

A low-angle photograph of the Atomium structure in Brussels, Belgium, featuring its iconic spherical nodes and connecting tubes against a blue sky with white clouds. A large, semi-transparent yellow diagonal graphic is overlaid on the left side of the image.

KANTAR BRANDZ

2023

**STRONGEST BRANDS
IN BELGIUM**

28th September, 2023

WHAT IS --- A BRAND?

THE CONCEPT OF 'BRAND' SEEMS EASY TO DEFINE, BUT IT'S ACTUALLY VERY
DIFFICULT
IT'S NEBULOUS, CLOUDY, INTANGIBLE – WHY DOES 'BRAND' EVEN MATTER?

AT KANTAR WE TAKE THIS NEBULOUS, CLOUDY, UNSTRUCTURED CONCEPT OF
'BRAND' AND BY USING OUR UNIQUE SKILLS AND EXPERIENCE, RELEASE THE
TANGIBLE VALUE TO YOUR BUSINESS!
WE DO THAT BY HELPING TO REFINE AND SUPPORT YOUR STRATEGY, AND COURSE
CORRECTING ALONG THE WAY

01

KANTAR BRANDZ



KANTAR

02



03

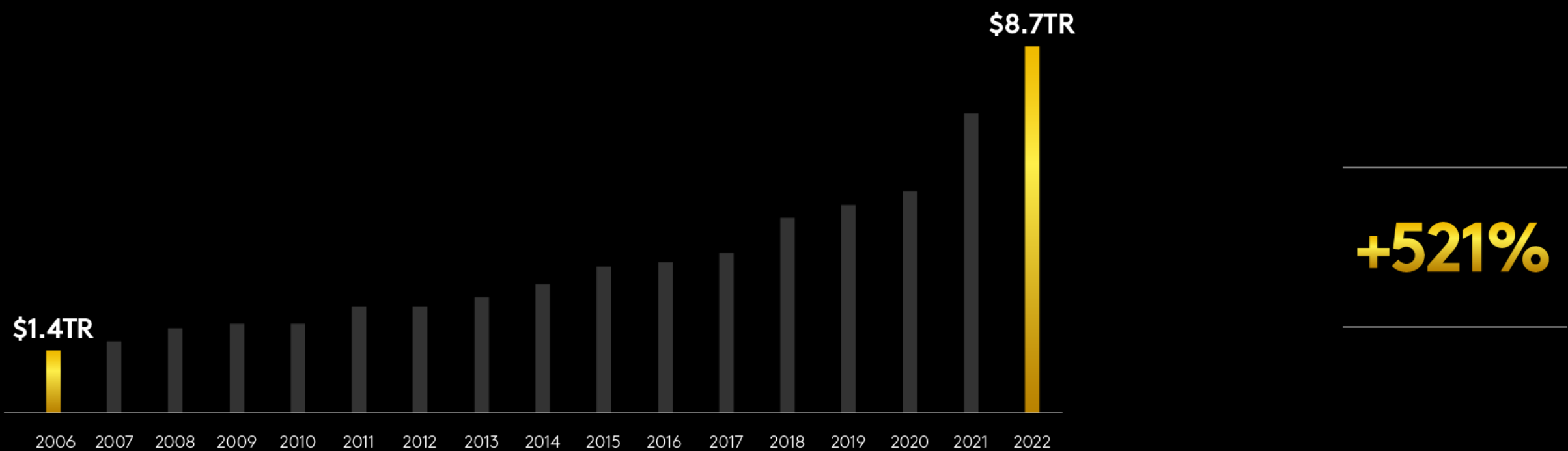
KANTAR BRANDZ UNIQUELY CONNECTS
BRANDS WITH BUSINESS VALUE

5.4 BILLION DATA
POINTS
4.2 MILLION CONSUMER
REVIEWS
21,000 BRANDS
525 CATEGORIES
54 MARKETS

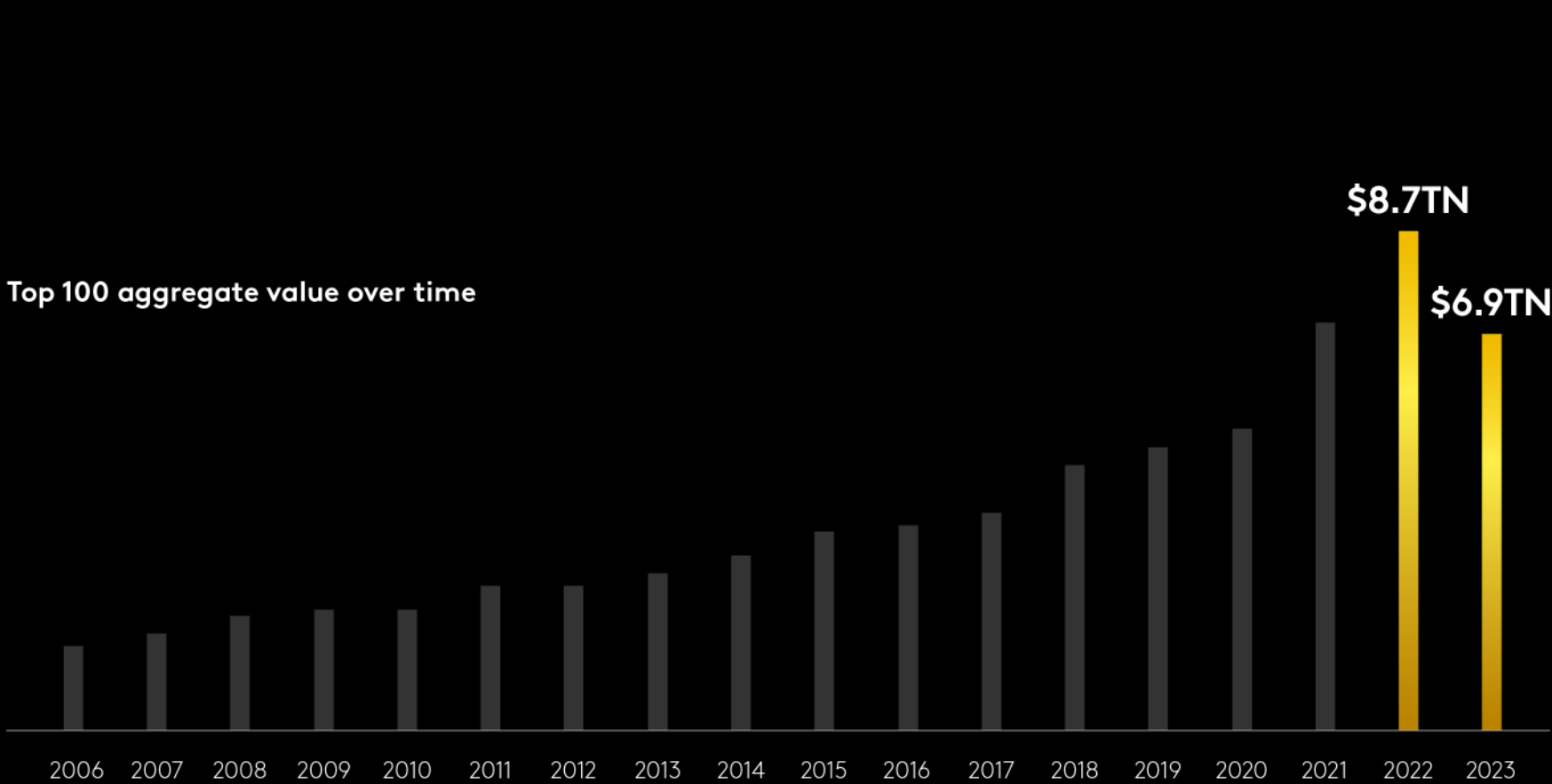
KANTAR BRANDZ

THE DEFINITIVE GUIDE TO
BRAND BUILDING

KANTAR BRANDZ'S TOP 100 MOST VALUABLE GLOBAL BRANDS
GREW THEIR VALUE BY A MASSIVE 521% BETWEEN 2006 AND 2022



2023 VALUE OF GLOBAL TOP 100 DECLINED BY A FIFTH



Since 2022

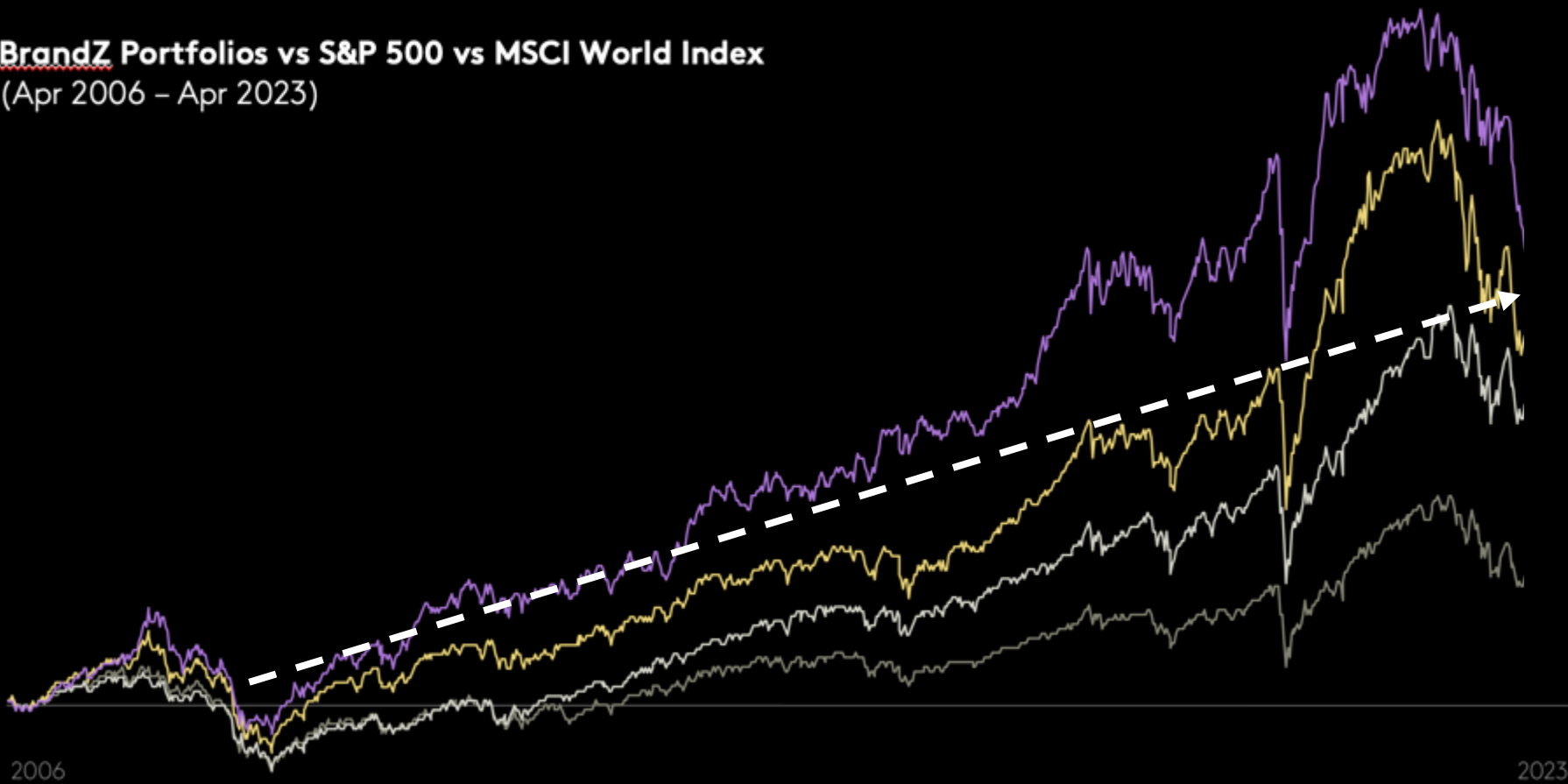
- 20%
-\$1.8TN

EVENTS IN 2022 LED TO GLOBAL STOCK MARKET DECLINES AND IMPACTED BRAND VALUES

WORLD EVENTS	MARKETS	CONSUMERS	BRANDS & BUSINESSES
War in Ukraine	Energy prices	Higher living costs	Corporate exits from Russia
Rising interest rates	Supply shortages	Reduced disposable income	Price rises
Continued lockdown in China	Increasing inventories	Risk of unemployment	Reduced profitability
WEAKENING GROWTH FORECASTS	DEALING WITH REDUCED DEMAND	A NEED TO ECONOMISE	IMPACT ON BRAND VALUES

