

KANTAR

**OUTSTANDING
INNOVATION**

Awards 2023

Celebrating **innovative brands** worldwide

INTRODUCTION

Innovation is critical to driving sustained financial value growth. Whether big or small, every brand must innovate to remain successful over the long term. However, it's no secret that innovation is a challenging endeavour. So, what does good innovation look like? And how can brands drive growth through innovation? Particularly when times are as volatile as they are now.

Analysis of Kantar BrandZ database shows that among the brands in the Global Top 100 Most Valuable Global Brands, innovative brands grew at over twice the rate of other brands. So, what is the key to their success?

Kantar's Outstanding Innovation Awards celebrate brands worldwide in five categories that have used meaningful and different innovation to drive sustained growth. These brands are notable for their commitment to innovation which helps them stay relevant and stand out in today's challenging marketplace.

Read on to find out more about the winners and key lessons learned from our analysis. We share case studies and insights from interviews with some of the winning brands to highlight what meaningfully different innovation looks like.

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A STANDING OVATION TO THE WORLD'S MOST INNOVATIVE BRANDS

We identified our winners using evidence from Kantar's data assets including Kantar BrandZ, Worldpanel and Dx Analytics, along with qualitative assessment from our innovation experts. **We used three important criteria.**



1 Meaning and Difference

Kantar BrandZ consistently finds that the brands that people perceive to be Meaningful (fitting people's emotional and functional needs) and Different (unique or setting the trends), as well as Salient (coming readily to mind) – consistently outperform the S&P 500.

2 Innovative characteristics

Our winners score high on one or more of the following innovation attributes: Shaking things up, fits well into everyday life, leading the way, offering a good range of products and services, making people's lives better, having well-designed products and services or being committed to sustainability.

3 Sustained business impact

Meaningfully different innovations should drive improved business performance. To confirm the impact of innovation on business results, we looked at sales (where available) and Kantar BrandZ Demand Power, Future Power and Purpose metrics to provide evidence of long-term impact.

We supplemented this with a wide range of publicly available information sources and **interviews with some of the winning brands.**

Let's reveal our winners in each category and what makes them stand out, with proof points to illustrate their stories.



The FMCG industry has seen unprecedented upheaval of late, forcing brands to adapt quickly and COVID-19 boosted the rise of ecommerce. Inflation has been on the rise and the war in Ukraine adds to the general uncertainty. **But underlying these shifts there are longer-term trends that brands must adapt to stay relevant.**

Three key pillars are driving the narrative of food trends – **health, experience and environment** (source: Kantar Finding the Future: Food 2023). People are looking for experiences (with flavours and at home occasions) that are better for the planet and provide pleasure without guilt.



“Coming out of COVID, the challenge we have had is the need for indulgence and the need for permissibility... and providing the right solutions against that tension. Consumers are looking more for permissible solutions.”

Koen Burghouts,
VP **Global Foods,**
Future Proof podcast

“Purpose is at the heart of everything for Oreo and innovation is the way to bring the purpose alive”

Eugenia Zalis,
Global Head of Marketing and Brand,
OREO



OREO

First launched in 1912, Oreos are now sold in over 100 countries.

Oreo’s purpose around **Playfulness** is the driving force behind Oreo’s innovation strategy, as is a **willingness to adapt to local tastes and culture**. Oreo’s limited Pokemon edition built on 16 custom themes, tapping into fandom of Pokemon property as well as flavours.

In China, a limited edition, lychee and orange flavoured cookie was produced to celebrate the hugely important Spring Festival. Brand extensions like Cakesters and gluten free aim to overcome barriers to adoption.

WALKERS

Part of Lay’s global brand franchise, Walkers dominates the UK snack market.

Walkers’ innovation centres on permissible indulgence in snacking. **New, bold flavours, more intense crunch and limited editions have been instrumental** in extending the brand’s appeal to the younger generation.

In the UK, Walkers’ Meaningful Index of 155 is the highest of any salty snack, and in 2020, Walkers Max Double Crunch, Walkers Wotsits Giants, and Walkers Doritos Stax were included in the **top ten most valuable FMCG launches measured by Kantar Worldpanel**.

THE VEGETARIAN BUTCHER

Acquired by Unilever in 2018, The Vegetarian Butcher sells a variety of plant-based products that **deliver the same taste, texture, and nutrition as animal meat**.

