GEORGSON & Co. Proudly Presents

YOU WANT TO WIN? KILL YOUR DARLING IDEAS AND STUDY

EPIC GROWTH


GEORGSON
& Co. Proudly Presents
YOU SEEK GROWTH
THEN YOU MUST CHOOSE YOUR PATH

Is brand important for growth?

Yes, 80% of B2B buyers have a top candidate before they contact anyone.

And a well known, well respected brand converts maybe 10x better than an unknown competitor.

You probably heard this before.

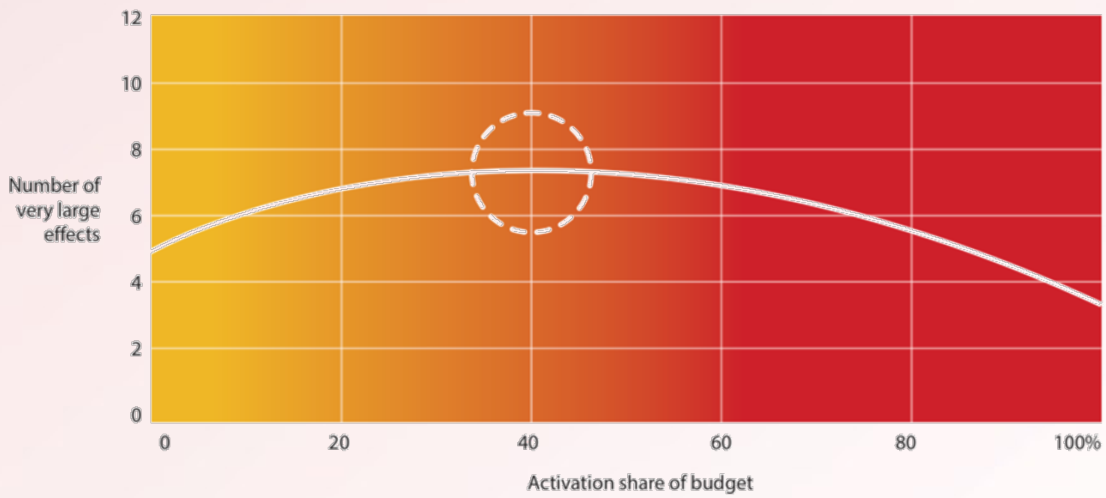
So let us skip forward.

I could of course talk about the merits of putting more budget into brand advertising, as the total effect is higher than if you just go for activation.

But I won't.

Why?

The 60:40 split delivers maximum effectiveness



Source: Les Binet and Peter Field, *The Long and the Short of It*, IPA, (Figure 38)

Well… heard of the old zen master who filled his student’s tea cup?

Kept on until it flooded.

The student despaired.

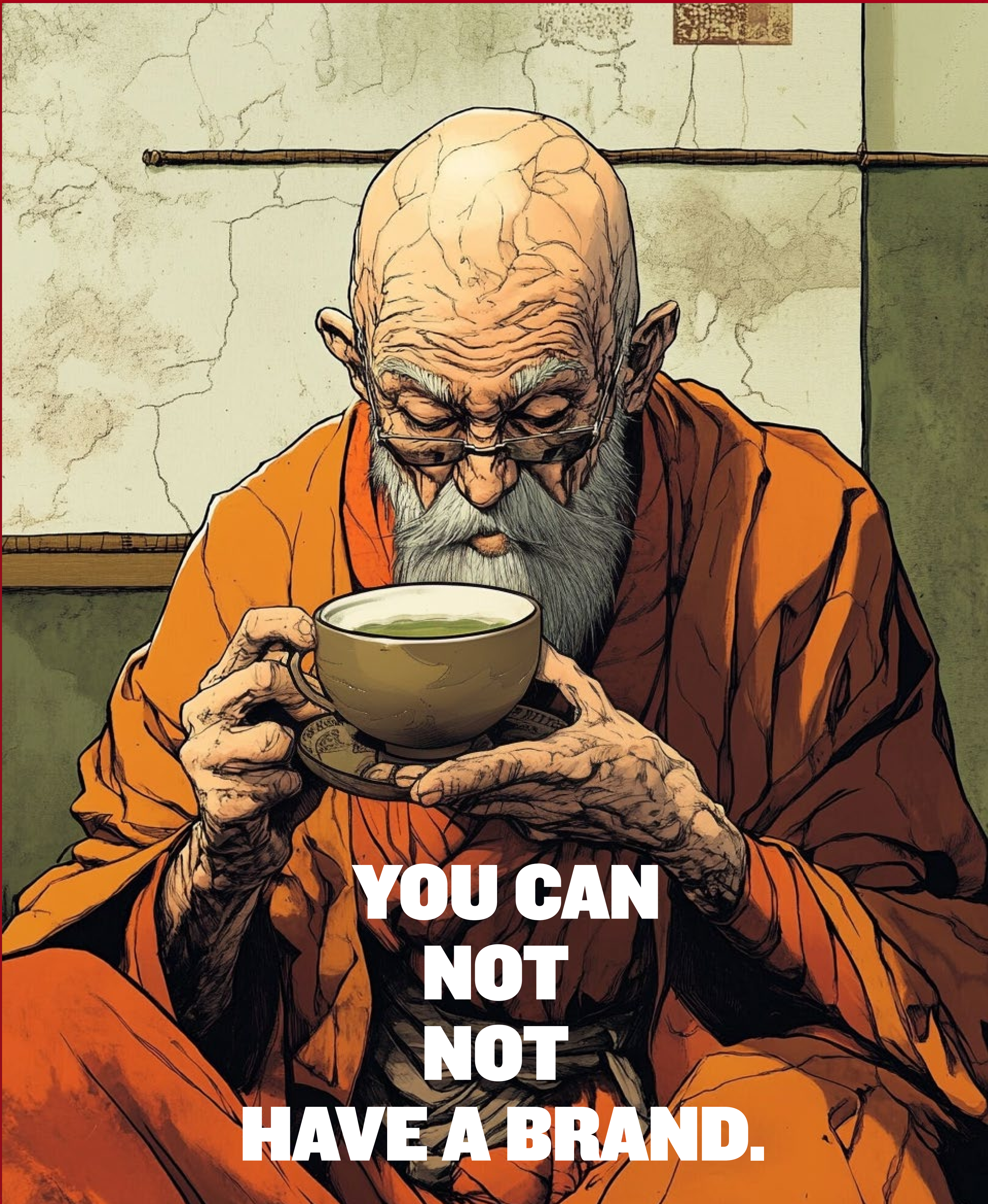
Stop!

The master said,

This cup is you.

You must empty your mind, to take in what I tell you.

Are you ready?



ANOTHER THOUGHT-PROVOKING PIECE FROM GEORGSON &Co.

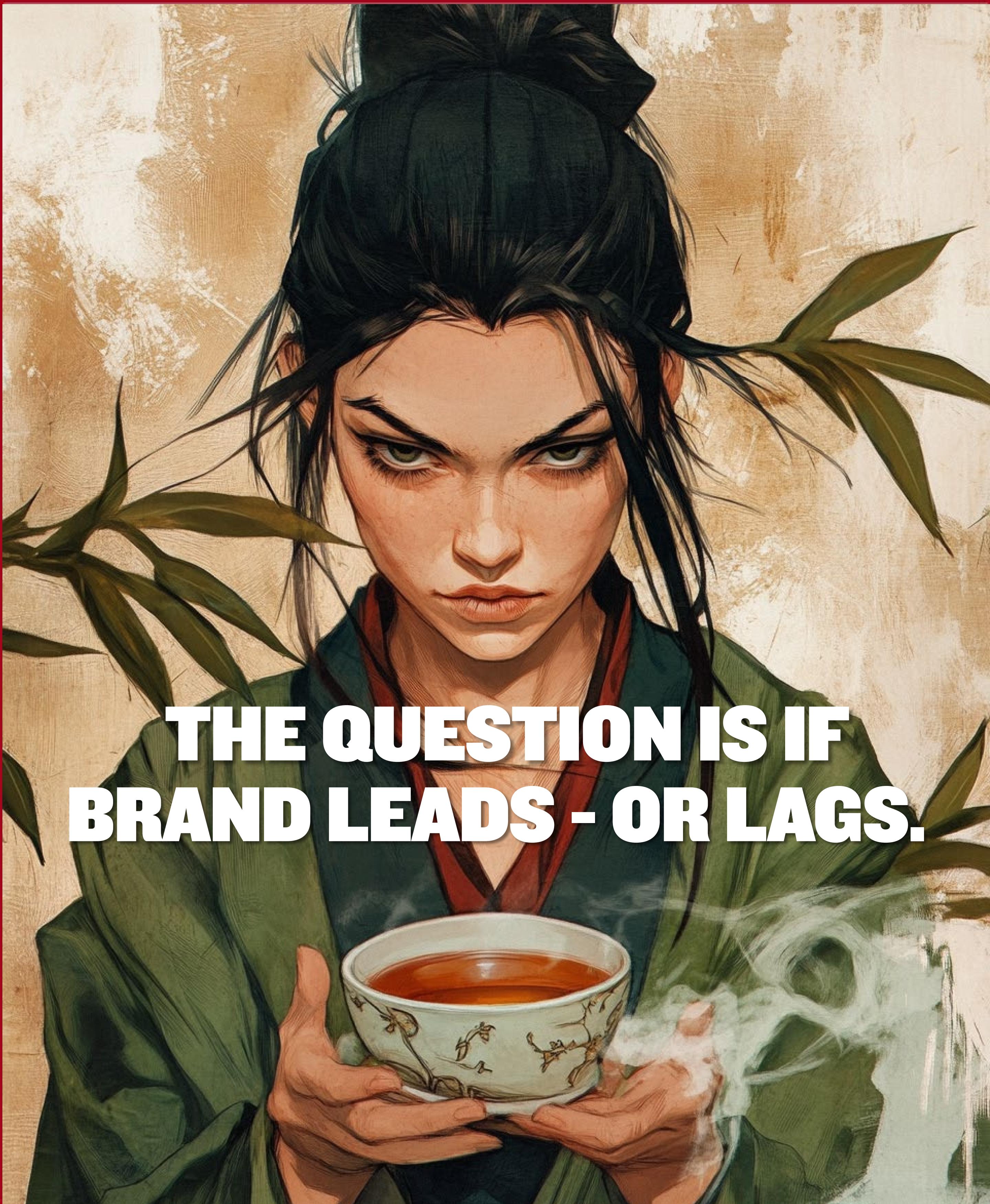
Think about it.

A company that grows is selling more and more stuff.

This can <u>only</u> be done by a growing awareness and a general favorable impression.

Unless you think it can all be done by cold calling, cold pitching, and cold conversions.

I challenge you to find even one multi-year success story that stuck to outreach.



ANOTHER THOUGHT-PROVOKING PIECE FROM GEORGSON &Co.

Brand Lagging (Sales > Brand)

High Sales Effort, Low Leverage.

Every sale is a hard-fought battle. Pushing the product through sheer force of sales and marketing, expensive and unsustainable.

High Customer Acquisition Costs. Price sensitivity. Vulnerability. Difficulties in attracting partners, securing distribution, recruiting talent. Constantly fighting uphill.

Brand Leading (Brand > Sales)

Sales Momentum. Sales easier because customers are already aware of and predisposed to your brand.

Lower Customer Acquisition Costs: People seek you out. Pricing power. Resilience. Easier to attract partners, secure distribution, recruit top talent.

A tailwind propelling your business forward. Every dollar spent yields a greater return.

So you will either develop a brand over time, or stagnate.

Maybe die.

But if you succeed, you will have a brand eventually.

Now, is this a thing you will manage and nurture, or will you let it drag its feet and make your life difficult and risky?

