



Searching for the next generation of icons

Interbrand

BREAK— THROUGH BRANDS 2021

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INTRODUCTION: IDENTIFYING THE NEXT GENERATION OF ICONS

To celebrate the 4th edition of our Breakthrough Brands report, we're looking back and celebrating some of the alumni that have seen explosive growth since being featured in our reports. What they all have in common—they've continued to show leadership in their industries, as evidenced by their business results, customer innovations, and their ability to make iconic moves.

Some have gone through major brand identity refreshes or rebrands to signal their arrival into the mass market. Earlier this year, we saw the rebrands of two of our alumni; Transferwise and StockX. Transferwise rebranded as Wise to signal its expanded product offerings and explosive revenue growth (70% in the last year). StockX updated its visual identity, adding pastel colors and a new symbol to be more inviting and inclusive towards women. (It must've worked—the company continues to attract net-new customers, with a 90% increase in unique visitors in the past year.)














Robinhood, a 2016 alum, was thrust into the spotlight due to the retail trading boom of 2020, and is looking to IPO this year. Speaking of IPOs, we'd be remiss

not to mention Snowflake, which had the largest software IPO in history. The company is currently valued at \$60.86 billion—a 4247% growth from its \$1.4 billion valuation in our 2020 report.

Others have been acquired at record-breaking circumstances, including Slack, who was recently acquired by Salesforce for \$27.7 billion (the most expensive acquisition in Salesforce history), and Mirror, who was bought by Lululemon for \$500 million, the first acquisition in the company's 20-year history.

Beyond pure financial success, we saw alumni continue to reset customer expectations in their categories and beyond. Glossier changed our concept of the "makeup store;" Casper became a leading brand in the "sleep as luxury" trend, fueling a plethora of copycats; and Peloton continued to build their community into a social network in its own right.

We will continue to proudly track the trajectories of all our finalists, in an effort to identify the next generation of icons.

	CLASS OF	FUNDRAISING GROWTH
	2016	+400%
	2016	+1,067%
	2016	+3,477%
	2016	+4,600%
	2016	+287%
	2016	+1,445%
	2017	+54%
	2017	+600%
	2017	+475%
	2017	+2,966%
	2020	+4,247%
	2020	+231%
	2020	+15,600%

EXECUTIVE SUM- MARY

Since launching our Breakthrough Brands report last July, we've all experienced multiple, devastating stages of a global pandemic, seen social justice movements sweep across the country and beyond, and watched a highly contentious election cycle. Businesses have had to be experimental and resilient to respond to these shifting tectonic plates. And within the chaos, more opportunities have opened up for an array of exciting and boundary-pushing companies emerging as this year's Breakthrough Brands.

Yet, it is important to note that our selection process focused more heavily on the brands that we think will have long and strong trajectories coming out of the pandemic (not only during it). We believe the brands in this report identify the edges of consumer behavior and act as early signals of shifting expectations for years to come.

And for the first time ever, we opened up this year's nominations to the general public, receiving more than 400 candidate submissions—the highest number of nominations we've ever had. With everyone's routines disrupted and more time to explore new brands, there was an influx of new (and previously niche) companies entering into the mass consciousness.

Some categories were particularly hot. Brands in the non-alcoholic (or low alcoholic) beverage, wellness, and healthcare spaces experienced a boom among consumers this year. Newer social media platforms were nominated as well, signaling a substantial move away from big brands

like Facebook and Twitter. There were also some great honorable mentions that we hope to see make it onto official lists in the future—like the high-end, semi-private transportation brands Wheels up and Blade, or the Gwyneth Paltrow-approved jewelry weights brand, Bala bangles.

Inclusiveness and acceptance permeated, with personal care brands tackling taboo topics, and startups bringing representation and empowerment to POC communities in areas they'd been previously overlooked (or actively discriminated against). We also saw gaming's dominance—as its influence permeates into other industries, its visual language and aesthetic is also being adopted.

Notably, we saw a continuation of last year's trends in this year's brands. For example, we welcomed a few more “corporate sustainability boosters” that addressed food waste and food systems for larger corporations—Apeel and Afresh. In addition, the customer-led “Healthcare Revolution” took on preventative and diagnostic health this year, helping to fix the overall health system by addressing issues before they become full-blown health problems.



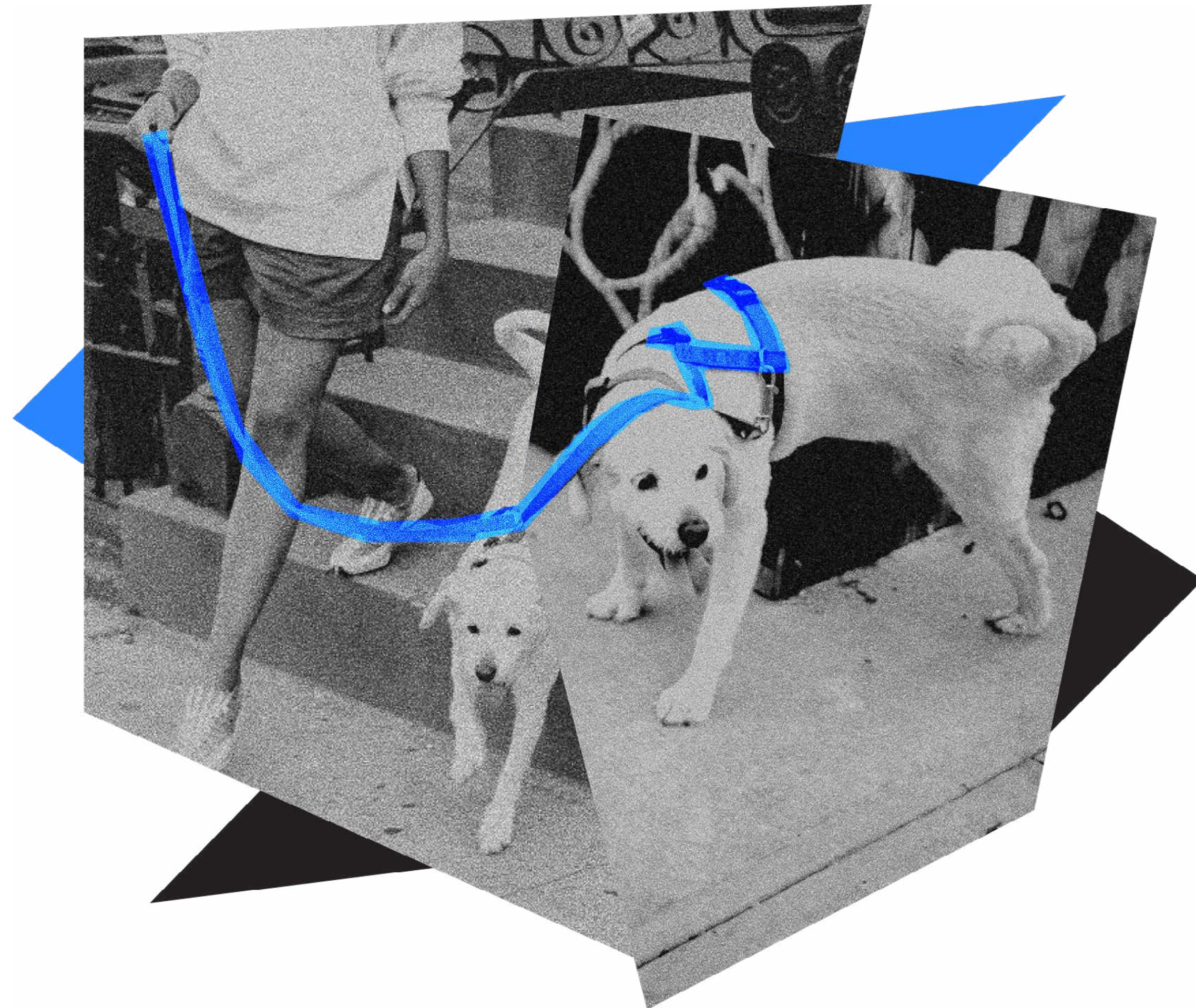
Finally, we noticed a greater emphasis on birth and childrearing, as Millennials became parents shortly before or during the pandemic. In response, a whole new set of digital and tech solutions are growing to help them through an already vulnerable and fearful time. The parenting struggles of the last year have only

highlighted this need-space, which is ripe for innovation, not only from brands, but also employers, policymakers, and service providers.

As the world slowly—but optimistically—emerges from the shadows of the pandemic and into a new reality, we know growth-stage companies will have a new set of challenges to contend with. We're excited to see if this year's brands continue to change customer expectations and provoke cultural change. Welcome to this year's Breakthrough Brands.

DANIEL BINNS
CEO, Interbrand New York

INTERBRAND THINKING



Interbrand's 2021 Breakthrough Brands is the result of a rigorous and comprehensive evaluation of today's most progressive and innovative brands. The list is composed of 30 brands that best exemplify our tenets of brand growth: **understanding human truths, creating exceptional brand experiences, and delivering superior business results.**

Our selection process involved analyzing 400+ brands gathered by both internal (across Interbrand Global offices) and external nominations (utilizing our website and social media accounts). Candidates had to have significant US presence and were selected based on their perceived disruption of cultural or category norms, ability to draw media attention, and financial growth. Inputs to the analytical model included: brand audits conducted by Interbrand analysts across disciplines, social media data gathered in partnership with Infegy Atlas (a social media listening company), investment data gathered by Apollo (a financial and marketing data firm), key insights from Blackstone Growth (a leading global investment management company) and Vox Media (a global independent media company), as well as consumer input from C Space (a global customer agency and part of Interbrand Group of Companies).

To evaluate the "Brand Experiences" metric, audits were conducted by 30+ cross-discipline Interbrand staff, determining the brand's ability to execute a holistic and innovative brand experience (this includes visual and verbal identity, user Interface design, buying experience, etc.). Multi-sensory audits were shared with all voting members.

For a "Human Truths" metric, we partnered with Infegy Atlas to look at a combination of key performance indicators such as social post volume, year-to-date post volume growth, net positive brand love, and brand trust. We also partnered with C Space to directly engage consumers to

further assess shortlisted brands' appeal and gauge consumer interest levels. The consumer insight and understanding from C Space was based on an online qualitative survey fielded in May of 2021 with a sample size of 933 US-based consumers who identified an interest in the relevant industries and brands.

For a "Brand Economics" metric, we partnered with Apollo to analyze each brand's financial performance using funding and valuation data. Blackstone provided support via their Growth team, who also acted as consultants throughout the process, providing key insights into long-term growth trajectories and contemporary consumer perceptions. (Brands were also evaluated on their adaptation to COVID-19 in 2020, and their ability to emerge from the pandemic successfully.)

All contending brands were assessed equally along these three dimensions in a series of voting sessions with a panel of senior staff at Interbrand. Combining expert qualitative evaluations with quantitative performance measurements, our evaluation framework aims to provide a comprehensive picture of brand potential.

 Afresh

AIR COMPANY.

 Apeel™

 atai
LIFE SCIENCES

ATHLETIC BREWING CO
NON-ALCOHOLIC BREWS

Better

BREAD™

 Butterfly™
Network

cameo

Dapper

 Discord

frida mom

GREENWOOD

 Healthy.io

KANO

LOVEVERY.

megababe

miro

nuro

OFFLIMITS

OMSOM

ŌURA

 Owlet

 pipe

Revolut

 Signal

 **SOCIOS.com**

**SPRINGHILL
COMPANY**

STARFACE

Z ZWIFT

 **BREAK—
THROUGH
BRANDS**
2021

EASING PARENTHOOD ANXIETIES



REASSURING GUIDES IN A TIME OF CHANGE

Much has been written about the stresses of modern parenting in the past year. Whether parents were out working, staying home full-time, or trying to do a combination of the two, the COVID-19 pandemic exacerbated many of the issues that moms and dads were already grappling with. However, the pandemic has also provided a unique opportunity to more openly discuss and interrogate the new dynamics that Millennial parents face.

With a never-ending flood of information, a constant shifting of parental trends, and diminishing influences of intergenerational support networks, Millennial parents can often feel overwhelmed and alone in their difficult transition into parenthood. With such massive changes—from their bodies (postpartum recovery and neurological rewiring), to their emotions (fluctuations in hormones), to their societal roles (navigating what it means to be a mother)—pregnant women are in for an especially overwhelming time.

Like we saw last year with Breakthrough Brand finalist, Maven Clinic, startups are coming in to help new parents (especially moms!) with the dramatic change from child-free to child-full. This year, we inducted Frida Mom, which specializes in postpartum care for mothers. While attention has traditionally been put on the babies that come from giving birth, recovery for their mothers is rarely spoken about or addressed. Yet Frida Mom's unique products offer

solutions to universal issues related to the aftermath of birth.

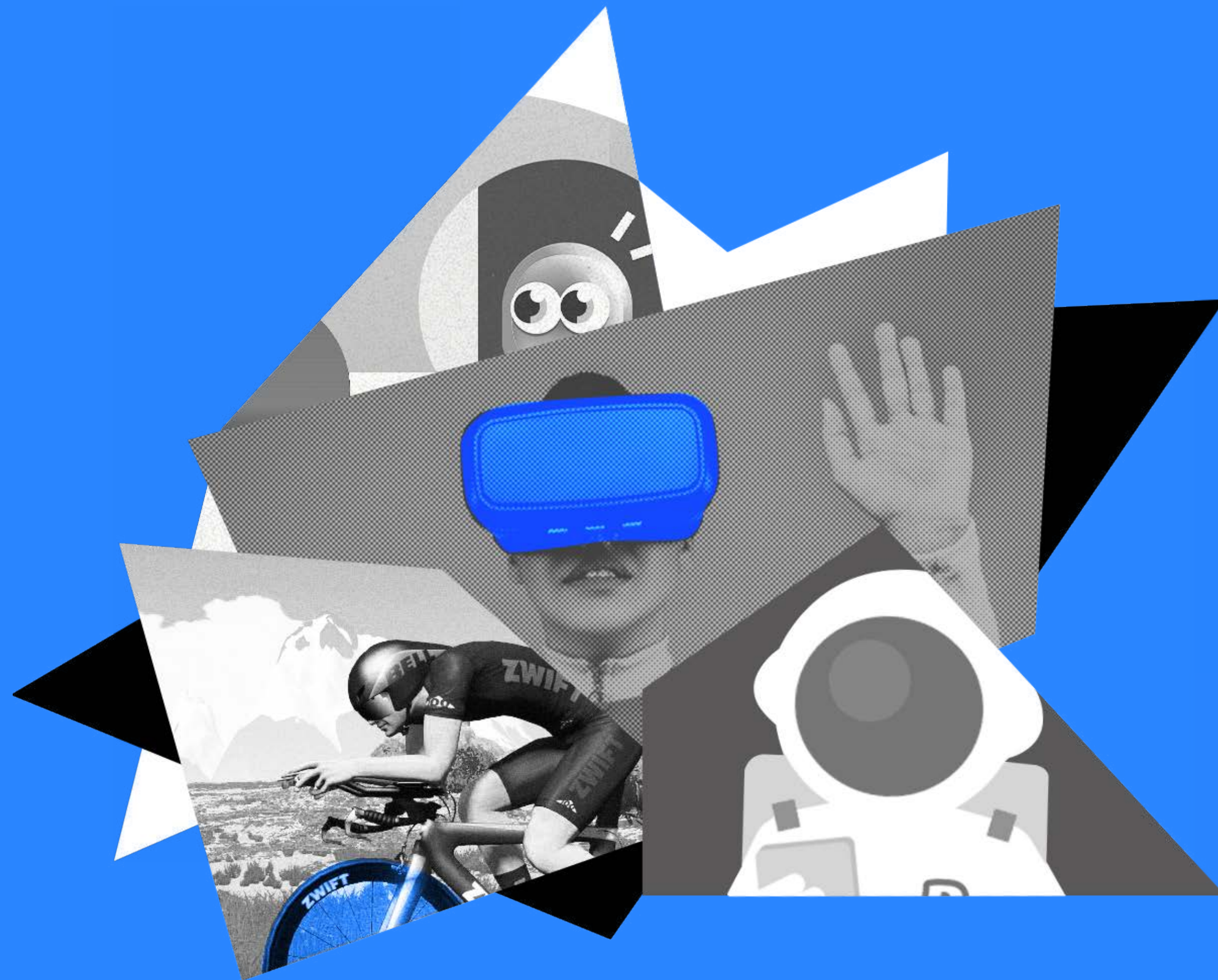
We also have Owlet, a digitally augmented sock that monitors a baby's vitals. This technology helps ease parents' anxieties about whether their infants are resting peacefully, lying in the best positions, or even breathing well during minor illnesses. The company is expanding into a pregnancy band for monitoring a growing baby.

