



# Malaysia 100 2018

**The annual report on the most valuable Malaysian brands**  
November 2018

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# Foreword.



**David Haigh**  
CEO, Brand Finance

What is the purpose of a strong brand; to attract customers, to build loyalty, to motivate staff? All true, but for a commercial brand at least, the first answer must always be ‘to make money’. Huge investments are made in the design, launch and ongoing promotion of brands. Given their potential financial value, this makes sense.

Unfortunately, most organisations fail to go beyond that, missing huge opportunities to effectively make use of what are often their most important assets. Monitoring of brand performance should be the next step, but is often sporadic. Where it does take place it frequently lacks financial rigour and is heavily reliant on qualitative measures poorly understood by non-marketers. As a result, marketing teams struggle to communicate the value of their work and boards then underestimate the significance of their brands to the business. Skeptical finance teams, unconvinced by what they perceive as marketing mumbo jumbo may fail to agree necessary investments. What marketing spend there is can end up poorly directed as marketers are left to operate with insufficient financial guidance or accountability. The end result can be a slow but steady downward spiral of poor communication, wasted resources and a negative impact on the bottom line.

Brand Finance bridges the gap between the marketing and financial worlds. Our teams have experience across a wide range of disciplines from market research and visual identity to tax and accounting.

We understand the importance of design, advertising and marketing, but we also believe that the ultimate and overriding purpose of brands is to make money. That is why we connect brands to the bottom line. By valuing brands, we provide a mutually intelligible language for marketers and finance teams.

Marketers then have the ability to communicate the significance of what they do and boards can use the information to chart a course that maximises profits. Without knowing the precise, financial value of an asset, how can you know if you are maximising your returns? If you are intending to license a brand, how can you know you are getting a fair price? If you are intending to sell, how do you know what the right time is? How do you decide which brands to discontinue, whether to rebrand and how to arrange your brand architecture? Brand Finance has conducted thousands of brand and branded business valuations to help answer these questions.

Brand Finance’s recently conducted share price study revealed the compelling link between strong brands and stock market performance. It was found that investing in the most highly branded companies would lead to a return almost double that of the average for the S&P 500 as a whole. Acknowledging and managing a company’s intangible assets taps into the hidden value that lies within it. The following report is a first step to understanding more about brands, how to value them and how to use that information to benefit the business. The team and I look forward to continuing the conversation with you.

# Foreword.



**Samir Dixit**  
Managing Director,  
Brand Finance Asia Pacific

2018 continues to be an unpredictable year. There will be new challenges emerging each day, some that the global economies are used to and some that come and surprise everyone out of nowhere. Being in ASEAN markets with a growing consumer base isn’t enough. Business growth is getting more and more unpredictable. Forecasting is impossible. This will be the new norm for everyone. And the brands will not be immune to it either.

We are seeing more and more unpredictable behaviour from brands and customers alike. Loyalty has been put aside for discounts. Brand equity has been put aside for sales. “Short term”, “quick results” and “sell and move on” are some of the new mantras. So the only thing that remains a constant is the brand and that’s why it is the most critical business asset. Shareholders invest for the intangible value increase of the share price, mostly driven by brands. Business managers however seldom look at Wit that way giving their undivided focus to sales, balance sheet performance and cost cuts.

A strong external brand must be managed effectively internally first. Internal brand management therefore is more critical than external brand management.

Consistency is the single largest brand value driver and that comes from everyone inside the organisation being on the same page, having the same brand understanding, its messaging, its application and so on. In our assessment, 10-15% of the total brand value is influenced by how well the brand is managed and understood internally. This is the challenge that we address in our 2018 annual Brand Forum and our report.

Valuation is a great tool to evaluate, monitor and track the internal brand management contribution for your business success. This becomes critical since huge investments are already being made in the design, R&D, launch and re-launch and ongoing tactical promotion of numerous products around the world. Unfortunately, most corporates fail to effectively measure the ROI for their important and valuable asset – their brand. We have also observed that a number of brand valuation consultancies produce brand ranking tables using methods that do not stand up to technical scrutiny or to the ISO Standards for Brand Valuation. We use methods that are technically advanced, which conform to ISO Standards and are well recognised by our peers, by various technical authorities and by academic institutions.