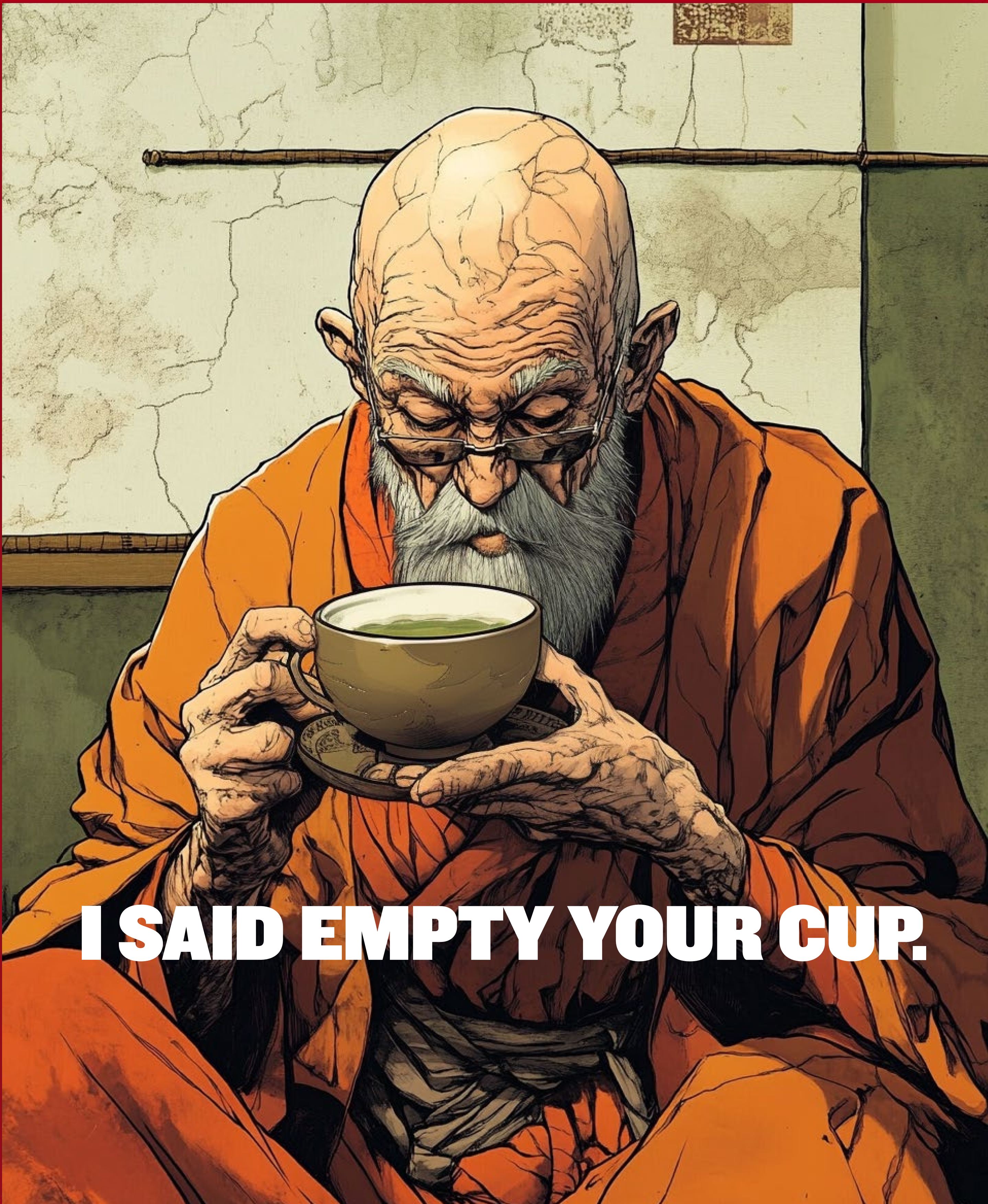
Now many think this is a call for more brand advertising.

For mental availability.

More creative executions to make it stick.

No.

It is not in itself the recipe for rapid and sustained growth.



ANOTHER THOUGHT-PROVOKING PIECE FROM GEORGSON &Co.


GEORGSON
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TIME TO FIGHT
OUR OLD PRECONCEPTIONS

All the marketing strategies,

all the sales tactics,

all the product innovation in the world

It won't matter if you can't do one thing...

...and that’s get customers to willingly come to you.

They need to seek you out.

This is the foundation of all sustainable growth.

And the definition of having a strong brand.

We often get hung up on the word 'brand.'

Many think of flashy logos, catchy slogans, and expensive ad campaigns.

And it is a mindset. We have a lot of preconceptions of what makes brands grow.

But what if we look at reality?

Over the past decade, some companies have significantly outperformed the market, achieving drastic revenue growth.

We found 150 companies achieving over 160% revenue growth over the past 10 years.*

*160% means a 10%+ Compound Annual Growth Rate (CAGR) and that even when accounting for inflation the company has more than doubled in 10 years.

SEA LIMITED
TIKTOK
AFTERPAY LIMITED
HELLOFRESH SE
TENCENT HOLDINGS LIMITED
PINDUODUO INC.
CROWDSTRIKE HOLDINGS, INC.
ENPHASE ENERGY, INC.
SHOPIFY INC.
MEITUAN
DELIVERY HERO SE
SINCH AB
THE TRADE DESK, INC. (TTD)
DATADOG, INC.
ZOOM VIDEO COMMUNICATIONS, INC.
SHEIN
STRIPE
EVOLUTION AB
L&F CO., LTD
TESLA, INC. (TSLA)
SOLAREDGE TECHNOLOGIES, INC.
OKTA, INC.
ZSCALER, INC.
TWILIO INC.
XERO LIMITED
ROBINHOOD
DISCORD
VENMO
WHATSAPP
LIGHTSPEED COMMERCE INC.
ADYEN N.V.
MONGODB, INC.
WISE PLC
AIRBNB
CD PROJEKT S.A.
ETSY, INC.
NVIDIA CORPORATION (NVDA)
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SHOP APOTHEKE EUROPE N.V.
SQUARE (NOW BLOCK)
TOPICUS.COM INC.
UBER
SERVICENOW, INC. (NOW)
BEYOND MEAT
ASANA
AUTHO (ACQUIRED BY OKTA)
ALTERYX, INC.
ATLASSIAN CORPORATION
GYMSHARK
HUBSPOT
MERCADOLIBRE, INC.
REPLIGEN CORPORATION
DEXCOM, INC.
GUSTO
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INTERCOM
BILL.COM
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IMPOSSIBLE FOODS
DOLLAR SHAVE CLUB
CONSTELLATION SOFTWARE INC.
DOCUSIGN, INC.
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KAKAO CORP
META PLATFORMS, INC.
NETFLIX, INC.
OATLY
SPOTIFY
STAR BULK CARRIERS
MEUNDIES
MAILCHIMP
ADVANCED MICRO DEVICES, INC. (AMD)
ALIBABA GROUP HOLDING LIMITED
AMAZON.COM, INC. (AMZN)
AMD (ADVANCED MICRO DEVICES, INC.)
BROADCOM INC.
CASPER
DROPBOX
KINAXIS INC.
PARTNERS GROUP HOLDING AG
SALESFORCE, INC. (CRM)
THREDUP
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BYD COMPANY LIMITED
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UIPATH
TAKEAWAY.COM N.V.
ECOPRO BM CO., LTD
BLUE BOTTLE COFFEE
ADOBE INC.
BIGCOMMERCE
BRAVURA SOLUTIONS LIMITED
CARGOJET INC.
COSTAR GROUP, INC.
ENGHOUSE SYSTEMS LIMITED
EPAM SYSTEMS, INC.
FIRSTSERVICE CORPORATION
GENERAC HOLDINGS INC.
GOEASY LTD.
HULU
LULULEMON ATHLETICA INC.
NEMETSCHEK GROUP
NIBE INDUSTRIER AB
SARTORIUS AG
SOITEC S.A.
VAT GROUP AG
ASML HOLDING N.V.
ATS AUTOMATION TOOLING SYSTEMS INC.
COPART, INC.
DESCARTES SYSTEMS GROUP INC.
LAM RESEARCH CORPORATION
MARKETAXESS HOLDINGS INC.
NAVER CORPORATION
REPLY S.P.A.
TEMENOS AG
AMPLIFON S.P.A.
BE SEMICONDUCTOR INDUSTRIES N.V.
CADENCE DESIGN SYSTEMS, INC.
HEXAGON AB
INTUITIVE SURGICAL, INC.
LARGAN PRECISION CO., LTD.
POOL CORPORATION
RECORDATI S.P.A.
INTERPUMP GROUP S.P.A.
UNITED MICROELECTRONICS CORP.
YANDEX N.V.
MARVELL TECHNOLOGY, INC.
UNI-SELECT INC.
AIRTAC INTERNATIONAL GROUP
APPLIED MATERIALS, INC.
ASSA ABLOY AB
ASSURANT
AUTOLIV, INC.
BIO-RAD LABORATORIES, INC.
CHIPOTLE MEXICAN GRILL, INC.
EDENRED
EQUIFAX INC.
HARGREAVES LANSDOWN PLC
IDEXX LABORATORIES, INC.
MEDIATEK INC.
OLD DOMINION FREIGHT LINE, INC.
SODEXO S.A.
TECSYS INC.
TRACTOR SUPPLY COMPANY
TRANSUNION
WEST PHARMACEUTICAL SERVICES, INC.

Stare at those 150 companies.

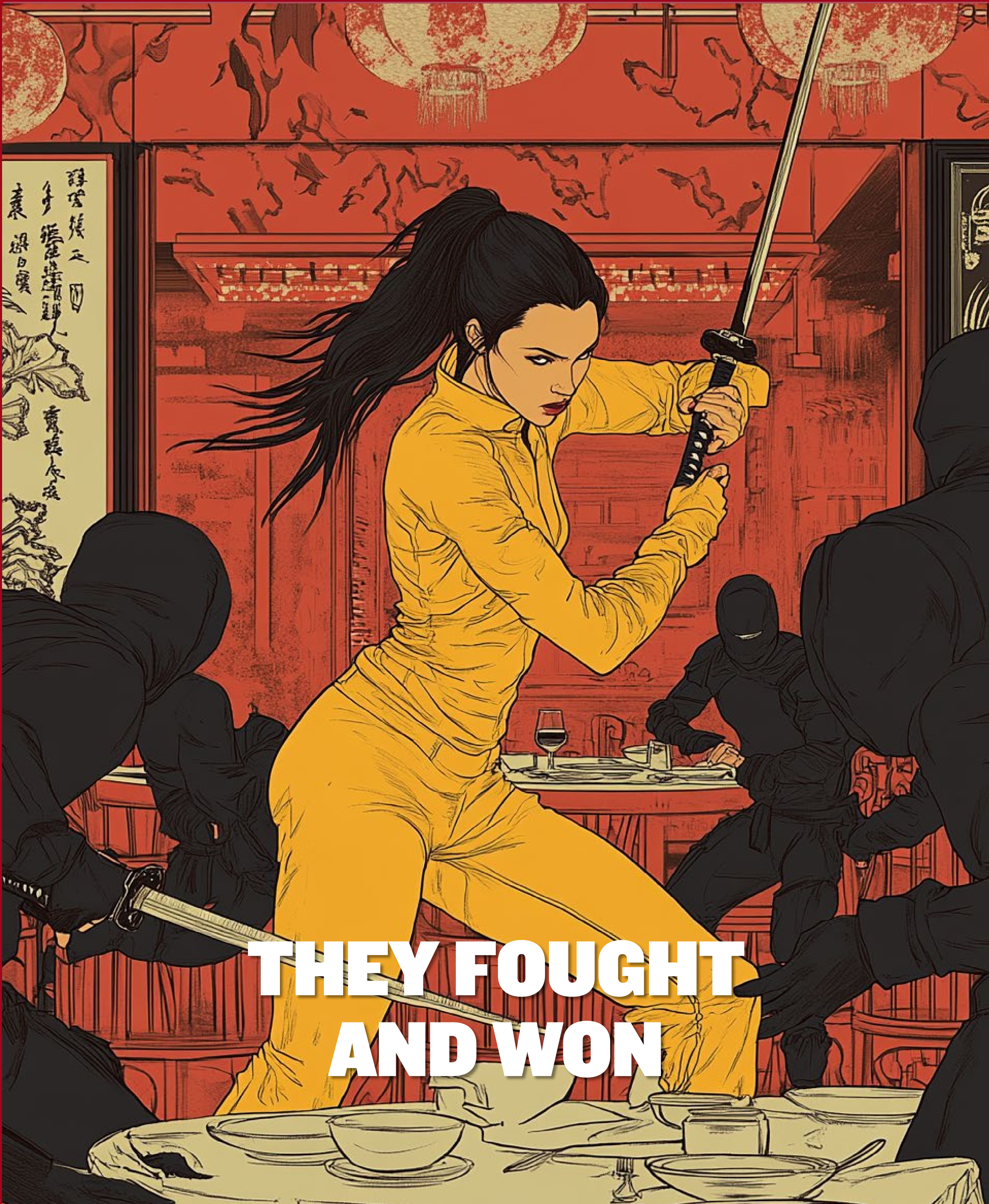
We know <u>one</u> thing.

