

**KANTAR**

**BRAND STRATEGY**  
**UNPACKED**

Grow brands through consistent,  
Meaningful Difference

# WE BELIEVE IN THE POWER OF BRANDS

There is now undeniable evidence that great brands have the potential to influence not just sales, but business value and resilience. Kantar BrandZ data shows that strong brands outperform others, drive profitability, and weather the storms of economic uncertainty. Kantar's Blueprint for Brand Growth reveals what drives true, sustainable business growth and proffers tangible guidance on how to shape a brand's future. Central to this is driving brand penetration growth by being Meaningfully Different to More People. This increases the probability of future growth and allows brands to charge and maintain a price premium.

In this Brand Strategy Unpacked booklet we unpack examples and case studies, to demonstrate how Kantar strategists can help your brand grow, by being Meaningful Different to more people. We've organised this compilation to reflect our structured approach to brand strategy. We start with uncovering present and future opportunities through data-backed diagnosis and market understanding. Move on to prioritising where to focus. And wrap up with how to balance consistency with the need to embrace cultural and category shifts to build Meaningful Difference and deliver long term brand value growth.

Whether you're reading this from cover to cover or dipping into a few areas of interest we hope it leaves you inspired.

**Please get in touch  
if you'd like to  
know more about  
any of the topics  
covered here.**



## We've organised this compilation to reflect our structured approach to brand strategy



### Uncover

Uncover your start point and opportunities to drive relevance.



### Prioritise

Prioritise where to focus and how to achieve Meaningful Difference.



### Build

Build Meaningful Difference through every brand touchpoint.

*"It's the right insights that give your strategy wings and fuel growth. Tactics come last, after strategy."*

MARY KYRIAKIDI,  
GLOBAL THOUGHT LEADER



1

Uncover your  
start point and  
opportunities to  
drive relevance

# Uncover

**1** Always start  
your brand  
strategy with  
diagnosis of your  
equity and pricing  
power



**2** Build your  
strategy on  
human truths,  
leveraging real  
data at scale or  
in depth



**3** Hardwire your  
brand's  
connection to  
culture in order to  
lead and define  
future trends

*"Marketers who skip  
brand research are  
doomed to fail"*

MARK RITSON,  
MARKETING WEEK

[Click here](#) for Mark's article.



# UNDERSTAND THE IMPLICATIONS OF YOUR START POINT

## Driving relevance requires human centric understanding

Find ways to drive relevance and aligns with the difference these brands already have.

## Building predisposition is key to volume, value, and margin creation

Revolution may be required to create meaningful difference to unlock growth and drive resilience.

## Market leaders need evolution not revolution

The challenge for these brands is resolving how to evolve, while protecting and retaining that meaningful difference that has driven their success in the first place.

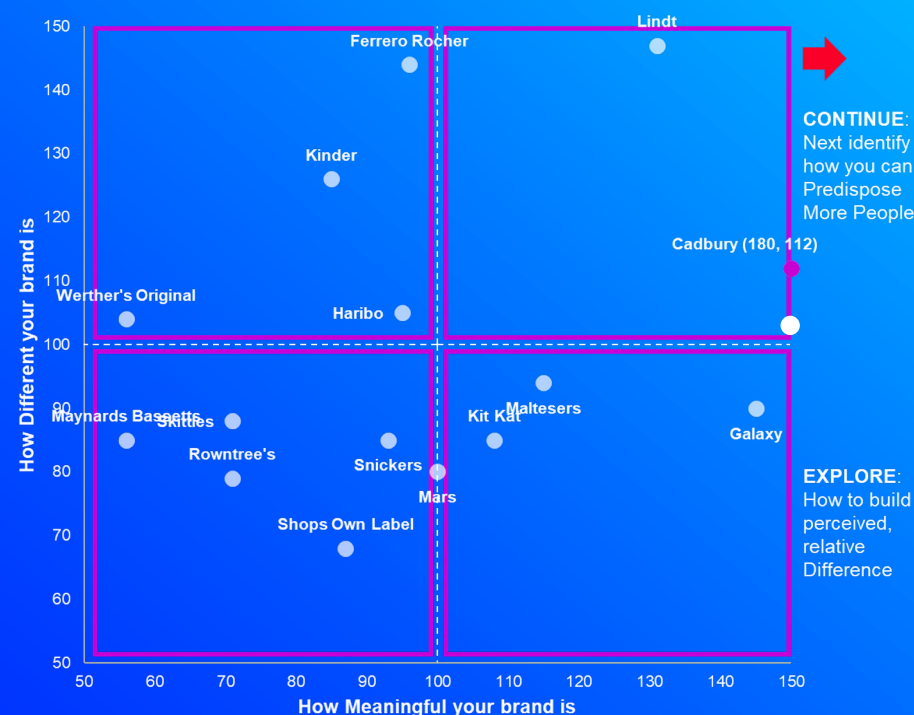
## Meaning without brand centric difference risks being generic

Plot a pathway to a stronger point of difference through functional superiority, leading the way, emotive clarity or distinctiveness.

**EXPLORE:**  
How to make your Difference more Meaningful

**EXPLORE:**  
First diagnose your Meaningful Difference

## Chocolate and Confectionery: UK 2022



Bubbles sized by Salience value

Source: Kantar BrandNow, daily data, 27th July 2023

## DEEP MARKET UNDERSTANDING AIDS BRAND STRATEGY AND INNOVATION

Haleon had historically categorized consumers behaviourally, as smokers, smoking-quitters or smoking-reducers. Marketing and communication strategies needed insight into the struggles, motivations and aspirations of people who aspire to reduce their smoking to resonate in a more Meaningful way.

To gather this insight required foundational understanding of the market. First qualitatively uncovering language, rich emotive territories and developing hypotheses, then segmenting the market according to three integrated constructs.

From this rich, human-centric foundation we worked with Haleon to develop a multi-faceted growth roadmap for today and for the future.

We homed in on who to target today, with what existing portfolio offerings and what type of messaging; and we aligned on what to prioritise in the future, where to focus R&D and new product development outside of the existing portfolio.

To aid this process, further qualitative understanding made the target persona segments real and identifiable for the Haleon team and a socialization-activation workshop initiated these strategic and tactical outcomes and actions.

**1****Smoker personas - WHO:**

Discreet groups of smokers with their own triggers, habits, motivations, struggles

**2****Smokers' needs - WHY:**

Different smokers at different times have differing requirements for cessation aids

**3****Brand perceptions - WHAT:**

Smokers' opinions about cessation aids



*"Great partnership with very actionable consumer & needs segmentation to guide targeting and innovation strategy."*

CHRISTOPHER FARLEY, DIRECTOR US CI, HALEON

*"Not only did the work inform innovation strategy, it aided us in creating a new comms strategy that drove growth in a declining category!"*

COLLEEN BAHR, CI LEAD-SMOKERS HEALTH, HALEON

## CHAMPIONING INCLUSIVE PORTRAYAL: RECKITT'S MODERN HOUSEHOLDS INITIATIVE

### Uncovering how to drive relevance and resonance

Reckitt's commitment to progressive societal portrayal is central to its inclusive marketing strategy. As household structures and consumer identities evolve, Reckitt saw the need better understand modern households to keep its advertising relevant and resonant with today's diverse communities. The challenge: eliminate stereotypes, champion inclusivity, and authentically reflect consumers' lived realities in communication.

### A sensitive approach drawing on DEI expertise

To address this, Reckitt partnered with Kantar to identify and explore the demographic evolution and composition of modern households in key markets. Kantar's approach combined cultural scoping – involving expert anthropologists and a large-scale ad review – with sensitive qualitative and quantitative research engaging with hard-to-reach and often excluded communities. The team drew on Kantar's global DEI expertise and worked closely with identity-affiliated qualitative specialists to foster open dialogue.

