



Pharmaceuticals 10 2018

The annual report on the most valuable pharmaceutical brands

August 2018

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. Sceptical 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 marketing and finance. 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 marketing 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 research revealed the compelling link between strong brands and stock market performance. It was found that investing in 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.

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 more than 20 years, we have helped companies and organisations of all types to connect their brands to the bottom line.

We pride ourselves on four key strengths:

- Independence
- Technical Credibility
- Transparency
- Expertise.

Brand Finance puts thousands of the world’s biggest brands to the test every year, evaluating which are the strongest and most valuable.

For more information, please visit our website:
www.brandfinance.com

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For further information on Brand Finance®’s services and valuation experience, please contact your local representative:

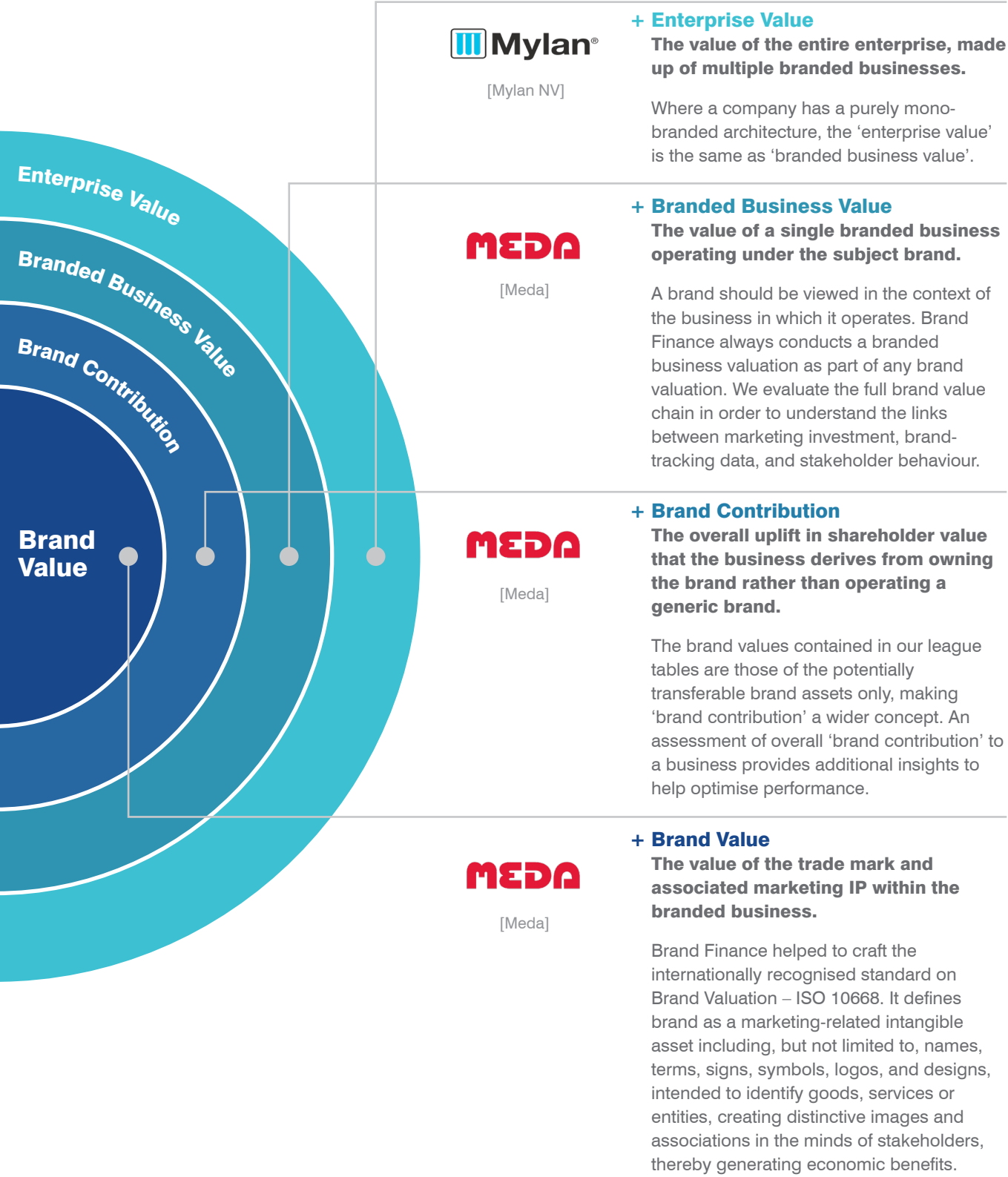
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Definitions.