They have more than doubled their sales.

And most of them are not on the typical list of brands we point to as great at branding.*

Yet...

*Some of them *are* typical suspects: Gymshark, Spotify, Peloton, Oatly, Dollar Shave Club, AirBnB, Casper, Warby Parker, Tesla and Uber, but only 10 of the 150.



ANOTHER THOUGHT-PROVOKING PIECE FROM GEORGSON &Co.

Everyone must have achieved:

- Mental availability – people recalled them when they are in the market
- Physical availability –people found their stuff
- Brand Preference – without positive sentiments, how could there be sales*

*Yes, it can happen, as in low-fare airlines. But in the 150 cases of fast growers these brands seem absent.

ANOTHER THOUGHT-PROVOKING PIECE FROM GEORGSON &Co.

GEORGSON & Co. Proudly Presents

WHY BRANDS GROW

DIGGING INTO WHY SOME BRANDS MADE IT BIG

So how did 150 companies get a decade of fast growth?

Many would take the easy route and say:

Superior product.

That solved a real need.

Surely we would not expect any long time fast grower to have a shitty product.

But there are literally billions of good products in the world that solves real needs.

This explanation is not sufficient.

Luck?

Or the version of luck, so called favorable winds, trends, timing?

Unlikely. These show consistent outperformance over a long timeframe.

The fast growers includes companies from a wide range of industries.

There are winners from growing sectors but then the question is why these won, and not others.

ANOTHER THOUGHT-PROVOKING PIECE FROM GEORGSON &Co.

Then there is the tech factor.

Maybe they had a great invention so they did something totally new.

And maybe patents limited competition?

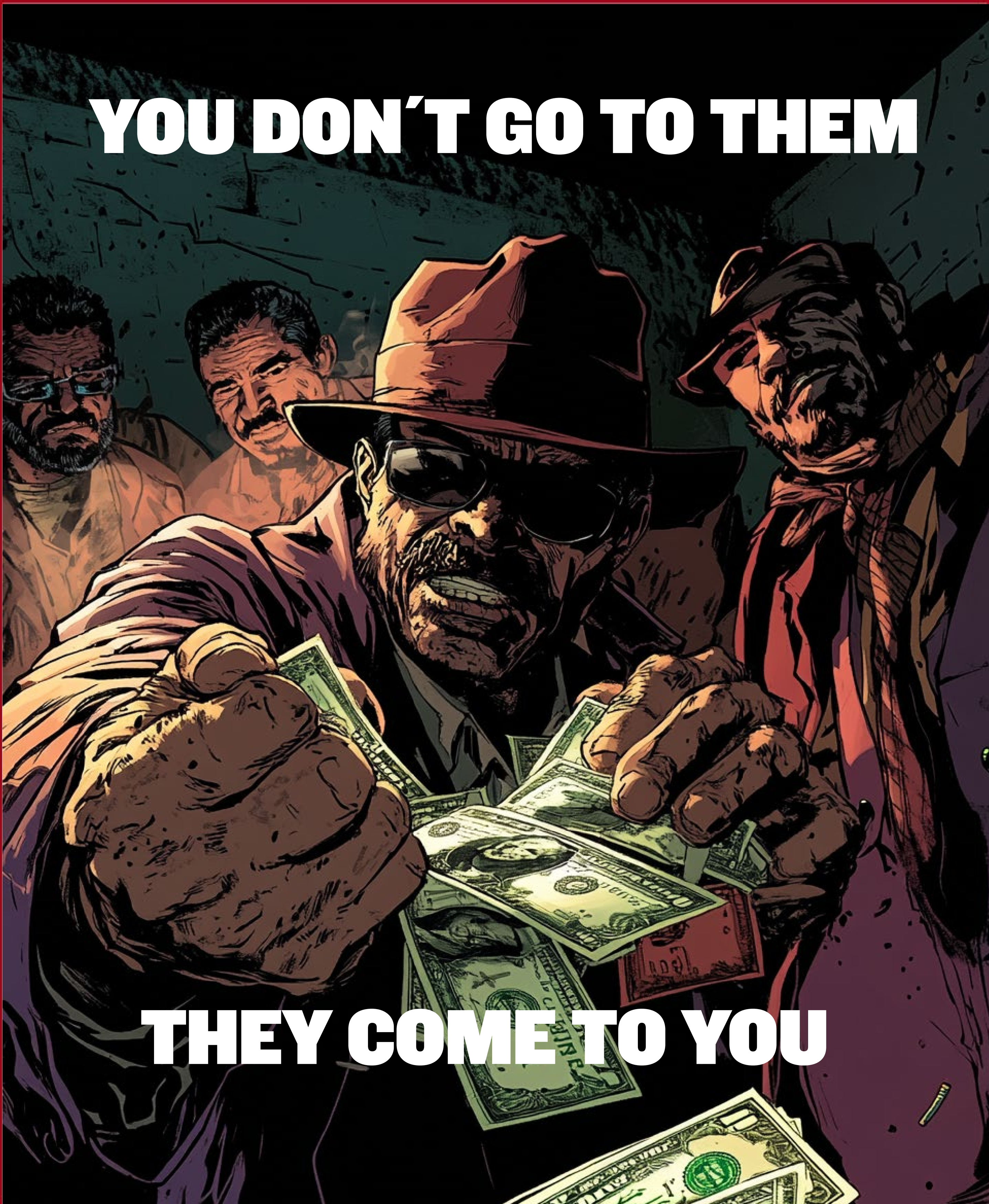
Tech is prevalent, but not sufficient.

As we said, these winner have somehow reached their customers.

Mental and physical availability and positive sentiments.

Great products, maybe founded on tech, is part of some, but not all. But regardless:

How did the brand reach its customers?



ANOTHER THOUGHT-PROVOKING PIECE FROM GEORGSON &Co.

We must first understand how these brands <u>did not</u> grow.

First, fast growth <u>within</u> a category is very difficult.

Penetration or market share growth is seldom fast nor consistent.

See the laws of Double Jeopardy, Natural monopoly and The Rule of Market Share**

*160% means a 10%+ Compound Annual Growth Rate (CAGR) and that even when accounting for inflation the company has more than doubled in 10 years.
**Byron Sharp and Dale Harrison

While expanding their offer onto new categories and usages...

...these players simultaneuosly managed to grow brand.

But

- Advertising was not the main vehicle for most
- And luck/great product/tech does not suffice to explain it either

The plot thickens.

SEA LIMITED
TIKTOK
AFTERPAY LIMITED
HELLOFRESH SE
TENCENT
HOLDINGS LIMITED
PINDUODUO INC.
CROWDSTRIKE
HOLDINGS, INC.
ENPHASE ENERGY,
INC.
SHOPIFY INC.
MEITUAN
DELIVERY HERO SE
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SHOP APOTHEKE
EUROPE N.V.
SQUARE (NOW
BLOCK)
TOPICUS.COM INC.
UBER
SERVICENOW, INC.
(NOW)
BEYOND MEAT
ASANA
AUTH0 (ACQUIRED
BY OKTA)
ALTERYX, INC.
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TRACTOR SUPPLY
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WEST
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SERVICES, INC.

ANOTHER THOUGHT-PROVOKING PIECE FROM GEORGSON &Co.


GEORGSON
& Co. Proudly Presents
WHY BRANDS GROW
SEARCHING FOR ANSWERS

While expanding their offer onto new categories and usages...

...the most successful companies simultaneuosly managed to grow brand.

But

- Advertising was not the main vehicle for most
- And luck/great product/tech does not suffice to explain it either

So what is going on?

Start with the customer.

They have needs and wants.

Desires.

Wishes.

Aspirations.

These motivational forces are what triggers them.

We call these Demand Points.

These motivators make you think about your options.

Also, to make sense of the world.

What things solve what problem or desire?

If a customer need is simple and generic, they may describe it using physical or generic terms.

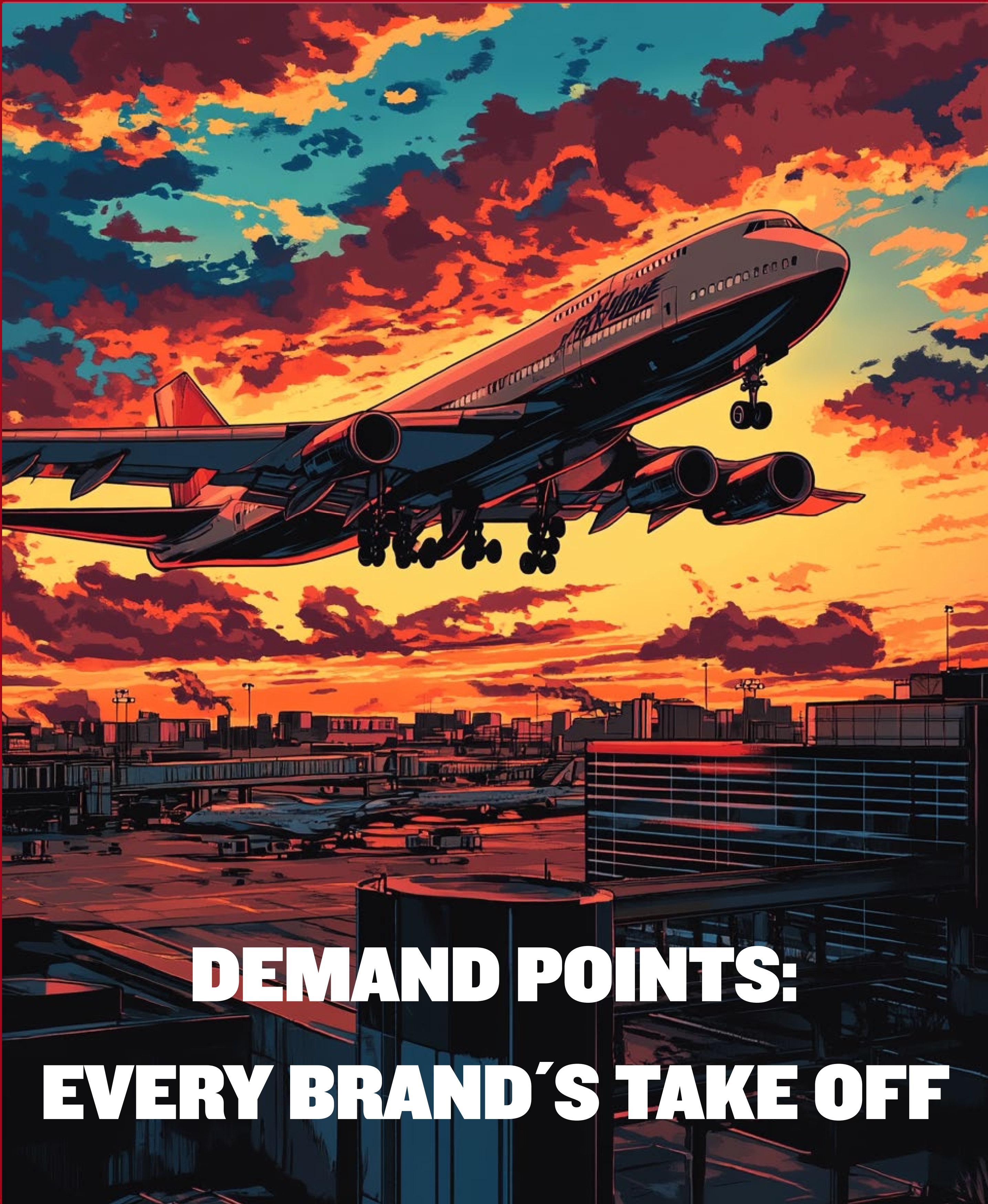
DP 1: "I need something to put on my breakfast sandwiches"

DP2: "I am glucose intolerant so no dairy"

And this can be resolved by a number of alternatives.

