Brand Finance®





India 100 2019

The annual report on the most valuable and strongest Indian brands July 2019

About Brand Finance.

Brand Finance is the world's leading independent brand valuation 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

+ Transparency

+ Technical Credibility

+ Expertise

We put thousands of the world's biggest brands to the test every year, evaluating which are the strongest and most valuable.

Brand Finance helped craft the internationally recognised standard on Brand Valuation – ISO 10668, and the recently approved standard on Brand Evaluation – ISO 20671.



Get in Touch.

For business enquiries, please contact: Richard Haigh

Managing Director rd.haigh@brandfinance.com

For media enquiries, please contact: Sehr Sarwar

Communications Director s.sarwar@brandfinance.com

For all other enquiries, please contact:

enquiries@brandfinance.com

+44 (0)207 389 9400

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

in linkedin.com/company/brand-finance

twitter.com/brandfinance

facebook.com/brandfinance

instagram.com/brand.finance

Brand Finance

Brandirectory

The world's largest brand value database.

Visit to see all Brand Finance rankings, reports, and whitepapers published since 2007.

www.brandirectory.com

Contents.

About Brand Finance	2
Get in Touch	2
Request Your Brand Value Report	4
Brand Valuation Methodology	5
Foreword	6
Executive Summary	8
Brand Finance India 100 (USD m)	12
Definitions	14
Consulting Services	16
Brand Evaluation Services	17
Communications Services	18
Brand Finance Network	20

Request Your 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 + Tech + Insurance + Auto + Banks + Hotels + Telecoms + Beers + Airlines + Oil & Gas

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

enquiries@brandfinance.com

What are the benefits of a Brand Value Report?



Insight



Strategy



Benchmarking



Education



Communication



Understanding

Brand Valuation 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.



Brand Strength Index (BSI)

Brand strength expressed as a BSI score out of 100.



Brand Royalty Rate

BSI score applied to an appropriate sector royalty range.



Brand Revenues

Royalty rate applied to forecast revenues to derive brand value.



Brand Value

Post-tax brand revenues discounted to a net present value (NPV) which equals the brand value.

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.

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.

Tata Group Tops Ranking as Indian Brands Record Strong Brand Value Growth.

- + Tata Group tops Brand Finance India 100 2019 ranking again, brand value up 37% to US\$19.6 billion
- + India's biggest banks register solid growth: State Bank of India, HDFC Bank and ICICI Bank
- Mahindra Group jumps 6 places to enter top 5 for first time, brand value US\$5.2 billion
- + ADAG suffers a 65% drop in brand value, falling 28 places in ranking
- + Challenger Jio is most valuable new entrant and India's strongest brand, BSI score 87.01 out of 100

6 Brand Finance India 100 July 2019

Brand Finance India 100 July 2019

Executive Summary.



Tata Group dominates

Tata Group (brand value up 37% to US\$19.6 billion) is once again India's most valuable brand.

Mumbai-headquartered Tata Group is one of India's largest conglomerates, operating in over 100 countries, across 5 continents. The Group's dominance is clear with its brand value totalling more than second-placed LIC's (up 23% to US\$7.3 billion) and third-placed **Infosys**' (up 8% to US\$6.5 billion) brand values combined.

Banks register solid growth

Fourteen banking brands feature in this year's Brand Finance India 100 report, with India's three largest banks all registering solid growth: State Bank of India (up 34% to US\$6.0 billion), HDFC Bank (up 19% to US\$4.9 billion) and ICICI Bank (up 41% to US\$3.9 billion).

The banking sector is currently undertaking a major shift as a result of an increase in spending on infrastructure, technology and innovative customer experience tools, all of which have the potential to contribute to heightened brand values across the board for banks. Advancements in technology have brought mobile and internet banking platforms to the top of their game, keeping them well placed to serve their varied customer base against the backdrop of a well-regulated robust environment.

Tata Group is to be commended for its ability to scale new heights, as it is not only India's most valuable brand, but has also recorded faster growth than any other top 25 brand, with an impressive 37% increase. The Group's brand presence across autos, IT services, steel and chemicals continues to go from strength to strength and remains a pioneering force to be reckoned with.