Brand Value



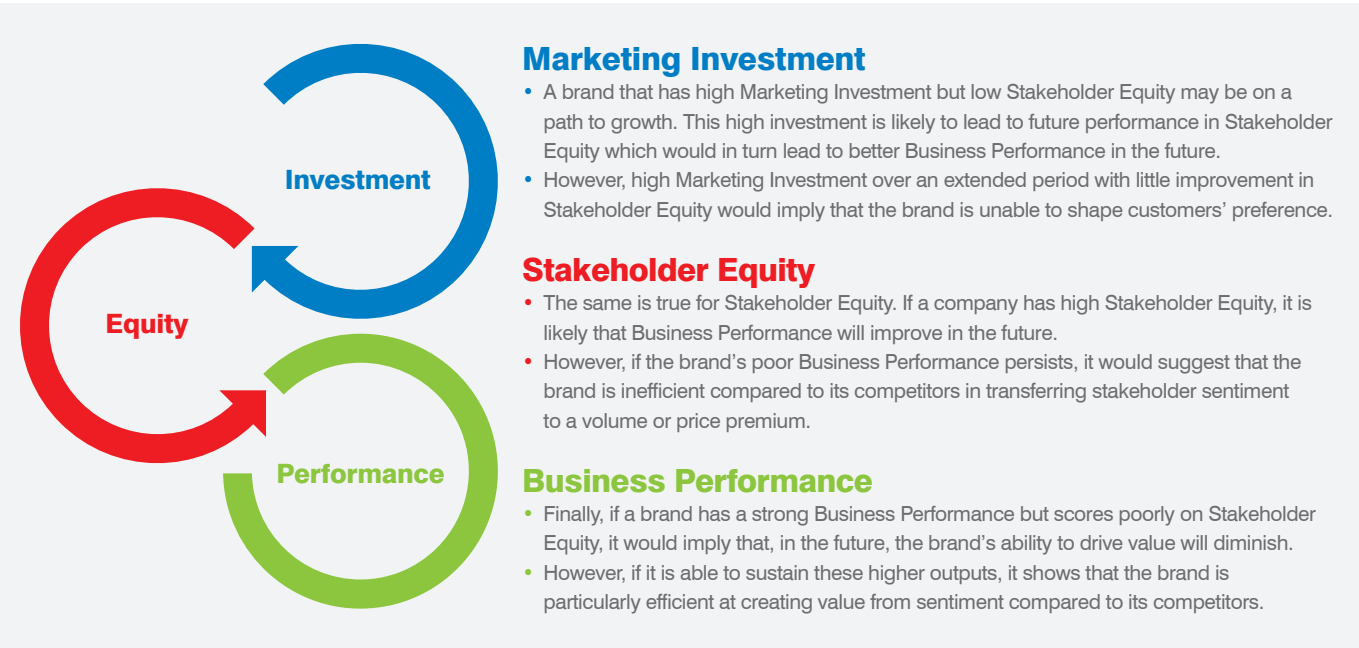
Brand Strength

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

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.



Executive Summary.



St. Jude’s Acquisition Boosts Abbott

Abbott has been ranked as one of the world’s top ten pharmaceutical brands for the first time. With a 77% brand value growth to US\$3.7 billion, American pharma giant Abbott enters the Brand Finance Pharmaceuticals 10 ranking in 4th place following its acquisition and rebranding of medical device firm St. Jude Medical and diagnostic-testing company Alere, which were both successfully completed last year.

Abbott is now at the forefront of the medical devices and diagnostics markets, with a rapidly expanding presence in cardiovascular care, large and high-growth cardiovascular device generation. The brand’s largest business is its medical devices unit, which includes minimally invasive support for heart diseases, stroke, carotid artery disease. Abbott’s other significant segments span across nutritionals, point-of-care diagnostics and pharmaceuticals.

Meanwhile, Roche (brand value up 5% to US\$6.4 billion) retains its title as the world’s most valuable pharmaceutical brand after a strong and stable year. The Swiss brand improved on all measures, with the Brand

Abbott’s intelligent M&A activity combined with a clear strategy in extending the Abbott brand, has boosted its performance this year. Abbott enters the top ten ranking with an impressive 4th place debut, firmly positioning itself as a global leader in medical products. Whilst Roche has remained steady at the top of the ranking, Abbott is growing rapidly and may challenge for the top spots if it sustains this promising growth in the future.