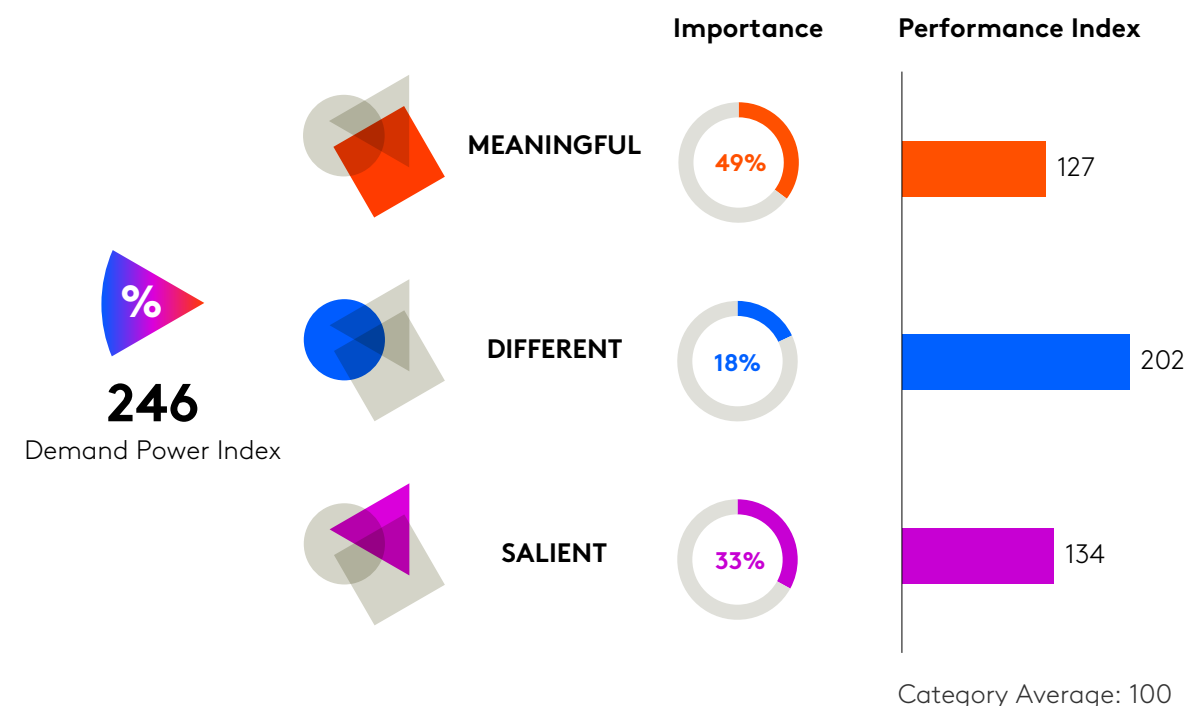
The 2022 Unilever annual report states that The Vegetarian Butcher’s growth was ‘high double-digit.’

The Vegetarian Butcher made it **easy and rewarding for consumers to swap brands**, developing products that meet their needs in a meaningful way. Their focus on taste and texture helped it overcome a significant barrier to adoption of plant-based meat alternatives.

Not surprisingly, in Kantar BrandZ, The Vegetarian Butcher is seen to have a **strong sense of purpose, be environmentally and socially responsible, and is considered disruptive**. Even compared to other meat substitutes in the Netherlands, The Vegetarian Butcher scores high on Difference with an Index of 202, but thanks to the brand’s commitment to taste, it also scores highly on Meaningful.

The brand sources its ingredients from suppliers that adhere to sustainable farming practices, and the company works to reduce its environmental impact by using renewable energy sources and minimising waste.

The Vegetarian Butcher is highly meaningful, different and salient



Source: Kantar BrandZ Netherlands, meat substitutes 2021



Our beverage winners showcase meaningfully different innovation across three very different product categories: soft drinks, milk products and beer. Each of our winners provides a great example of how brands can sense and **respond quickly to emerging trends, enabling them to remain meaningful over time.**



“(At Coca-Cola) we don’t have a separate team just focused on innovation that are sitting in an ivory tower thinking of crazy ideas for the future. We embed innovation into everything we do.”

Selman Careaga,
President, Global
Coca-Cola Category

ARLA

Arla Foods is the largest producer of dairy products in Scandinavia and the seventh largest in the world by revenue.

Arla produces a wide variety of beverages, cheeses, and other dairy products under various subbrands. Arla has been at the forefront of many recent food trends. For instance, its protein line is designed to **give people an energy boost when they want it without compromising taste.**

Arla is known for its great range of well-designed products and its superior quality, plus **leading the way and great advertising.**

Arla also leads the way in sustainability, making this a core focus of the brand.

HEINEKEN

Brewed by Heineken N.V., this familiar beer brand is now in its second century and is sold the world over.

Heineken's innovation emphasises **variety, health, and sustainability.** Notable innovations include Heineken's The Sub which provides a draft beer experience in-home, Heineken 0.0 which **addresses a growing demand for low and no alcohol beverages,** and the tongue-in-cheek launch of the virtual Heineken Silver in 2022. Green energy and recycled packaging are important components of the "Heineken Greener" initiative.

The combination of **strong meaning, difference and salience** gives Heineken a global Power Index of 181, almost twice the average for a beer brand. It has also **improved its sustainability perceptions among consumers in recent years.**

"Coke Zero Sugar today is the engine of growth for The Coca-Cola Company... it is about providing a great tasting product."

Selman Careaga,
President of Global
Coca-Cola Category

COCA-COLA

Coca-Cola is the world's most valuable beverage brand, with a history spanning over a century.

Over the decade (2012-2021) the brand was chosen by shoppers on 63.8 billion occasions.