Brand Finance published brand rankings are the world’s only published ranking of ISO compliant brand values. This annual report pits the best brands against one another in the most definitive list of brand values available. The Brand value accorded to each brand is a summary of its financial strength. Each brand has also been given a brand rating, which indicates its strength, risk and future potential relative to its competitors.

This report provides an opinion regarding the point in time valuations of the most valuable Malaysian brands as at 1st January 2018. The sheer scale of these brand values show how important an asset these brands are to their respective owners. As a result, we firmly believe that brand valuation analysis can offer marketers and financiers insight into their brand management efforts and the impact of a stronger brand on marketing activities and should be considered as a key part of the decision making process.

# Introduction.

The balance between tangibles and intangibles has changed dramatically over the past 50 years as corporate performance is increasingly driven by exploitation of ideas, information, expertise and services rather than physical products.

Intangible assets have traditionally tipped the scales over tangible assets to create value for companies and the global economy. They now make up for a significantly large value of an enterprise. Yet, it’s an area of least focus amongst the management.

Whilst accountants do not measure intangible assets, the discrepancy between market and book values shows that investors do.

Brand Finance has been researching and tracking the role of intangible assets since 2001 as part of its annual Global Intangible Finance Tracker (GIFT™) with an emphasis on helping corporations understand brand strength and value.

Brand Finance has found that intangible assets play a significant part in enterprise value generation. The GIFT™ is a study that tracks the performance of intangible assets on a global level.

The GIFT™ is the most extensive study on intangible assets, covering more than 160 jurisdictions, more than 57,000 companies. The analysis goes back over a fifteen-year period from the end of December 2016.

Currently, 52% of global market value is vested in intangible assets. There is just a marginal increase as compared to last year. However, the management paradigm is yet to shift in tandem with large proportion and the importance of intangible assets.

Globally, intangible value continues to soar, rising from \$19.8 trillion in 2001 to \$47.6 trillion in 2016, despite a drop of over 50% during the financial crisis of 2008.

Though the values of disclosed intangibles on company balance sheets have increased by 5% annually over the last five years, total enterprise value grew 13% over the same period. More strikingly, global undisclosed intangible value rose from \$15tn in 2011 to \$35tn in 2016, an 18% annual increase, suggesting that, with effective reporting, disclosed

intangible growth ought to have outstripped enterprise value rather than the reverse.

The fact that most of the intangible value is not disclosed on company balance sheet further illustrates how poorly understood intangibles still are by investors and management alike – and how out of date accounting practice is.

Such ignorance leads to poor decision-making companies and systematic mis-pricing of stock by investors.

### Purpose of study

To this end, our study aims to examine the performance of Malaysia’s intangible assets and brands.

For the intangible asset study, the total enterprise value of corporate Malaysia is divided into four components shown below.

Undisclosed Value	Disclosed Goodwill
The difference between the market and book value of shareholders’ equity, often referred to as the premium book value	Goodwill disclosed on balance sheet as a result of acquisitions
Disclosed Intangible Assets	Tangible Net Assets
Intangible assets disclosed on balance sheet including trademarks and licences	Tangible net assets is added to investments, working capital and other net assets

# About Brand Finance.

## Brand Finance is the world’s leading independent brand valuation and strategy consultancy.

Brand Finance was set up in 1996 with the aim of ‘bridging the gap between marketing and finance’. For over 20 years we have helped companies to connect their brands to the bottom line, building robust business cases for brand decisions, strategies and investments. In doing so, we have helped finance people to evaluate marketing programmes and marketing people to present their case in the Board Room.

### Independence

Brand Finance is impartial and independent. We access and help to manage brands, but we do not create or own them. We are therefore able to give objective, unbiased advice because we have no vested interest in particular outcomes of a project and our recommendations are entirely independent. We are agency agnostic that works collaboratively with many other agencies and consultancies.

### Technical credibility

Brand Finance has high technical standards. Our work is frequently peer-reviewed by the big four audit and our work has been accepted by tax authorities and regulatory bodies around the world.

We are one of the few companies certified to provide brand valuation that is fully compliant with ISO 10668, the global standard on monetary brand valuations

### Transparency

There are no black boxes. Our approach is to work openly, collaboratively and flexibly with clients and we will always reveal the details of our modelling and analysis. This means our clients always understand what lies behind ‘the number’.