Eggs, non-dairy cheese, salami, avocado, peanut butter...

Note that these are not Category Entry Points, as the Demand Points could be met by various categories.


DEMAND POINTS:
EVERY BRAND´S TAKE OFF

So your Demand Points are linked to motivation.

Many Demand Points can easily be met with minimum effort.

There is no reason to overanalyze your salami.*

*Sigmund Freud would disagree.

But what if you take Demand Points and add new ones to it?

DP1: I am going to travel and need accomodation.

DP2: I want a really local experience.

DP3: I want a range of price points to choose from.

DP4: I want a little sense of adventure.

What happens when you put demand points into a constellation?

This Demand Point Constellation can be resolved by AirBnB.

And you might well think no other really satisfies all those Demand Points.

Then you are more likely to remember it – because AirBnB will be your shorthand to resolve all of them.

On the list of sustained fast growers, we see many examples of brands that have unique Demand Point Constellations.

Airbnb, Amazon, Adobe, Tesla, Netflix, Alphabet (Google), Shopify, NVIDIA, Zoom, PayPal, Meta (Facebook), Lululemon, Chipotle, CrowdStrike, Datadog, DocuSign, Etsy, Meituan, Salesforce, ServiceNow...


CONSTELLATIONS
FOR STELLAR GROWTH


GEORGSON
& Co. Proudly Presents
THE VALLEY OF GROWTH
AND THE RARE ANIMALS WHO LIVE THERE

When a company serves a unique set of Demand Points, people take notice.

A Demand Point Constellation is like a star constellation – a new meaning from connecting the dots.

Now, the brand stands for something worth remembering.

And buying.

ANOTHER THOUGHT-PROVOKING PIECE FROM GEORGSON &Co.

Tesla initially worked with

DP 1 Sustainable cars by offering high-performance electric vehicles that also

DP 2 Performance driving excitement.

Later they added DPs of convenient charging infrastructure, social status, energy storage.

And of course, now a political statement DP that might or might not work out for them.

Shopify

Shopify initially addressed the DP of easy-to-use e-commerce solutions for small businesses as well as the DP of business growth.

They further broadened their DPC by building a large app ecosystem, addressing the DP of customizable functionality, and creating a community of entrepreneurs, fulfilling the DP of belonging and support.

Netflix

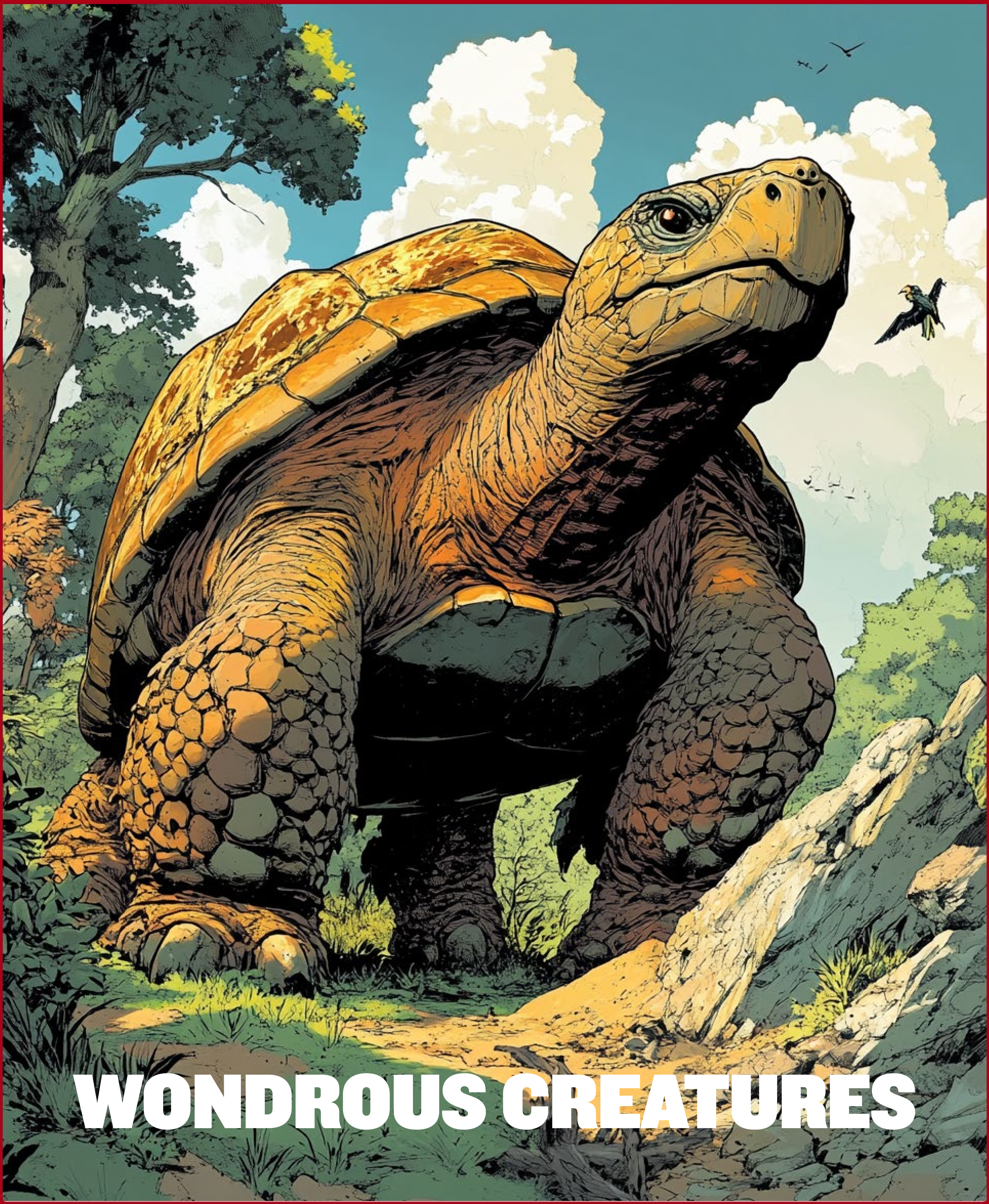
As you know, Netflix has been adapting from the beginning, moving from DVD rentals, to addressing the DP of instant access, the DP of wide selection of content and the DP of personalized recommendations.

And over time they have expanded their DPC to the DP of shared cultural experiences.

Warby Parker

The DP of affordable eyewear and the DP of stylish eyewear, combined with a convenient online purchasing experience and a try-at-home program, addressing the DP of risk-free online shopping.

Then also tapped into the DP of social responsibility by donating a pair of glasses for each pair sold.



ANOTHER THOUGHT-PROVOKING PIECE FROM GEORGSON &Co.

Gymshark

DP of affordable gym wear and

DP of looking stylish in the gym and

DP of fitness community belonging, particularly for younger consumers.

They built a strong community through social media and influencer marketing, further reinforcing the DP of social connection among fitness enthusiasts.

NVidia

Nvidia initially dominated the gaming segment with DP of high-performance GPUs, but also the DP of immersive gaming experiences.

They successfully expanded their DPC to include the DP of high-performance computing for artificial intelligence and the DP of reliable infrastructure for data centers. Further expansion includes DPs for autonomous vehicles and professional visualization.

Company	2013 Turnover (millions)	Current Turnover (millions)	Revenue Growth
Tesla	2 010	81 460	3953%
Shopify	105	5 600	5233%
Netflix	4 370	31 600	623%
Warby Parker	100	612	512%
Gymshark	10	695	6853%
Nvidia	4 280	26 970	530%
Airbnb	250	8400	3260%

ANOTHER THOUGHT-PROVOKING PIECE FROM GEORGSON &Co.

We see from these (and others on our list of 150 growers) that

1. The business strategy is the force that creates meaning for the customer

2. Advertising can not in itself explain the brand growth needed for such sales growth

3. The fast growers are dynamic, not static, in DPCs.

4. Others that want to grow like them must understand these dynamics


GEORGSON
& Co. Proudly Presents
ENTER THE BRAIN
HOW COMPANIES GROW MINDSHARE

Our brains organize information into concepts, which are mental categories that help us understand and interact with the world.

We have concepts for objects e.g., ″chair,″ ″dog″, actions e.g., ″run,″ ″jump″, and abstract ideas e.g., ″justice″, ″freedom″.

This way, we also think in categories* of products and services e.g., ″car″, ″banking″.

*Actually, categories are bad marketing conventions, in reality anything belongs to several concepts. A dog is different things to different people in different contexts, as the mailman contested tending his bitten ass.

If a DPC is only slightly different from existing offerings, it will likely simply be assimilated into an existing category.

The customer might think, ″This is just another car″ or ″This is just another smartphone.″

But this is not what we have observed with the list of fast growers.

For example, before Tesla, the concept of a ″car″ might have been primarily associated with features like ″gasoline-powered,″ ″internal combustion engine,″ and ″traditional brands.″

Tesla created a new concept around the features of ″electric,″ ″high-performance,″ ″luxury,″ and ″sustainable,″ with ″Tesla″ becoming the label for that concept.

The demand points are what makes this happen!

I am completely uninterested in a new combination of features on a banking service.

But when I understood that there is a DPC of cross-border banking, digital first, and control...

I remembered Revolut.

Revolut is interesting. In 2023, their revenue reached $2.29 billion, which is a 95% increase from the previous year. Now at over 40 million retail customers and 500,000 business customers across more than 160 countries.

ANOTHER THOUGHT-PROVOKING PIECE FROM GEORGSON &Co.

1. New useful DPC -> New concept:

A unique combination of DPs leads to the formation of a new or refined concept in the customer’s mind.

2. New concept -> Brand name as label:

The brand name becomes associated with this new concept, acting as its label.

