of shoppers telling us they check reviews on Amazon regardless of where they are shopping, including in-aisle, most brands can't afford to ignore anyone showing in the top five to 10 search results, let alone someone standing in front of their premier product.

02

Organize for E-commerce

The skills needed to win in e-commerce are different even to those among top-flight marketing teams. Our partners CRC recently asked retailers which skills they were looking to hire for this year; "data analysts" were named by 47 percent - higher than the figure for any other kind of expertise. Our recommendation is to build a diverse e-commerce team reflecting the unique nature of the digital challenge, comprising:

1. **A strong, connected manager or senior manager with good analytical skills**
2. **Data analysts and site hygiene specialists**
3. **A supply chain/forecasting lead**
4. **A content/marketing lead**
5. **Product information leads**
6. **Brand and category leads**
7. **Promotions analysts**

03

Democratize Your Data

Imagine what you would have paid just a decade or two ago for data showing what every customer thought of your product. What about every term used to find your product (or your competitor's) when customers walked into a shop? Today, we get that in real time. Yet so many brands still view that as "just e-commerce data", when in fact this data is critical to disseminate throughout the organization. While it is undoubtedly important that e-commerce teams act on it, is it also going to product development? What about brand teams?

Finally, it is important to have the right partner. Working with Amazon, Alibaba and other marketplaces requires a unique skillset and approach. For this reason, WPP has established the cross-agency Amazon Center of Excellence (ACE) team out of Seattle, specifically focused on building and supporting brands in this space. ACE experts can work in collaboration with any agency team to provide both strategy and execution advice for even the most complex global engagement. Ask yourself: is your brand the lion or the flea?

For more info, please feel free to have your client team contact us at: info@wundermancommerce.com.

OBSESSED WITH ANALYZING THE CUSTOMER PURCHASE PROCESS

The last time you bought something, why did you do it?

In many cases, that decision was made at the point of sale, but at other times it stems from the impact of advertising you've been exposed to before you even thought about buying the product, or from a friend's recommendation.

In short, the purchase decision journey is not as linear as we usually think. It is a complex mixture of logic and emotions shaped by our experiences, brand communications and the opinions of others.

So, when a client asks, "why does consideration for my brand sometimes translate into sales and sometimes not? Are there critical points where you can win or lose sales?", it is important to be able to give an answer based on solid data. At Wavemaker, we think of the purchase process more like a loop than a funnel, a loop with two distinct phases: a "passive stage", which is our daily life, and in which we do not

need to buy a product; and an "active stage", which we enter when a need or want triggers our need to buy the product (perhaps we have run out of what we had, it has broken down, or it no longer fulfils its function). And as each consumer makes that shift from the passive to the active stage, new opportunities or touchpoints appear in which brands can gain sales – moments in which their messages can increase consumer consideration of their offer. Those touchpoints differ for each category and each brand, and each plays a different role in each stage of the process.

Sometimes, investing in the passive stage can be up to nine times more effective than trying to change the consumer's mind when they are at the point of making a purchase decision.

There is nothing linear about the buying process, and it is vital that brands know how and when to approach consumers in order to optimize their advertising budget.



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Wavemaker is a next generation agency that sits at the intersection of media, content and technology.

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In short, the purchase decision journey is not as linear as we usually think. It is a complex mixture of logic and emotions shaped by our experiences, brand communications and the opinions of others.

07

**THE
BRANDZ™
RETAIL TOP
75 BRANDS**

THE BRANDZ™ TOP 75 MOST VALUABLE

	Brand	Country of Origin	Brand Value 2019 \$M	Brand Value 2018 \$M	% Brand Value Change 2019 vs. 2018	Brand Contrib. Index
1	amazon	US	315,505	165,256	91%	4
2	Alibaba Group 阿里巴巴集团	China	131,246	88,623	48%	3
3	McDonald's	US	130,368	110,266	18%	4
4	THE HOME DEPOT	US	53,507	41,866	28%	3
5	NIKE	US	47,360	34,295	38%	4
6	LV	France	47,214	35,505	33%	5
7	STARBUCKS	US	45,884	46,071	0%	4
8	CHANEL	France	37,006	N/A	N/A	5
9	Walmart	US	36,801	27,585	33%	2
10	HERMES PARIS	France	30,966	25,951	19%	5
11	GUCCI	Italy	25,274	16,273	55%	5
12	ZARA	Spain	22,581	25,135	-10%	3
13	COSTCO WHOLESALE	US	21,282	16,785	27%	3
14	京东 JD	China	20,609	14,579	41%	3
15	IKEA	Sweden	18,949	18,944	0%	3
16	KFC	US	17,205	12,895	33%	4
17	SUBWAY	US	17,124	19,529	-12%	4
18	LOWE'S	US	14,964	12,115	24%	2
19	ALDI	Germany	14,692	12,893	14%	3

N/A = Brand Value restated

GLOBAL RETAIL BRANDS 2019

	Brand	Country of Origin	Brand Value 2019 \$M	Brand Value 2018 \$M	% Brand Value Change 2019 vs. 2018	Brand Contrib. Index
20	adidas	Germany	13,355	11,820	13%	4
21	ebay	US	11,511	12,962	-11%	3
22	UNI QLO	Japan	9,828	7,570	30%	3
23	Domino's	US	9,570	7,120	34%	3
24	7-ELEVEN	Japan	9,318	9,036	3%	4
25	Walgreens	US	9,220	10,200	-10%	3
26	TESCO	UK	9,157	8,876	3%	4
27	WHOLE FOODS MARKETS	US	9,101	5,185	76%	4
28	LIDL	Germany	8,847	8,178	8%	2
29	CVS pharmacy	US	8,759	9,109	-4%	3
30	ROLEX	Switzerland	8,389	8,053	4%	5
31	TARGET	US	8,337	7,517	11%	3
32	Pizza Hut	US	7,580	7,364	3%	3
33	BURGER KING	US	7,063	5,533	28%	3
34	Woolworths	Australia	7,045	6,549	8%	4
35	lululemon	Canada	6,921	3,570	94%	5
36	Tim Hortons	Canada	6,680	5,893	13%	4
37	H&M	Sweden	6,380	10,482	-39%	2
38	CHIPOTLE MEXICAN GRILL	US	6,201	5,684	9%	4

Source: BrandZ™ / Kantar (including data from Bloomberg)
Brand Contribution Index = Brand contribution measures the influence of brand alone on earnings, on a 1-to-5 scale, 5 being highest.

THE BRANDZ™ TOP 75 MOST VALUABLE

	Brand	Country of Origin	Brand Value 2019 \$M	Brand Value 2018 \$M	% Brand Value Change 2019 vs. 2018	Brand Contrib. Index
39	TACO BELL	US	6,182	4,661	33%	3
40	Carrefour	France	6,128	6,836	-10%	3
41	T.J. maxx	US	6,010	4,765	26%	2
42	Cartier	France	5,998	7,086	-15%	4
43	Sams Club.	US	5,724	4,467	28%	2
44	BodegaAurrera	Mexico	5,419	3,593	51%	2
45	coles	Australia	5,207	5,449	-4%	4
46	falabella	Chile	5,187	4,257	22%	5
47	Publix.	US	4,759	NEW		4
48	Kroger	US	4,748	5,898	-19%	3
49	Auchan	France	4,719	4,785	-1%	3
50	BURBERRY	UK	4,698	4,427	6%	5
51	DIOR	France	4,658	2,787	67%	4
52	Walmart	US	4,343	4,169	4%	3
53	Flipkart	India	4,086	NEW		3
54	BEST BUY	US	3,963	2,551	55%	3
55	UNDER ARMOUR	US	3,938	3,991	-1%	4
56	ULTA BEAUTY	US	3,843	NEW		4
57	苏宁易购 suning.com	China	3,763	3,394	11%	3

GLOBAL RETAIL BRANDS 2019

	Brand	Country of Origin	Brand Value 2019 \$M	Brand Value 2018 \$M	% Brand Value Change 2019 vs. 2018	Brand Contrib. Index
58	SAINT LAURENT	France	3,572*	NEW		3
59	PRADA	Italy	3,504	4,082	-14%	4
60	SODIMAC	Chile	3,180	2,689	18%	5
61	Lider	Chile	3,155	NEW		5
62	zalando	Germany	3,079	NEW		3
63	NORDSTROM	US	3,071	2,893	6%	4
64	M&S <small>EST. 1884</small>	UK	2,980	3,010	-1%	4
65	DUNKIN'	US	2,876	2,341	23%	3
66	THE NORTH FACE	US	2,861	NEW		4
67	next	UK	2,709	2,458	10%	3
68	Sainsbury's	UK	2,658	2,673	-1%	5
69	ASDA	UK	2,590	2,660	-3%	2
70	EDEKA	Germany	2,534	2,341	8%	4
71	TIFFANY & CO.	US	2,439	2,490	-2%	3
72	TANISHQ	India	2,426	NEW		4
73	Liverpool	Mexico	2,417	3,269	-26%	3
74	Levi's	US	2,411	NEW		3
75	RALPH LAUREN	US	2,401	2,256	6%	3

*Saint Laurent is a combined value of both Saint Laurent and Yves Saint Laurent

Source: BrandZ™ / Kantar (including data from Bloomberg)
Brand Contribution Index = Brand contribution measures the influence of brand alone on earnings, on a 1-to-5 scale, 5 being highest.

WHAT THE DATA TELLS US



HIGHLIGHTS FROM THE BRANDZ™ RETAIL TOP 75



TOP 75 WORTH OVER US \$1.3 TRILLION

The combined value of the BrandZ™ Top 75 Most Valuable Retail Brands has soared by 33 percent in the past year, to \$1.356 trillion. These brands come from four sub-categories: Pure Retail, Fast Food, Apparel and Luxury, and they are not just the strongest brands in retailing - they're among the strongest and most powerful brands in the world. Their growth, collectively and individually, shows that faced with intense pressure, strong brands can do more than just get by; they can reshape expectations of the category.

AMAZON IS KING OF THE JUNGLE - AGAIN

The wunderkind of online retailing retains its crown as the most valuable retail brand in the world, with a brand value of \$315.5 billion following yet another amazing year in which its brand value shot up by 91 percent. Amazon alone accounts for 23 percent of the Top 75's total brand value. The other major global force in e-commerce, China's Alibaba, has risen up the ranking to take second place this year, making it the most valuable non-US retail brand in the world.




9 NEW ENTRANTS BURST INTO RANKING

The intensity of competition in the retail sector is evident in the level of change between the 2019 ranking and that of just a year ago. There are 9 new brands in the Top 75 this year, which means 9 of the world's leading retail brands from a year ago no longer make the grade. Newcomers hail from a range of markets and sub-sectors, and include Flipkart and Tanishq from India, Zalando from Germany, Saint Laurent/Yves Saint Laurent from France, and Levi's and The North Face from the US. What these brands have in common is a strong and clearly communicated mission and point of difference that is well understood and appreciated by consumers.



SECTOR LEADERS CONTINUE TO DOMINATE

McDonald's slips to third place in the ranking this year, having been overtaken by Alibaba, but it is still the most valuable Fast Food brand in the world. Restaurants under the golden arches have been adapting not just to taste preferences in different markets but also a growing appetite for healthier food and packaging that's better for the planet - and using technology and delivery partnerships to offer greater convenience. Louis Vuitton is the most valuable Luxury retail brand this year, emphasizing its digital presence and a diverse cast of ambassadors to ensure continued relevance. And in the Apparel sub-category, Nike leads the race, focusing on innovation in products and stores to stand out in a crowded field.




TECHNOLOGY DRIVES INNOVATION AND GROWTH

The fastest-growing brands in the 2019 ranking are using technology and innovation to improve their products and services and generally find ways of making consumers' lives better. Sportswear specialist lululemon, for instance, is working with new fabrics for better performance, and offering designs that span both athletic and leisure occasions. Amazon, Alibaba and JD are making it easier for people to find and buy the things they want - and do it in new and interesting ways. And new entrants Flipkart and Zalando are focusing on ways to improve service, and supercharging their brand value in the process.

BRAND VALUE AND CATEGORIES

Supermarkets, convenience stores, department stores, e-commerce specialists and hardware stores are those we call Pure Retail, and they account for the majority of places in the 2019 ranking, as well as the majority of the ranking's total value.

These brands have grown in value by 47 percent, and occupy 42 places in the Top 75.

Specialist Apparel, Fast Food and Luxury brands are roughly equally represented according to number of brands.

Fast Food brands are financially strongest among these three sub-categories, but it's Luxury where the action is this year, with the sector posting the strongest growth outside Pure Retail. This 42 percent rise is significant because, at a time when so much attention is on digital-only or digitally focused retailers, these Luxury brands are showing that heritage still has a strong role to play in consumers' lives. This is being done through clever use of digital channels, which have strong appeal among the young. What the strongest of luxury brands are doing well – and category leaders Louis Vuitton, Chanel and Gucci excel at this – is using innovative communications and product development to ensure relevance to new generations of consumers.

Fast Food is led by McDonald's, Starbucks, KFC and Subway; while individual brands have seen mixed fortunes over the past year as huge shifts take place in dining habits and perceptions around health and fast food, the category as a whole has grown its brand value by 13 percent.

Apparel is a category under pressure, too, as competition hots up in online fast fashion and customer expectations evolve. Category darling Zara – widely acknowledged to have been the inventor of fast fashion in the days long before online shopping – has had a tough year, while the athletics-oriented apparel brands have benefited from the rising popularity of sports-casual fashion and growing interest in health and fitness. The sector overall has grown 1 percent.



STAR OF THE SHOW

ANOTHER AMAZONIAN YEAR OF GROWTH

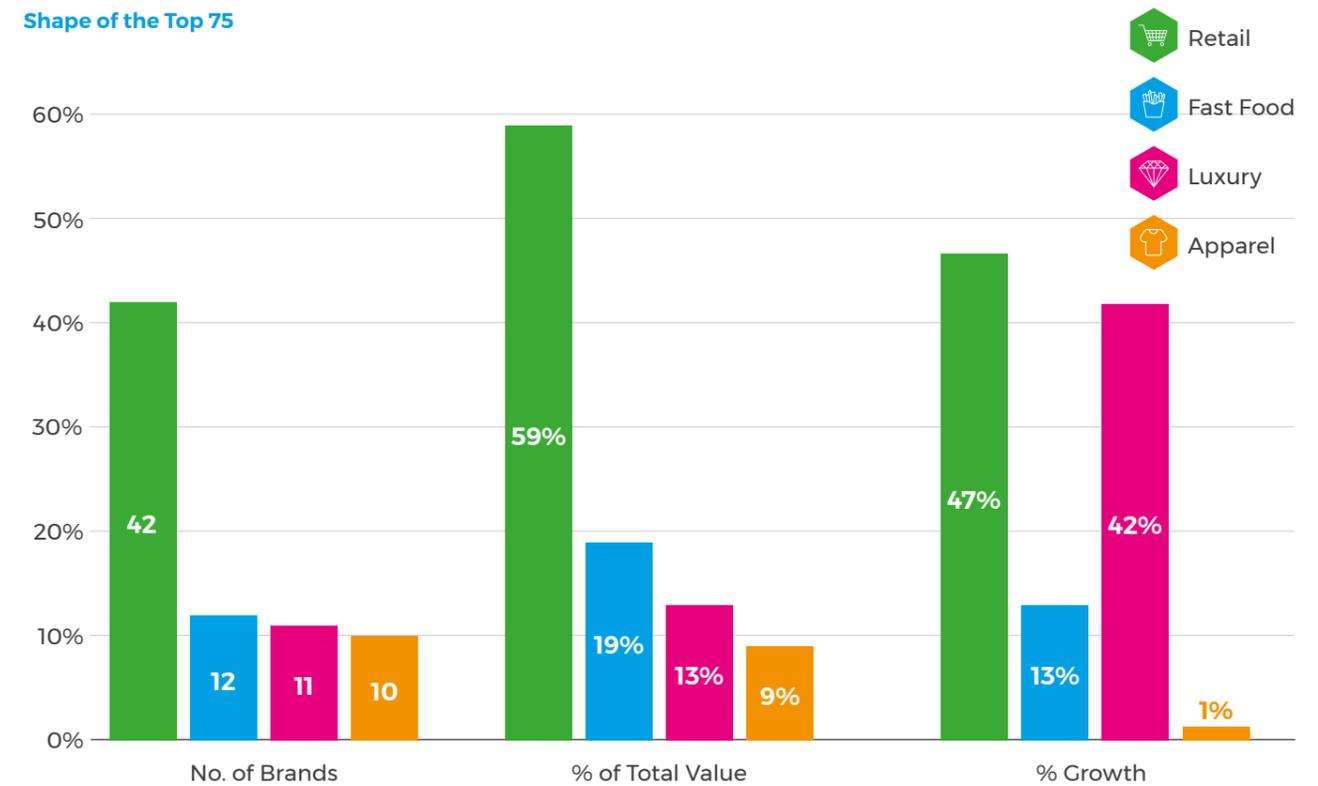
Amazon grew its brand value to \$315.5 billion in 2019, an amazing leap in value of 91 percent. It now has more than twice the brand value of second-placed Alibaba. In fact, it's worth as much as Alibaba (#2), McDonald's (#3) and The Home Depot (#4) combined.

Amazon has come to represent so much more than a vast online selection of goods, delivered fast. It now combines voice-controlled technology for the home with a growing presence in physical retail, as well as offering music and video content as part of its annual Prime membership scheme.

Amazon is such a powerhouse that is supercharges the growth of the Pure Retail sub-category; Pure Retail grew 47 percent this year, but without Amazon would have grown by 28 percent. Amazon subsidiary Whole Foods is another strong performer in the Pure Retail sector; its brand value rose 76 percent in 2019, to \$9.1 billion, putting it in 27th place in the Top 75.



Shape of the Top 75



Source: BrandZ™ / Kantar

Category Leaders 2019

 Pure Retail Top 5

Rank 2019	Brand	Brand Value 2019 \$M	% Brand Value Change 2019 vs. 2018
1	 amazon	315,505	91%
2	 Alibaba Group 阿里巴巴集团	131,246	48%
4	 THE HOME DEPOT	53,507	28%
9	 Walmart	36,801	33%
13	 COSTCO WHOLESALE	21,282	27%

Source: BrandZ™ / Kantar

 Luxury Top 5

Rank 2019	Brand	Brand Value 2019 \$M	% Brand Value Change 2019 vs. 2018
6	 LV	47,214	33%
8	 CHANEL	37,006	N/A
10	 HERMÈS PARIS	30,966	19%
11	 GUCCI	25,274	55%
30	 ROLEX	8,389	4%

Source: BrandZ™ / Kantar

 Fast Food Top 5

Rank 2019	Brand	Brand Value 2019 \$M	% Brand Value Change 2019 vs. 2018
3	 McDonald's	130,368	18%
7		45,884	0%
16	 KFC	17,205	33%
17	 SUBWAY	17,124	-12%
23	 Domino's	9,570	34%

Source: BrandZ™ / Kantar

 Apparel Top 5

Rank 2019	Brand	Brand Value 2019 \$M	% Brand Value Change 2019 vs. 2018
5		47,360	38%
12		22,581	-10%
20		13,355	13%
22		9,828	30%
35	 lululemon	6,921	94%

Source: BrandZ™ / Kantar

MOVERS AND SHAKERS

The fastest-growing brands in the Top 75 come from across the spectrum of retailing and are led by activewear specialist lululemon.

The brand works with athletes – particularly yoga practitioners – to inspire the design and function of new additions to the range, and it uses social media in powerful ways to promote products and the brand more widely, to keep the Lululemon name top of mind among its fans. Growth in the past year has been especially strong in China.

Amazon and little sister brand Whole Foods are the next-strongest performers, setting new industry benchmarks for shopper experience, speed of service, and convenience.

But this year's growth story isn't all about what we might call "new retail". Best Buy is about as traditional a retailer as it's possible to be, but this legend of big-box retailing, now over 50 years old, has grown by moving beyond what it has traditionally delivered. It has been reshaping the in-store experience with branded stores-within-a-store, and offering unmatched levels of expert advice from its famous "Blue Shirt" members of staff, and its Geek Squad offers the human touch when it comes to technical troubleshooting.

The luxury names among the fastest movers this year are even older, with over 170 years' heritage between Dior and Gucci. Gucci, launched in Florence in 1921, has taken what its creative director calls a "wholly modern approach to fashion" to present collections that resonate with consumers around the world. The brand is an effective user of its own website and social

media, developing, for instance, a meme campaign #TFWGucci (That Feeling When). It has also been engaging consumers in fast-growing markets, developing products and communications campaigns aimed specifically at China's "Moonlight Clans" – young people who spend their entire salary every month on the finer things in life.

Top 10 fastest-growing brands 2019

Rank 2019	Brand	Category	Brand Value 2019 \$M	% Brand Value Change 2019 vs. 2018
1	 lululemon	Apparel	6,921	94%
2		Retail	315,505	91%
3		Retail	9,101	76%
4		Luxury	4,658	67%
5		Retail	3,963	55%
6		Luxury	25,274	55%
7		Retail	5,419	51%
8		Retail	131,246	48%
9		Retail	20,609	41%
10		Apparel	47,360	38%

Source: BrandZ™ / Kantar

NEW TO THE PARTY

Among the 9 new entries in the Retail Top 75 this year, Publix ranks the highest, in 47th place.

This employee-owned supermarket chain has been focusing on providing top-quality produce and excellent service along with great value for money. It also runs activities such as cooking schools, which further add to the consumer experience.

This package is powering the business as it expands north from its traditional heartland in the southeast of the US. Publix is also partnering with Instacart, to improve convenience for an audience increasingly used to getting what it wants, when it wants it.

Six of the new brands in the ranking this year are Pure Retail players; one is a Luxury icon, Saint Laurent/Yves Saint Laurent, and two are Apparel brands. There is a potent mix of old and new brands in the mix, from e-commerce specialists Flipkart and Zalando, to clothing stalwart Levi's, which is reinventing itself as the height of denim-based fashion more than 30 years after its "Laundrette" TV commercial became the stuff of advertising legend.

What these newcomer brands have in common is a clear point of difference compared to competitors in their category. They offer something unique, in their product range, service or the way they make people feel, and that makes them stand out in a way that consumers appreciate. We call this Meaningful Difference, and it's this that underpins strong brands in every category, not just retail.

Ulta, for instance, has been launching innovative apps that help shoppers visualize via virtual reality how products will look on them. It's also using salon treatments to improve the in-store experience, helping drive Ulta to brand value of almost \$4 billion.

The North Face is a highly differentiated apparel brand thanks to its emphasis on performance in extreme conditions. Its 2018 communications campaign has promoted can-do female adventurers as role models.

Tanishq is an Indian and international jewelry chain that is seen as both desirable and trustworthy – essential qualities in such a high-value part of the retail sector. It is so respected by consumers that 46 percent of them say it is actually worth more than it charges.