David Haigh CEO. Brand Finance

Mahindra & Mahindra jump into top 5

From farm tractors to financial services to cutting-edge IT services, **Mahindra Group** is going from strength to strength, its brand value growing 35% to US\$5241 million and thus sealing its position in the top 5 for the first time. Mahindra group has been making strong inroads into US markets and is setting some strong global ambitions.

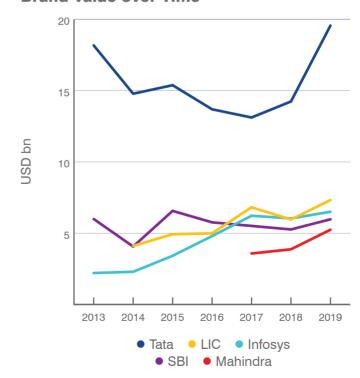
ADAG suffers steep drop

Anil Dhirubhai Ambani Group (ADAG) has witnessed the steepest drop in brand value, falling 65% to US\$559 million and dropping 28 positions in the ranking. The brand has witnessed continuous erosion in its value creation due to increased pressure from various group businesses and is currently facing some stiff questions from its stakeholders.

Jio is India's strongest

In addition to measuring overall brand value, Brand Finance also evaluates the relative strength of brands, based on factors such as marketing investment, familiarity, loyalty, staff satisfaction, and corporate reputation. Alongside revenue forecasts, brand

Brand Value over Time



Top 10 Most Valuable Brands





2019: **\$19,559m** 2018: **\$14.236m**







2019: **\$7,322m** 2018: **\$5,961m**







2019: **\$6,501m** +7.7% 2018: **\$6,035m**











2019: **\$5,241m** 2018: **\$3,869m**

+35.5%





2019: **\$4,844m** +19.0% 2018: **\$4.070m**



















2018: **\$4,039m**



+12.4%



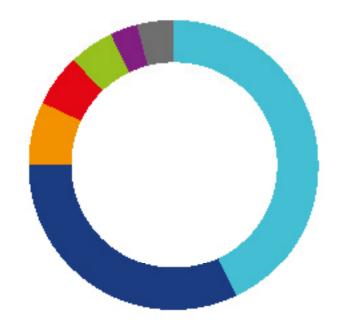
2019: **\$4,002m** 2018: **\$3,201m**

+25.0%

Executive Summary. Executive Summary.

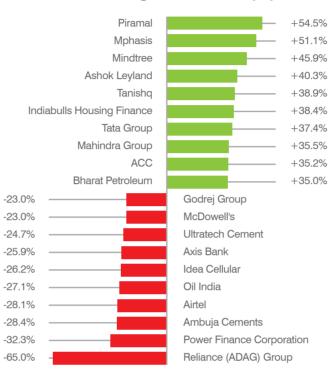


Brand Value by Sector



	Sector	(USD bn)	% of total
•	Engineering & Construction	26.6	17.7%
•	Banking	23.1	15.4%
•	Oil & Gas	17.3	11.5%
•	Auto	15.8	10.5%
•	IT Services	15.2	10.1%
•	Telecoms	10.1	6.7%
•	Other	42.2	28.1%
	Total	150.1	100.0%

Brand Value Change 2018-2019 (%)



strength is a crucial driver of brand value. According to these criteria, telecommunications brand Jio (brand value US\$3.6 billion) is India's strongest brand with a Brand Strength Index (BSI) score of 87.01 out of 100 and a corresponding AAA brand strength rating.

Reliance Jio is making headway towards becoming India's number 1 telecommunications provider. It seems likely that the brand will retain its low-price strategy. Impressively, challenger brand Jio, is the highest new entrant in this year's Brand Finance India 100 2019 in 14th position.

New entrants

Aside from Jio, 6 further brands have made their debut into the ranking, across a variety of sectors. Growing off the back of a huge organized retail opportunity in India, hypermarket chain **DMart** (US\$937 million) has entered the ranking in 33rd position. India's homegrown FMCG brand **Patanjali** (US\$614 million) continues to make waves and steal market share from its multinational competitors and has entered the ranking in 51st position. Further down the table, new entrants Chennai Petroleum (US\$258 million), Indian Overseas Bank (US\$248 million) and Max Life Insurance (US\$240 million) are all ones to watch for the year to come.