### Expertise

We possess a unique combination of skills and experience. We employ functional experts with marketing, research and financial backgrounds, as well as ex-client-side senior management who are used to ‘making things happen’. This gives us the mindset to think beyond the analysis and to consider the likely impact on day-to-day operations. We like to think this differentiates us because our team has real operational experience.

For more information, please visit our website: [brandfinance.com](http://brandfinance.com)

**Brand Finance** puts thousands of the world’s biggest brands to the test every year, evaluating which are the strongest and most valuable. The Malaysia 100 is just one of the many annual reports produced by Brand Finance.

Visit [www.brandirectory.com](http://www.brandirectory.com) to access all the sector and country reports.





# Definitions.

Enterprise Value

Branded Business Value

Brand Contribution


Brand Value

VOLKSWAGEN  
AKTIENGESELLSCHAFT  
[Volkswagen Group]

+ Enterprise Value

The value of the entire enterprise, made up of multiple branded businesses.

Where a company has a purely mono-branded architecture, the ‘enterprise value’ is the same as ‘branded business value’.




[Bentley]

+ Branded Business Value

The value of a single branded business operating under the subject brand.

A brand should be viewed in the context of the business in which it operates. Brand Finance always conducts a branded business valuation as part of any brand valuation. We evaluate the full brand value chain in order to understand the links between marketing investment, brand-tracking data, and stakeholder behaviour.




[Bentley]

+ Brand Contribution

The overall uplift in shareholder value that the business derives from owning the brand rather than operating a generic brand.

The brand values contained in our league tables are those of the potentially transferable brand assets only, making ‘brand contribution’ a wider concept. An assessment of overall ‘brand contribution’ to a business provides additional insights to help optimise performance.



[Bentley]

+ Brand Value

The value of the trade mark and associated marketing IP within the branded business.

Brand Finance helped to craft the internationally recognised standard on Brand Valuation – ISO 10668. It defines brand as a marketing-related intangible asset including, but not limited to, names, terms, signs, symbols, logos, and designs, intended to identify goods, services or entities, creating distinctive images and associations in the minds of stakeholders, thereby generating economic benefits.

Brand Strength

Brand Strength is the efficacy of a brand’s performance on intangible measures, relative to its competitors.

In order to determine the strength of a brand, we look at Marketing Investment, Stakeholder Equity, and the impact of those on Business Performance.

Each brand is assigned a Brand Strength Index (BSI) score out of 100, which feeds into the brand value calculation. Based on the score, each brand is assigned a corresponding rating up to AAA+ in a format similar to a credit rating.

Analysing the three brand strength measures helps inform managers of a brand’s potential for future success.

Brand Strength Index	Marketing Investment	Widely recognised factors deployed by marketers to create brand loyalty and market share.
	Stakeholder Equity	Perceptions of the brand among different stakeholder groups, with customers being the most important.
	Business Performance	Quantitative market and financial measures representing the success of the brand in achieving price and volume premium.

Investment

Equity

Performance

Marketing Investment

- A brand that has high Marketing Investment but low Stakeholder Equity may be on a path to growth. This high investment is likely to lead to future performance in Stakeholder Equity which would in turn lead to better Business Performance in the future.
- However, high Marketing Investment over an extended period with little improvement in Stakeholder Equity would imply that the brand is unable to shape customers’ preference.

Stakeholder Equity

- The same is true for Stakeholder Equity. If a company has high Stakeholder Equity, it is likely that Business Performance will improve in the future.
- However, if the brand’s poor Business Performance persists, it would suggest that the brand is inefficient compared to its competitors in transferring stakeholder sentiment to a volume or price premium.

Business Performance

- Finally, if a brand has a strong Business Performance but scores poorly on Stakeholder Equity, it would imply that, in the future, the brand’s ability to drive value will diminish.
- However, if it is able to sustain these higher outputs, it shows that the brand is particularly efficient at creating value from sentiment compared to its competitors.

8. Brand Finance Malaysia 100 November 2018

Brand Finance Malaysia 100 November 2018 9.

