But what does it mean *over there?*

How to conquer new markets by leveraging the hidden rules of culture.



© 2026 Canopy Insight · canopyinsight.com

TABLE OF CONTENTS

01 Every market has hidden rules nobody tells you.

02 We reveal those rules so your brand succeeds.

03 Here’s how.







01



The hidden rules

Modern brands are *always* entering new markets.

Games jump to TV, musicians perform inside games, retail outlets expand to healthcare, cars become subscriptions.

Fallout becomes a Prime Video hit	Shacknews ↗
Travis Scott plays inside Fortnite	PC Gamer ↗
Amazon buys One Medical	Becker's ↗
BMW sells heated seats by subscription	Top Gear ↗





But every new market has a crowd, and it's the crowd that decides *who belongs*.

They were there before you arrived, and they'll be there long after your launch.



Aussies weren’t charmed by Starbucks.

Starbucks closed 70% of its Australian footprint after failing to understand and respect Australian coffee culture.

Why Starbucks stumbled — CNBC ↗



China was offended by Dolce & Gabbana.

Backlash to its 2018 ad forced the cancellation of its Shanghai show, and Chinese platforms pulled its products.

D&G’s show is cancelled — China Project ↗



Crypto bros weren't impressed by Nike.

After misunderstanding the crypto market, Nike wound down its purchase of digital sneaker studio RTFKT.

Nike shuts down RTFKT — Bloomberg ↗







What's the *common thread?*



Every crowd in every market plays by rules they *never write down.*

Learn the rules and you belong. Miss them and you stay a tourist, however much you spend.

02



The rules, *decoded*

Canopy decodes culture inside your markets, so you can enter them *(or expand)* with confidence.

We reveal cultural signals and hidden rules across the globe

Our on-the-ground research teams discover the cultural and category narratives shaping consumer perception across markets, and explain what they mean for your brand or product.