Newcomer brands in the Top 75 2019

Rank 2019	Brand	Category	Brand Value 2019 \$M
47	 Publix	Retail	4,759
53	 Flipkart	Retail	4,086
56	 ULTA BEAUTY	Retail	3,843
58	SAINT LAURENT	Luxury	3,572*
61	 lider	Retail	3,155
62	 zalando	Retail	3,079
66	 THE NORTH FACE	Apparel	2,861
72	 TANISHQ	Retail	2,426
74	 LEVI'S	Apparel	2,411

Source: BrandZ™ / Kantar

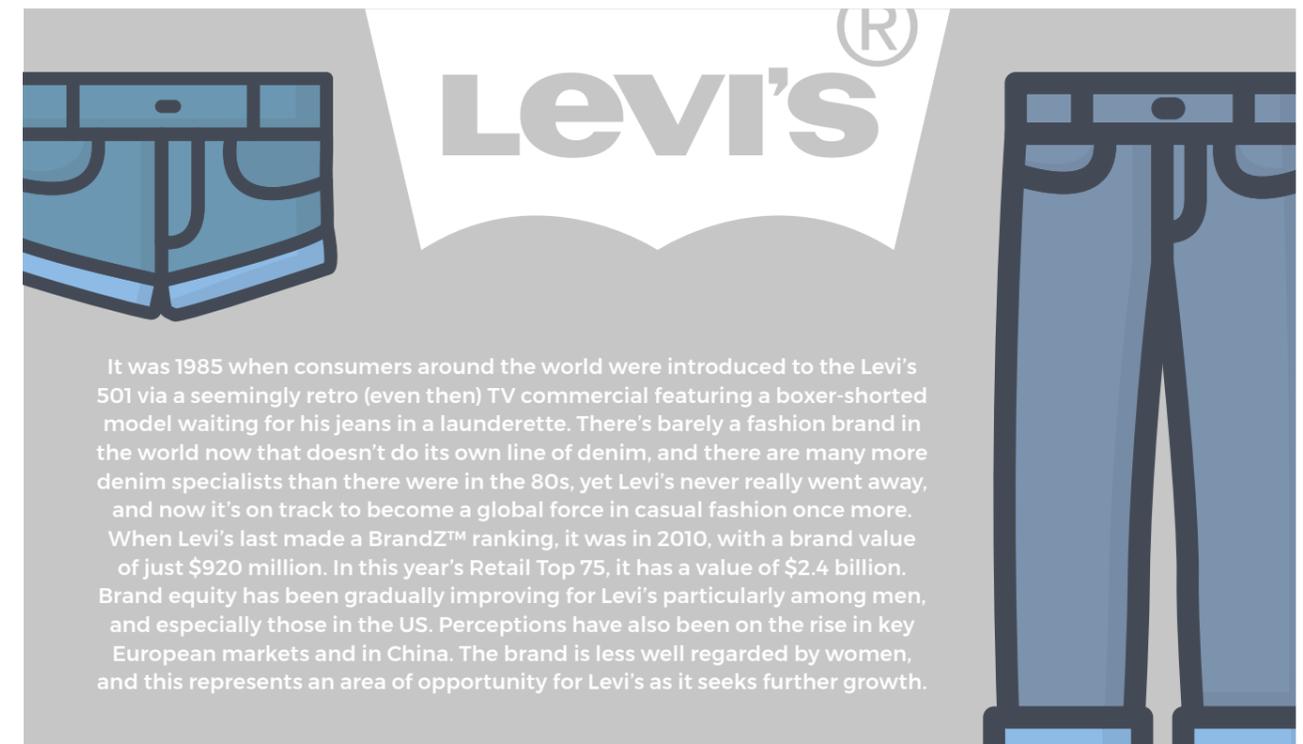
*Saint Laurent is a combined value of both Saint Laurent and Yves Saint Laurent



zalando

Zalando is a leading online fashion platform, delivering clothing, shoes and accessories to customers in 17 countries. It carries products from over 2,000 brands plus its own "zLabels". It offers free delivery and returns for up to 100 days, and its emphasis on the right to return makes it unique in the category. What also sets it apart is that consumers frequently terrify delivery drivers when their order arrives – the result of a highly effective advertising campaign urging shoppers to "Scream for Happiness". In its home market, Germany, BrandZ™ data shows Zalando is clearly recognized as being different in ways that consumers care about. Compared to all brands in Germany, which have an average score of 100, Zalando scores:

- 112 for Brand Experience
- 113 for Innovation
- 118 for Creativity
- 133 for great Online Experience
- 146 for Difference



Levi's®

It was 1985 when consumers around the world were introduced to the Levi's 501 via a seemingly retro (even then) TV commercial featuring a boxer-shorted model waiting for his jeans in a laundrette. There's barely a fashion brand in the world now that doesn't do its own line of denim, and there are many more denim specialists than there were in the 80s, yet Levi's never really went away, and now it's on track to become a global force in casual fashion once more. When Levi's last made a BrandZ™ ranking, it was in 2010, with a brand value of just \$920 million. In this year's Retail Top 75, it has a value of \$2.4 billion. Brand equity has been gradually improving for Levi's particularly among men, and especially those in the US. Perceptions have also been on the rise in key European markets and in China. The brand is less well regarded by women, and this represents an area of opportunity for Levi's as it seeks further growth.

BECAUSE YOU'RE WORTH IT

A scan through the brands that feature in the Top 75 shows there's a place in consumers' lives for the brands that offer a bargain – think Lidl, ALDI and McDonald's – those that are priced at a premium – Dior and Saint Laurent/Yves Saint Laurent – and just about everything in between.



Often, it's the same consumers who are buying at all of these price points. Even the super-wealthy like a smart buy.

But what BrandZ™ data shows is that for a brand to succeed, pricing has to match the perceived value of a brand in the mind of the consumer. And cheap doesn't necessarily mean good value.

When the perceived price of a brand within its category is tracked alongside what consumers feel is worth paying for, some interesting patterns emerge that shed fresh light on why some of the leading brands in the Top 75 have gained significant value this year, while others have fared less well.

Walmart (up 33 percent this year in brand value), Alibaba (up 48 percent), IKEA (no change) and ALDI (up 14 percent) all succeeded in 2019 through a combination of low prices and great consumer

perceptions around value. Consumers feel these brands are worth paying more for than they perceive the actual cost to be. In other words: they sense a bargain.

Adidas and Nike feel like more expensive brands, but their price is widely considered to be justified, and they have also grown in brand value (up 38 percent in the case of Nike, and 13 percent for adidas).

Zara and Starbucks, however, feel to consumers like an expensive choice, but not one that is entirely justified in their minds. Zara's brand value declined 10 percent this year, and Starbucks' value was unchanged.

This is not an argument for lower prices to keep consumers happy; it's an argument for ensuring that a brand's value proposition adds up. If it's expensive compared to what else is available, then a brand has to ensure it communicates clearly and convincingly what the value exchange is. Make sure it's worth it.

Price vs Worth (Consumer Perceptions)



Perceived price vs category

Source: BrandZ™ / Kantar

HEALTHY OUTLOOK

5 steps to energize a brand

The most valuable brands, not just in the retail industry but in all categories, are those that stand out from the crowd in a way that makes a positive difference to people's lives. It's really that simple, and we call it **Meaningful Difference**.

Meaningful Difference doesn't just get a brand recognized or remembered, it adds to brand value, can help justify a price premium and, ultimately, adds to the business bottom line.

So, how can brands improve their Meaningful Difference? Well, just as there are many contributors to human wellbeing, there are multiple factors that contribute towards a healthy brand. BrandZ™ analysis has identified five key attributes shared by healthy, strong and valuable brands.



Pu¹⁴
BRAND PURPOSE

It starts with having a **purpose**, or making people's lives better.

IKEA is a great retail performer on this measure, along with **Tim Hortons**.



In¹⁵
INNOVATION

Brands must be **innovative**, ideally in a way that underlines that purpose, which means they're seen as leading the way in their sector and shaking things up.

Amazon and **Nike** are perceived as leaders in this area.



Cm¹⁶
COMMUNICATION

They must also be creative, with powerful, memorable advertising and **communications**.

Coles, **Nike** and **Woolworths** are among the strongest in the retail world at this.



Ex¹⁷
BRAND EXPERIENCE

They provide a great brand **experience** that meets consumers' needs, and is available when and where consumers need it.

Amazon leads here, and **IKEA** and **Falabella** also offer a great experience.



Lo¹⁸
LOVE

Over time, consumers develop a strong sense of **love** towards the brand.

Coles, **The Home Depot** and **Woolworths** are among the most loved retail brands.



When a brand is strong on all five of these attributes (scoring 5 percent above average), they have healthy "vital signs" and we say they're healthy brands overall. We combine scores on each of the five elements into a single "Vitality Quotient", or vQ score.

If a brand is lacking in any one area, they are at risk of damaging their brand health and underperforming in the market. If they fail on all five measures (a score of 99 or less compared

to an average score for all brands of 100), they are classed as being "frail".

Last year, we identified **IKEA**, **Coles**, **The Home Depot**, **Amazon** and **Falabella** as having the highest vQ scores among the Top 75 Retail brands. Little has changed this year, so we are highlighting the performance of retail brands from around the world – not all of which make the Global 75 – that set a healthy example for others in their category.



14
Pu
BRAND PURPOSE

Strong retail brands for Purpose

(all highlighted brands are in the Top 75)

Brand	Purpose Score
	155
	152
	149
	148
	146
	144

(average score of all brands is 100)

15
In
INNOVATION

Strong retail brands for Innovation

(all highlighted brands are in the Top 75)

Brand	Purpose Score
	146
	132
	130
	129
	129
	127

(average score of all brands is 100)

16
Cm
COMMUNICATION

Strong retail brands for Communication

(all highlighted brands are in the Top 75)

Brand	Purpose Score
	150
	150
	144
	144
	141
	137

(average score of all brands is 100)

17
Ex
BRAND EXPERIENCE

Strong retail brands for Brand Experience

(all highlighted brands are in the Top 75)

Brand	Purpose Score
	161
	143
	142
	138
	130
	125

(average score of all brands is 100)

18
Lo
LOVE

Strong retail brands for Love

(all highlighted brands are in the Top 75)

Brand	Purpose Score
	146
	146
	145
	144
	139
	131

(average score of all brands is 100)

Purpose in Action

Australia's Bunnings home improvement chain stands out for its commitment to quality goods at low prices, but also for developing a role for itself in the community. The brand holds regular workshops on gardening, crafts and woodwork for children and adults, and raises money for community groups through its popular weekend "sausage sizzles".



Innovation in Action

IKEA's use of the flat-pack kit was a revelation in the early days of the business, along with the unique layout of stores and the pairing of Swedish cuisine with affordable, stylish home items. More recently, innovation at IKEA has involved leading the field in sustainability as well as technology - with wireless charging built into furniture, and augmented reality helping shoppers visualize items in their own homes. The brand is also rethinking the value of retail space, not just as a place to sell but also a design and advice center.



Communication in Action

Nike has for decades invested in stand-out communications campaigns, and continues to take bold decisions, particularly regarding celebrity endorsement. The brand has not been afraid to take a stand on issues it determines are worth championing, working with tennis star Serena Williams and controversial US footballer Colin Kaepernick. Nike campaigns run consistently across social media, in PR, in stores and in online user communities.



Brand Experience in Action

bol.com and Albert Heijn are both part of the Dutch retail group Ahold Delhaize. Bol was originally an online bookseller (the name comes from 'Books on line') but has since expanded into toys, electronics and just about everything else. Its levels of service, with next-day delivery and (usually) free returns have led e-commerce in the Netherlands.



Love in Action

7-Eleven is the very definition of convenience, particularly in Japan, where the brand is now based and where there's always a store within reach. Customers often feel like they'll always be able to find what they need at a 7-Eleven, because the assortment is highly tailored to super-local demands and to the seasons. But what many customers love about 7-Eleven is that they probably don't need what they buy at all. Little indulgences, from drinks to snacks, are all there in abundance.

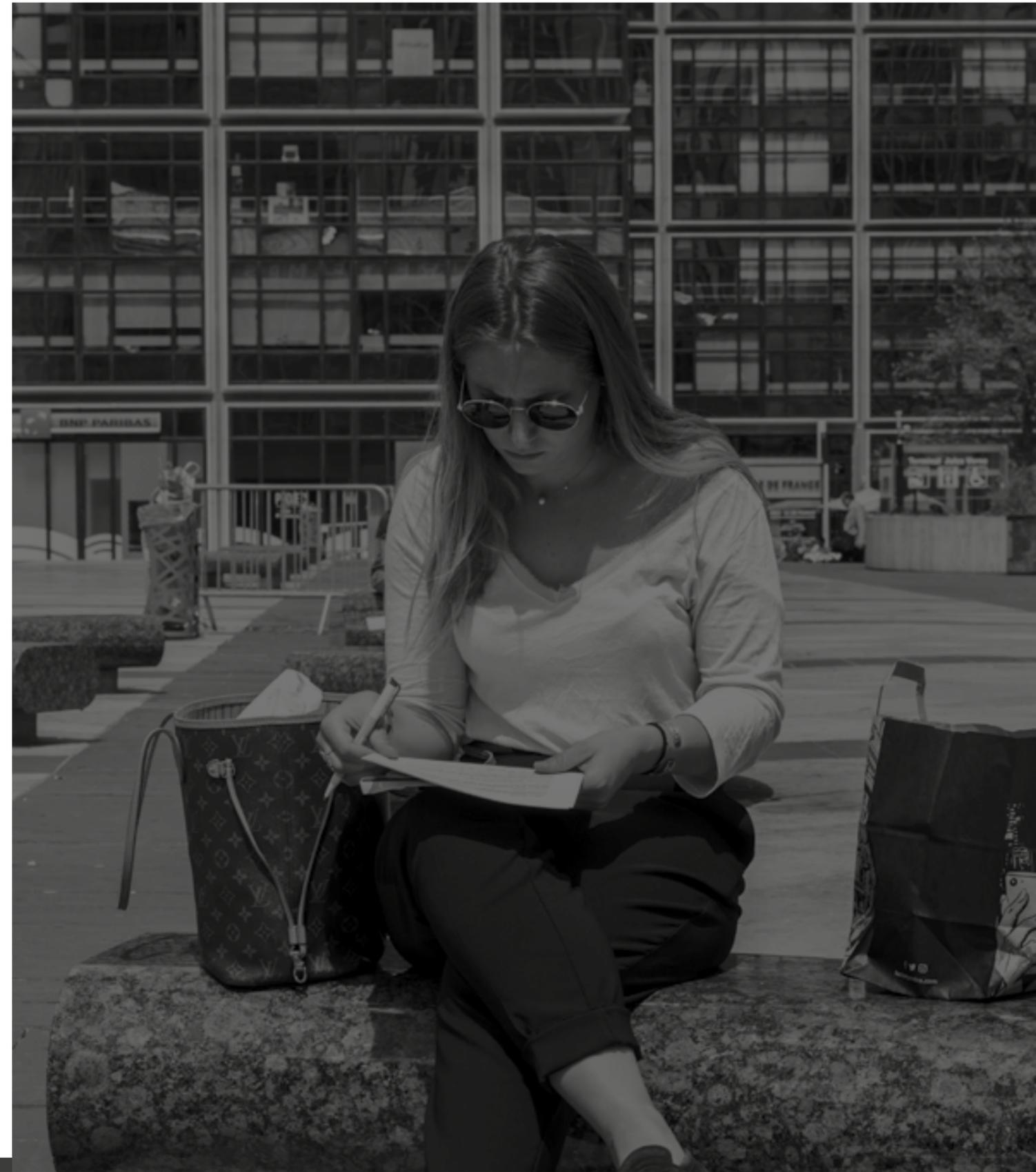


BRAND STORIES FROM BRAND CHAMPIONS

Data and analytics feed us with invaluable information us about brands.
But let's not forget human experience and interaction with brands.

Brand Stories from Brand Champions celebrates the enduring power
of iconic brands with over 100 stories of how brands have touched,
influenced and in some cases, changed lives.

Funny, touching and yet more proof that investing in brands is good
business, Brand Stories from Brand Champions is available at Amazon.com



M&S

EST. 1884

Growing up as a teenager in the mid 70s and 80s, we moved as a family across the UK a few times (from Birmingham to the northeast of England to village life in Buckinghamshire), my father an engineer building his career, my mother a school teacher and housewife.

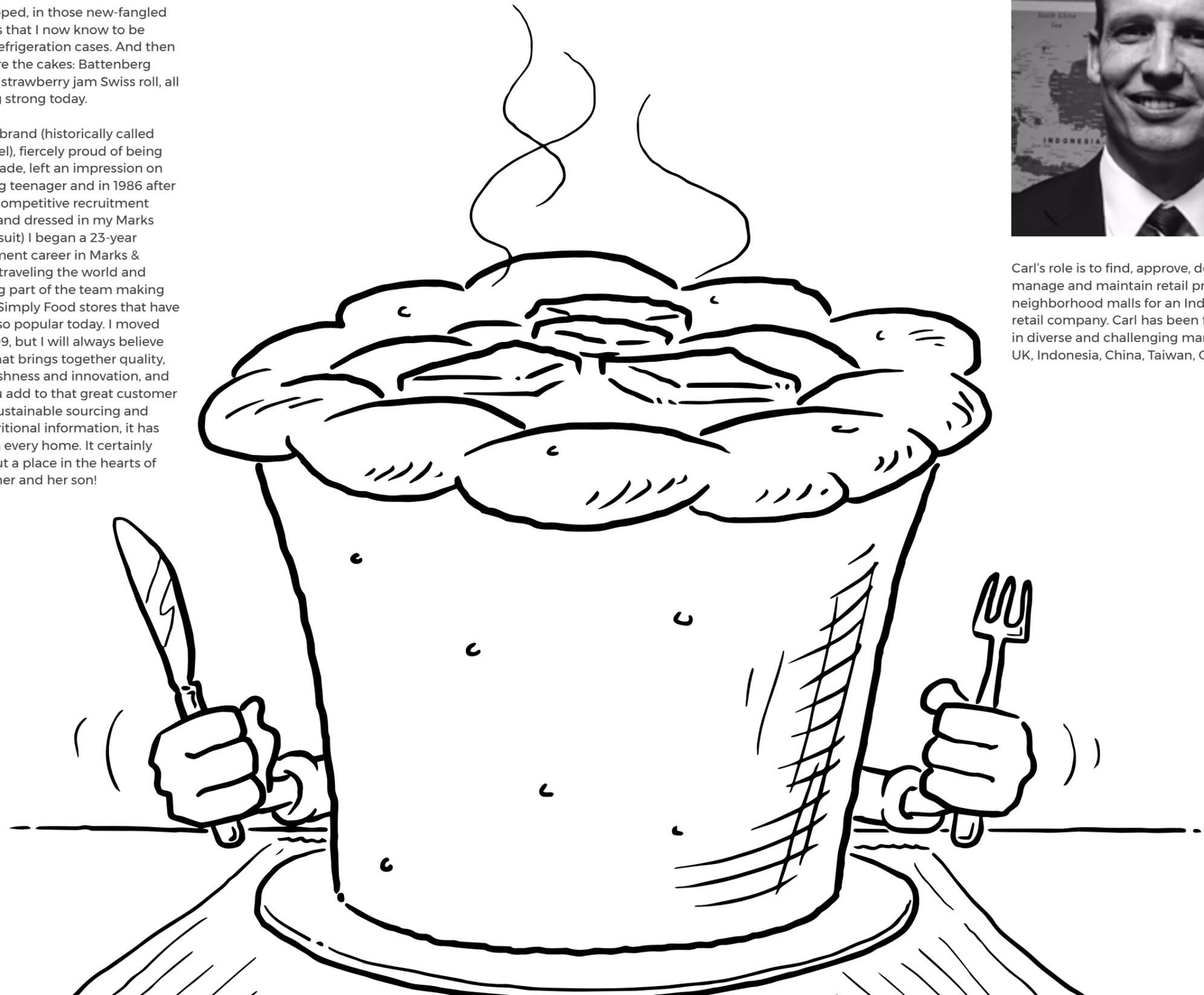
We had a wonderful upbringing with parents who recognized really good value for money; they were brought up as children in wartime England. We would be clothed in Marks & Spencer - it was practical, lasted forever, felt comfortable, and when we bought it, it was put in grey paper wrapping bags (no plastic) by those immaculately dressed sales assistants.

Stores were friendly and clean, with a great refund policy if there was a problem. I still have an uncle with a 70s coat that's as good as new today.

But rarely did we buy the food. Marks & Spencer stores were not close to home and I had a mother who was careful with the pennies, but when we did, what a treat! I always remember the steak and kidney puff pastry pies, beautifully presented

and wrapped, in those new-fangled machines that I now know to be shelved refrigeration cases. And then there were the cakes: Battenberg cake and strawberry jam Swiss roll, all still going strong today.

The M&S brand (historically called St. Michael), fiercely proud of being British-made, left an impression on this young teenager and in 1986 after a highly competitive recruitment process (and dressed in my Marks & Sparks suit) I began a 23-year management career in Marks & Spencer, traveling the world and becoming part of the team making the M&S Simply Food stores that have become so popular today. I moved on in 2009, but I will always believe in food that brings together quality, value, freshness and innovation, and when you add to that great customer service, sustainable sourcing and clear nutritional information, it has a place in every home. It certainly carved out a place in the hearts of one mother and her son!



CARL STANAWAY

Director, Property, Retail Company, Indonesia



Carl's role is to find, approve, design, build, manage and maintain retail properties and neighborhood malls for an Indonesia-based retail company. Carl has been fortunate to work in diverse and challenging markets including the UK, Indonesia, China, Taiwan, Greece and Israel.

GIORGIO ARMANI

In 1970, I was hired by the local CBS station in New York as its first woman TV producer. My hiring was at least partly due to pressure from the women's movement. The Program - staffed almost entirely by women - was a morning show dealing with women's issues. Not surprisingly, the male employees of the station - when they weren't sending their secretaries out for coffee - ratcheted office harassment of us to a near fever pitch. They quickly dubbed the program "The Dyke Van Dick" show. I quit after a year with a blistering letter that Gloria Steinem helped me write.

In those days, the work uniform was slacks (or jeans) and a T-shirt. The outfit was inexpensive, practical, and a curtsy to feminism.

Ten years and several jeans and T-shirts jobs later, in 1980, I landed the job I had always strived for, as a producer/director at a network. ABC was starting a weekly news show "20/20", designed to compete with CBS "60 Minutes", that featured stars like Hugh Downs and Barbara Walters. Sitting in planning meetings in the first few weeks, I realized that my feminist uniform was a problem. "20/20" was not a jeans and T-shirt job. I had nothing remotely suitable to wear.

By chance (or coincidence or just plain good luck) I ran into a friend from Milan, Rosie Botti, who worked for the designer Giorgio Armani. She

had come from Milan to check on his first New York store on Madison Avenue, Manhattan's high-fashion row - a store I had never even considered entering.

Rosie looked at what I was wearing and declared my entire (small) wardrobe unacceptable. She taxied me over to Armani, arranged a helpful discount and assigned a personal shopper who within a few minutes selected an entire new set of clothes for me - a stunning burnt orange collarless jacket, a sheer oatmeal colored blouse, tapered slacks with a ribbon trim along the outer seam and a purple hooded cashmere coat. Picking up steam, she even added a handbag and shoes. I had found my new uniform.

Amazingly (at least to me) I was almost suddenly transformed from striving rebel to a respectable looking professional. The clothes were just right for me. They were modern, simple. They satisfied both my embrace of feminism and my desire to feel that I belonged at my new job, and could even be glamorous.