Top 10 Strongest Brands





2019: **87.0** AAA 2018: -







2019: **86.5** AAA



1 20



-1.5

2019: **84.6** AAA 2018: **77.2 AA**+

2018: **88.0** AAA



MARUTI 🌠 💲 SUZUKI

1 22

2019: **84.4 AAA**-2018: **76.9 AA**+

+7.5

IndiGo

12

2019: **83.4 AAA**-+4.3 2018: **79.1** AA+



2019: **82.5 AAA**-2018: **85.6 AAA**

-3.1



1 46

+12.1

2019: **82.4 AAA**-2018: **70.2** AA





1 33



2019: **81.0** AAA-2018: **73.9** AA



1 58



+13.8

2019: **80.6** AAA-2018: **66.8** AA-





2019: **80.4 AAA**-2018: **80.0** AAA-

+0.5

Sector Reputation Analysis.

Why brand reputation matters

Comparing brand reputation across sectors is a valuable process. Brand categories are converging in different ways, with new technologies disrupting many industries, and our sector analysis highlights which categories are more vulnerable to disruption and new entrants.

Auto Brands Well-Regarded

Car brands enjoy a strong reputation globally and in India in particular, with the highest average reputation score in India. Premium German margues lead the way - Mercedes, Audi and BMW in particular, but more accessible local brands such as Tata and Baiai also score well. Auto brands are seen as trustworthy and deliver on quality - and, importantly, also rate highly for being innovative.

Hence while many tech brands are seeking to become leaders in 'personal transportation', established auto brands have strong consumer equity (globally and in India) and are not going to give way easily.

Globally and in India, consumers generally hold the big auto players in high regard, including those whose budgets and product range are within reach of the expanding middle classes. By continuing to innovate and delivering on quality, these brands are well positioned to withstand the attempts of big tech to muscle in on their space.

Steven Thomson Insight Director, Brand Finance

Sectors Ranked by Reputation



Auto

8.1/10



Beers

8.0/10



Tech



Oil & Gas 7.8/10



Hotels

7.8/10



4= **Utilities**

7.8/10



Airlines

7.6/10



Insurance 7.6_{/10}



Banking

7.0/10



Telecoms 6.8/10

Sectors Ranked by Reputation



2 Auto

7.1/10



3= **Beers**

7.0/10



3= Tech

7.0/10



5= Oil & Gas 6.8/10



Hotels

7.3/10



8 **Utilities**

6.5/10



5= **Airlines**

6.8/10



Insurance 6.6/10



Banking



Telecoms 6.2/10

Confidence in tech is high

Nonetheless, tech brands clearly have potential and ability to disrupt categories, because consumers continue to hold the tech sector in high regard - despite various incidents and challenges to the reputation of some industry giants. In India, the sector ranks jointsecond for overall reputation out of the 10 sectors covered in Brand Finance's research, and globally, tech is in the top 3.

Brands such as **Google**, **YouTube**, and **Apple** enjoy strong reputations in India, with several others in the top 20 of all brands covered. Consumers generally feel that these brands broadly deliver on their promises.

Notably, scores for trust are also high – Indian consumers trust most tech brands, including Facebook and (broadly) Uber – brands with more mixed reputations in other parts of the globe.

Banks and telecoms lag behind

In contrast, banking brands and telecoms providers look more vulnerable to tech disruption. These sectors have the weakest reputation overall globally and in India. Brands in these sectors are rated lowest of all for overall reputation, trust and quality of service, and little improvement is evident over the past 12 months.

Seven of the lowest-scoring brands of all in Russia are telecoms, including some major brands such as MTS and Reliance. However, Jio has a much more positive reputation and high ratings for value, and has a significant lead over other category players.

Banking is little different, though some of the smaller regional providers particularly struggling. As with telecoms, there are exceptions where quality is recognised - State Bank of India stand well clear of the pack.

With these notable exceptions, brands such as Apple and PayPal enjoying significantly higher scores for reputation, innovation, and closeness. Banking and telecoms brands need to address this reputational challenge as (fin)tech brands increasingly encroach on their territories.

Brand Finance India 100 (USD m).