MARKET SHOCKS HAVE REVERSED OPTIMISTIC MARKET PERCEPTIONS POST-COVID...
WHILE BRAND EQUITY AND CONSUMER PERCEPTIONS HAVE SUSTAINED BRANDS

BrandZ Portfolios vs S&P 500 vs MSCI World Index
(Apr 2006 – Apr 2023)



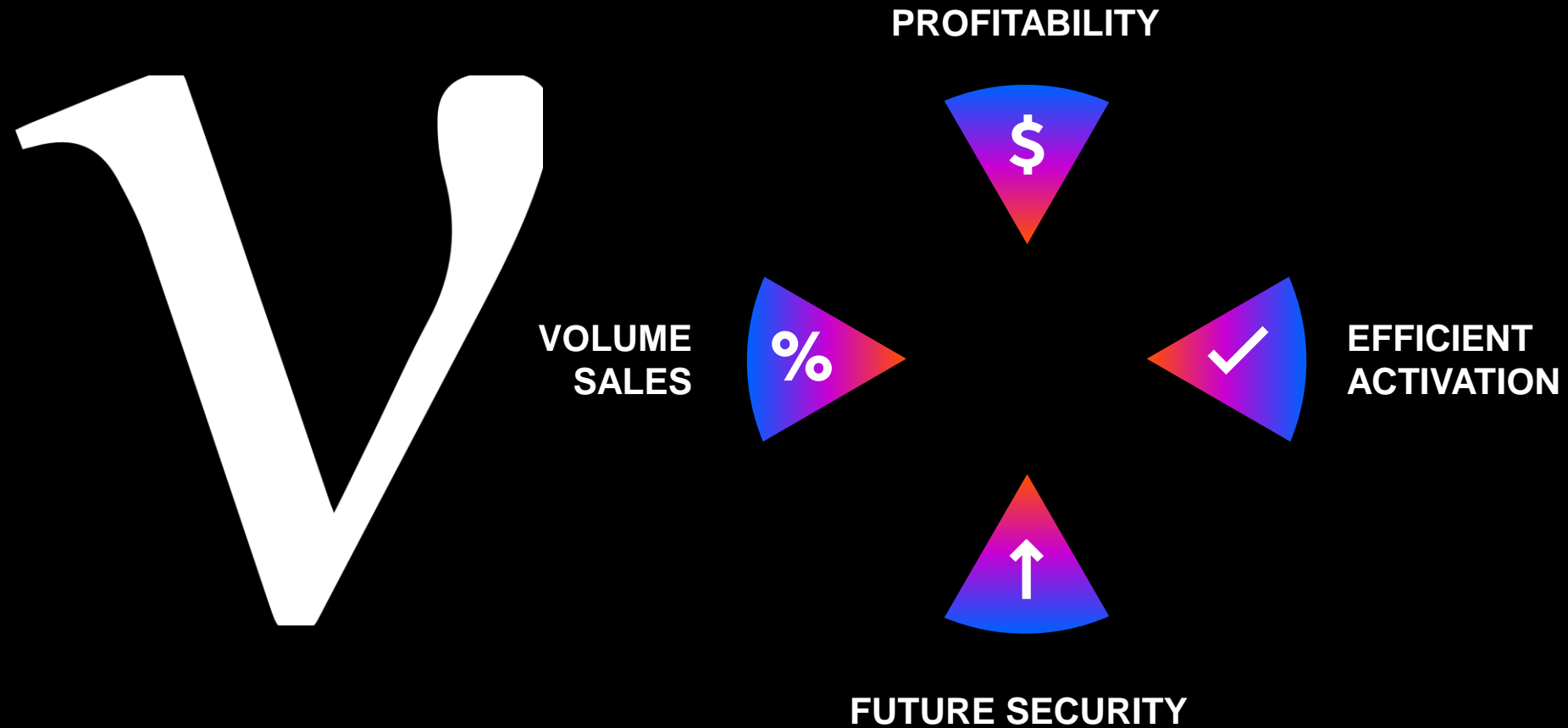
+414% POWERFUL BRANDS
TOP 10 PORTFOLIO

+322% STRONG BRANDS
PORTFOLIO

+231% S&P 500

+107% MSCI WORLD INDEX

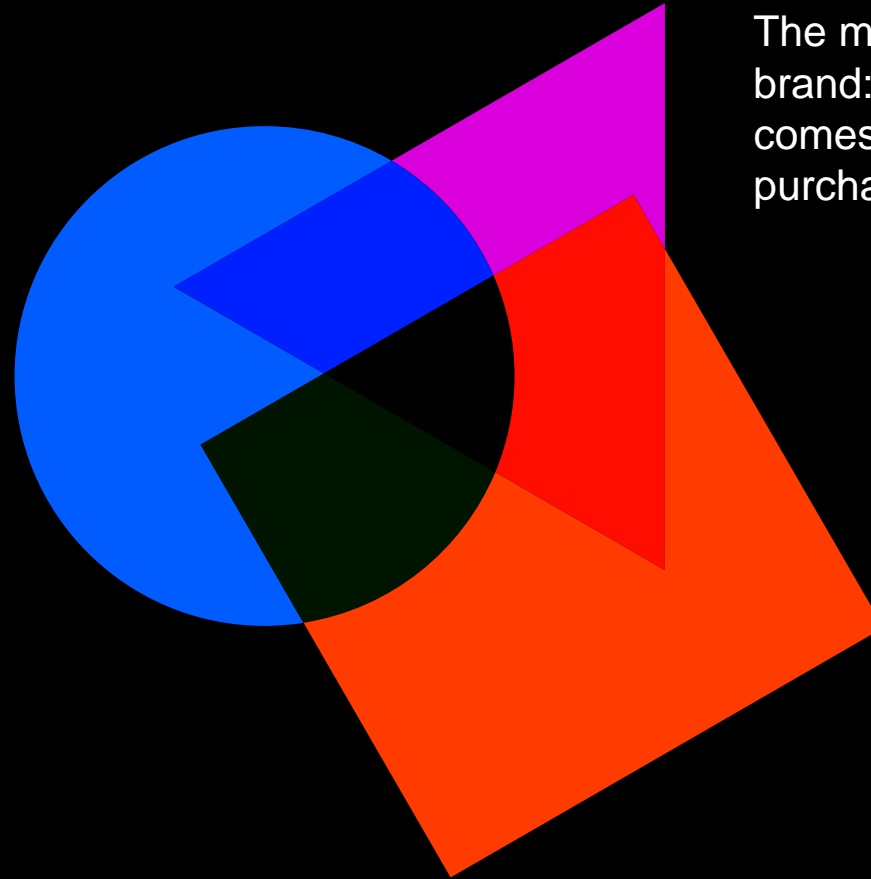
HOW BRANDS CREATE VALUE



BRANDS THAT CONNECT ARE...

DIFFERENT

The extent to which some brands are seen to **offer something that others don't and lead the way**



SALIENT

The mental availability of the brand: how **quickly and easily** it comes to mind when making a purchase or usage decision

MEANINGFUL

The extent to which brands build a clear and consistent **emotional connection** and are seen to deliver against **consumer needs**

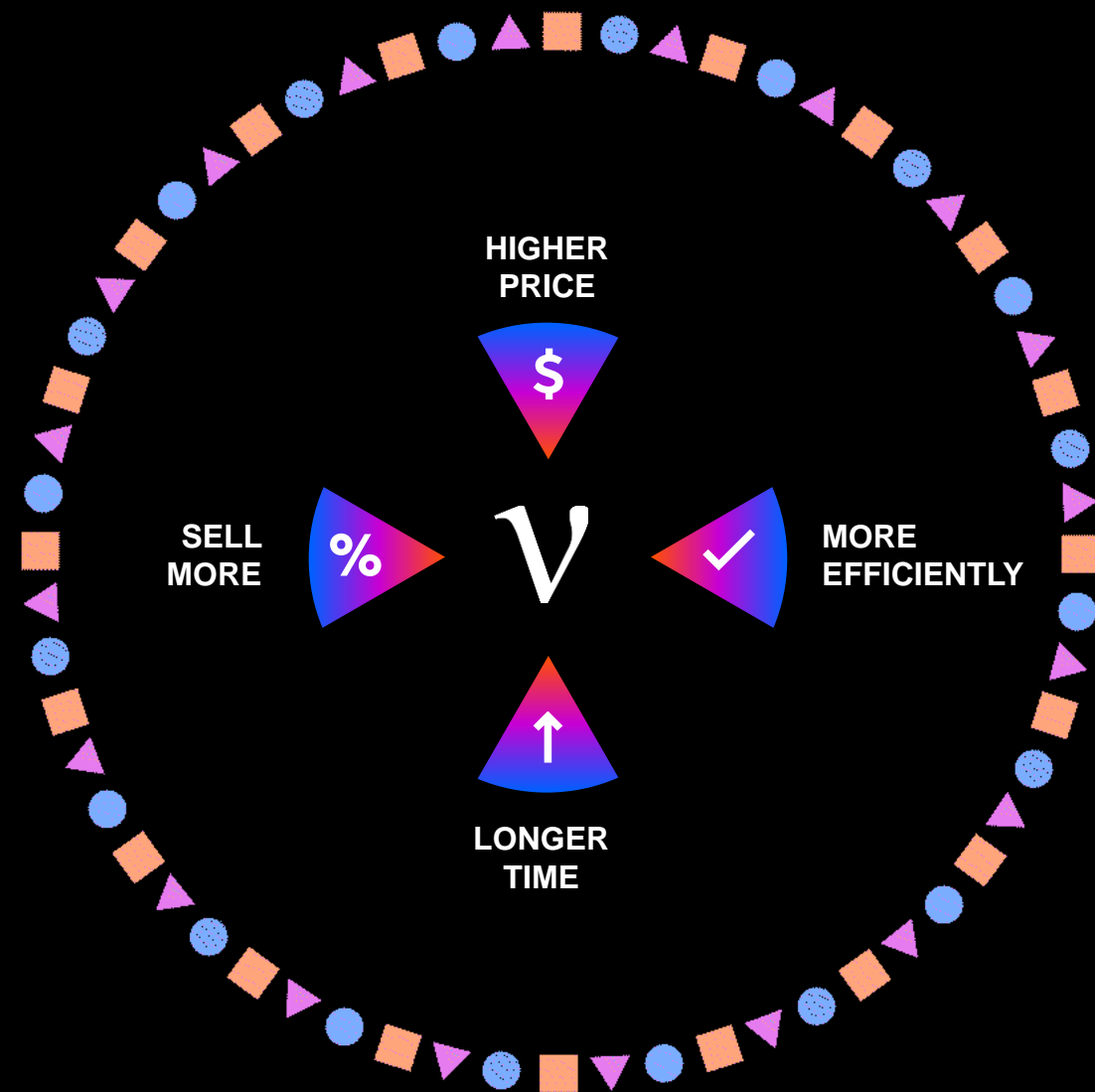
HOW BRANDS CREATE VALUE

KEY:

Meaningful

Different

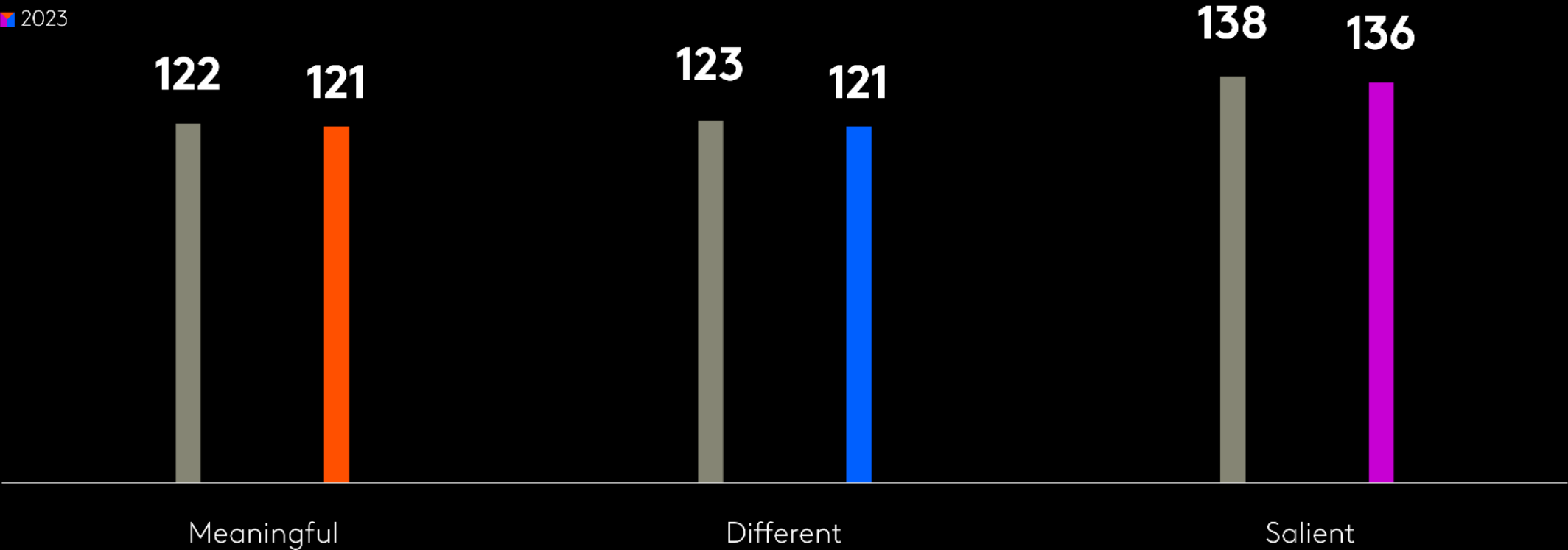
Salient



DESPITE VOLATILITY IN VALUE, CONSUMER PERCEPTIONS
HAVE REMAINED STABLE

Global Top 100
2019 vs 2023

■ 2019 ■ 2023



Strong brands can achieve growth despite challenging conditions



Brand value +24% YoY
(Telco average -10%)

Mission statement

“Hunger to win customers for life.”

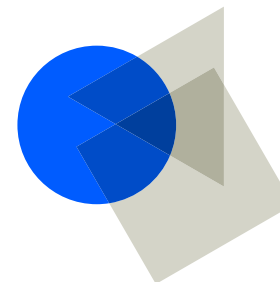
Recent campaign

“Open to questions.”



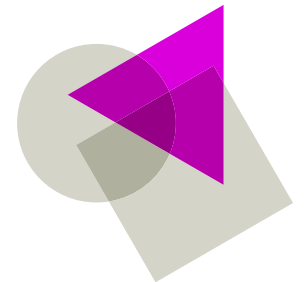
Meaningful

144



Different

136



Salient

162

**Strong brands
can achieve
growth despite
challenging
conditions**

DIOR

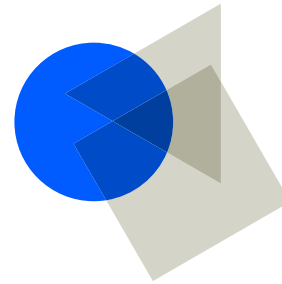
Brand value +9% YoY
(Luxury average -4%)

“We came out of the pandemic stronger because we had the courage to do what others didn’t.”
Pietro Beccari, LVMH executive



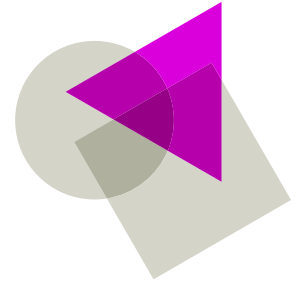
Meaningful

117



Different

107



Salient

115

LOOKING AT THE TOP30 STRONGEST BRANDS IN BELGIUM

TOP 10 STRONGEST BRANDS IN BELGIUM

#1



#2



#3



#4



#5



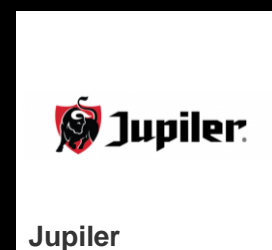
#6



#7



#8



#9



#10



TOP 30 STRONGEST BRANDS IN BELGIUM

11 COTE D'OR

12 NETFLIX

12 EUROMILLIONS

14 MC DONALD'S

15 LOCAL FRIKOTS

16 ORANGE

17 YOUTUBE

18 SPA

19 FACEBOOK

20 DELHAIZE

21 BELFIUS

22 ZALANDO

23 CARREFOUR

24 WIN FOR LIFE

25 KBC

26 BNP PARIBAS FORTIS

27 KINDER

28 CRISTALINE

29 QUICK

30 LEONIDAS

Top brands by REGION

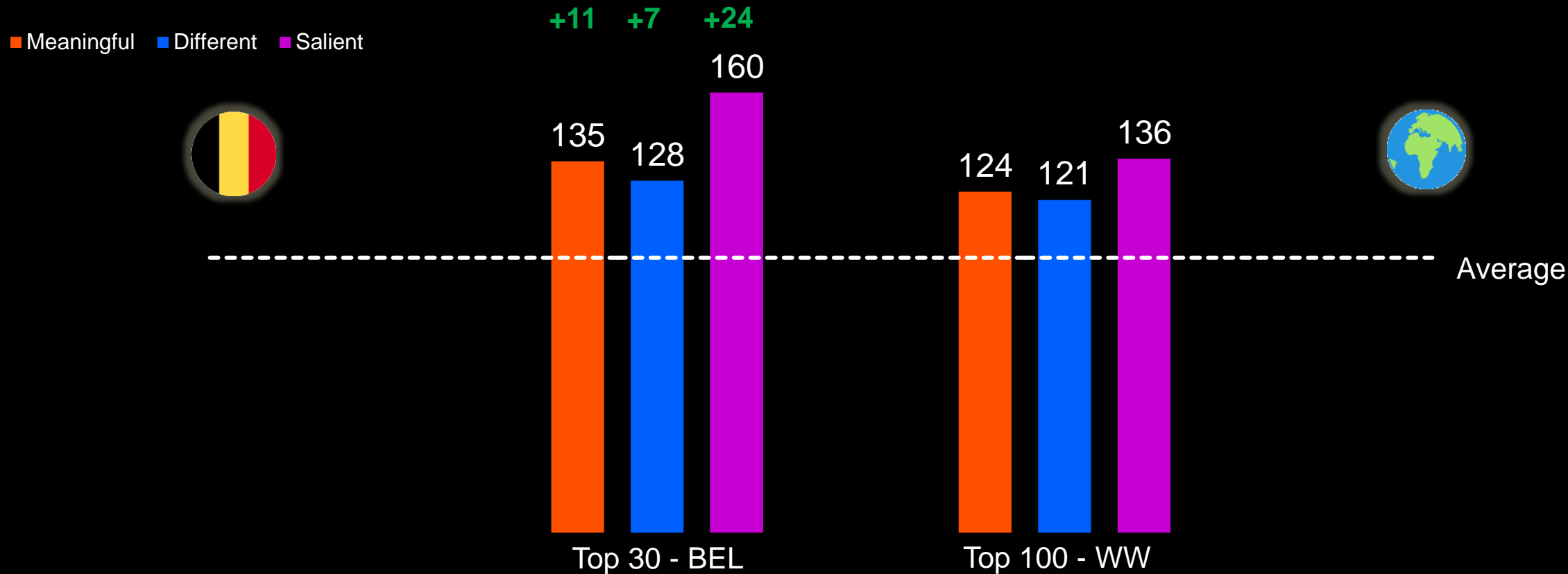
NORTH - FLANDERS

# 1	SAMSUNG	Mobile Phones
# 2	TELENET	Comms. Providers
# 3	GOOGLE	Info, News & Search
# 4	COCA-COLA	Soft drinks
# 5	PROXIMUS	Comms. Providers
# 6	BOOKING.COM	Travel & Holiday agents
# 7	TUI	Travel & Holiday agents
# 8	APPLE IPHONE	Mobile Phones
# 9	LOTTO	Gambling & Betting
# 10	JUPILER	Beers

SOUTH - WALLONIA

# 1	SAMSUNG	Mobile Phones
# 2	GOOGLE	Info, News & Search
# 3	PROXIMUS	Comms. Providers
# 4	BOOKING.COM	Travel & Holiday agents
# 5	COCA-COLA	Soft drinks
# 6	COLRUYT	Grocery retailers
# 7	LOTTO	Gambling & Betting
# 8	JUPILER	Beers
# 9	YOUTUBE	Video entertainment
# 10	COTE D'OR	Confectionary & chocolate

TOP 30 BELGIAN BRANDS ARE LEVERAGING THEIR STRENGTH ON THEIR MEANINGFUL DIFFERENCE, AS WELL AS SALIENCE – SIMILAR TO TOP 100

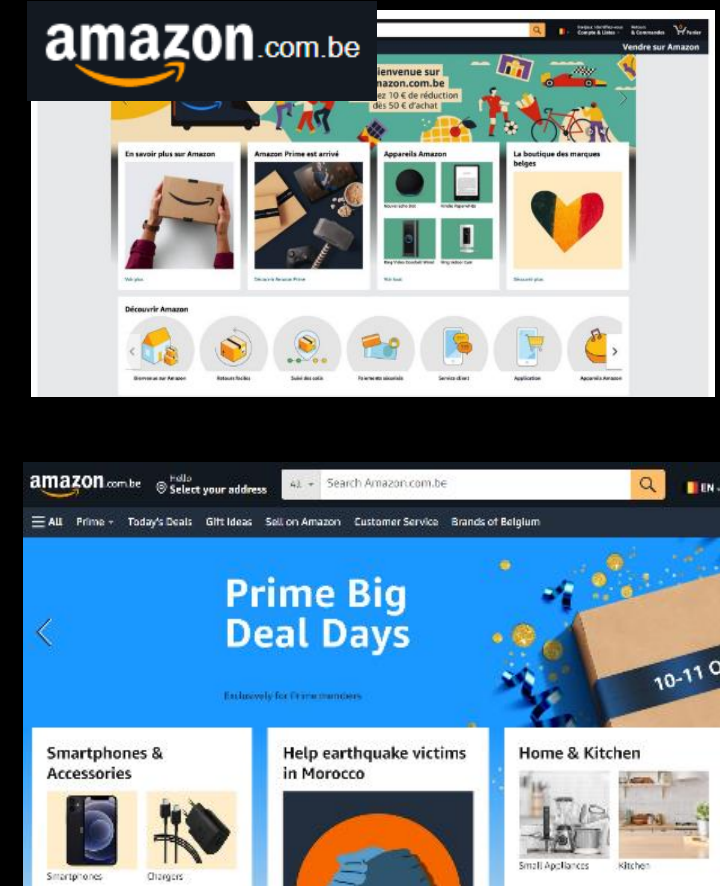
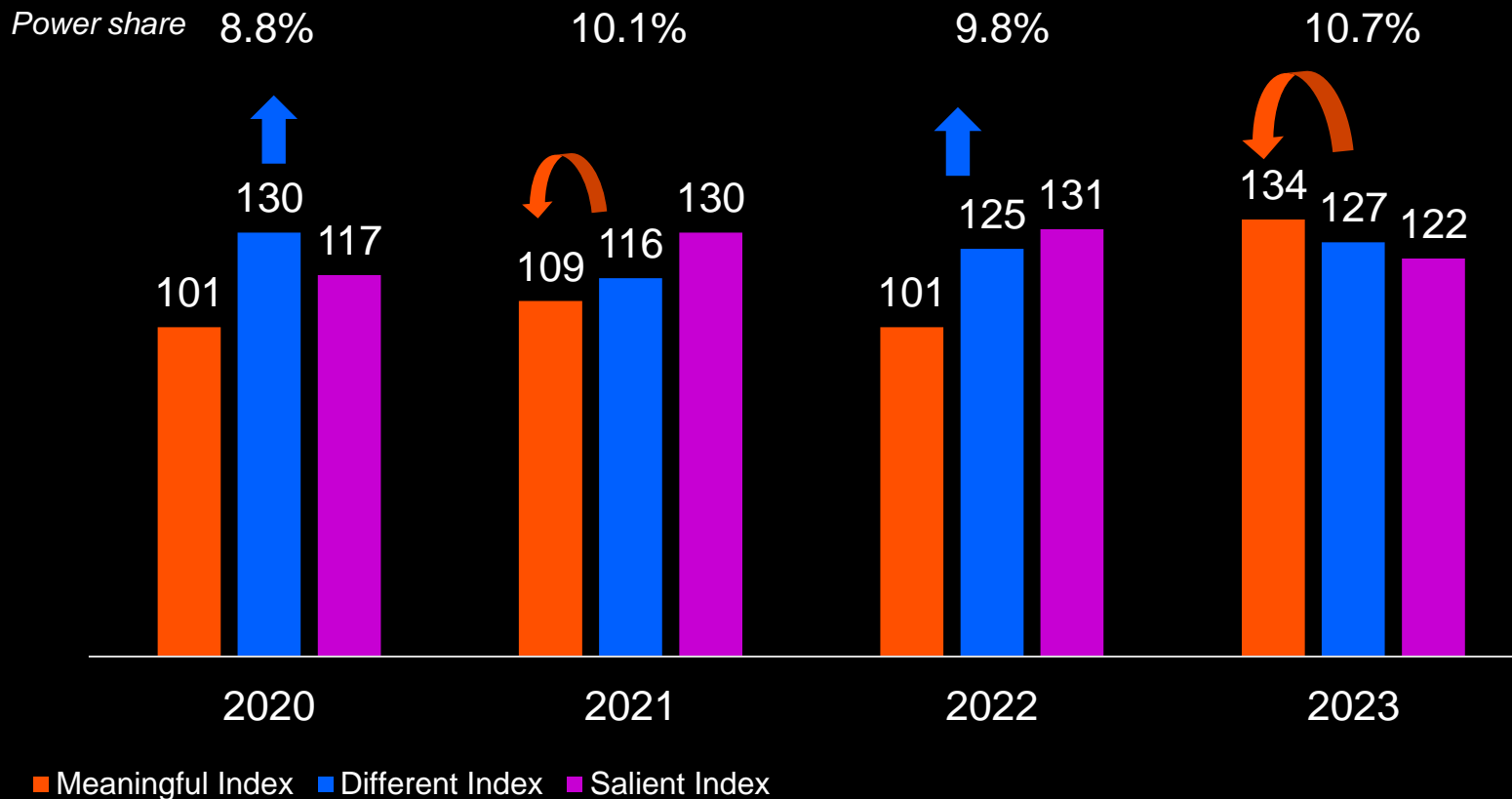