The process identified the tensions, deep-felt emotions as well as the specific interests, behaviours, and cultural touchpoints that resonate with modern households. This provided practical guidance for authentic and inclusive brand connection. It also quantified the impact of progressive portrayal on brand affinity and purchase intent, showing inclusive advertising drives positive outcomes across audiences.

### Fuelling effective, inclusive creative development

These insights were captured in a powerful playbook, designed with inclusive principles to ensure accessibility and prevent bias. Now used by Reckitt's teams across EU and ANZ, it fuels creative development, empowers teams to challenge assumptions and supports effective, inclusive communications.

This initiative has equipped Reckitt to lead the way in progressive portrayal, foster deeper consumer connections and set a new benchmark for inclusive marketing in the industry. The partnership with Kantar has proven that embracing diversity in advertising is not only the right thing to do – it delivers measurable benefits for brands and society alike.



*"This playbook gives us a new perspective. It gives us the confidence to challenge thinking when it comes to creating effective and inclusive communications. It will enable Reckitt in its ambition to be a leader in the progressive portrayal of modern households."*

EFRAIN AYALA, RECKITT



## CULTURALLY RELEVANT BRAND EXPRESSION

**Vodacom built a refreshed signature expression to reflect their ambition to be a Pan African tech brand, bringing the Vodacom purpose to life in a truly African way.**

Vodacom has always been a pioneer. In 2023 Vodacom reinforced this spirit with a powerful new brand expression. In a rapidly changing Pan African landscape, Vodacom realized that their brand was not doing enough to drive future growth. Regional brand positioning lacked a link to the company purpose and the brand had low Meaningful Difference. Kantar was engaged to discover the cultural meaning of tech across Africa and craft a refreshed brand expression.

Cultural scanning revealed how people are engaging with technology across Africa. This insight was coupled with a brand DNA review, using NeedScope AI to map these powerful cultural insights into alternate positioning territories. Fuelled by these insights, Kantar collaborated with Vodacom and their

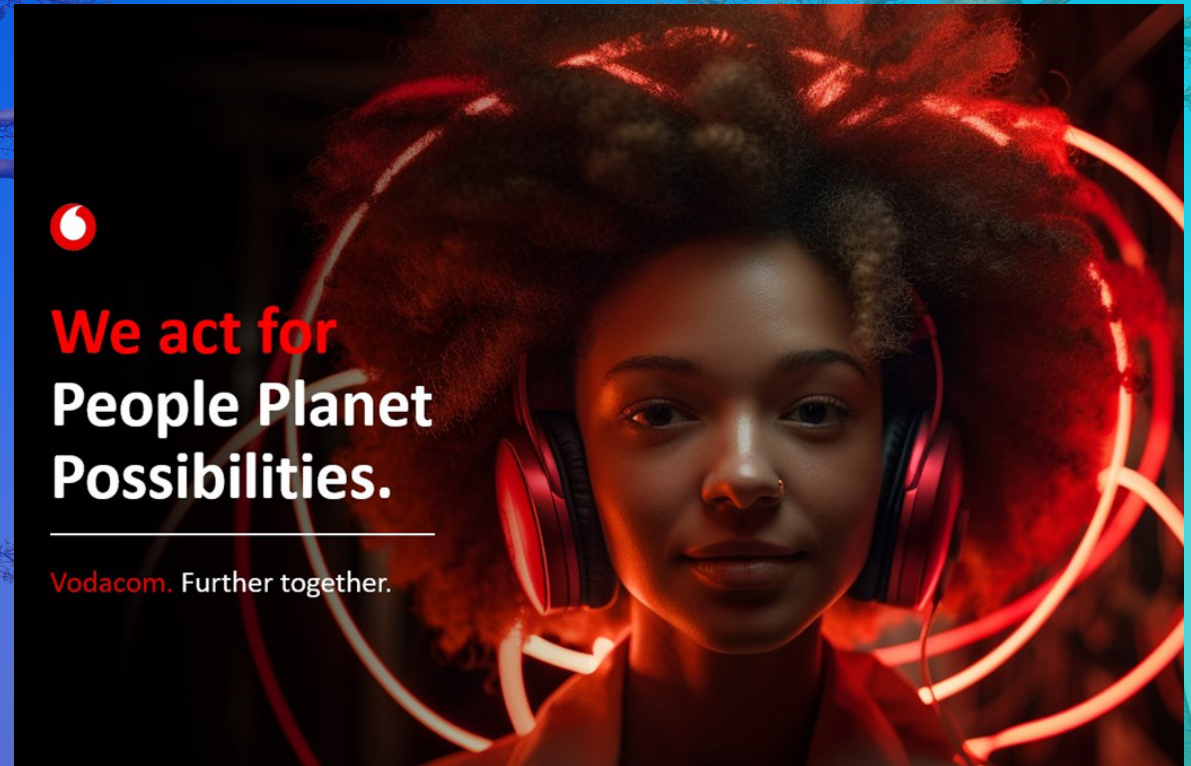
agencies to build a clear, compelling signature expression with cohesive messaging for each of their business segments.

The new expression brought Vodacom's purposeful positioning to life in a culturally relevant way to resonate with African markets from South Africa to Egypt, Kenya, Tanzania, DRC, Lesotho, Mozambique. This refreshed brand positioning strategy also reflects Vodacom's shift from a tel-co to a tech-co. Vodacom now articulates with clarity what it means to be a tech-co, in an African context, through a localised expression of the global Vodafone positioning.



**We act for  
People Planet  
Possibilities.**

**Vodacom.** Further together.





## CRACKING THE CODE OF OPTIMISM: A CULTURAL REVOLUTION FOR ARLA

### Magnifying meaningful difference through culture

In a world marked by uncertainty and societal challenges – from climate anxiety, to the cost-of-living crisis and loneliness – genuine optimism has become a vital resource for people and brands alike. For Arla, optimism is central to its brand identity, the challenge was how to credibly own and differentiate this emotion in a way that felt authentic, relevant, and resonant across diverse set of markets.

### Cultural landscaping to uncover shifting codes

To address this, Arla partnered with Kantar to decode what optimism truly means today and how it can be expressed in ways that avoid generic or idealised portrayals. Kantar's approach was rigorous and multi-faceted: we combined cultural exploration, semiotic analysis, and digital data analytics to map the landscape of optimism across six key markets. Our team engaged Kantar's global network of cultural

experts and leading-edge consumers to uncover how optimism is experienced and expressed in people's daily lives, and used digital analytics to ground these insights in real-world behaviours and language.

### Clarity and cohesion in strategy and activation

The result was a rich understanding of optimism – how it is shifting, and expressions are manifesting articulated in a set of cultural codes; a prioritised territory in this space and a strategic playbook that now informs Arla's brand strategy, creative briefs, and campaign development. This work also informed Arla's sub-brand architecture, enabling activation as a unified family, each bringing its own flavour while staying true to the masterbrand. The project has empowered Arla to communicate with greater empathy and clarity, strengthening its presence in a rapidly changing cultural landscape.