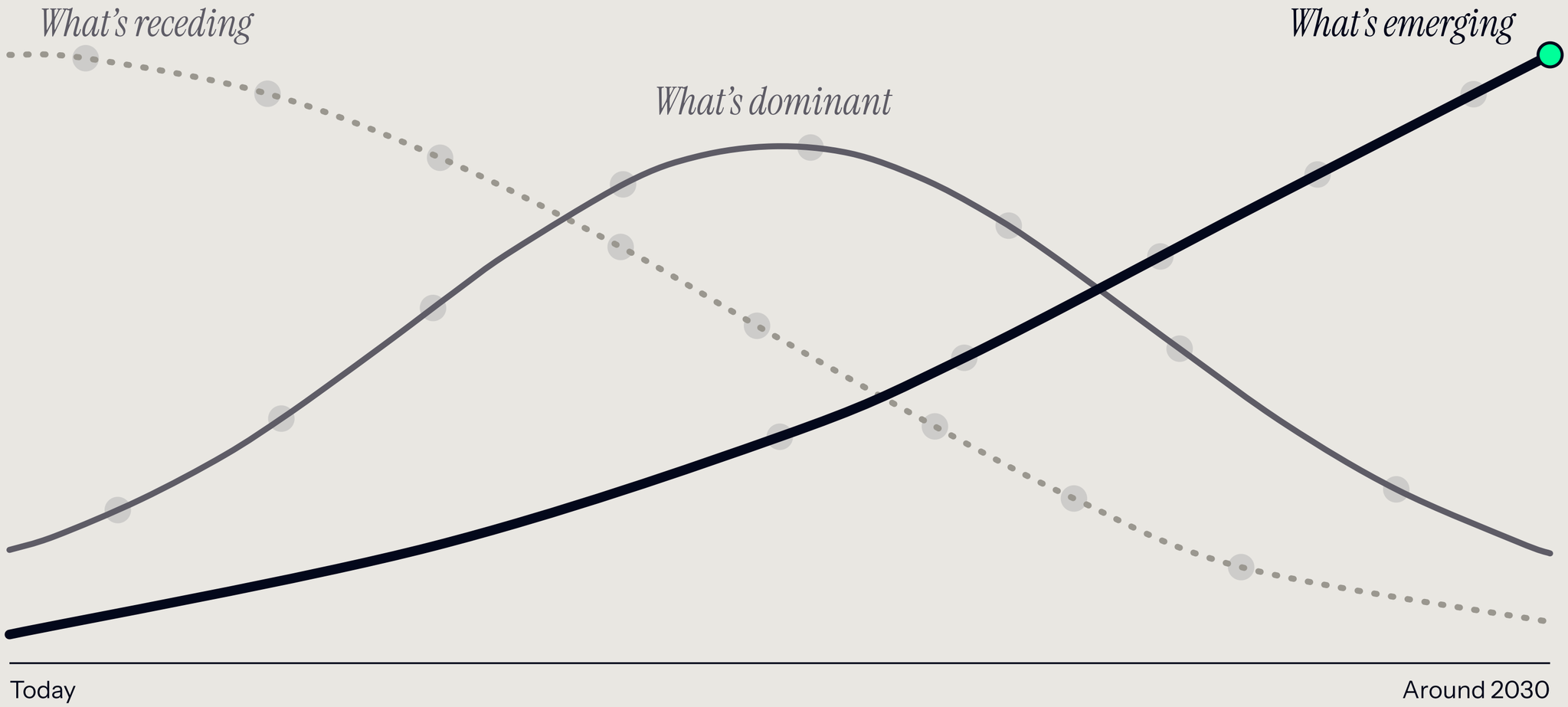
We help you innovate new products

We turn research and analysis into roadmaps for new products: the cultural white spaces, untapped myths, upcoming change and unmet needs your products can speak to.

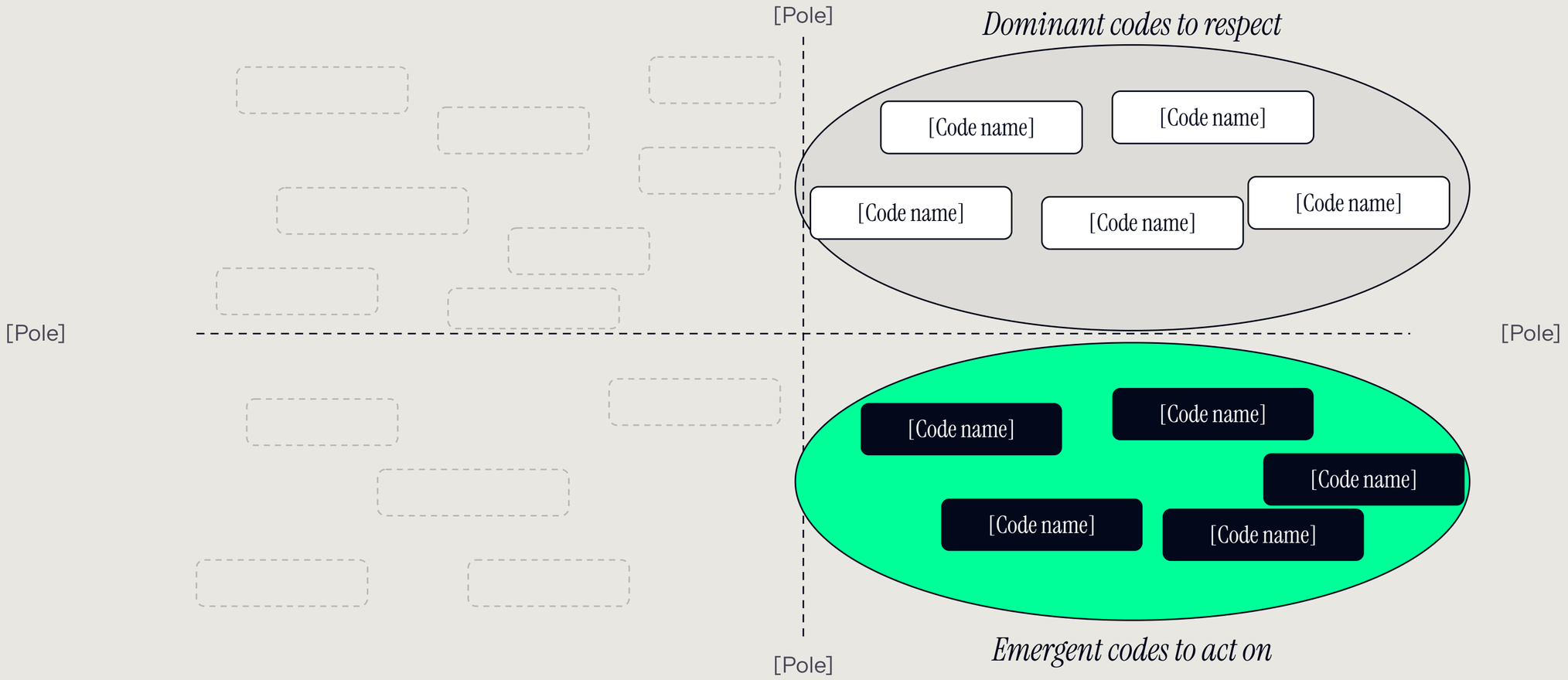
Others give you a snapshot. We give you a *living map.*

