



WINNING THE BRAND BATTLE IN 2026

Why 'better' is no longer enough

STANDING OUT IS HARD; BEING WORTH CHOOSING IS HARDER



In 2026, brands face stretched consumers, rising expectations, choice overload & shrinking attention.



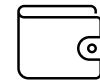
Infinite choice

More brands, more channels, more substitutes than ever



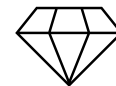
Permanent comparison

Reviews, price-checking and social media have made comparison constant and accessible



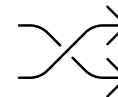
Stretched spending power

People are more selective about what they are willing to spend more on



Rising expectations

Good is assumed. Seamless is expected. Standout is rare



Shorter loyalty cycles

Switching is easier, faster and often consequence-free

In 2026, being better keeps you in the game.

Being best is what gets you chosen.

The reality is that people don't choose brands purely on logic or emotion alone. They buy with both, often without even realising it.

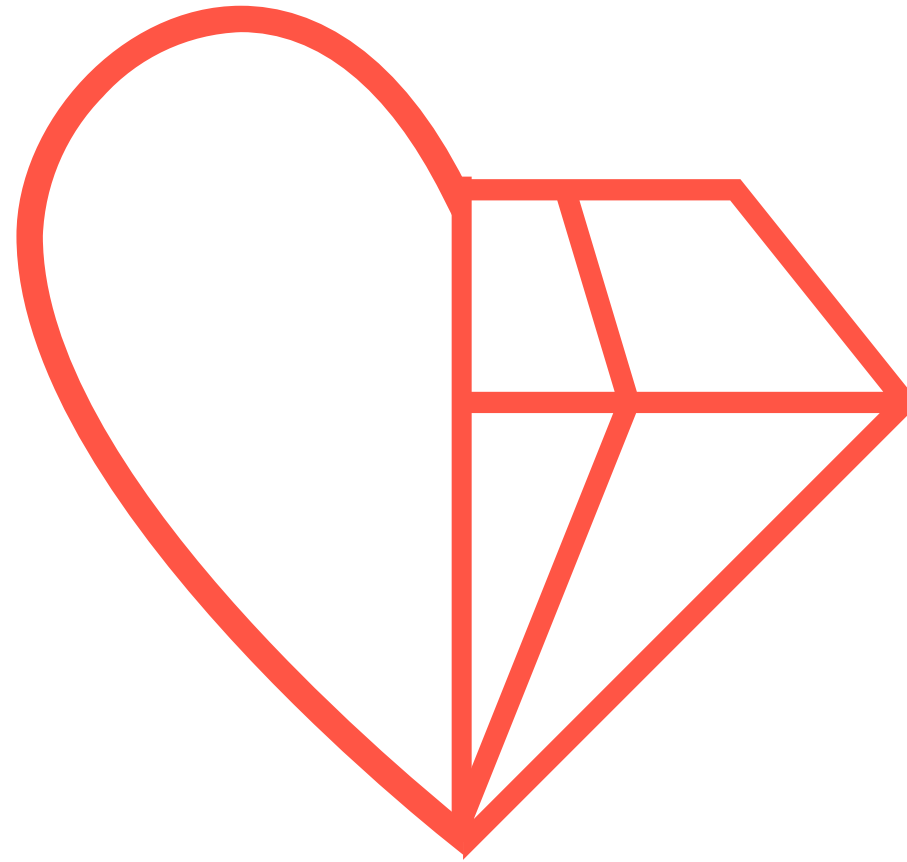
Every decision is a blend of instinct and justification.

**EMOTION
CREATES DESIRE;
COMMERCIAL
EXCELLENCE
UNLOCKS IT**

THE TWO SIDES OF THE DECISION

Emotional connection drives salience and preference.

But it cannot overcome a poor product or experience. People may love a brand, but they won't repurchase if it disappoints. Without commercial excellence price feels unjustified and quality feels inconsistent.



Strong products and sharp pricing win consideration.

They rarely win long-term preference on their own. When brands compete only on functional strengths, they become interchangeable and vulnerable to disruption.

WITHOUT UNDERSTANDING BOTH, YOU'RE JUST GUESSING

Brands often over-invest in one side and under-understand the other.

Without identifying the levers which really drive brand choice, you risk:

1. Investing in features no one values
2. Building connections that don't convert
3. Pricing without knowing your true worth
4. Missing the real drivers of choice



BEING BEST ON JUST ONE SIDE OF THE EQUATION ISN'T ENOUGH

EMOTIONAL CONNECTION



The Body Shop built powerful emotional connection through a history of ethics & strong heritage. But as sustainability became a category norm and product excellence advanced elsewhere, emotional pull alone wasn't enough to sustain commercial momentum. The brand entered administration in 2024.

