



# NBA 2023

**The annual report on the most valuable and strongest NBA brands**  
October 2023

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# About Brand Finance.

**Brand Finance is the world's leading brand valuation consultancy.**

**We bridge the gap between marketing and finance**

Brand Finance was set up in 1996 with the aim of 'bridging the gap between marketing and finance'. For more than 25 years, we have helped companies and organisations of all types to connect their brands to the bottom line.

**We quantify the financial value of brands**

We put thousands of the world's biggest brands to the test every year. Ranking brands across all sectors and countries, we publish over 100 reports annually.

**We offer a unique combination of expertise**

Our teams have experience across a wide range of disciplines from marketing and market research, to brand strategy and visual identity, to tax and accounting.

**We pride ourselves on technical credibility**

Brand Finance is a chartered accountancy firm regulated by the Institute of Chartered Accountants in England and Wales, and the first brand valuation consultancy to join the International Valuation Standards Council.

Our experts helped craft the internationally recognised standards on Brand Valuation – ISO 10668 and Brand Evaluation – ISO 20671. Our methodology has been certified by global independent auditors – Austrian Standards – as compliant with both, and received the official approval of the Marketing Accountability Standards Board.



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# Foreword.

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**David Haigh**  
Chairman,  
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.

Professional sports and football in particular fosters some of the most recognizable brands globally. Top teams and organizations such as the LA Lakers, the English Premier League, Dallas Cowboys, and others boast brand strength similar to that of Coca Cola and Google which truly puts their caliber into perspective. Many of these top brands earn sizeable sums through broadcasting, commercial and matchday income with a significant chunk of commercial income being derived from corporate sponsorship, a market which continues to grow each year. With such significant money on the table and the rise of new opportunities across the industry, the necessity for a clear understanding of all aspects of football finance is crucial to the success of all stakeholders in the industry. We trust you will find the insights generated in this report informative and useful in your endeavours, and we look forward to continuing the conversation with you in the future.

# Warriors' Gold Rush: Team's Brand Value Hits \$1.5 Billion.

- + The **Golden State Warriors** are in a league of their own with a brand value of USD1.5 billion
- + The **LA Lakers** are the NBA's strongest brand
- + The **Boston Celtics** climb up the brand value ranking to 3<sup>rd</sup>
- + The **LA Clippers** enter the top 5
- + The **Denver Nuggets'** historic championship win leads to a brand value and brand strength increase

# Ranking Analysis.



# Ranking Analysis.



## Warriors' Gold Rush: Team's Brand Value Hits \$1.5 Billion

With a brand value of USD1.5 billion, the **Golden State Warriors** maintain their position as the world's most valuable NBA brand, significantly outpacing the second-ranked **Los Angeles Lakers**, whose brand value stands at USD842 million.

Entering the 2022-23 season as reigning champions, the Warriors were defeated by the Lakers in the Western Conference finals. Consequently, the Warriors suffered a negative impact on their Brand Strength Index (BSI) score which dropped 2.4 points to 83.7 out of 100.

Despite the San Francisco-based team's on-court performance falling short of the expectations fans have grown accustomed to, their brand value remains remarkably high, driven by record-breaking revenue from the previous season.

The team's business strategy has rapidly evolved beyond traditional basketball, driven by strategic partnerships in Silicon Valley, an enriched fan experience for its social media followers, and the innovative use of the Chase Center.

**With a winning culture as their foundation, and under the helm and clear strategy of Peter Guber and Joe Lacob, the Golden State Warriors have propelled themselves to six NBA Finals appearances in the last eight seasons – a truly remarkable feat for the once struggling team. This has developed the brand's strength which, when paired with a constantly evolving and growing business strategy, makes them a force to be reckoned with.**