Millennial parents are also hyper-aware of the long-lasting impact of a child's experience up to 6 years old. They want to ensure they're doing the "right things" to help their children develop. This is where Lovevery comes in. This stage-based toy company focuses on products that foster brain development from a tender age.

"These brands are highly empathetic to the new parent experience. Which includes the ability to dive as deep as they want into the research at hand while also making things easy to read and understand. Babies don't come with manuals but many of the best emerging brands today are helpful guides," says Ann Chung, a Managing Director at Blackstone Growth.

The need for reassurance, confidence, and ease through this transformational time provides opportunities for brands across sectors. It will be interesting to see if historical leaders (like Johnson & Johnson or Pampers) will expand out of their product lines and into solutions that solve more of the pain points at this critical life stage.

GAMING EVERY-THING



THE INFLUENCE OF GAMING'S VISUAL CULTURE

Over the past decade, gaming has grown from a stereotyped niche activity to a mainstream pastime. It has broken away from the console to go mobile and online, encouraging multiplayer campaigns and with it becoming a channel in its own right. Its increasing popularity and influence has led to the “gamification” of other industries, from sports betting and fitness to finance and healthcare. “Increased interest [in gamifying everything] is evident in everything from investing with Robinhood and working out with Zwift,” says Blackstone Growth’s Ann Chung. This push towards play has also impacted the design aesthetic of out-of-category brands, from their UIs to their brand identities.

Through the lens of gaming, we’re seeing a further evolution of “playful brands” from last year. Fun characters, 3D illustrations, and immersive brand worlds are being created to bring levity, approachability, and invite engagement. The trend is perhaps most pronounced with the Revolut brand identity. Its mix of 2D and

3D graphics create an active and tangible brand, and break from FinTech norms. (Using an illustrated astronaut character as a mascot is also pretty new to the financial category.)

Then, there’s the social media platform, Discord. Even with its recent brand refresh in March 2021—which aims to expand beyond gaming-centric communities—the brand still carries strong references to its roots, with its icon reminiscent of a console controller.

Pipe’s brand icon, which is astonishingly similar to the Nintendo Switch, similarly plays homage to this space.

Fun and quirky characters are also a mainstay in Dapper Labs’ brand identity. The blockchain tech company, focused on building in-app experiences, visually borrows more from the world of gaming than from blockchain.

Lastly, it’s interesting to note that the high-end cycling company Zwift, uses game-like graphics to capture the adventure each route will bring. As gaming blends and bleeds into different arenas, its rich visual culture and history is proving to be a well of inspiration for graphic designers and design thinkers alike.

POWER IN REPRESENTATION



CHANGING THE DYNAMICS FOR MINORITIES

In light of last year's racially charged events, from the killing of George Floyd and the rise of the Black Lives Matter movement to the pandemic-fueled targeting of Asian people and businesses, issues of race permeated every corner of life. This new cultural awakening (and reckoning) shone a light on well-deserving companies that are changing the power dynamics for BIPOC communities across industries.

Within the last 5 years, more and more buzzworthy brands have been founded by minority leaders on a mission to change racial dynamics. This year, we feature Greenwood Bank, BREAD Beauty Supply, Omsom, and SpringHill Company as a new crop of successful businesses that are bridging the gap between mainstream norms and minority needs.

Greenwood Bank, founded by an unlikely trio (media man Ryan Glover, rapper Killer Mike, and politician Andrew Young), was built specifically for Black and Latinx Americans who've been traditionally sidelined or mistreated by the mainstream financial industry. The bank aims to take power back by reimagining the system and encouraging wealth creation—squarely within minority communities.

Meanwhile, Omsom is changing perceptions around “international” food

products. The self-described “loud, proud, and Asian” brand is using chef-created flavors, design, and social media to change perceptions of Asian packaged food brands, replacing stereotypes and Americanized ideas of dishes with something more modern, bold, and unapologetic.

This year, we also noted a large pool of Breakthrough Brand nominees selling products that catered to curly hair or distinctively African American hair types. While BREAD Beauty Supply ultimately won the day, standout brands like Pattern Beauty (founded by Tracee Ellis Ross), Adwoa Beauty, and Sunday II Sunday were also nominated. “Underpinning the runway for growth is the tailwinds of expanding shelf space for brands serving underrepresented communities and the increasing spending power of these communities” says Ann Chung, a Growth Managing Director for Blackstone Growth.

Lastly, SpringHill Company, the powerhouse initiative led by LeBron James and Maverick Carter, is creating a more empowered relationship between creators and entertainment & media companies. The brand is also deeply committed to creating or co-producing content that powerfully portrays diverse voices and stories, and amplifying them to the mainstream.

As society demands greater equality and representation, businesses that answer that call will continue to find success and widespread support.

TACKLING TABOOS



THE NEW FRONTIER IN PERSONAL CARE

Influenced by the body positivity movement, this is a trend that's been percolating in the personal care space for a while, as evidenced by brands like period underwear retailer Thinx (a Breakthrough Brands alum from 2016) who boldly reframed the conversation on women's periods.

Now more than ever, we're seeing an explosion of brands in the personal care space that are bringing empowerment and acceptance to issues we were once insecure about. As social media has publicized authentic takes on everyday grooming needs, brands have taken on additional stigmas surrounding age, skin colors and conditions, and women's changing bodies.

Starface, for example, is taking on acne. The bright, unapologetic brand is helping teens (and everyone else) go from embarrassment and attempting to hide their pimples to celebrating them with yellow star stickers that help

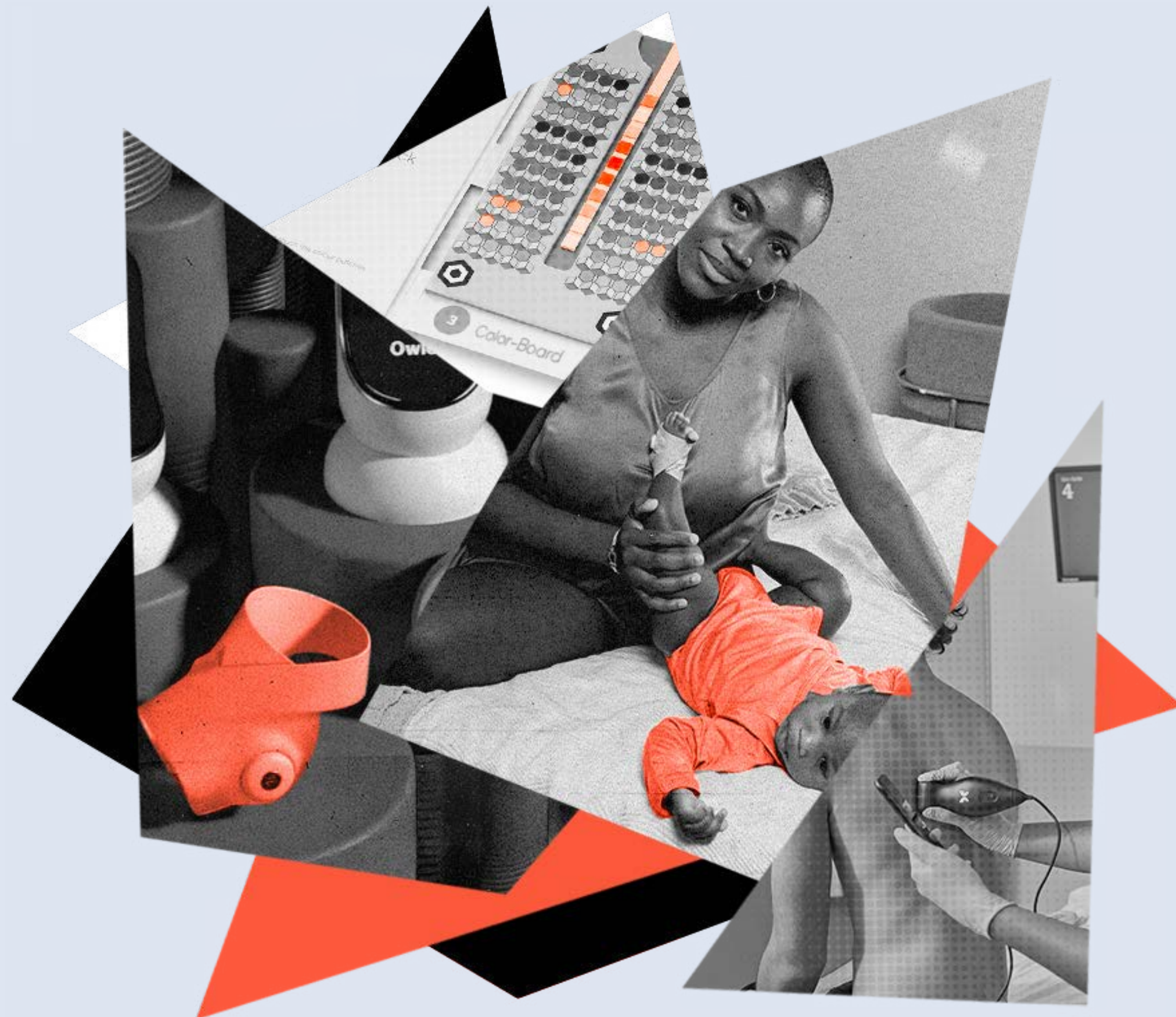
heal them. This is in stark contrast to the acne products of yesteryear, like Proactiv and Neutrogena, who either show models with no acne, or play into the insecurities of a common condition.

Megababe is trailblazing in this space by creating new products that help with less obvious problems like blemishes and irritation on the rear (Le Tush Butt Mask), thigh chafing (Thigh Rescue), and melasma defense (Beach Paint).

And lastly, Frida is bringing much-needed attention to mothers' recoveries following giving birth, with products that address lactation-based issues as well as postpartum vaginal and perineum healing. Their first ever commercial, set to air during the Oscars, was even banned for showing breasts—which further illustrates how behind-closed-doors such topics can still be.

Major cultural currents have opened up the space for a new era in personal care, and we expect brands to break out of their more sanitized messaging to be more frank about being human.

FLIPPING THE FOCUS ON PREVENTA- TIVE HEALTH



LOWERING BARRIERS FOR DETECTION AND DIAGNOSIS

Healthcare has had a doozy of a year. A once-in-a-century pandemic decimated healthcare facilities worldwide and destroyed the lives of millions, while rising out-of-pocket healthcare costs and inaccessibility caused primary care visits to drop at an alarming rate. With an industry in crisis, it's become increasingly apparent that there's a systemic need for equitable healthcare.

In response, a focus on flipping the system's patient journey and outcome has emerged, prioritizing early detection and prevention as a means of democratizing the industry-at-large. By lowering the price barriers for diagnostic tools, the new up-and-coming brands making their way into the space are allowing disparate (and often disadvantaged) groups of people to gain access to the care and preventive measures they need. Working on diagnosis—the first step to any healthcare journey—sets the foundation for safer, easier, and better patient experiences and outcomes.

Brands like Butterfly Network and Owlet are tackling some of these issues head on, looking to digital solutions to diagnose early, assuage fears, and provide peace of mind. By offering cheaper medical

imaging devices that can be used with a smartphone, Butterfly Network is enabling the most rural, inaccessible regions to receive prenatal and echocardiographic care. Owlet's Smart Sock and upcoming pregnancy band uses technology-enabled wearables to monitor babies' and mothers' development. Such products promote holistic wellbeing and assurance, without the need for booking appointments months in advance, or traveling long distances to get to a healthcare facility.

Healthy.io is responding to the significant drop in primary care visits last year by providing smartphone-based solutions that enable at-home diagnoses for wounds, kidney disease, urinary issues, and more, allowing patients to skip the trip to (and expense of) a traditional doctor's office visit. Healthy.io and other brands like it are saying "enough is enough" to big healthcare, instead leveling the playing field for diagnostics and creating an equitable world for prevention.

And this recent category shakeup hasn't gone unnoticed. Big tech players like Google, Amazon, and Microsoft have been spending heavily to enter the space. But their moves into the industry have been hindered by the lack of foundational expertise, a series of missteps, and perhaps a too-big-to-fail mentality, suggesting that smaller, more agile players like our emerging brands have an advantage to succeed in the space.



It's a typical day at the grocery store. You're digging through a pile of bananas for a bunch without brown spots or bruises. And since nobody wants those mushy bananas (sorry, the early-pandemic banana bread craze is over), the store will likely have to throw them out anyway. For some reason, this scene is accepted as the norm. North American retailers trash about \$18 billion worth of spoiled food each year. This equates to nearly 8 million tons of produce and other perishables in landfills—a costly and environmentally devastating amount of waste that Afresh is determined to eliminate.