David Haigh
CEO, Brand Finance

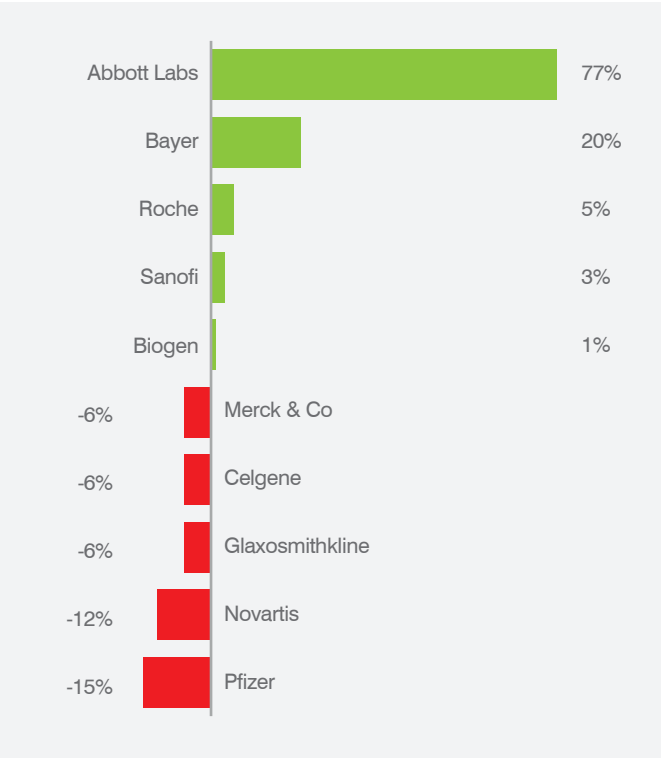
Strength Index (BSI) score climbing from 72.5 to 78.2 out of 100, and its brand rating a notch higher at AA+ from AA last year.

Pfizer and Novartis lose value

Pfizer suffered a significant brand value loss, more than any other brand in the Brand Finance Pharmaceuticals 10 2018. Reduced revenues, lower forecasts, and a heightened sense of sector risk adversely affected Pfizer’s brand value. The drug maker has also been hit by significant legal fees after paying out against accusations that it violated the False Claims Act.

Novartis (down 12% to US\$3.6 billion) fell one place since last year, as a result of Abbott’s new entry to the Brand Finance Pharmaceuticals 10 2018. In addition, Novartis endured a difficult year, with the departure of their CEO Joe Jimenez who was embroiled in controversy regarding signing off questionable payments to Donald Trump’s then lawyer Michael Cohen. The brand’s head of legal Felix Ehrat claimed responsibility for the scandal by resigning.

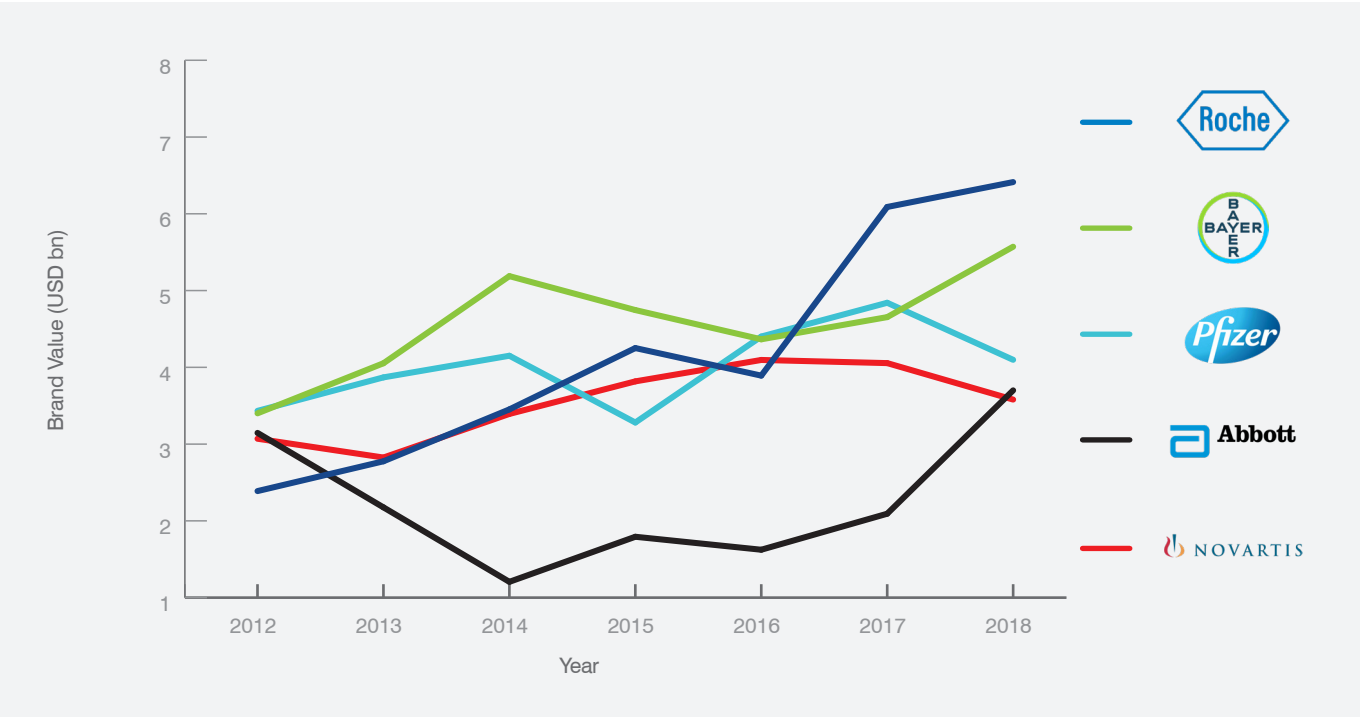
Brand Value Change 2017-2018 (%)