For the next twenty four years as a producer at "20/20" I went to Armani once or twice a year to replenish my new "uniform". My co-workers considered me a fashion plate, unaware that I panicked every time I saw the bill. In those days women in television were grossly underpaid, particularly when compared to their male counterparts. But it was

worth it. Armani's clothes gave me a confidence I had not known before. Wearing them I travelled to China with Barbara Walters, produced interviews with Prime Minister Thatcher in London, with Boris Yeltsin in Moscow, Nancy Reagan in Washington.

The clothes embraced all of my life. They were easy to travel in, could be packed in a duffel bag and emerge impeccable, and could be worn as evening wear. Clearly, Armani was a genius who identified my generation of ambitious women, fighting for their rights, but wishing to remain feminine as well.

I accepted my two Emmys and my Dupont Award from the Columbia School of Journalism wearing Armani, and, of course, I wore Armani (head to toe, earrings and shoes included) in 2001 when I married a fellow journalist from the New York Times.

Thank You, Giorgio.



ENE RIISNA
Producer "20/20"



Ene Riisna was born in Tallinn, Estonia. In September of 1944 as the Russians were occupying Estonia her family fled to Sweden in a small boat. In 1951 her family emigrated to Canada, where she graduated from University of Toronto. She worked for the Canadian Broadcasting Corporation as an assistant to one of its senior producers. She later freelanced in London and New York, until she joined ABC as the network was creating the weekly news show "20/20". At ABC she became one of the program's top producers. She remained for 24 years, and her programs won over a dozen major awards.

She is married to James Greenfield. Retired, the couple now live most of the year in rural Connecticut where her daily uniform is slacks (or jeans) and a T-shirt. The lovely Armanis - mostly vintage, but still a few new acquisitions - are mostly in her closet. The couple return frequently to Estonia.

Portrait of Ene Riisna from
'Dames'
by Norman Sunshine

THE BRANDZ™ TOP 75 BRAND PROFILES

Analysis and data by Kantar

*Kantar research shows
that 90 percent of
consumers say experiences
are a bigger priority than
material possessions.*



amazon

COMPANY NAME
Amazon.com Inc.

BRAND VALUE
US \$315,505 Million

CHANGE SINCE 2018
+91%

CATEGORY
Retail

HEADQUARTER CITY
Seattle, Washington, US

YEAR FORMED
1994

GLOBAL RETAIL STORES
Over 100



Amazon operates e-commerce sites in more than a dozen countries and offers shipping worldwide.

Technology company first, retailer second, and studio third, Amazon's ecosystem has expanded beyond retail to cover logistics, payments, cloud services, devices, media, and advertising. Known for its relentless obsession with the customer, Amazon is primarily focused on elevating its Prime membership program, making it such a good value it would be "irresponsible not to be a member". Prime offers members perks such as same-day, one-hour, and in-car/in-home delivery, private label products, music, movies, audiobooks, members-only offers, and exclusive Whole Foods services and savings; its benefits are adapted to each of the 17 markets in

which Prime is available. Amazon has built its own award-winning entertainment studio that produces original content, largely to attract viewers into Prime. In the US, half of households are now Prime members. Amazon is driven by innovation, and it has developed unique platforms such as the Dash button, Dash Replenishment Services, and a portfolio of Echo voice and smart home devices, to remove friction in the shopping process. Increasingly, the retailer is bringing its tech expertise to the physical environment; it is experimenting with multiple different formats such as Amazon Books stores, Amazon 4-Star, and checkout-free Amazon Go stores. Amazon also acquired Whole Foods Market in 2017 to elevate its credibility in fresh food and support its online grocery operations.

Alibaba is the world's largest online and mobile commerce business, with operations spanning the entire process of how shoppers discover, buy and receive items.

With a mission to make it easy to do business anywhere, Alibaba is best known for its consumer-facing marketplace Taobao, home to more than 1 billion items and serving nearly 700 million consumers a month, as well as its B2C platform Tmall, where more than 180,000 global brands and retailers sell directly to consumers through their own storefronts. The Tmall Luxury Pavilion has drawn more than 100 global luxury brand partners, including Burberry, Bottega Veneta and Valentino. Alibaba also offers a range of digital media and entertainment platforms.

Operations are supported by Alibaba's cloud services (Alibaba Cloud), payments (Ant Financial's Alipay),

logistics (Cainiao Smart Logistics Network) and marketing services (Alimama).

Alibaba is known as the originator of the 11.11 global shopping festival, which has grown over the past decade into the world's largest annual shopping event. In 2018, more than 180,000 brands from around the world participated in the festival, and sales hit a record US\$30.8 billion, more than twice the total online sales of Black Friday and Cyber Monday combined.

The company is now pursuing a concept it describes as "New Retail", which envisions the seamless integration of offline and online shopping as a way to better serve the consumer and drive more efficiency for merchants. As part of this strategy, Alibaba opened its first digitally powered Freshippo supermarket (known as Hema in Chinese) in 2016, and there are now around 100 stores across China.

#2

Alibaba Group
阿里巴巴集团

COMPANY NAME
Alibaba Group Holding Ltd

BRAND VALUE
US \$131,246 Million

CHANGE SINCE 2018
+48%

CATEGORY
Retail

HEADQUARTER CITY
Hangzhou, China

YEAR FORMED
1999

GLOBAL RETAIL STORES
Online Marketplace
(around 100 physical stores)



#7

#3

McDonald's is a fast food chain known worldwide for its golden arches, speedy service, and diverse menu.

The brand's longtime "I'm lovin' it" slogan has been localized into many markets and languages; McDonald's operates in over 100 countries, and serves about 70 million customers daily. While it has traditionally been a burgers-and-fries destination, McDonald's has responded to changing public tastes by promoting healthier items, such as salads, wraps and oatmeal, as well as sourcing

fresher ingredients. To achieve this, the chain now allows local operations more flexibility regarding the deals they offer. It is also focusing on sustainability, and by 2025 aims to source all packaging from recyclable or renewable sources, and for all packaging worldwide to be recycled. Digital technology is simplifying how customers order, pay and are served, via a mobile app and self-order kiosks. They are also focusing on delivery, encouraged by a successful partnership with UberEATS; McDonald's aims to be the biggest delivery-service restaurant in the world.



McDonald's

COMPANY NAME
McDonald's Corporation

BRAND VALUE
US \$130,368 Million

CHANGE SINCE 2018
+18%

CATEGORY
Fast Food

HEADQUARTER CITY
Oak Brook, Illinois, US

YEAR FORMED
1955

GLOBAL RETAIL STORES
37,500



COMPANY NAME
The Home Depot, Inc.

BRAND VALUE
US \$53,507 Million

CHANGE SINCE 2018
+28%

CATEGORY
Retail

HEADQUARTER CITY
Atlanta, Georgia, US

YEAR FORMED
1978

GLOBAL RETAIL STORES
2,287

The Home Depot is the world's largest home-improvement chain, and its warehouse-style stores cater to consumers and building professionals.

The brand distinguishes itself largely through its in-store experience, providing trusted products and good value. The Home Depot has increasingly been pursuing partnerships, diversified service offerings, and an expanded presence across channels to keep pace with new competitors, including Amazon. The Home Depot was on track to

post an increase in annual sales for 2018 of over 7 percent, outpacing the retail sector's average growth rate. It has been enjoying success online; e-commerce sales rose almost 25 percent in nine months. The brand has been focusing on creating omnichannel experiences; it has launched digital mapping in stores linked to a mobile app, and introduced self-checkout stations to reduce waiting times. Lockers allow shoppers to click and collect without waiting for a staff member, delivery times have been reduced, and more fulfillment centers have been opened to handle bigger, bulky products.

#4



COMPANY NAME
Nike, Inc.

BRAND VALUE
US \$47,360 Million

CHANGE SINCE 2018
+38%

CATEGORY
Apparel

HEADQUARTER CITY
Beaverton, Oregon, US

YEAR FORMED
1964

GLOBAL RETAIL STORES
Over 1,100



Nike is the world's leading sportswear and sports equipment brand.

Nike markets its products under its own brand, as well as Nike Golf, Nike Pro, Nike+, Air Jordan, and other brands. In 2019, Nike has announced it will focus on increasing the pace of developing new concepts, delivering personalized retail experiences, and improving the supply chain. It also aims to shift resources more aggressively towards the women's business. Nike has stated that it

will increase digital sales from the current 15 percent to 30 percent by 2023. A Nike App at Retail was launched in late 2018 at Nike Town in London, designed to unite the best of the online and offline shopping experiences. Nike has also launched SNKRS Pass, which allows consumers to reserve in-demand, just-launched items at a store near them via mobile. In November 2018, Nike launched the "House of Innovation" concept in Shanghai and New York. It debuted its basketball smart shoe, Nike Adapt BB, with a self-lacing trainer in January 2019.

#5

Louis Vuitton is one of the world's leading international fashion brands.

Its range spans fashion and fragrance, as well as leather bags, watches, jewelry and accessories, and is sold through Louis Vuitton boutiques, high-end department stores and online. Having appointed ex-Apple executive Ian Rogers as chief digital officer, the brand is pursuing a more defined e-commerce strategy, which includes the new "24 Sevres" platform (named after the Rue de Sevres location of its Le Bon Marche

site) and a stronger WeChat offering to reach Chinese consumers. The recent appointment of Virgil Abloh as creative director has led to greater diversity in Louis Vuitton marketing, with the brand's latest campaign featuring 17 of Hollywood's leading ladies of different ages and ethnicities. In the past year, LV has begun bringing more design functions in-house to bring new ranges to market faster. It is using more pop-up stores with capsule collections, and has expanded into wearable tech, with connected versions of its classic Tambour watch.

#6



COMPANY NAME
LVMH Moët Hennessy Louis Vuitton SE

BRAND VALUE
US \$47,214 Million

CHANGE SINCE 2018
+33%

CATEGORY
Luxury

HEADQUARTER CITY
Paris, France

YEAR FORMED
1854

GLOBAL RETAIL STORES
More than 400



#7

Coffee shop chain Starbucks operates 29,324 stores across 78 markets globally, selling hot and chilled drinks and snacks in comfortable surroundings, with distinctive Starbucks music and décor.

In 2018, Starbucks renewed its focus on being customers' "third place" (after home and work), providing a welcoming in-store experience in which personal connections are made. It is also working to build up "at home" consumption of Starbucks products, amid increasing competition for footfall. The brand is

working with Nestlé on the Starbucks At Home Coffee portfolio, which will offer Starbucks coffee for the Nespresso and Dolce Gusto systems. In 2018, Starbucks closed all 300-plus of its tea-focused Teavana mall stores. Starbucks has invested heavily in digital innovation, enabling mobile payments, digital rewards, ordering ahead, and partnerships giving the brand reach away from Starbucks stores. Innovation is especially strong in China, where it runs a first-of-its-kind virtual Starbucks store in partnership with Alibaba, linking the Starbucks app with Taobao, Tmall and Alipay and revolutionizing the offline-to-online model. The brand works with Ele.me in China and Uber Eats in the US on coffee delivery.



CHANEL

COMPANY NAME
Chanel S.A.
BRAND VALUE
US \$37,006 Million
CHANGE SINCE 2018
N/A
CATEGORY
Luxury
HEADQUARTER CITY
Paris, France
YEAR FORMED
1910
GLOBAL RETAIL STORES
196

N/A = Brand Value restated



COMPANY NAME
Starbucks Corporation
BRAND VALUE
US \$45,884 Million
CHANGE SINCE 2018
+0%
CATEGORY
Fast Food
HEADQUARTER CITY
Seattle, Washington, US
YEAR FORMED
1971
GLOBAL RETAIL STORES
29,324

Chanel is a classic French luxury brand with a range spanning high-end fashion, fragrance, cosmetics and accessories.

Under the guidance of former creative director Karl Lagerfeld, who died in early 2019, the brand used music and young celebrities to bring a younger audience to Chanel. The brand is embracing diversity, recently adding Moroccan model Nora Attal to its roster of celebrity ambassadors, and it is positioning itself as a sustainable luxury brand, having

banned exotic animal skins from its designs. In June 2018, Chanel reported its annual results for the first time in 108 years, revealing sales of \$9.62 billion. The business has also established a new base in London to bring all its business functions under one roof. The brand still relies heavily on physical stores for sales and does not make ready-to-wear clothing widely available online. However, in 2018 the brand inked a deal with luxury online platform Farfetch, leveraging its "augmented retail" program to reinvent its online experience.

#8

Walmart

COMPANY NAME
Walmart Inc

BRAND VALUE
US \$36,801 Million

CHANGE SINCE 2018
+33%

CATEGORY
Retail

HEADQUARTER CITY
Bentonville, Arkansas, US

YEAR FORMED
1962

GLOBAL RETAIL STORES
11,277



Walmart is a global retailer traditionally associated with affordability, and which is increasingly focusing on digital tools that save shoppers time and offer convenience.

It is the largest grocery retailer in the US, and generates 64 percent of corporate revenue from the US. Across markets, Walmart is scaling back on new store openings and investing in boosting digital sales and e-commerce profitability. In the US, Walmart is increasing wages and

investing in its “academies” to train store managers, as well as launching tools to make stores more efficient, such as apps that manage tasks and training. Meanwhile, online grocery is a major digital investment in the US: online grocery sales for store pickup are on track to be available in 3,100 stores by the end of 2019. Walmart’s international focus is increasingly on its most profitable markets and those with highest growth potential (such as Mexico, China and India). In line with this strategy, in 2018 Walmart acquired Indian e-commerce specialist Flipkart.

Hermès is an iconic luxury brand best known for its silk scarves and leather handbags, along with home furnishings, perfume, jewelry and ready-to-wear clothing.

Hermès is focused on increasing production to reduce waiting times for its most sought-after items, and has opened two new workshops in France. Recent developments include store openings in Silicon Valley and Miami Design District, as well as a six-month pop-up footwear

salon in SoHo, New York. The brand also announced plans to launch in the Meatpacking District in Spring 2019, and to launch more outlets in China. The brand has launched the Hermès Tie Society, a subscription service providing new neckwear on a monthly, bi-monthly, or quarterly basis. It was announced as the kind of “specialized personal and convenient service” that the Hermès client appreciates. Other recent activations include taking over a New York record store, combining music, art and silk scarves in its “Silk Mix” concept, and open house workshops in Australia to introduce shoppers to its artisans.

#10



COMPANY NAME
Hermès International

BRAND VALUE
US \$30,966 Million

CHANGE SINCE 2018
+19%

CATEGORY
Luxury

HEADQUARTER CITY
Paris, France

YEAR FORMED
1837

GLOBAL RETAIL STORES
307



HERMÈS PARIS

#9

#77

Gucci is a global luxury fashion, accessories, jewelry and luggage brand with over 500 stores worldwide.

Under Creative Director Alessandro Michele, Gucci has had an increasing focus on innovation, and digital sales and communication, linking the brand's heritage with a "wholly modern approach to fashion". Gucci's flagship Milan store has been completely refitted and the brand has used Gucci.com and innovative partnerships on social media to make the brand relevant to new

generations of consumers. Initiatives appealing to younger generations have included Gucci Places, which introduces fans to inspirational places associated with the Gucci brand, and its meme campaign #TFWGucci ("That Feeling When"). In 2018, Gucci launched a capsule collection with Harlem stylist Dapper Dan. Gucci's brand ambassadors in recent times have included singer Harry Styles, Johnson, Lana del Rey and Jared Leto. In 2018 Gucci opened a fine-dining restaurant in Florence, and the business is partnering with Apple on delivering app-based tools to staff in stores.



GUCCI

COMPANY NAME
Kering SA
BRAND VALUE
US \$25,274 Million
CHANGE SINCE 2018
+55%
CATEGORY
Luxury
HEADQUARTER CITY
Florence, Italy
YEAR FORMED
1921
GLOBAL RETAIL STORES
538



ZARA

COMPANY NAME
Industria de Diseno Textil SA
BRAND VALUE
US \$22,581 Million
CHANGE SINCE 2018
-10%
CATEGORY
Apparel
HEADQUARTER CITY
Arteixo, Spain
YEAR FORMED
1974
GLOBAL RETAIL STORES
2,246

Zara began as a single clothing store in the Spanish region of Galicia, and has grown into a "fast fashion" phenomenon now available in 202 markets worldwide.

Its business model enables the range to reflect fast-changing trends, offering up-to-the-minute fashion at affordable prices. Zara develops and launches new collections in days and weeks, rather than months, as is the industry norm. The Zara range caters primarily to women, but there are also

men's and children's collections, and Zara Home. Online sales and digital technology in stores are becoming a larger part of the business; e-commerce sites were launched in an additional 106 markets in late 2018, and Zara's first cosmetics range in a decade was launched exclusively online. Stores around the world now feature RFID (smart labeling using radio frequencies), and the store network has been expanding, with flagships opening in Shanghai and Jakarta, and new branches in Milan, Philadelphia and Bangkok. A new logistics facility in the Netherlands will begin operations in May 2019.

#12



COMPANY NAME
Costco Wholesale Corp.

BRAND VALUE
US \$21,282 Million

CHANGE SINCE 2018
+27%

CATEGORY
Retail

HEADQUARTER CITY
Issaquah, Washington, US

YEAR FORMED
1976

GLOBAL RETAIL STORES
762



Costco is a retail club offering access to its club buildings and merchandise to members who pay an annual fee.

Clubs offer bulk groceries as well as electronics, furniture, toys and jewelry, and create a “treasure hunt” experience. The number of cardholders worldwide reached 94.3 million in fiscal 2018, up 4 percent in 12 months. Costco’s e-commerce platforms are growing at 25 percent a year; two-day delivery of non-perishable groceries

is proving popular, and click and collect is available in selected categories. Costco has extended its relationship with Instacart, and in the US also works Google Express and Shipt, and is selling through third parties like Boxed to reach a wider audience attuned to speed and convenience. Costco has been a leader in expanding its range of organic and healthy foods. The brand is expanding, with a growing presence in Asia-Pacific and Europe. Costco operates in China through Alibaba’s T-mall, and a physical store is expected to open there in 2019.

JD provides B2B and direct-to-consumer retail services, selling everything from books and electronics to fashion and grocery.

Sales are growing at high double-digit rates. JD has more than 550 warehouses – many automated – and 7,000 delivery stations in China. Some deliveries are handled by drone or robot, and JD’s rapid delivery platform, Dada-JD Daojia, delivers groceries for a growing number of retail partners. JD has global aspirations and is currently focused on growing operations in

Southeast Asia. JD is closely allied with Tencent, and technology from both is emerging in innovative retail concepts. In 2018, Google invested US\$550 million in JD as part of a long-term alliance to develop digital retail solutions beyond China. Since 2016, JD has been a partner of Walmart China. The brand also has its own ambitions in physical retail, having launched unmanned stores like 7FRESH, with technology handling transactions and personalizing point-of-sale marketing. JD sees itself as a technology business as much as a retailer and wants its solutions to transform China’s vast independent sector.

#74



COMPANY NAME
JD.com Inc

BRAND VALUE
US \$20,609 Million

CHANGE SINCE 2018
+41%

CATEGORY
Retail

HEADQUARTER CITY
Beijing, China

YEAR FORMED
1998

GLOBAL RETAIL STORES
E-commerce Retailer



#13

#15

IKEA is the world's largest furniture retail brand and is famous for its flat-packed range, now present in over 50 countries.

IKEA had 838 million visits to its stores and 2.35 billion visits to its web sites in the year to August 2018. Over the past year, the business has restructured to adapt to shoppers' desire for more urban stores and a more exciting shopping experience.

IKEA intends to open 30 city center stores globally, with the "IKEA Planning Studio" set to open in Manhattan in spring 2019. A pop-up hotel was used to launch the Delaktig bed in Lisbon, and click-and-collect services have launched in the US. New global CEO Jesper Brodin is focusing on big data, small-format stores, next day delivery and driving digital growth. IKEA recently opened its first store in India, it is investing significantly in expansion in Vietnam, and the first store in Auckland, New Zealand, is due to open this year.



COMPANY NAME
IKEA International A/S

BRAND VALUE
US \$18,949 Million

CHANGE SINCE 2018
+0%

CATEGORY
Retail

HEADQUARTER CITY
Leiden, Netherlands

YEAR FORMED
1943

GLOBAL RETAIL STORES
422



COMPANY NAME
Yum! Brands Inc/Yum China Holding Inc

BRAND VALUE
US \$17,205 Million

CHANGE SINCE 2018
+33%

CATEGORY
Fast Food

HEADQUARTER CITY
Louisville, Kentucky, US

YEAR FORMED
1930

GLOBAL RETAIL STORES
22,621

KFC is the world's fourth-largest fast food chain, and has 5,200 stores in China alone.

KFC positions itself as a family-friendly option, with chicken-based menus catering to groups and individuals. In the past year, the brand has opened a new chain, KPRO, aimed at health-conscious consumers in China, and in the UK has opened its first 24-hour drive-through service, at Gatwick Airport. In the US, the brand has partnered with

online food delivery service Grubhub, and expects the service to soon be integrated into its own point-of-sale system. Marketing in the US now involves actor Jason Alexander as Colonel Sanders, promoting US\$20 "Fill up" meal packages. In India, KFC is divesting stores to its franchise partner Devyani International, as part of a global strategy to reduce restaurant ownership and focus on being a brand custodian instead. A new CEO, Tony Lowings, was appointed in January 2019.

#16



COMPANY NAME
Doctor's Associates Inc.

BRAND VALUE
US \$17,124 Million

CHANGE SINCE 2018
-12%

CATEGORY
Fast Food

HEADQUARTER CITY
Milford, Connecticut, US

YEAR FORMED
1965

GLOBAL RETAIL STORES
42,596



Subway is the world's largest restaurant chain by number of stores, serving a variety of sandwiches to customers in about 120 countries.

More than 24,500 of Subway's branches are in the United States, although the number has reduced by nearly 10 percent over the past three years, as Subway has faced steady pressure from challenger brands that are capitalizing on changing consumer preferences for fresh, local ingredients and digitally enabled experiences. Subway's "Fresh

Forward" concept seeks to capitalize on that trend, but the brand is also focusing on providing greater convenience, launching Subway Delivers from around 9,000 US restaurants in partnership with services such as UberEats, DoorDash, GrubHub and Postmates. It has also revamped its US loyalty scheme, MyWay, with more personalized mobile marketing. Since the retirement of CEO Suzanne Greco in May 2018, Subway has been under the temporary leadership of Chief Business Development Officer Trevor Haynes.

Lowe's is a home improvement chain with stores across the United States and Canada.

Under a new CEO and leadership team, appointed in mid-2018, it is focusing on driving profitability, investing in its core big-box stores in the US and Canada, while divesting tangential operations, resulting in the closure of its Orchard Supply Hardware format and entire Mexico operation in 2018. While Lowe's has traditionally focused on catering to the non-expert, guidance-seeking DIY segment, it is adapting to better cater

to industry professionals through more personalized marketing, faster delivery, and greater investment in pro-trusted brands. Recent sales growth has been positive, though less strong than rival Home Depot's through Q3 2018, with sales at stores open at least a year up 2.8 percent in the period compared to an 8 percent rise at Home Depot. To accelerate growth, Lowe's has been improving customer service through a new staffing model, investing in new technology to upgrade its e-commerce capabilities, and focusing on retail fundamentals to drive productivity.

#18



COMPANY NAME
Lowe's Companies, Inc.

