

No 4: Lay's

RANK	4 th
RANKING CHANGE SINCE 2014	Up two places, from 6 th
FMCG CATEGORY	Packaged Food
BRAND SALES	USD10-15 billion

Lay's owner PepsiCo boasts a stable of brands that generate sales over USD1 billion annually. Of these, Lay's is the most valuable. Three of the brand's top five countries for sales — the US, the UK and Mexico — have been particularly affected by consumer and government concern over sugar, with savoury snacks increasingly seen as better by comparison.

North America powers sales. The region is responsible for more than half of the brand's retail value. By country, the US leads with sales of over USD6 billion in 2017 — more than Lay's 20 next most successful countries combined. While Asia Pacific sales lag those in North America and Western Europe, the gap has reduced significantly. Sales of savoury snacks grew faster over 2012–2017. Lay's is well-positioned for future growth, with China its third most valuable country by retail sales.

Of note is Lay's particularly successful “Do Us a Flavour” marketing. This campaign not only allows the brand to crowdsource and test the popularity of new flavours, but also builds brand loyalty. Originating in the UK (second for retail sales behind the US, generating over USD1 billion in 2017) it is now present in over 20 countries.