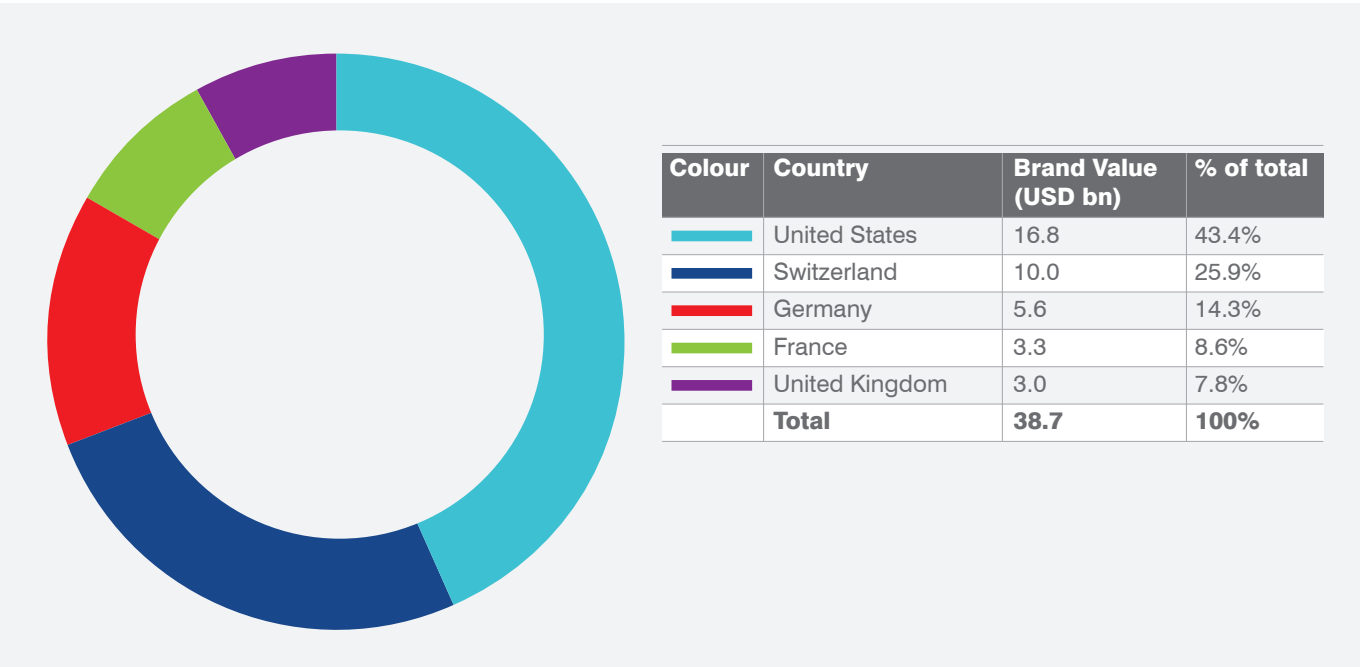
Top 10 Most Valuable Brands

	1	Rank 2018: 1 2017: 1 →	BV 2018: \$6,413m BV 2017: \$6,089m Brand Rating: AA+	-15%
	2	Rank 2018: 2 2017: 3 ↑	BV 2018: \$5,571m BV 2017: \$4,654m Brand Rating: AAA-	+20%
	3	Rank 2018: 3 2017: 2 ↓	BV 2018: \$4,098m BV 2017: \$4,841m Brand Rating: AA+	-15%
	4	Rank 2018: 4 2017: New	BV 2018: \$3,700m BV 2017: \$2,093m Brand Rating: AA+	+77%
	5	Rank 2018: 5 2017: 4 ↓	BV 2018: \$3,580m BV 2017: \$4,055m Brand Rating: AA	-12%
	6	Rank 2018: 6 2017: 7 ↑	BV 2018: \$3,323m BV 2017: \$3,213m Brand Rating: AA	+3%
	7	Rank 2018: 7 2017: 5 ↓	BV 2018: \$3,217m BV 2017: \$3,413m Brand Rating: AA+	-6%
	8	Rank 2018: 8 2017: 6 ↓	BV 2018: \$3,133m BV 2017: \$3,327m Brand Rating: AA-	-6%
	9	Rank 2018: 9 2017: 8 ↓	BV 2018: \$3,004m BV 2017: \$3,210m Brand Rating: AA	-6%