**Hugo Hensley**  
Head of Sports Services, Brand Finance

Top 10 Most Valuable NBA Brands

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1 ← 1



\$1,466 m  
+106%

2 ← 2



\$842 m  
+22%

3 ↑ 5



\$589 m  
+78%

4 ↑ 9



\$455 m  
+83%

5 ↓ 4



\$448 m  
+35%

6 ↓ 3



\$439 m  
+7%

7 ↑ 14



\$437 m  
+115%

8 ↓ 7



\$373 m  
+33%

9 ↓ 8



\$347 m  
+39%

10 ↓ 6



\$333 m  
+17%



## Top 10 Strongest NBA Brands

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1 ↑ 2


86.8 +1.4  
AAA

2 ↓ 1


83.7 -2.4  
AAA-

3 ← 3


82.6 +6.1  
AAA-

4 ↑ 6


74.5 +3.5  
AA+

5 ↓ 4


73.1 +1.7  
AA

6 ↓ 5


71.9 +0.7  
AA

7 ↑ 8


69.4 +2.2  
AA-

8 ↓ 7


67.0 -1.6  
AA-

9 ← 9


66.0 +1.9  
AA-

10 ↑ 14


65.9 +5.3  
AA-

### The LA Lakers are the NBA's strongest brand

The **LA Lakers** boast the league's highest BSI score with an 86.8 out of 100, earning a notable 1.4-point increase from last year. This uptick can be attributed to their improved league performance and securing a place in the playoffs for the first time since 2021, even though they were ultimately defeated by the 2023 champions, the **Denver Nuggets** (brand value USD155 million).

Having superstar LeBron James in their ranks, who broke the NBA's all-time leading scorer record earlier this year, and certainly one of the greatest players ever, has significantly impacted the LA Lakers' valuation. It has not only provided them with a competitive advantage and drawn other top-tier players to the team, but also heightened fan engagement and created new business opportunities off the court.

**Alfred DuPuy**

Valuation &amp; Strategy Director, Brand Finance North America



## The Boston Celtics climb up the ranking to 3<sup>rd</sup>

Climbing two spots in the ranking, the **Boston Celtics** are now the third most valuable NBA team, with a brand value of USD589 million. Tied with the **Lakers** for the most NBA titles at 17, the **Celtics** once again performed well in the Eastern Conference league last season but were ultimately defeated by the **Miami Heat** (brand value USD333 million) in the conference finals.

## The LA Clippers enter the top 5

The **Los Angeles Clippers** have jumped five spots to 4<sup>th</sup> with a brand value of USD455 million. In October last year, the team introduced ClipperVision marking the NBA's first direct-to-consumer streaming platform and a significant shift in the fan viewing experience. ClipperVision could hold substantial growth potential, particularly in an evolving media landscape.

However, with the increasing competitiveness of the TV industry and market oversaturation, as well as viewers experiencing subscription fatigue, we have

yet to see whether this will translate into a shift in viewership or an uptick in revenue. As of now, there haven't been any indications of other teams venturing down a similar path but will nonetheless be interesting to monitor.

## The Denver Nuggets' historic championship win leads to a brand value and brand strength increase

Winning their first championship in franchise history in the 2022-23 season, the **Denver Nuggets** have climbed three spots in the ranking to secure 20<sup>th</sup> position. The team's BSI has also jumped an impressive 6 points, to rank 14<sup>th</sup> for brand strength.

The team's success can be largely credited to Nikola Jokic, the unanimous Finals MVP, who, alongside Jamal Murray, guided the youthful squad to victory over the Miami Heat. With a roster boasting young talent and the Nuggets securing Jokic with a historic contract extension in June, the team is poised for ongoing success, both on and off the court. The Nuggets are a team to watch in terms of brand value growth over the next few years.



# AT&T's Sponsorship Investment into the NBA: Elevating Brand Perceptions, Usage, and Familiarity.

- + The NBA partnership positively influences both practical and emotional aspects of **AT&T's** brand
- + Converting brand awareness into consideration and usage is particularly evident among US basketball fans, where **AT&T** boasts the highest usage level compared to the Big 3 US Telecoms brands
- + **AT&T** has made substantial sponsorship investments in stadium naming rights and official partnerships with the NBA and individual teams