*"This work has been transformative for Arla, allowing us to truly crystallise a credible voice within the evolving culture of optimism. The result is a cohesive, nuanced communications architecture that strengthens our presence and ensures Arla's Optimism feels both real and resonant, wherever we show up."*

DELIA SCHMIDT, GLOBAL  
BRAND DIRECTOR, ARLA

# EMBRACING UNCERTAINTY TO FUTURE-PROOF YOUR BRAND

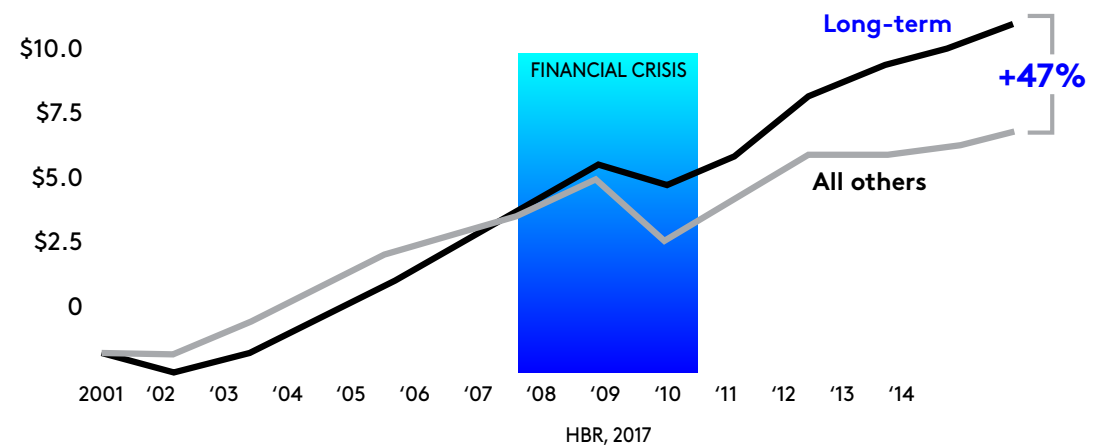
Uncover

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To win in the world of tomorrow, it is imperative that brands embrace uncertainty and adopt scenario thinking. This proactive approach can help brands uncover new growth avenues, build resilience against unforeseen disruptions, and ensures that brands not only survive but thrive in an uncertain future.

*Firms focused on the long-term exhibit stronger fundamentals and performance*

AVERAGE COMPANY REVENUE (In US\$ billions per year, indexed to 2001)



1

## Move Beyond Past Predictions:

The past is not a reliable predictor of the future. Brands must stop relying solely on historical data.

2

## Embrace Uncertainty:

Accepting and preparing for uncertainty is crucial. Identify key uncertainties that will shape the landscape.

3

## Make the Future Tangible:

Scenario planning should combine creativity with data-driven insights to create realistic and actionable future scenarios.

4

## Prepare for Multiple Futures:

Brands should prepare for a range of possibilities. This reduces vulnerability and enhances ability to develop robust, flexible strategies.

To find out more, [click here](#)



## 2

Prioritise where to focus and how to achieve Meaningful Difference

# Prioritise

**1** Separate decisions on targeting from decisions on positioning



**2** Ensure you know how to maximise your portfolio reach and synergy



**3** Design for difference through leadership, functional superiority, distinctiveness and by unlocking the power of emotive clarity

*"The essence of strategy is choosing what not to do."*

MICHAEL E. PORTER,  
COMPETITIVE STRATEGY

# INFUSING BRANDS WITH A SENSE OF DIFFERENCE

*“Difference is one of the biggest challenges facing marketers today.”*

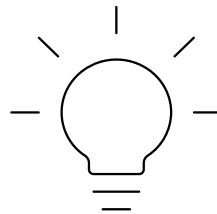
**GRAHAM STAPLEHURST,**  
DIRECTOR, THOUGHT LEADERSHIP,  
KANTAR BRANDZ

## Four leading strategies to build difference:



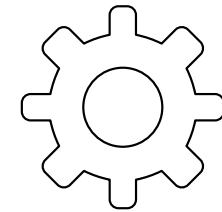
### CATEGORY LEADERSHIP

Setting the trends and challenging the status quo.



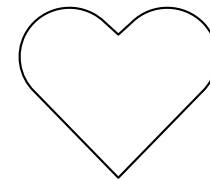
### DISTINCTIVENESS

A highly distinctive look and feel and a suite of assets to reinforce this.



### FUNCTIONAL BENEFITS

Superior qualities that can help to set them apart from others.



### EMOTIVE CLARITY

Building clear and strong emotional connections with consumers.

# DIFFERENCE IN ACTION

SOME REAL-WORLD EXAMPLES OF THE WAYS YOU CAN CREATE DIFFERENCE

CASE STUDY | 13

## Category leadership

**TikTok** is the media and entertainment brand in our global ranking that is best known for 'shaking things up' and really leading the way with its creativity, superior algorithm, and association with 'viral' trends.

**TIKTOK \$44,349M #44**

Global strengths

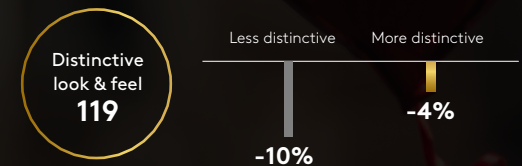


## Distinctiveness

**Louis Vuitton** has some of the most distinctive assets in the world, and successfully leverages these 'brand icons' across its many ranges and partnerships (and also within its emerging forays into spaces like the metaverse).

**LOUIS VUITTON \$124,822M #8**

Luxury brands Average change in Brand Value

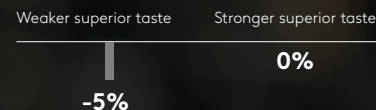


## Functional benefits

**Doritos** is particularly known for its superior flavour, standing out from other snacking brands in this regard. At the same time, Doritos also has strong distinctive assets, like its triangle shape – demonstrating that brands can simultaneously leverage multiple aspects to build their Difference.

**DORITOS \$5,376M #19\***

Food & Beverage brands Average change in Brand Value



## Emotive clarity

Brands that clearly embody one or two distinct, emotionally-driven personality types tend to do better than brands that straddle too many personalities or don't have much of a strong personality. **Disney+**, for example, has stood out by mirroring its parent brand's consistent personality archetypes. Thanks to its strong heritage, Disney is known as a 'Joker' or a 'Free Spirit' in every market covered by the Kantar BrandZ database.

**DISNEY \$46,970M #39**

Emotional positioning

Joker  
**SINGAPORE  
USA**

Free Spirit/Joker  
**AUSTRALIA  
BELGIUM  
BRAZIL  
FRANCE  
ITALY  
JAPAN  
MEXICO  
NETHERLANDS  
UK**

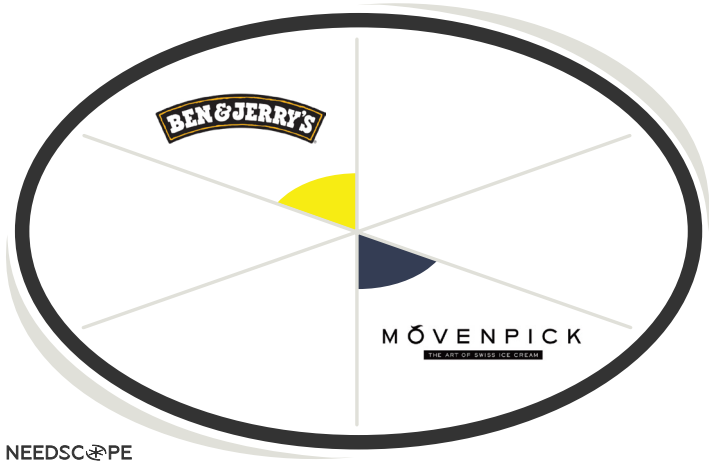


In an age where products are so easy to copy, emotion offers such a powerful brand positioning route. This is about building clear and strong emotional connections with consumers through your positioning – driving difference through emotive clarity.