GETTING TO A STRONG MEANINGFUL DIFFERENCE IS A JOURNEY!

Amazon has benefited from converting its Difference to Meaningfulness with its launch in Belgium.

Difference and Meaningful are leaking buckets that need refilling.



CHALLENGE #1:
DO PEOPLE *SENSE*
ANYTHING DIFFERENT
ABOUT YOUR BRAND?

DIFFERENCE MAKES THE DIFFERENCE → BE IT LARGE OR SMALL

DIFFERENCE
IS A **PREDICTOR**
OF SHARE GROWTH

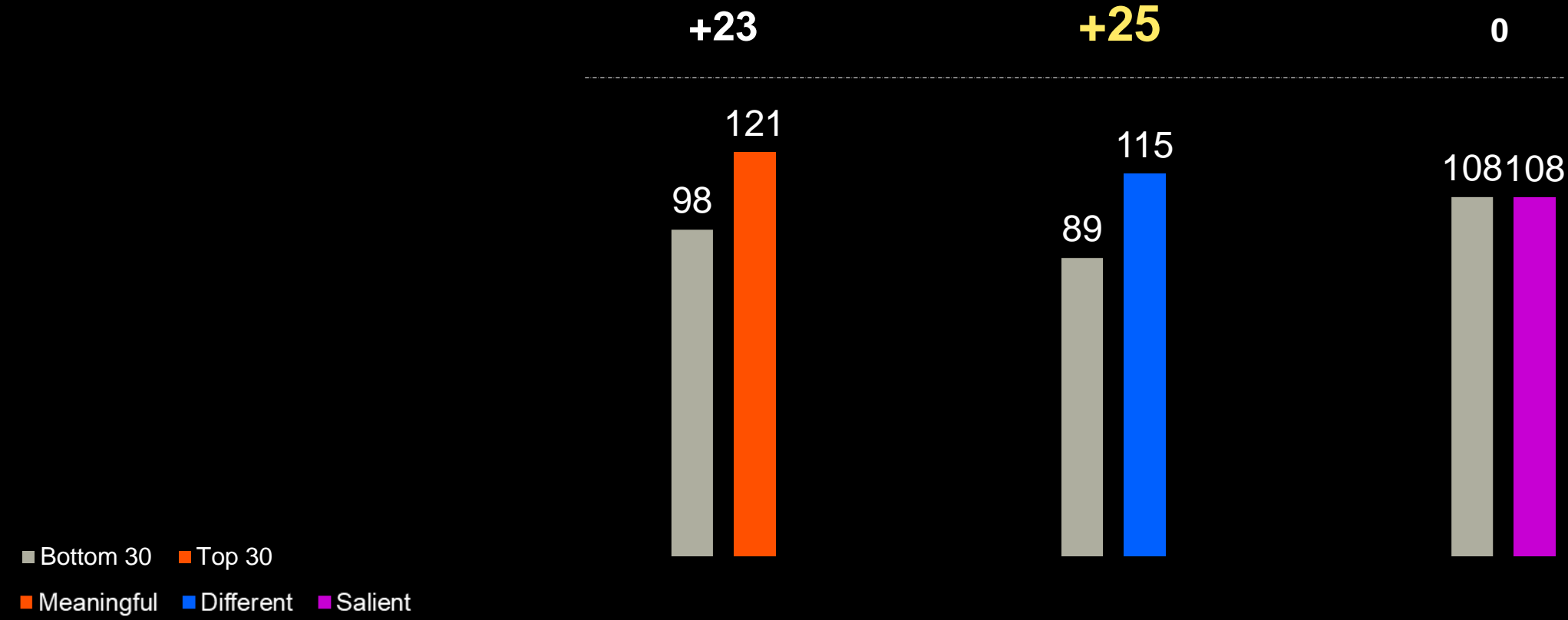
MAKING YOUR
DIFFERENCE
RELEVANT AND
WELL KNOWN IS
THE GROWTH LEVER

THERE ARE **MANY**
WAYS TO BUILD
YOUR DIFFERENCE



DIFFERENCE (A MEANINGFUL ONE) PREDICTS
AND GUARANTEES FUTURE GROWTH

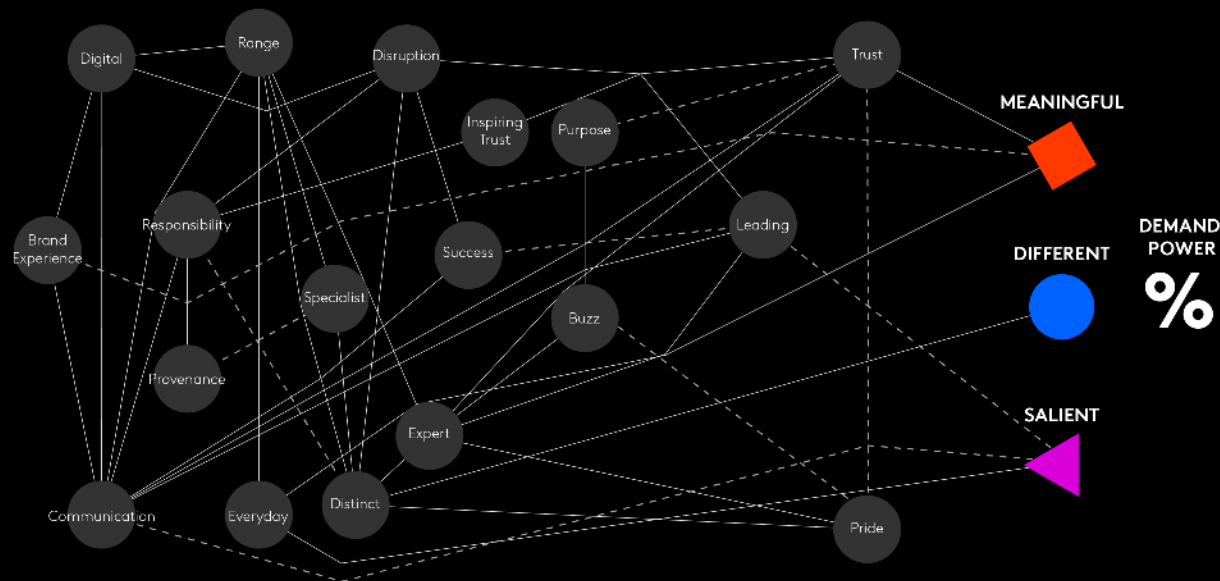
FUTURE POWER





DIFFERENCE IS BUILT IN MANY WAYS

Kantar BrandZ's brand structures work identify the many different ways brands can drive Difference



Typically, brands build their Difference in the following ways:

LEADERSHIP

This is not just about being the biggest brand in the category, it is about setting the trends and challenging the status quo.

EMOTIVE CLARITY

Standing out from others by building clear and strong emotional connections with consumers in particular territories.

DISTINCTIVENESS

Successful brands are often supported by a highly distinctive identity and have a suite of assets they can leverage to reinforce this.

FUNCTIONAL BENEFITS

Successful brands tend to have superior functional benefits that can help to set them apart from others.

This is confirmed by the characteristics of growing brands



LEADERSHIP:

TIKTOK LEADS THE WAY WITH AN INNOVATIVE APPROACH TO CREATIVITY AND TRENDS

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

Global strengths

Shaking
things up

121

Makes
lives better

114

Leading
the way

111



DISTINCTIVENESS:

LUXURY BRANDS LEVERAGING THEIR DISTINCTIVE ASSETS EFFECTIVELY WERE MORE RESILIENT, PARTICULARLY LOUIS VUITTON

LOUIS VUITTON

\$124,822M
#8

Distinctive
Look & feel

119

Luxury brands

Average change in Brand Value





FUNCTIONAL BENEFITS:

TASTE IS IMPORTANT FOR FOOD AND BEVERAGE BRANDS
AND A MEANS FOR DORITOS TO STAND OUT VS COMPETITORS

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

Food & Beverage brands

Average change in Brand Value





EMOTIVE CLARITY:

DISNEY+ BENEFITS FROM A STRONG AND CLEAR
EMOTIONAL POSITIONING AROUND THE WORLD

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

Emotional positioning

Joker

SINGAPORE
USA

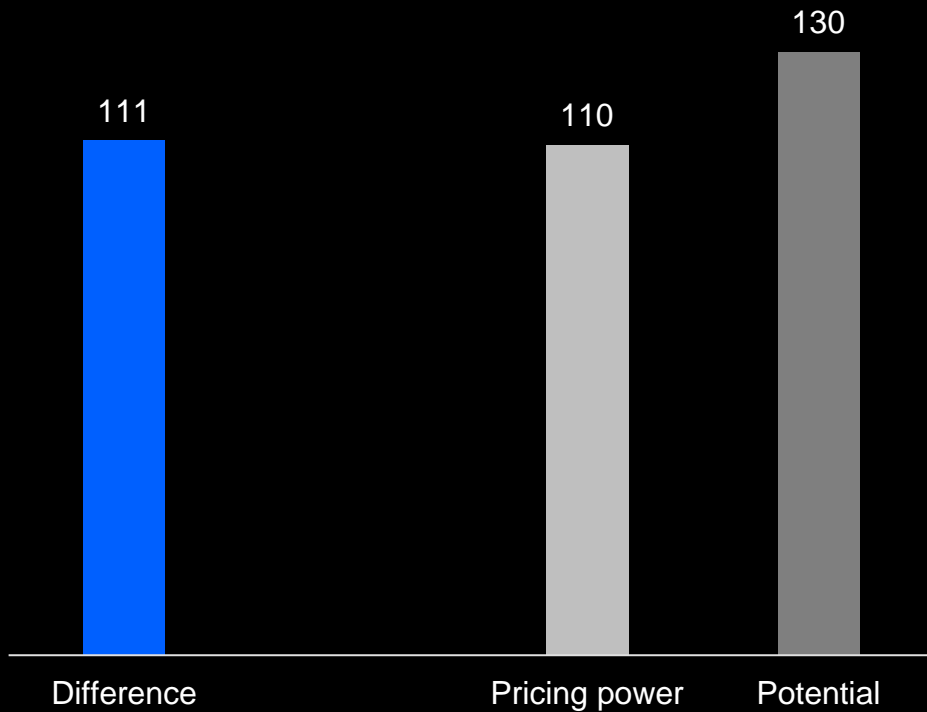
Free Spirit/Joker

AUSTRALIA
BELGIUM
BRAZIL
FRANCE
ITALY
JAPAN
MEXICO
NETHERLANDS
UK



DISTINCTIVE:

CÔTE D'OR HAS LEVERAGED ITS DISTINCTIVE ASSETS WELL THROUGH ITS EFFECTIVE COMMUNICATION.