Matt Schwartz, founder of Afresh, spent years internally observing the food industry's inefficiencies before developing an AI, algorithm-based software to help stores determine the right amount of produce to order for their shelves. Schwartz's ultimate goal is to use this technology to transform the fresh food supply chain and dramatically reduce spoilage, while still ensuring grocers have enough stock to meet consumer needs. According to the

company, "our role right now in preserving the planet and feeding the population is offering grocers the best, most advanced tools for their fresh food departments. We believe that a company can do well by doing good, and both achieve great commercial success and drive toward a better future."

Backed by investors including Baseline Ventures and Innovation Endeavors, Afresh has developed partnerships with three major national chain food stores, with plans to expand to more. One C Space consumer respondent notes, "[This will allow] grocers I use to offer better produce at a better price...it's an excellent application of technology to improve quality of life for many." Handling billions of pounds of food each year, they've already saved millions of pounds of it from landfills, promoting a cycle of faster turns, more sales, fresher foods, and higher profits. In other words, Afresh's continued growth means more produce reaching happy mouths and fewer mushy bananas in your local bodega's bin.

Afresh

BASED
San Francisco, CA

FOUNDED
2017

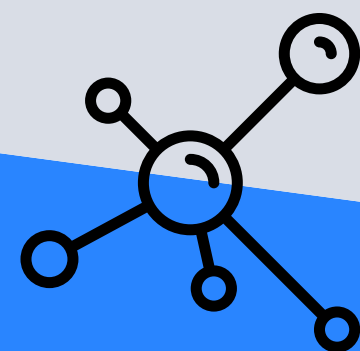
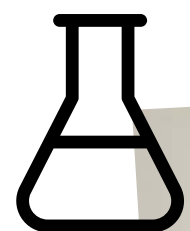
TOTAL RAISED
\$38.2 M

CLAIM TO FAME
Algorithm-based food waste reduction

ACHILLES HEEL
Bland user experience

INTERBRAND THINKING

Human Truths	● ● ● ● ●
Brand Experiences	● ● ● ● ●
Brand Economics	● ● ● ● ●



When most alcohol brands think about expanding their business, it's still within the context of the beverage space. It may be a liquor that uses a new grain, a new kind of cocktail mixer, or even a new hard beverage (hello, hard seltzer). But rarely does the expansion go as far as outer space.

Air Company, however, is entering the spirits game from an outside-in perspective. Rather than alcohol being the brand's main product, it's instead a proof point for a much more exciting and momentous technology. The award-winning startup has developed a proprietary carbon conversion technology that uses only water, air, and sunlight to transform atmospheric carbon dioxide into pure alcohol (with an oxygen byproduct). This means that the company's Air Vodka is a carbon-negative product, where every bottle produced removes roughly a pound of carbon dioxide from the Earth's atmosphere. One C Space consumer respondent notes, "It's refreshing to see a company that is first concerned about the impacts it will have on

the environment—then designing its products with that value as its priority."

And when taking into consideration the brand's thin-weighted logo, elegant design, and minimalist packaging, there's an even stronger connection made to air, lightness, and a clean environment. This carries through to Air Company's other ventures—Air Stellar, Air Lab, and Air Studio—which are all aimed at creating long-term innovative solutions to tackle global climate issues. Co-founder Greg Constantine (who runs the business with fellow electrochemist Stafford Sheehan) states, "Our goal is to positively disrupt various industries to show consumers that you do not have to forgo quality or design in order to buy sustainably." Currently, the company is collaborating with NASA to develop renewable rocket fuel for space missions, and working to envision an inhabitable world on Mars. Continue to look out for this brand as more and more people use its consumer products and hear about its environmentally friendly, out-of-this-world (literally) exploits.

AIR COMPANY.

BASED

New York, NY

FOUNDED

2017

TOTAL RAISED

\$8.5 M

CLAIM TO FAME

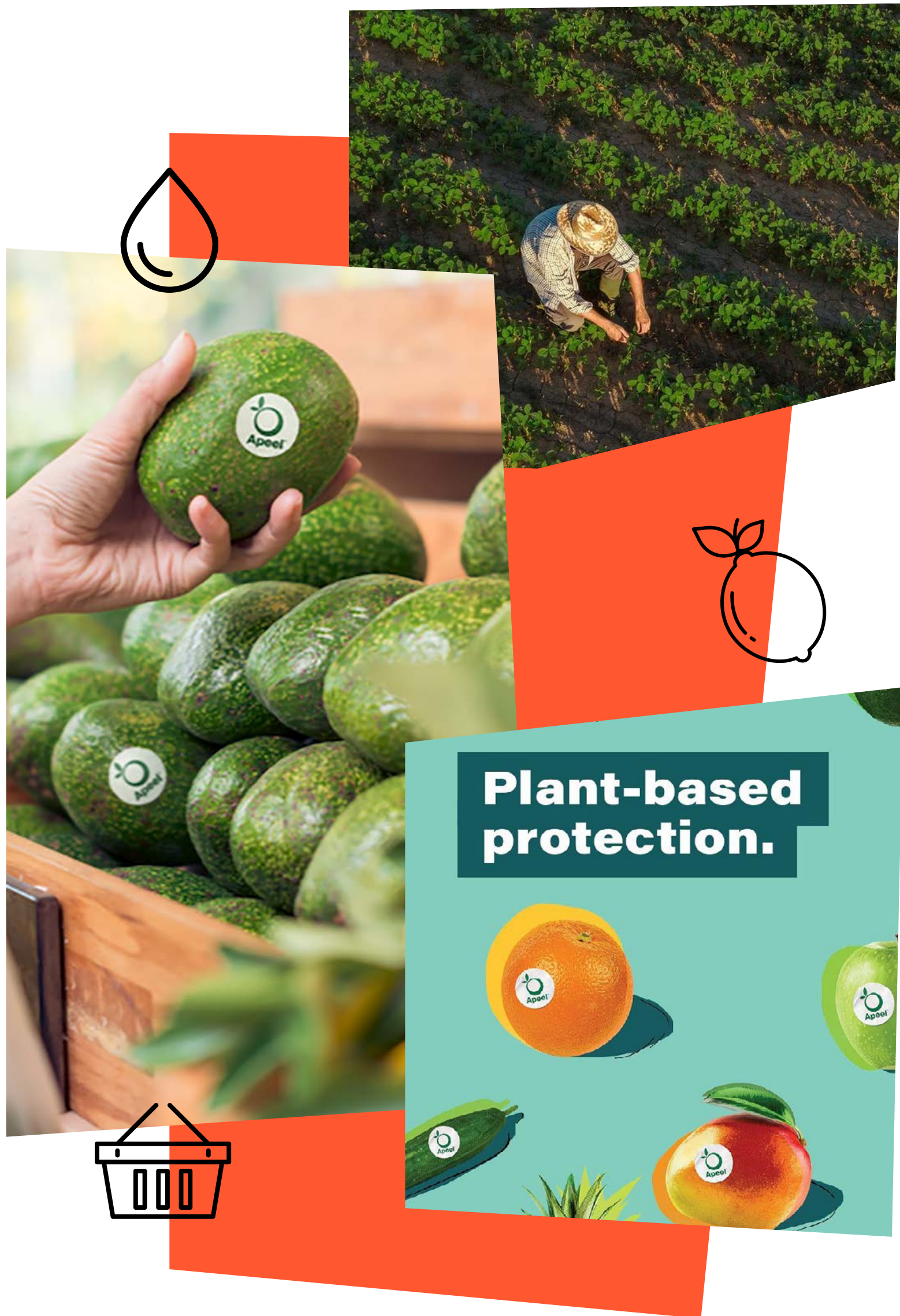
Carbon-negative distillation

ACHILLES HEEL

Grand vision yet to be fully realized

INTERBRAND THINKING

Human Truths ●●●●●
 Brand Experiences ●●●●●
 Brand Economics ●●●●●



Plant-based protection.

We've all felt it—that mixture of frustration and remorse that comes from throwing out fresh produce that's spoiled before you could eat it. Fortunately, Apeel has found a natural solution to those food-waste woes. Established by materials scientist Dr. James Rogers (with the help of a grant from the Bill & Melinda Gates Foundation), Apeel develops plant-based coatings that keep produce fresher up to three times longer by preserving moisture and preventing oxidation. The coating, which is colorless, tasteless, and odorless, is made from the same materials found in the pulp, seeds, and peels of fruits and vegetables, making it a natural choice for everyone from farmers to grocers to consumers.

It's also a sustainable one. Apeel tells us, "By creating more time for highly perishable foods to be consumed we are also conserving the natural resources that went into the production and transportation of that food. This gives our team a deep sense of purpose and focus." Apeel's fresh-yet-informative website even helps consumers calculate the amount of

water, energy, and carbon emissions they'll personally save buying Apeel produce over regular produce. "I think it's fantastic, a C Space consumer respondent gushes. "I'm thrilled about what this could mean for the produce that I buy and the environment."

Indeed, the implications of Apeel's invention go far beyond keeping one's fruit bowl looking fresh. By extending the shelf life of produce, these unassuming coatings have the power to improve the quality of our food, optimize global food supply chains, and dramatically reduce food waste. Investors see the potential as well—Apeel has raised almost \$400 million in investor funding so far, and was valued at \$1 billion last year. (The company has also been recognized as a World Economic Forum Technology Pioneer, and named one of Time Magazine's 100 Best Inventions for taking on global food waste.) With Apeel avocados already available at major US grocery stores—and more coated fruits and vegetables on the way—it's only a matter of time before Apeel finds its way into the hearts (and stomachs) of the broader population.



BASED

Goleta, CA

FOUNDED

2012

TOTAL RAISED

\$390.1 M

CLAIM TO FAME

Edible coatings that preserve produce

ACHILLES HEEL

Only available on select fruits

INTERBRAND THINKING

- Human Truths ●●●●●●●●●●
- Brand Experiences ●●●●●●●●●●
- Brand Economics ●●●●●●●●●●



Therapies are rapidly changing. From diagnostic innovations to bio-pharmaceutical breakthroughs, the world of healthcare seems to be on the precipice of a new frontier. Stepping in to help lead that charge is Atai Life Sciences, a brand that is looking to revolutionize therapeutics dealing with diseases and mental health disorders. On top of that, they're also rethinking the ways in which these issues are discussed with physicians, patients, and most importantly, ourselves.

Leveraging a decentralized platform, Atai incubates and accelerates the development of highly effective mental health treatments using both innovative and pre-existing research that looks at psychedelic and non-psychedelic

compounds to create pharmacological solutions. The brand aims to continue the journey to destigmatize treatments that have recently gained traction as legitimate treatments for PTSD, anxiety, depression, and more. By using supportive, nurturing, and thoughtful messaging, Atai is not only developing the psychedelic drug treatments themselves, but also working to holistically take the sting out of the healthcare system's perception of psychedelic drug treatment. And with a myriad of investors pouring money into the company, we're betting that Atai will continue to grow, helping push mental health issues—and novel ways of treating them—out into the open and towards widespread acceptance.



BASED
Berlin, Germany

FOUNDED
2018

TOTAL RAISED
\$347.1 M

CLAIM TO FAME
Psychedelics for mental health

ACHILLES HEEL
Conservative federal regulations

INTERBRAND THINKING

Human Truths	● ● ● ● ●
Brand Experiences	● ● ● ● ●
Brand Economics	● ● ● ● ●



While non-alcoholic beverages are nothing new, the idea that one can sacrifice on proof without sacrificing on taste is still relatively novel. Enter Athletic Brewing Company. Born out of a desire for delicious beer that didn't hinder an athletic lifestyle, brand founder Bill Shufelt partnered with celebrated craft brewer John Walker to develop a proprietary non-alcoholic beer brewing process. After years of preliminary research and experimentation, the duo released their first beer, Run Wild, to widespread acclaim—the beer has won numerous domestic and international taste awards, with subsequent beers following in its footsteps. In keeping with its fitness-centered identity, the brand sponsors sporting events like Spartan races and AVP Beach Volleyball tournaments, while its website mimics the colors and stylings of a camping & outdoor gear company.

Since the company's launch in the spring of 2018, Athletic has gone from a small operation in Connecticut to

producing over 12,000 barrels a year in two brewery locations, offering a revolving door of 30+ beers, and distributing across three continents. (According to Infegy, Athletic Brewing is now one of the top mentioned brands when it comes to conversations about non-alcoholic beverages.) And while Shufelt poured his own life savings into the business early on, his company has since picked up over \$100 million in funding from a variety of high-profile investors who share his passion for active living, including Lance Armstrong, pro footballer J.J. Watt, and Toms Shoes founder Blake Mycoskie. Now with over 60% of the US non-alcoholic craft beer market in the bag, Athletic aims to take on the rest of the drinking world.

An Interbrander's Take: "Athletic turned what should be an oxymoron (non-alcoholic beer) into a viable product that's great on its own merit, not just a pale imitation of something better."
- Katherine Pizarro-Grant, Associate Verbal Identity Director

ATHLETIC BREWING CO

NON-ALCOHOLIC BEERS

BASED

Stratford, CT

FOUNDED

2018

TOTAL RAISED

\$101.4 M

CLAIM TO FAME

Cult-favorite, non-alcoholic beer

ACHILLES HEEL

Big Beer's incoming shadow

INTERBRAND THINKING

Human Truths	● ● ● ● ●
Brand Experiences	● ● ● ● ●
Brand Economics	● ● ● ● ●



Homeownership has skyrocketed this past year. Spurred by the pandemic, people are increasingly looking to purchase homes to find a sense of permanence, start families, and have something to call their own. And beyond that, buying a house is commonly known as one of the safest long-term investments an individual can make. Combine this with historically low interest rates, and it's no wonder that the housing market is currently so hot.

Stepping in to help address the demand is Better. Founded in 2016 in the aftermath of the 2008-2012 housing bubble, Better works to streamline the mortgage experience and bring it into the 21st century. From rooting out inefficiencies to eliminating extra fees and commissions, Better worked to help buyers make an otherwise arduous process much more palatable. And by lowering the barriers to entry—both financially and bureaucratically—Better is expanding the mortgage business' aperture to underserved communities, allowing

many more people to find themselves a place to call home, perhaps for the first time. As one C Space consumer respondent puts it, "it's about less stress and making the home buying experience more enjoyable." Coupled with its functional, simple, yet elegant design, Better is ultimately looking to elevate what is often seen as a bloated and cumbersome user journey.

And the company is booming. From Goldman Sachs and American Express to Citi and Kleiner Perkins, Better is attracting big name investors who are putting their money where their mouth is to say that this is a brand that's here to stay. What's more, SoftBank invested \$500 million into the company back in April, bringing its valuation up to a remarkable \$6 billion. With rumors circulating that the company will go public later this year, we think it's only a matter of time before house hunters everywhere start the home-buying process by demanding Better.