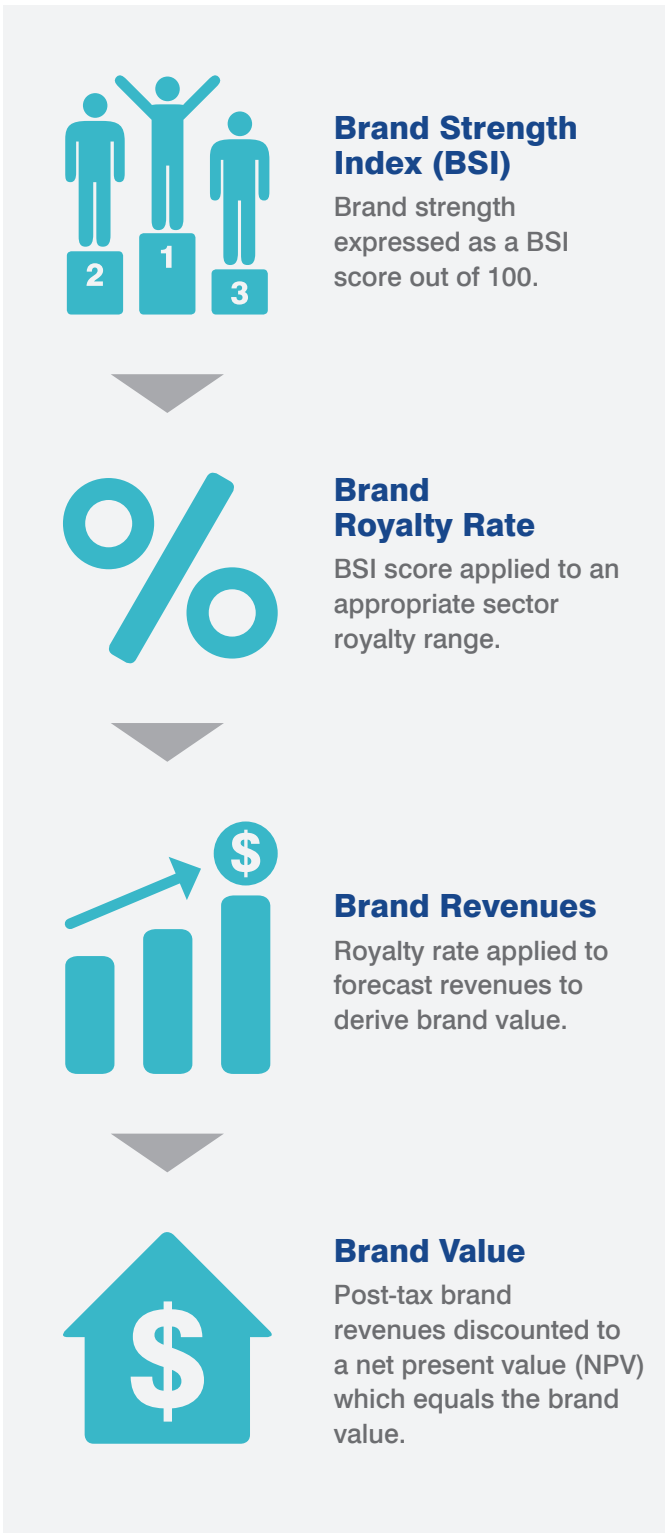
# Methodology.

Brand Finance calculates the values of the brands in its league tables using the **Royalty Relief approach** – a brand valuation method compliant with the industry standards set in **ISO 10668**.

This involves estimating the likely future revenues that are attributable to a brand by calculating a royalty rate that would be charged for its use, to arrive at a ‘brand value’ understood as a net economic benefit that a licensor would achieve by licensing the brand in the open market.

**The steps in this process are as follows:**

- 1 Calculate brand strength using a balanced scorecard of metrics assessing Marketing Investment, Stakeholder Equity, and Business Performance. Brand strength is expressed as a Brand Strength Index (BSI) score on a scale of 0 to 100.
- 2 Determine royalty range for each industry, reflecting the importance of brand to purchasing decisions. In luxury, the maximum percentage is high, in extractive industry, where goods are often commoditised, it is lower. This is done by reviewing comparable licensing agreements sourced from Brand Finance’s extensive database.
- 3 Calculate royalty rate. The BSI score is applied to the royalty range to arrive at a royalty rate. For example, if the royalty range in a sector is 0-5% and a brand has a BSI score of 80 out of 100, then an appropriate royalty rate for the use of this brand in the given sector will be 4%.
- 4 Determine brand-specific revenues by estimating a proportion of parent company revenues attributable to a brand.
- 5 Determine forecast revenues using a function of historic revenues, equity analyst forecasts, and economic growth rates.
- 6 Apply the royalty rate to the forecast revenues to derive brand revenues.
- 7 Brand revenues are discounted post-tax to a net



At Brand Finance we focus on  
measuring companies’ intangible  
value and helping them to grow it.