# Measuring Sponsorship Effectiveness.

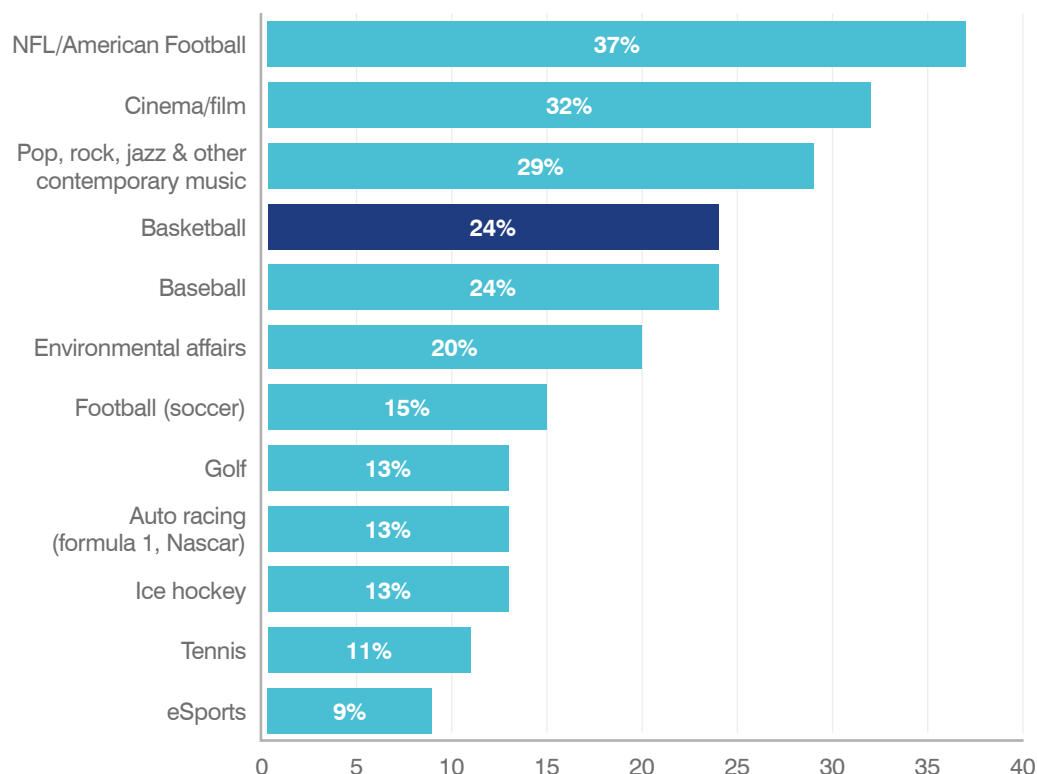


**Hugo Hensley**  
Head of Sports Services,  
Brand Finance

Brand Finance has conducted research into the effectiveness of brand sponsorships, including that of AT&T, a leading US telecom company. The research emphasized the significance of aligning brand interests with the target audience. With 24% of the US population describing themselves as interested in basketball, AT&T have capitalized on the sponsorship potential of the NBA.

## US Sports and Topics of Interest

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AT&T’s NBA Partnerships

In recent years, AT&T has developed numerous partnerships with the NBA, including Title sponsorships, stadium naming rights, and several individual agreements with teams such as the **Chicago Bulls** and **San Antonio Spurs**.

In 2019, AT&T inked a multiyear sponsorship deal with the NBA and WNBA, securing the official 5G Innovation partner role, with an estimated annual value of USD30 million. This sponsorship is dedicated to enhancing and expanding fan-centric experiences, whether within the venue or from the comfort of home. Additionally, AT&T's sponsorship with the San Antonio Spurs extended to include the team's stadium, formerly known as the AT&T Center from 2006 to 2023, at a reported cost of USD41 million.

These sponsorships indicate that AT&T has a strong presence in the NBA as well as its commitment to further developing its partnership to attract more fans to the game.