Better

BASED

New York, NY

FOUNDED

2014

TOTAL RAISED

\$950 M

CLAIM TO FAME

Seamless mortgages

ACHILLES HEEL

Regulation and internal culture

INTERBRAND THINKING

Human Truths	● ● ● ● ●
Brand Experiences	● ● ● ● ●
Brand Economics	● ● ● ● ●



Hair products have always been an integral part of the personal care and beauty industry, yet most mainstream brands have catered to and marketed towards a specific range of hair—the straight-to-wavy kind (often found on White heads). But now, there’s a POC-focused hair brand to give curly-haired tresses the love they deserve. BREAD Beauty Supply is the answer for coily, afro, and curly-haired essentials (“The must-haves. Like bread”). The founder, Maeva Heim, created BREAD Beauty to make effortless styling and “lazy girl hair” an option for Black women. “It wasn’t until I personally underwent the process of ditching chemical hair-relaxer and returning back to my natural texture that the idea for BREAD was born...[the brand] embraces simplicity in haircare and gives our audience the products and tools to embrace it too,” says Heim.

Focused on easy-to-understand products that are vegan and cruelty-free, the brand wants to bring women of color into the haircare conversation and change ingrained ideas around Black hair—especially those that push for heavy product usage, lengthy

routines, and extensive hair manipulation. And since 4C hair (the curliest, most tightly coiled type) has historically been an afterthought, Heim has made sure all products are formulated using a “4C first” approach, ensuring they work for that texture before working backwards to other curly hair types.

With an active (and underrated) social media presence, a calming, neutral-toned design, and packaging that features different POC women and their natural, luscious locks, BREAD’s brand experience is as effortlessly polished as well as products make wearers’ hair. Which is why the brand is a natural fit for the likes of Sephora and Cult Beauty, which have distributed Bread’s products in the US and beyond. While Bread’s current product line is limited to “wash day” products, Heim assures buyers that styling products are on the way. Knowing that about 65% of the US has textured hair, we predict that it’s only a matter of time before more people (men included?) experience the joys of having “breadhead.”

BREAD™

BASED
Los Angeles, CA

FOUNDED
2017

TOTAL RAISED
\$2 M

CLAIM TO FAME
Modern haircare for Black and curly hair

ACHILLES HEEL
A new crop of competitors

INTERBRAND THINKING

Human Truths	● ● ● ● ●
Brand Experiences	● ● ● ● ●
Brand Economics	● ● ● ● ●



Medical imaging has revolutionized patient care over the last few decades. It's helped physicians diagnose heart conditions and mothers see the development of their children. But that innovation is mostly available to affluent nations and populous cities, with 4.7 billion people in this world not having access to basic imaging needs. Butterfly Network is working to change that.

By making medical imaging accessible to everyone via a simple smartphone-enabled device (that costs a fraction of what typical medical imaging machines cost), Butterfly Network is democratizing healthcare by lowering access barriers to help patients in poor and rural communities. The company also recently received a large cash injection from the Bill & Melinda Gates Foundation, a shining stamp of approval from one of the most influential

philanthropic organizations in the public health space. Beyond that, they've seen tremendous year-over-year revenue growth (of 64% to 73%) leading to a business combination with Longview Acquisition that gives them the power to begin trading on the New York Stock Exchange.

In addition to world-changing health devices, Butterfly Networks also offers a sleek, seamless, and informative app and web experience, making the imaging process less obtuse and more approachable, even for non-tech-savvy folks. The brand's mission, as stated by their founder Jonathan Rothberg, is to "democratize healthcare by making medical imaging accessible to everyone around the world." It's a heroic one that will surely make waves as they gain recognition and likely expand into partnerships with governments and notable nonprofit organizations.



BASED
Guilford, CT

FOUNDED
2011

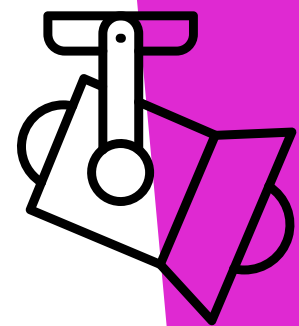
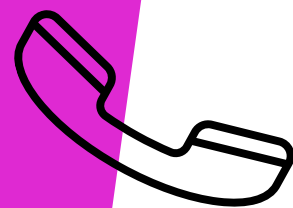
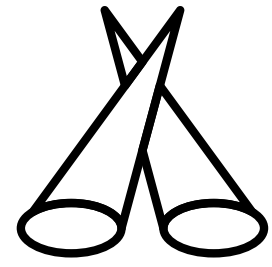
TOTAL RAISED
\$525 M

CLAIM TO FAME
Portable ultrasounds

ACHILLES HEEL
Adoption hinged on internet access

INTERBRAND THINKING

Human Truths	● ● ● ● ●
Brand Experiences	● ● ● ● ●
Brand Economics	● ● ● ● ●



Before the advent of social media, sighting celebrities was almost a Where's Waldo experience. The rich and famous were rarely seen and even more rarely heard from, living privately in New York penthouses or in the sprawling hills of Hollywood. But as the 21st century has broken down social divides (and our privacy), so too has it chipped at the shroud of secrecy surrounding celebdom. And now, for a fee, you can have your favorite actor, musician, artist, comedian, or social media personality (really anyone, for that matter) give you your own shoutout. The force behind these personalized mentions? Cameo, a social media platform connecting us regular folks with famous figures to facilitate “cameos” in our everyday lives.

The platform aims to ride the trend of ultra-high direct engagement, taking DMs and AMAs to new heights. Fans, gift-givers, and even irony-loving Gen Z-ers, can now pay anywhere between \$25 to \$2,500 for the celebrity of their choice to give them a special greeting, congratulate them on their graduation, or really do anything that both parties agree to. These personalized videos are then delivered to recipients within a few days, or even hours. This kind of exchange, possible among a wide range

of A- to D-list celebrities, has become particularly popular with reality TV personalities and influencers, who are building their brand among superfans and lovers of irony and kitsch who love the fact that they can get a direct message from Fresh Prince's “Carlton” (played by Alfonso Ribeiro). It's an intimate, sometimes touching, and undoubtedly wild world, and one that has become increasingly popular in the mainstream.

Building on its friend-with-connections brand persona, Cameo's visual brand is fun, inclusive, and relatable, with a dark primary base accented by vibrant colors. Cameo has already expanded their product ecosystem to include Fan Clubs and Cameo Calls to further drive personalized relationships between celebrities and their admirers. And investors' mouths are watering at their unicorn status, with Amazon, SoftBank, Morgan Stanley, and GV hopping on the bandwagon to catapult Cameo from a kitschy app to a bona fide corporate entity.

An Interbrander's Take: “It's really big in the reality TV world community; it's a fun gift to give someone.”
- Jessica Tsukimura, Senior Client Management Director

cameo

BASED
Chicago, IL

FOUNDED
2019

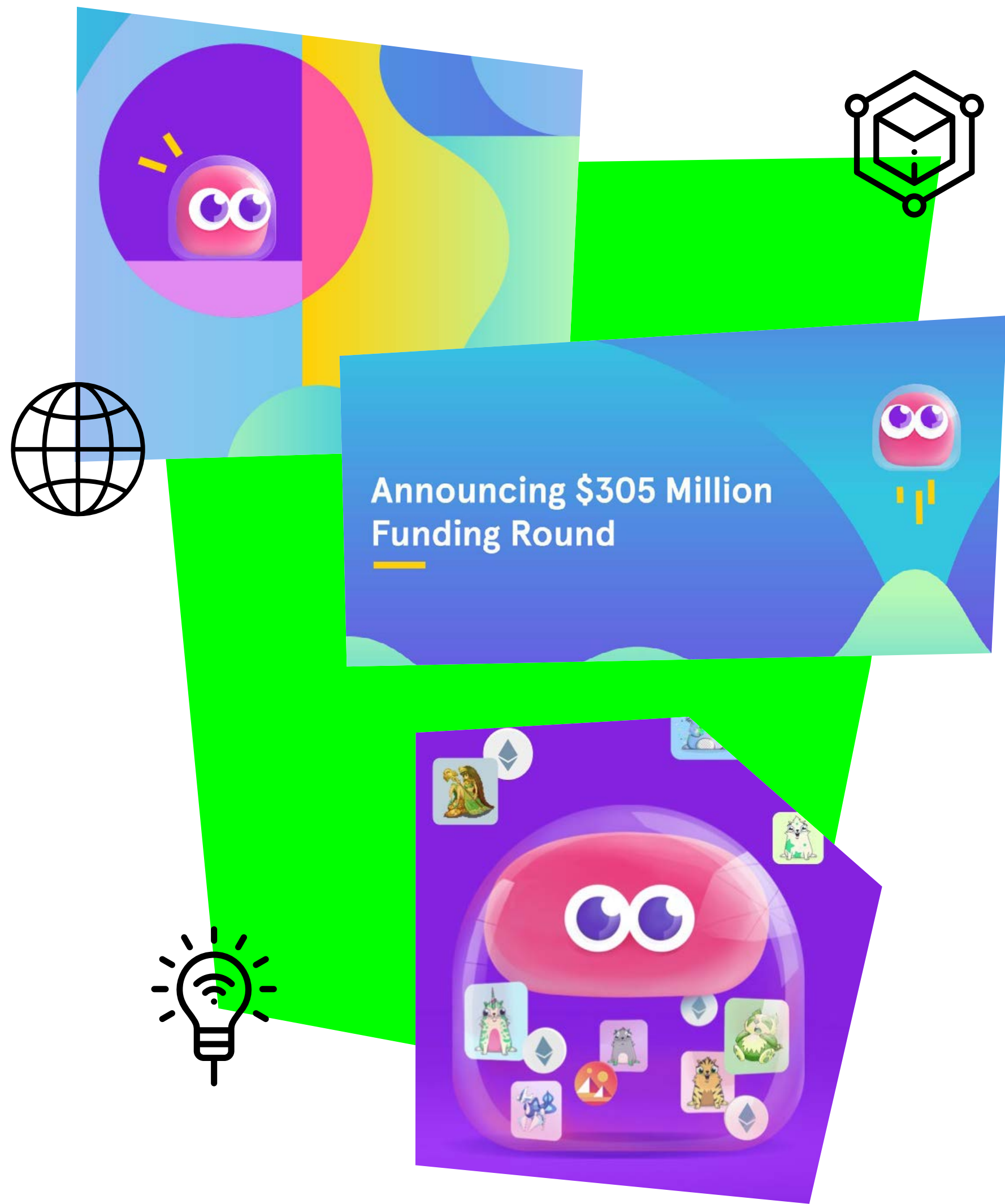
TOTAL RAISED
\$165.2 M

CLAIM TO FAME
Personalized celebrity messages

ACHILLES HEEL
A-listers are largely absent

INTERBRAND THINKING

Human Truths	● ● ● ● ●
Brand Experiences	● ● ● ● ●
Brand Economics	● ● ● ● ●



Most people are still unsure what blockchain even is, with less than 1% of the world population using the technology. It's a confusing system that's generally been adopted by only the most tech-literate individuals. But here's our take in a nutshell: Blockchain creates a decentralized system for information and transactions that's not guaranteed by any single entity, but instead by a network of like-minded and analogous verifiers. Whether for cryptocurrency, voting, or healthcare, blockchain aims to revolutionize the ways in which we create verifiable networks across sectors.

Phew, did that make sense? If not, don't worry—Dapper Labs is here to make it all a little more digestible, but most importantly, fun.

Using a gamification approach, Dapper Labs delivers blockchain-based experiences and collectible tokens through simple games and interactive

trading platforms, with an insistence that “blockchain is for you.” In the hopes of driving momentum on the non-fungible token (NFT) craze, Dapper has developed offerings like the NBA Top Shot marketplace—where fans can buy, trade, and sell one-of-a-kind pro-basketball NFTs—as well as CryptoKitties, a blockchain game that allows you to collect and breed virtual NFT cats. Rather than seeing these digital tokens as a flash in the pan, the Canadian studio is working to show that they are a tangible and exciting way to look at computing, economics, and even the art world.

More and more investors are recognizing the power of blockchain technologies like NFTs, and are lining up to give Dapper Labs the capital they need to pursue their dream of making NFTs a mainstream product (which some analysts think will happen within the next five years, if not sooner).

Dapper

BASED

Vancouver, Canada

FOUNDED

2018

TOTAL RAISED

\$357 M

CLAIM TO FAME

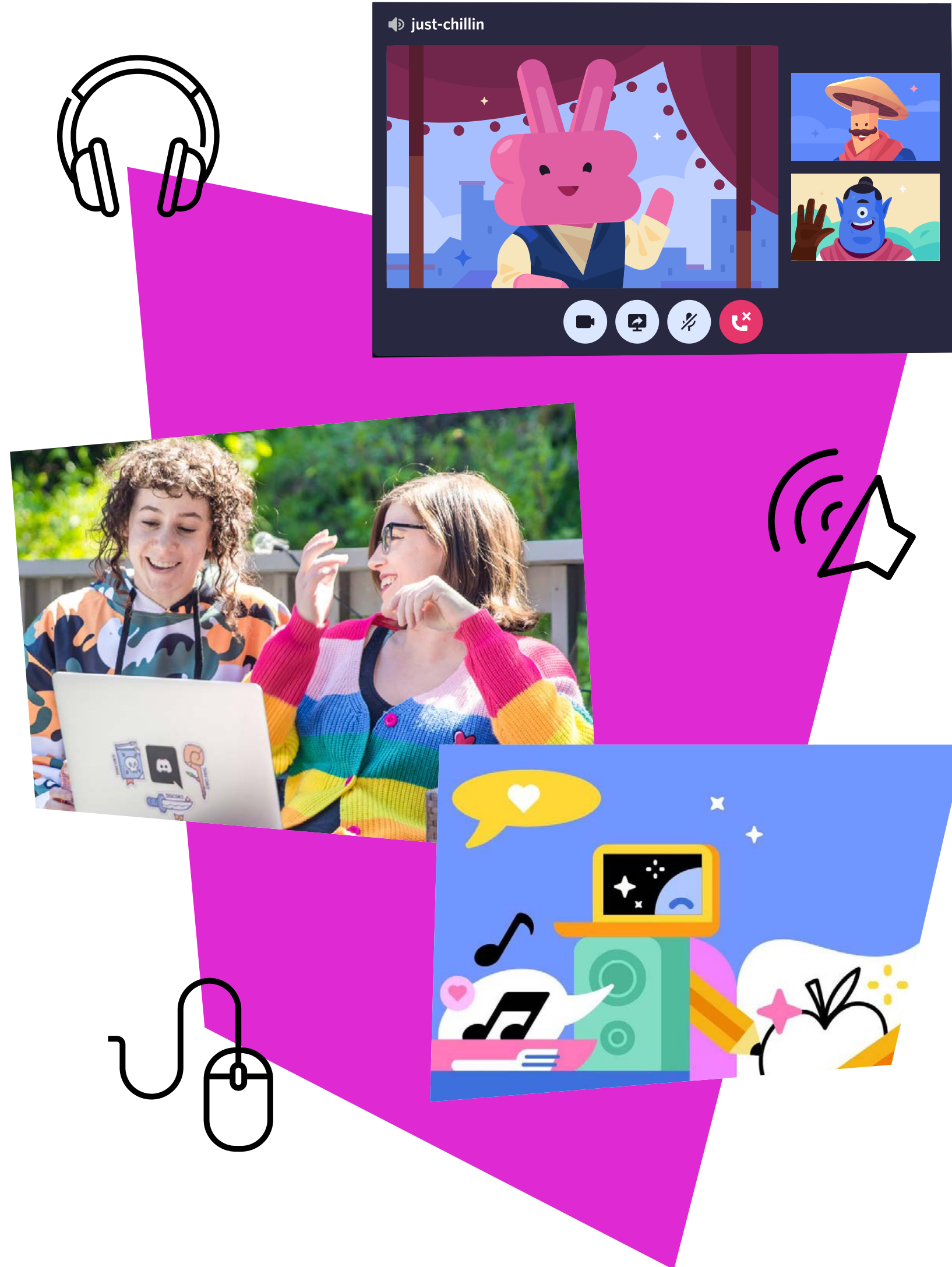
Gamified blockchain experiences

ACHILLES HEEL

NFT's longevity as a viable currency

INTERBRAND THINKING

Human Truths	● ● ● ● ●
Brand Experiences	● ● ● ● ●
Brand Economics	● ● ● ● ●



Community building can often be a difficult endeavor. It takes time, effort, and patience to make a truly warm, inviting place where everyone feels they can be their true selves. That challenge is the inherent driver of Discord, a voice, video, and text communication service that enables connection between friends and communities.