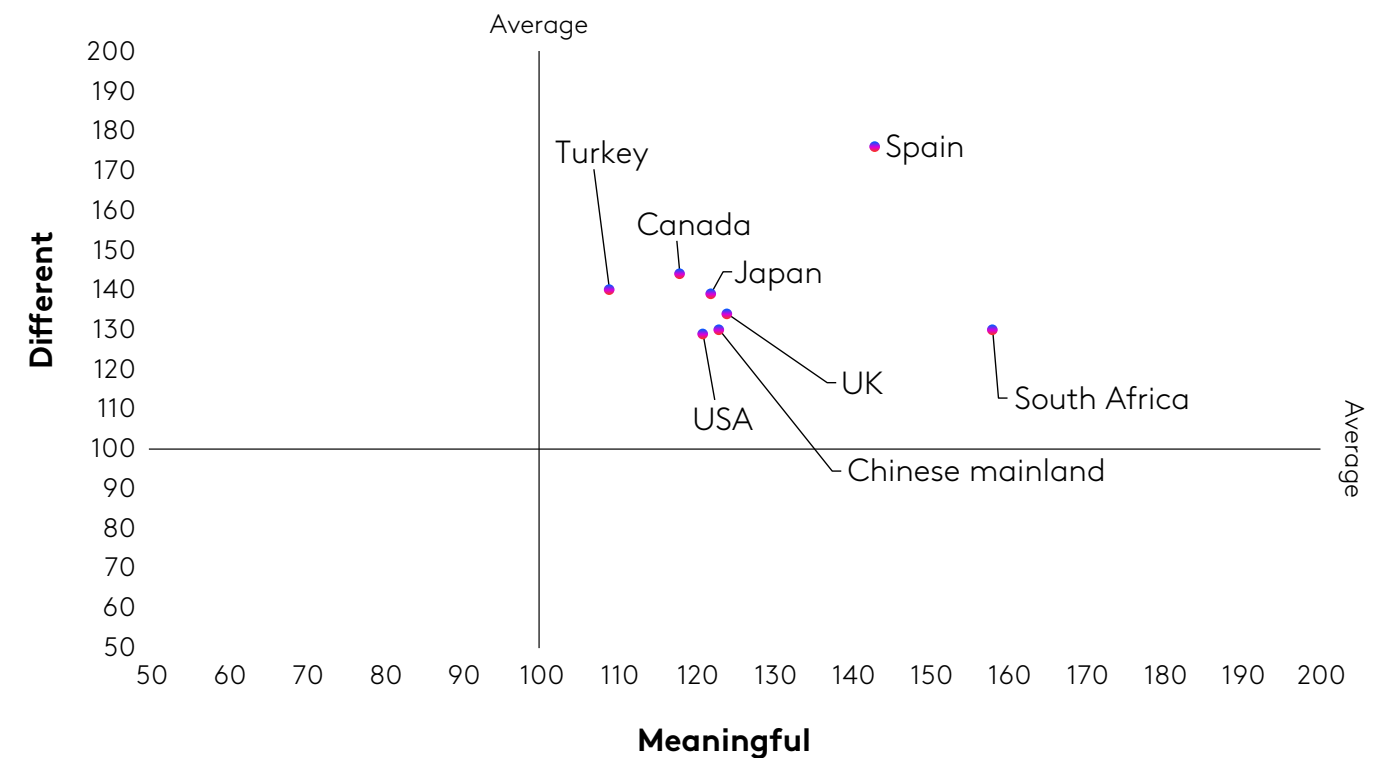
Coca-Cola likes to **experiment with trends, but always while staying true to the brand.** A refreshed Coca-Cola Zero Sugar rolled out globally in 2021, with a reformulated sugar-free, caffeine-free version unveiled in 2022. The new, improved taste has proved popular not only with the existing fanbase, but also with Coca-Cola Original Taste drinkers seeking zero-sugar or zero-caffeine options.

Coca-Cola has a global innovation platform called 'Coca-Cola Creations' which takes the iconic Coca-Cola brand and lends it to new expressions, driven by collaboration, creativity, and most importantly, culture. Lastly, Coca-Cola has a continued commitment to sustainability and has innovated with different sustainable focuses, even launching a label-less bottle in Japan and South Korea that captures consumers attention with its clean silhouette.

Coca-Cola is the most chosen brand in over half the markets measured by Kantar Worldpanel. **The brand is strongly perceived as being the best at what it does and leading the way.** One of the most salient brands in the world, Coca-Cola's meaning and difference consistently rank higher than average (100).

Coca-Cola's Meaningful Difference is high around the world

Coca-Cola Meaningful Difference





To be successful over the longer-term, personal care brands **must balance novelty with proven appeal**, which is why innovation remains a critical driver of long-term success. In addition to their immediate functional benefits, brands have created competitive advantages by **espousing societal purpose, being ethically sourced, cruelty-free and using exotic or vegan ingredients.**

Kantar's Dx Analytics identifies 2016 as an inflection point in the world of beauty and personal care. Since then, demand for cosmetics (enhancing) has effectively halved, while that for skincare (protecting) has more than doubled. Further, our analysis finds that search interest in environmentally friendly, reusable, and sustainable products is increasing.



OBOTICARIO



"We see innovation across the board and not only innovation as new products or evolution of current products, but also innovation in how we communicate and in the way we get to the consumer."

**Alessandro Manfredi,
CMO Dove**

COLGATE

Colgate is the only FMCG brand with a global penetration over 50% and the fastest-growing oral care brand of the decade, according to Kantar Worldpanel.

In 2022, the company launched its breakthrough **recyclable toothpaste tube** in the USA. Commenting on the launch, Dana Medema, Vice President & General Manager, Oral Care for Colgate-Palmolive in North America highlights the importance of driving innovation in waste reduction as the global toothpaste leading brand.

Globally, Colgate is perceived to be fitting well into everyday life, **making people's lives better and being well designed**. This gives the brand strong meaning and a Demand Power score 2.5 times the average.