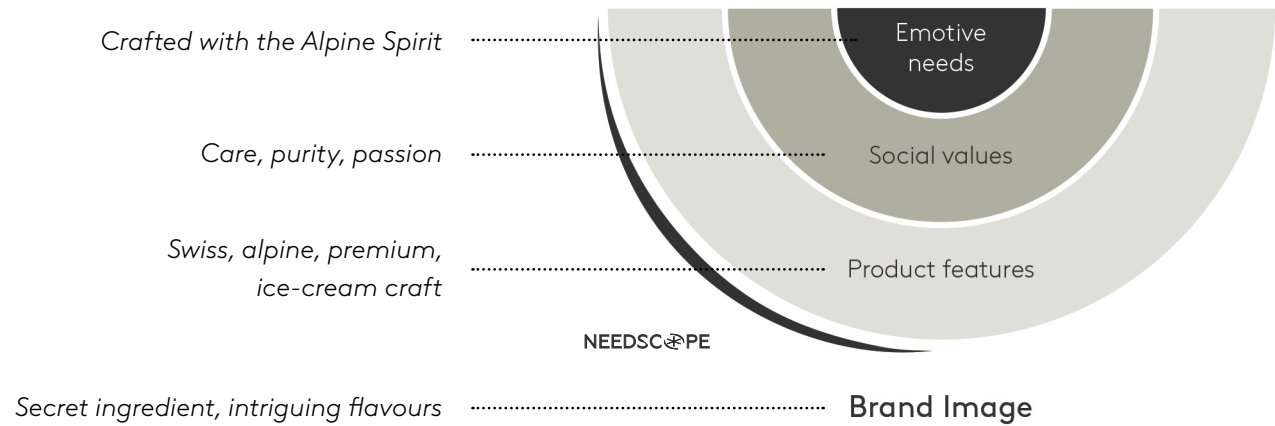
The payoff for this is clear. Kantar’s BrandZ research reveals that brands with strong emotive clarity have 1.5x the pricing power. Useful for any brand, crucial for a premium brand.



**Ben & Jerry’s and Mövenpick** are both premium ice-creams, but they differ starkly in their positioning. The emotion in their positioning plays a big role in creating this Difference. The fun and carefree irreverence of Ben & Jerry’s contrasts against the sleeker, composed Mövenpick expression.



**Mövenpick** delivers a cohesive set of core emotive values, through to functional expressions. It makes intuitive sense that a brand crafted with care, purity, and passion builds on its heritage and delivers a range of intriguing flavours to appeal to the ice-cream connoisseur in all of us.



## GREAT BRANDS ARE BUILT ON GREAT STORIES

Storytelling also formed the first part of the process Kantar used to develop a brand book for the Eurovision Song Contest.

To start with, the brand team used the language of story-telling to Uncover the deep emotive connections that Eurovision's audience had to the brand – revealing a foundation to build a refreshed vision for Eurovision.

Kantar's survey approach used a conversational tone, encouraging people to explain to a close friend what the Eurovision Song contest meant to them and imagine how the event could make the world a better place in future. People spoke from the heart, sharing rich stories of memorable experiences and magic moments.

Kantar used Generative AI to find the most powerful themes. These themes gave the team an authentic and powerful start point from which to build a future brand position.

Then the team Prioritised routes to growth and chose a clear route that would build on brand memories and pave the way for the Eurovision brand's future.

Kantar used the NeedScope framework, to plot the themes according to the emotion each delivered. This helped define the emotive territory upon which the Eurovision Song Contest brand could be built moving forward.

The target positioning space was brought to life tonally by two archetypes : the Connector and the Artist. The Artistic-Connector archetype gave the Eurovision team a powerful symbolic tool to guide narrative development and the tonal guidance in their brand book.

As a third step, the team built meaningful difference with discipline – investing in a brand book to guide and inspire both internal and external partners – avoiding misinterpretation, enabling consistency to ensure that every activation and touchpoint reinforces the Eurovision Song Contest positioning.

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To learn more, [click here to listen](#) to Lina Moussaoui, Brand Manager for the Eurovision Song Contest at the European Broadcasting Union chat with Marise Pronk and Lindsay Gorton-Lee on the Kantar Future Proof podcast.



*“Not only did Kantar understand our vision but they helped elevate the Eurovision Song Contest brand. I couldn't have asked for a better collaboration. The archetype was incredible and gave us goosebumps!”*

**LINA MOUSSAOUI**  
BRAND MANAGER  
- EUROVISION SONG CONTEST

# SUSTAINABILITY CREATES VALUE FOR BRANDS AND THE PLANET

Tony's Chocolonely is perceived to be leading on sustainability in the chocolate market by consumers.

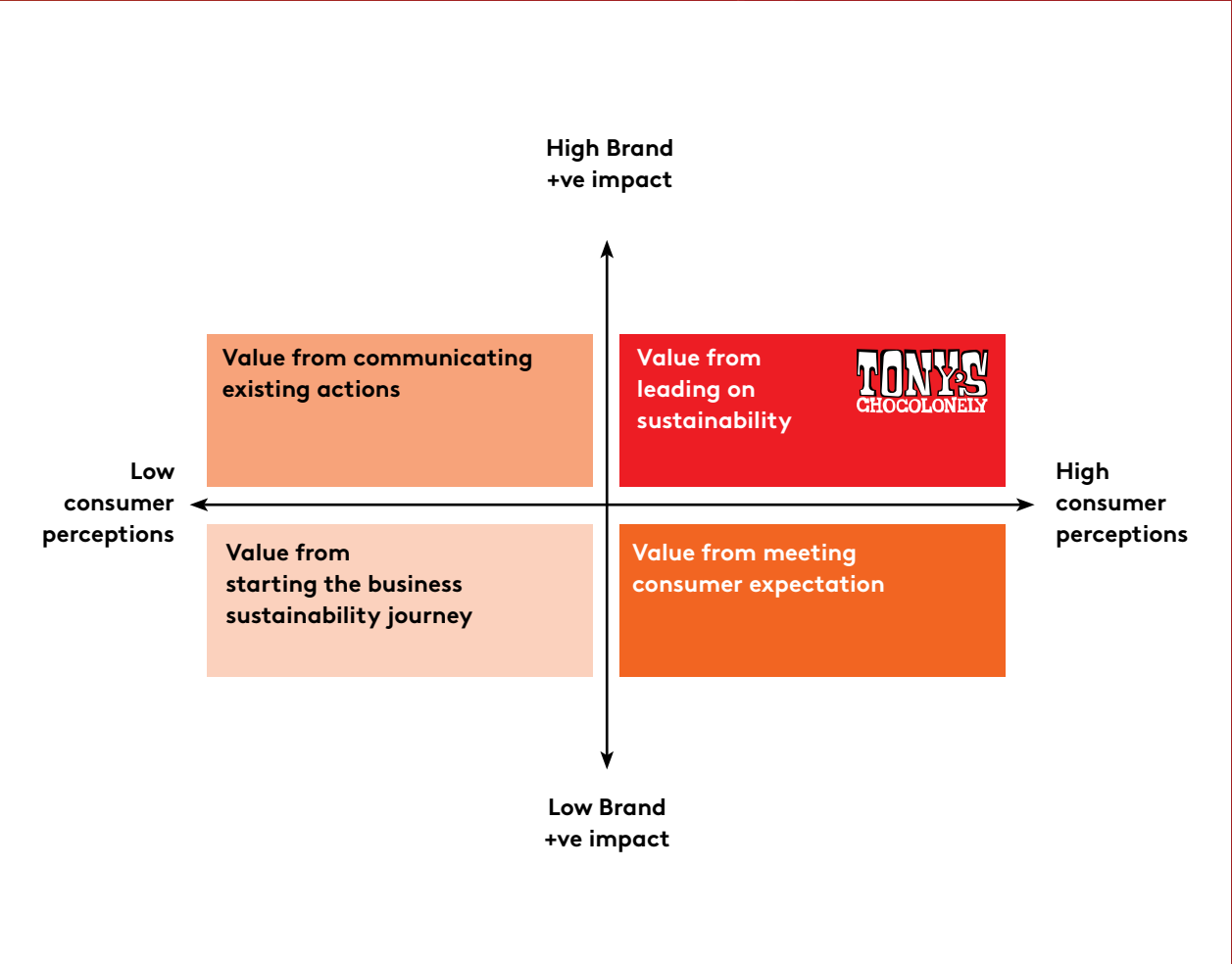
The brand has unlocked value from these perceptions for the brand and their consumers with an excellent product.