Top 100 mos	t valuable	Indian	brands	1-50
--------------------	------------	--------	--------	------

2019 Rank	2018 Rank		Brand	Sector	2019 Brand Value	Brand Value Change	2018 Brand Value	2019 Brand Rating	2018 Brand Rating
1	1	+	Tata Group	Engineering & Construction	\$19,559m	+37.4%	\$14,236m	AA+	AA+
2	4	1	LIC	Insurance	\$7,322m	+22.8%	\$5,961m	AAA-	AA
3	3	(Infosys	IT Services	\$6,501m	+7.7%	\$6,035m	AA+	AA+
4	6	1	State Bank of India	Banking	\$5,973m	+34.4%	\$4,443m	AA+	AA
5	11	1	Mahindra Group	Auto	\$5,241m	+35.5%	\$3,869m	AA	AA
6	8	1	HDFC Bank	Banking	\$4,844m	+19.0%	\$4,070m	AAA	AAA
7	2	1	Airtel	Telecoms	\$4,789m	-28.1%	\$6,660m	AAA-	AAA
8	5	+	HCL	IT Services	\$4,648m	+1.7%	\$4,573m	AA	AA+
9	9	(Reliance	Oil & Gas	\$4,539m	+12.4%	\$4,039m	AA+	AA+
10	13	1	Wipro	IT Services	\$4,002m	+25.0%	\$3,201m	AA+	AA+
11	12	1	Maruti Suzuki	Auto					
12	14	1	ICICI Bank	Banking	₽		₽	₽	₽
13	10	+	Larsen & Toubro	Engineering & Construction					
14	-	New	Jio	Telecoms	₽		₽	₽	₽
15	7	+	Indian Oil	Oil & Gas					
16	19	1	Bharat Petroleum	Oil & Gas	₽		₽	₽	₽
17	15	+	ONGC	Oil & Gas				₽	
18	18	+	Bajaj Group	Auto	₽		₽	₽	₽
19	16	1	Gold Flake	Tobacco				₽	
20	17	+	Amul	Food					
21	24	1	Hindustan Petroleum	Oil & Gas	₽				
22	26	1	Hero	Auto					
23	20	+	Kotak Mahindra Bank	Banking					
24	23	+	Asian Paints	Retail					
25	29	1	ITC	Hotels					
26	21	+	Axis Bank	Banking					₽
27	22	1	Aditya Birla	Engineering & Construction					
28	25	+	Godrej Group	Tech	₽		₽	₽	₽
29	27	1	Idea Cellular	Telecoms					
30	34	1	Tanishq	Retail	₽		₽	₽	₽
31	31	+	Britannia	Food					
32	33	1	Officer's Choice	Spirits	₽			₽	
33	-	New	Dmart	Retail					
34	30	+	Ultratech Cement	Engineering & Construction	<u></u>		<u></u>	₽	<u></u>
35	37	1	5	Beers					
36	41	1	JSW	Mining, Iron & Steel	<u> </u>	₽	₽	₽	<u> </u>
37	47	1	Ashok Leyland	Auto					
38	38	+	Adani Group	Utilities	<u> </u>	₽	₽	₽	<u> </u>
39	32	+	Wills	Tobacco					
40	43	1	Royal Enfield	Auto	<u> </u>		<u></u>	₽	₽
41	36	+	Yes Bank	Banking					
42	51	1	Flipkart	Tech	<u> </u>		<u></u>	<u> </u>	<u> </u>
43	39	+	Vedanta Resources	Mining, Iron & Steel					
44	46	1	GAIL	Utilities	<u> </u>	<u></u>	<u></u>	<u></u>	
45	56	1	Bank Of Baroda	Banking					
46	44	+	Zee	Media				₽	
47	52	1	Parle	Food					
48	53	1	TVS	Auto			₽	₽	
49	42	1	Power Grid	Utilities					
50	40	•	Royal Stag	Spirits					