O BOTICÁRIO

O Boticário is Brazil's second largest cosmetics company, selling a wide variety of personal care products, many containing ingredients unique to the Amazon.

O Boticário's Nativa SPA orgânico line offers **formulas with natural ingredients from organic farming**. Its vegan products feature 100% natural fragrances. The brand's Make B. Cocoa product line **not only uses cocoa as an ingredient, but also borrows its design aesthetic from that of chocolate bars**.

O Boticário is perceived to be meaningfully different across male grooming and female beauty and skincare. The brand is perceived as making people's lives better, **having a distinctive look and feel** and leading the way.

Dana Medema,
Vice President & General Manager,
Oral Care for Colgate-Palmolive
in North America, states,

"As the global toothpaste leader with a brand found in more homes than any other, we want to lead in waste reduction and, in particular, making toothpaste tubes a part of the circular economy."

DOVE

In just two decades, Dove has transformed itself from a moisturising soap bar to a unique beauty brand covering a wide range of personal care needs.

Innovation has helped improve and strengthen Dove's core categories and extend into ones, like Dove Men and Dove Baby. Dove's innovation is designed to continually improve the customer experience in line with the brand's purpose. The recent relaunch of Dove body wash leveraged proprietary nanotechnology ten years in development to deliver **better moisturisation and more ergonomic packaging**, but often innovation is more incremental, designed to continually improve the customer experience in line with the brand's purpose.

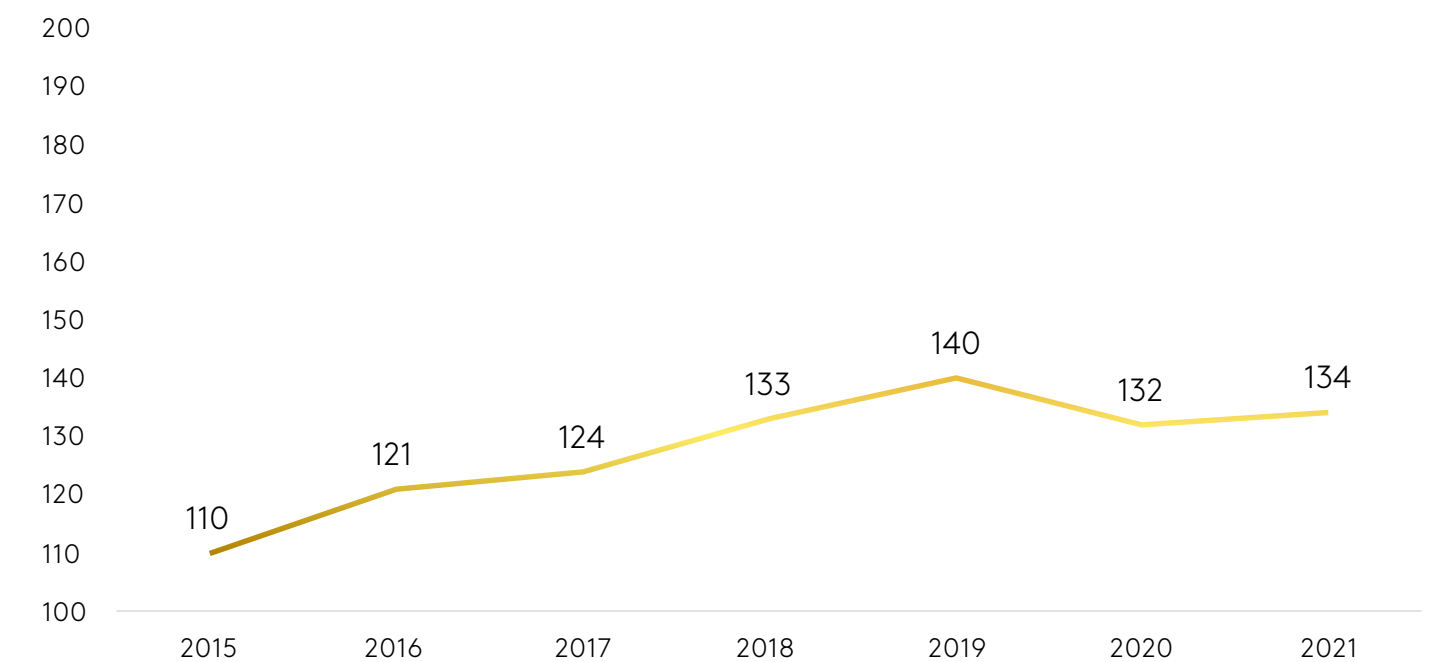
"Last year, Dove had the best year out of the last nine years in turnover. We are over indexing with GenZ in Brand Power, which is quite counter intuitive for a brand that was born in 1957. However, thanks to our purpose, our ability to be in culture, constantly renewing ourselves, and executing with Real Beauty we have managed to do so,"

Alessandro Manfredi, CMO, **Dove**.

Dove's products are now chosen over two billion times a year, an increase of 80% over the last decade. Their meaningful difference is driven by **strong perceptions of relevance – fitting well into everyday - and purpose – making people's lives better**.