BRAND VALUE
US \$14,964 Million

CHANGE SINCE 2018
+24%

CATEGORY
Retail

HEADQUARTER CITY
Mooresville, North Carolina, US

YEAR FORMED
1946

GLOBAL RETAIL STORES
2,256



#17

#19

ALDI is one of the world's original discount supermarkets and has taken the model to the world.

Around 80 to 90 percent of ALDI products are ALDI exclusive brand products, and each week, ALDI stores offer a changing range of special food and non-food promotional items, known as "ALDI Finds". Its focus on private label enables it to offer everyday low prices well below those of its competitors, attracting lower-income consumers, as well as bringing in higher-income treasure

hunters lured by the frequently changing promotions. Store formats are shifting away from highly standardized models towards greater flexibility as ALDI focuses on capturing missions like on-the-go commuters, as seen in its new 240m² railway station store in Switzerland. The new-generation ALDI stores are also shifting how shoppers view and shop the format. Healthier, vegetarian and vegan offers are a nod to evolving shopper needs, along with new checkout features, food-to-go and convenience options like digital payment. ALDI Nord and Süd are increasingly working together to achieve greater efficiency.



COMPANY NAME
ALDI Einkauf GmbH & Co. OHG

BRAND VALUE
US \$14,692 Million

CHANGE SINCE 2018
+14%

CATEGORY
Retail

HEADQUARTER CITY
Essen and Mülheim, Germany

YEAR FORMED
1913

GLOBAL RETAIL STORES
11,615



COMPANY NAME
adidas AG

BRAND VALUE
US \$13,355 Million

CHANGE SINCE 2018
+13%

CATEGORY
Apparel

HEADQUARTER CITY
Herzogenaurach, Germany

YEAR FORMED
1949

GLOBAL RETAIL STORES
1,231

#20

adidas is the largest sporting clothes and footwear name in the world after market leader Nike.

The brand is instantly recognizable by the triple stripes on its footwear and the "trefoil" adidas logo, which the company calls "The Badge of Sport". The majority of sales come from men's footwear, but there has been a growing focus on clothing and the women's range. In Q3 2018, adidas saw double-digit growth

in North America and Asia-Pacific (primarily Greater China), driven by consumer interest in training and running. In October 2018, adidas opened its largest brand center to date, in Shanghai, over three storeys, spanning 3,700 square meters, and featuring interactive services. In Western Europe, where growth is slower and competition intense, adidas has focused on new launches, a simplified organization, and has a new management team. The adidas app is now live in 17 countries with close to 5 million downloads.

#22



COMPANY NAME
eBay Inc.

BRAND VALUE
US \$11,511 Million

CHANGE SINCE 2018
-11%

CATEGORY
Retail

HEADQUARTER CITY
San Jose, California, US

YEAR FORMED
1995

GLOBAL RETAIL STORES
Online Marketplace



eBay, one of the first major online marketplaces, serves as both an e-commerce and auction platform and attracts a wide variety of B2C and C2C sellers.

It has recently focused its marketing on promoting the fact that new items account for 80 percent of all listings. The brand has rolled out a series of programs around the world to enhance the customer experience: in the US, it has introduced a “Best

Price Guarantee” scheme along with installation services for appliances, and “eBayAuthenticate” for luxury jewelry. In the Middle East, eBay has signed an agreement with Noon.com to list US products on their website. In Australia, it has partnered with popular loyalty scheme Flybuys, and launched its membership program “eBay Plus”. In Germany, it plans to pilot two new logistics services for faster delivery, and has launched a beta version of “Catch”, a platform devoted to cool, value items. eBay has sold off its equity in Flipkart and agreed to acquire Motors.co.uk, a UK-based classifieds site.

Uniqlo is a Japanese lifestyle and casual fashion brand operating in 21 markets worldwide.

There are plans to launch in Sweden and the Netherlands this year, following the 2018 launch of its 15th global flagship store, this time in the Philippines. The Manila flagship presents large visual displays and state-of-the-art design concepts. Uniqlo’s first Indian store is due to open in 2019, as well as the first Vietnam store, in Ho Chi Minh city, and the first Italy store, in central

Milan. One of the driving forces behind the global success of Uniqlo is its “Made for All” tagline, which helps give its products appeal across a broad spectrum of consumers. The brand is also innovating, using “Uniqlo To Go” vending machines and kiosks in busy locations. Snowboarder Ayumu Hirano is Uniqlo’s newest global brand ambassador; others include tennis star Roger Federer and tennis player Kei Nishikori. Uniqlo has taken a stake in Lemaire, the French-born brand specializing in contemporary men’s and women’s ready-to-wear fashion, shoes and accessories.



COMPANY NAME
Fast Retailing Co., Ltd.

BRAND VALUE
US \$9,828 Million

CHANGE SINCE 2018
+30%

CATEGORY
Apparel

HEADQUARTER CITY
Tokyo, Japan

YEAR FORMED
1949

GLOBAL RETAIL STORES
2,068

#21

#23



Domino's Pizza became famous as the brand that delivers pizzas within 30 minutes.

It operates a network of company-owned and franchise-operated restaurants in the United States and around the world, primarily targeting young adults, college students and millennials. There are major plans for greater expansion outside the US; in early 2018 Domino's bought the Hallo pizza chain in Germany, and the first Domino's Pizza in Port Louis, Mauritius, opened in late 2018. The brand is among the most digitally

enabled fast food brands, allowing customers to order via Facebook Messenger, Amazon Alexa, and even by tweeting a pizza emoji. Domino's offers mobile payments and loyalty rewards, and is partnering with Samsung to allow direct ordering using internet-connected TVs. Domino's says it is taking its food delivery service to another level, adding online ordering for more than 150,000 new delivery "hotspots" at US parks, beaches, and other destinations that lack a traditional address. Change management specialist Stu Levy has been hired as the Executive Vice President of Supply Chain.



Domino's

COMPANY NAME
Domino's Pizza, Inc.

BRAND VALUE
US \$9,570 Million

CHANGE SINCE 2018
+34%

CATEGORY
Fast Food

HEADQUARTER CITY
Ann Arbor Charter Township, Michigan, US

YEAR FORMED
1960

GLOBAL RETAIL STORES
15,300



#24



COMPANY NAME
Seven & I Holdings Co. Ltd.

BRAND VALUE
US \$9,318 Million

CHANGE SINCE 2018
+3%

CATEGORY
Retail

HEADQUARTER CITY
Tokyo, Japan

YEAR FORMED
1927

GLOBAL RETAIL STORES
67,268

7-Eleven is the world's largest convenience store brand, with more than 67,000 stores in 17 countries.

7-Eleven has been a pioneering brand in retail; it was the first convenience store chain allowing Amazon Cash as payments for online orders, and is rolling out a range of digital payment capabilities globally. In southeast Asia, customers can pay for online orders with e-commerce platform Lazada in its stores. Home delivery options

are being rolled out in key markets including the US, and the brand has partnered with the Zipcar car-sharing service, with cars outside selected stores. 7-Eleven is using Facebook chatbots for customer service and is continuing to expand its app-based ordering in the US in 2019. The scale of 7-Eleven gives it a competitive advantage, and stores share data to improve the customer experience and identify topics to discuss on social media. The brand is expanding both organically, through franchise and license agreements, as well through acquisitions of whole chains.

#26

Walgreens

COMPANY NAME
Walgreens Boots Alliance, Inc.

BRAND VALUE
US \$9,220 Million

CHANGE SINCE 2018
-10%

CATEGORY
Retail

HEADQUARTER CITY
Deerfield, Illinois, US

YEAR FORMED
1901

GLOBAL RETAIL STORES
14,327



Walgreens Boots Alliance (WBA) is a global health and wellness network operating across 25 countries.

In the US, Walgreens stores provide shoppers with convenient omnichannel access to goods and services; it also provides specialty pharmacy services and manages in-store clinics branded Healthcare Clinics. Sales come from the retailer's pharmacy and retail segments. In 2018, the company acquired 1,932 Rite Aid stores, concentrated mostly on

the east coast of the US. Walgreens is focused on improving operational performance, rationalizing assortments and improving its image as a health and beauty destination. The retailer is particularly focused on forming partnerships with both retail and non-retail specialists to improve the in-store experience. Internationally, Walgreens Boots Alliance is focused on revamping the Boots experience in the UK following a disappointing 2018, and in China, it recently acquired a 40 percent stake in GuoDa, the country's leading pharmacy chain.

#25

Tesco is the UK's leading supermarket, with formats ranging from large hypermarkets to Tesco Express convenience stores.

Tesco began expanding overseas in the 1990s but has recently been streamlining its network to focus on profitability. In 2018, Tesco completed its acquisition of wholesaler and distributor Booker, giving it B2B reach, and forged a purchasing alliance with Carrefour Group. The biggest-ever overhaul of its private label range under the new "Exclusively at Tesco" brand was completed in 2018, simplifying the price messaging and

expanding budget-friendly options. And, in the UK, Tesco launched a new discounter banner called Jack's, with an ALDI/LIDL-style value proposition and weekly promotions. Technological innovations include a Tesco+ app including payment and loyalty functions, and the announcement of a venture with Volkswagen to build an electric vehicle charging network. Tesco's longstanding brand mantra is "Every little helps", which refers to value for money as well as Tesco's work in the community and promotion of good causes. Celebrating its 100th year in 2019, Tesco is focusing on "retro pricing".

TESCO

COMPANY NAME
Tesco Plc

BRAND VALUE
US \$9,157 Million

CHANGE SINCE 2018
+3%

CATEGORY
Retail

HEADQUARTER CITY
Welwyn Garden City, UK

YEAR FORMED
1919

GLOBAL RETAIL STORES
7,060
(including franchises)



#27



Whole Foods was a pioneer in the organic and health food market, offering specialist healthy ingredients and high-end, ready-to-eat meals to an affluent customer base willing to pay a premium for organic, sustainable products.

As Whole Foods expanded, it rode the wave of growing consumer interest in organic and healthy living, though came under pressure in the post-recession period as more mainstream supermarkets embraced organic

and healthy lines and offered them at a much lower price. Since its acquisition by Amazon in 2017, there has been a stronger emphasis on "Great Everyday Low Prices", and Whole Foods' iconic 365 private label products have been made available on Amazon. Whole Foods also started housing Amazon Lockers for online order pick-up, and selling its popular Echo products. Amazon Prime members receive exclusive savings at Whole Foods and can use Prime Now for Whole Foods online grocery delivery or pick-up at select locations. The small-format 365 stores are being closed in 2019.



COMPANY NAME
Amazon.com Inc

BRAND VALUE
US \$9,101 Million

CHANGE SINCE 2018
+76%

CATEGORY
Retail

HEADQUARTER CITY
Austin, TX and Seattle, WA (Amazon), US

YEAR FORMED
1980

GLOBAL RETAIL STORES
497



#28



COMPANY NAME
Lidl Stiftung & Co KG

BRAND VALUE
US \$8,847 Million

CHANGE SINCE 2018
+8%

CATEGORY
Retail

HEADQUARTER CITY
Neckarsulm, Germany

YEAR FORMED
1973

GLOBAL RETAIL STORES
10,755

The discount supermarket chain Lidl offers everyday low prices with a focus on private-label goods.

The range spans everyday food items and themed weekly promotions featuring sports goods, homewares and other categories. Standard private label products account for the majority of the Lidl range, but its premium private label line, Deluxe, remains key to driving growth across many categories. Lidl continues to list well-known brands but often at promotional prices for a limited

time only. Lidl also invests heavily in marketing to convince consumers that low prices don't have to mean a compromise on quality, with provenance of products increasingly taking center stage. This marketing investment combined with a rotating assortment are now central mechanics in balancing short-term sales activation and long-term brand loyalty. Lidl operates in 30 markets, including in China via Alibaba's Tmall platform. Recent market entries include the United States and Serbia. Lidl plans to remodel its European estate and work on driving online sales.



COMPANY NAME
CVS Health Corporation

BRAND VALUE
US \$8,759 Million

CHANGE SINCE 2018
-4%

CATEGORY
Retail

HEADQUARTER CITY
Woonsocket, Rhode Island, US

YEAR FORMED
1963

GLOBAL RETAIL STORES
9,967



CVS is the largest pharmacy in the United States, based on total prescription revenue.

It has nearly 10,000 retail pharmacies across the country, as well as more than 1,100 walk-in medical clinics. Stores sell prescription drugs, over-the-counter drugs, beauty products, photo services, seasonal merchandise, gifts and convenience food. CVS has launched store remodels over the past year to make them health

and wellness destinations. It has expanded the reach of better-for-you food and beauty options; trans fats were removed from all private label food products, and harmful chemicals removed from all private label health, beauty and care items. Personalization and the integration of online and offline services are a high priority. In 2018, the retailer added same-day and next-day prescription delivery and launched a pilot for new omnichannel membership service, Carepass.

#29

Rolex is a Swiss luxury watchmaker known for its technical excellence and for being the first to launch waterproof, airtight and dustproof watches.

The brand remains entirely loyal to mechanical and automatic movements; it has not followed the lead of other watchmakers that have moved into making smartwatches. Rolex's website does not have an e-commerce element, though it allows browsers to customize

products, check prices, and find their nearest retailer. The brand is one of the best known in its category and is Switzerland's best-selling brand by revenue. Communications focus on social media, especially in Asia, and the sponsorship of sporting events including sailing, tennis and golf events, as well as individual athletes. Rolex is the official timekeeper of Formula 1 motor racing and Wimbledon. Tennis star Roger Federer is a Rolex brand ambassador. In January, former Rolex Canada CEO Luca Bernasconi took over from Stewart Wicht as president and CEO of Rolex US.

#30



COMPANY NAME
Rolex SA

BRAND VALUE
US \$8,389 Million

CHANGE SINCE 2018
+4%

CATEGORY
Luxury

HEADQUARTER CITY
Geneva, Switzerland

YEAR FORMED
1905

GLOBAL RETAIL STORES
Over 400

ROLEX

#31

Target is the United States' second-largest discount retailer, behind Walmart.

It appeals to younger, image-conscious shoppers with fashionable product lines, and urges shoppers to "Expect More, Pay Less". Target generates a little under half of sales from grocery, and the majority from general merchandise, primarily apparel and home goods. Target continues to focus on its exclusive brands and private labels - in 2018, it launched eight new brands across apparel, home, and consumables. The retailer has already remodeled hundreds of its stores and is set to

remodel around 300 in 2019, and simultaneous efforts to drive traffic via its consumables business helped jumpstart growth in 2018. Target is also expanding its network of smaller, urban stores aimed at millennial shoppers. At the same time, Target continues to invest in its digital business, with a focus on driving convenience via a wide range of fulfillment options. Since acquiring grocery delivery service Shipt in 2017, Target has expanded fulfillment options. These include a curbside pickup option called Drive Up, and the next-day "Restock" service focused on shipping essentials to shoppers.



TARGET

COMPANY NAME
Target Corp.

BRAND VALUE
US \$8,337 Million

CHANGE SINCE 2018
+11%

CATEGORY
Retail

HEADQUARTER CITY
Minneapolis, Minnesota, US

YEAR FORMED
1902

GLOBAL RETAIL STORES
1,846



COMPANY NAME
Yum! Brands Inc/Yum China Holding Inc

BRAND VALUE
US \$7,580 Million

CHANGE SINCE 2018
+3%

CATEGORY
Fast Food

HEADQUARTER CITY
Plano, Texas, US

YEAR FORMED
1958

GLOBAL RETAIL STORES
18,431

#32

Pizza Hut is the largest pizza chain in the world, serving pizza on every continent except Antarctica.

In its home market, the US, demand for convenience has put pressure on the brand, so Pizza Hut has upgraded restaurants and is working on faster delivery. Pizza Hut aims to have beer delivery in place at 1,000 restaurants across the US by summer 2019, following a successful trial in 2018. Pizza Hut has partnered with Telepizza Group, the largest non-US

pizza delivery company worldwide, with more than 18,000 stores in over 20 countries. The franchise alliance will help Pizza Hut to accelerate growth across Latin America (excluding Brazil), the Caribbean, Iberia and Switzerland. The brand is also expanding into Nigeria in 2019, and plans to acquire online ordering software provider QuikOrder. Pizza Hut has collaborated with Toyota to develop the one-of-a-kind, zero-emission Tundra PIE Pro, a mobile pizza factory with the ability to deliver oven-hot pizza wherever it goes.



COMPANY NAME
Restaurant Brands International Inc

BRAND VALUE
US \$7,063 Million

CHANGE SINCE 2018
+28%

CATEGORY
Fast Food

HEADQUARTER CITY
Miami, Florida, US

YEAR FORMED
1953

GLOBAL RETAIL STORES
17,796



Burger King is an international fast food chain best known for its signature Whopper hamburger.

The brand's primary point of distinction is a diverse menu that includes burgers, french fries, sodas, milkshakes, and less common items, such as veggie burgers, and chicken fries. There are Burger King restaurants in over 100 countries. A longtime advertising powerhouse,

its "Proud Whopper" ad celebrating Gay Pride Day won 13 Lions at The Cannes Lions International Festival of Creativity. Burger King also focuses on personalization of digital-out-of-home campaigns and dynamic marketing. Expansion of the Burger King chain has become a key driver of revenues for parent company RBI, which has begun testing delivery of Burger King orders in the US, following success with delivery in many of its international markets, including China and Spain.

#33

#34

Woolworths began as a single discount grocer and general store in Sydney, and is now one of the biggest businesses in Australia and New Zealand.

Its business divisions span: Australian Food, Endeavour Drinks, New Zealand Food, Big W (discount department stores), and Hotels. In November 2018, Woolworths sold off its petrol business to the UK's Euro Garages Group, with plans to focus on investing in its supermarket operations. This involves refurbishing stores, improving customer service and the in-store experience, investing

in own-label food, improving its online and app experiences, and enhancing loyalty programs through Woolies X in Australia and CountdownX in New Zealand. Woolworths also plans to continue investing in its convenience offerings, including scaling up its "Food for Now/Food for Later" categories across its Metro stores. In 2018, Woolworths and Heritage Bank launched the AU\$30 million "Woolworths Organic Growth Fund" to support investment in organic farming, and Woolworths launched "The Kitchen", a concept store in Sydney featuring organic, free-range, local and freshly made meals.



Woolworths

COMPANY NAME
Woolworths Group Ltd

BRAND VALUE
US \$7,045 Million

CHANGE SINCE 2018
+8%

CATEGORY
Retail

HEADQUARTER CITY
Bella Vista, Australia

YEAR FORMED
1924

GLOBAL RETAIL STORES
3,240

#35

lululemon athletica is a Canadian athletic apparel retailer selling yoga, running and training apparel for women and men around the world.

The brand works with yogis and athletes in local regions to research and get product feedback on technical fabrics and functional designs, and uses social media platforms like Facebook, Twitter and Instagram to promote the brand and its products. Photos and

advertisements of “products of the day” are shown to keep followers interested and actively thinking about the brand. Former Sephora boss Calvin McDonald became lululemon CEO in 2018. He has identified Asia as a key source of growth for the brand; demand for lululemon products is especially strong in China. In its home market of Canada, lululemon has been testing a loyalty program that offers special benefits for an annual fee of \$128. It includes an item of clothing, free expedited shipping, and access to workout classes.



COMPANY NAME
lululemon athletica Inc.

BRAND VALUE
US \$6,921 Million

CHANGE SINCE 2018
+94%

CATEGORY
Apparel

HEADQUARTER CITY
Vancouver, Canada

YEAR FORMED
1998

GLOBAL RETAIL STORES
426



COMPANY NAME
Restaurant Brands International Inc

BRAND VALUE
US \$6,680 Million

CHANGE SINCE 2018
+13%

CATEGORY
Fast Food

HEADQUARTER CITY
Toronto, Ontario, US

YEAR FORMED
1964

GLOBAL RETAIL STORES
4,805

#36

Tim Hortons is the largest quick-service restaurant chain in Canada, popularly known as “Timmies”, and specializing in fresh coffee, baked goods and home-style lunches.

It has been operating in the US since a 1995 merger with Wendy’s, but in the past three years, most US states have reported falling sales, and the store count has dropped by 14 percent. To accelerate restructuring, an incentive program has been

launched to include reduced up-front franchise fees and limited-term royalty rate reduction. In a move to improve profitability and drive sales, a new “Winning Together” plan was announced in 2018, streamlining operations, and modernizing and expanding the Canadian network. A new loyalty program, tested in seven markets within Canada, is expected to launch across the entire country in 2019. Tim Hortons is also turning its attention to China, where it plans to open more than 1,500 restaurants over the next 10 years.



COMPANY NAME
Hennes & Mauritz AB

BRAND VALUE
US \$6,380 Million

CHANGE SINCE 2018
-39%

CATEGORY
Apparel

HEADQUARTER CITY
Stockholm, Sweden

YEAR FORMED
1947

GLOBAL RETAIL STORES
4,863



H&M is a multinational apparel retail company operating physical stores in 71 markets and offering e-commerce in 47.

The experimental luxury brand Nyden, launched in 2018 and aimed at millennials, is sold via HM.com. H&M strives to bridge the gap between online and offline with self-service checkouts, a digital wall to share H&M favorites using the "HMxME" hashtag, and "in-store mode" in selected markets, where customers can use the H&M app as a digital in-store shopping tool.

"Voice Interactive Mirrors" at H&M's Times Square flagship store in New York City are powered by facial recognition, offer personalized advice and provide discounts via QR codes. In the past year, e-commerce operations have launched in the UAE and Saudi Arabia while a new website and app have launched in the US. The business is using big data and artificial intelligence to improve supply chain efficiency and more effectively curate merchandise for individual stores. H&M has launched initiatives to source organic materials, reduce use of chemically treated materials, and reduce air pollution and waste.

#37

#38

Chipotle is a US-based fast casual restaurant chain specializing in a Mexican-inspired menu.

It also operates in Canada, the UK, France and Germany. Brian Niccol took over as CEO in March 2018 and has since been modernizing the business to make it more competitive. It has invested in initiatives to reduce waiting times in lines, and now offers delivery through its mobile app and website, and via DoorDash. Digital sales now account for more than 10

percent of Chipotle's total revenue. Investment of US\$135 million has been announced to speed up mobile and online orders. Chipotle has refreshed its menu with a new line of health-focused Lifestyle Bowls, and has plans to explore new drink and dessert options. To offset rising labor costs, Chipotle hopes to open restaurants in new locations, boost digital sales, and justify a new pricing strategy through its advertising. In late 2018, the brand launched its "For Real" ad campaign, throwing the spotlight on the whole, natural ingredients it uses.



COMPANY NAME
Chipotle Mexican Grill, Inc.

BRAND VALUE
US \$6,201 Million

CHANGE SINCE 2018
+9%

CATEGORY
Fast Food

HEADQUARTER CITY
Denver, Colorado, US

YEAR FORMED
1993

GLOBAL RETAIL STORES
2,491



#39

Taco Bell is a chain of Tex-Mex-style fast food restaurants, mainly in the US but increasingly in other markets, too.

There are plans to open 1,000 new US restaurants by 2022, 300 of which will be in the Urban In-Line or Cantina formats, specifically designed for walkable city locations. It is also working with franchisees on online ordering for pickup or delivery in the US. By the end of FY2018, Taco Bell plans to have more than 500 international restaurants in nearly

30 markets around the world, with the goal of expanding to 1,000 international restaurants by 2022.