Côte d'Or scores very high on 'Distinctive look and feel' and also on 'great communication'.

The first Côte d'Or chocolate was made from cocoa beans from the Gold Coast, now Ghana, and given the **familiar elephant logo** which has been used consistently.

- ✓ **Strong Pricing Power**
- ✓ **High potential to grow in future**

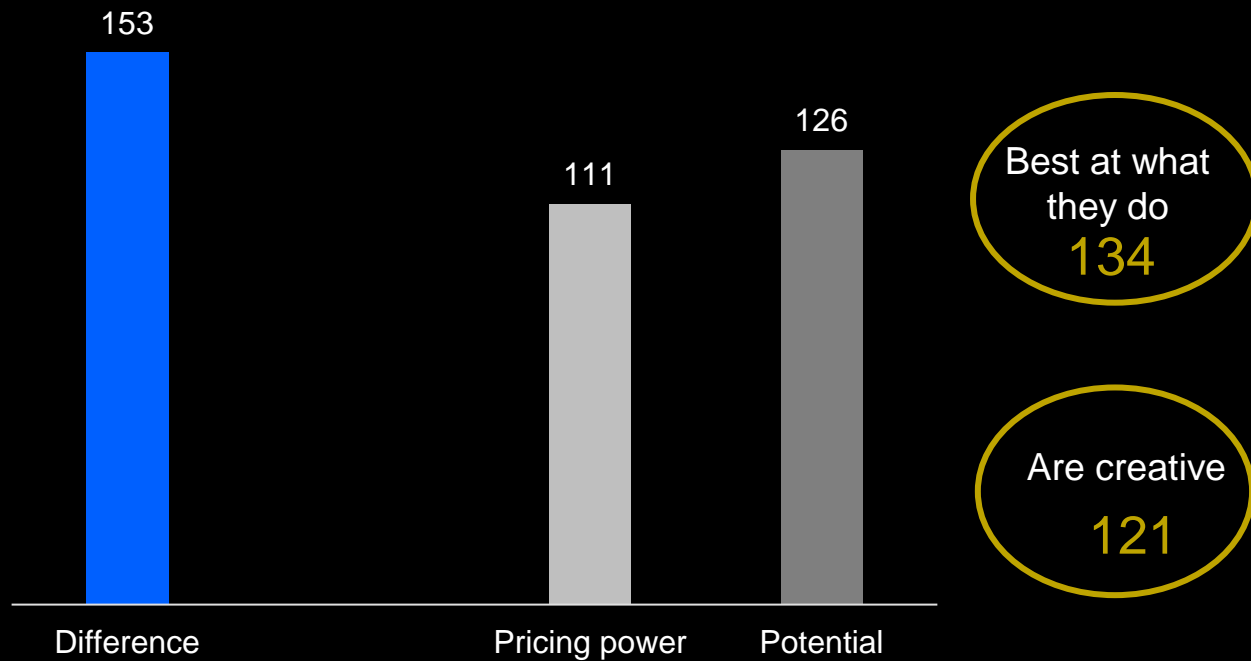
Distinctive look & feel
126

Great advertising
136



LEADERSHIP:

COCA-COLA LEADS THE WAY WITH CREATIVITY AND GREAT ADVERTISING ACROSS THE GLOBE AND ALSO IN BELGIUM. BELGIAN CONSUMERS ALSO FIND THEM 'BEST AT WHAT THEY DO'.



Leading the way
117

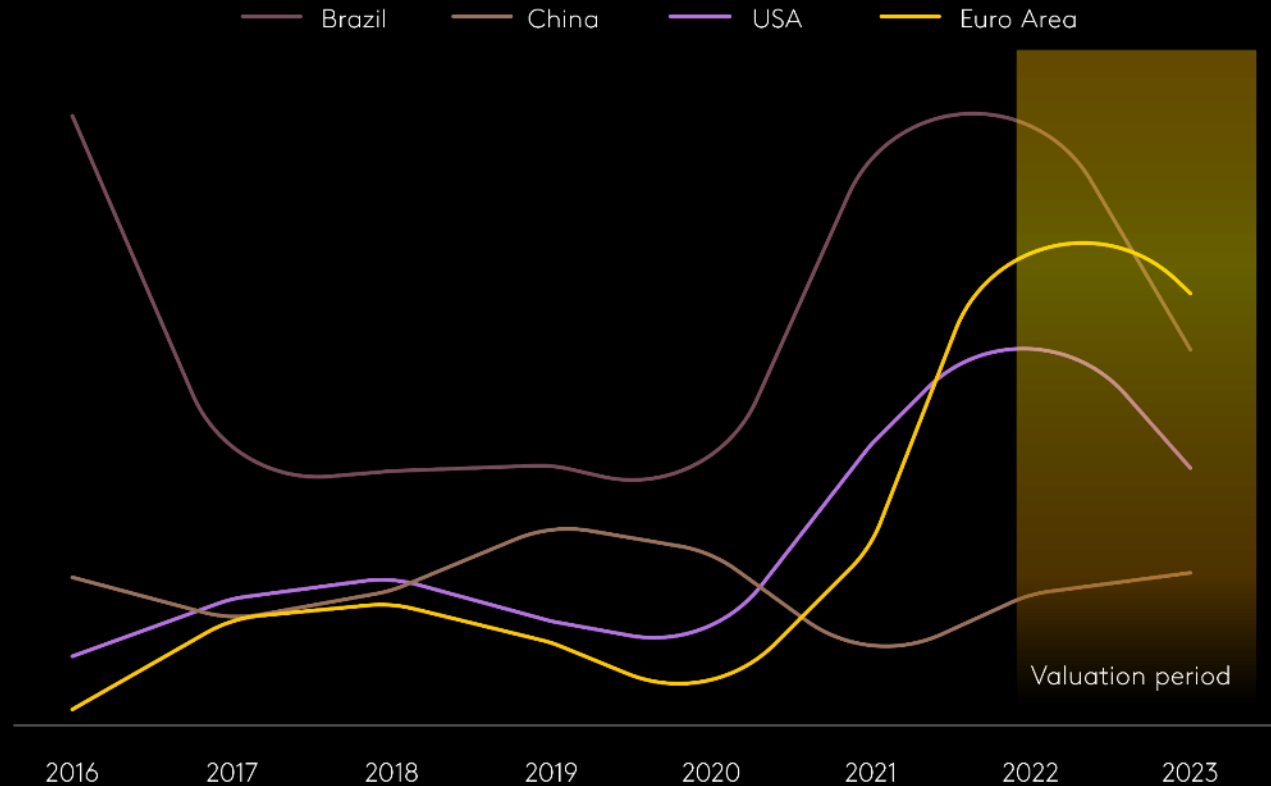
Great advertising
145

CHALLENGE #2:
**IS YOUR *PRICING*
DELIVERING *VALUE*
FOR YOUR BUSINESS
AND CUSTOMERS?**



WITH HIGH RATES OF INFLATION SEEN AROUND THE WORLD, CONSUMERS ARE MAKING SMALL CHANGES TO THEIR HABITS

Headline inflation



45%

globally say its difficult to meet their monthly budget

27%

are cutting back on general expenditure

21%

have reduced the amount of groceries they buy

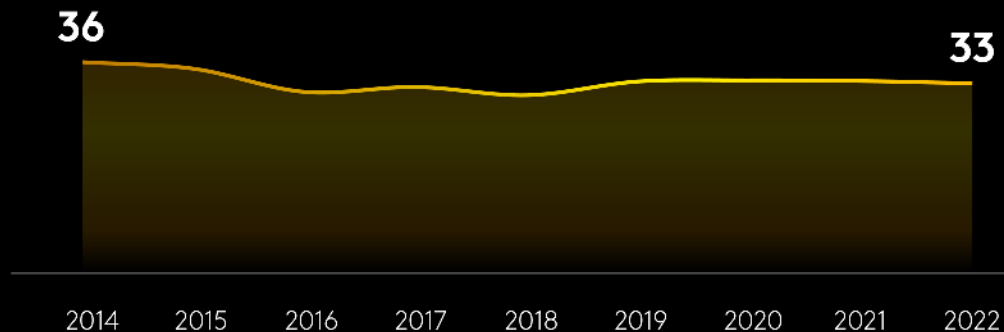


DESPITE GROWING PRESSURE ON BUDGETS, CONSUMERS ARE STILL SAYING THEY PREFER TO CHOOSE BRANDS RATHER THAN OPT FOR THE CHEAPEST

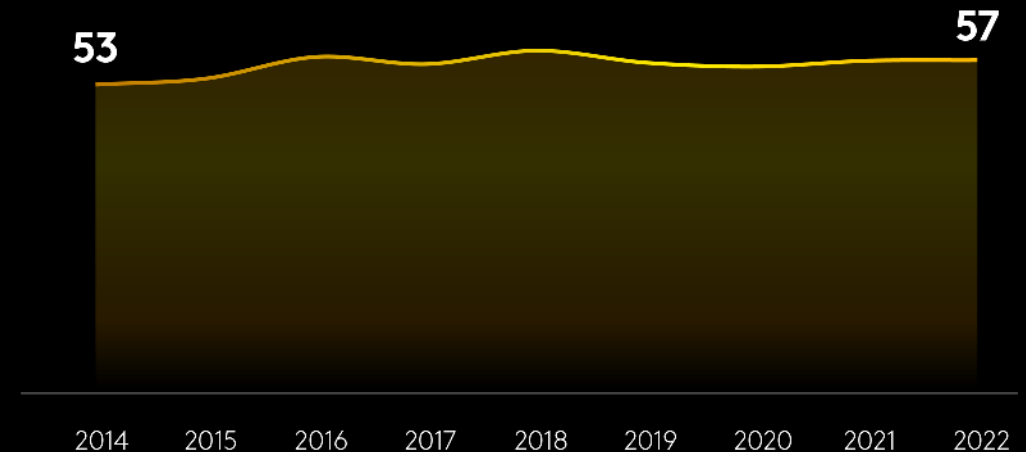
Claimed category purchase criteria

- There is only one brand I would ever consider
- There are several different brands that I would choose between, regardless of the price
- I would consider most of the brands and go for the one that gives me the best price