	10	Rank 2018: 10 2017: 10 →	BV 2018: \$2,611m BV 2017: \$2,573m Brand Rating: AA+	+1%

Brand Value Over Time



Brand Value by Country



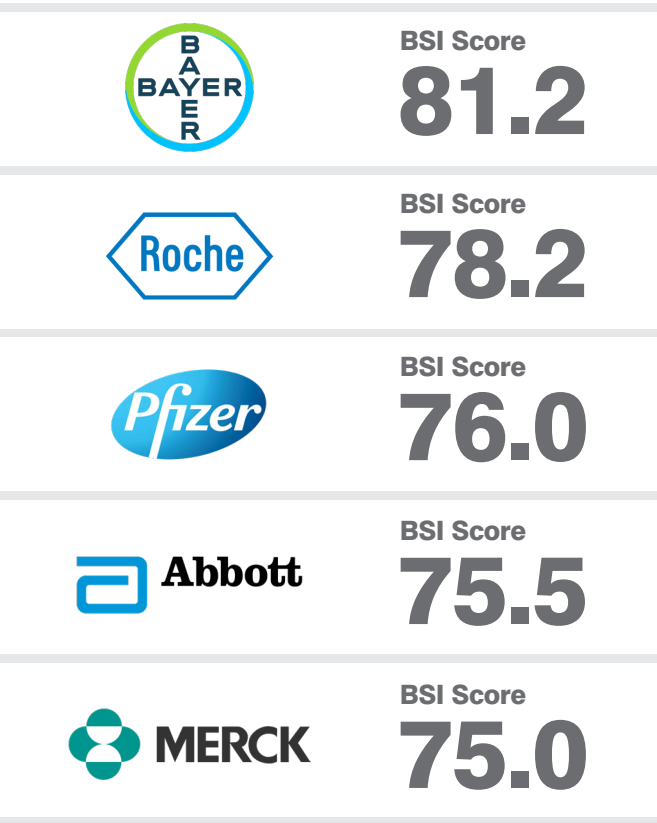
Novartis’s new CEO Vas Narasimhan has an opportunity to build the strength of the Novartis brand by returning to an innovative culture that takes advantage of new developments in data and technology whilst also focusing on its ethics and compliance functions.

Bayer’s brand value on the up

Germany’s Bayer (up 20% to US\$5.6 billion) is ranked the world’s second most valuable pharmaceuticals brand, overtaking Pfizer (down 15% to US\$4.1 billion). Separate from Bayer’s brand activity in the pharmaceutical industry, Bayer is now integrating Monsanto’s chemical business following the \$66 billion takeover.