Recent changes to the menu include the addition of Nacho Fries in 2018, the most successful product launch in the company's history. In 2019, Taco Bell plans to test a vegetarian menu, inspired by Western consumers' growing interest in being vegetarian, vegan or "flexitarian". Taco Bell President Julie Masino says sustainability efforts will focus on simplifying ingredients, improving food quality, creating jobs and improving recycling.



TACO BELL

COMPANY NAME
Yum! Brands, Inc.

BRAND VALUE
US \$6,182 Million

CHANGE SINCE 2018
+33%

CATEGORY
Fast Food

HEADQUARTER CITY
Irvine, Canada

YEAR FORMED
1962

GLOBAL RETAIL STORES
7,072



COMPANY NAME
Carrefour SA

BRAND VALUE
US \$6,128 Million

CHANGE SINCE 2018
-10%

CATEGORY
Retail

HEADQUARTER CITY
Boulogne-Billancourt, France

YEAR FORMED
1959

GLOBAL RETAIL STORES
12,111

#40

Carrefour has more than 5,000 stores across France in a range of formats, including hypermarkets, supermarkets, convenience stores and cash-and-carry outlets.

The brand is highly active across Europe, Asia and Latin America; it is best known as a value-for-money retailer with a broad selection of products and brands in its stores but is also seeking to deepen its role in e-commerce and position itself as an innovator. Carrefour has partnered with Google in

France on a new, connected grocery shopping experience and the launch of an innovation lab in Paris. Alexandre Bompard has led the business since mid-2017 and has been implementing a wide-scale transformation plan due to complete in 2022. The plan includes boosting the omnichannel offering and rolling out the "Act for Food" initiative for better, healthier eating and food production. Carrefour plans to achieve €5 billion in food e-commerce sales and €5 billion in organic food sales by 2022, as well as reduce costs by €2 billion a year by 2020. The business has formed a strategic buying alliance with Tesco.

TJ-maxx

COMPANY NAME
TJX Cos Inc
BRAND VALUE
US \$6,010 Million
CHANGE SINCE 2018
+26%
CATEGORY
Retail
HEADQUARTER CITY
Framingham, US
YEAR FORMED
1976
GLOBAL RETAIL STORES
1,219



TJ Maxx is one of the largest US clothing retailers and a leader in the off-price retailing space.

TJ Maxx shoppers, or "Maxxinistas", are attracted to the "treasure hunt" shopping environment the retailer provides, with its constantly updated assortment of branded apparel and accessories. This proposition appeals to both price-conscious shoppers and more affluent shoppers who still like getting bargains. TJ Maxx leverages its large global buying organization to keep its assortment fresh, taking

advantage of opportunistic and fast-moving buying techniques. While the brand is dominant in the US, it also has a strong presence in the UK and Canada, and is strengthening its position across Europe and in Australia with the goal of becoming a truly global retailer. Currently, the retailer sees the potential for more than 6,000 stores in its current markets. E-commerce has been relatively slow to develop for the brand; sales via Tjmaxx.com account for only around 1 percent of the total, and click-and-collect services are currently only available in the UK.

47

42

Cartier is a French luxury goods brand renowned for its high-end jewelry and watches.

The brand operates more than 200 stores globally and sells online via e-commerce platforms Net-a-Porter and Mr Porter. China is a key market for Cartier, and the brand was one of the first European luxury names to have a storefront on the Chinese social media super app WeChat. It is also on Alibaba's Tmall Luxury Pavilion. Cartier constantly reinvents itself to remain relevant and

modernize its cultural positioning. In November 2018, Cartier held a virtual reality-powered experience in Shanghai, transporting visitors to Paris in 1901 to follow the journey of aviator Alberto Santos-Dumont. The brand also had a significant product placement partnership with the 2018 blockbuster movie Ocean's 8. Each year, Cartier recognizes six women from around the world in its Cartier Women's Initiative Awards, which aim to encourage female entrepreneurs. In late 2018 Richemont appointed Jerome Lambert as CEO.



Cartier

COMPANY NAME
Cie Financiere Richemont SA
BRAND VALUE
US \$5,998 Million
CHANGE SINCE 2018
-15%
CATEGORY
Luxury
HEADQUARTER CITY
Paris, France
YEAR FORMED
1847
GLOBAL RETAIL STORES
275

#43

Sam's Club is a chain of members-only retail warehouse clubs offering access to low-cost bulk groceries and general merchandise in return for an annual membership fee.

Sam's Club recently shut 63 clubs to increase profitability, and some former club sites are being converted into e-commerce fulfillment centers. Under CEO John Furner, Sam's Club is tightening its SKU count and offering more premium and exciting items in an effort to attract higher-income

families as members. Sam's Club is improving its fresh food and organic ranges and general item quality with its fully revamped and expanded private label brand, Member's Mark. It is also positioning clubs as health destinations, with pharmacies and self-screening health kiosks available. The new Sam's Club Now format in Dallas, Texas, is a test-and-learn club where new ideas and technological innovations – such as mobile wayfinding and augmented reality integration – are piloted. Four of the top 10 biggest-selling Sam's Club outlets are in China.



COMPANY NAME
Walmart Inc

BRAND VALUE
US \$5,724 Million

CHANGE SINCE 2018
+28%

CATEGORY
Retail

HEADQUARTER CITY
Bentonville, Arkansas, US

YEAR FORMED
1983

GLOBAL RETAIL STORES
812



COMPANY NAME
Walmart Inc

BRAND VALUE
US \$5,419 Million

CHANGE SINCE 2018
+51%

CATEGORY
Retail

HEADQUARTER CITY
Mexico City, Mexico

YEAR FORMED
1958

GLOBAL RETAIL STORES
1,861

#44

Bodega Aurrera is a Mexican discount-store chain offering a wide range of goods at competitive prices across Mexico.

The retailer operates under three main banners: large Bodega Aurrera stores, mid-sized Mi Bodega Aurrera and smaller, mainly urban Bodega Aurrera Express. The brand's strategy is to distribute leading brands and Walmart's own brands at the lowest possible prices. The combination

of value, relevant marketing and a positive in-store experience has helped the retailer to become valued by consumers, particularly millennials. Bodega Aurrera is rolling out free WiFi across its stores, as a customer service and to enable it to personalize offers based on shopper data. In December 2018, the parent company, Walmex, introduced a new mobile payment application, Cashi, which was also expanded to Bodega Aurrera. Walmex has also opened six gas stations in Sam's Club, Walmart and Bodega Aurrera stores.

coles

COMPANY NAME
Wesfarmers Limited

BRAND VALUE
US \$5,207 Million

CHANGE SINCE 2018
-4%

CATEGORY
Retail

HEADQUARTER CITY
Melbourne, Australia

YEAR FORMED
1914

GLOBAL RETAIL STORES
2,507



Coles Group is one of Australia's biggest supermarket chains.

It follows an "Australia first" buying strategy, and around 95 percent of food, dairy and other farm produce is sourced locally. In late 2018, Coles demerged from parent company Wesfarmers, which retains a minority stake in Coles and 50 percent share in the Flybuys loyalty program. The new Coles, under CEO Steven Cain, is organized into three divisions: supermarkets, liquor, and convenience. Coles plans to continue growing its supermarket footprint

by between 2 and 3 percent a year, and to offer click and collect across the whole network by the end of this year. It will also focus on its "Fresh Tomorrow" policy, which promises greater innovation and convenience through productivity initiatives and the application of new technology. In November 2018, Coles unveiled its first small-format "Coles Local" store in Melbourne, with about 1,000 premium products and ready-to-eat meals. Coles has entered into an agreement with Witron Australia to develop two new automated distribution centers over the next five years.

#45

#46

Falabella is a multinational chain of department stores headquartered in Santiago, Chile, and operating in Argentina, Brazil, Chile, Colombia, Peru, Uruguay and Mexico.

Falabella's operations include department stores, supermarkets, home improvement centers, malls and financial services. In 2018, investments focused on improving the shopping experience; the business acquired Mexico-based online marketplace Linio, and opened an automated omnichannel distribution center in Santiago. Falabella has announced plans to invest \$4.2 billion between

2019 and 2022 in further developing building a digital and physical ecosystem; 37 percent of the investment will be in IT and logistics, and 34 percent for consolidating the brand's regional presence. This will lead to five new shopping centers and 95 stores opening, and the development of IKEA (under franchise). The remaining investment will fund refurbishment and expansion of existing stores, and the expansion of click and collect services. Projects lined up for 2019 include the launch of 23 new stores and two shopping centers around the LatAm region. Falabella has announced it will close its Linio operations in Ecuador and Panama in 2019

falabella

COMPANY NAME
SACI Falabella

BRAND VALUE
US \$5,187 Million

CHANGE SINCE 2018
+22%

CATEGORY
Retail

HEADQUARTER CITY
Santiago, Chile

YEAR FORMED
1889

GLOBAL RETAIL STORES
518

falabella

47

Publix is an employee-owned supermarket chain operating throughout the southeast of the US.

It operates three formats: conventional supermarkets, Publix; Hispanic-inspired specialized assortment stores, Sabor; and natural/organic assortment stores, GreenWise. The retailer's growth strategy includes focusing on high levels of quality and service, creating an excellent in-store experience, offering compelling value, maintaining shopper relevance, and expanding northward. Publix

operates "Aprons" cooking schools, which offer demonstrations and event planning services. It also runs a digital coupon scheme, allowing shoppers to access 150+ digital coupons after creating an online profile. Publix covers 92 percent of its operating areas with the Instacart powered delivery service which includes 1,187 stores. The retailer plans to expand its headquarter operations and add 700 jobs by the end of 2027. In a series of executive promotions, in October 2018, Publix named Kevin Murphy as President. He was formerly Senior Vice President of retail operations.

Publix.

COMPANY NAME
Publix Super Markets, Inc.

BRAND VALUE
US \$4,759 Million

CHANGE SINCE 2018
NEW ENTRY!

CATEGORY
Retail

HEADQUARTER CITY
Lakeland, Florida, US

YEAR FORMED
1930

GLOBAL RETAIL STORES
1,420

publix®



COMPANY NAME
The Kroger Co.

BRAND VALUE
US \$4,748 Million

CHANGE SINCE 2018
-19%

CATEGORY
Retail

HEADQUARTER CITY
Cincinnati, Ohio, US

YEAR FORMED
1883

GLOBAL RETAIL STORES
2,762

48

Kroger is the largest United States supermarket chain by revenue and its second-largest retailer behind Walmart.

It targets a mass-market audience with a highly differentiated grocery offer, including several multi-billion-dollar private brands, which account for over 25 percent of sales. In 2018, Kroger announced it was transforming its business model from traditional grocer into "a strong customer ecosystem that offers

anything, anytime, anywhere, and asset-light, high-margin alternative partnerships and services". Kroger has launched a grocery pickup click-and-collect service in over 1,800 stores, as well as Kroger Ship, which allows shoppers to order non-perishable products to be delivered to their homes, regardless of where they live. Kroger has retained its emphasis on its "Restock Kroger" plan, which focuses on digital and technological expansion, a more integrated approach to data analytics, and renewed focus on foodservice and sustainability.



COMPANY NAME
Auchan Holding SA

BRAND VALUE
US \$4,719 Million

CHANGE SINCE 2018
-1%

CATEGORY
Retail

HEADQUARTER CITY
Croix, France

YEAR FORMED
1961

GLOBAL RETAIL STORES
4,087



Auchan is a French-based supermarket, hypermarket and convenience store chain that has grown into a major international retailer, with operations in 17 countries.

It operates over 600 hypermarkets and close to 3,000 supermarkets around the world, and has a growing e-commerce presence. The format mix is being revised, with more compact hypermarkets and more convenience stores being launched to better cater for shoppers' changing preferences, particularly across Central and Eastern Europe.

In France, the Auchan Direct home delivery service is now available in 12 cities, putting it within reach of a quarter of French consumers, and there are plans to launch Auchan Minute (micro-stores) in France. Auchan describes itself as "audacious retailers", known for its wide assortment, reasonable prices and three-tier private label offer. Auchan has recently refocused on becoming "good, healthy and local", promoting sustainable consumption and healthier eating. The business has expanded internationally largely by acquisition, and in 2018 Auchan completed a brand-unification exercise that means subsidiaries now trade under the Auchan banner.

#49

#50

Burberry is a luxury British fashion brand best known for its iconic gabardine trench coat with signature check lining. Burberry is sold in 50 countries around the world.

Celebrities have featured heavily in Burberry advertising for many years; British model Kate Moss has had a long association with Burberry, and Iris Law, Zhou Dongyu, Lily James and Matt Smith have been recent ambassadors. The brand retains a reputation for quality, design and

craftsmanship, and is investing heavily in digital innovation to stay current. This process has intensified under new Chief Creative Officer Ricardo Tisci, who replaced Christopher Bailey after 17 years in the role. Tisci has introduced a new logo and successful monthly digital product debuts, called B Series, on WeChat, Line and Kakao across the Far East, a region of increasing focus for the brand. In 2018, Burberry faced a wave of criticism over its policy of burning unsold clothing to prevent distribution through informal channels, and has now stopped the practice.



BURBERRY

COMPANY NAME
Burberry Group Plc

BRAND VALUE
US \$4,698 Million

CHANGE SINCE 2018
+6%

CATEGORY
Luxury

HEADQUARTER CITY
London, UK

YEAR FORMED
1856

GLOBAL RETAIL STORES
340

#51

The Dior brand revolutionized high fashion after World War 2 and now also offers cosmetics, leather goods, jewelry, watches and fragrance.

A succession of high-profile designers and creative directors have steered the brand over the years, including Yves Saint Laurent, Gianfranco Ferré, John Galliano and Raf Simons. Maria Grazia Chiuri has been Creative Director since 2016. Her designs have brought a strong brand of feminism to the label, as well as a nod to the

Youthquake values of the 1960s. One of the brand's most iconic products is the Miss Dior perfume, along with Eau Sauvage, Poison, Fahrenheit and J'adore. Signature designs include the Lady Dior handbag, popularized by Britain's Princess Diana. Celebrities are key to Dior communications, with singer Rihanna and actors Marion Cotillard, Johnny Depp, Charlize Theron and Jennifer Lawrence all associated with products in the Dior range. E-commerce is growing, giving shoppers access to ranges unavailable in stores near them.



DIOR

COMPANY NAME
Christian Dior SE

BRAND VALUE
US \$4,658 Million

CHANGE SINCE 2018
+67%

CATEGORY
Luxury

HEADQUARTER CITY
Paris, France

YEAR FORMED
1946

GLOBAL RETAIL STORES
208



COMPANY NAME
The Wendy's Company

BRAND VALUE
US \$4,343 Million

CHANGE SINCE 2018
+4%

CATEGORY
Fast Food

HEADQUARTER CITY
Dublin, Ohio, US

YEAR FORMED
1969

GLOBAL RETAIL STORES
6,711

#52

Wendy's operates a network of over 6,700 owned and franchised restaurants, of which over 90 percent are in the US.

The Wendy's menu consists primarily of hamburgers, chicken sandwiches, French fries and beverages, and the signature Frosty, which is a soft-serve frozen dairy dessert. In 2018, Wendy's shifted the focus of its expansion plans from Asia to the Middle East and South America, although analysts still see China as a launch target. The

company is aiming to reach a global store count of around 7,500 by 2020, and in 2019, Wendy's is due to expand into Argentina, the Philippines and Japan. In the US, Wendy's has expanded its "4 for \$4" menu to eight entrees, and has partnered with DoorDash, an on-demand restaurant delivery service, to provide more convenience. Wendy's is using social media to expand and deep its relationship with its consumer base, having posted more than 1,000 advertisements on Twitter over the past year.



Flipkart

COMPANY NAME
Flipkart Online Services Pvt. Ltd.

BRAND VALUE
US \$4,086 Million

CHANGE SINCE 2018
NEW ENTRY!

CATEGORY
Retail

HEADQUARTER CITY
Bengaluru, India

YEAR FORMED
1961

GLOBAL RETAIL STORES
Online Retailer

Flipkart is an Indian e-commerce brand founded by Indian Institute of Technology students Sachin Bansal and Binny Bansal, who had previously worked for Amazon.

Like Amazon, Flipkart began as an online bookseller, and later expanded into other categories, such as consumer electronics, fashion, mobile phones and lifestyle products. In 2011, Flipkart acquired Mime360, a digital content platform that allows

music streaming and provides music content to publishers. The e-commerce part of the business has grown through acquisition; electronics e-tailer Letsbuy was bought in 2012, and fashion e-tailers Myntra and Jabong in 2014. Flipkart also owns a mobile payment service PhonePe, which allows shoppers to pay without leaving the platform. The US retail chain Walmart acquired 77 percent of Flipkart in 2018 for US\$16 billion; Sachin Bansal left the company and management now reports to Marc Lore, CEO of Walmart e-Commerce.

#53

#54

The consumer electronics retailer Best Buy made its name in the big-box retail era, but under CEO Hubert Joly has been refocusing the business, reshaping the in-store experience by curating assortment, and offering a range of branded stores-within-a-store.

Its famous "Blue Shirt" employees are highly trained and this is a key point of difference for the brand, and Best Buy's well-known Geek Squad service providers are offering more

on-demand programs for technical emergencies. The brand has also launched in-home consultation services to advise shoppers. In 2018, the retailer continued to narrow its focus on driving productivity at its big-box stores by closing all 250 of its small-format Best Buy Mobile stores in the US. It continues to selectively close stores in the traditional Best Buy banner as well as focus on its most productive locations. Best Buy is also forming new partnerships to expand its service offering, including its 2018 acquisition of the connected health services provider GreatCall, which offers health and safety products to the aging population.



COMPANY NAME
Best Buy Co., Inc

BRAND VALUE
US \$3,963 Million

CHANGE SINCE 2018
+55%

CATEGORY
Retail

HEADQUARTER CITY
Richfield, Minnesota, US

YEAR FORMED
1966

GLOBAL RETAIL STORES
1,035



#55

Under Armour is a global name in sports footwear, sportswear and casual apparel.

Its distribution strategy is through leading specialist retailers and department store chains, supplemented by concept stores and factory outlets, and most recently less specialist chains. Under Armour's 2023 growth plan is centered around two strategic priorities: protect and perform. The plan involves a series of initiatives to accelerate innovation, drive brand experiences,

and optimize the supply chain. It also involves creating greater financial and operational agility. By 2023, revenue is expected to return to low double-digit growth, driven primarily by international and direct-to-consumer business. Under Armour has announced a suite of digitally connected products to further integrate users into its digital ecosystem of smart shoes, watches, earbuds, and the MapMyRun app. For FY2019, the business expects flat sales in the US, and growth of between 3 and 4 percent internationally.



COMPANY NAME
Under Armour, Inc.

BRAND VALUE
US \$3,938 Million

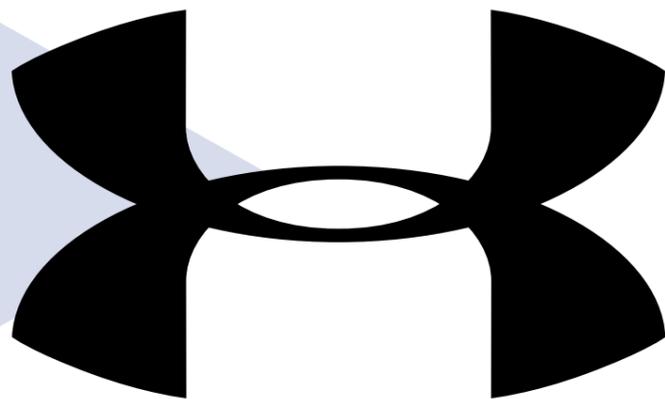
CHANGE SINCE 2018
-1%

CATEGORY
Apparel

HEADQUARTER CITY
Baltimore, Maryland, US

YEAR FORMED
1996

GLOBAL RETAIL STORES
11,200



UNDER ARMOUR®



COMPANY NAME
Ulta Beauty Inc

BRAND VALUE
US \$3,843 Million

CHANGE SINCE 2018
NEW ENTRY!

CATEGORY
Retail

HEADQUARTER CITY
Bolingbrook, Illinois, US

YEAR FORMED
1990

GLOBAL RETAIL STORES
1,074

#56

Ulta is the largest beauty specialist in the US, offering a wide selection of both mass and prestige brands across categories including hair, nail, skin, and color cosmetics.

Ulta strives to make beauty accessible to all people by offering a wide range of price points and locating its stores in neighborhoods and strip malls rather than in larger malls or shopping centers. This strategy has

strengthened sales in recent years, as footfall in malls has declined. Ulta's primary growth vehicle is still new stores, with a goal of 1,400 stores across the US, but is also focusing on adding and growing its in-store services business, to include brow bars, skin bars, and hair and nail salons at more locations. Ulta stays connected with its top shoppers through its omnichannel loyalty program Ultimate Rewards; members contribute more than 90 percent of Ulta's total sales.



COMPANY NAME
Suning.com Co Ltd

BRAND VALUE
US \$3,763 Million

CHANGE SINCE 2018
+11%

CATEGORY
Retail

HEADQUARTER CITY
Nanjing, Jiangsu Province, China

YEAR FORMED
1990

GLOBAL RETAIL STORES
12,000



Suning is a leading online-to-offline (O2O) retail brand, operating in China and internationally under its Suning.com commerce division.

Having originally specialized in household appliances, electronics and communications products, Suning has diversified into new sectors and channels, with a range of physical retail formats including Suning.com Plaza, Suning Cloud Store, SuFresh,

and Redbaby. At CES 2018, Suning showcased its Bui unmanned store concept, powered by big-data analysis, facial recognition and RFID technology, the store shows the company's expertise in online-to-offline retailing. Suning plans to accelerate the roll-out of these stores and its other formats during 2019 as part of an ambitious opening drive that saw it add 800 new outlets to its network in 2018. Suning sees itself as a tech innovator and is developing delivery robots and self-driving long-haul trucks.

#57

#58

Saint Laurent/Yves Saint Laurent is the eponymous luxury label founded by late couturier Yves Saint Laurent, who began his career as the protégé of Christian Dior.

He founded the Saint Laurent/Yves Saint Laurent brand in 1961 with partner Pierre Bergé and became the first French couturier to create a ready-to-wear line. Today, the brand spans luxury apparel and ready-to-wear, as well as accessories, footwear and cosmetics. The creative directorship of the brand was led by

Hedi Slimane from 2012 until 2016, during which time he revived the label's couture line (discontinued after the death of Saint Laurent), and moved the RTW studio to Los Angeles. The couture atelier and business base remain in France. This period also saw the atelier rebranded as just "Saint Laurent". In 2016, Slimane was replaced by Anthony Vaccarello as creative director. The brand's own stores account for around two-thirds of revenue, with the remainder from wholesale. The latest collections take inspiration from some of Yves Saint Laurent's original muses, including Catherine Deneuve, Betty Catroux and Bianca Jagger.



SAINT LAURENT

COMPANY NAME
Kering SA/L'Oreal SA

BRAND VALUE
US \$3,572 Million*

CHANGE SINCE 2018
NEW ENTRY!