	A typical one-off study	*Canopy*
What you get	A snapshot of codes today	Codes today, plus where they're heading
How long it lasts	Goes stale after delivery	Kept current, predictions checked as they come due
How you defend it	One expert's reading, taken on trust	Every claim sourced and dated
Markets	One or two, priced per market	The markets you choose, read in their own languages
How you start	A full project	Start with the map, add fieldwork where it matters

We show you where topics and trends are *heading.*



We explain dominant and emerging cultural codes, then help you *position* within them.



We turn the codes into *concepts*, with directions for product, pack and language.

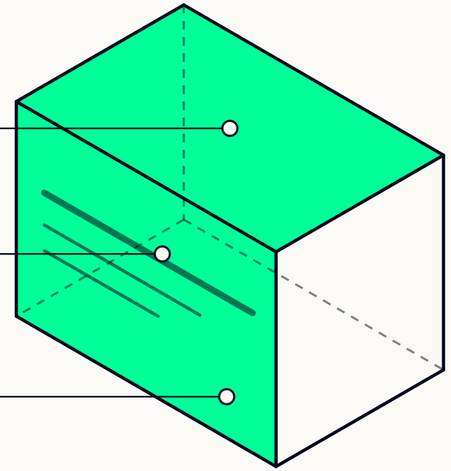
[Concept name]

Built on [Emergent code] [Emergent code] [Emergent code] [Dominant code]

Pack + visuals
[Shape, material, finish]

Language + comms
[Words and claims to use]

Product
[Product or format direction]



We work *on the ground* in countries around the world.



US	China
Mexico	India
UK	Indonesia
Germany	Brazil
France	South Korea

With brands across *(and crossing)* industries.

Unilever	LOTUS	Disney
SONY MUSIC	HSBC	Kellogg's
INTUIT	nationalgrid	BRIDGESTONE

The work *stays in use* long after we deliver it.

"The Axe work was a real highlight: impactful and inspiring. Canopy is in my handover documents as a key contact for my successor."

Graham Northfield

Global CMI Lead AXE/Lynx

"The project went down so very well internally. There's way more to come, massively informed by it."

James Bartlett

Director of Insight, Sony Music

“

We didn’t have the budget to buy attention. The cultural code map showed us how to put Lotus back into car culture.



Nigel Bromley
Head of Brand Marketing, Lotus

How Lotus used the work

One framework for the whole team

The code map aligned the marketing team around the culture of sports cars and how competitors behaved in it.

Content built on the codes

The “car as art” code directly informed the Evija Mirrors studio shoot and film, and set the tone of voice on social.

A more contemporary brand

It steered Lotus away from clichéd, old-fashioned codes as it broadened its audience through 2021 and 2022.

A community, built from nothing

It led to MyLotus, where owners share their stories, giving a small budget content it could not have bought.