Valuation  
Analytics  
Strategy  
Transactions

Brand Finance plc, the world’s leading independent brand valuation and business strategy consultancy, has a global footprint with over 20 offices worldwide.

Our services complement and support each other, resulting in robust valuations underpinned by an in-depth understanding of revenue drivers and licensing practice.

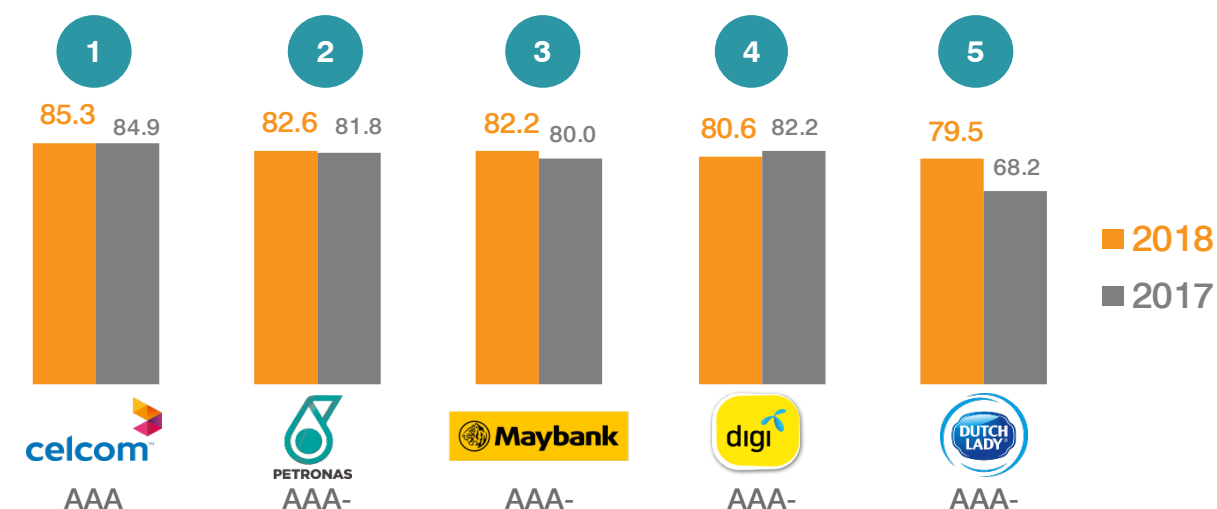
Brand Finance is one of the few companies that has the ISO 10668 certification for valuation services. Our work is frequently peer reviewed by the large audit firms and is well recognized by the tax authorities and government bodies worldwide.



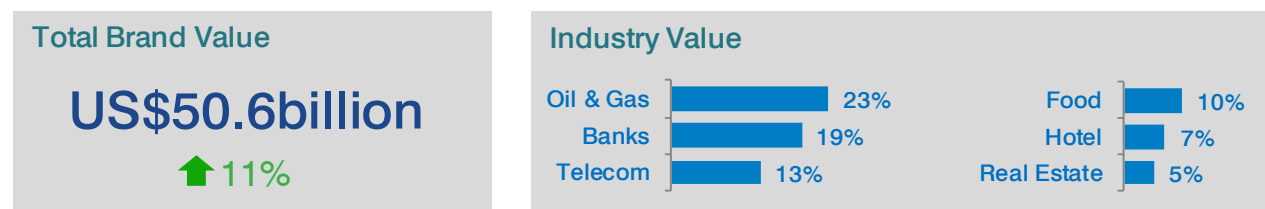
# Malaysia's Top 100 2018 Infographics.



## STRONGEST MALAYSIA BRANDS



\*The strongest brands are awarded based on Brand Finance's Brand Strength Index (BSI).