CATEGORY
Luxury

HEADQUARTER CITY
Paris, France

YEAR FORMED
1961

GLOBAL RETAIL STORES
219

*Saint Laurent is a combined value of both Saint Laurent and Yves Saint Laurent

#59



Prada is an Italy-based global luxury brand, specializing in leather handbags, travel accessories, shoes, ready-to-wear fashion, perfumes and other fashion accessories.

Handbags and shoes are Prada's mainstays, with the brand recognized for the fine materials and quality of craftsmanship that go into its products. While sales in key markets have suffered in recent years, the company returned to profit in H1 2018. Prada has been focusing on its digital strategy; it aims to make

5 per cent of sales from e-commerce. Following a heated debate over a range of monkey trinkets that many viewed as racially offensive, Prada's social media acquisition has slowed, but the brand is focusing more on influencers. In early 2018, Prada unveiled Prada365, a new-generation advertising campaign dubbed a "continuous visual datastream", which jettisoned the two-seasons-a-year schedule in favor of fast-moving collaborations with photographers and models. Recently, collections have taken a bolder aesthetic, with inspiration ranging from sci-fi and fantasy to military and pop culture.

PRADA

COMPANY NAME
Prada S.p.A.

BRAND VALUE
US \$3,504 Million

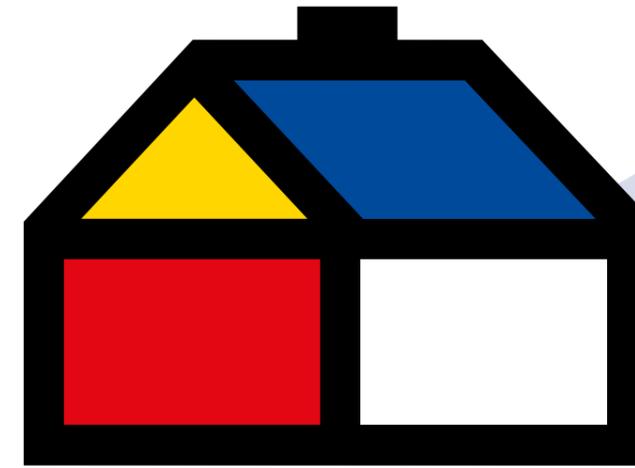
CHANGE SINCE 2018
-14%

CATEGORY
Luxury

HEADQUARTER CITY
Milan, Italy

YEAR FORMED
1913

GLOBAL RETAIL STORES
440 (est.)



SODIMAC

#60



COMPANY NAME
S.A.C.I. Falabella

BRAND VALUE
US \$3,180 Million

CHANGE SINCE 2018
+18%

CATEGORY
Retail

HEADQUARTER CITY
Santiago, Chile

YEAR FORMED
1952

GLOBAL RETAIL STORES
239

Sodimac is an expanding chain of retail and wholesale home improvement stores based in Chile but with a strong presence in Peru, Colombia, Argentina, Brazil and Uruguay.

The brand has announced plans to focus investment this year on technology and digital shopping options, logistics, and expanding the store network by 20 stores. It is expanding in Mexico in cooperation with the department store chain Falabella. The brand is gradually

rebranding Dicico Multi stores, which it acquired in 2018, as Sodimac Dicico. E-commerce options and click-and-collect services in stores are available in most Sodimac markets, with a new e-commerce platform having recently launched in Uruguay. Sodimac offers solutions to meet customers' construction, home-improvement and decorating needs, and emphasizes service excellence and a strong commitment to local communities. In Colombia, Sodimac and Corona run a business accelerator to support local talent, and recently announced the launch of five new startups.

#62



COMPANY NAME
Walmart Inc

BRAND VALUE
US \$3,155 Million

CHANGE SINCE 2018
NEW ENTRY!

CATEGORY
Retail

HEADQUARTER CITY
Santiago de Chile, Chile

YEAR FORMED
1893

GLOBAL RETAIL STORES
80 (approx.)



Líder is a Chilean hypermarket chain originally owned and operated by Distribución y Servicio, with stores in a range of other formats, including supermarkets and discount stores under the sub-brand names Lider Express, SuperBodega aCuenta, Ekono and Central Mayorista.

The brand is still best known for its hypermarkets, which have an average footprint of 100,000 sq. ft, offering home appliances, electronics, textiles, hardware and toys, in addition to traditional grocery lines. Líder Vecino neighborhood markets were launched in 2000, and the Líder Express concept was born in 2003. The business added a membership warehouse store in 2007. In 2009, Walmart acquired Líder by purchasing a 58.3 percent share in Distribución y Servicio D&S S.A. Walmart Chile's tagline is "Vivamos Mejor" (Let's live better).

Zalando is a leading online fashion platform, delivering clothing, shoes and accessories to customers in 17 countries in Europe.

The online store offers products from around 2,000 brands, as well as from 16 of Zalando's own private labels, or "zLabels". The brand has set itself apart online by offering free delivery and the right to return unwanted goods for up to 100 days. Zalando works closely with online influencers and fashion celebrities,

hosts live events, and, to mark its 10th anniversary in 2018, partnered with supplier brands on exclusive collections for Zalando. Operating costs are high, with fulfilment and marketing taking as much as half of total revenue and putting the squeeze on profits. The brand has purchased the fashion trade fair "Bread and Butter" and developed it into a global fashion festival as it continues to find ways to link online and offline fashion. In late 2018, the brand opened its Zalando Campus in Berlin, a new corporate headquarters for more than 5,000 employees.



COMPANY NAME
Zalando SE

BRAND VALUE
US \$3,079 Million

CHANGE SINCE 2018
NEW ENTRY!

CATEGORY
Retail

HEADQUARTER CITY
Berlin, Germany

YEAR FORMED
2008

GLOBAL RETAIL STORES
Online Retailer

#61

#63

Nordstrom is an American fashion retailer offering clothing, shoes and accessories for men, women and children.

Currently it operates hundreds of physical stores in the US and Canada, and through its online platform it operates in 96 countries. The company operates under several banner names, including Nordstrom department stores, Nordstrom Rack for off-price goods "where style meets savings", Trunk Club for

a subscription personal styling service, and HauteLook, a flash-sale shopping website. The retailer is at the forefront of omnichannel and customer service innovation. It has offered buy online, pickup in store services since 2008, and now offers curbside pick up and reserve in stores. In September 2017 it introduced "Nordstrom Local" a small format store concept which has no inventory, but is a convenient destination where shoppers can interact with stylists, pickup and place orders.



NORDSTROM

COMPANY NAME
Nordstrom Inc.

BRAND VALUE
US \$3,071 Million

CHANGE SINCE 2018
+6%

CATEGORY
Retail

HEADQUARTER CITY
Seattle, Washington, US

YEAR FORMED
1901

GLOBAL RETAIL STORES
366



M&S

EST. 1884

COMPANY NAME
Marks & Spencer Group Plc

BRAND VALUE
US \$2,980 Million

CHANGE SINCE 2018
-1%

CATEGORY
Retail

HEADQUARTER CITY
London, UK

YEAR FORMED
1884

GLOBAL RETAIL STORES
1,456

#64

Marks & Spencer is one of Britain's leading national retailers, and is best known for its own-brand clothing, homeware and food, with a focus on durability and quality.

In the past year, the food division has seen a decline, of 1.2 percent in Q3 2018. The clothing and home division, by comparison, was down 4.8 percent. Store closures - 29 in the first six months of fiscal 2018/19 - have led to lower footfall, though improvements to the online proposition and operations have helped M&S achieve double-digit

growth online. In the UK, M&S has been in talks around a partnership with online grocery delivery service Ocado. M&S has had varied success internationally; it currently operates about 400 international stores. In the past year, franchise rights to 72 M&S stores in Hong Kong and Macau have been acquired by AI-Futtaim. Other developments include the appointment of ex-Tesco Clubcard chief Andrew Mann as new head of insight and customer loyalty. Mobile-Pay-Go via Apple Pay has been launched in six London stores, and M&S has partnered with Founders Factory with the aim of investing in fast-growing retail startups.

DUNKIN'

#66

DUNKIN'

COMPANY NAME
Dunkin' Brands Group Inc

BRAND VALUE
US \$2,876 Million

CHANGE SINCE 2018
+23%

CATEGORY
Fast Food

HEADQUARTER CITY
Quincy, Massachusetts, US

YEAR FORMED
1950

GLOBAL RETAIL STORES
12,538

Dunkin' Donuts officially rebranded as Dunkin' (dropping Donuts from its name) in January 2019, and announced plans to open 1,000 new branches over the next couple of years.

It intends to have more than 18,000 locations in the US alone. Despite the change of name, Dunkin is best known for donuts; the chain, which spans 46 countries, and sells more

than 2.7 billion donuts globally each year, and more than 2 billion cups of hot and iced coffee. The brand has been trialing a "next-generation concept store" in its home town of Quincy, Massachusetts, where multiple new offerings related to ordering, payment, signage and branding are being tested before a wider launch. Digital ordering kiosks are also planned, and restaurants are being modernized. Trials also include an upgraded menu, with no artificial colorings and with more natural ingredients.

The North Face is a specialist in high-performance outdoor apparel, footwear, accessories and equipment, selling products globally through its own stores, department stores and outdoor specialists.

The brand has recently witnessed growth in sales of outerwear, fleece and lifestyle products, with especially high demand in Asia-Pacific, followed by the Americas and EMEA. The company is investing in product innovation, with a new patent-pending waterproof/breathable technology, "FutureLight".

By fall 2020, it plans to transition all of its higher-end apparel, footwear, and other waterproof/breathable gear in the Mountain Sports lines from Gore-Tex and other third-party vendors to FutureLight. It is also investing in more fashion and leisure products, announcing in January that its exclusive Japanese label, "The North Face Purple Label", would go global. Executive appointments in 2018 included a new general manager for the Americas region, to support more product innovation globally and reinvigorate regional growth. The North Face sponsors professional athletes from the fields of running, climbing, skiing, and snowboarding.



THE NORTH FACE

COMPANY NAME
VF Corp

BRAND VALUE
US \$2,861 Million

CHANGE SINCE 2018
NEW ENTRY!

CATEGORY
Apparel

HEADQUARTER CITY
Alameda, California, US

YEAR FORMED
1966

GLOBAL RETAIL STORES
200+

#65

#67

Next is a chain of stores offering fashionable and widely affordable clothing and homeware.

Since launching its womenswear collection, Next has gradually expanded into men's, children's, shoes, accessories, and home. Since the beginning of FY2018, the retailer has been focusing on integrating its stores and online business. Currently, around half of its UK online orders are fulfilled through stores. A steady increase in online sales has been

supported with initiatives such as launching same-day click & collect from selected stores, and enhancing the website experience. Separately, it is also testing whether its stores can serve as delivery points for non-competing, third-party businesses. The physical store network is still growing; by the end of FY2018, Next expects to have increased its retail space by 42,000 square feet. In its communications, Next is pursuing ways to better target new and existing customers using search engine and social media partners.



next

COMPANY NAME
Next Plc

BRAND VALUE
US \$2,709 Million

CHANGE SINCE 2018
+10%

CATEGORY
Apparel

HEADQUARTER CITY
Leicester, UK

YEAR FORMED
1982

GLOBAL RETAIL STORES
784

Sainsbury's

COMPANY NAME
J Sainsbury Plc

BRAND VALUE
US \$2,658 Million

CHANGE SINCE 2018
-1%

CATEGORY
Retail

HEADQUARTER CITY
London, UK

YEAR FORMED
1869

GLOBAL RETAIL STORES
1,423

Sainsbury's

#68

Sainsbury's is the second-largest supermarket chain in the UK.

Quality groceries are the bulk of its business, but it also has a clothing line, TU, and sells homewares, financial services and energy services. The brand's long-time slogan is "Live well for less". A planned takeover of Walmart International's UK arm, Asda, was blocked this year by the industry's regulator, the Competition and Markets Authority. The CMA expressed concern that in creating what would become the UK's biggest supermarket chain, the loss of competition would

lead to higher prices at checkouts and on petrol station forecourts. Sainsbury's is delivering good results in convenience and online, but struggling in its core channel, supermarkets. It stopped multi-buy promotions in 2017, which has reduced footfall. To capture new missions, Sainsbury's is trialing new beauty departments with dedicated staff and 1,400 new products, including from its own beauty range, Boutique. Sainsbury's celebrates its 150th birthday this year. It is investing in differentiation through smaller, niche brands and private label, and offers everyday low prices on grocery essentials.

ASDA

COMPANY NAME
Walmart Inc

BRAND VALUE
US \$2,590 Million

CHANGE SINCE 2018
-3%

CATEGORY
Retail

HEADQUARTER CITY
Leeds, UK

YEAR FORMED
1949

GLOBAL RETAIL STORES
635



Asda is one of the UK's "Big Four" grocers and has 15.2 percent market share.

The brand is known for low prices and a broad range of groceries, items for the home, and its George homeware and clothing range. Its brand promise is: "Save money. Live better". The rise of discount supermarkets in the UK in recent years has put intense pressure on Asda, and the business went through 12 consecutive quarters of loss before returning to growth

in 2018. Asda is a strong e-commerce player and in stores offers "Scan & Go" quick checkout options and automated vending towers for click and collect. Asda reintroduced its private label, Farm Stores, throughout 2018, to replace its Smart Price range. In 2018, parent company Walmart agreed to sell Asda to J Sainsbury plc, a move that would have created the UK's largest supermarket chain. The plan was blocked in 2019 by the Competition and Markets Authority, over concerns it would have led to higher prices for consumers in supermarkets and at petrol stations.

EDEKA is Germany's leading group of grocery retailers, with a range of store formats and sub-brands, which often feature specialist independent merchants.

It promotes a positive shopping experience in a pleasant environment, with a format, location and range to suit consumers' needs within easy reach. About 200 new stores are opened each year and EDEKA is modernizing existing stores to improve the shopping experience.

EDEKA offers a wide range of private label products in food and non-food categories such as beauty. These range from the economical good and cheap lines, to higher-priced international specialty foods. EDEKA tends to bring humor to its advertising, and works closely with the WWF to promote sustainability, and comical pandas often appear in EDEKA ads, in one case accompanying shoppers around a store, helping them choose their goods responsibly. Most ads carry the tagline Wir lieben Lebensmittel (We just ♥ food).

#70



COMPANY NAME
EDEKA Zentrale AG & Co. KG

BRAND VALUE
US \$2,534 Million

CHANGE SINCE 2018
+8%

CATEGORY
Retail

HEADQUARTER CITY
Hamburg, Germany

YEAR FORMED
1898

GLOBAL RETAIL STORES
11,430



#69

#71

Tiffany & Co. is a luxury jewelry and specialty retailer with stores around the world, as well as e-commerce-enabled websites in 13 countries.

It is the exclusive seller of its Tiffany & Co. branded jewelry, designed by in-house teams, suppliers and independent designers. It also sells timepieces, leather goods, sterling silver goods, crystal, stationery, fragrances and accessories. Late 2017 and early 2018 brought a series of executive changes at Tiffany & Co., including the appointment of

Reed Krakoff as chief artistic officer. There are three new independent directors and Alessandro Bogliolo is now Chief Executive Officer. To mark the beginning of a new era for the brand, Tiffany & Co. has opened a Blue Box Café in its redesigned New York flagship store on Fifth Avenue. In May 2018, the brand unveiled Paper Flowers, the first collection under Krakoff. Over Christmas, the brand introduced the latest chapter in its "Believe in Dreams" campaign, which showcased both Tiffany & Co.'s signature collection and its latest releases. In 2019, the brand began including provenance on the Tiffany & Co. Diamond Certificate.



TIFFANY & Co.

COMPANY NAME
Tiffany & Co.
BRAND VALUE
US \$2,439 Million
CHANGE SINCE 2018
-2%
CATEGORY
Luxury
HEADQUARTER CITY
New York, US
YEAR FORMED
1837
GLOBAL RETAIL STORES
321

TANISHQ

TANISHQ

COMPANY NAME
Titan Company Ltd
BRAND VALUE
US \$2,426 Million
CHANGE SINCE 2018
NEW ENTRY!
CATEGORY
Retail
HEADQUARTER CITY
Bengaluru, India
YEAR FORMED
1994
GLOBAL RETAIL STORES
277

#72

Tanishq is a brand of jewelry retail stores in India that started out selling gold watches and grew into a manufacturer and retailer of gold and diamond jewelry. Tanishq has several sub-brands catering to different shopper segments such as Mia, for workwear; Rivaah for the weddings, Mirayah for women under 40, and Aveer for men.

Tanishq also operates "The Gold Harvest Scheme (GHS)", a jewelry purchase scheme that allows individuals to deposit a sum of money every month, which can be used to make a purchase at a subsidized rate. In 2016, parent company Titan Industries bought a controlling stake in the online jewelry business CaratLane, to further strength its presence in the organized jewellery sector. Over the next five years, Tanishq plans to open 40 to 50 new stores, mostly in towns and small cities. The brand is also exploring opportunities to expand into overseas markets with large Indian populations, such as Dubai and Singapore.

#74



COMPANY NAME
El Puerto de Liverpool S.A.B. de C.V.

BRAND VALUE
US \$2,417 Million

CHANGE SINCE 2018
-26%

CATEGORY
Retail

HEADQUARTER CITY
Mexico City, Mexico

YEAR FORMED
1847

GLOBAL RETAIL STORES
265



Levi's is a global name in denim jeans, but also sells a broad range of other denim clothing, casual wear and related accessories.

It has company-owned stores in 31 countries, and also sells through its own outlet stores, e-commerce sites, shop-in-shops within department stores, as well as via a wholesale business selling to third-party retailers. In November 2018, Levi's opened its largest flagship store at Times Square in New York,

featuring omnichannel capabilities and its largest "Tailor Shop". The brand is also piloting a virtual 360-degree store experience, in which consumers can tour the store via the Store Finder tab on levis.com. Levi's has invested heavily in sustainable denim production processes and technologies to reduce the environmental effects of products, as well as technical fabrics to improve product longevity. Its growth strategy focuses on expansion into under-penetrated categories and markets, including Brazil and China, and growing its direct-to-consumer channel.

Liverpool is the largest chain of department stores in Mexico.

The brand also operates 27 shopping malls, with 1,500 tenants. In a move to consolidate its operations, In 2019, Liverpool will start converting its 41 Fábricas de Francia department stores; two-thirds will be operate under the Liverpool name and the others will be called Suburbia. Liverpool is also strengthening its omnichannel offering; in late 2018 it launched suburbia.com, offering apparel and

general merchandise with the option of home delivery or click and collect. The brand has also added the option for customers to review products online, there is online chat for customer support, and a gift registry program. Liverpool has announced plans to invest in excess of US\$316 million between 2019 and 2022 in the Arco Norte logistics center, in Mexico. Arco Norte will start operations with shipments of high-ticket items in 2021, followed by low-ticket items by 2022.

#73



COMPANY NAME
Levi Strauss & Co.

BRAND VALUE
US \$2,411 Million

CHANGE SINCE 2018
NEW ENTRY!

CATEGORY
Apparel

HEADQUARTER CITY
San Francisco, US

YEAR FORMED
1853

GLOBAL RETAIL STORES
750



#75

Ralph Lauren is a global leader in the design, marketing and distribution of premium apparel, home, accessories and fragrances, and is amongst the world's most widely recognized consumer brands.

Expansion throughout China is a key area of focus, given that revenue from Greater China was up 20 percent year-on-year in FY2018. Ralph Lauren plans to open new stores every week in China, adding to the 28 new outlets launched in FY2018. The brand is also focusing

on digital sales and aims to improve the functionality of its website and increase digital marketing to drive further growth in online sales. Digital sales were approximately \$1 billion in FY2018. The company's current strategic plan centers on five big priorities: winning over a new generation of consumers; energizing core products and under-developed categories; driving targeted expansion in key regions and channels; leading with digital across all activities; and operating with greater discipline to fuel growth. Ralph Lauren expects its restructuring plan to deliver \$60-\$80 million of savings each year.

RALPH LAUREN

COMPANY NAME
Ralph Lauren Corporation

BRAND VALUE
US \$2,401 Million
CHANGE SINCE 2018
+6%

CATEGORY
Apparel

HEADQUARTER CITY
New York, US

YEAR FORMED
1967

GLOBAL RETAIL STORES
487



Well over half of the brands that made last year's Top 75 ranking have grown their brand value this year.

08

JON BIRD

Executive Director, Global Retail & Shopper Marketing, VMLY&R

DAVID ROTH

CEO, The Store WPP, EMEA & Asia, Chairman BrandZ™ and BAV

A joint project of



In collaboration with



THE THIRD ERA OF DIGITAL RETAIL

2022



We're on the brink of an entirely new era of digital retail, and the difference between "then" and "now" will be completely unlike what we've seen so far.

Why? Is it because of the continuing rapid advances in technology? Well yes, but that's not the only reason.

It's true that we now have access to unprecedented computing power, near-limitless data, Artificial Intelligence (AI) to make sense of it all, plus, through visual and voice computing interfaces, the ability to

absorb and process information in a way that once was purely the domain of humans. All that will only increase.

In addition, though, these different technologies are now being combined in entirely new ways that create something far greater than the sum of the component parts.

By fusing tech and ideas, retailers and brands can develop surprising new products, services and business models that challenge conventional assumptions. We call this notion "Mixology".

A FUTURE WHERE HUMAN RHYTHMS MEET ALGORITHMS

Our vision of where things are going is not just based on a hunch, nor is it simply a retail version of Moore's Law, which states that computing power gets exponentially faster and cheaper over time. Our premise is built on a series of "futurecasting" projects involving some of the brightest minds - and newest technology applications - in the world.

Through research and workshops (see page 159), and our own experience, we anticipate a future that will look less digital than today and feel far more human. And that's great news for carbon-based lifeforms - us!

How different can it be?

The first 40,000 years were evolution. This is revolution.

The nascent Third Era of Digital Retail will be less about phones, devices and screens, and more about a seamless, intuitive, human experience.

This will be a time in which screens recede and product experts step up to take their place, augmented by instant access to data. The keyboard will begin to be replaced by the voice - fewer "taps" and "clicks", more "OK Google" and "Alexa" (although it's very likely that specific wake words will disappear too). Bricks and mortar will be "smart" and responsive. Visual computing - software that can see and interpret the surrounding environment - will take off, turbo-charged by AI. All up, technology will be less visible - but far more empowering. For consumers, retail will be frictionless and effortless - and almost indistinguishable from magic.

In this new era, we believe that retail will come full circle, back to a time when service was personal, and products personalized, but in a contemporary way.

Can't we just adapt as we go?

The scale of the change coming our way means that making minor tactical adjustments or course corrections on the go just won't cut it. The Third Era of Digital Retail will bring us shops that don't look like shops, experiences we don't now associate with shopping, and new competitors for people's time and money that are only just being developed.

In this new era, everyone can be a retailer, and every surface a store. There will be new players from outside the category as well, reimagining what retail can be.

Thriving in such challenging conditions requires entirely different combinations of skills and the courage and creativity to rethink entire business models - not just adapt them.

Why 2022?

This provides a time frame in which retailers and brands can make plans and change the way their businesses are run, in a swift but unhurried way. They can start to

implement the future, now. This horizon is the right balance between near and long-term change. It's far enough out for the world to be different, but not so far ahead that it feels like predicting the impossible. Between now and 2022, brands and retailers can do more than respond to the new future; they can create it.

Isn't it all guesswork?