While born to serve—and predominantly used by—the gaming community, Discord has expanded into other realms, offering users opportunities to join everything from local hiking clubs and art communities to study groups and “drop” hunter squads. Infegy data show that Discord users, who are typically in the 13-34 age group, are looking for specific niche groups to develop friendships. “I just think Discord is more developed than [other] options; it has the bells and whistles,” says one C Space consumer respondent. And those bells and whistles are certainly being put to use. With 100 million monthly active users and 4 billion server conversation minutes per day on the platform, Discord has become a centralized hub for all things communication, socialization, and interest-seeking.

CFO Tomasz Marcinkowski’s notes, “What I’m focused on is making sure we’re using the business to support the company’s mission, to create a space for communities and a place where people can find belonging. I want to help build a business to support this mission, not the other way around.” Discord’s cutesy character avatars and bubbly, vibrant brand persona is in step in the right direction as the company looks to become the platform for inclusivity and diversity. Whether its mission and brand identity are enough to steer it from the nihilistic, fringe thinking so often associated with messaging platforms remains to be seen.

With rumors swirling that Discord rejected a \$12 billion acquisition by Microsoft, and a recent partnership with Sony to integrate messaging services into PlayStations by early 2022, expect big things from Discord, including a potential IPO in the near future.

An Interbrander’s Take: “It’s not a platform—it’s a room you can drop into and hang out via voice with your friends.” - James Schoonmaker, Associate Strategy Director



BASED
San Francisco, CA

FOUNDED
2012

TOTAL RAISED
\$482 M

CLAIM TO FAME
The gamer “hangout”

ACHILLES HEEL
Breaking into other social spheres

INTERBRAND THINKING

Human Truths	● ● ● ● ●
Brand Experiences	● ● ● ● ●
Brand Economics	● ● ● ● ●



The fuss stops here.

Being a mom isn't always a walk in the park. What definitely isn't is *becoming* one. After the arduous process of growing and delivering a baby, there's often little time for Mom to adjust before she jumps into her new role. And there's even less opportunity to talk about her postpartum issues—a topic that can still feel off limits in today's society.

Frida Mom—a postpartum division of the larger company, Frida—is making that journey into motherhood a bit easier. Run by CEO and mother of 3, Chelsea Hirschhorn, the brand is out to shed light on the unspoken realities of life after giving birth, offering a groundbreaking line of postpartum recovery products that help women take on the “fourth trimester.” From postpartum vitamins to cooling perineal pads, Frida Mom provides practical, matter-of-fact solutions to a wide range of early motherhood issues. By doing so, the brand publicizes and normalizes a challenging stage in many women's lives. “The Frida Mom brand has...add[ed] a layer of much-needed feminism and empowerment to the ways we communicate and express ourselves...the brand to date has helped 1 in every 4 new moms recover after

giving birth. And [we're] just getting started,” said a company spokesperson.

Frida Mom's success is no surprise given the glaring need it's solving for. Yet, it's still actively fighting against the taboo of exposing new motherhood's rawness. The brand's 2020 video ad portraying a mom's post-birth struggles was rejected by the Oscars for being “too graphic.” The move may have actually helped though—the video subsequently went viral, sparking internet-wide conversations about postpartum recovery. (A different commercial aired at the Golden Globes this year, showing the first-ever lactating breast on broadcast TV). Aptly, Frida was named one of Fast Company's 2020 World's Most Innovative Companies for its product innovations and honest, empathetic messaging. Our message to Frida Mom and its parent brand? Thanks for caring and advocating for the millions of women who give birth each year!

An Interbrander's Take: “It's actual empathetic design—more practical and usable than even [what's provided] in the hospital.” - Lauren Wagner, Growth Director

frida mom

BASED

Miami, FL

FOUNDED

2014

TOTAL RAISED

Not publicly available

CLAIM TO FAME

Preparing moms for the “fourth trimester”

ACHILLES HEEL

Media censorship

INTERBRAND THINKING

- Human Truths ●●●●●
- Brand Experiences ●●●●●
- Brand Economics ●●●●●



GREENWOOD

Modern Banking for the Culture.

Whether it's buying a car, taking out a mortgage, paying for tuition, or starting a small business, banks are often involved in the big decisions we make. They've also had historically high barriers for entry, with many marginalized individuals systematically blocked from securing the financial resources needed to achieve important milestones. Greenwood Bank, however, is different.

"It's no secret that traditional banks have failed the Black and Latinx community. We needed to create a new financial platform that...helps us build a stronger future for our communities," said Greenwood chairman, Ryan Glover, in an interview. (Glover co-founded the business with rapper Killer Mike and politician Andrew Young.) Named after the historic Greenwood district known as "Black Wall Street" in Tulsa, Oklahoma, the bank helps to keep wealth circulating within—and working for—people of color communities. In addition to providing standard banking services (without hidden fees), Greenwood partners with food logistics company Goodr to feed

needy families, facilitates donations to Black nonprofits through a spare change round-up program, and gifts \$10,000 each month to Black or Latinx businesses. After an especially painful few years for US race relations, minority folks and allies alike see Greenwood Bank as a way to both access financial services and tangibly support Black and Latinx culture, community, and entrepreneurialism. "I can see [Greenwood] helping my community at large by reinvesting in it," said one C Space consumer respondent. With more than 500,000 people signed up to open accounts before launch, Greenwood Bank is poised to be a key player in reducing the US racial wealth gap.

While Greenwood Bank's written content is short and punchy, its visual identity plays it safe, leaning on clean-cut simplicity typical of the financial sector. Which is fine—it positions Greenwood as a conventional, approachable option—to a group of consumers who have sometimes had to rely on unconventional means to address their financial needs.

GREENWOOD

BASED
Atlanta, GA

FOUNDED
2020

TOTAL RAISED
\$43 M

CLAIM TO FAME
POC-first banking

ACHILLES HEEL
Narrow product focus

INTERBRAND THINKING

Human Truths	● ● ● ● ●
Brand Experiences	● ● ● ● ●
Brand Economics	● ● ● ● ●



The last year saw a significant drop in primary healthcare visits. Reluctant to visit doctors—either due to COVID concerns or rising out-of-pocket costs—many languished with unmet medical needs or undiagnosed issues. But thanks to Healthy.io, patients now have the opportunity to get a number of ailments diagnosed safely and efficiently, without ever leaving the comfort of their own homes.

Using smartphone camera capabilities and clinical grade ACR testing, Healthy.io enables people to take photos of their wounds, or take photos of their results from mailed-in urinary and kidney infection kits as well as prenatal progress kits. Then, a dedicated care team at Healthy.io can diagnose issues and offer next steps within a short period of time. As there's no need for any additional hardware (other than

the smartphone in your hand), this brand's come up with an easy way to assuage health fears in the midst of a pandemic while lessening the economic burden for healthcare diagnostics. This allows for greater access to healthcare—regardless of the situation—and a greater opportunity to build doctor-patient relationships—regardless of the location.

Coupled with its warm, lighthearted, and empathetic brand identity, Healthy.io is helping healthcare do what's right—improve patient outcomes by giving them peace of mind. As Healthy.io's CMO Itay Gil says, "The core currency for community nurturing in healthcare is trust." We know that healthcare will continue to undergo seismic shifts to address evolving patient concerns and we're excited to see how Healthy.io will change the landscape.

Healthy.io

BASED

Tel Aviv, Israel

FOUNDED

2019

TOTAL RAISED

\$90 M

CLAIM TO FAME

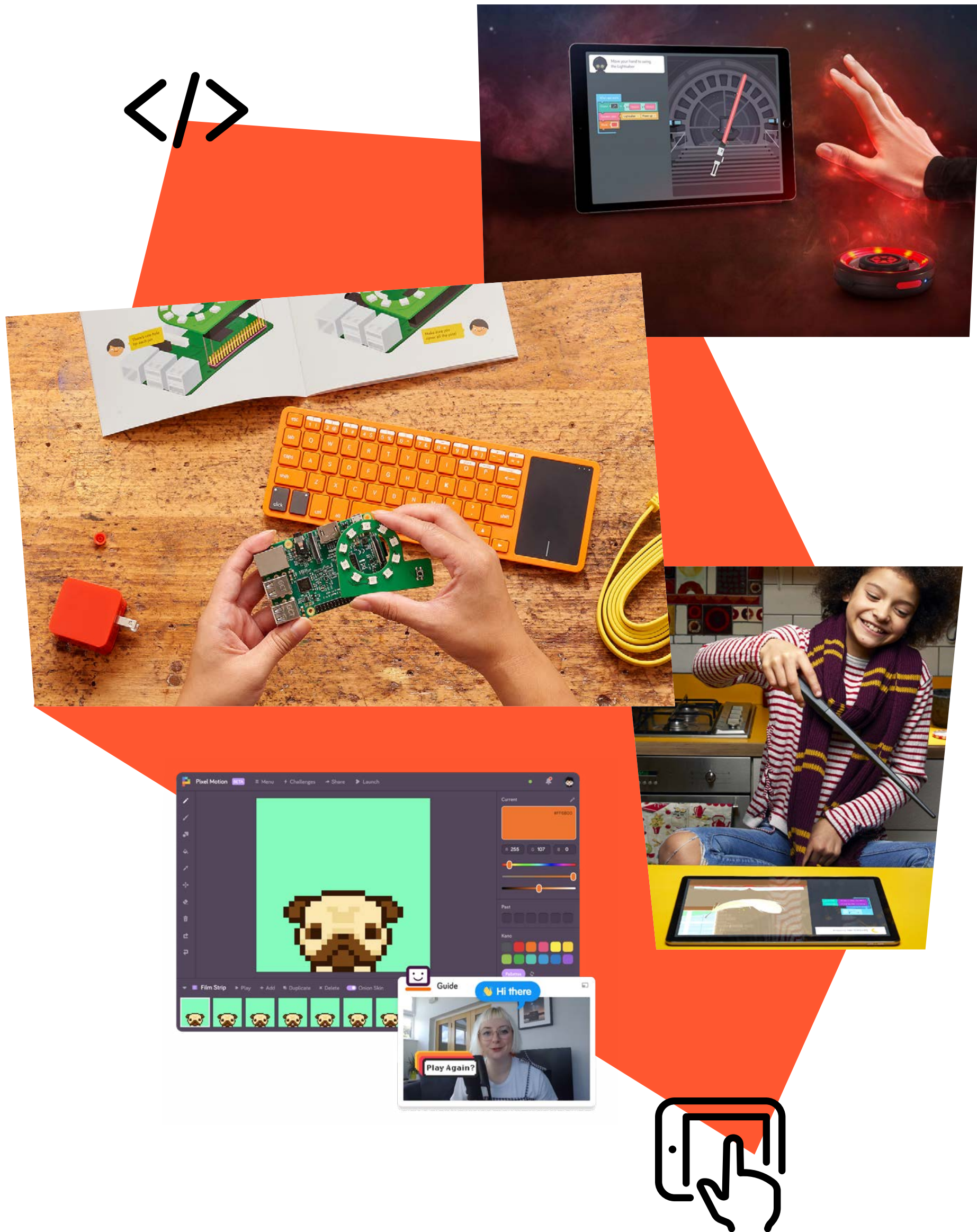
At-home diagnostics

ACHILLES HEEL

Big Tech competitors

INTERBRAND THINKING

- Human Truths ●●●●●
- Brand Experiences ●●●●●
- Brand Economics ●●●●●



In an age of ubiquitous consumer technology, it's odd that so few of us know what really goes on behind our screens. Kano, however, is looking to change that. The company, founded by Alex Klein, Saul Klein, and Yonatan Raz-Fridman, was born from a challenge by Alex's young cousin to create a computer he could put together himself that was "as simple and as fun as Lego." With an emphasis on storytelling and interactive play, Kano offers build-it-yourself computer kits, coding curricula, and an activity subscription to help users learn computing in a way that's approachable, entertaining, and affordable. And while there are other competitors in the space, Kano's thoughtful branding makes it stand apart, offering understanding and access to an otherwise opaque and highly technical discipline. This is a crucial tactic for a brand who wants to change the disempowered relationship so many of us have with technology.

Today, Kano's ambition—to become a canonical, worldwide computing brand—appears to be well underway.

Following a successful 2016 Kickstarter campaign, Kano began selling computer kits at major retailers like Barnes & Noble and Best Buy. More recently, it's brought co-branded Frozen, Star Wars, and Harry Potter coding kits to users. And, with the new addition of Kano PCs that can run Windows—including an Education edition—Kano is primed to make its way into schools, giving iPads, Chromebooks, and other established competitors a potential run for their money. No wonder Microsoft is one of several investors that have now put over \$45 million behind the brand.

While Kano's overall experience feels geared towards kids (its motto is "the good kind of screen time"), the founders argue that demystifying computing doesn't have an age limit—that anyone can benefit from becoming more technologically literate.