### MOST IMPROVED BRAND (by absolute value)



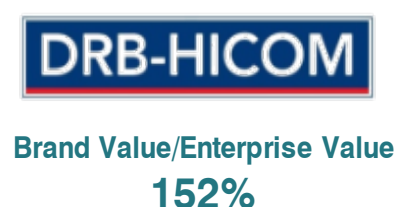
### MOST IMPROVED BRAND (by brand strength)



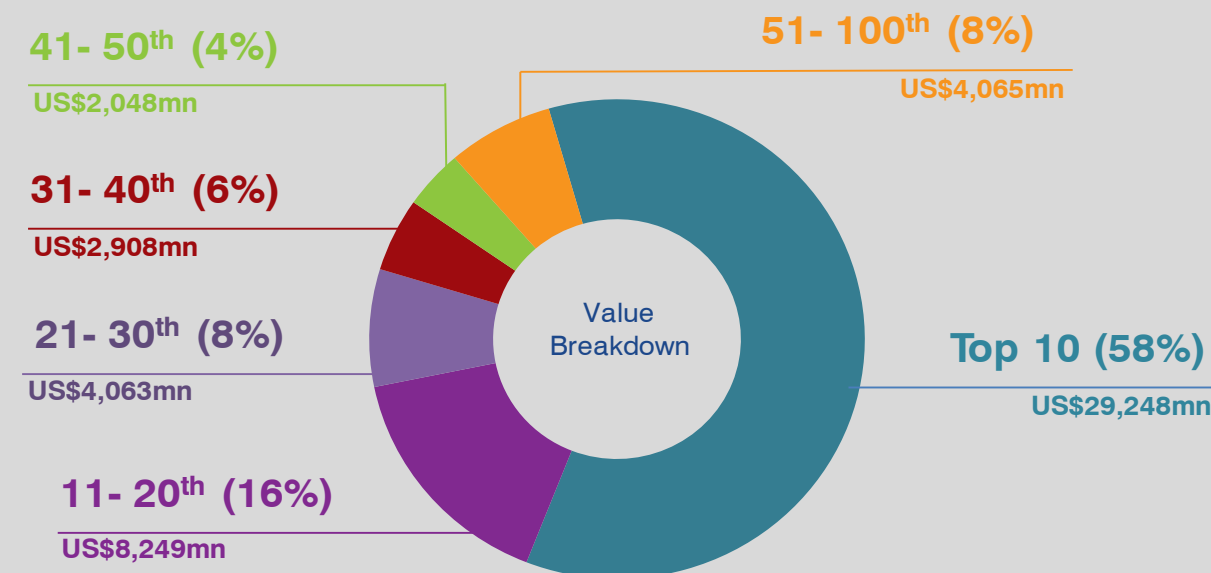
### HIGHEST RANKING GROWTH (with positive growth)



### HIGHEST INTANGIBLE VALUE (BV/EV ratio)



















































































































































The **TOP 10** brands make up **58%** of the Malaysia Top 100 brand value.



© Brand Finance

# Brand Finance Malaysia 100 (USD m).

Rank 2018	Rank 2017	Brand	Logo	2018 Brand Value (USD m)	2017 Brand Value (USD m)	2018 Brand Rating	2017 Brand Rating	Brand Value / Enterprise Value (%)
1	1	PETRONAS		11,501	10,596	AAA-	AAA-	22%
2	3	Maybank		3,160	2,548	AAA-	AAA-	14%
3	2	Genting		3,141	3,179	AA+	AA	24%
4	4	Sime darby		2,468	2,225	AA-	AA-	13%
5	5	CIMB		1,952	1,894	AA+	AA+	15%
6	6	Tenaga Nasional		1,624	1,583	AA	AA	6%
7	7	Public Bank		1,482	1,477	AA	AA+	8%
8	9	Maxis		1,462	1,369	AA+	AA+	11%
9	12	TM		1,230	1,215	AA+	AA+	18%
10	11	DiGi		1,228	1,244	AAA-	AAA-	13%
11		Celcom			1,273		AAA	25%
12		YTL			1,468		A	10%
13		AirAsia			535		AA+	17%
14		Axiata			875		AA-	6%
15		Astro Malaysia			786		AA	21%
16		Berjaya			825		A	35%
17		RHB Bank			627		A+	14%
18		Hong Leong Financial			472		AA-	13%
19		IOI			489		A+	6%
20		Felda Global Ventures			423		A	18%
21		KLK			436		A-	6%
22		Misc			365		A	5%
23		U Mobile			301		AA-	32%
24		Berjaya Land			410		A	25%
25		Sunway			398		A+	12%