3. Brand name as label -> Enhanced mental availability

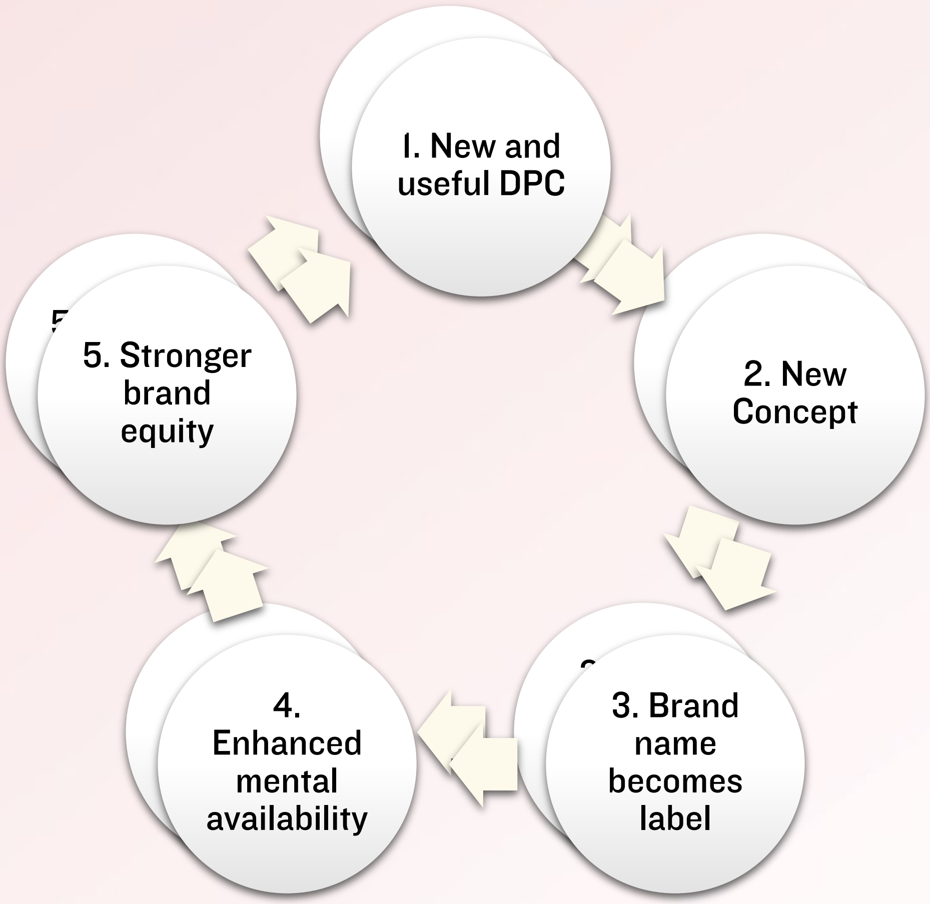
The brand name, now linked to a distinct concept, is more easily recalled and considered in relevant situations.

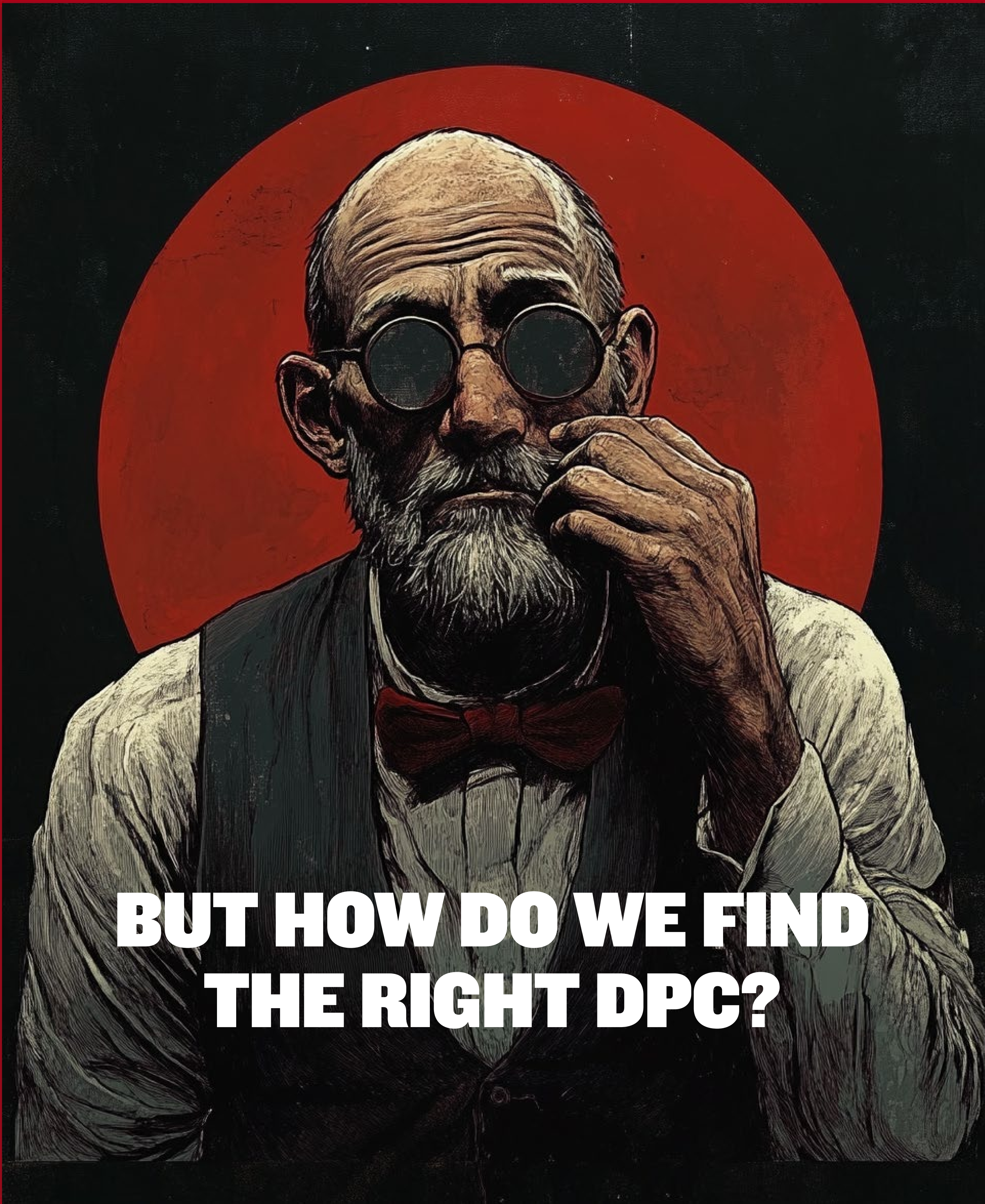
4. Enhanced mental availability -> reinforces differentiation:

As the brand becomes more mentally available and associated with the unique concept, it further reinforces its differentiation from competitors.

5. Reinforced Differentiation -> Stronger Brand Equity:

This leads to stronger brand equity, and ultimately, higher sales and thereby increased customer loyalty.




BUT HOW DO WE FIND
THE RIGHT DPC?


GEORGSON
& Co. Proudly Presents
ROAD TO FAME
ARE YOU THE NEXT BIG THING?

How do we come up with Demand Point Constellations that resonate with their markets?

Go beyond the normal marketing mindset.

Look at the strategy literature. Smart people have been studying how companies compete for decades.

Porter talks about has differentiation and focus.

Blue Ocean Strategy: creating uncontested market space ("blue oceans").

SWOT Analysis: Not a strategy itself but a step to uncover possibilities.

Value Disciplines: Suggests companies focus on excelling in one of three disciplines: operational excellence, customer intimacy, or product leadership.

Can´t provide a whole course in strategy formulation, but the key point is this:

The Demand Points are not just about what the market might want, but also about understanding where you can successfully compete.

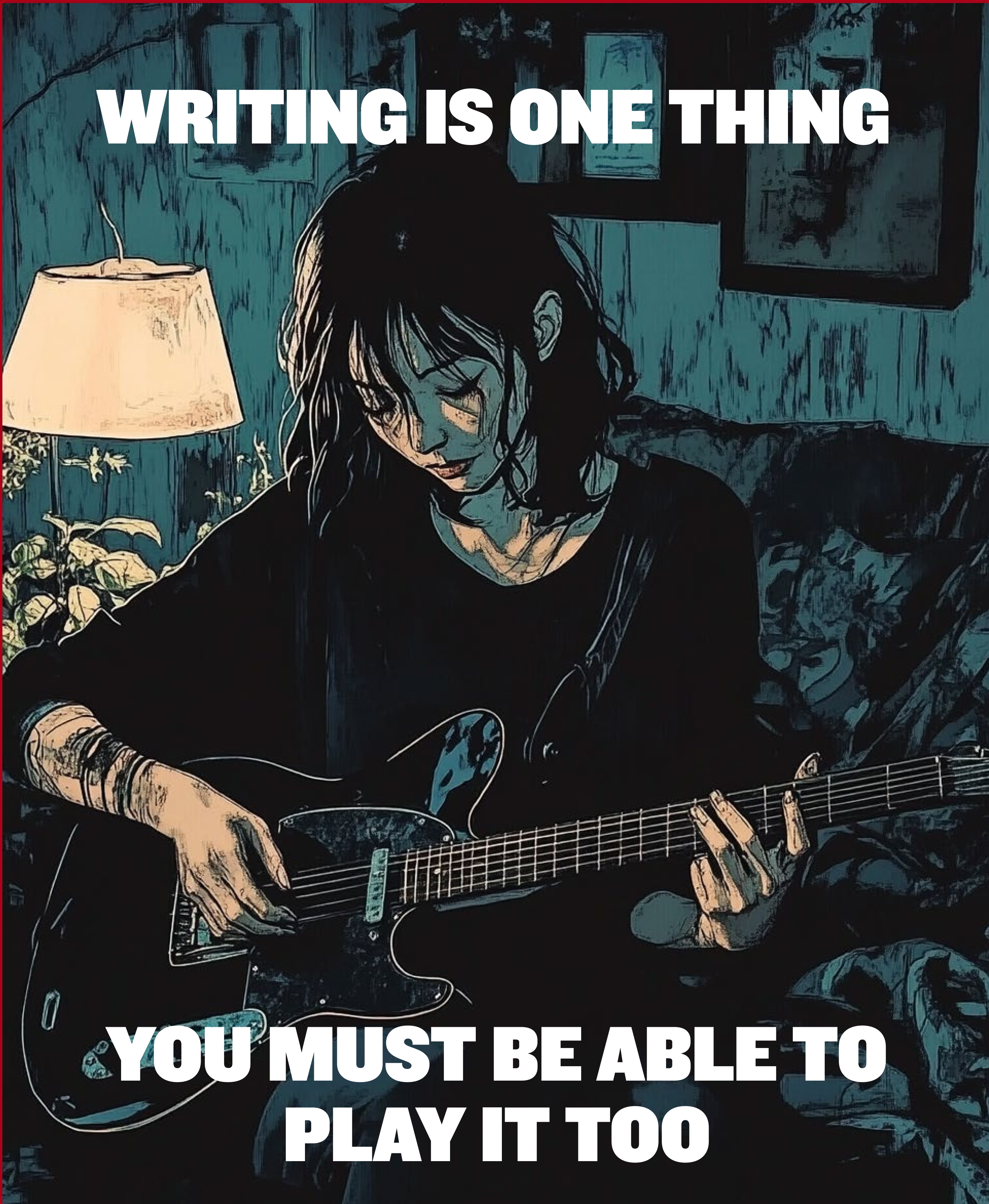
Business strategy and marketing strategy are really two sides of the same coin.

One is more inside out, the other more outside in.

For instance, the Tesla story was not just about the market.

Yeah, people wanted sustainable cars that at the same time had performance, and also fulfilled the luxury/prestige DP.

But this would have meant nothing if they could not also develop and build the products and sell them at the right price.



ANOTHER THOUGHT-PROVOKING PIECE FROM GEORGSON &Co.

Business strategy is important, but even more so is market resonance.

Some companies resonate so well with their markets that they grow beyond all normal limits.

If Netflix would have to advertise to their entire addressable market for mental availability, the cost would be astronomical*. But they don´t.

*18 bought exposures for 6 effective exposures (33% conversion). 1.2 billion people / 1000 people per CPM * $10 CPM * 18 exposures. A nifty ad budget of $216 billion for 2025.

Netflix's total sales for 2024 were $37.58 billion.

Don’t think this is just about tech innovation.

Liquid Death connected the need to quench thirst with the expressive need to look cool while at the same time be able to stay hydrated at concerts and raves...

Effectively a new and irreplaceable concept in peoples mind. No tech involved.

*Conversely, while growth does not require tech, it is highly likely to do so. Solow estimated that almost 90 percent of mature economies are directly or indirectly due to technological change. If tech is not part of your model, growth will be difficult.

ANOTHER THOUGHT-PROVOKING PIECE FROM GEORGSON &Co.