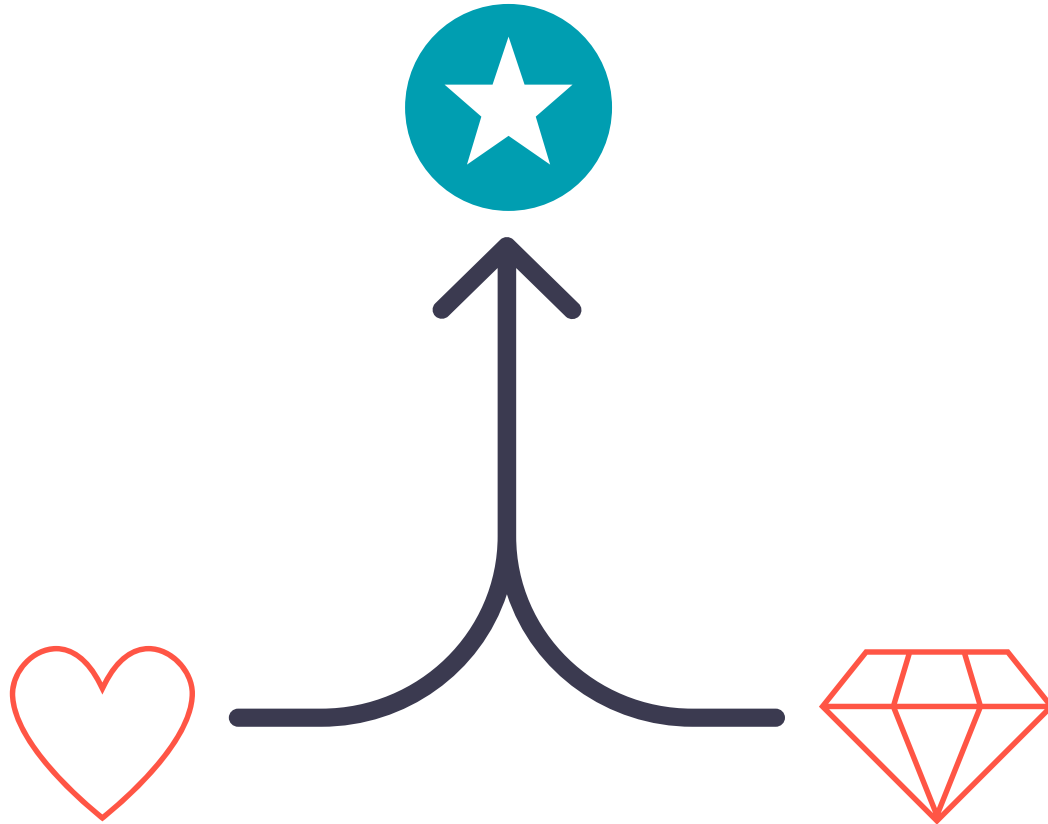
COMMERCIAL EXCELLENCE

dyson

Dyson has consistently delivered engineering-led product superiority, justifying premium pricing through innovation and patents. Yet without deep emotional warmth, loyalty is largely performance-driven. As competitors get "good enough", the price premium becomes harder to justify. In 2025, Dyson's vacuum market share fell to 9% (from 14%)*

The most valuable brands align
emotional pull & commercial proof

This is where “better” becomes “best”



EMOTIONAL PULL & COMMERCIAL PROOF

**The brands that
will win in 2026,
will understand
both sides.**

When emotion
and commercial
excellence
reinforce each
other, willingness
to pay more
increases, loyalty
strengthens and
choice becomes
instinctive.

WHEN EMOTION AND PRODUCT REINFORCE EACH OTHER, PREMIUM GROWTH FOLLOWS

EMOTIONAL CONNECTION

THE BEST BRANDS IN 2026
Defendable Premium Growth



MORAL EMOTION × PRODUCT QUALITY × PREMIUM PRICING

Tony's Cholonely combines a clear, activist-led mission with distinctive product quality and standout design. Its commitment to 100% slave-free chocolate creates genuine emotional connection, while strong taste credentials and bold shelf presence justify a premium price. As a result, the brand has delivered sustained UK growth and gained share in a mature, price-sensitive category. Proving that when purpose and product reinforce each other, premium momentum follows.

**COMMERCIAL
EXCELLENCE**

MM-EYE HELP YOU WIN BY TRANSFORMING THEORY INTO ACTION

The challenge isn't knowing that emotion and commercial factors both matter. It's understanding which ones truly drive brand choice and building this thinking into how research is commissioned, designed and delivered.

AT EVERY STAGE	FROM BETTER	TO BEST
THE BRIEF	Better briefs ask what people think. They focus on metrics, tracking and optimisation.	Best briefs start with outlining the commercial decision, understanding the wider context and framing the consumer trade-offs. At MM-Eye, we don't just take briefs, we challenge them and help you sharpen them.
THE RESEARCH	Better research often measures either emotion or performance. Separating instinct from justification.	Best research is built differently. It asks the right questions, of the right people, in the right way. Grounded in our experience and powered by our ThoughtScape framework , we design research that uncovers both emotional pull and commercial proof. Not just what people say but what truly drives choice, justifies price and sustains value. We don't bolt emotion onto commercial metrics. We design around both from the start.
THE INSIGHT	Better insight informs. It presents findings and recommendations.	Best insight prioritises and connects emotion to commercial outcomes. It shows what to amplify, what to fix and what to stop investing in. At MM-Eye we don't just explain your market, we help you enhance and change your place in it.



With a wealth of experience across sectors and markets, MM-Eye is here to help you understand the emotional and commercial drivers that truly drive choice for your brand.

Not what people claim. Not what they rationalise to themselves. But what really shapes their decisions.

You can find out more at www.mm-eye.com and at info@mm-eye.com



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business
needs, we
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elevate
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