No, our work is a blend of informed intuition and science, which is what we think the future of retail itself will be.

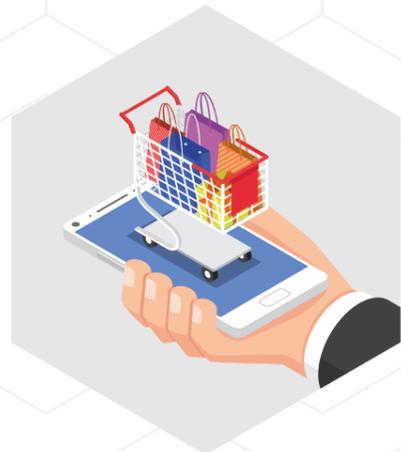
We've worked closely with some of the world's leading technology companies and watched what's coming out of the most advanced markets, particularly China. We've then taken our base hypothesis and sought out the opinions of talented people from the global WPP network through in-depth interviews. Finally, we've augmented our desktop and qualitative research with new, tech-driven testing techniques to help us bring the emerging landscape into sharper focus.

In short, we've used a combination of human understanding and Artificial Intelligence to help us predict an increasingly AI-enabled future.



THIRD ERA...

WHAT WERE THE FIRST TWO?



Retailing will **be** more digital,
but will **feel** more human

NUMBER 01

The First Era of Digital Retail began in the 1990s, with Amazon and eBay launching online in the US in 1995. This age was all about the internet as a research and shopping tool, from a desktop computer via dial-up. At that time, the physical retail world came in one size: extra large (XL). Retailers aimed to generate a “wow” factor with the largest array of product possible in a physical location.

NUMBER 02

The Second Era of Digital Retail started in 2007, with the launch of the iPhone, and kicked into gear a decade of tremendous growth in computing power, a corresponding drop in processing prices, the rise of the cloud, and the birth of the “Internet of Things” (IoT) and “omnichannel” shopping. Mobile devices freed the shopper, and in physical retail, the focus became the customer experience.

NUMBER 03

The Third Era of Digital Retail will be marked by the rise of data analytics and the increasing sophistication of AI. We’ve already progressed from XL to CX, and now CX is moving to ME – not an acronym, but “me”, the individual. Retail will become truly personal and the customer experience will take a much more intuitive, human form.

THE THIRD ERA OF DIGITAL RETAIL

HOW IT ADDS UP

01

Computing is becoming more powerful, but less obtrusive

02

Technology is becoming less visible, but can “see” more

03

Voice, visual computing and AI are being linked in formidable new ways

04

Anyone can be a retailer, and any surface a store

05

Retailers and brands must connect technologies and ideas to reinvent what retail can be (see ‘Mixology’ - page 174)

06

Business structures need not just linking but entirely rethinking, uniting teams with a breadth and diversity of technological and human skills

METHODOLOGY AND FINDINGS

To get a realistic view of the future a research project drew on the best human minds of today, and combines it with what's fast becoming the technology of tomorrow.

After forming a hypothesis and testing it via qualitative interviews, we used Artificial Intelligence-based research to help us decode an AI-influenced world to come.

We partnered with a company called Unanimous AI, using the same technology – Swarm AI® – that won “Best-in-Show” at the 2018 SXSW Innovation Awards. The concept is that scores of people can “think together” in a way that is more powerful and useful than the sum of the individual parts. Think of a swarm of bees or a flock of birds, and what they achieve by sharing their intelligence.

For our View to 2022, we brought together around 130 senior people from WPP companies such as VMLY&R, FITCH, SET Creative, Geometry Global and Barrows, representing a wide variety of roles and skills: planners, creatives, analysts, customer engagement professionals, business leaders and digital experts.

We ran two Swarm AI® sessions: one involving experts from the US and Europe (which we called “the West”), and the second for those in the Asia-Pacific region (“the East”). This created a super-expert – a “brain of brains”, if you like – that drew on the input generated by every individual. The point of the exercise was to achieve a degree of clarity that singular, in-depth interviews alone cannot generate: to focus the thoughts of many people into a collective vision.

Findings from The Future

Both Swarms predicted strong growth in e-commerce, and a decrease in the amount of shopping that will take place in physical stores (although less dramatic than you might expect). They also forecast a rise in the use of voice as a shopping tool, greater use of mobile payment services, and extensive deployment of Artificial Intelligence.



KEY FINDINGS

01

Optimism about the outlook for shoppers, brands and retailers in the East. The West is optimistic for shoppers, but more cautious for brands and retailers.

02

Artificial Intelligence is forecast to have a huge impact on retailing in the next four years.

03

Mobile payment for “everything” will become reality.

04

Product experts and style consultants are the humans in retail least likely to be replaced by technology.

05

Shoppers' biggest concern about technology will be protection of personal information from data hackers.

06

Tech-based companies will drive the greatest change in retail between now and 2022.

07

Governments are expected to start regulating the dominant online retailers.

HUMANIZING TECHNOLOGIES

How Voice, Vision and Virtual Neurons Add the Human Touch

The technology that consumers and sales associates spend time with now can be dehumanizing. As they look down at their screens, they're blocking out the people and the world around them.

To browse, shop and entertain themselves using today's tech, people must have their eyes on a screen and their fingers tapping. This carries through to stores – digital kiosks and “endless aisles”. Sales associates too are “screen-bound”.

We're convinced this is unsustainable. At the moment, there's no real alternative, but this is completely at odds with the way human beings want every other aspect of their lives to be: simple, seamless, and natural.

What's exciting is that technology is being applied in new ways that are starting to look and feel more human.

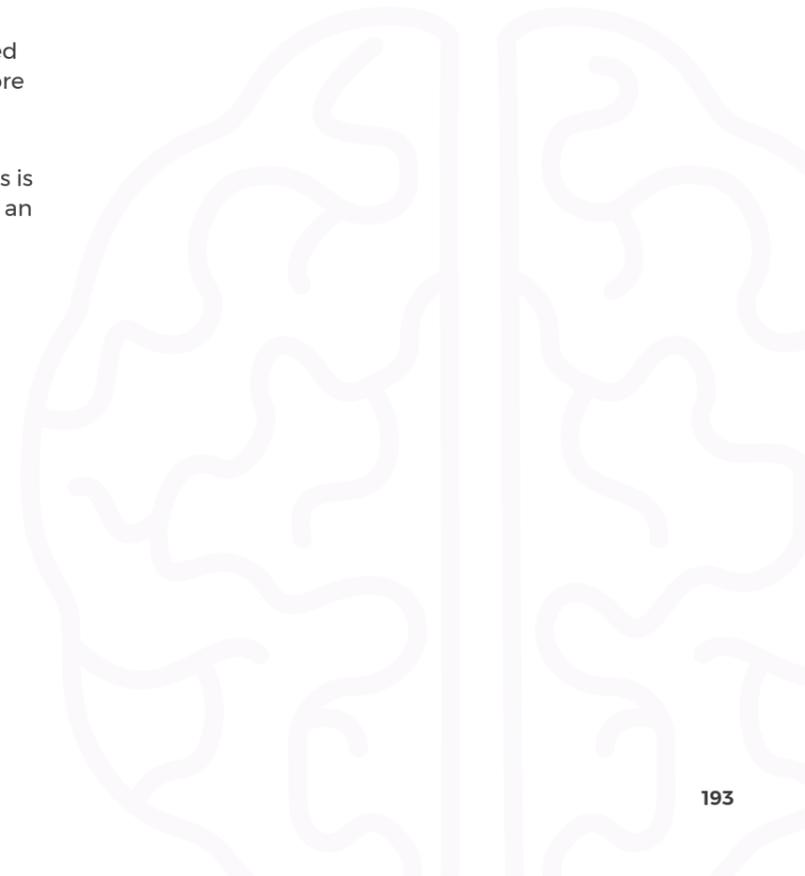
And what's distinctive about these developments is that the tech itself is often hidden. It's becoming an enabler of activity, rather than the activity itself.

This humanization of technology is one of the hallmarks of the Third Era of Digital Retail.

In the Third Era, there are three key ways in which technology will make retail feel more human again: it will be dominated by Voice, Vision, and Virtual neurons.

In our thinking and our research, all three themes emerged as important ways of giving shoppers a more intuitive, natural and ultimately more personal experience of retail.

On the following pages, we take these technologies one at a time...



VOICE

Smart speakers are rapidly becoming part of our homes (and beyond – into vehicles and workplaces).

Voice assistants are our constant companions (and our personal shopping assistants), featured in every smartphone. Why? Because they allow people to behave in a more natural, human way.

Smart speakers and voice assistants let users speak in the way they'd converse with a person. Voice recognition is now so good that users no longer have to speak like robots to be understood, and that's leading millions of people to feel comfortable talking to an inanimate object that talks back to them in increasingly sophisticated ways. By 2020, 30 percent of all web browsing is expected to be done without a screen.

This is a massive opportunity for brands and retailers, not just a new input method. Smart speakers and voice assistants can offer a true one-to-one interface between an individual and a brand in a way that actually feels personal.

It provides an opportunity to reach customers at different stages of their decision-making journey – starting long before they're even contemplating a purchase – and to leverage the data and behavioral analytics these interactions generate.

This is a game-changer for brand loyalty. If you want to "add coffee to my next delivery" via voice, the default supplier and brand stand to gain significantly. In this era, brands that offer the right services, content, personalization and value can become a personal companion – almost human! Those brands that aren't locked into people's preferences are cut out – with costly, long-lasting effects.



THERE ARE 3 BIG OPPORTUNITIES WITH VOICE

01

To raise visibility – brands that optimize for voice search will be found, talked to, shopped and re-visited.

02

To build a brand – this is a new way to surprise, delight and engage with shoppers at every stage of the purchase journey. Conversation is a tool of engagement.

03

To sell – yes, this still matters! Becoming the preferred brand on a voice-activated platform provides huge potential.

VISION

Sometimes, voice just isn't powerful enough to get consumers what they want. Just as in human-to-human conversations, there are times you simply want to say "look at this", and that's the case with technology as well.

Visual computing interfaces will be an increasingly important part of the way people converse with brands and retailers.

We're talking here about people being able to see what's being discussed, AND about technology being able to "see" who it's talking to and what someone is looking for.

Facial-recognition cameras and other biometric tools will enable shopkeepers to magically know your name and deduce what you want. Smart mirrors in stores can already help take the hassle out of trying on clothing by allowing it to be done virtually.

Visual search is helping shoppers find what they want when words are simply not enough. No longer do you have to try to describe an item you want – you can simply snap a picture of something you like. UK-based ASOS is offering visual search, and its mobile app uses Artificial Intelligence to learn from each transaction, then adapts and improves the shopping journey for the next person.

Augmented Reality (AR) allows shoppers to see how products will look on them or in their homes, and reduces the need for unwanted items to be returned.



VIRTUAL NEURONS

Technology is fast acquiring a level of processing capability that until recently was unique to humans. Artificial Intelligence can do some of the “thinking” that used to fall to consumers and store associates, making shopping easier and less of a chore.

AI can guide consumers through the maze of choice towards their personal preferences in a way that feels not only effortless but also fun. It can link what it knows about an individual, from previous purchases to facial expressions, with bigger data sets such as the week’s weather forecast, popular TV shows in the area and events in the news.

AI and connected “things” – like cars and fridges – are already making purchases show up at people’s doors before they’ve realized they’re running low.

When brands win a consumer’s permission to automatically re-order when stocks are almost depleted, it has won loyalty of a quality that’s rarely been seen before and which will be far less reliant on price promotions. And, just as importantly, when a brand makes itself the automatic choice, it locks the competition out of that consumer’s life. This is a world in which brand-switching will be so much harder to effect; consumers will need stronger motivation than ever to change their default settings. (Or they may do so automatically. Digital assistants could put in place algorithms – if washing powder Brand B is X per cent cheaper or more than my normal brand, switch to it.)

WE’RE MOVING TOWARDS A TIME IN WHICH THERE’LL BE INCREASINGLY TWO APPROACHES TO SHOPPING:

01

Transactional and automated for regular routine “low consideration” purchases (think toilet paper or laundry detergent). Everything happens online and the logistics are invisible to shoppers. Speed is the critical determinant and products arrive on your doorstep “like magic”.

02

Experiential and interactive for less regular “high consideration” discretionary purchases (think luxury). In-store plays a big part, and it is highly visible to shoppers. Perhaps we will see in some categories the rise of a “slow shopping” movement (akin to the “slow food” movement), linked to the pure pleasure of physical shopping, combined with a commitment to community and the environment. Note: It can be that shoppers start with a #2 approach, but once a decision has been made, future fulfilment is automated.

The issue is that much of today’s retail falls somewhere in the middle. It’s neither highly frictionless or amazingly engaging and that won’t work in the future. There’s too much competition to either make shopping more convenient or more immersive.

THIS TIME IT’S PERSONAL

How Voice, Vision and Virtual Neurons Add the Human Touch

For regular routine purchases, shoppers just want the job done quickly or, even better, automatically. When it’s a more special purchase, there’s a desire to turn the process of shopping into a memorable experience – ideally with a “just right for me” product at the end of it.

AI can help identify that “just right” item from a huge selection that would be overwhelming for a human. It can also guide brands towards offering just the right one-off product for an individual. It then learns from who considers what and who ends up buying, and improves its suggestions as it goes.

And when consumers have questions, AI-trained assistants can be there with the right answers.

ARTIFICIAL INTELLIGENCE CAN HELP IN THREE WAYS TO MAKE CONSUMERS FEEL HUMAN AGAIN:

01

Through customer service that understands their needs quickly and responds appropriately – or enables a human being to respond.

02

Helping brands curate – and create – products, services and promotions tailored to the individual. The ability to better understand what a customer is looking for, their feelings and their motivations, enables brands and retailers to personalize their responses.

03

By using known preferences to build loyalty and repeat purchase. When people’s preferences are understood and anticipated, they tend to spend more, come back more often, and become brand advocates.

FAST FACTS Customized products:



Source: Forrester

A HUMAN FRAMEWORK

The evolving retail sector can be confusing and complex. As we move into the Third Era of Digital Retail, it's therefore helpful to think of retailing as a combination of complex systems that work together to achieve mutually desired outcomes.

01 FACE



To this end, we're presenting a new framework we initially explored in our The History of Retail in 100 Objects book, one that shifts the focus away from store formats and supply chain structures, which are no longer the heart of what retailing should be about.

We see retailing as a little like a human body, in which different parts each perform specialist functions, in unison.

The most important components of this fast-developing life form are: the face, the bones, and the brains of retail.

All the customer-facing experiential elements of a retail brand are what can be considered its face – so that means stores, web sites, apps, pick-up points and call centers.

If someone's "mission shopping" – looking for something specific, like bread and milk, or shoes to match their new dress – the face of a retail brand will help shoppers find what they want and get it efficiently.

If the motivation for shopping is less specific and is more about "the experience", then the face of the brand will help make that trip (whether online or in the physical world) more enjoyable.

Sales associates are a key element of a retail brand's face, along with signage, music and scent. Future advances in this area might include interactive brand experiences, virtual shopping assistants, and holographic displays.

The face is also the place that data is gathered on the shopper and fed to the brain.

02 BONES



As in the human body, the bones of a retail brand are the supporting structure - the elements that sit behind the face to feed the retail experience.

Today these include components like fixtures and fittings, the supply chain, inventory management systems, loyalty card and reward systems, and point-of-sale terminals. Future advances in the bones of the store might include smart infrastructure, indoor location tracking, 3D printers, robots, delivery drones, autonomous cars, facial-recognition cameras and automated and reconfigurable store fixtures.

03 BRAINS



Out of sight but essential to the smooth running of a retail brand is its brain. All the data analytics and intelligence deployed through every stage of the retail process come from this brain. This intelligence helps retailers to drive operational efficiency and better understand their customers. This knowledge is then used to deliver a personalized set of experiences, offers, pricing, services and products. The brand itself is also part of the brain of retail – it is the intellectual capital which can be leveraged.

Move Your Body

The "face, bones, and brains" analogy is a valuable way to reframe the conversation on the future of retail. It offers a helpful way to let go of old notions that are tied to increasingly redundant retail formats. And it's a productive way of assessing ideas for future innovation and deployments.

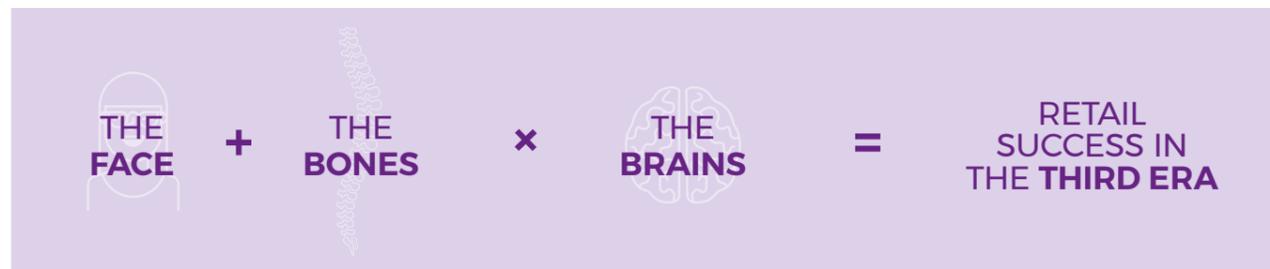
It helps retailers and brands think differently about ways that they can differentiate their proposition, and gain competitive advantage through the deployment of technology that transforms the face, bones and brains of retail.

These include technologies designed to:

01 Personalize the shopping experience.	06 Free up sales associates in the store to deliver better customer service by automating non-value-added activities that can be mechanized or handled by algorithms.
02 Deliver customized products.	07 Augment and improve sales associates' selling capability using wearable technology and assistive AI.
03 Create new business models and revenue streams.	08 Generate the maximum profit from each customer over time by using targeted dynamic pricing that varies by location, by customer, by minute, and by product.
04 Enable retailers to embrace the sharing economy with new commerce models.	
05 Create interactive experiences in the store that make shopping more efficient, more fun, or more personal.	

AMPLIFY YOUR INVESTMENTS BY FEEDING THE BRAIN

The face, bones and brains of retail work in combination.



It's worth noting that investment in the brains of retail can be considered a multiplier of the other two elements. Improving the brains can make the bones and the face of the store much more intelligent and thus more effective.

For example, dynamic pricing at the shelf won't truly hit the mark unless it's backed up by cutting-edge analytics and comprehensive customer data held in the brain. Personalized experiences won't be very personal unless the brains can direct and choreograph them. And supply chains will only be as streamlined and efficient as the quality of the insights distilled from operational data allow them to be. Without a fully functioning

retail brain—a brain fed by vast amounts of data and powered by sophisticated analytics software—investments in retailers' face and bones won't yield maximum returns.

Technology will remake the face, the bones, and the brains of retail. Specifically, computing capability will come at costs, physical sizes, and performance levels that will quickly disrupt retail.

Historically, retail brands have focused IT spending on the "bones" of retail: manufacturer-facing efforts designed to optimize the supply chain, manage inventory, and handle secure transactions.

In response to new shopper expectations, they will need to rebalance their IT spend to include customer-facing technologies that improve the "face" of retail: technology to improve the shopper

experience, to make "mission shopping" more efficient, and "experience shopping" more enjoyable.

Computers that, thanks to visual computing and AI, can see, hear and understand the world around them will enable brands and retailers to hold new types of interactions with shoppers, and tell stories in new ways. Wearable computing will help shop assistants to deliver much better customer service. Giant data centers will amplify the effectiveness of both the "bones" and "face" of retail by connecting them to the "brains": analytics and intelligence at every stage of retailing in ways that multiply the effectiveness of the bones and face.

These added "smarts" will help retailers to drive operational efficiency, better understand their customers, and deliver personalized experiences, personalized offers, dynamic pricing, and customized products and services.



TIME FOR A FULL-BODY WORKOUT

We've all seen businesses in which the left hand doesn't seem to know what the right hand is doing.

In the complex business of retail, in which all the various parts of the "body" have to work seamlessly together, avoiding this situation is an especially large challenge.

Retail businesses need to shake up their structures to allow new combinations of skills to come together. Old lines of demarcation need to be dissolved so that, for instance, specialists in merchandising and analytics are working together, in real time, to determine the best decisions for the business right at that moment.

In the Third Era of Digital Retail, specialists from different fields need to combine their knowledge and their data, not layer it. While in the past, business decisions were perhaps 95 percent intuition and 5 percent data, they now should be 50:50 or even 40:60. The human element remains essential. To swing too far towards letting the data make decisions would be as dangerous as not listening to the data at all.

The Third Era of Digital Retail is all about being human, and in this new era, the art of great retailing will require fresh combinations of human strengths – in real time.

BEING HUMAN **BECOME A 'MIXOLOGIST'**

Moving with the times now takes more than simply “going with the flow”. To thrive in the Third Era of Digital Retail, brands and retailers need to be proactively rethinking everything: what they do, why and how they do it, and what else they can make possible ... then giving it all a human twist.

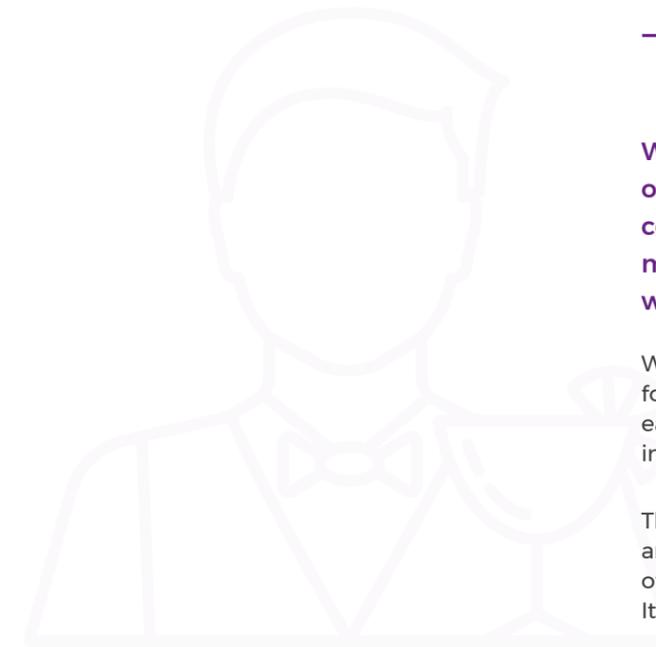


They need to smash silos and bring together diverse groups of people and partners to both conceive and deliver the future.

They also need to look beyond their traditional categories – and, indeed, outside the retail sector entirely – to understand the ways in which they can bring value and meaning to people’s lives.

Consumers today look at the convenience of Uber and the speed of JD delivery (now 100 per cent same day, guaranteed) and make these the benchmarks for excellence in every aspect of their lives.

Now businesses need to do the same: look across categories and industries for the most exciting deployments of ideas and technology, and consider new ways in which they can be applied to retail.



TIME TO MIX IT UP

When an ace bartender takes just a handful of ingredients and creates a cocktail, they come up with something that’s so much more than the sum of its parts. They come up with something new, unique – and wonderful.

We’re urging businesses to look all around them for technology and ideas that excite or make life easier for consumers, then to bring them together in fresh combinations.

This requires a step away from traditional thinking, and a willingness to challenge the whole concept of what we traditionally have considered retailing. It requires professionals to become “Mixologists”.