2019 Rank	2018 Rank		Brand	Sector	2019 Brand Value	Brand Value Change	2018 Brand Value	2019 Brand Rating	2018 Brand Rating
51	-	New	Patanjali	Cosmetics & Personal Care					í
52	48	+	Future Retail	Retail	₽				í
3	50	+	Apollo Tyres	Tires					1
54	45	+	NTPC	Utilities	<u></u>				í
55	54	+	Nandini	Food					í
56	28	+	Reliance (ADAG) Group	Utilities					1
57	35	+	McDowell's	Spirits					1
58	58	+	Canara Bank	Banking					1
59	59	+	Punjab National Bank	Banking					1
60	70	1	SAIL	Mining, Iron & Steel					
61	62	1	Indusind Bank	Banking					i
62	60	+	BSNL	Telecoms					1
63	55	+	Indigo	Airlines					1
64	71	1	Motherson Sumi	Tires					
65	49	+	Dabur	Cosmetics & Personal Care					i
66	64	+	Coal India	Mining, Iron & Steel	<u> </u>				
67	84	1	Mphasis	Tech					
68	61	+	Bank of India	Banking	<u> </u>				
69	66	+	MRF	Tires					
70	93	1	Piramal	Pharma					
71	75	1	Mother Dairy	Food					
72	85	1	Air India	Airlines					
73	57	+	MRPL	Oil & Gas					
74	88	1	ACC	Engineering & Construction					
75	69	+	Union Bank of India	Banking					
76	89	1	Indiabulls Housing Finance	Banking					
77	67	+	Scissors	Tobacco	<u> </u>				i
78	76	+	Berger Paints	Retail	<u> </u>	₽			
79	73	+	Saffola	Retail					
30	63	+	Bharat Heavy Electricals	Tech		₽	₽		
31	96	1	Mindtree	Tech					
82	79	+	Cairn India	Oil & Gas	<u> </u>	<u> </u>	<u> </u>		
83	81	+	Sun Pharma	Pharma					
34	83	+	Havells	Tech	<u> </u>	<u> </u>	Δ	<u> </u>	
35	82	+	Nerolac	Retail					
36	94	1	IDBI Bank	Banking	<u> </u>	<u> </u>	<u> </u>	<u> </u>	
37	65	+	Ambuja Cements	Engineering & Construction					
38	68	+	Oil India	Oil & Gas	<u> </u>	<u> </u>	<u> </u>	<u> </u>	
39	80	+	Pidilite	Chemicals	<u> </u>	<u> </u>	<u> </u>	<u> </u>	
90	98	+	Raymond	Apparel	_ _	<u> </u>	<u> </u>	<u> </u>	
91	87	+	Bharti Infratel	Tech	<u> </u>	<u> </u>	<u> </u>	<u> </u>	
92	86	į	Voltas	Engineering & Construction	_ _	<u> </u>	_ <u>-</u>	<u> </u>	
93	91	+	JK Tyres	Tires	<u> </u>	<u> </u>	<u> </u>	<u> </u>	
94	100	+	CESE Limited	Utilities		_	_		
95	72	.	Power Finance Corporation	Banking	<u> </u>	<u> </u>	<u> </u>	<u> </u>	
96	90	Ť	Syndicate Bank	Banking	<u> </u>	<u> </u>		<u> </u>	
97	-	New	Chennai Petroleum	Oil & Gas	-	<u> </u>	<u> </u>	<u> </u>	
98	95		Sun Tv	Media	<u> </u>	<u> </u>	•	-	
	30	•	Out IV	IVICUIA	-	-	-	_	

Banking

Insurance

14 Brand Finance India 100 July 2019 15

99 - New Indian Overseas Bank

New Max Life Insurance

Definitions.

Enterprise Value Branded Business Value Brand Contribution [Tata Consultancy Services] **Brand** Value

Brand Value

+ Enterprise Value

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

Where a company has a purely monobranded architecture, the 'enterprise value' is the same as 'branded business value'.

+ 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, brandtracking data, and stakeholder behaviour.



TATA

[Tata Group]]

TATA

[Tata Consultancy Services]

+ 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.



[Tata Consultancy Services]

+ 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**

Stakeholder **Equity**

Business **Performance** Widely recognised factors deployed by marketers to create brand loyalty and market share.

Perceptions of the brand among different stakeholder groups, with customers being the most important.

Quantitative market and financial measures representing the success of the brand in achieving price and volume premium.

Investment 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.

16 Brand Finance India 100 July 2019 Brand Finance India 100 July 2019 17

Consulting Services.