So when you have a DPC that is both grounded in business strategy and resonates with the customers, you must do this.

You must on one hand be crystal clear on what demand points you meet.

Tell the market very clearly what things you do for them.

Each point.

But then, you must avoid references to anything that resembles a generic category.

Spotify is just Spotify.

You grab an Uber.

Stay at an AirBnB.

And you have heard you need Salesforce and Shopify as an entrepreneur.

It should be like a word irreplaceable in the vocabulary.

What is new?

Well. Marketers have thought that we should do the job for them. Defining, implementing and telling the market what the brand is.

For fast and long growth, this is not smart.

The benefits (DPs) must form the whole in their minds. Then it becomes theirs. To remember, search for and talk about.

Don´t spoil it.

ANOTHER THOUGHT-PROVOKING PIECE FROM GEORGSON &Co.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MOMENTUM
SPEED IS KING

We have seen how the big growers have DPCs that are hard to explain as a simple category or other idea.

Now, conventional wisdom has it that brands should be built around a fixed identity.

A core that never changes.

But this is not true with these companies.

Instead of being driven by a static identity, they have established themselves in people’s minds defined by the (evolving) things they do.

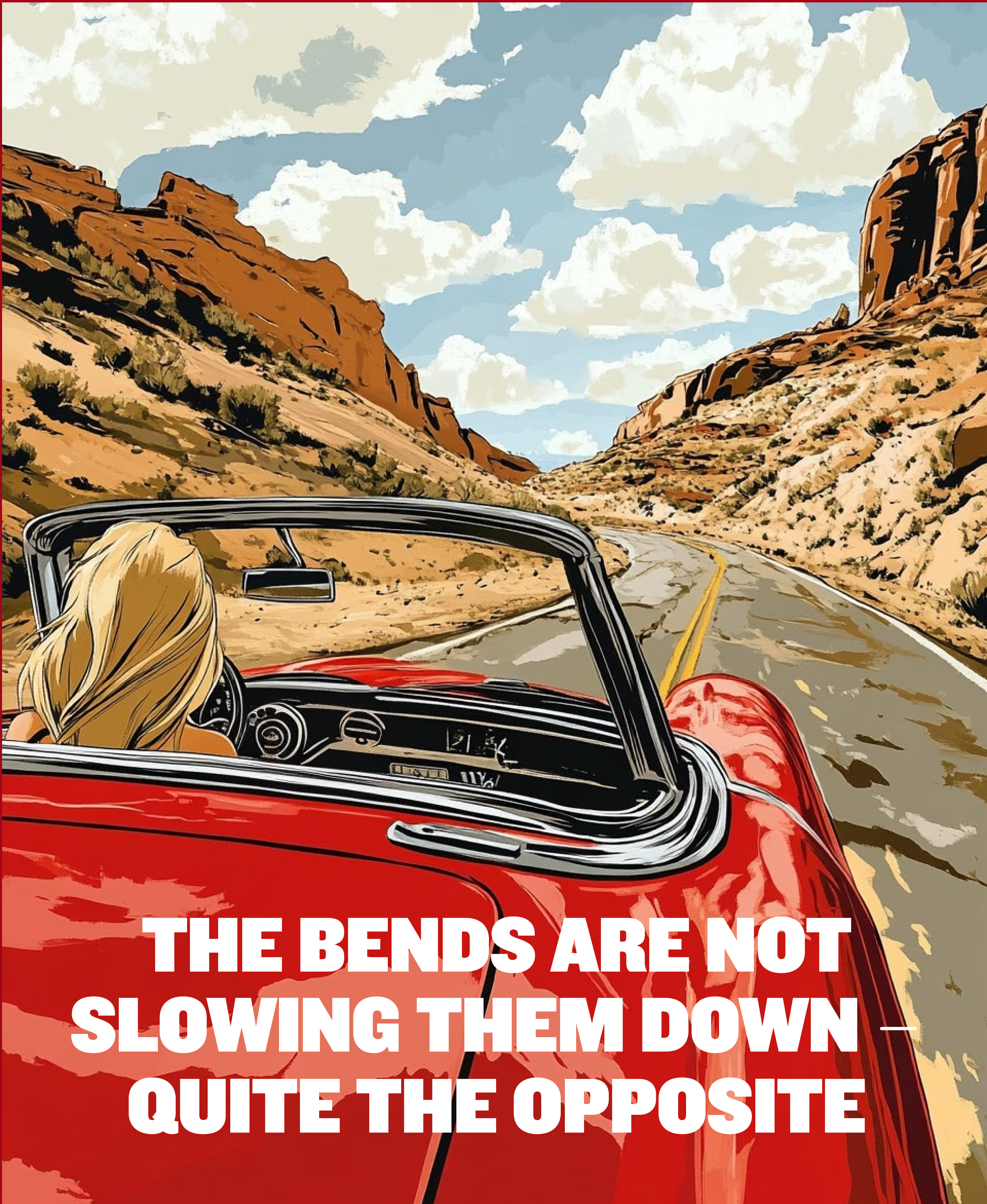
Tesla	Strong initial DPC around sustainability, performance, and innovation; expanded to include autonomous driving, energy solutions, and lifestyle offerings.
Netflix	Pioneered on-demand entertainment; expanded into original content production and global markets.
Apple	Consistent focus on design, user experience, and ecosystem; expanded into wearables, services, and entertainment.
Shopify	Empowered small businesses with easy-to-use e-commerce tools; expanded into omnichannel selling and a robust app ecosystem.
Airbnb	Offered unique and affordable accommodations; expanded into experiences and luxury stays.
Spotify	Provided free music streaming; expanded into podcasts and artist tools.
Amazon	Started with convenience and selection; expanded into logistics, cloud computing, entertainment, and virtually every product category.
Google	Dominated search and expanded into mobile, AI, cloud computing, and hardware.
Salesforce	Focused on customer relationship management; expanded into marketing, commerce, and analytics.
Uber	Revolutionized transportation; expanded into food delivery and other logistics services.
Stripe	Simplified online payments; expanded into financial services and business incorporation.
NVIDIA	Dominated gaming with high-performance GPUs; expanded into AI, data centers, and autonomous vehicles.
Datadog	Provided cloud monitoring; expanded into application performance monitoring and security.
MercadoLibre	Dominated e-commerce in Latin America; expanded into fintech and logistics.
Snowflake	Provided cloud data platform; expanded into data engineering, data science, and application development.
Microsoft	Transitioned from software to cloud computing and subscription services; expanded into gaming and hardware.
Square (Block)	Empowered small businesses with payment processing; expanded into financial services and cryptocurrency.
Atlassian	Offered collaboration tools for software development; expanded into IT service management and work management.
DocuSign	Simplified electronic signatures; expanded into contract lifecycle management and agreement cloud.
Twilio	Offered communication APIs; expanded into customer engagement and marketing automation.
ServiceNow	Focused on IT service management; expanded into HR, customer service, and security operations.
CrowdStrike	Provided endpoint security; expanded into cloud security and threat intelligence.
Warby Parker	Offered affordable and stylish eyewear; expanded into physical stores and social impact initiatives.
Etsy	Enabled creators to sell handmade and vintage goods; expanded into custom and personalized items.
Canva	Simplified graphic design; expanded into presentations, videos, and other content creation tools.

The surprising find here is that many of the fast growers did not just add one major Demand Point to their offer.

Many added another one after a few years.

Some added even more.

Others also went to new geographical markets.



ANOTHER THOUGHT-PROVOKING PIECE FROM GEORGSON &Co.

And if you think old school, this should not work.

Enormous investments in advertising would be required to build sufficient mental availability over time.

And even with advertising, the core identity would be at risk.

And yet – they won.

So if you want to learn from these winners, it is not just about strategic sense: delivering competitive value.

It must also make psychological sense: give people a reason to use the brand name as the word for the phenomenon.


ATTENTION
COMES FROM
ACTION

Sea Limited	Transitioned from primarily online gaming (Garena+) to a diversified company with e-commerce (Shopee) and digital financial services (SeaMoney).
TikTok	Evolved from a platform primarily focused on short-form entertainment (lip-sync, dance videos) to a multifaceted app with diverse content and e-commerce capabilities (TikTok Shop, live shopping).
Afterpay Limited	Expanded from a niche buy now, pay later (BNPL) service focused on fashion and beauty to a widely accepted payment option across various industries, integrated with Block, Inc.'s ecosystem.
HelloFresh	Diversified from basic meal kits to a comprehensive food solutions group, offering ready-to-eat meals, various dietary options, and expanding into new markets with acquisitions like Green Chef and Factor.
Tencent Holdings Limited	Transformed from an instant messaging provider (QQ) to a global technology leader with offerings in cloud computing, fintech, AI, and digital content, with WeChat as a flagship "super app."
Pinduoduo Inc.	Emerged as a major e-commerce platform in China, leveraging social media integration, interactive shopping experiences, and a focus on affordable prices, with expansion into areas like groceries and household items.
CrowdStrike	Expanded from endpoint security to a comprehensive cybersecurity platform, offering threat intelligence, cloud security, identity protection, and managed security services, with strategic acquisitions like Humio and Preempt Security.
Enphase Energy, Inc.	Broadened offerings from solar microinverters to comprehensive energy solutions, including battery energy storage, EV charging stations, and energy management systems, with a focus on residential customers.

Shopify	Evolved from a basic online store builder to a comprehensive commerce platform with integrated payment processing (Shopify Payments), POS solutions, and a vast app ecosystem.
Meituan	Expanded from group buying and food delivery to a comprehensive O2O platform offering diverse services like hotel bookings, travel, movie tickets, and bike-sharing.
Delivery Hero	Transformed from a regional food delivery platform to a global leader with operations in over 50 countries, expanding into quick commerce and grocery delivery.
Sinch	Expanded from primarily SMS messaging to a comprehensive cloud communications platform offering voice, video, email, and other communication solutions.
The Trade Desk	Evolved from a demand-side platform (DSP) to a leader in programmatic advertising, offering advanced data and identity solutions, with initiatives like Unified ID 2.0 and OpenPath.
Datadog	Expanded from infrastructure monitoring to a unified observability platform with application performance monitoring (APM), log management, and security monitoring capabilities.
Zoom Video	Transformed from a video conferencing tool to a unified communications platform with Zoom Phone, Zoom Rooms, and other collaboration features.
Stripe	Evolved from a payment processing platform to a comprehensive financial infrastructure provider with offerings like Stripe Capital, Stripe Treasury, and Stripe Identity.
Tesla	Expanded from electric vehicle manufacturing to a broader energy company with solar panels, energy storage solutions, and AI development.

I have already pointed to the fact that advertising can not account for the massive amounts of awareness needed to do this.

But when we add the new demand points served, it is even more obvious that planned communication can not take credit.

Whether we talk direct advertising or working through influencers, communities, etc.

Maybe the explanation is simple.

If people find something useful to remember, their instinct will be to find a word for it.

And if that word becomes even more useful with added meaning...

...they will want to share it.

If a word is useful, it will be even more useful if it is shared among others as well.