HOW WOULD MIXOLOGY WORK IN RETAIL?

Just as you’d mix a cocktail, integrate diverse elements and shake it up!

Here are examples of how it might work:

01

First, take an autonomous vehicle, give it racks, shelves and mirrors, and equip it with data on individual consumers’ preferences and habits. Then send it round, autonomously, to visit the customer at their convenience, with a specially curated collection of goods for them to consider.

02

Next, combine the basics of a vending machine with those of a fitting room. Facial or voice recognition knows who’s opening the door, lets them try on the items that appeal, and simply walk out with what they like. Automatic check-out knows what they’ve taken and what’s still in stock.

03

Finally, take the popularity of supermarket ready meals and link it to fast-food production systems, and algorithms showing tastes and preferences in local areas. Use this combination of technology to provide freshly cooked meals in a way that eliminates so much of the wastage that currently cuts into profit margins.

It’s not alchemy; it’s **Business Mixology**, and it’s the only way to stay ahead in the **Third Era of Digital Retail**.

YOU'VE READ ABOUT THE BRANDS, NOW HERE'S A LOOK AT SOME RETAIL HISTORY

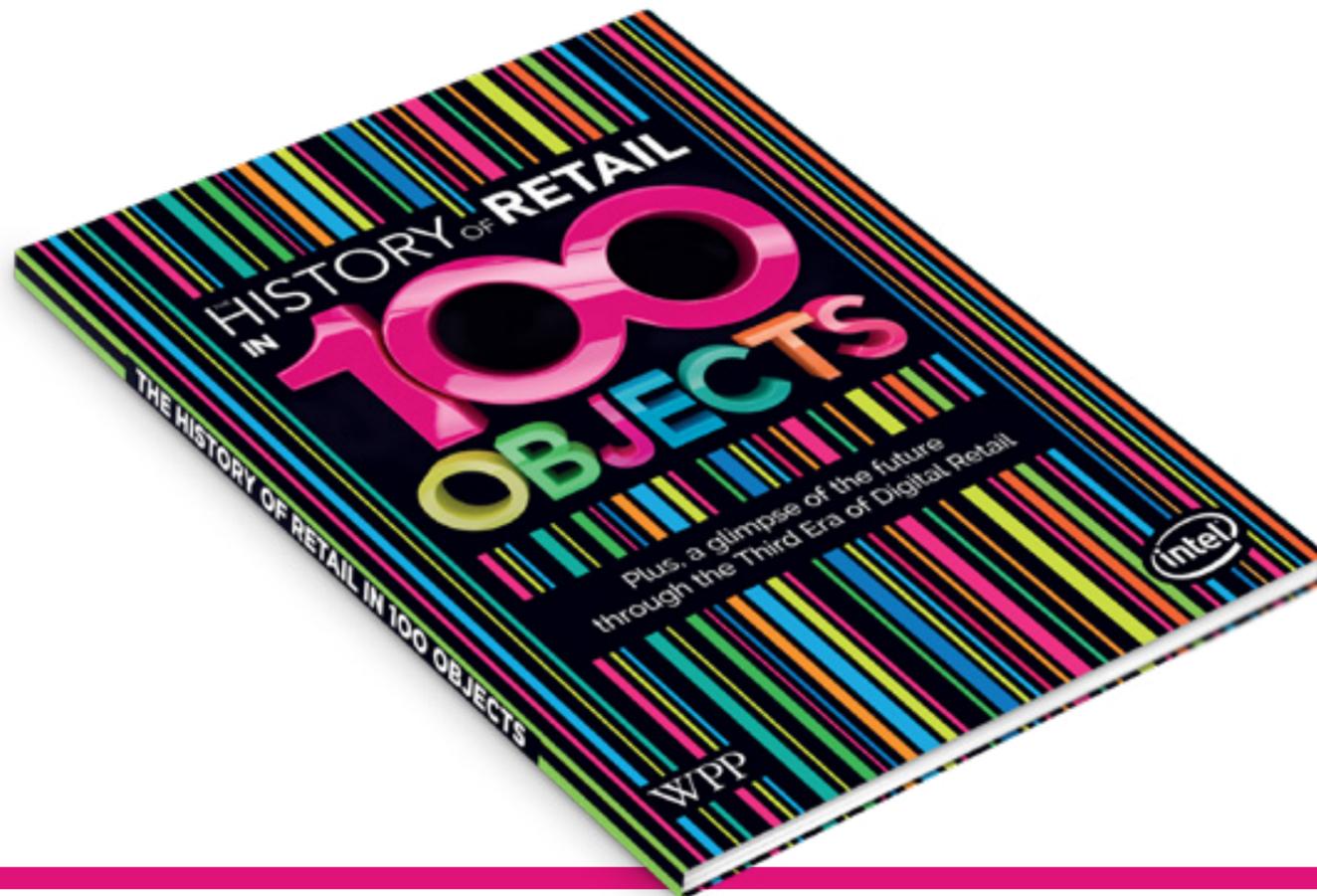
From the abacus to Alexa, retailers have consistently embraced technology to make their businesses more efficient and provide unique customer experiences.

The WPP & Intel publication - The History of Retail in 100 Objects - illustrates how retail has always played a vital part in the fabric of our lives.

Colorful, surprising, entertaining and informative, The History of Retail in 100 Objects is a must-read for anyone involved in the world of retail. Available now at Amazon.com.

The history of retailing is one of constant evolution. This should be no surprise since it is a truism that successful retailing must always mirror the society it serves. Indeed, to know retailing is to understand how societies around the world have themselves evolved.

Every social and commercial development, discovery and invention, both incremental and revolutionary, historical and contemporary has contributed to this evolutionary process, for shopping simply reflects us, as we would be - from caveman to internet consumer.

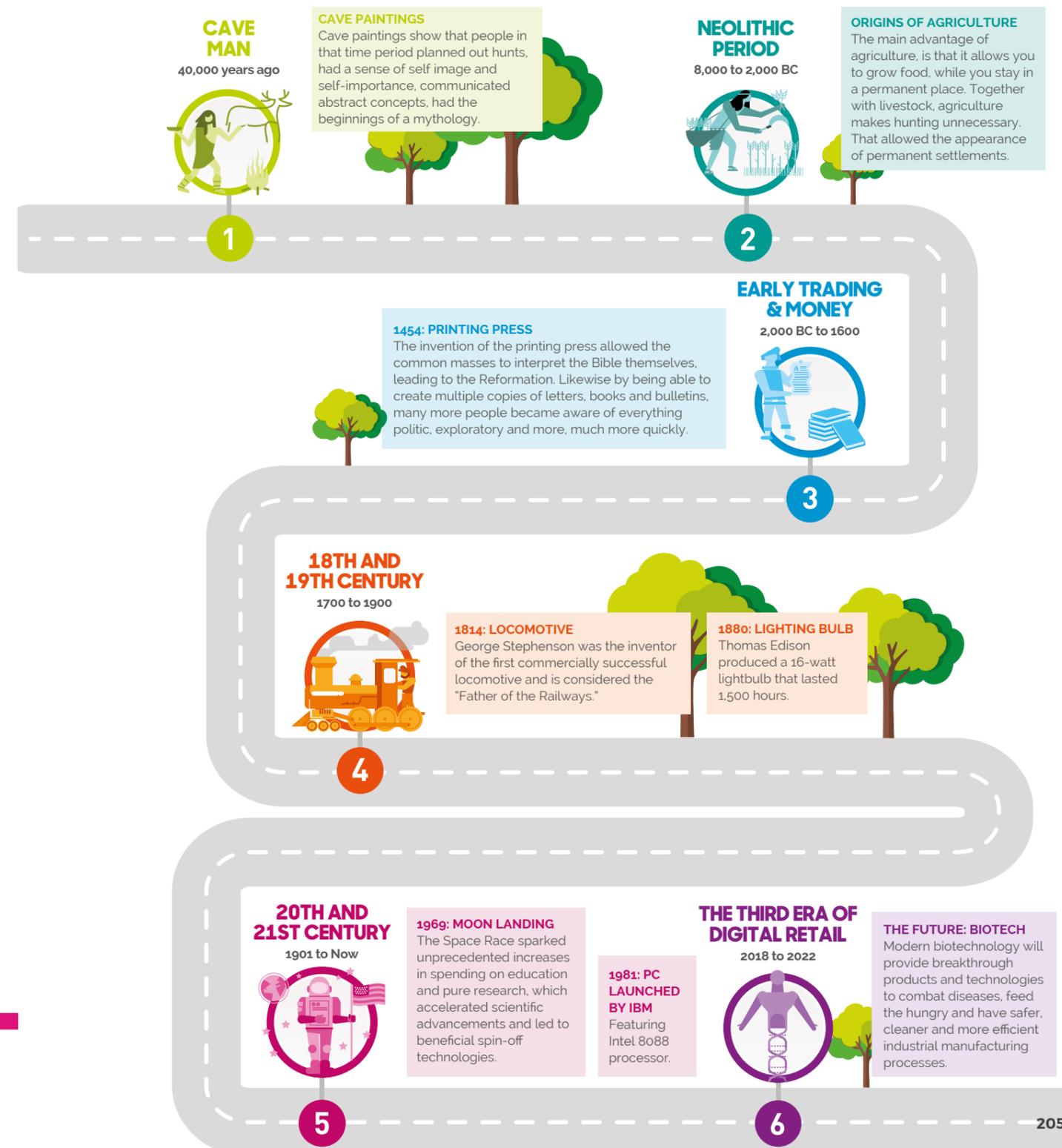


www.retail100objects.com

THE EVOLUTION OF RETAIL

Sometimes this evolution has been slow and methodical, at other times uncomfortably rapid. Changes in the shopping landscape over the last 150 years, for example, have been more transformative, than during the previous 1500!

But fast or slow, this process of change is relentless and evidenced since the very beginning of mankind by five significant periods. But how best to frame a history of retailing? We have chosen 100 objects and placed them chronologically within five broad time periods, and then we peek into what the future might bring as we look at the Third era of digital retail.



09

RESOURCES

BRANDZ™ BRAND VALUATION METHODOLOGY

Introduction

The brands that appear in this report are the most valuable in retail. They were selected for inclusion in the BrandZ™ Top 75 Most Valuable Global Retail Brands 2019 based on the unique and objective BrandZ™ brand valuation methodology which combines extensive and on-going consumer insights with rigorous financial analysis.

The BrandZ™ Valuation methodology can be uniquely distinguished from its competitors by the way we obtain consumer viewpoints. 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 three million consumers and more than 165,000 different brands in over 50 markets. This intensive, in-market consumer research differentiates the 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 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. 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 BrandZ™

BrandZ™ is the only brand valuation tool that peels away all of 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 BrandZ™.

THE VALUATION PROCESS

Step 1: Calculating Financial Value

Part A

We start with the corporation. In some cases, a corporation owns only one brand. All Corporate Earnings come from that brand. In other cases, a corporation owns many brands. And we need to apportion the earnings of the corporation across a portfolio of brands. To make sure we attribute the correct portion of Corporate Earnings to each brand, we analyze financial information from annual reports and other sources, such as Retail IQ and Worldpanel tracking. This analysis yields a metric we call the Attribution Rate. We multiply Corporate Earnings by the Attribution Rate to arrive at Branded Earnings, the amount of Corporate Earnings attributed to a particular brand. If the Attribution Rate of a brand is 50 percent, for example, then half the Corporate Earnings are identified as coming from that brand.

Part B

What happened in the past – or even what's happening today – is less important than prospects for future earnings. Predicting future earnings requires adding another component to our BrandZ™ formula. This component assesses future earnings prospects as a multiple of current earnings. We call this component the Brand Multiple. It's similar to the calculation used by financial analysts to determine the

market value of stocks (Example: 6X earnings or 12X earnings). Information supplied by Bloomberg data helps us calculate a Brand Multiple. We take the Branded Earnings and multiply that number by the Brand Multiple to arrive at what we call Financial Value.

Step 2: Calculating Brand Contribution

So now we have got from the total value of the corporation to the part that is the branded value of the business. But this branded business value is still not quite the core that we are after. To arrive at Brand Value, we need to peel away a few more layers, such as the in-market and logistical factors that influence the value of the branded business, for example: price, availability and distribution. What we are after is the value of the intangible asset of the brand itself that exists in the minds of consumers. That means we have to assess the ability of brand associations in consumers' minds to deliver sales by predisposing consumers to choose the brand or pay more for it. We focus on the three aspects of brands that we know make people buy more and pay more for brands: being Meaningful (a combination of emotional and rational affinity), being Different (or at least feeling that way to consumers), and being

Salient (coming to mind quickly and easily as the answer when people are making category purchases). We identify the purchase volume and any extra price premium delivered by these brand associations. We call this unique role played by brand, Brand Contribution.

Step 3: Calculating Brand Value

Now we take the Financial Value and multiply it by Brand Contribution, which is expressed as a percentage of Financial Value. The result is Brand Value. Brand Value is the dollar amount a brand contributes to the overall value of a corporation. Isolating and measuring this intangible asset reveals an additional source of shareholder value that otherwise would not exist. Here's what makes BrandZ™ so unique and important. BrandZ™ is the only brand valuation methodology that obtains this customer viewpoint by conducting worldwide on-going, in-depth and consistent quantitative consumer research.



The BrandZ™ Valuation methodology can be uniquely distinguished from its competitors by the way we obtain consumer viewpoints.

WHY BRANDZ™ IS THE DEFINITIVE BRAND VALUATION METHODOLOGY

All brand valuation methodologies are similar – up to a point.

All methodologies use financial research and sophisticated mathematical formulas to calculate current and future earnings that can be attributed directly to a brand rather than to the corporation. This exercise produces an important but incomplete picture. What's missing? The picture of the brand at this point lacks input from the people whose opinions are most important – the consumer. This is where the BrandZ™ methodology and the methodologies of our competitors part company.

How does the competition determine the consumer view?

Interbrand derives the consumer point of view from different sources like primary research and panels of experts who contribute their opinions.

Why is the BrandZ™ methodology superior?

BrandZ™ goes much further and is more relevant and consistent. Once we have the important, but incomplete, financial picture of the brand, we communicate with consumers, people who are actually paying for brands every day, regularly and consistently. Our on-going, in-depth quantitative research includes over three and a half million consumers and more than 165,000 brands in over 50 markets worldwide. We have been using the same framework to evaluate consumer insights since we first introduced the ranking in 2006 which allows historical understanding of the change in brand equity.

What's the BrandZ™ benefit?

The BrandZ™ methodology produces important benefits for two broad audiences.

- >> **Members of the financial community, including analysts, shareholders, investors and C-suite, depend on BrandZ™ for the most reliable and accurate brand value information available.**
- >> **Brand owners turn to BrandZ™ to more deeply understand the causal links between brand strength, sales and profits, and to translate those insights into strategies for building brand equity and fuelling business growth. Since we have been using the same framework to measure these insights this enables historical and cross-category comparisons.**

BRANDZ™ GENOME MAPPING - THE SCIENCE BEHIND OUR ART

One of humanity's greatest recent achievements was successfully sequencing our own genome in 2003, revealing the key building blocks of what makes us each unique.

NOW BRANDZ™
GIVES YOU THE ABILITY
TO DO THE SAME FOR
YOUR BRAND OF CHOICE

The BrandZ™ Brand Genome visualises your brand's "genome" on a page, with all the genome sequence measures providing an instant overview of your brand.

The ultimate tool for a new business pitch and a lot more

Brand Genome is a unique BrandZ™ tool, exclusive to WPP. It's free, available 24/7 and takes just seconds to create.

Visit <http://genome-measures.wppbrandz.com/> where you will be able to find out about each of the BrandZ™ measures, what they are, how they are calculated and how you can access a report which contains the measure.

To download a sample genome map visit: <http://wppwrap.com/bg.pdf>



THE SCIENCE BEHIND OUR ART

BRANDZ™ BRAND BUILDING TOOLS AND PERSONALIZED PUBLICATIONS

Only available via your WPP Agency

Tr⁹
TRUST AND
ADVOCACY



TrustR
Consumer trust and advocacy are both important for brand growth but the combination of the two is the real sweet spot. TrustR examines this relationship in detail.

Iz¹⁰
INNOVATION



InnovationZ
Evaluate a brand's perceived innovative power, what drives it and why it's important. Discover sector-relevant real-time innovation and startup ideas, sourced via the exclusive Springwise global network of spotters.

Cz¹²
PERSONALITY



CharacterZ
This innovative deck allows you to diagnose brand character and delve into the dynamics, clarity and consistency of a brand's personality.

Pd¹⁹
PITCH DOCTOR



PitchDoctor
Everything you need to know about your brand's strengths, weaknesses, opportunities and threats in one easy-to-digest page.

St²⁰
STORYTELLER



StoryTeller
An interactive data visualization tool to allow anyone to create story-led insights on how to build and maintain brand equity.

Sz²¹
SOCIAL



SocialZ
A real-time social media analytics dashboard that allows you to take a deep dive into the world of real-time consumer sentiment around the world.

Wz²²
WEB TRAFFIC



WebZ
Analyze how traffic is driven to a brand's website, understand audience demographics and gain insights into viewer trends.

Vp⁴⁶
CELEBRITY



CelebrityZ
Evaluate the fit between brands and a celebrity or social influencer.

Vq⁴
VITALITY QUOTIENT



Vitality Quotient (vQ)
Diagnose a brand's health based on five elements that are proven to grow brand value: purpose, innovation, communication, brand experience, and love.

Rz⁸
CORPORATE REPUTATION



RepZ
Maximize brand and corporate integrity using four key factors to drive reputation: success, fairness, responsibility and trust.

GOING GLOBAL?

We wrote the book

BrandZ™ Country Reports: Essential Travel Guides For Global Brand Building

Our BrandZ™ country reports contain unparalleled market knowledge, insights, and thought leadership about the world's most exciting markets. You'll find, in one place, the wisdom of WPP brand building experts from all regions, plus the unique consumer insights derived from our proprietary BrandZ™ database.

La²⁶
LATAM
(50)



BrandZ™ Top 50 Most Valuable Latin American Brands 2018
brandz.com/report/latin-america/2017

Ar²⁷
ARABIA
(25)



la³⁴
INDIA
(75)



BrandZ™ Top 75 Most Valuable Indian Brands 2018
brandz.com/report/india/2018

Br²⁸
BRAZIL
(25)

Ce²⁹
CHINA
(25)

Ca³⁰
CANADA
(25)

Mx³¹
MEXICO
(25)

Pe³²
PERU
(25)

Id³⁵
INDONESIA
(50)



BrandZ™ Top 50 Most Valuable Indonesian Brands 2018
brandz.com/report/indonesian/2018

Es³⁷
SPAIN
(30)



BrandZ™ Top 30 Most Valuable Spanish Brands 2017-18
brandz.com/region/spain

Uk³⁸
UK
(75)



BrandZ™ Top 75 Most Valuable UK Brands 2018
brandz.com/region/uk

It³⁹
ITALY
(50)



BrandZ™ Top 30 Most Valuable Italian Brands 2019
brandz.com/region/italy

Fr⁴⁰
FRANCE
(50)



BrandZ™ Top 50 Most Valuable French Brands 2019
brandz.com/region/france

Us⁴¹
US
(100)



BrandZ™ Top 100 Most Valuable US Brands 2019
brandz.com/region/us

Re²⁴
RETAIL
(75)



BrandZ™ Top 75 Most Valuable Global Retail Brands 2018

Gl²⁵
GLOBAL
(100)



BrandZ™ Top 100 Most Valuable Global Brands 2018
brandz.com/region/global

THE SCIENCE BEHIND OUR ART

42
De
GERMANY (50)



BrandZ™ Top 50 Most Valuable German Brands 2019
brandz.com/region/germany

48
Au
AUSTRALIA (40)



BrandZ™ Top 40 Most Valuable Australian Brands 2018
brandz.com/region/australia

49
Af
SOUTH AFRICA (30)



BrandZ™ Top 30 Most Valuable South African Brands 2018
brandz.com/region/south-africa

50
Ne
NETHERLANDS (30)



BrandZ™ Top 30 Most Valuable Dutch Brands 2019
brandz.com/region/netherlands

LOOKING EAST

In-depth brand-building intelligence about today's China

The opportunity to build brands in China is greater than ever. But so are the challenges.

The fastest growth is happening deep in the country, in less well-known cities and towns. Consumers are more sophisticated and expect brands to deliver high-quality products and services that show real understanding of local market needs.

33
Ch
CHINA (100)



BrandZ™ Top 100 Most Valuable Chinese Brands 2018
brandz.com/region/china

Google 45
Cb
CHINA GLOBAL BRAND BUILDERS (50)



BrandZ™ Top 50 Chinese Global Brand Builders 2018
brandz.com/article/chinese-global-brand-builders-2018-2549

WPP has been in China for over 40 years. We know the Chinese market in all its diversity and complexity. This experience has gone into our series of BrandZ™ China reports. They will help you avoid mistakes and benefit from the examples of successful brand builders.

SPOTLIGHT ON...



Spotlight on Cuba

Cuba is a market unparalleled both in the Caribbean region and the world. Brand awareness among Cubans is high, but gaining access to them uniquely challenging. Now is the time to plan your Cuba strategy.

brandz.com/article/spotlight-on-cuba



Spotlight on Mongolia

Mongolia's GDP has grown at rates as high as 17 percent in recent years, encouraging a growing number of international brands to gravitate toward this fast-growth market and make a beeline for one of Asia's hidden gems.

brandz.com/article/spotlight-on-mongolia



Unmasking the Individual Chinese Investor



The Power and Potential of the Chinese Dream



The Chinese Golden Weeks in Fast Growth Cities



The Chinese New Year in Next Growth cities

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Kantar is the world's leading marketing data, insight and consultancy company. We know more about how people live, feel, shop, vote, watch and post worldwide than any other company. Working across the entire sales and marketing lifecycle, we help brands uncover growth in an extraordinary world. Kantar is part of WPP and its services are employed by over half of the Fortune 500 companies in 100 countries.

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Barrows is a specialist Marketing at Retail company. With over 20-years experience working with clients in every consumer goods sector and across all types of markets, we truly understand how to attract, engage and sell to a shopper. We provide a holistic range of shopper marketing services that enable our clients to evolve their sales and marketing strategies into targeted and executable shopper marketing activities. Driven by insights and underpinned by methodical planning, Barrows sets out to nurture collaboration amongst key client stakeholders, both internal and external, culminating in a range of tight briefs which we take forward into design, engineering, testing and implementation, either on our own or occasionally we partner with other organizations who have proven their capabilities in the expert field of marketing to shoppers. Our single goal is to provide our clients with the insights, plans and solutions to Win at Retail.

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geometry

Geometry is a global brand experience agency operating in 56 markets around the world. We help brands thrive in an omnichannel world by shaping and changing people's behaviour at pivotal moments along the Purchase Decision Journey. Geometry has expertise in physical retail, e-commerce, experiential, branding & design and consultancy.

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The brand valuations in the BrandZ™ Top 75 Most Valuable Global Retail Brands 2019 are produced using market data from Kantar and Bloomberg.

The consumer viewpoint is derived from the BrandZ™ database. Established in 1998 and constantly updated, this database of brand analytics and equity is the world's largest, containing over 3.7 million consumer interviews about more than 165,000 different brands in over 50 markets.

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BRANDZ TOP
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GLOBAL

75



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