Dove is well-known for its purpose

Brand purpose index over time for Dove



Source: Kantar BrandZ: USA, female beauty and skincare, 2023



Our technology winners have leveraged the power of innovation to become Kantar BrandZ's most valuable brands in the world. As a result, the word 'technology' has become synonymous with innovation. However, the tech industry is now facing strong headwinds that may require a shift in the way they approach innovation to **better ensure that their services empower people without trading on their weaknesses or undermining their privacy.**

Privacy and ethics concerns that loom even larger now as generative A.I. takes center stage. While our three winners have **stood the test of time, the future may challenge them to take a new approach to innovation.**



Our technology winners have leveraged the power of innovation to become Kantar BrandZ's most valuable brands in the world.



Google's trade-in innovation offer over-indexed by +285 at almost three times the average for all smartphone buyers in the same period

AMAZON

In 2022 Kantar BrandZ found Amazon to be the third most valuable brand in the world.

Famously customer-centric, Amazon has focused on **delivering low prices and a great customer experience.** To that end, the brand has innovated every aspect of its original ecommerce business model and launched many new ones, including Amazon Go.

Another prominent example is its virtual assistant, Alexa. To make Alexa more meaningful to Indian users, Amazon has **added support in multiple Indian languages, including Hindi, Tamil, Telugu, and Marathi.**

Globally, Amazon is one of the few brands to have strong scores on all three key equity metrics: meaningful, different and salient - across many different areas - **from retail to video entertainment, to business solutions. In all these areas they are perceived to be shaking things up.**

GOOGLE

Google was the second most valuable brand in the world in 2022.

Best known for search, Google has expanded its portfolio to make **people's personal and business lives simpler and more efficient. In 2023, the brand is expected to unveil an array of AI-powered products.** When it comes to the hardware, Google continues to build on the success of its Pixel series, securing a record sales quarter in 2022 across the European 5, USA, Australia and Japan. Share is highest in Great Britain, securing 18% of all Android device sales. Its efforts and investment in expanding its device ranging appear to be paying dividends.

The recently launched mid-tier A Series is proving especially popular. A compelling trade-in scheme has also contributed to the success, one in 10 Pixel buyers state that they were **influenced to purchase by a trade-in offer.**

Across countries, Google is seen to be **very meaningful, making lives better, leading the way, reliable and having superior online services.**

APPLE

Kantar BrandZ finds Apple's value in 2022 increased by over 50% to \$947,062m, making it the most valuable brand in the world.

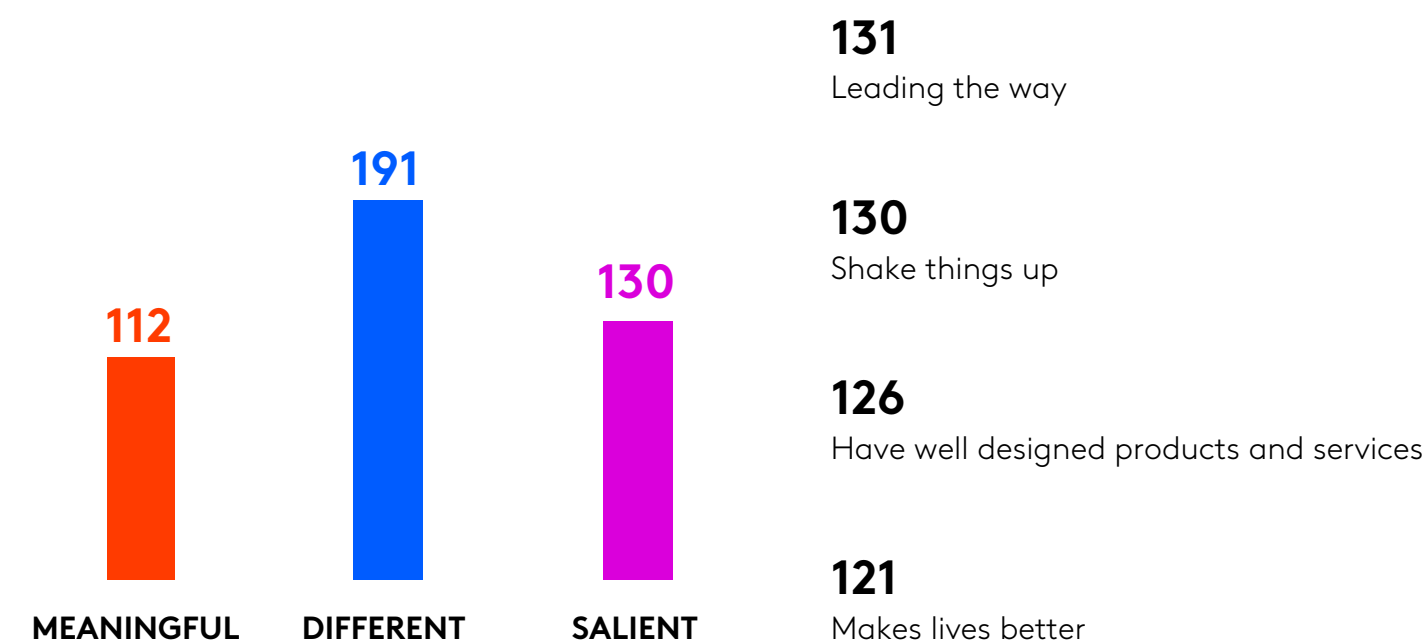
Looking beyond its product innovation with iPhone, Apple has made **privacy and security** a top priority for its products and services. Its devices are designed to encrypt user data and protect user privacy. Apple has been vocal about its opposition to backdoors and other security vulnerabilities that could be exploited.

