

Find the Pathway for Growth

Warum nachhaltiges
Wachstum dort beginnt,
wo Marken ihre Kategorie neu
denken



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Growth is
hard. And
most brands
feel stuck...

...not because we
are out of ideas,
but because ***we***
are solving the
wrong growth
problem.

**You can win
the category,
but still lose**



Image generated with AI.

**You can grow
revenue without
gaining market
share**



Image generated with AI.



On average,
35%*
*of net revenue growth
or decline is...*

*this can be as high as 60% for larger firms



... attributable to
**category
growth**

Source: JSM | A rising tide lifts all boats | Ehrenberg Bass Institute

Growth comes from increasing category demand



Growth requires
looking outside
the category's
current definition

*— not refining
competition
within it*

Give more people ...

More reasons

to enter the category

By building wider, fresher
memory networks of
jobs-to-be-done

Different moments

to use the category

By expanding into
underserved
**consumption
contexts**

New benefits

to choose the category

By leveraging existing
and emerging **drivers
of choice**

Fewer excuses

to skip the category

By removing category
barriers-to-entry

More reasons to enter the category

By building wider, fresher memory
networks of **jobs-to-be-done**

More reasons to enter the category

People enter
categories to
get a job done

Jobs can be
functional,
emotional,
or social

Solving more
jobs creates
more category
entry

More reasons to enter the category

From
Accommodation
to Belonging



Image source: <https://gutscreative.com.au/blog/dos-and-donts-brand-strategy/>

Different moments to use the category

By expanding into underserved
consumption contexts

Different moments to use the category

Category use
depends on the
situation

New contexts
create new
entry moments

More moments
mean more
demand

***Different
moments
to use the
category***

Extending
outside of 'beer'
moments

FIT FOR ALL TIMES™

AWARD-WINNING TASTE • LOW CALORIE • NON-ALCOHOLIC



Image source: <https://frontofficesports.com/newsletter/the-1b-sports-agency/>

