



Beyond Affordability: Unlocking Enhanced Value Across Industries

June 2025

EXECUTIVE SUMMARY

Why read this report?

Key findings

Affordability remains the highest priority for consumers

INTRODUCTION

Consumers continue to focus on affordability and simultaneously demand enhanced value

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Businesses have limited room to raise prices while facing rising costs and uncertainties

The imperative for enhanced value

AFFORDABILITY IS ONLY A STARTING POINT

Value beyond price is essential for growth

Consumers seek a sophisticated mix of competitive pricing and enhanced value

SAIC: Making affordability core via innovation and lean manufacturing

InterContinental Hotels Group: Bundling affordability with tailored experiences

Make affordability core and move beyond it to unlock growth

HYPER-SEGMENTATION IS KEY TO UNLOCKING GROWTH

Peeking into different consumer realities

Hyper-segmentation empowers companies to move beyond one-size-fits-all solutions

Data-driven segmentation in action: Euromonitor's Consumer Types

Gousto : Focus on technology to target micro-segments

Red Bull: Unlock growth with hyper-segmentation grounded in real-time insights

Turning market fragmentation and complexity into a competitive edge

STANDOUT WITH HOLISTIC VALUE PROPOSITIONS

Holistic value propositions drive consumer choice

STAND OUT WITH HOLISTIC VALUE PROPOSITIONS

Go beyond the price and the product to resonate with consumers and build loyalty

DoorDash x Klarna: Forming a strategic partnership to unlock convenience and loyalty

Sainsbury's and peers: Navigating authenticity in value delivery

Holistic value as the new frontier beyond affordability

CONCLUSION

Enhanced value as a growth engine across industries

Beyond affordability: How to win

Evolution of "Beyond Affordability"

Questions we are asking

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