They are additionally creating value for people across their whole supply chain based on genuine commitment to slavery free chocolate.

Leading sustainability, responsibility and purpose perceptions underpin strong brand difference and a leading ability to predispose more consumers to the brand.

SUSTAINABILITY CONTRIBUTION TO BRAND VALUE	DEMAND POWER INDEX
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6%156





# LEVERAGE YOUR FULL PORTFOLIO TO EXTEND CATEGORY CONFINES MEANINGFULLY

**Growth at a portfolio level requires each brand to have a clear focused role. We have distilled a few rules of thumb to do this successfully:**

## UNCOVER THE TOTAL DEMAND LANDSCAPE

Extend beyond the confines of your category to Find New Space.

## UNPACK AND SIZE THE OPPORTUNITIES

Map how well brands (and products) deliver in this broader landscape.

## DESIGN BRAND STRATEGY TO FIT PORTFOLIO ROLES

Each brand in the portfolio will have its own unique opportunity, depending on brand size and brand equity.

## EXTEND PORTFOLIO REACH, DEFINING UNIQUE ROLES

Reduce risk of cannibalisation. Define clear roles for your brands, both commercially and in terms of their unique points of difference.

## YOU WON'T HAVE INFINITE RESOURCES

Prioritise opportunities based on commercial attractiveness and future growth.

# INSPIRING CULTURALLY RELEVANT, BRAND-AUTHENTIC ACTIVATION ACROSS THE BACARDI PORTFOLIO

## Fresh perspective to drive meaningful difference

With bold growth ambitions, a rapidly evolving cultural and category landscape, and new generations of consumers changing the way they engage with brands, Bacardi needed a fresh perspective to inspire breakthrough brand activation and deepen cultural relevance across its portfolio of premium spirits.

## Mapping culture codes against brand positionings

To address this, Bacardi partnered with Kantar to bring a vibrant view of people and culture to the business. Kantar's approach was anchored in cultural insight and semiotics. Global MONITOR illuminated generational differences, underlying macro forces, and market-specific trends. Kantar's Streetscapers network of cultural correspondents provided on the ground insight. Digital analytics and AI enabled us to scale and deep dive TikTok trends, hashtags, and influencer analysis to bring passion points to life.

The magic came in connecting cultural intelligence with deep brand understanding: mapping emergent

cultural expressions, and each brand's distinct positioning, against a singular framework — Kantar's emotive positioning framework, NeedScope. This process ensured that brand teams across the portfolio could identify brand-aligned expressions to inform authentic, emotionally resonant, culturally inspired activation.

## Activating with consistency and relevance

Bacardi's global brand teams were empowered to create implementation plans via an immersive Kantar-led workshop, which disrupted long-held views and inspired new thinking. To complement the workshop, Kantar created an impactful, visually led Cultural Expression Playbook, packed with specific examples, market-by-market nuance and thought starters on how Bacardi's brands might connect through experiences, partnerships, and more. This energised teams and equipped them to sharpen brand plans and activation briefs, enabling Bacardi to activate its portfolio with global consistency and cultural leadership in a dynamic marketplace.



*"This project was pivotal for Bacardi, sparking renewed cultural curiosity and ambition. It is now a tool used by our priority brands, sharpening our strategy in two crucial ways. First, it lets us identify and interpret dominant and emerging cultural expressions at scale, engaging with intent and acting at the right moment. Second, it deepens our ability to be globally consistent yet locally relevant."*

**NADIA ZOHHADI**, GLOBAL  
INSIGHT DIRECTOR FOR GREY GOOSE

## EFFECTIVE ARCHITECTURE CAN DRIVE BRAND GROWTH

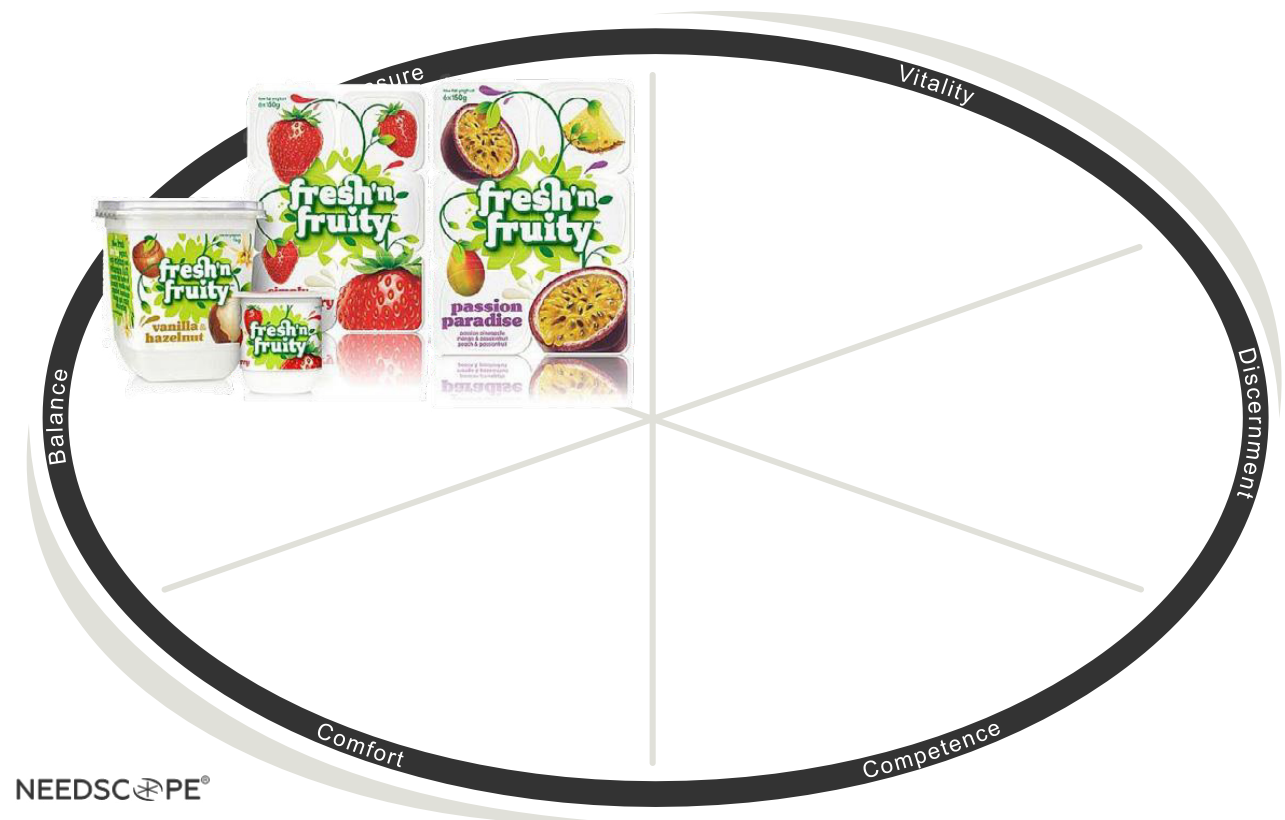
Fresh and Fruity Yoghurt were losing market share. There was an hypothesis that sub-brands weren't supporting one another. Kantar's NeedScope tool confirmed that consumers saw sub- brands as disconnected and unrelated.