Apple has also been a leader in making its products and services more **accessible to people with disabilities.**

Its products come with a range of features that make them more accessible, including voiceover technology for people with visual impairments and assistive touch for people with physical disabilities.

Living up to Apple's "Think Different" tagline, the iPhone stands out around the world as a brand that offers something different from the competition. Its price point might put the brand out of reach for some, but others will gladly pay a premium (Pricing Power) to own a product they perceive as leading the way and having a distinctive look and feel.

Apple stand out as being meaningful, different and salient globally



Source: Kantar BrandZ 2023



The pandemic accelerated a key lifestyle trend towards comfortable and functional clothing and hence the rise of athleisure and casual wear. The trend is now moving towards **clothing that offers both comfort and style**, as remote work and social distancing have blurred the lines between workwear and leisurewear.

Also, as concerns over climate change grow, the focus of concern seems likely to shift to sustainability. With this in mind, brands are actively seeking to reduce their carbon footprint.



Our diverse set of lifestyle innovators share a commitment to innovating functional materials, but their innovation activities extend beyond function to include sustainability, design and partnerships, leading to more sustainable, efficient and ethical industry practices.

CANADA GOOSE

Canada Goose is a clothing company that specialises in high-end outdoor apparel, and notably produces all its clothes in Canada.

Canada Goose has used innovation to **reinforce its positioning as a leader in cold weather clothing**. Innovations include its Arctic Tech fabric designed to keep wearers warm in temperatures as low as -30°C. In 2020, the company launched its Sustainable Impact Strategy, which notably aims to achieve Net Zero emissions by 2025, an 80 per cent reduction from current levels.

In Canada, when measured in the context of designer clothes, Canada Goose is seen to be meaningful and different, and leads the category on being seen as **making people's lives better**.

NIKE

The most valuable apparel brand in Kantar BrandZ's 2022 ranking, Nike has been a major player in the sports apparel industry for decades.

In his book, *Emotion by Design*, Greg Hoffman refers to Nike's ability to **lead at the intersection of sports and culture**, but now Nike's innovation extends far beyond its signature shoes and apparel to **embrace refurbishment and recycling**. In 2022, the company introduced its first clothes based on the new and sustainable Nike Forward fabric.

Sportswear is a highly competitive business, but Nike stands out as a brand with a strong Demand Power Index of 237, is seen to be **leading the way and has been steadily strengthening sustainability credentials in recent years**.

Uniqlo's signature innovations include **HeatTech thermal wear, sports casual LifeWear and breathable AIRism**.

UNIQLO

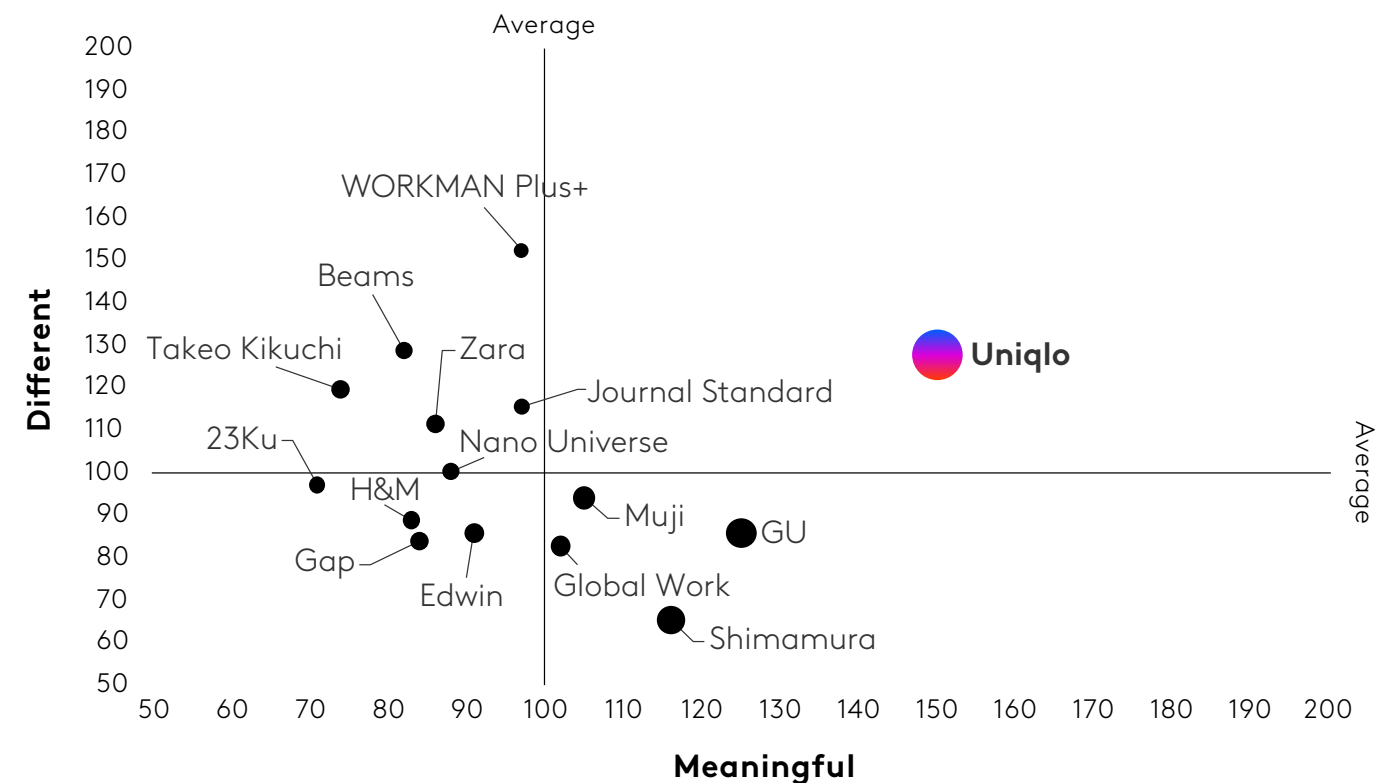
Originally named Unique Clothing Warehouse, Uniqlo has outgrown its affordable reputation to become one of Kantar BrandZ's top ten global apparel brands.