An Interbrander's Take: "Kano makes for a deeply rewarding experience. You sort of have the IKEA effect where you are extremely proud of [what you've made] in the end." - Sophie Gaskill, Executive Brand Director

KANO

BASED
London, England

FOUNDED
2013

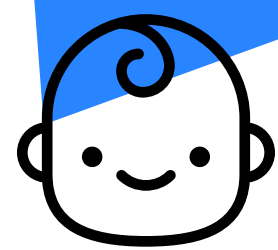
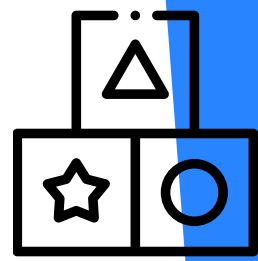
TOTAL RAISED
\$45.5 M

CLAIM TO FAME
DIY computers that make coding fun

ACHILLES HEEL
Expanding its audience

INTERBRAND THINKING

Human Truths	● ● ● ● ●
Brand Experiences	● ● ● ● ●
Brand Economics	● ● ● ● ●



New parents often want what's best for their babies, yet the science on what growing infants need for optimal development can be hard to keep up with—and time consuming to wade through. Jessica Rolph, co-founder of Happy Family (an organic baby food company), was reading a doctoral dissertation on infant neurological development when she had the idea to create Lovevery—a baby toy company that takes out the guesswork for parents, using scientific research to make products that engage babies' minds at every developmental stage. As one C Space consumer respondent puts it, with Lovevery, "There's no guessing or Googling or wandering around the store."

Relying on the expertise of academics, researchers, and pediatric practitioners, Lovevery's thoughtfully crafted, eco-friendly toys cover ages 0-36 months, promoting visual, language, social, and cognitive learning. "We obsess over every detail so that we can be of the greatest service to parents," shares Rod Morris, Lovevery's other co-founder. Products are available on the company's cheerful, watercolor-splotched website, either separately

or through subscription play-as-you-grow kits.

Lovevery has received praise from celebrity parents like Gigi Hadid and Jordin Sparks, and a whopping 93% of all social media posts mentioning the brand are positive—which "is huge," says Infegy. The company's products have also been listed in TIME's "Best Inventions" and Fast Company's "World Changing Ideas." With over \$32 million already raised from investors, including Google Ventures and the Chan Zuckerberg Initiative, the company has continued to grow. Demand for products has soared in a pandemic that's kept parents and their children largely homebound, and Lovevery has hired more content creators and launched a home collection to keep up. While a COVID baby bust could impact future growth, hopefully more and more parents will turn to Lovevery to give their kids the stimulation their brains need.

An Interbrander's Take: "Lovevery's voice is the real game changer—it's so reassuring, so calming. And it says, 'You're doing the best you can. And that's way better than you think it is.'" - Blaine McEvoy, Verbal Identity Director

LOVEVERY®

BASED

Boise, ID

FOUNDED

2015

TOTAL RAISED

\$32 M

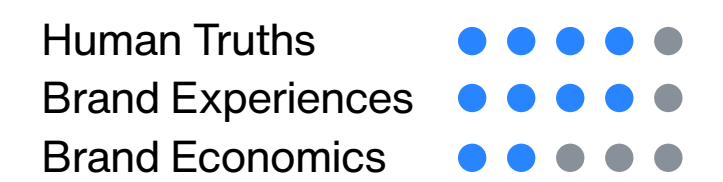
CLAIM TO FAME

Toys that aid infant development

ACHILLES HEEL

A COVID baby bust

INTERBRAND THINKING





megababe

BASED

New York, NY

FOUNDED

2017

TOTAL RAISED

Not publicly available

CLAIM TO FAME

Tackling taboo body issues

ACHILLES HEEL

Defying “niche market” perceptions

INTERBRAND THINKING

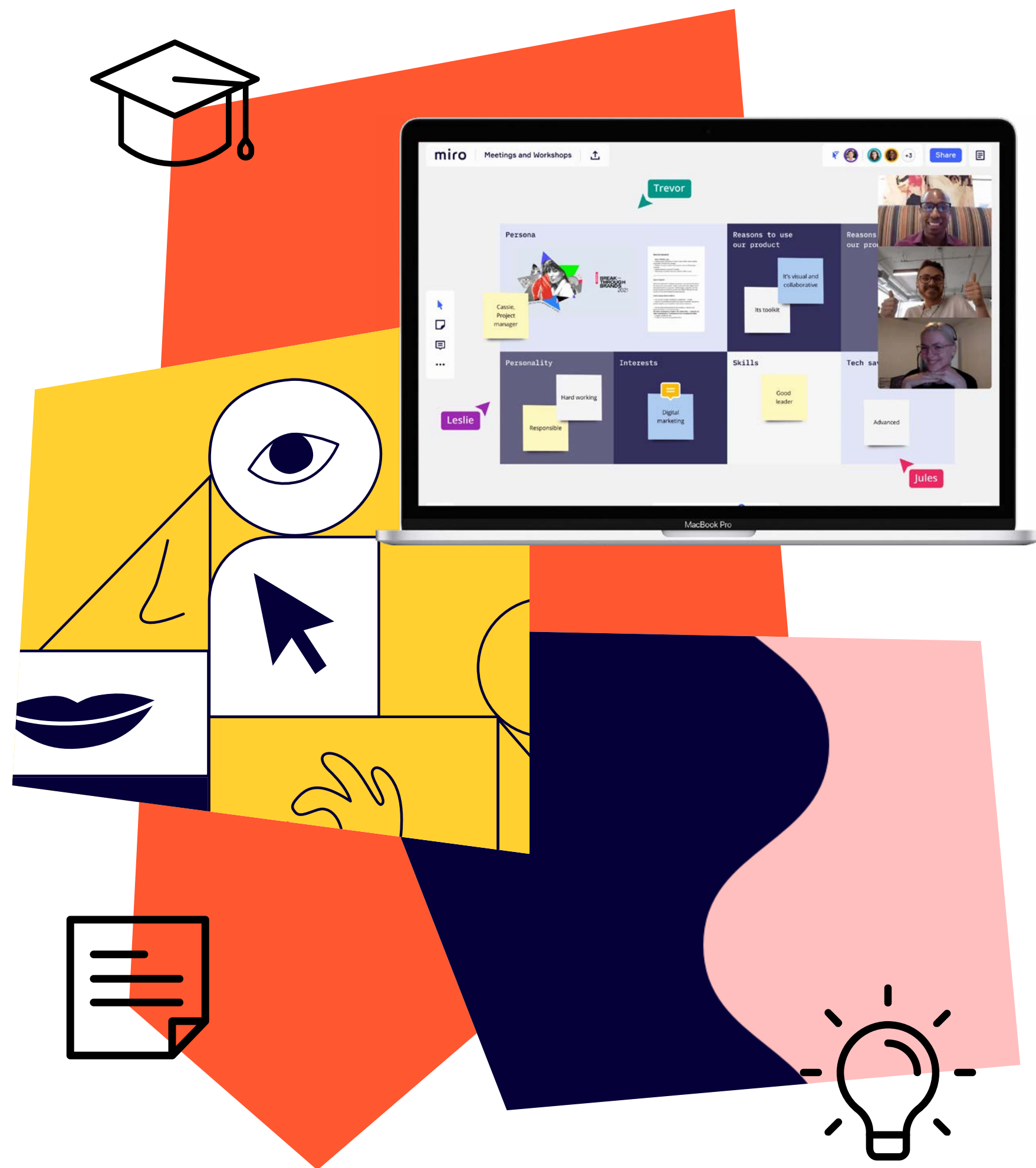
Human Truths	● ● ● ● ●
Brand Experiences	● ● ● ● ●
Brand Economics	● ● ● ● ●

Despite the move towards body positivity and acceptance, there are still body issues—particularly for women—that aren’t widely discussed. Things like thigh chafing, under-boob sweat, B.O., and butt-blemishes. While not super sexy, these challenges affect a lot of women—and there hasn’t always been a ready solution for them—until now. Megababe, founded by the “12ish Style” fashion blogger and body acceptance advocate Katie Sturino, makes “clean, cute, award-winning products that solve all sorts of un-cute issues” so that women can feel “comfortable and confident in their own skin.”

The inspiration came to Sturino through her blog; she realized that warmer weather inevitably brought on conversations around sweat-induced skin chafing—and that few beauty brands were raising their hands to help. “[There was] a giant white space in the beauty industry that Katie was tired of DIY-ing solutions for... as a body acceptance activist, it was heartbreaking for her to know that other women were feeling a silent shame around these incredibly common issues,” a spokesperson told us. So Sturino created Thigh Rescue, an

all-natural anti-chafing stick, followed by a number of other skin-focused personal care items (think sweat-busting powder, chest acne spray, and clarifying butt masks). Buyers appear grateful for the extra dose of empowerment these products provide—themes of self-care, body positivity, and celebrating one’s body come up regularly in social media posts about the brand, says Infegy.

Though some critics have labeled Megababe as a “niche market” brand, the widespread fandom and sales numbers say otherwise. One Mega-enthusiast exclaims, “I absolutely love it. It makes you feel like you’re not alone. Other people have the same bodily functions as you, you’re not weird.” The company’s already beaten its 5-year projected growth plan, and sold out of multiple products within a week of their launching. (With a bright, cutesy brand aesthetic that extends into packaging, it’s easy to see why Megababe’s products are flying off shelves.) And that’s only the beginning. Megababe has recently partnered with retailers like Ulta, Nordstrom, and Goop to distribute its products, which now include more items for men—as well as Sturino’s new book, *Body Talk*.



For many, the pandemic has completely transformed the way we show up for work. Namely, a lot of us *haven't* been showing up—in person, that is. Even now, with US COVID cases on the decline, it seems that remote and hybrid work may be here to stay. But one big question remains: how do we adjust to a “workplace” when it’s no longer a real place? One brand, Miro, is pioneering ways for companies to bring employees together, even when they’re far apart. “Our aspiration is a world where teams can create together seamlessly, regardless of location,” said a Miro spokesperson.

Named after the famous Spanish abstract artist, Miro is an online, cloud-based whiteboard platform that helps working teams unleash their creativity and pursue the next great idea. A standout among competing tools, Miro was built by designers—not engineers (co-founder and CEO Andrey Khusin led a creative agency before building the platform). The result? A beautiful, customizable, and expressive canvas of colors and shapes that fosters communication and collaboration in modern workspace environments. Users can easily shed the confines of conference rooms to connect across

departments, systems, and companies. And with a variety of handy in-platform features, tools, and integrations, Miro is a flexible resource for all kinds of companies, from fledgling startups to established corporations like Cisco, TransUnion, or Deloitte.

Unsurprisingly, use of Miro’s platform has skyrocketed since the pandemic (the platform currently boasts 15 million+ users). And it seems those users are singing Miro’s praises—according to Infegy, the top 2 emotions expressed for Miro on social media are joy and trust. To meet increasing product demand, the company is expanding its workforce with the goal of jumping from 300 employees to 450+ by the end of the year. As more companies ditch their offices in favor of work-from-anywhere policies, we think Miro will continue to play a big role in keeping employee collaboration going—and creative sparks flying.

An Interbrander’s Take: “The difference between Miro and its competitors is like the difference between Keynote and PowerPoint; it just works better for a creative mind.” - Mike Knaggs, Senior Creative Director

miro

BASED
San Francisco, CA

FOUNDED
2011

TOTAL RAISED
\$76.3 M

CLAIM TO FAME
Real-time digital collaboration

ACHILLES HEEL
A possible post-pandemic slump

INTERBRAND THINKING

Human Truths	● ● ● ● ●
Brand Experiences	● ● ● ● ●
Brand Economics	● ● ● ● ●



When life is at its most hectic, getting a helping hand with errands can feel like a godsend. Nuro, a robotics company that makes autonomous delivery vehicles, is like that friendly neighbor who offers to pick up your groceries or stop by the pharmacy—except that its vehicles operate with zero carbon emissions (and they’re much better drivers than Bob from next door). Nuro’s R2—designed to be both driver-free and passenger-free—is nimble, narrow, and engineered to prioritize the safety of pedestrians and other drivers on the road. Enabling the quick, affordable, and safe delivery of goods from suppliers to customers, it saves people time and energy, empowering them to do “less driving and more thriving.”

Social responsibility is key for Nuro. In addition to reducing the need for human drivers, Nuro’s environmentally sustainable, electric fleet gives underserved communities greater access to what can be difficult-to-secure goods, from fresh produce to prescriptions. As one C Space consumer respondent laments, “No one delivers where I live. I’m too busy to breathe right now—it would save

me time to have access to something like [Nuro].” The company’s also supporting job growth, with delivery autonomous vehicles expected to create and sustain 3.4 million jobs in the US from 2025 to 2035. What’s more, Nuro’s self-driving vehicles have helped keep people safe during the pandemic—the company developed a contactless delivery process to ferry PPE and other supplies to frontline healthcare workers. The brand’s long-term ambition of “accelerating the role of robotics in everyday life” is certainly becoming a reality.

With heavy-hitting investors betting over \$1 billion on Nuro, the company’s attracted a lot of attention among major retailers. Nuro’s growing list of partners includes Domino’s (who featured R2 vehicles in TV spots), Walmart, Kroger, and CVS. However, long-term investment in small communities will always be a keystone of Nuro’s business model—the company plans to partner with local restaurants and businesses as well to help consumers acquire goods produced and sold within their own neighborhoods. Watch out, Amazon, there’s a new delivery kid in town.

nuro

BASED

San Francisco, CA

FOUNDED

2016

TOTAL RAISED

\$1.5 B

CLAIM TO FAME

Autonomous delivery vehicles

ACHILLES HEEL

Legal hurdles to driverless adoption

INTERBRAND THINKING

Human Truths	● ● ● ● ●
Brand Experiences	● ● ● ● ●
Brand Economics	● ● ● ● ●



For many of us, a trip down the kids' cereal aisle is a purely nostalgic experience. But now, with the help of *Breakfast* cookbook author Emily Miller, adults have a seriously cool brand for themselves (that's no longer under the purview of parents). Featuring cereals that are organic, vegan, and gluten free, OffLimits is an off-the-wall experiment in flavors, art, and cereal culture. The brand features unique, highly relatable characters—including cereal's only female mascot, Dash—created in the style of adult-themed cartoons. Together, the characters act as a cultural vehicle for addressing important mental health issues like anxiety and depression. ("It's a cereal company with a conscience," one C Space consumer respondent explains.) OffLimits also offers a major update to the cereal toy rewards system; loyal eaters can redeem purchase codes for exclusive prizes directly on the brand's website. And there's no need to stop at toys—OffLimits runs a virtual art gallery that sells edgy graphic prints that support artists and after school programs.