03



How we do it

MARKETS: US · CHINA · GERMANY · UK

Framing an electric sports car in four markets

The challenge

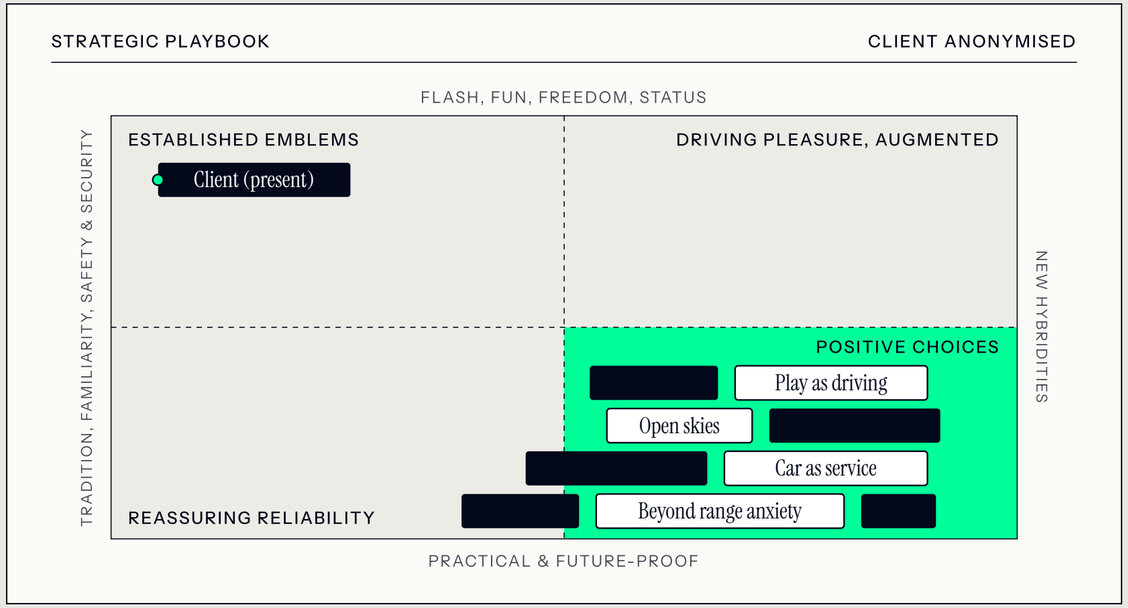
What do “sports cars” and “driving pleasure” mean in the US, China, Germany and the UK? A heritage sports car brand needed to know to frame the launch of its first electric model.

What we did

Immersive fieldwork, digital scoping and semiotic analysis across four markets, from Pebble Beach and Goodwood to eco-cities outside Chengdu.

What changed

A strategic playbook and seven creative concepts for NPD, marketing, tone of voice and activation. The client drew on it heavily to launch two electric models.



4

Markets read on the ground: the US, China, Germany and the UK.

7

Creative concepts for product, marketing, tone of voice and activation.

Redefining damage repair in India and the US

The challenge

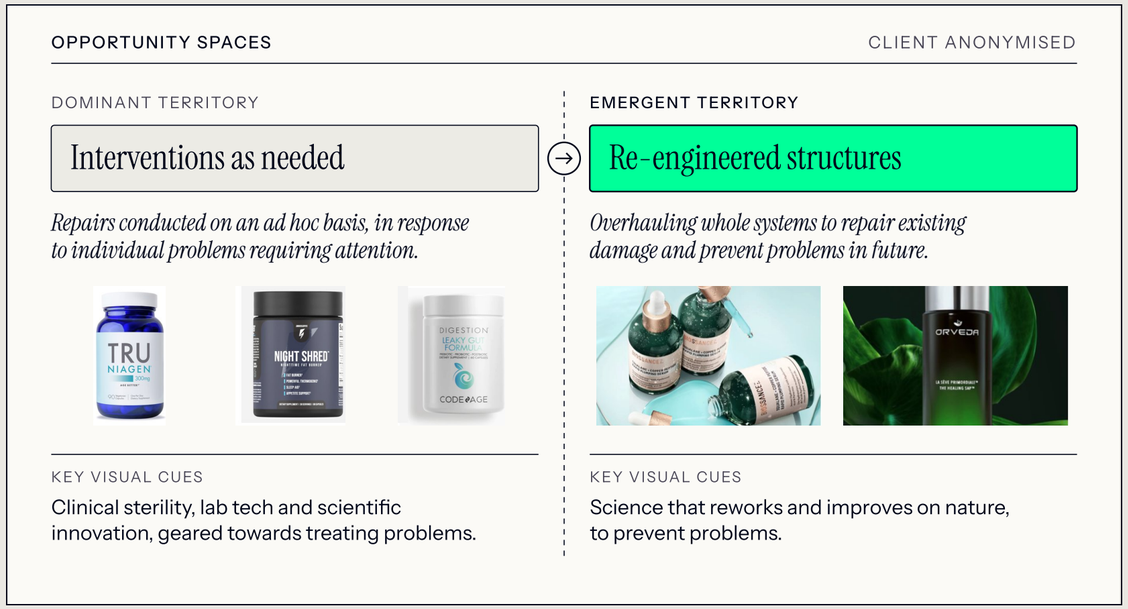
What does “damage repair” mean in India and the US? A global beauty brand needed to know to shape pack design and product marketing for a haircare range in development.