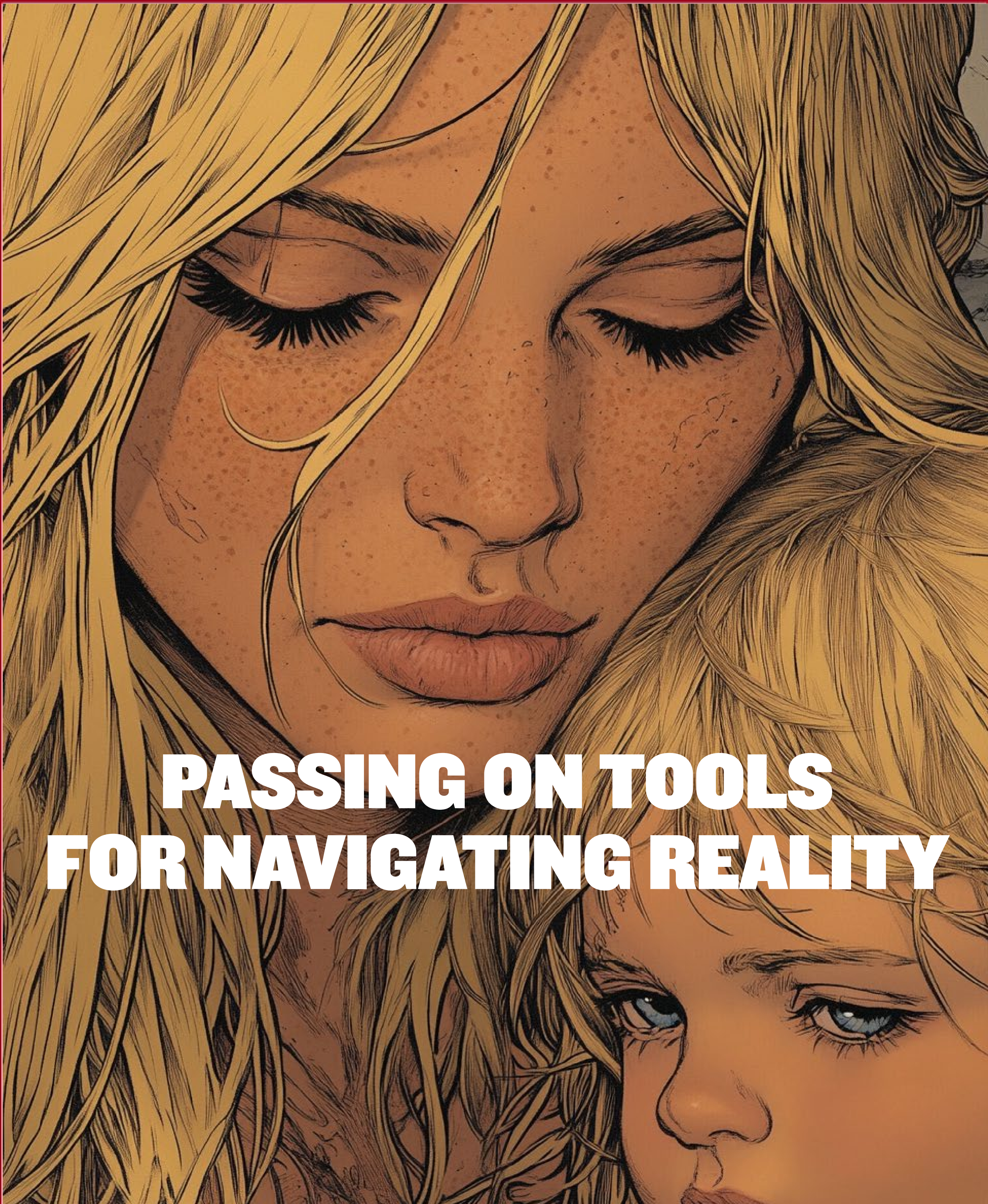
Maybe it is the same instinct that make our language work.

Evolving to cover new needs.

Teaching others.

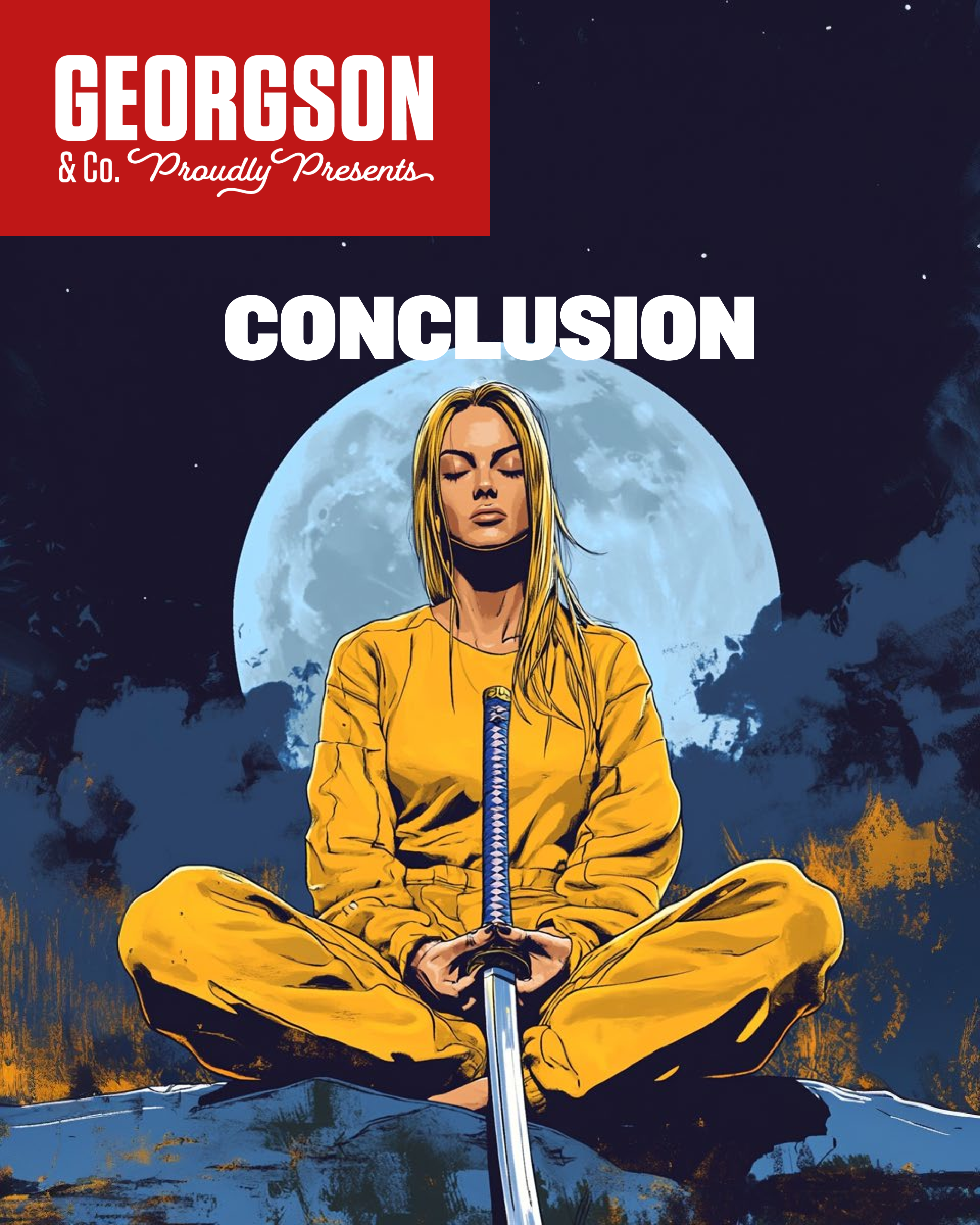
Maybe business success comes to those who consciously or unconsciously trigger this.

Making their brands literally talk of the town.


PASSING ON TOOLS
FOR NAVIGATING REALITY

GEORGSON & Co. Proudly Presents

CONCLUSION



The extraordinary mental availability observed in high-growth brands presents a paradox:

It appears vastly disproportionate to the advertising spend and traditional brand-building efforts recorded.

This phenomenon bears a striking resemblance to dark matter in physics—an unseen but essential force shaping the universe.

Just as the gravitational effects allow astrophysicists to infer its existence without direct observation, the brand-building mechanisms behind these rapidly growing companies must be inferred through their market impact.

Read that again.

ANOTHER THOUGHT-PROVOKING PIECE FROM GEORGSON &Co.

A historical parallel can also be drawn to how Pluto and other celestial bodies were discovered.

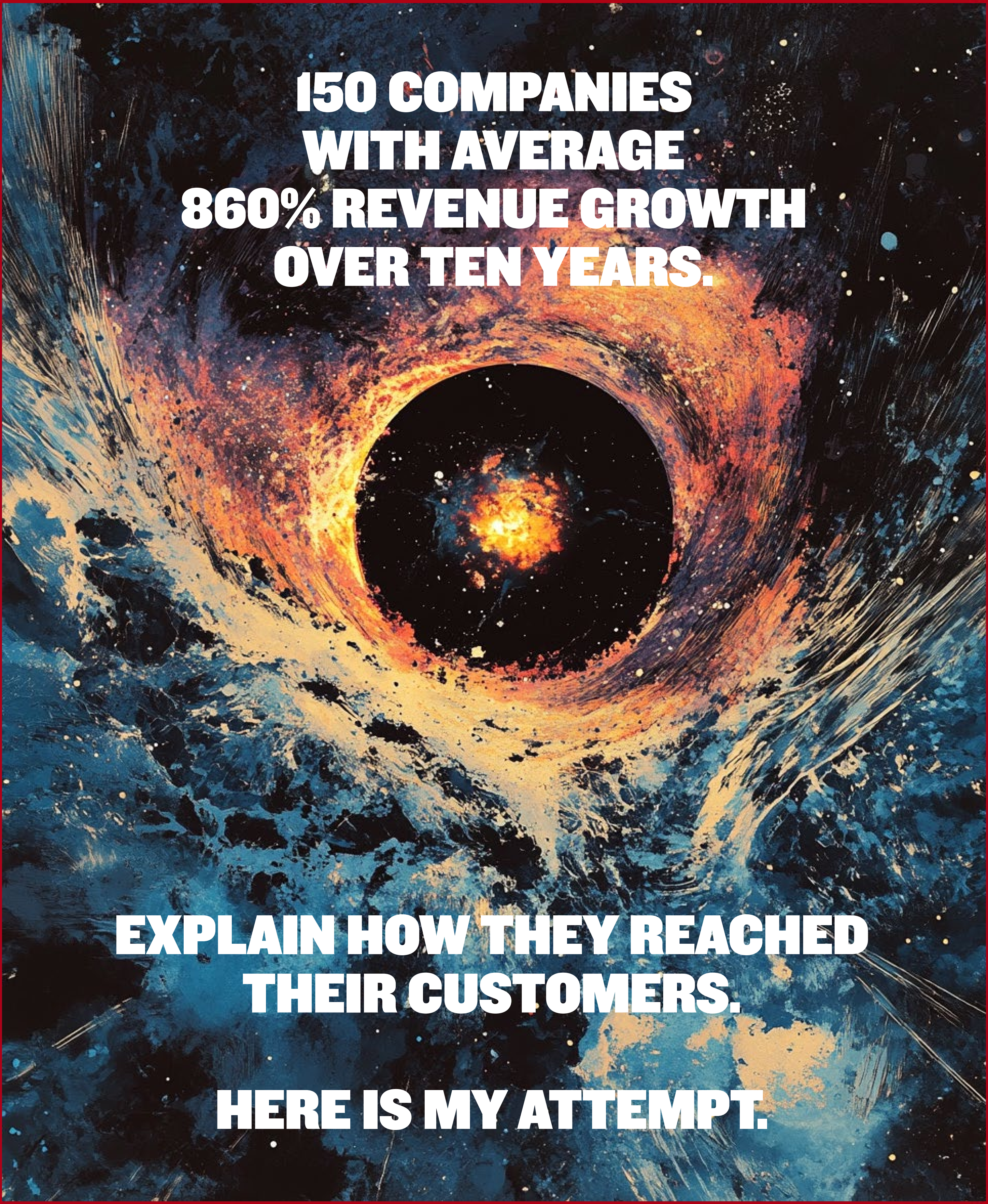
Before Pluto was ever observed, astronomers noticed anomalies in the orbits of known planets.

These suggested there was something out there - an unseen celestial body exerting influence.

In brand growth, unseen forces must be studied through the observable distortions caused in market structure and customer and consumer behavior.

We must find that which we cannot see directly.

Because something is there.



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The Demand Point Constellation (DPC) framework posits that brands grow by aligning sets of functional, emotional, social, and aspirational motivators.