Innovation has been an important driver of Uniqlo's success. Uniqlo is committed to providing **high-performance clothes that offer good value**. The brand distinguishes itself from the competition with innovative fabrics. However, Uniqlo's innovation extends beyond fabrics to **diverse design collaborations with famous design brands, musicians, and artists**.

In 2020 and 2021, Uniqlo featured a special collaboration with Marimekko featuring that company's bold colours and designs.

Globally, Uniqlo's Demand Power Index is 288 (nearly three times the average). Primary strengths include **fitting well into everyday life, leading the way, and well-designed products**.

In Japan, Uniqlo is the most meaningfully different brand



Source: Kantar BrandZ, Japan, Apparel 2022

FIVE LESSONS LEARNED FROM SUCCESSFUL INNOVATORS

Each of our winners has a proven track record of using innovation to drive sustained growth. **In this section, we highlight five key lessons learned from our outstanding innovators.**

1 Embrace a consumer-first mindset

A revolutionary technical advance in materials, functionality or design may offer potential for innovation, but **unless that innovation solves a real consumer tension it is unlikely to be successful.**

“I think sometimes people tend to use the word innovation to refer to product, packaging, and formula. I think the way we see it is looking at how can we create a different set of experiences for people to interact with Coke. For us, the first thing is to really start with people first and how they experience Coke.”

Selman Careaga, President,
Global **Coca-Cola** Category

When solving a tension, innovators must embrace a consumer-centric mindset, embodying the three principles of imagination, contextual awareness and creativity.

Imagination is how innovators capture hearts and minds

Meaningful innovation requires an open mindset that takes the constraints of the way things work today and extrapolates to imagine something better. Our Outside-In approach seeks a more radical way to re-envisage what might be, exploring future trends and how people's lives and attitudes are changing, and referencing how other categories have been re-imagined to serve new opportunities.

Contextual awareness identifies fuels and frictions

For the best chance of success, innovation must start with how people make decisions and the factors that are likely to influence a decision in a specific context. Once you know what influences are in play in a specific context, you can better identify opportunities to fuel adoption and minimise rejection.

Empathy leads to products that just feel right

Great innovators cultivate empathy with people's tensions, desires and motivations. By mapping how usage occasions play out, and critically examining the influences that shape people's behaviour, innovators can identify the fuels to build on and the frictions to remove to ensure that products and services just feel right to the intended audience.

2 Be fit for your brand

When innovating for an established brand, there are two primary considerations:

First, innovation must add new users, new uses, new occasions, without undermining existing revenues. Analysis of 4,000 launches in the UK and USA found that in addition to outright failure, in over 40% of cases, overall brand sales shrank. To grow, brands must avoid cannibalising existing sales and undermining the franchise as a whole.

“Innovation drives category growth, it drives consumption. And most importantly, it lifts the whole brand. So, whenever we do a flavour, a limited edition, it’s not just about innovation, it’s about building back the brand. It builds the equity of the brand and it drives sales off the core, which is key.”

Eugenia Zalis, Global Head of Marketing and Brand, **OREO**

Second, innovation needs to be fundamentally grounded in a brand’s purpose. That is, while innovation needs to create value it must be grounded in authenticity and consistency. Consistency with the brand’s purpose and values but evolved to be relevant in contemporary times.

“We have built our purpose into a growth driver. It requires a lot of business modelling and learning - ensuring you do purpose in a commercial way, never losing track of the business impact but also in a very authentic way, delivering positive change in society.

We got to a point where we really finessed the model and showed that Dove creates strong social impact which in turns creates goodwill with consumers. Purpose simply becomes a considerable accelerator of our growth..”

Alessandro Manfredi, CMO Dove, **Unilever**



3 Learn, test, and learn

The shifts in underlying demand caused by the pandemic have yet to play out, but innovators can’t wait for that to happen. They must anticipate the future and continue to test their critical assumptions and sense-check their progress.

“Some of the biggest successes for Dove come from gathering precious learnings from mistakes we have made in the past.”

Alessandro Manfredi, CMO Dove, **Unilever**

“Be willing to try and fail”

President, Global **Coca-Cola** Category, **Selman Careaga** says he is proud Coke has a culture where they are willing to try stuff.

Selman explained that his teams had found success by giving them full decision rights and empowering them with a sense of urgency.

“You can talk about ideas forever and ever, and then don’t launch them... that’s why I think that the sense of urgency, it’s very important.”

