

KANTAR

Unlocking Growth

with Kantar

Driving new sources of growth:

making demand mapping work for you

Sustainable growth starts with a simple principle: put people at the centre of every decision.

Strip away the noise, and one truth remains: consumers and customers make choices based on a blend of needs, availability and preference. The businesses that truly grasp what drives demand in their category gain a powerful edge. They can channel investment more effectively, target with greater precision and tailor propositions to the moments that matter most.

Growth is never guaranteed - but for those who know where to look, opportunity is always within reach.

The average GrowthFinder programme, our proprietary approach to mapping demand, unlocks at least

100X

the value of the initial investment. In high growth markets, that return can soar to 1,000x.



With over 20 years of experience helping clients unlock growth, we've developed a deep understanding of what makes a demand framework truly effective. While every growth challenge is unique, there are universal principles that consistently guide businesses toward knowing where to play and how to win.

1 Take the time to establish an accurate and meaningful definition of your category and/or the context in which your category operates

Successful demand mapping starts with clarity about the category, or category boundaries, you're trying to define. Take female beauty and personal care for example. Will you stick with a traditional definition of the category? Or will you expand it to include devices, holistic remedies, cosmeceuticals or treatments? In alcohol, does your scope include non-alcoholic alternatives? Or is the real growth opportunity tied to a broader understanding of what drives people to gather and celebrate?

The key is to define your competitive set with purpose. Choose the lens that reveals the most meaningful sources of new growth and gives you the clearest path to act on them.

2 Find the combination of the 5Ws that work for your situation

Some categories, like automotive, are driven by who the buyer is. While others, like confectionary, are shaped by when and where the moment of consumption occurs. Understanding how your category behaves, and which combination of the 5Ws (Who, What, When, Where, Why applies), is fundamental to building an effective segmentation or demand framework. Buying a car is typically influenced by personal attitudes and specific needs. Buying a chocolate bar, on the other hand, is often shaped by the immediate context — time, place and impulse.

Creating a demand framework that's truly fit for purpose is both a science and an art. It requires advanced analytics and modelling to uncover meaningful clusters and variables. But these should always be viewed through a human lens. The most powerful frameworks are those that not only make statistical sense, but intuitive sense too.

3 Think strategically about how to use your demand framework

We know that big brands, those with strong penetration and perceived relevance, often unlock the greatest growth by pushing beyond the boundaries of their existing category. By contrast, smaller brands tend to thrive through: identifying specific, high value demand spaces and targeting them with precision.

An effective demand map supports the three core tasks of any marketer; increasing predisposition and purchase intent, optimising presence and channel strategy and uncovering new spaces for incremental growth. It brings both efficiency and effectiveness to your marketing investment.

But a demand framework should do more than guide marketing — it should inform enterprise-wide decision-making. It should help quantify volume, value and future potential. Nothing sharpens boardroom focus like a fully-sized framework that reveals just how much value is still on the table. We've seen time and again that brands driving above average growth are those that define their category — even when they hold just 3% market share.

Treat your demand framework as a strategic tool. Use it to clarify where to play and what it takes to win.

4 Extract the full value from your demand framework

Embed your demand framework at the heart of your business. Make it a shared asset, owned and used across teams. Use it to shape a smarter portfolio strategy, assigning clear roles and "swim lanes" to each brand. Let it guide business priorities and investment decisions. Build occasion-based thinking into campaign briefs and activation plans to ensure relevance and resonance.

Treat your framework as a living tool — not a static snapshot. Keep it fresh by tracking cohorts and occasions through existing studies. Monitor shifts in claimed consumption. Spot when spaces are expanding, contracting or evolving. Use social listening to bring these spaces to life — understanding the rituals, conversations and behaviours that define them.

And remember, a demand framework can be a powerful input into brand positioning. Sometimes an occasion directly inspires a positioning — think Kit Kat and "taking a break". In other cases it provides useful context which leads to a distinctive and enduring brand idea — like Guinness which has remained relevant across cohorts and occasions.

GrowthFinder:

Kantar's proprietary approach to mapping demand

Are you finding it harder to grow your brands? Struggling to hold your fair share in a mature category? Looking for new, incremental opportunities — or aiming to enter new spaces with greater confidence and precision?

GrowthFinder, Kantar's proprietary approach to identifying, mapping, and unlocking demand-led growth, could be the solution.

At its core, GrowthFinder helps answer the strategic questions that matter most:

Where are the most incremental growth opportunities?

How should we optimise our brand portfolio and go-to-market strategy?

What's the most effective way to align teams around a unified growth plan?

Whether you're refining your segmentation or building a demand framework from the ground up, **GrowthFinder gives you the clarity and confidence to act.**



Want to learn more about how we can help you unlock demand-led growth?

Please reach out if you'd like to find out more:

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"In my 20+ years of research I've never witnessed, let alone be a part of, a piece of work that has had so much impact on a business, a piece of work that has changed the conversation around the organization and galvanized us around a common agenda. The centrepiece of every strategic plan being presented to our CEO."

PepsiCo Head of Insights