The presence of a strong DPC appears to generate mental availability without proportional advertising investment.

In this way, the DPC would be the unseen brand dark matter, creating gravitational pull on consumer attention and preference.

Mental availability accrues over time through experiences, earned media, cultural relevance, and word-of-mouth: phenomena that do not register as direct marketing spend.

The presence of a well-formed DPC leads to compounding effects that make traditional reach-based models inadequate for explaining the trajectory.

Category Transcendence:

Traditional marketing assumes category competition, while DPC-driven brands warp category boundaries, pulling demand from multiple sources simultaneously.

Much like how dark matter bends spacetime itself if you want to be poetic about it.

ANOTHER THOUGHT-PROVOKING PIECE FROM GEORGSON &Co.

I think the main thing here is to note that existing theory is insufficient to tell us what is going on.

It is probably not as much that existing theory is wrong, as it is insufficient.

Advertising theory. Branding theory. Innovation theory and business strategy. All of them give good but insufficient explanations.

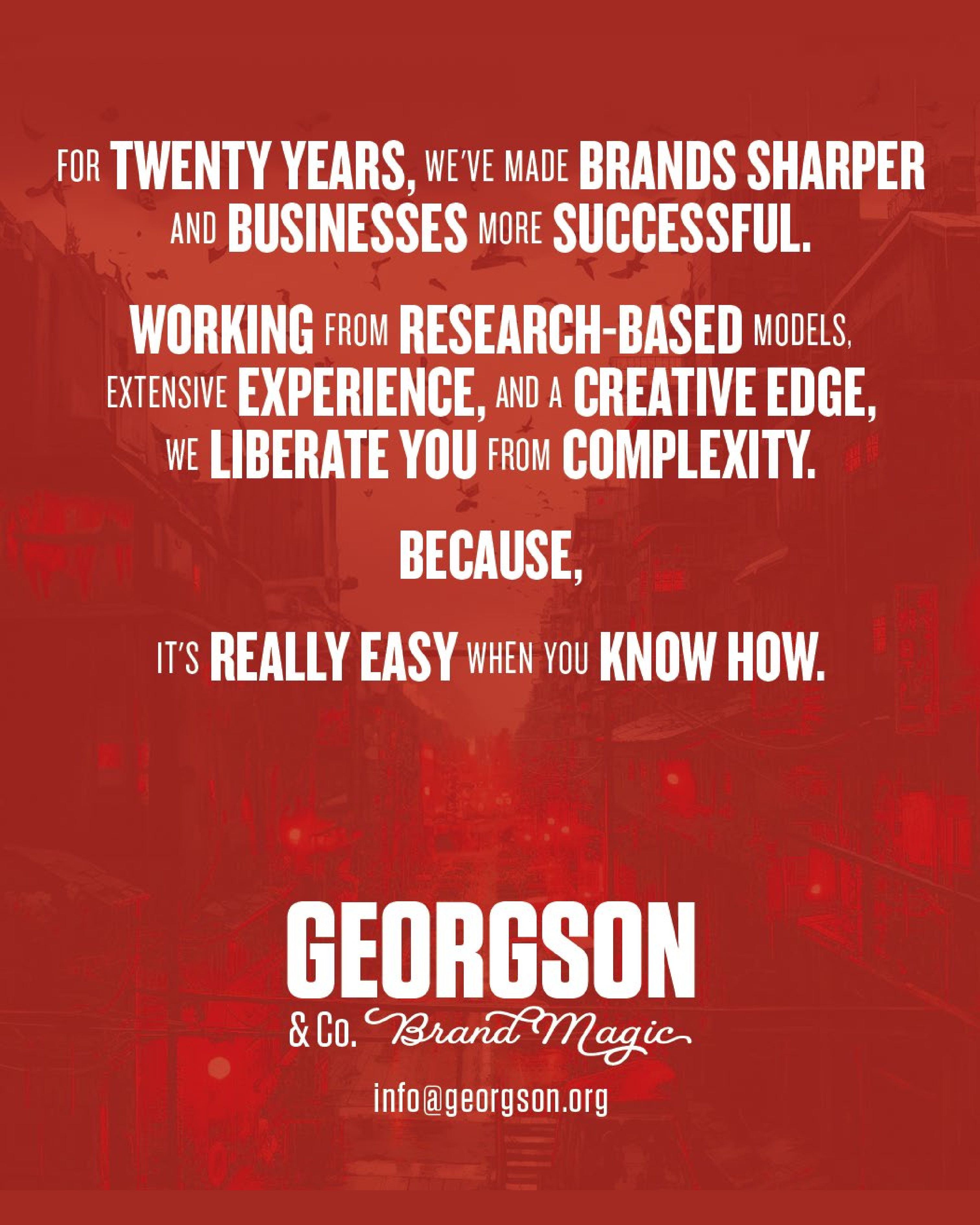
This dark matter, the unexplained awareness creation, is the ultimate prize.

Because growth can not come without customers.

Everyone wants to win.

It starts with finding what others have overlooked.


AND THEN GO FOR IT.



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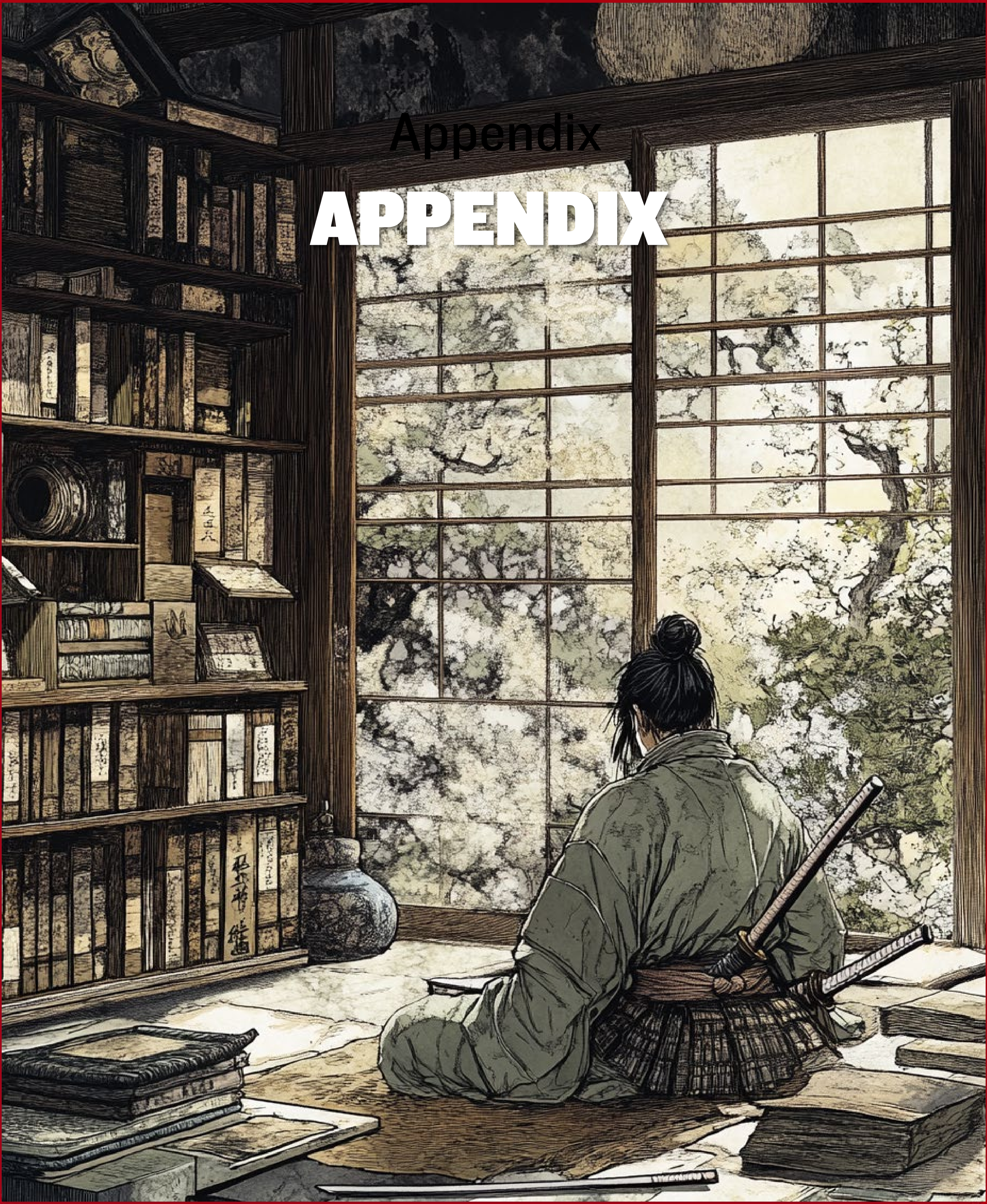
Appendix



Thank you, 150 supergrowers.

Sea, TikTok, Afterpay, HelloFresh, Tencent Holdings, Pinduoduo, CrowdStrike Holdings, Enphase Energy, Shopify, Meituan, Delivery Hero, Sinch, The Trade Desk, Datadog, Zoom Video Communications, Shein, Stripe, Evolution, L&F, Tesla, SolarEdge Technologies, Okta, Zscaler, Twilio, Xero, Robinhood, Discord, Venmo, WhatsApp, Lightspeed Commerce, Adyen, MongoDB, Wise, Airbnb, CD Projekt, Etsy, NVIDIA, Peloton, Shop Apotheke Europe, Square (Now Block), Topicus.com, Uber, ServiceNow, Beyond Meat, Asana, Auth0 (Acquired by Okta), Alteryx, Atlassian Corporation, Gymshark, HubSpot, MercadoLibre, Repligen Corporation, DexCom, Gusto, Glossier, Intercom, Bill.com, ZoomInfo, Away, Impossible Foods, Dollar Shave Club, Constellation Software, DocuSign, Instacart, Kakao, Meta Platforms, Netflix, Oatly, Spotify, Star Bulk Carriers, MeUndies, Mailchimp, Advanced Micro Devices, Alibaba Group Holding, Amazon, Broadcom, Casper, Dropbox, Kinaxis, Partners Group Holding, Salesforce, ThredUp, Warby Parker, WSP Global, ZIM Integrated Shipping Services, BYD Company, PayPal Holdings, UiPath, Takeaway.com, EcoPro BM, Blue Bottle Coffee, Adobe, BigCommerce, Bravura Solutions, Cargojet, CoStar Group, Enghouse Systems, EPAM Systems, FirstService, Generac Holdings, goeasy, Hulu, Lululemon Athletica, Nemetschek Group, NIBE Industrier, Sartorius, Soitec, VAT Group, ASML Holding, ATS Automation Tooling Systems, Copart, Descartes Systems Group, Lam Research, MarketAxess Holdings, Naver, Reply, Temenos, Amplifon, BE Semiconductor Industries, Cadence Design Systems, Hexagon, Intuitive Surgical, Largan Precision, Pool Corporation, Recordati, Interpump Group, United Microelectronics, Yandex, Marvell Technology, Uni-Select, Airtac International Group, Applied Materials, Assa Abloy, Assurant, Autoliv, Bio-Rad Laboratories, Chipotle, Edenred, Equifax, Hargreaves Lansdown, IDEXX Laboratories, MediaTek, Old Dominion Freight Line, Sodexo, Tecsys, Tractor Supply Company, TransUnion, West Pharmaceutical Services.

Is there any evidence that the DCP framework predicts growth?

Oh, much work remains to be done.

But one run through the fast growers against a control group of 150 other companies showed an interesting result.

By expert coding, all companies were judged on the fit of the DCP criteria mentioned here.

The fast growers showed significantly higher fit to the DCP principles then the control group.

A 75% vs a sub 50% fit.

No, this is not academic grade research.

My intent in this stage is to explore, not prove.

As said earlier, no other theory suffices to explain it.