1. Valuation: What are my intangible assets worth?

Valuations may be conducted for technical purposes and to set a baseline against which potential strategic brand scenarios can be evaluated.

- + Branded Business Valuation
- + Trademark Valuation
- + Intangible Asset Valuation
- + Brand Contribution

4. Transactions: Is it a good deal? Can I leverage my intangible assets?

Transaction services help buyers, sellers, and owners of branded businesses get a better deal by leveraging the value of their intangibles.

- + M&A Due Diligence
- + Franchising & Licensing
- + Tax & Transfer Pricing
- + Expert Witness

2. Analytics: How can I improve marketing effectiveness?

Analytical services help to uncover drivers of demand and insights. Identifying the factors which drive consumer behaviour allows an understanding of how brands create bottom-line impact.

- Market Research Analytics +
- Return on Marketing Investment +
 - Brand Audits +
 - Brand Scorecard Tracking +

3. Strategy: How can I increase the value of my branded business?

Strategic marketing services enable brands to be leveraged to grow businesses. Scenario modelling will identify the best opportunities, ensuring resources are allocated to those activities which have the most impact on brand and business value.

- Brand Governance +
- Brand Architecture & Portfolio Management +
 - Brand Transition +
 - Brand Positioning & Extension +



We help marketers to

connect their brands to

business performance by

evaluating the return on

brand-based decisions

investment (ROI) of

and strategies.



We provide financiers and

independent assessment

on all forms of brand and

auditors with an

intangible asset

valuations.

Brand & Business

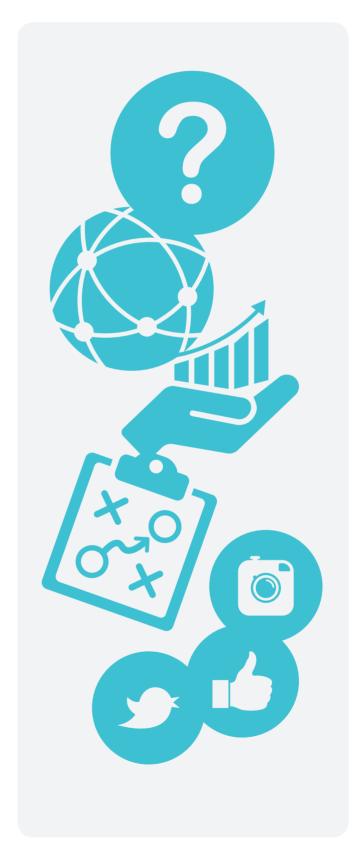
Value

LEGAL

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

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

Brand Evaluation Services.



How are brands perceived in my category?

Brand Finance tracks brand fame and perceptions across over 30 markets in 10 consumer categories. Clear, insightful signals of brand performance, with data mining options for those who want to dig deeper – all at an accessible price.

What if I need more depth or coverage of a more specialised sector?

Our bespoke brand scorecards help with market planning and can be designed to track multiple brands over time, against competitors, between market segments and against budgets. Our 30-country database of brand KPIs enables us to benchmark performance appropriately.

Do I have the right brand architecture or strategy in place?

Research is conducted in addition to strategic analysis to provide a robust understanding of the current positioning. The effectiveness of alternative architectures is tested through drivers analysis, to determine which option(s) will stimulate the most favourable customer behaviour and financial results.

How can I improve return on marketing investment?

Using sophisticated analytics, we have a proven track record of developing comprehensive brand scorecard and brand investment frameworks to improve return on marketing investment.

What about the social dimension? Does my brand get talked about?

Social interactions have a proven commercial impact on brands. We measure actual brand conversation and advocacy, both real-world word of mouth and online buzz and sentiment, by combining traditional survey measures with best-in-class social listening.

18 Brand Finance India 100 July 2019 Brand Finance India 100 July 2019 19

Communications Services.

How we can help communicate your brand's performance in brand value rankings



Brand Accolade – create a digital endorsement stamp for use in marketing materials, communications, annual reports, social media and website. Advertising use subject to terms and conditions.



TOP 100 INDIAN **BRAND**



MOST VALUABLE INDIAN



STRONGEST INDIAN **BRAND**



Video Endorsement – record video with Brand Finance CEO or Director speaking about the performance of your brand, for use in both internal and external communications.