Still a niche cult brand at this point, OffLimits gets a lot of visibility from its

partnership with Intelligentsia Coffee (which seems to be a Breakthrough Brands trend—see Oatly! from last year's report). Supplying its Illumination blend to create OffLimits' Coffee & Cocoa flavored cereal—which turns your milk into cold brew—Intelligentsia also offers its coffee bars as venues for purchasing the brand's cereal and taking in its artworks.

With its focus on counterculture, OffLimits has no plans to grow in traditional ways, eschewing both status-quo cereal brands and wholesale retailers who don't share the brand's values of diversity, ingredient quality, and sustainability. Instead, the company plans to build its brand through a streetwear-style model, focusing on cool collabs, exclusive product drops, and out-there experiences. "We're here to give the middle finger to cereal as we know it...Our cereal mascots even do our customer service, which I've personally never seen done before," a spokesperson said. OffLimits certainly has us intrigued—and happy that the cereal category is getting a long-overdue update.

OFFLIMITS

BASED

New York, NY

FOUNDED

2019

TOTAL RAISED

Not publicly available

CLAIM TO FAME

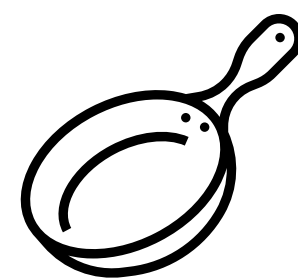
Defying breakfast aisle norms

ACHILLES HEEL

Growing without wholesale help

INTERBRAND THINKING

Human Truths	● ● ● ● ●
Brand Experiences	● ● ● ● ●
Brand Economics	● ● ● ● ●



Sometimes, the secret really is in the sauce. That’s certainly the story with Omsom, a food company that delivers “proud, loud Asian flavors” to home cooks in the form of perfectly balanced, shelf-stable flavor packs that help create restaurant-quality Asian dishes. “I like that it’s different than other meal starters...which focus on health rather than flavor,” says one C Space consumer respondent. Co-founders Vanessa and Kim Pham collaboratively partner with famous Asian chefs across the country to ensure that the flavors are “real deal”—and unlike anything you’d get in the white-washed “ethnic” aisle of a grocery store.

Named after a Vietnamese phrase meaning “noisy, rambunctious, riotous,” (the Phams heard it as children in the backseat of their parents’ car), Omsom brings a fun, fiery spirit to everything it does. Complementing the brand’s dynamite flavors, Omsom’s

website and product packaging feature vibrant colors, bold typography, and copy with a side of attitude. Beyond mouths, Omsom is also changing minds, publishing approachable yet thought-provoking articles about Asian culture, identity, and stereotypes, helping foster meaningful conversations at a time when Asians are being scapegoated for COVID-19–related issues.

Propelled by home-cooking in the pandemic, Omsom is quickly growing—it’s raised \$2 million in investments and sold out of stock 5 times in the last year. The brand also upped its profile with a Disney collaboration, celebrating the release of the animated film *Raya and the Last Dragon* with a pre-trailer video ad and a special edition Southeast Asian starter sampler. With sights on adding more starter options and expanding into physical retail spaces, Omsom is on its way to becoming the leader in Asian CPG.

OMSOM

BASED

New York, NY

FOUNDED

2019

TOTAL RAISED

\$2 M

CLAIM TO FAME

Easy, real-deal Asian flavors

ACHILLES HEEL

Demand outpacing supply

INTERBRAND THINKING

Human Truths	● ● ● ● ● ●
Brand Experiences	● ● ● ● ● ●
Brand Economics	● ● ● ● ● ●



Wearable wellness brands have been around for a while, yet the clunky form factor hasn't changed. Oura is here to remove that friction and make its wearable as unnoticeable on your body as possible. And what better way to do that than to make it in the form of a ring? Since some rings are rarely taken off, Oura creates a strong brand experience that is seldom put on pause, a crucial component for its frictionless health tracking, which provides sleep, recovery, and activity analyses.

Recent research coming out of West Virginia University claims that the Oura Ring can predict COVID-19 symptoms up to 3 days before they

appear with up to 90% accuracy. This new development will likely spur the company to branch out into other tracking categories to provide an even more holistic picture of wellness. Coupling that with its recent conversations of partnering with the NBA, WNBA, UFC, and NASCAR—and its recent \$100 million funding round—Oura Ring is making moves to become the standard of wellness wearables.

*An Interbrander's Take: "I got the ring because it was endorsed by a doctor and an authority on sleep science. I believe it's the best we can do [in wearables] today."
- Holmfridur Hardardottir, COO*

OURA

BASED
Oulu, Finland

FOUNDED
2013

TOTAL RAISED
\$148.3 M

CLAIM TO FAME
Most subtle wearable

ACHILLES HEEL
Diminishing health-tracker hype

INTERBRAND THINKING

Human Truths	● ● ● ● ●
Brand Experiences	● ● ● ● ●
Brand Economics	● ● ● ● ●



Having a newborn baby is a wonderful and emotional experience for parents. But it can also be highly stressful and anxiety-inducing, as many first-timers fly blind, guided mostly by conventional wisdom from parents, in-laws, and third-party advice. They may even worry that something so precious could be lost without the proper care. Owlet hopes to offer these new parents a sense of relief during these challenging times.

Owlet, named after the ever-watchful bird in baby form, creates wearable wellness tech for infants, giving parents more data and greater peace of mind. Its flagship product, the Smart Sock Baby Monitor, uses pulse oximetry technology to track a baby's heart rate and oxygen levels while awake and asleep. The brand also offers an Owlet Cam to keep an eye on the baby,

as well the Dream Lab, an online and interactive sleep program designed to improve and build healthy infant sleep habits. And soon, Owlet will release its Pregnancy Band that will safely track development before the baby's even left the womb. Armed with real-time health metrics, parents can guide their child's development and rest a little easier at night, knowing that everything is okay.

Owlet's innovative approach to pre- and post-natal care couples nicely with its warm, nurturing messaging and calming visual identity (full of soothing colors and gorgeous photos of intimate parent-baby moments). And with a myriad of investors lining up to further fund the health tech brand, expect Owlet to continue spreading its wings (to the relieved sighs of parents everywhere).



BASED
Lehi, UT

FOUNDED
2013

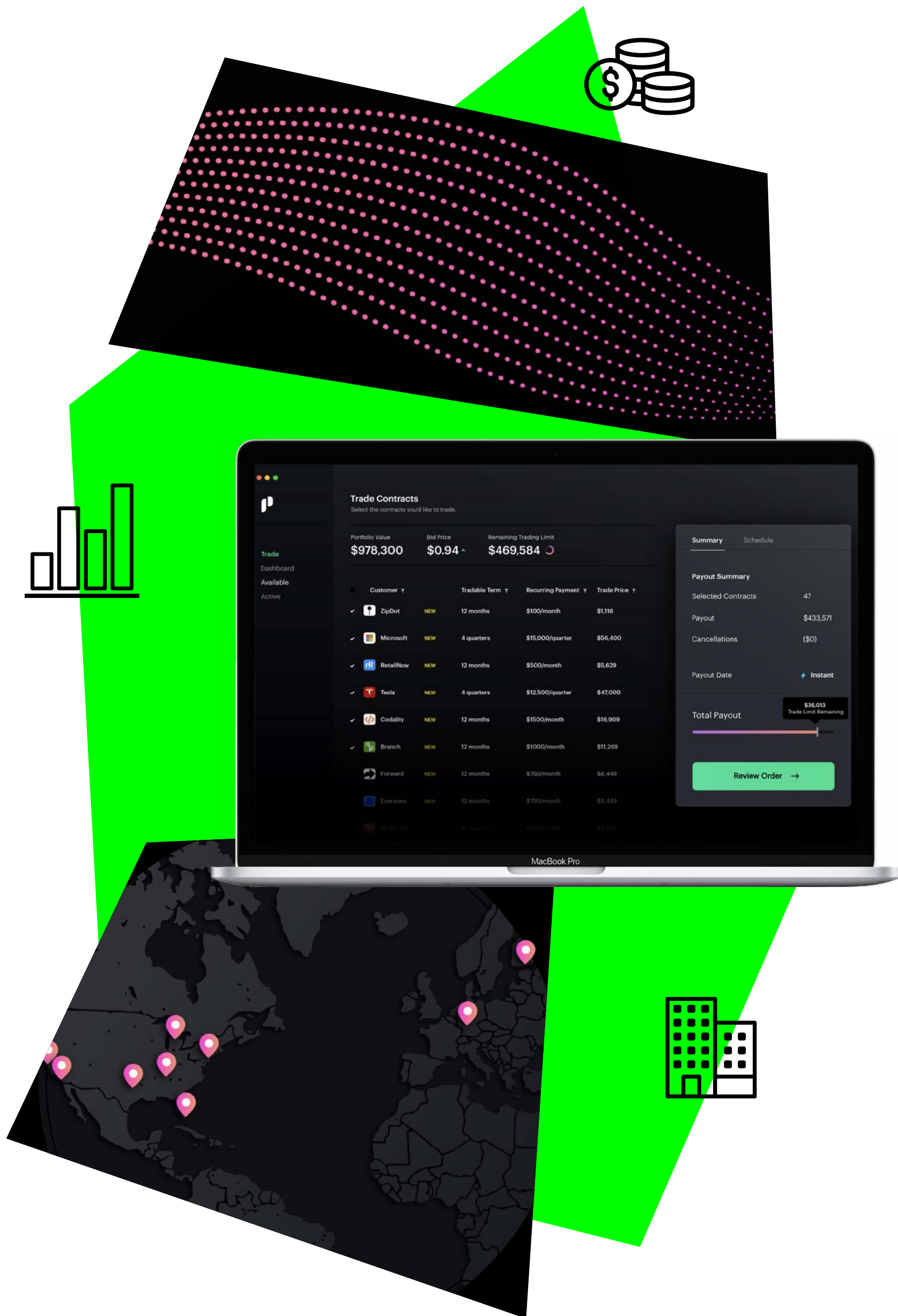
TOTAL RAISED
\$47.9 M

CLAIM TO FAME
Monitoring babies' vitals

ACHILLES HEEL
Rapid product expansion

INTERBRAND THINKING

Human Truths	● ● ● ● ●
Brand Experiences	● ● ● ● ●
Brand Economics	● ● ● ● ●



Trade Contracts
Select the contracts you'd like to trade.

Trade	Portfolio Value	Bid Price	Remaining Trading Limit
Dashboard	\$978,300	\$0.94	\$469,584
Available			
Active			

Customer	Tradeable Term	Recurring Payment	Trade Price
ZipDot	12 months	\$100/month	\$1,116
Microsoft	4 quarters	\$15,000/quarter	\$56,400
Retailflow	12 months	\$500/month	\$5,629
Teals	4 quarters	\$12,500/quarter	\$47,000
Codability	12 months	\$1500/month	\$16,909
Branch	12 months	\$1000/month	\$11,269
Forward	12 months	\$700/month	\$8,449
Everwise	12 months	\$700/month	\$8,449

Summary	Schedule
Payout Summary	
Selected Contracts	47
Payout	\$433,571
Cancellations	(\$0)
Payout Date	Instant
Total Payout	\$58,013 Trade Limit Remaining

Review Order →

In the world of venture capitalism and private equity investment, purchasing equity in one or more emerging brands (much like the ones discussed in this report) is the go-to strategy for investing. But for the emerging brand, obtaining capital by selling off equity or taking out loans can be a shortsighted misstep—one that can end up costing the company revenue that’s needed to reinvest in the business.

So, what if there was a way that young companies could raise funding without selling off equity? That’s the dream and mission of Pipe, which provides a clear, non-dilutive alternative for SaaS founders choosing how to grow their businesses. Using proprietary technology that assesses accounting, billing, and subscription management

systems, Pipe offers qualifying SaaS companies finance “PipeLines,” leveraging future revenue from their subscriptions. This gives tech entrepreneurs the opportunity to circumvent one of the biggest obstacles to growth—taking on debt or diluting their controlling stake by selling off equity.

Armed with dark, Nordic-inspired, otherworldly design elements, Pipe is definitely making a splash in the FinTech world, with everyone from Marc Benioff and Republic to Alexis Ohanian and Siemens’ Next47 jumping to be investors. The company has also begun eyeing international markets, identifying India as one of the biggest to hit in coming years. What will be next in Pipe’s line of ideas? We can’t wait to find out.



BASED
Miami, FL

FOUNDED
2019

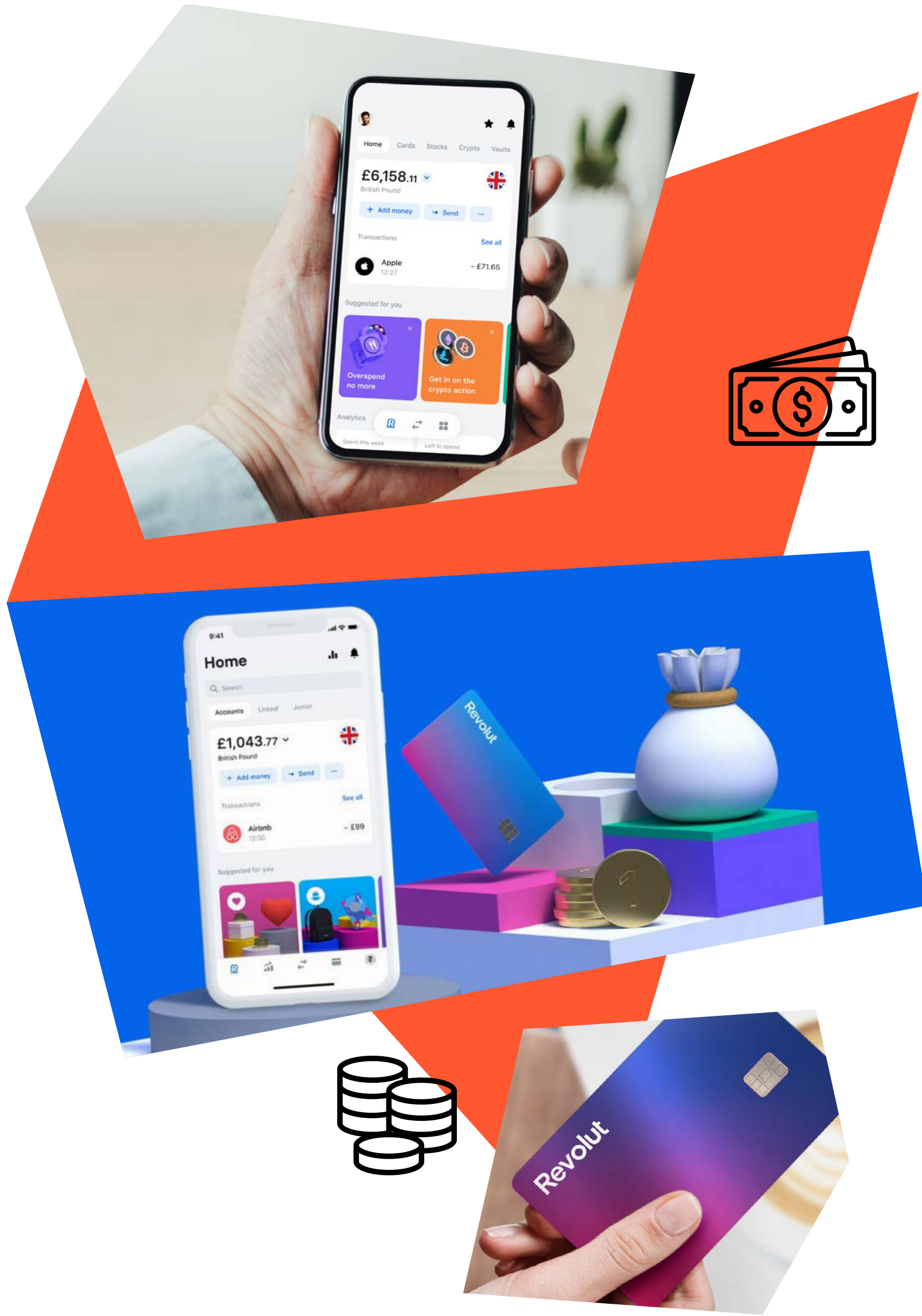
TOTAL RAISED
\$316 M

CLAIM TO FAME
Rethinking how startups raise capital

ACHILLES HEEL
Limited verticals

INTERBRAND THINKING

- Human Truths ●●●●●
- Brand Experiences ●●●●●
- Brand Economics ●●●●●



As globalization increases and it becomes the norm for people to live, work, and play outside of their native countries, financial exchange systems are still seen as barriers to a seamless transition from one locale to another. Dogged by inconsistent rates and fees, travelers are often stuck having to exchange their money at the typical institutions, using traditional (read: antiquated) systems. FinTech Revolut is here to change that.