This will have limited direct impact on Bayer’s pharmaceutical business, though shedding the association with the detested agricultural industry brand will be a challenge for all of Bayer’s operations. Brand strength might help Bayer pull through this difficult transition period. With a Brand Strength Index (BSI) score of 81.2 and a high AAA- brand rating, Bayer is the strongest of all pharmaceutical brands in the top

Top 5 Strongest Brands



Although Bayer has moved up into second place in this year’s ranking, its M&A activity – in contrast to Abbott’s – puts question marks over the future of its brand. Bayer’s share price sliding last week, when Monsanto was ordered to pay damages over cancer risks associated with their products, reveals the weight of the reputational liability brought in with the acquisition.

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CEO, Brand Finance



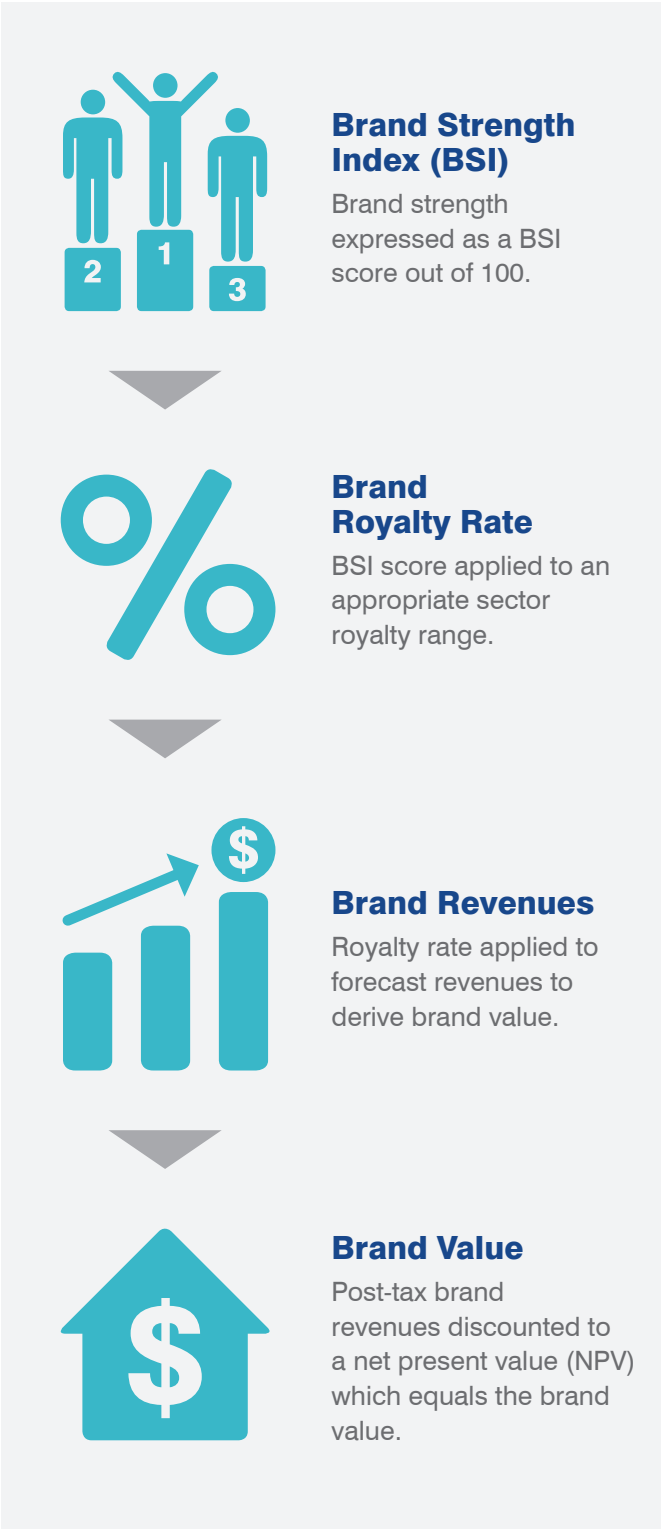
Methodology.

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 present value which equals the brand value.



Disclaimer

Brand Finance has produced this study with an independent and unbiased analysis. The values derived and opinions produced in this study are based only on publicly available information and certain assumptions that Brand Finance used where such data was deficient or unclear. Brand Finance accepts no responsibility and will not be liable in the event that the publicly available information relied upon is subsequently found to be inaccurate. The opinions and financial analysis expressed in the report are not to be construed as providing investment or business advice. Brand Finance does not intend the report to be relied upon for any reason and excludes all liability to any body, government or organisation.

Understand Your Brand’s Value.

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.

Consulting Services.



Communications Services.

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



Brand Finance®

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.

Contact us.

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