Unification required agreement to focus where the brand had greatest equity

Range rationalisation to avoid cannibalisation was complemented with innovation to better meet consumer needs

Packaging was redesigned to cue structure and guide decision making

### A more unified range:





## 3

Build Meaningful  
Difference through  
every brand touchpoint,  
consistently

**1** Consistency  
is key to  
building strong  
brand Difference



**2** Balance  
reinvention  
with reinforcement,  
using brand  
positioning to  
maintain direction



**3** The right brand  
performance  
measures should  
demonstrate  
impact and  
catalyse evolution

*“Do what others  
aren’t doing and  
keep doing it  
consistently”*

JONNY MCCARTHY, MONDELEZ  
INTERNATIONAL, FORMER GLOBAL  
HEAD OF BRAND, CADBURY AT  
CANNES 2023

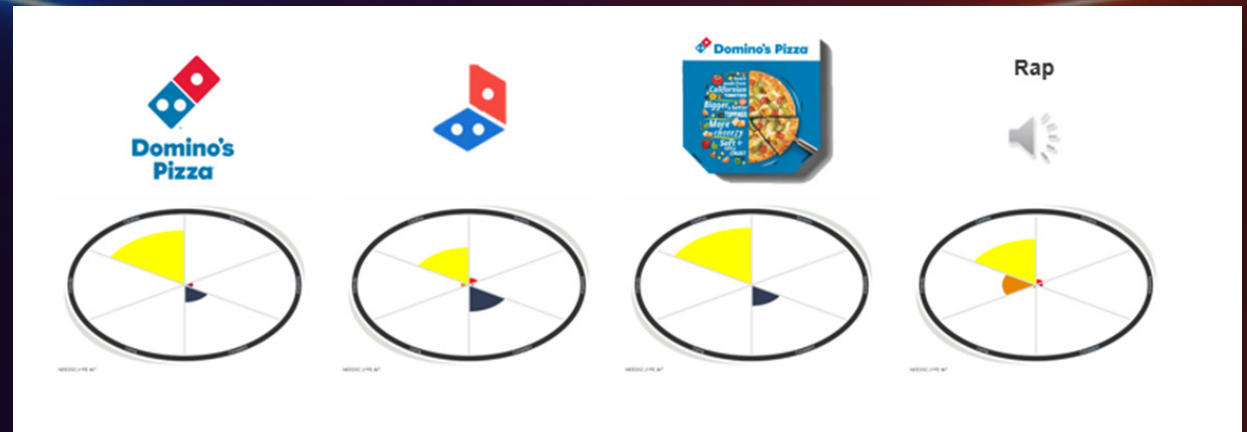
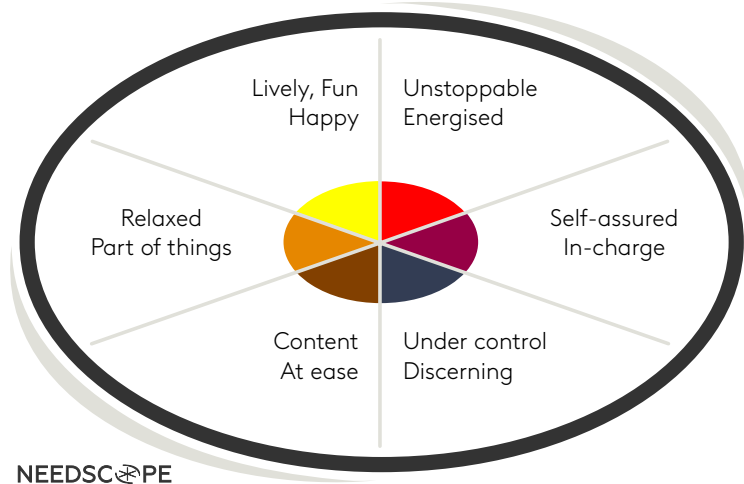
## BUILDING BRANDS CONSISTENTLY

Consistency is hard to achieve when dealing with diverse stakeholders and multiple creative agencies, all responsible for different touchpoints. This was the challenge for Domino's India. Brand power was dropping, it was losing relevance with younger consumers and facing significant competitive pressures.

A strategic workshop confirmed the Domino's positioning opportunity as 'Vibrant' pizza brand – defined by a lively, light-hearted, and fun feeling, youthful/trendy values. In terms of the NeedScope brand positioning map, these values aligned with the Yellow space.

To start building on this positioning, the team designed new activation. To ensure all assets were consistent with and optimised against the Domino's tone of voice, new activation was tested using both Kantar's NeedScope AI and LINK tools.

The AI outputs were even used to resolve internal hesitation. With this consumer validation, Domino's now had the confidence to move forward, taking these ideas into execution.



*"I want to call out the brilliant and enriching workshops Kantar delivered for the Dominos Marketing team. The findings not only gave clear direction as to where we should reposition our brand, but also gave so much inspiration on how we can do it."*

APOORV SRIVASTAVA  
GM – MARKETING, HEAD OF CONSUMER INSIGHTS



## GUINNESS, THE WORLD'S MOST DISTINCTIVE BEER

Guinness is a strong brand that has leveraged its distinctive assets to create consistent connection across brand encounters to fantastic effect. 2023 Kantar BrandZ data ranks Guinness as the world's most distinctive beer and the 5th most distinctive brand overall.

Guinness have achieved this by skilfully leveraging key brand assets consistently across their advertising. In fact, their most memorable asset, the one-quarter white and three-quarters black pint spurred #LooksLikeGuinness, a micro trend that inspired their extraordinarily memorable post-lockdown campaign.

Not getting bored with their distinctive assets and employing them skilfully across time and touchpoint in a way that connects with culture will certainly have contributed to the strong brand Difference and perceptions of justified premium evident in Kantar BrandZ data.

In 2023 it was awarded Marketing Week's Brand of the Year and was also named Britain's most popular pint on the on-trade.

To learn more about the Guinness brand journey, [click here](#) to watch **Russell Parsons, Marketing Week Editor in chief** chat to **Anna Macdonald, Guinness Marketing Director, Diageo** at Kantar Ignite

*"Key to making Guinness so distinctive is the quarter white and three quarters black pint, which is unmistakably Guinness and our most memorable key brand asset."*

NEIL SHAH, HEAD OF GUINNESS IN THE UK

*"We make sure that key brand assets are showing up in a way that is relevant in people's lives'."*

ANNA MACDONALD, GUINNESS MARKETING DIRECTOR, DIAGEO





REFRESHED CONSISTENCY IN ACTION

**Baileys designed for difference while reinforcing their quintessential Baileys-ness.**

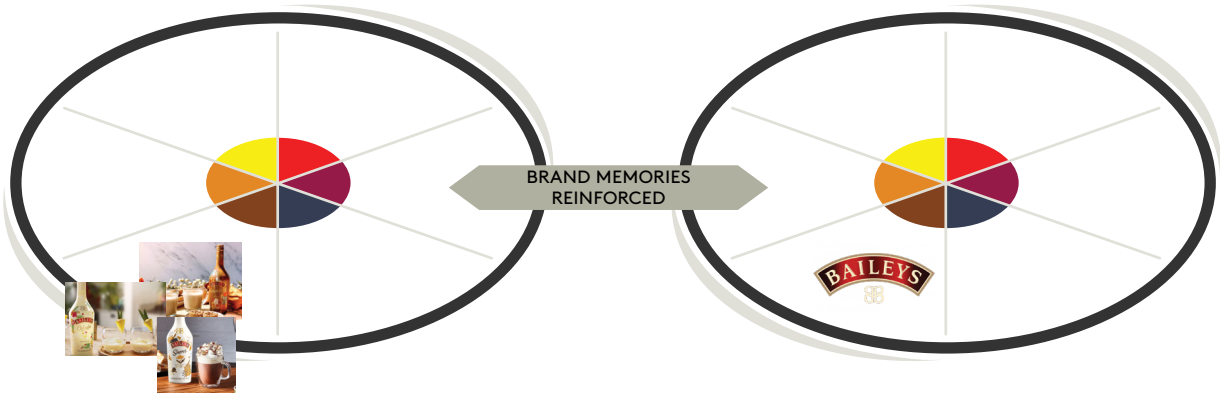
Baileys extended their footprint into new occasions, new consumers, and new moments through their Treating strategy.