By eliminating foreign transaction fees and creating a centralized, exchange rate (instead of having one dictated by a local bank or exchange shop) Revolut has amassed a cult following of jet-setting international folks looking for a better way to spend money abroad. With the goal of becoming the world's first truly global bank, Revolut's large base of nomadic customers is paving the way for the company to also sell other services. "By having large customer numbers, we're able to cross-

sell other services," says Nik Storonsky, Revolut's CEO. To that end, Revolut has begun introducing some tantalizing new offerings and services to its digital platform, including small- and medium-sized business accounts, cryptocurrency trading, phone and travel insurance, stock buying, charity donation options, and more.

Driven by a colorful and playful user experience that harkens back to recent gamification trends, Revolut is pushing away from the stodgy elements of the world's financial institutions while retaining a sense of maturity. The brand has also begun an aggressive marketing blitz to reach 1 million customers in the US by the end of the year, and expand into India and China by next year. While COVID has put a damper on international traipsing as of late, Revolut is betting big on it increasing once again, thereby increasing its own global footprint.

Revolut

BASED
London, England

FOUNDED
2015

TOTAL RAISED
\$907.9 M

CLAIM TO FAME
No-fee foreign exchange

ACHILLES HEEL
Less international travel due to COVID

INTERBRAND THINKING

Human Truths	● ● ● ● ●
Brand Experiences	● ● ● ● ●
Brand Economics	● ● ● ● ●



Recognizing the miniscule amount of privacy that most social media apps afford, many users are now jumping ship. But where do they go from there? (It's not like they want to stop connecting with their friends, family, communities, etc.) What do they need instead? Most will tell you: a secure and easy-to-use app that gives them the privacy they need while functioning as smoothly as the biggest players in the scene. Signal offers just that.

Of course, there are a myriad of Signal lookalikes on the market. But what makes this brand unique is its truly unrestricted approach to private messaging. The organization is working to develop an open-sourced end-to-end messaging technology that protects all communications on it—globally. And while the average person may just want the ability to talk about trivial things without Big Brother watching, Signal has a much more significant purpose—and impact—overseas. Millions of people trapped in despotic or chaotic areas are using Signal as their only

means of communicating without fear of persecution or detention. Signal's mission of "protect[ing] free expression and enabl[ing] secure global communication" is certainly an honorable one, and one that has bolstered the app's popularity among journalists, corporate whistleblowers, political protesters, and even government officials.

The stark contrast between what Signal keeps private vs. mainstream messaging apps has not gone unnoticed. When WhatsApp, Signal's biggest competitor, announced that as of February 8th it would be sharing data with its parent company, Facebook, the Signal app was downloaded 7.5 million times over 5 days—an increase of 4,200%. Supported by donations and developed as a nonprofit, the brand's utilitarian app is truly in the service of its users, and recent developments like in-app secure payments and encrypted group calls suggest that it's nowhere near finished helping us reclaim our private lives.



BASED

Chicago, IL
San Francisco, CA

FOUNDED

2009

TOTAL RAISED

\$60 M

CLAIM TO FAME

True encrypted messaging

ACHILLES HEEL

Continued funding as a nonprofit

INTERBRAND THINKING

- Human Truths ● ● ● ● ●
- Brand Experiences ● ● ● ● ●
- Brand Economics ● ● ● ● ●



Sports franchises are in many ways the definition of lasting legacy, heritage, and pride. While players, managers, directors, and even owners can come and go, the organizations themselves always stay standing. But what if you could now engage with the same club in a truly novel and tactile way? What if you could use blockchain currency to select the tunnel design? Or the alternative kit? Or even the goal celebration song? That's the kind of engagement modern fans are looking for, and one that has become increasingly important for sports clubs. Socios.com is offering itself as a key partner to drive those interactions.

Made for sports and esports enthusiasts, Socios.com is a tool that gives fans a greater voice, and helps democratize the decisions made by a sports organization. Fans use the Chiliz blockchain (yep, that's really the name) to buy or find around the world branded Chiliz Fan Tokens from clubs like Juventus, AC Milan, Paris Saint Germain, Barcelona, UFC, and many others. Armed with some currency, these fans can now use their Chiliz

Fan Tokens to dictate everything from the message on the captain's armband to the renaming of a training pitch to the new team bus design. Furthermore, by creating a cryptocurrency marketplace to buy, trade, and sell their Chiliz Fan Tokens, Socios.com offers ways of engaging that go beyond the club itself, creating a sense of community within the blockchain. Blending an array of categories into one experience—from tech and finance to sports and entertainment—Socios.com shines as an example of the “Arena Thinking” that Interbrand promotes.

Infegy data reveals that most Socios.com users are located in Europe and the Middle East, which is understandable—the app is currently focused on premier European club soccer. Nonetheless, there are plans for expansion into other global sports clubs, particularly in the US where the company is headquartered. With a current brand identity that puts the spotlight more on the clubs than on itself, we'd look out for a future brand refresh as this company starts taking off stateside.



BASED

Gzira, Malta

FOUNDED

2018

TOTAL RAISED

\$66 M

CLAIM TO FAME

Users becoming more than fans

ACHILLES HEEL

Expanding into the US market

INTERBRAND THINKING

- Human Truths ●●●●●
- Brand Experiences ●●●●●
- Brand Economics ●●●●●



It's nothing new for a celebrity athlete to branch out and establish revenue streams outside of their sport. In fact, it can be a prudent financial decision, ensuring a lucrative transition to a post-retirement life. But while most major athletes put their entrepreneurial energies into fashion lines, eponymous perfumes, sports gear, alcohol, hot sauces, and other consumer goods, LeBron James has—in his usual superstar way—upped the ante by establishing his own media and entertainment conglomerate, SpringHill Company, with longtime business partner Maverick Carter.

SpringHill Company consists of three ventures: Uninterrupted (an athlete empowerment media and consumer product company), SpringHill Entertainment (a premium scripted and unscripted film and television production house), and The Robot Company (an in-house brand and culture consultancy). Together, SpringHill is a one-stop shop for promoting the voices of people of color and underrepresented groups in the sports, media, and entertainment industry. As SpringHill Company's CMO Paul Rivera, says, "SpringHill makes telling diverse stories a mandate—not an option—in a way

that can entertain but still educate, and steer difficult conversations to fuel necessary action."

While the company *could* use a little help from its in-house brand consultancy to find a consistent, uniquely ownable visual identity, SpringHill is nonetheless proving itself to be an industry tour de force, making moves in Hollywood and beyond. In just a few short years, the company has established ongoing partnerships with the likes of Warner Brothers, Netflix, and Universal Pictures, producing everything from the newest Space Jam film to an Octavia Spencer-starring series about Madame C.J. Walker. Keeping true to its sports roots, SpringHill also owns partial stake in both Liverpool F.C. and the Boston Red Sox. By shifting the needle towards unsung voices and equitable storytelling, LeBron James and Maverick Carter are shaking up the monotonous whiteness of the entertainment and media industries.

An Interbrander's Take: "SpringHill's ability to be responsive shines through not only in how quickly they can put out content, but also how real the topic is to the present mood." - Jack Stiuso, Verbal Identity Consultant

SPRINGHILL COMPANY

BASED
Burbank, CA

FOUNDED
2020

TOTAL RAISED
Not publicly available

CLAIM TO FAME
Diversifying voices in entertainment & media

ACHILLES HEEL
Keeping its edge

INTERBRAND THINKING

Human Truths	● ● ● ● ●
Brand Experiences	● ● ● ● ●
Brand Economics	● ● ● ● ●



So many Gen-Z influencers are passionate about promoting body positivity and self-acceptance. So it's no surprise that Julie Schoot—a former Elle beauty director, now Starface co-founder and CEO—is bringing the concept of skin positivity to the same audience with her social-media-beloved skincare brand. Offering hydrocolloid star pimple patches that look more like Snapchat filters or VSCO face gems than Band-Aids, Starface products turn acne treatment into a unique, fun, and flirty aesthetic. By turning blemishes into beauty statements, Schoot hopes to destigmatize breakouts and encourage people to view scars and spots as marks of authenticity.

But more than that, Starface has become a symbol of the broader Gen-Z culture, with its focus on activism, diversity, and streetwear-inspired fashion trends. Mirroring the embrace of “drop culture,” for example, the brand bolsters its traditional yellow hydro-stars with limited edition patch designs that sell out quickly. The brand even released special “vote” hydro-stars (in partnership with Alliance for Youth

Action) ahead of the 2020 election, so fans could encourage political participation. And through everything, Starface's commitment to inclusivity shines. Its visibly diverse Instagram and TikTok feeds highlight micro-influencers of all races and body types alongside celebrities like Hailey Bieber—and the company makes regular contributions to the Black-Led Movement Fund and LGBTQIA+ foundations. “Starface world is a positively uplifting place where everyone is safe & accepted exactly as they are. We support causes and do our own work in the world to help build a better, more supportive universe,” a spokesperson told us.

Starface's bright, sunny design aesthetic (led by smiling mascot Big Yellow) seems to foretell a bright, sunny growth trajectory. Starface's line of all-vegan, cruelty-free products has recently expanded to include nose strips, exfoliating toner, and a facial wash. Whether it's “treating acne with kindness” or being a beacon brand for the next generation, Starface is an icon of the moment—let's hope it can stay as relevant in the long term.

STARFACE

BASED

New York, NY

FOUNDED

2019

TOTAL RAISED

\$2 M

CLAIM TO FAME

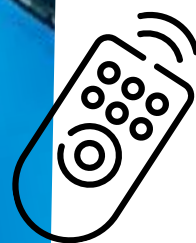
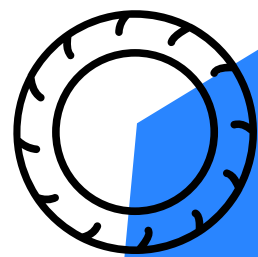
Acne patches turned statement stickers

ACHILLES HEEL

Moving past DTC

INTERBRAND THINKING

Human Truths	● ● ● ● ●
Brand Experiences	● ● ● ● ●
Brand Economics	● ● ● ● ●



With so many people cooped up indoors for the pandemic, many have finally taken that pull-up bar from the closet, dusted off that yoga mat, or pulled out that dumbbell set. Others (who were likely already in shape) have taken their in-home workouts a little more seriously, opting for fitness routines that are real endeavors to be invested in—not just afterthoughts. For those dedicated individuals, Zwift has been a big go-to.

Zwift is an interactive training app and platform designed for cyclists, triathletes, and others who not only want to provide a sense of verisimilitude, but also approachable and fun. While a cult favorite of hardcore cyclists, it exploded into the mainstream this year. Leaning heavily on founder Jon Mayfield's gaming graphics and 3D visualization background, the fitness brand offers video-game-like virtual worlds, some of which are replicas of real-life racetracks. It's the perfect place for exercisers who want a different experience and a higher level of engagement. According to Infegy data, users flocked to the app during quarantine and have loved talking

about their rides and networking with other Zwifters.

Ever on the move (just like many of its fans), Zwift is continuing to make improvements in its app, and is currently developing a hardware component that would complement its software platform. Having partnered with the Olympics and Tour de France to host their competitions virtually this past year, Zwift hopes to become the platform for professional online cycling, while also moving beyond its core contingency to appeal to wider audiences. That hopefully won't be too difficult, given the brand's bubbly aesthetic, Fortnite-inspired visuals, and seamless, engaging user experience. From the weekend warrior to the biking-obsessed kid from the local cul-de-sac, Zwift's got what it takes to take people on an unforgettable ride.

An Interbrander's Take: "The social and community aspects of Zwift are really important. You see real people who are on the same track as you and it creates a real camaraderie." - Andrew Stewart, Senior Strategy Director



BASED

Los Angeles, CA

FOUNDED

2014

TOTAL RAISED

\$619 M

CLAIM TO FAME

The Peloton for pros

ACHILLES HEEL

Moving past the hardcore

INTERBRAND THINKING

Human Truths ●●●●●
 Brand Experiences ●●●●●
 Brand Economics ●●●●●

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All valuation, funding and social media data featured in this report are sourced from Infegy and Apollo, and reflect information provided as of 6/15/21.

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ABOUT INTERBRAND

Interbrand Group is made up of Interbrand, the world's leading brand consultancy, and C Space, the global customer agency. Interbrand has been a world leading brand consultancy for over 45 years—having pioneered iconic work and forged many of the brand building tools that are commonplace across the industry today.

We know that in an age of unprecedented abundance of choice and speed of innovation, customers' expectations are moving faster than business. While incremental change is still essential, it is no longer sufficient. It takes bold moves to leap ahead of customers and competitors. We call these moves Iconic Moves.

In collaboration with the world's leading brands, our global team of thinkers and makers are pioneering the future of brand building. By turning customers into active participants, we help our clients strengthen their brands on an ongoing basis—our approach gives them confidence to make Iconic Moves that spark desire and create utility, driving extraordinary results.

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