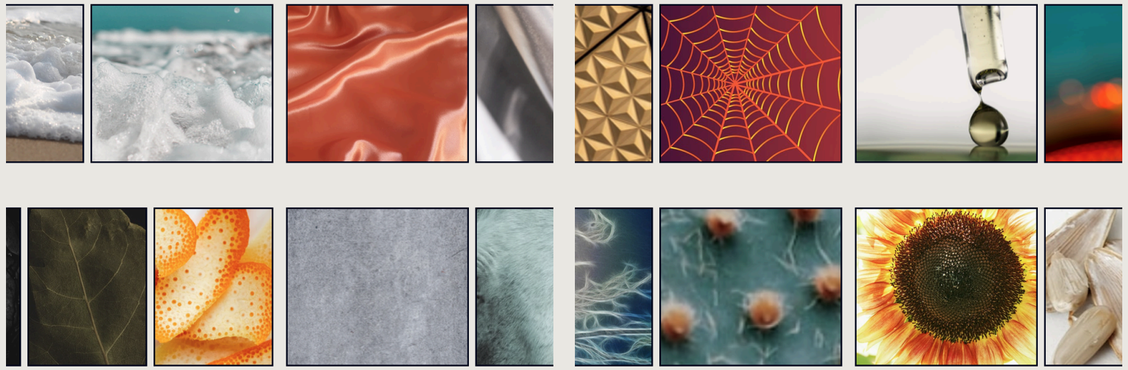
What we did

Immersive fieldwork in Delhi, Gurgaon and the US West Coast, with digital scoping and semiotic analysis, tracing evidence from longevity biotech investment to new spins on Ayurveda.

What changed

We recommended kintsugi, the art of visible repair with gold, as the basis for product and pack design, which later variants leaned into.





Decoding young masculinity in Mexico and the UK

The challenge

A global men's grooming brand wanted to understand what youth culture, and especially young masculinity, meant in Mexico and the UK, to inform marketing and product development over a two to five year horizon.

What we did

Immersive observational fieldwork in Mexico City, London and the UK Midlands, with digital scoping and semiotic analysis of the narratives shaping youth culture.

What changed

We recommended collectibility as a winning dominant narrative and horror fiction as a resonant emerging one, especially in Mexico, shaping product and marketing strategy into 2028.

KEY SHIFTS · UK — CLIENT ANONYMISED

DOMINANT	EMERGENT
Dog-eat-dog	Taking on the world (not each other)
Life for young men and boys in the UK is a zero-sum game, in which only the strongest and smartest 'Alphas' thrive.	Young guys' creative, entrepreneurial energy goes into remaking the wider adult world, rather than competing against one another.
Belonging	Empowerment
Supportive clubs, social groups and interest-based communities are still vital for teen and tween boys. Kids make these communities for themselves.	Opportunities, support and entertainment meet teens and tweens on their terms, where they are. Brands, platforms and services come to them.





Hire us for

01

Trend mapping

A living map of where your industry is going, across the markets you choose.

02

Brand positioning

The dominant and emerging codes in a market, and where your brand should sit.

03

Market entry

Learn a market's hidden rules before you launch, not after.

04

Innovation and white space

Unclaimed cultural territory, turned into concepts for product, pack and language.

05

Communications that travel

Campaigns, packs and words that mean what you intend, in every market.

Delivered through semiotic analysis, trend mapping and local fieldwork, in the markets that matter to you.

The people *behind the work.*



Dr. Natalie Edwards

Co-founder, President EMEA

Uses cultural insight to shape innovation, positioning and communications. PhD in media, gender and cultural theory.



Steve Bryant

Lead Researcher

Turns cultural and audience research into positioning. Has worked with the world's most well-known brands including Amazon, MetLife, Intuit, and more.

Thank you.

Let's talk.

Natalie Edwards · nat@canopyinsight.com · canopyinsight.com

canopy