Rank 2018	Rank 2017	Brand	Logo	2018 Brand Value (USD m)	2017 Brand Value (USD m)	2018 Brand Rating	2017 Brand Rating	Brand Value / Enterprise Value (%)
26		AmBank			392		AA	14%
27		IHH			336		A-	3%
28		Gamuda			238		A+	9%
29		IJM			326		A	9%
30		Setia			572		A+	10%
31		IOI PROPERTIES			243		A+	8%
32		Hap Seng			241		A+	5%
33		Parkson			233		AA-	82%
34		Batu Kawan			226		A-	8%
35		Dutch Lady Milk			226		AA-	30%
36		Malaysia Airports			196		AA-	6%
37		Eco World			242		A+	16%
38		Magnum			276		A+	39%
39		Padini			206		AA-	56%
40		Bank Islam			233		AA-	15%
41		Malaysia Airlines			314		A+	0%
42		Tropicana			175		A+	34%
43		Proton			212		A+	14%
44		Malakoff Corp Bhd			182		A+	5%
45		SapuraKencana			229		A	3%
46		KPJ Healthcare			156		A	15%
47		Top Glove			160		A+	12%
48		Affin Bank			150		AA-	17%
49		Boustead			105		A-	5%
50		QL Resources			137		AA-	8%



Rank 2018	Rank 2017	Brand	Logo	2018 Brand Value (USD m)	2017 Brand Value (USD m)	2018 Brand Rating	2017 Brand Rating	Brand Value / Enterprise Value (%)
51		Time dotCom			117		A+	15%
52		IGB			143		A+	16%
53		UOA Development			143		A	17%
54		Kossan Rubber Industries			161		BBB	15%
55		Mah Sing			214		BBB	20%
56		Umw			83		A	8%
57		UEM Sunrise			122		A-	7%
58		MBSB			106		A	9%
59		Alliance Financial			126		A	9%
60		Pos Malaysia			105		AA	16%
61		Takaful Malaysia			101		A-	28%
62		DRB-Hicom			156		A-	152%
63		OSK			158		A	12%
64		Westports			51		A-	4%
65		UEM Edgenta			125		A-	25%
66		Press Metal			97		A+	2%
67		Matrix Concepts			58		A	26%
68		Gas Malaysia			82		A	12%
69		Ta Enterprise			97		BB	43%
70		Yes			84		A+	26%
71		V.S. Industry			57		BBB	9%
72		Cahaya Mata Sarawak			69		A	8%
73		Cagamas			47		BBB	0%
74		Eastern & Oriental			47		A	10%
75		Bank Muamalat			-		A	0%

Rank 2018	Rank 2017	Brand	Logo	2018 Brand Value (USD m)	2017 Brand Value (USD m)	2018 Brand Rating	2017 Brand Rating	Brand Value / Enterprise Value (%)
76		Nirvana Asia			63		AA-	0%
77		Lpi Capital			42		BBB	5%
78		Malayan Flour Mills			27		A	16%
79		Bursa Malaysia			46		AA-	8%
80		Star Publications (Malaysia)			126		A+	21%
81		Bonia			68		A+	45%
82		Kulim Malaysia			36		A-	17%
83		Kenanga			33		A	54%
84		Jaya Tiasa			-		A	11%
85		Dialog Group Bhd			-		-	0%
86		Takaful Ikhlas			35		BBB	60%
87		Malaysian Reinsurance			33		BB	35%
88		Bumi Armada Bhd			-		0	1%
89		Guan Chong			36		BBB	11%
90		Tan Chong Motor			22		A+	5%
91		Wah Seong			32		BBB	8%
92		P1			29		AA-	23%
93		Msm Malaysia			17		A+	3%
94		The Store			31		A+	0%
95		Tune Ins Holding			25		A+	11%
96		Mmc			11		A	1%
97		PPB Group			13		A+	0%
98		Southern Steel			14		BBB	4%
99		Media Prima			13		A	6%
100		Kwantas			-		A-	6%

# Consulting Services.






MARKETING

We help marketers to connect their brands to business performance by evaluating the return on investment (ROI) of brand-based decisions and strategies.



FINANCE

We provide financiers and auditors with an independent assessment on all forms of brand and intangible asset valuations.



TAX

We help brand owners and fiscal authorities to understand the implications of different tax, transfer pricing, and brand ownership arrangements.



LEGAL

We help clients to enforce and exploit their intellectual property rights by providing independent expert advice in- and outside of the courtroom.

# Brand Value Report.

A Brand Value Report provides a complete breakdown of the assumptions, data sources, and calculations used to arrive at your brand's value.