PRICE DRIVEN



REPertoire

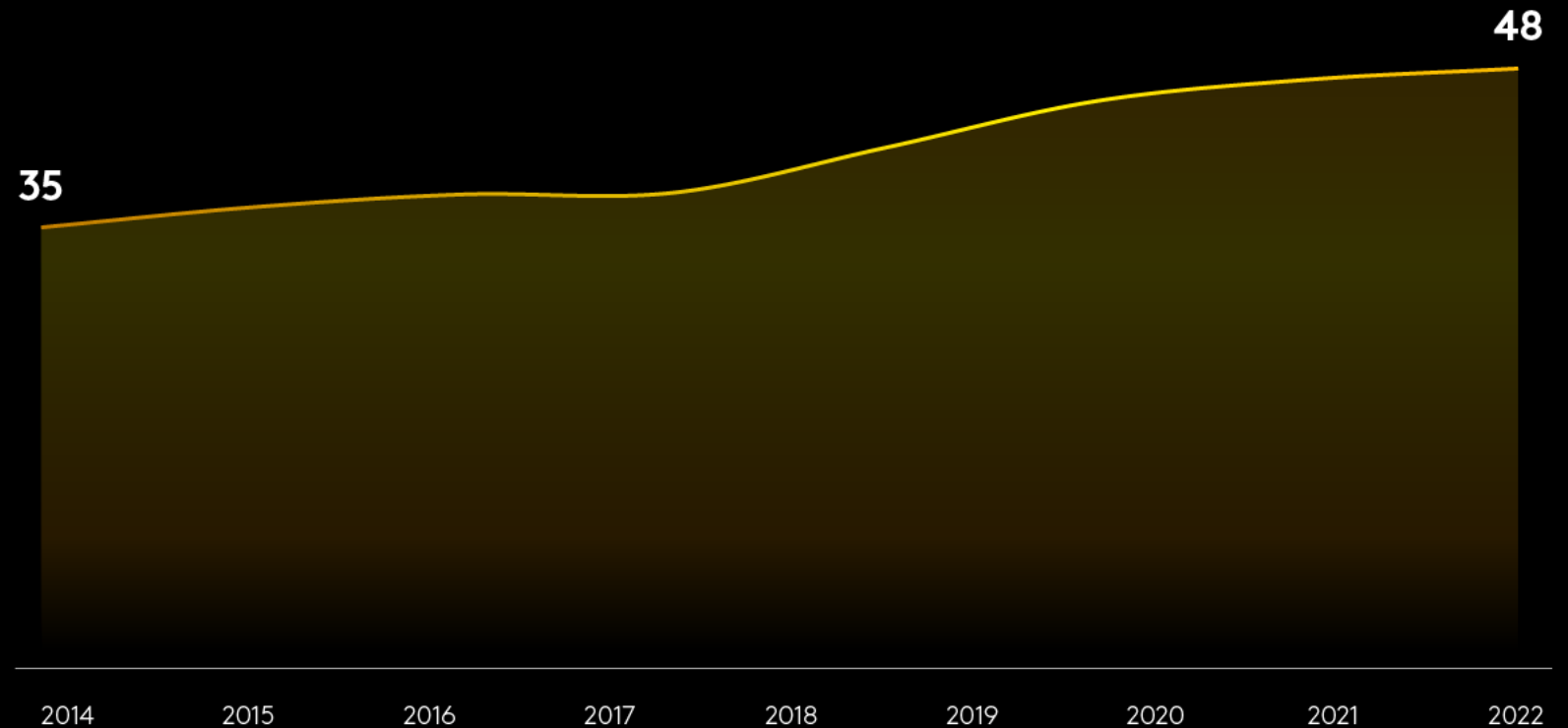




Worth perceptions

WORTH PERCEPTIONS
HAVE STRENGTHENED-
BRANDS HAVE BEEN
DOING A GOOD JOB
OF JUSTIFYING PRICES

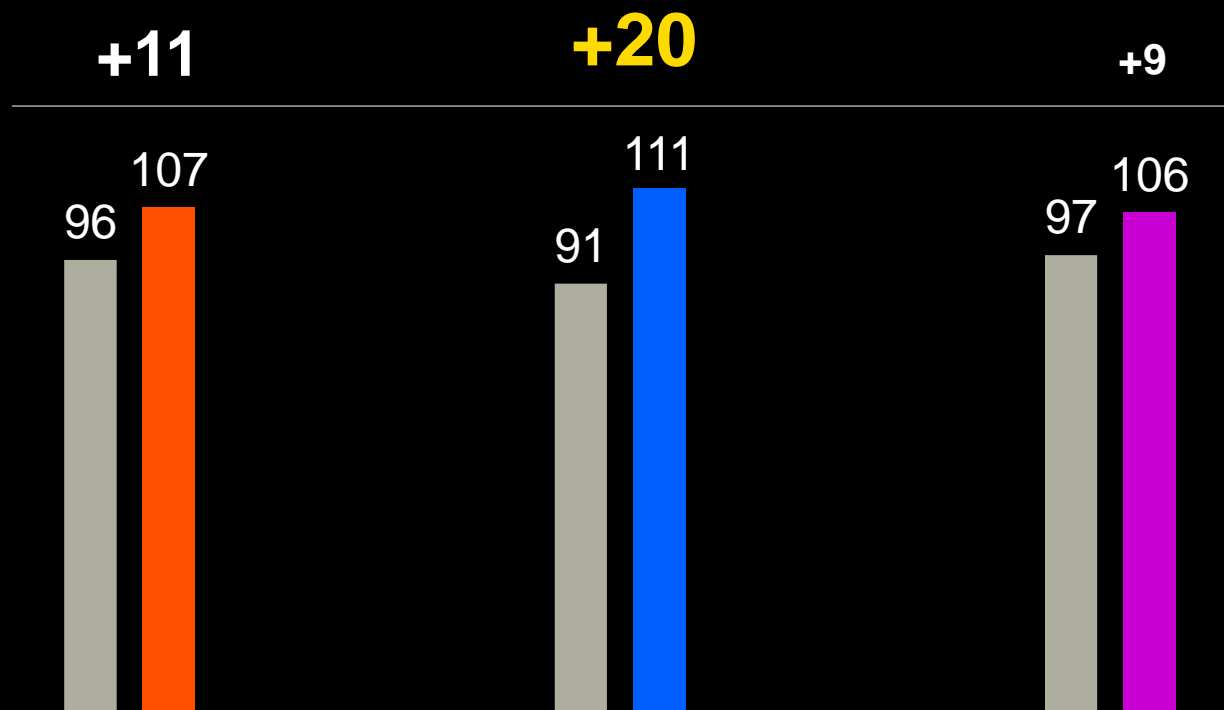
WE CALL THIS
PRICING POWER



DIFFERENCE ALSO PROTECTS PRICING POWER



PRICING POWER



■ Bottom 30 ■ Top 30

■ Meaningful ■ Different ■ Salient

BRANDS WITH HIGHER DEMAND POWER ARE WORTH MORE
AND HIGHER PRICING POWER GENERATES FUTURE GROWTH.



BELGIAN BRANDS WITH
HIGHER DEMAND POWER
ARE WORTH MORE

+21%

WORTH MORE

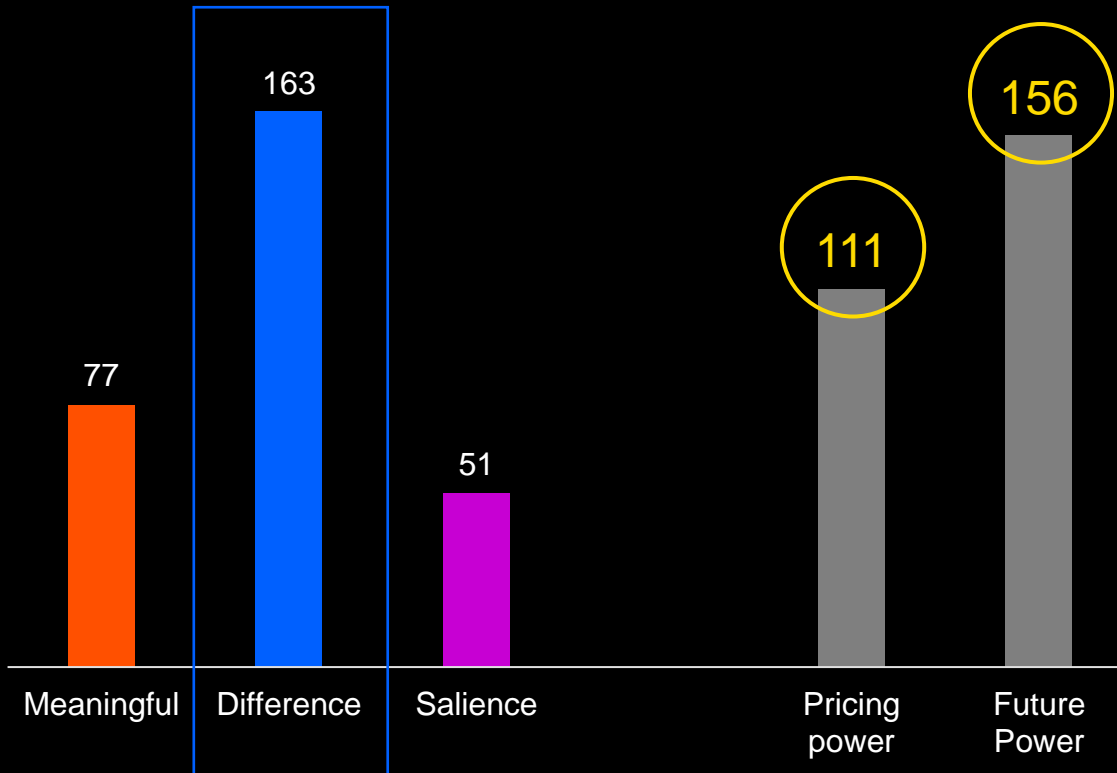
BELGIAN BRANDS WITH
HIGH PRICING POWER
HAVE MORE CHANCE TO
GROW IN FUTURE

+20%

HIGHER FUTURE POWER



PIERRE MARCOLINI COMMANDS A HIGH PRICING POWER THANKS TO ITS UNIQUE DIFFERENCE



Belgian chocolate brand Pierre Marcolini may not be an everyday brand. Yet, it has created unique space for itself.

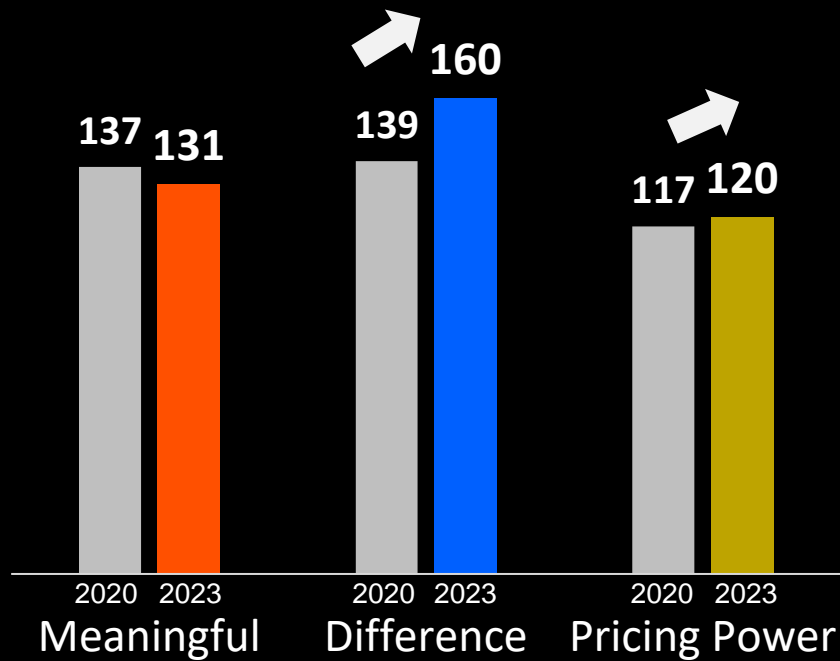
- ✓ Very strong on **Difference**
- ✓ Leading to a **high pricing power and high potential to grow in future**

Stands for
something unique
132

Are
creative
128



IN THE UK SPOTIFY HAS BEEN ABLE TO LEVERAGE ITS DIFFERENCE AND IS JUSTIFYING ITS PRICE THROUGH INNOVATION AND GREAT PRODUCT OFFERING



+10%
Demand Power

+18%
Worth More



Well Designed
products
123
(+6)

Innovation
125
(+5)

CHALLENGE #3:
**IS YOUR BRAND
DELIVERING *VALUE*
BEYOND YOUR
BUSINESS?**



KEY FACTS:

SUSTAINABILITY ALL BRANDS ANALYSIS

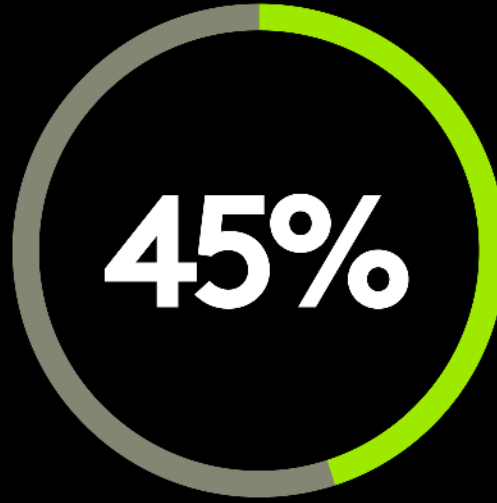
IN 10 YEARS

CONSUMER ENDORSEMENTS
OF SUSTAINABILITY
PERCEPTIONS HAVE RISEN...