We used NeedScope Ai to assess whether Baileys assets communicating their new Treat positioning use similar codes to one another? And do these semiotic codes align with what

people might expect of Baileys? Indeed, they did!

When mapped together, there is clear evidence of the emotive clarity and consistency across the campaign.

Comparing it to consumers' emotive expectations of the brand (uncovered through our BrandZ Personality data), demonstrates that Baileys have successfully reinforced brand memories while reinventing for growth.



McDonald's evolved their product, comms and experience so that it feels it was always that way

NEW ROUTE TO MARKET	NEW EXPERIENCES	NEW NEEDS	NEW APP EXCLUSIVE	RENEWED SEASONAL EXCITEMENT
Meaningful +22	Difference +18	Shaking things up +15	Sets trends +14	Leading the way +10

**McDonald's evolved their product, comms and experience so that it feels it was always that way.**

McDonald's is a great practitioner of artful reinvention while reinforcing. They are always evolving their outlets, menus, and routes to market to meet the changing needs of new generations.

We now see a world where Grimace Shakes, Stormzy meals and MyMcDonalds Rewards all seamlessly blend with the stalwarts BigMac and HappyMeal. While McDonald's evolution has been constant, in every

reinvention they have remained true to their core, consistently applying their 'Confidently Humble' emotive ToV across activations.

This consistent connection across time and touchpoints has meant McDonald's meaningful difference and value growth has benefited.

Since 2014, McDonald's UK has improved their meaningful difference and people perceive them to be 'shaking things up' and 'setting trends' – evolving and staying the same, being timely and timeless.

# RENOVATION OF A MARKET LEADER

**Lakme, a legacy Unilever beauty brand and market leader in India had begun to see declines, especially among younger consumers.** The market had evolved significantly. The Indian woman was more empowered, more individualistic and the codes of beauty had changed.

Kantar insights revealed that Lakme reflected the generic codes of traditional beauty. Absent were codes of boldness and sophistication, seduction and dynamism, which represented the larger and growing needs in the market.

Unilever took the bold decision to shift the Lakme positioning unequivocally. The brand essence identified was 'Unapologetically ME' and a new campaign was launched to embody the brand idea.

Kantar partnered with the Lakme team through the brand refresh, leveraging NeedScope to help create a sharp brand vision, with clear guardrails.

The outcome has been rewarding. Lakme's Salience grew as did sales and market share.



## BEFORE



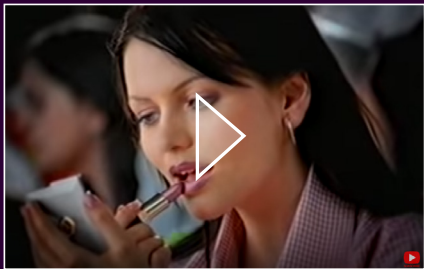
**LESS**  
Coy charm  
Subtlety  
Traditional

## AFTER



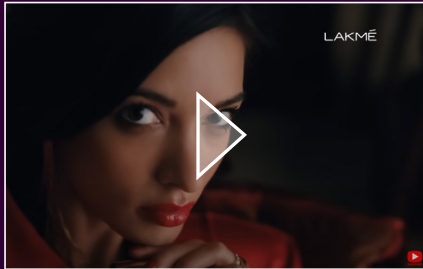
**MORE**  
Defiant sass  
Drama  
Trendsetting

## FOR REFERENCE



Old

VS



New



# BUILDING ON FOUNDATIONS TO BALANCE TIMELY WITH TIMELESS

## From Joy to Generosity: Unlocking emotion to aid Cadbury's revival

### The challenge and context

In 2016, Cadbury was a brand in decline. Cadbury sought a strategic reset. A long-term solution that would be translatable across cultures.

Kantar was engaged to bring human insight to underpin decision making. We proposed an approach rooted in emotive understanding.

### The a-ha moment that changed everything

Unpacking emotion uncovered that: Cadbury's positioning cornerstone, 'Joy', was a category expectation. And the Cadbury expression of 'Joy' was at odds with people's expectations of the brand.

'Joy' was not a viable route to meaningful difference and long-term value.

### A new expression: Generosity

A tightly defined space was identified that 'felt right' and provided an authentic and meaningful way to differentiate. Cadbury worked with VCCP to create the IPA award winning, Generous Instinct campaign. It is so simple and intuitive to convey, avoiding misinterpretation, enabling consistency.

### There was still a long road ahead

Having unlocked a new positioning, it was important to steer the course and stay the course. We partnered with Cadbury applying an emotive lens throughout to ensure that the brand continues to reinforce its positioning.

### The resultant impact is astonishing:

**+22%**

#### Commercial impact

Overall value sales  
**+22%** (2017-2021)

**+27%**

#### Regained competitive edge

Perceived Meaningful Difference  
**+29%** (2018 - 2022).

**+49%**

#### Brand value growth

Kantar BrandZ valuation of Cadbury UK  
**+49%** (2018 - 2022).

*"Your collaboration has enabled us to consistently and authentically bring to life Cadbury's Generosity."*

MARIARITA MUGNAI, CADBURY'S GLOBAL CONSUMER INSIGHTS MANAGER

To listen to Mariarita Mugnai and Clare Hutchinson, Chief Strategy Officer at VCCP London, chat to Lindsay Gorton-Lee, [click here](#)

To listen to Lynne Deason chat to Gemma Flanagan from Mondelez International and Gethin James from VCCP, [click here](#)



# MEANINGFULLY DIFFERENT BRAND POSITIONING WITH SHARP EMOTIVE RESONANCE

CASE STUDY | 26

SAS Scandinavian Airlines wanted to develop a more powerful brand strategy.

Having reviewed their brand touchpoints, the brand team had concluded that their brand expression lacked consistency and clear meaningful difference.

A sharper brand positioning was needed.

Kantar used NeedScope to help determine the right emotive expression for the SAS brand, unpacking brand foundations, stakeholder ambitions, people's expectations and competitive positionings.

Decisions were influenced by the insight that SAS customers wanted to feel like 'true travellers', not like other tourists.

Kantar brand strategists worked with the brand team and their agencies to develop a sharper positioning for the brand through facilitated workshoping and co-creation.

Outputs were an emotional positioning concept, developed around the True Traveller and a playbook of touchpoint guardrails that helped the team effectively communicate the positioning to brand partners, ensuring consistency.