Each report includes expert recommendations for growing brand value to drive business performance and offers a cost-effective way to gaining a better understanding of your position against competitors.

## What is a Brand Value Report?

### Brand Valuation Summary

- + Internal understanding of brand
- + Brand value tracking
- + Competitor benchmarking
- + Historical brand value

### Brand Strength Index

- + Brand strength tracking
- + Brand strength analysis
- + Management KPIs
- + Competitor benchmarking

### Royalty Rates

- + Transfer pricing
- + Licensing/franchising negotiation
- + International licensing
- + Competitor benchmarking

### Cost of Capital

- + Independent view of cost of capital for internal valuations and project appraisal exercises

### Customer Research

- + Utilities
- + Insurance
- + Banks
- + Telecoms

For more information regarding our Brand Value Reports, please contact:

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## What are the benefits of a Brand Value Report?



### Insight

Provide insight as to how the brand is performing vs. key competitors on underlying measures and drivers of brand value and brand strength.



### Strategy

Understand where brand value is being generated by region and channel in order to identify areas of opportunity that warrant further investigation.



### Benchmarking

Track year-on-year changes to brand value and set long-term objectives against which high-level brand performance can be benchmarked.



### Education

Provide a platform of understanding which the company can use to educate employees on the importance of the brand.



### Communication

Communicate your brand's success to shareholders, customers, and other strategically selected audiences.



### Understanding


Understand and appreciate the value of your brand as an asset of the business.


# Contact details.

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# Glossary of Terms.

## Brand

Trademarks and trademark licenses together with associated goodwill

## BrandBeta®

Brand Finance’s proprietary method for determining the strength, risk and future potential of a brand relative to its competitor set

## Branded Business

The whole business trading under a particular brand or portfolio of brands, the associated goodwill and all the intangible elements at work within the business

## Brand Rating

A summary opinion, similar to a credit rating, on a brand based on its strength as measured by Brand Finance’s ‘Brand Strength Index’

## Brand Value

The net present value of the estimated future cash flows attributable to the brand (see Methodology section for more detail)

## Discounted Cash Flow (DCF)

A method of evaluating an asset value by estimating future cash flows and taking into consideration the time value of money and risk attributed to the future cash flows

## Discount Rate

The interest rate used in discounting future cash flows

## Enterprise Value

The combined market value of the equity and debt of a business less cash and cash equivalents

## Fair Market Value (FMV)

The price at which a business or assets would change hands between a willing buyer and a willing seller, neither of whom are under compulsion to buy or sell and both having reasonable knowledge of all relevant facts at the time

## Holding Company

A company controlling management and operations in another company or group of other companies

## Intangible Asset

An identifiable non-monetary asset without physical substance

## Net Present Value (NPV)

The present value of an asset’s net cash flows (minus any initial investment)

## Tangible Value

The fair market value of the monetary and physical assets of a business

## Weighted Average Cost of Capital (WACC)

An average representing the expected return on all of a company’s securities. Each source of capital, such as stocks, bonds, and other debts, is assigned a required rate of return, and then these required rates of return are weighted in proportion to the share each source of capital contributes to the company’s capital structure



# Communications Services.

We offer a variety of services to help communicate your brand's success.





**Brand Finance<sup>®</sup>**

**Strongest  
Global Brand 2018**

**Your Brand**

Example digital endorsement stamp for use on your website as well as in investor relations and advertising, to recognise your brand's performance.



**BRAND EXCHANGE<sup>®</sup>**

WHERE BRANDS MEET FINANCE

**BECOME A MEMBER**

A contemporary and exclusive members' club & events venue in the heart of the City of London

Characterful space for meetings and private events  
Members' events with focus on marketing and branding  
Discounted room hire for members



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Brand Exchange is a member of the Brand Finance plc group of companies

**Brand Dialogue<sup>®</sup>**



**Value-Based Communications**

We execute strategic communications programmes to optimise the value of your business and to enhance brand perception among stakeholders.

**SERVICES**

- Research and Insights
- Project Management and Agency Steering
- Content and Channel Strategy
- Integrated Communications Planning and Execution
- Communications Workshops

For more information, contact [enquiries@brand-dialogue.co.uk](mailto:enquiries@brand-dialogue.co.uk) or visit [www.brand-dialogue.co.uk](http://www.brand-dialogue.co.uk)

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