New benefits to choose the category

By leveraging existing
and emerging **drivers of choice**

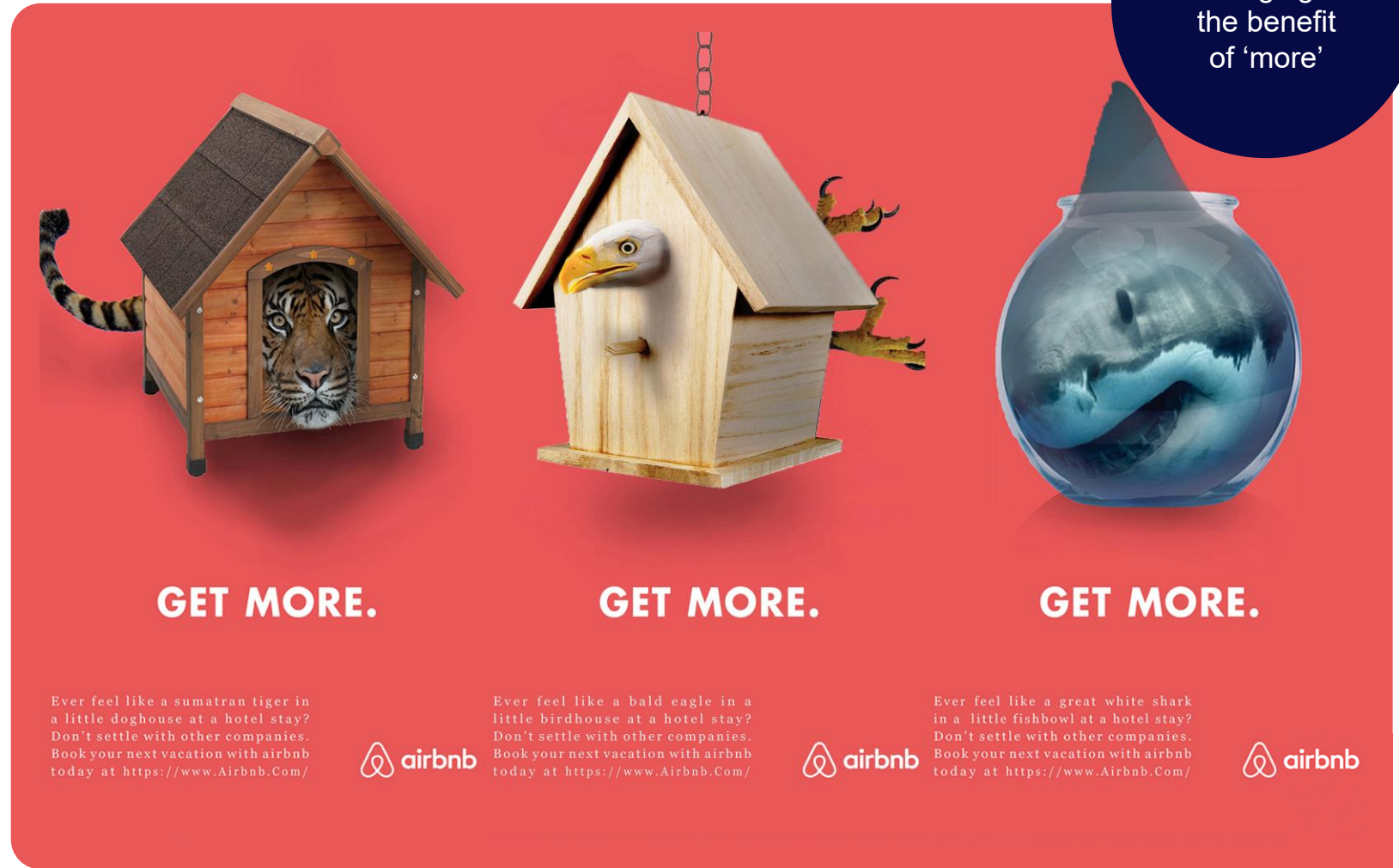
New benefits to choose the category

Own the
trade-off with
the right benefit

Sell what it
enables—not
what it is

Jobs open the
door. Benefits
close the deal.

New benefits to choose the category



Connecting 'belonging' to the benefit of 'more'

GET MORE.

Ever feel like a sumatran tiger in a little doghouse at a hotel stay? Don't settle with other companies. Book your next vacation with airbnb today at <https://www.Airbnb.Com/>

 **airbnb**

GET MORE.

Ever feel like a bald eagle in a little birdhouse at a hotel stay? Don't settle with other companies. Book your next vacation with airbnb today at <https://www.Airbnb.Com/>

 **airbnb**

GET MORE.

Ever feel like a great white shark in a little fishbowl at a hotel stay? Don't settle with other companies. Book your next vacation with airbnb today at <https://www.Airbnb.Com/>

 **airbnb**

Image source: <https://www.behance.net/gallery/49925379/airbnb-Get-More-Ad-Campaign>

Fewer excuses to skip the category

By removing category
barriers-to-entry

Fewer excuses to skip the category

Barriers stop
category growth

Friction prevents
entry—even if
demand exists

Removing
obstacles
unlocks
new users



Platform 12-16

ity Centre

*Fewer
excuses
to skip the
category*

Reducing the
barriers to train
travel



Image source: <https://abancommercials.com/uk-ad/55171/trainline-way-train-advert>

A validated framework that systematically unlocks growth

*Explore
Growth Levers*



*Prioritize the **strategic value** and
assess the **potential for growth***



*Determine your
Pathways to Grow*

- More reasons
- Different moments
- New benefits
- Fewer excuses

Prioritize:

Assess:

Relevance	Competition
Credibility	Satisfaction

- Stay-the-course
- Expand into new spaces
- Innovate to grow

Market Reality Grid
powered by NIQ market data



Brand Position

*Clarifying
your reality
to set the
right growth
objectives*

Insight Summit *Switzerland* 2027

Loft
Zürich

13. April
2027

NIQ

Save the Date