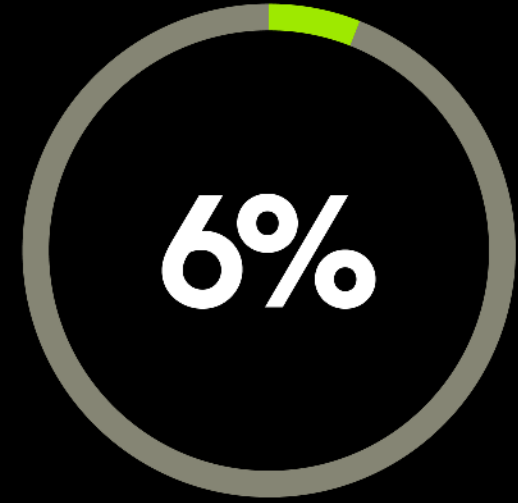


SUSTAINABILITY

REMAINS THE MOST
IMPORTANT DRIVER OF
CORPORATE REPUTATION,
CONTRIBUTING...

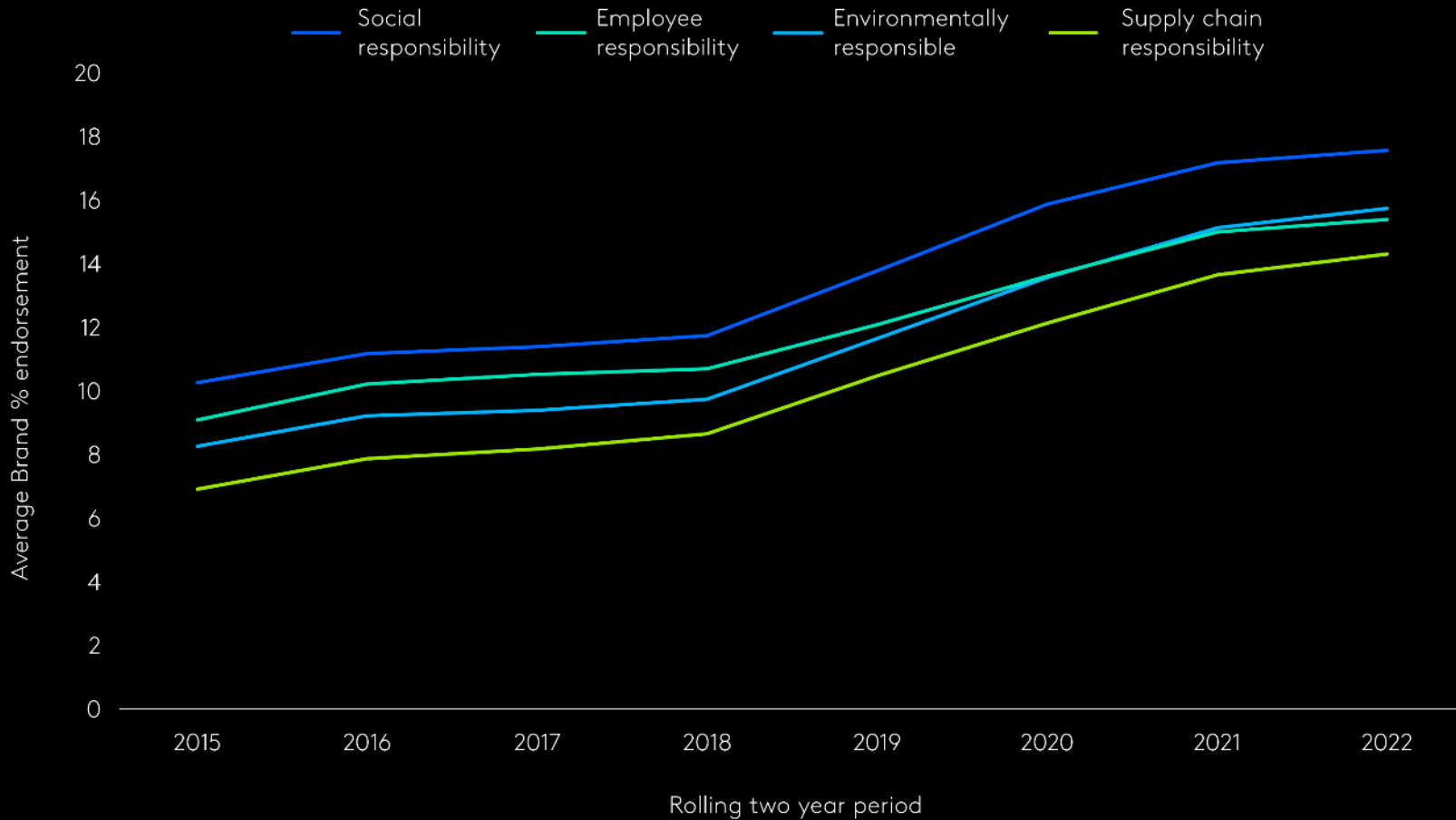


SUSTAINABILITY
CONTRIBUTION
TO OVERALL
BRAND EQUITY IS...





SUSTAINABILITY BRAND ENDORSEMENTS HAVE ALMOST DOUBLED SINCE 2014



% increase since 2014

Supply chain **+115%**

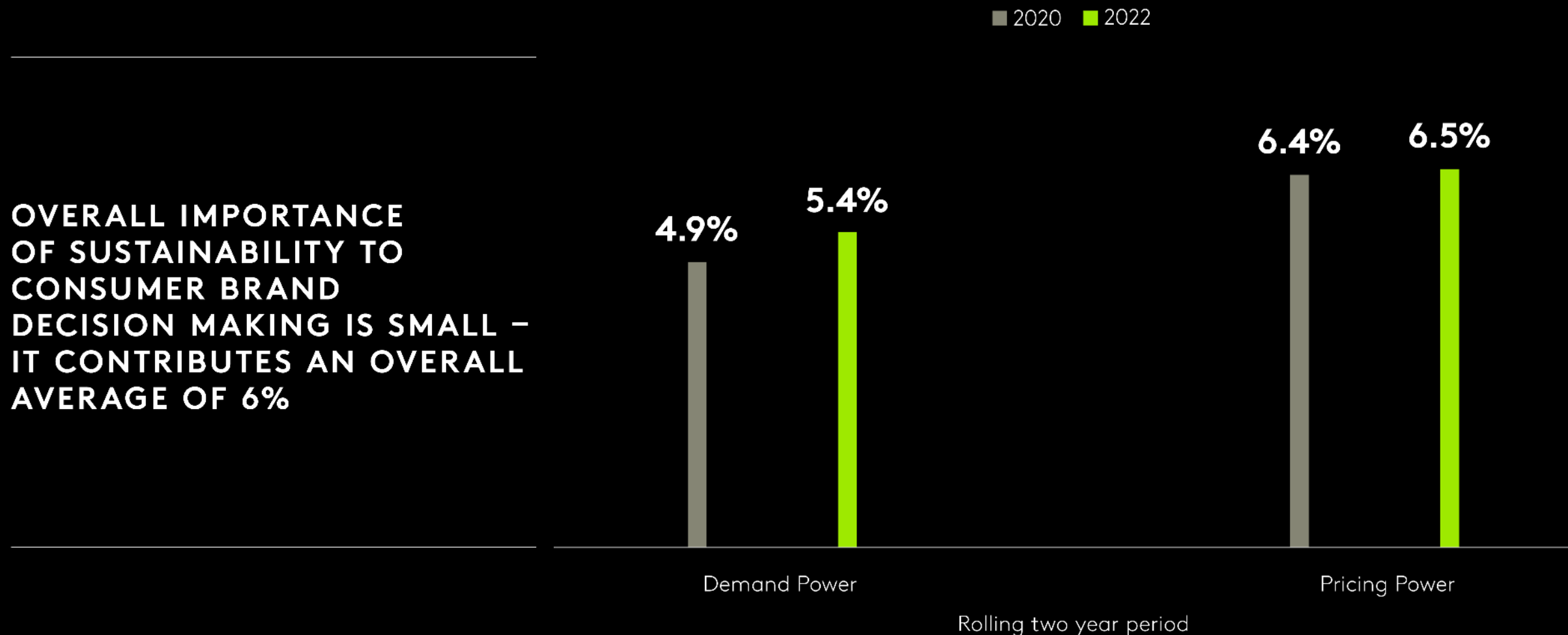
Environmental **+86%**

Employee **+70%**

Social **+65%**

(Other perceptions +47%)

THE IMPORTANCE OF SUSTAINABILITY TO CONSUMER BRAND DECISION MAKING IS CURRENTLY SMALL BUT INCREASING STEADILY.

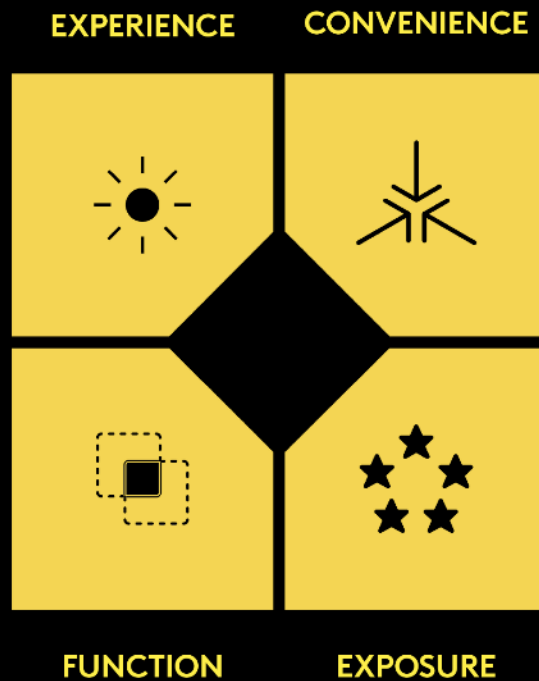




SUSTAINABILITY IS NOT ENOUGH WITHOUT BRAND BUILDING BASICS

Brand building basics drive 70% of equity
(important for any brand to get right)

Brands that focus on Sustainability but lack brand building basics are **unable to justify a higher price**



FORMULA FOR SUCCESS IS:

SUSTAINABILITY



BRAND BUILDING BASICS



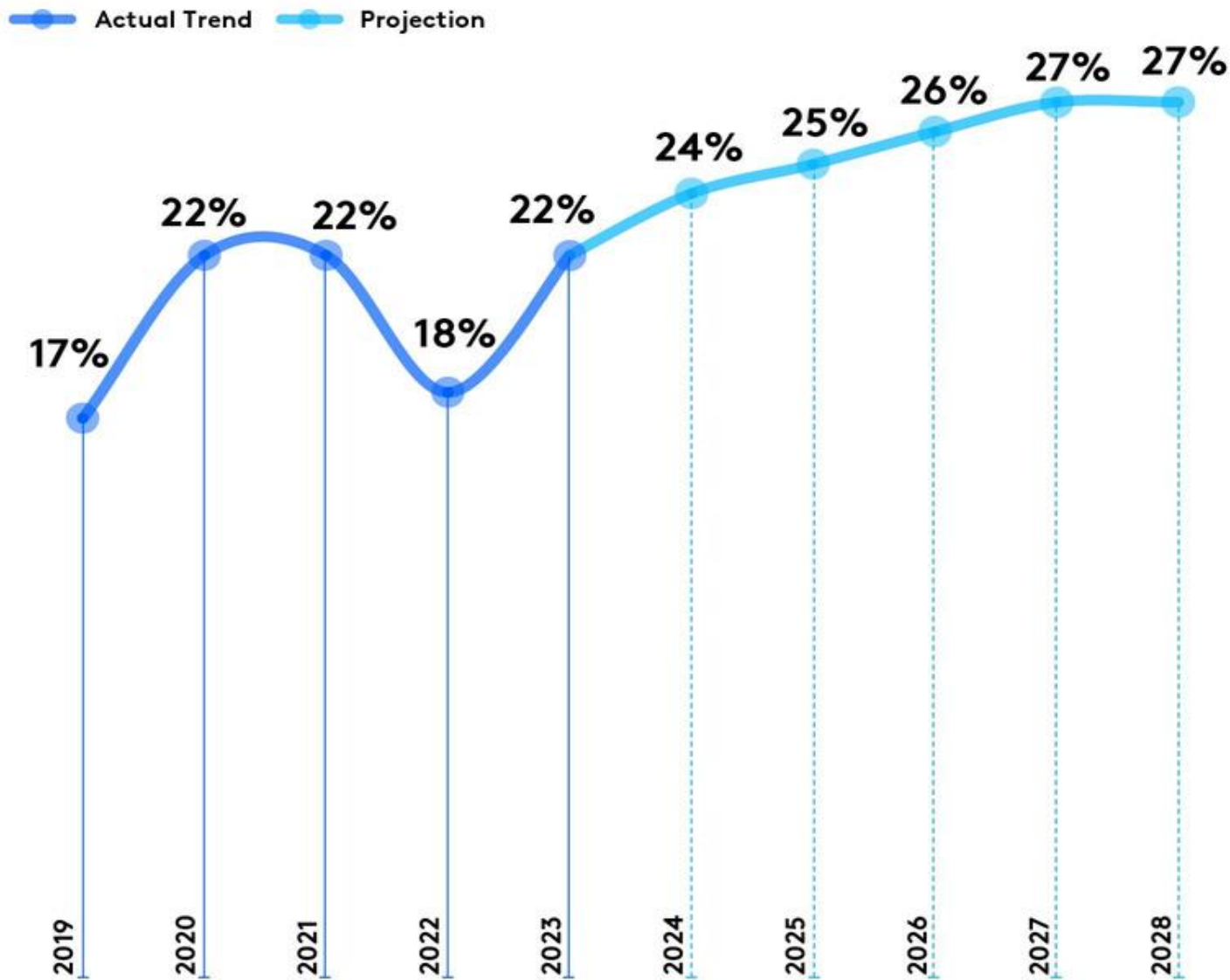
HIGHER
PRICING POWER



ECO-ACTIVES ARE BACK
AFTER A DIP IN 2022 AND
PROJECTED TO GROW!

Eco-Actives Household Population share

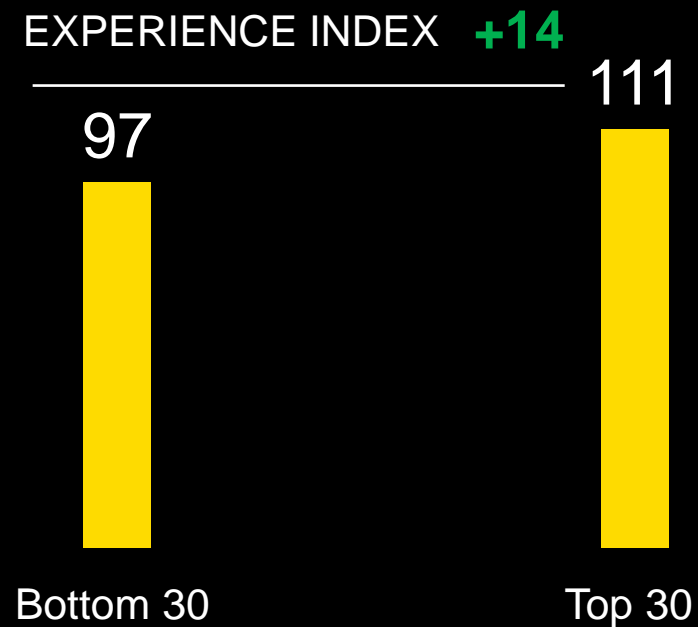
Projection based on 2019-2023 trend
Global average



BRANDS HIGH ON SUSTAINABILITY PROVIDE A REAL EXPERIENCE TO CONSUMERS.



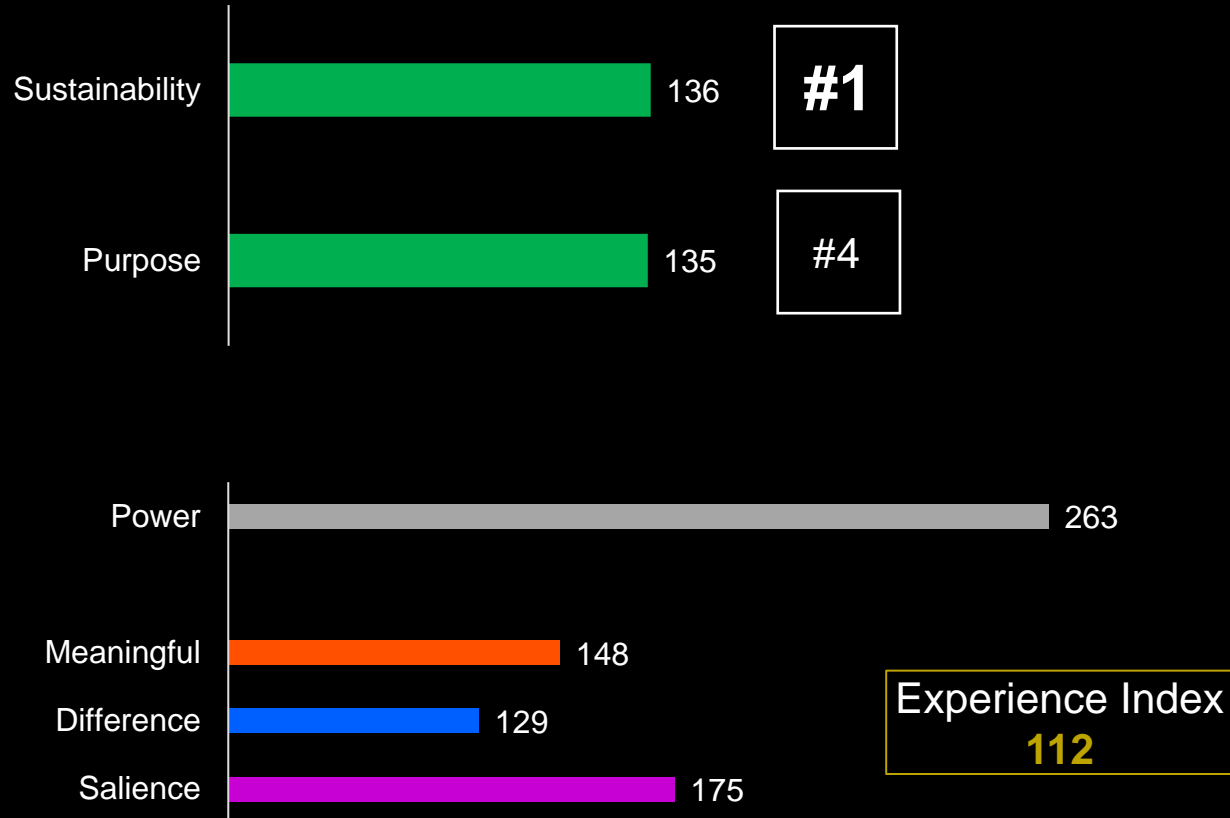
Top brands on Sustainability are over-indexing on Experience





COLRUYT, LEADER IN SUSTAINABILITY

A good example of a retailer trying to make a difference “Step by Step”



Colruyt developed a concept of “Step by Step”. Logos emphasize 4 pillars on which Colruyt is working:

-  **Health**
-  **Society**
-  **Animal well-being**
-  **Environment**

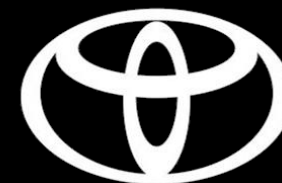
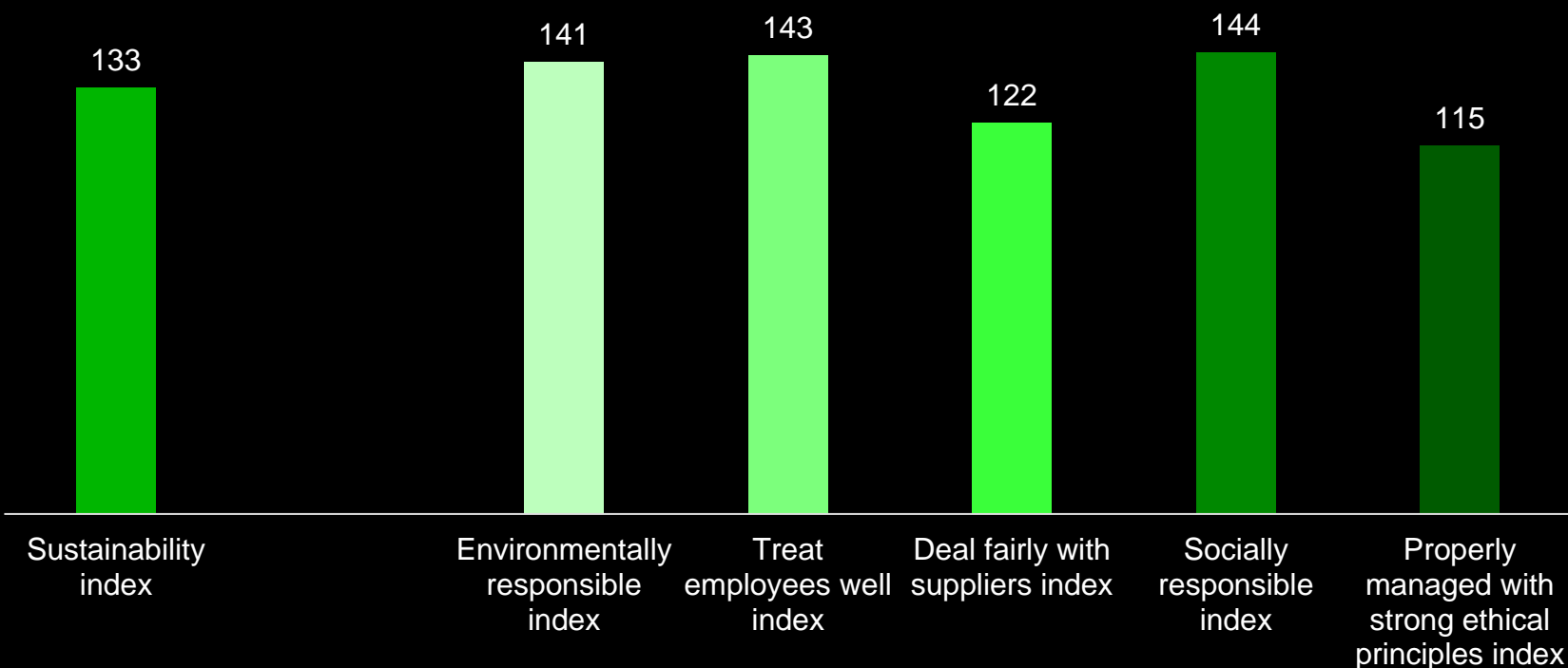
Some examples:

- More sustainable packaging
- New range “Boni eco”
- Sustainable fishing





JAPANESE BRAND TOYOTA IS ONE OF THE LEADING ENVIRONMENT FOCUSSED BRANDS DUE TO ITS LEADERSHIP IN HYBRIDS & IN HYDROGEN-BASED ENERGY.



- **Woven City:** City planned by Toyota in which sustainability and mobility will be featured in the design.
- **Forest of Toyota:** A major park that brings the environment alive.
- **Toyota-built taxis:** created for the Special Olympics (sponsored by Toyota) that provide mobility for the handicapped that are still a large part of Tokyo's taxi fleet.

CATALYST

WHAT IS *RISING* IN CREATIVE TRENDS?

TOPICAL TRENDS WE'VE SEEN THIS YEAR

#1 ESCAPE ROOMS

Creating other worlds through nostalgic escapism to digitally enhance high tech experiential journeys

#2 TOUCH MY SOUL

Emotions create memories, connecting with people through storytelling, sound and fully immersive experiences

#3 MAKE LIFE EASY

Simplicity in complex times, cleverly crafting your message and brand to strip out over-thought complexity

#4 YOU MADE THEM SMILE!

Bringing the fun back into advertising with the return of humour to convey your messages whilst entertaining your audience

#5 A BETTER WORLD

Advertising takes on social and environmental responsibility and does it with a strong sense of positivity

A low-angle photograph of the Atomium structure in Brussels, Belgium, featuring its iconic spherical nodes and connecting tubes against a blue sky with white clouds. A large, semi-transparent yellow diagonal graphic is overlaid on the left side of the image.

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2023

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IN BELGIUM**

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