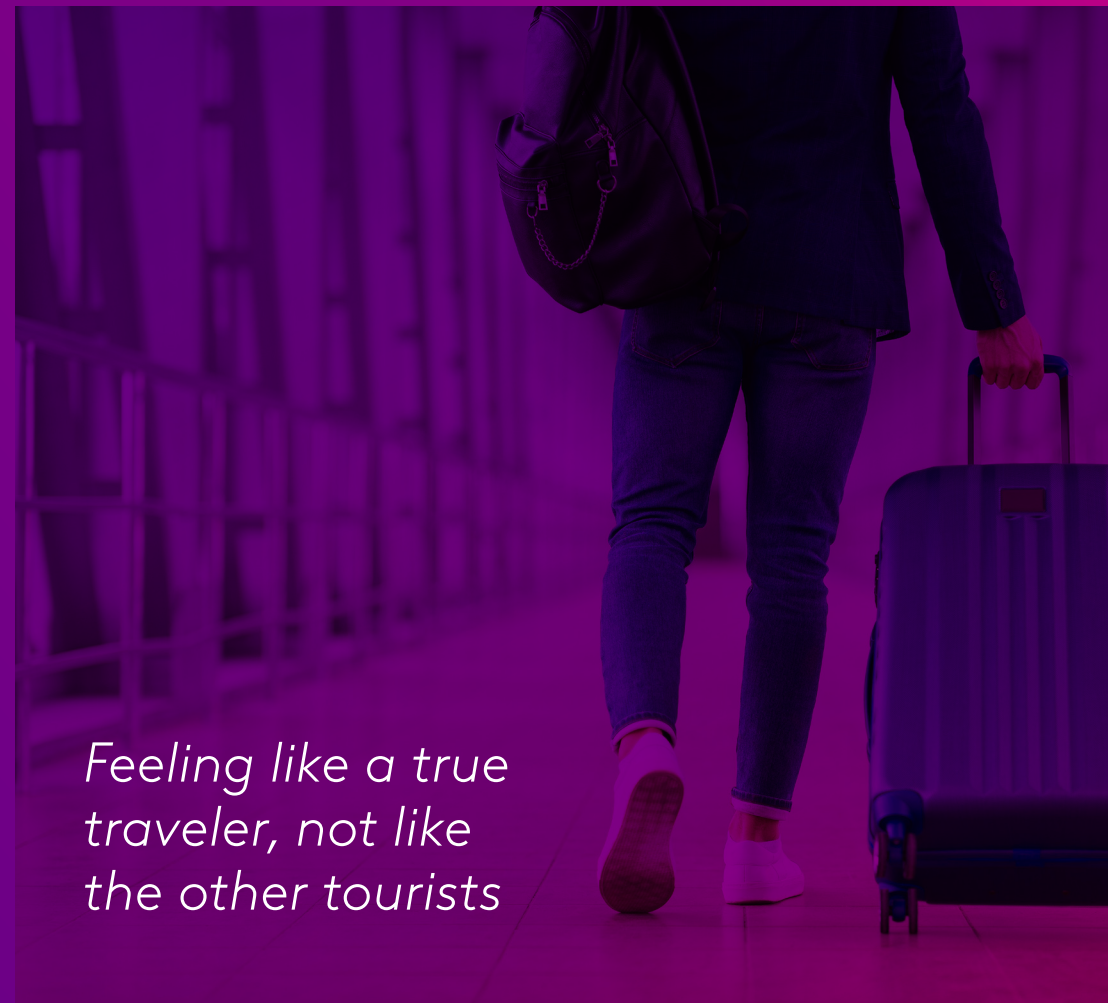
The new brand identity and expressions were launched across every touchpoint, resulting in positive commercial impacts:

**+26%**

Willingness to pay

**+€167 MILLION**

brand value



*Feeling like a true  
traveler, not like  
the other tourists*

# THE POWER OF STRATEGIC BRAND COLLABORATIONS

*“Collaborations can create magnifying effects by bringing two cultural worlds together with authenticity, creating something greater than the sum of its parts”*

TOM LEES,  
KANTAR UK

Brand Collaborations are

1.3x

more likely to drive long-term effects vs. short-term effects

KANTAR'S MMM  
NORMATIVE DATABASE

Marketers are realising that Brand collaborations are a powerful strategy to create short-cuts to activate growth.

Brand Collaborations can help brands build Meaningful Difference, Predispose More People, Find New Space and even Be More Present. They also provide an opportunity to quickly test and learn.

Collaborations aren't just about short-term gains. This kind of activity can drive growth in the long term even better than it does in the short term, so taking a holistic view on their potential impact is key.

Top tips for identifying the right collaborations for your brand:

- 01 Be clear on your strategic intent
- 02 Keep your finger on the cultural pulse...
- 03 Find partners to amplify your Difference
- 04 Be prepared to be flex, this is a partnership



**COLLABS CAN DRIVE SALIENCE THROUGH THE BOLD AND UNEXPECTED.**

*"We generated more conversation than brands like Häagen-Dazs or even, in the same category, Aperol Spritz."*

**GUI PASCULLI**, HEAD OF CULTURE & PARTNERSHIP FOR MALIBU AT PERNOD RICARD



**COLLABS CAN AMPLIFY MEANINGFUL DIFFERENCE AND GIVE BRANDS CULTURAL EDGE.**

*"The power of using humour in your brand is you are ripe for partnerships for people who want to lighten the mood of theirs or extend their audience."*

**BINA EDWARDS**, HEAD OF SALES, LIQUID DEATH, UK



**COLLABS CAN DIAL UP PRESENCE IN BUYING CHANNELS AND BUYING MOMENTS.**

*"Last year we recruited over a million [new members]... More than 10% of those will come from Co-op Live and festivals...the fastest growing [member] cohort is now under 35."*

**KENYATTE NELSON**, CO-OP'S CHIEF MEMBERSHIP AND CUSTOMER OFFICER



**COLLABS CAN CREATE DRIVE LEGITIMACY IN NEW SPACES AND BREAK DOWN CATEGORY BORDERS.**

*"The collaboration with Myprotein is a perfect example of the way in which we were able to drive a completely new customer into Iceland that, while they were there, picks up all the other ranges as well."*

**OLIVER GILDING**, HEAD OF INNOVATION & LICENSING AT ICELAND

[To learn more](#) with Kantar's Future Proof podcast with Malibu.

[Listen](#) to Liquid Death's session at Kantar IGNITE.

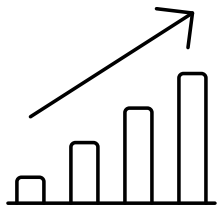
[From Groceries to Glastonbury: Co-op's Leap Into Culture](#)

[Learn more](#) with Kantar's Future Proof podcast with Iceland and Myprotein.



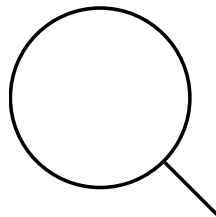
# MEASUREMENT THAT INSPIRES

## Your brand tracking should inspire your next evolution



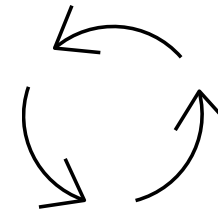
### Insights to influence

Link brand equity measures to your financial performance. Prove the value of their brand in being the fuel for shareholder returns.



### Uncover the inarguable truths

By analysing brand data alongside other metrics, such as market factors, NPS or awareness scores, you can start to see where the opportunities lie for greater investment.



### Consistency through the chaos

If a brand were to shift tactics every time a new trend or disruption entered the world, brands would become the tinder that fuels the fire. Build tactics built from strategic insight rather than reactive impulse.

**By driving Meaningful Difference, great brand strategy has the potential to influence not just sales, but also business value and resilience**

1

Make insights an essential part of your brand strategy foundations.

2

When you prioritise, ensure that finding and maintaining Meaningful Difference is front and centre of your criteria.

3

Build strong Meaningful Difference through connection across touchpoints with refreshed consistency.

### About Kantar

Kantar is the world's leading marketing data and analytics business and an indispensable brand partner to the world's top companies. We combine the most Meaningful attitudinal and behavioural data with deep expertise and advanced analytics to uncover how people think and act. We help clients understand what has happened and why and how to shape the marketing strategies that shape their future.

[www.kantar.com](http://www.kantar.com)

Get in touch with your local Kantar office or make an enquiry via our Kantar [website](#)