Bespoke Events - organise an award ceremony or celebratory event, coordinate event opportunities and spearhead communications to make the most of them.



Digital Infographics - design infographics visualising your brand's performance for use across social media platforms.



Trophies & Certificates – provide a trophy and/or hand-written certificate personally signed by Brand Finance CEO to recognise your brand's performance.



Sponsored Content – publish contributed articles, advertorials, and interviews with your brand leader in the relevant Brand Finance report offered to the press.



Media Support – provide editorial support in reviewing or copywriting your press release, pitching your content to top journalists, and monitoring media coverage.

Brand Dialogue®



Value-Based Communications

With strategic planning and creative thinking, we develop communications plans to create dialogue with stakeholders that drives brand value. Our approach is integrated, employing tailored solutions for our clients across PR, marketing and social media.

SERVICES

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

For more information, contact enquiries@brand-dialogue.co.uk or visit www.brand-dialogue.co.uk

nd Dialogue is a member of the Brand Finance plc group of companies



BECOME A MEMBER TODAY

A CONTEMPORARY AND EXCLUSIVE

IN THE HEART OF THE CITY OF LONDON

CHARACTERFUL SPACE MEMBERS, EVENTS DISCOUNTED

FOCUS ON MARKETING ROOM HIRE

PRIVATE EVENTS BRANDING MEMBERS

3 Birchin Lane, London, EC3V 9B +44 (0) 207 389 9410 enquiries@brandexchange.com

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

20 Brand Finance India 100 July 2019 Brand Finance India 100 July 2019 21

Brand Finance Network.

For further information on our services and valuation experience, please contact your local representative:

Market	Contact	Email	Telephone
Asia Pacific	Samir Dixit	s.dixit@brandfinance.com	+65 906 98 651
Australia	Mark Crowe	m.crowe@brandfinance.com	+61 282 498 320
Canada	Charles Scarlett-Smith	c.scarlett-smith@brandfinance.com	+1 514 991 5101
Caribbean	Nigel Cooper	n.cooper@brandfinance.com	+1 876 825 6598
China	Scott Chen	s.chen@brandfinance.com	+86 186 0118 8821
East Africa	Jawad Jaffer	j.jaffer@brandfinance.com	+254 204 440 053
France	Bertrand Chovet	b.chovet@brandfinance.com	+33 6 86 63 46 44
Germany	Holger Muehlbauer	h.muehlbauer@brandfinance.com	+49 151 54 749 834
India	Savio D'Souza	s.dsouza@brandfinance.com	+44 207 389 9400
Indonesia	Jimmy Halim	j.halim@brandfinance.com	+62 215 3678 064
Ireland	Simon Haigh	s.haigh@brandfinance.com	+353 087 669 5881
Italy	Massimo Pizzo	m.pizzo@brandfinance.com	+39 02 303 125 105
Japan	Jun Tanaka	j.tanaka@brandfinance.com	+81 90 7116 1881
Mexico & LatAm	Laurence Newell	I.newell@brandfinance.com	+52 1559 197 1925
Middle East	Andrew Campbell	a.campbell@brandfinance.com	+971 508 113 341
Nigeria	Tunde Odumeru	t.odumeru@brandfinance.com	+234 012 911 988
Romania	Mihai Bogdan	m.bogdan@brandfinance.com	+40 728 702 705
South Africa	Jeremy Sampson	j.sampson@brandfinance.com	+27 82 885 7300
Spain	Teresa de Lemus	t.delemus@brandfinance.com	+34 654 481 043
Sri Lanka	Ruchi Gunewardene	r.gunewardene@brandfinance.com	+94 11 770 9991
Turkey	Muhterem Ilgüner	m.ilguner@brandfinance.com	+90 216 352 67 29
UK	Richard Haigh	rd.haigh@brandfinance.com	+44 207 389 9400
USA	Charles Scarlett-Smith	c.scarlett-smith@brandfinance.com	+1 514 991 5101
Vietnam	Lai Tien Manh	m.lai@brandfinance.com	+84 90 259 82 28

T: +44 (0)20 7389 9400

E: enquiries@brandfinance.com

www.brandfinance.com