Innovation projects stay on course, many companies have adopted an iterative learning system designed to obtain consumer insight as and when needed.



4 Better for the planet, better for you

Kantar's Sustainability Sector Index 2022 (SSI) reports that

79% of people want to buy environmentally sustainable products,

but a similar proportion believe that it is the responsibility of companies to make sure their sustainable products are affordable. This presents a big challenge for many brands, but the evidence suggests the payoff is worth it.

Brands rating highly on sustainability in Kantar BrandZ 2022 grew their brand value by 31% over the prior year, outpacing the average for the Top 100 Most Valuable brands.

While all our winners acknowledge the need to develop more sustainable products, here we call out The Vegetarian Butcher as a brand committed to a more sustainable future.

In the meat-free sector, the challenge for brands is that consumers often don't act on their intentions – we call this the value-action gap. While 67% of this year's Veganuary participants said they would continue to reduce their meat consumption after the month, only 7% stuck with a vegan diet. Consumers are simply put off because of perceived higher costs and a lack of quality products (Kantar Sustainability Sector Index, 2022). Many simply prefer meat.

The Vegetarian Butcher made it easy and rewarding for consumers to swap its products, but first, it had to develop substitutes that met people's needs in a meaningful way. The Vegetarian Butcher's founder Jann Korteweg recognised that he must first overcome people's unwillingness to compromise on taste or texture.

Dove is a great example too. When Dove decided to make changes to their body wash range, they were extremely thoughtful in the product development and packaging, applying what they call the 'Dove Difference'. In addition to the reformulation and they updated the packaging to use less plastic. Pair that with the fact that this formulation is PETA approved, vegan and uses 100% plant-based moisturisers, this new product is both better for people and better for the planet.

5 Shape the future

The first step to future-proofing your innovation strategy is to step outside the boundaries of what exists now and anticipate what the future might bring.

Innovation is a driving force that not just shapes a brand, but also the future of the category and market. Our award-winning brands bring this theme to life. These innovative brands, as market leaders with an innovation track record, have continued to safeguard and grow the entire category.

Future-shaping is about systematically bringing outside-in and inside-out thinking lenses to address long-standing and evolving human tensions. Great examples of innovators raising the bar and pushing the boundaries are Arla's unwavering dedication to making milk products and beverages delicious and The Vegetarian Butcher's commitment to ongoing innovation for plant-based meats that meet consumers' evolving expectations.

Oreo's range of flavours and limited edition offers is ultimately driven by purpose and not following trends blindly.

"At the heart of what Oreo does differently is to not blindly follow trends, but start from the brand and consumer, and then exploring ways to bring the playfulness spirit together with these trends - maybe tapping into a new occasion to stretch the brand in the right direction."

Eugenia Zalis
Global Head of Marketing and Brand, **OREO**

Technology companies are often at the forefront of shaping the future. This is especially true of our winners Amazon, Apple and Google. Apple continues to find ways to launch product enhancements that delight consumers. Their products often drive cult followings and continue to have the ability to build hype for new products. AirPods is one of their biggest launches that continues to innovate and gain consumer attention. Evidence of that is in a recent patent application that caused buzz and speculation on social media for a new AirPods case design with touch screen capabilities.

CONCLUSIONS AND IMPLICATIONS

No matter what product category a brand competes in, it must continue to innovate if it is to grow and prosper. However, innovation is not easy.

In 2022, Kantar Worldpanel published an analysis of the long-term survival of new grocery products. We found that only 3% of new products were flourishing by the end of their second year, with 30% dead or dying and a further 31% in decline. Given the magnitude of the innovation challenge, our intent with the Outstanding Innovation Awards is to recognise, celebrate and learn from brands that have used innovation to build the strong, positive brand perceptions that lead to longer-term financial success.

As our winners demonstrate, for innovation to drive growth it must combine a clear strategic business intent with solving a real consumer tension. Successful innovation must be a win-win for the brand and its consumers, and consumer insight plays an important role in achieving that outcome.

First, the right consumer research can help identify growth opportunities. As innovators we are often encouraged to spend our time looking for the white space in a product category - where existing tensions go unmet and unarticulated. However, that is not always enough. In contrast to white spaces, blind spots are found at the periphery. They are the emerging tensions, workarounds, and aspirations that will become widespread pain points if left unresolved.

Second, agile consumer insight should ensure that an innovation project is truly consumer-centric, with fast testing of ideas, concepts and prototypes helping to ensure that development stays in synch with consumer needs, wants and desires to add incremental sales and build brand equity.

Third, the innovation process does not stop at launch, timely consumer learning on behaviour and attitudes in-market can help finetune the messaging and media mix to optimise awareness and trial.

Innovation for the sake of doing something new and different rarely pays off. People must appreciate the difference that an innovation makes in their lives, whether that difference is functional or emotional. This is why all successful innovators include feedback from the people who will pay for their brand at each stage of an innovation's development.

Innovation is a mindset.
Never be complacent.
Learn from mistakes and failures.

"The most important tip to a marketer is never to be complacent and learn hard from the mistakes."

Alessandro Manfredi,
CMO Dove, **Unilever**

We're passionate about innovation at Kantar and would love to talk to you about your innovation challenges.

Visit our website to find out more about our winning brands.

INNOVATIONS THAT FUEL BRAND GROWTH

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