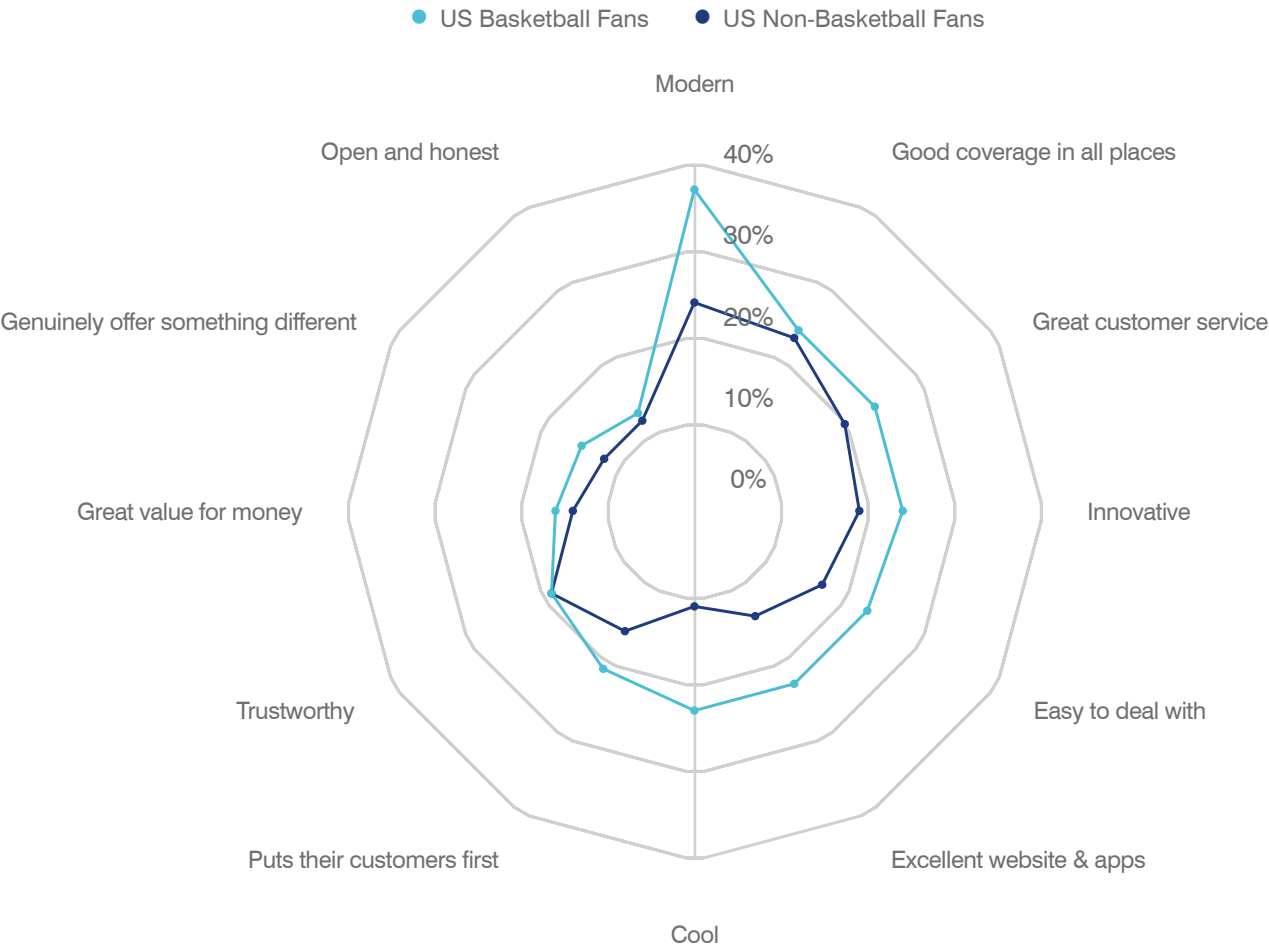
Impact on Brand Perception

The impact of a sponsorship relies on its ability to shape consumer behavior and attitudes. AT&T's partnership with the NBA has a favorable influence on both the functional and emotional aspects of the brand.

The goal is to not only boost purchase intent but also foster customer loyalty. Especially among basketball fans in the US, AT&T is notably regarded as a much more modern brand, because of its ability to highlight cutting edge connectivity and digital experiences.

AT&T Brand Attributes

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## Financial Returns

While developing brand attributes may be a goal, the ultimate financial return on investment from sponsorship comes through influencing customer behavior.

With over 90% brand awareness rates in the US, AT&T's strategy is centered on converting this high awareness into consideration and usage. US basketball fans are more inclined to consider and use AT&T compared to non-fans, and the sponsorship significantly boosts conversion rates at each stage of the customer journey.

AT&T's brand is used by 33% of the US population, but this rises to 44% in US basketball fans. Although this high-level analysis cannot attribute this additional usage directly to sponsorship activities, the value of the additional user base among basketball fans amounts to approximately \$12 Billion per year for AT&T, illustrating the potential value of sponsorship activities.

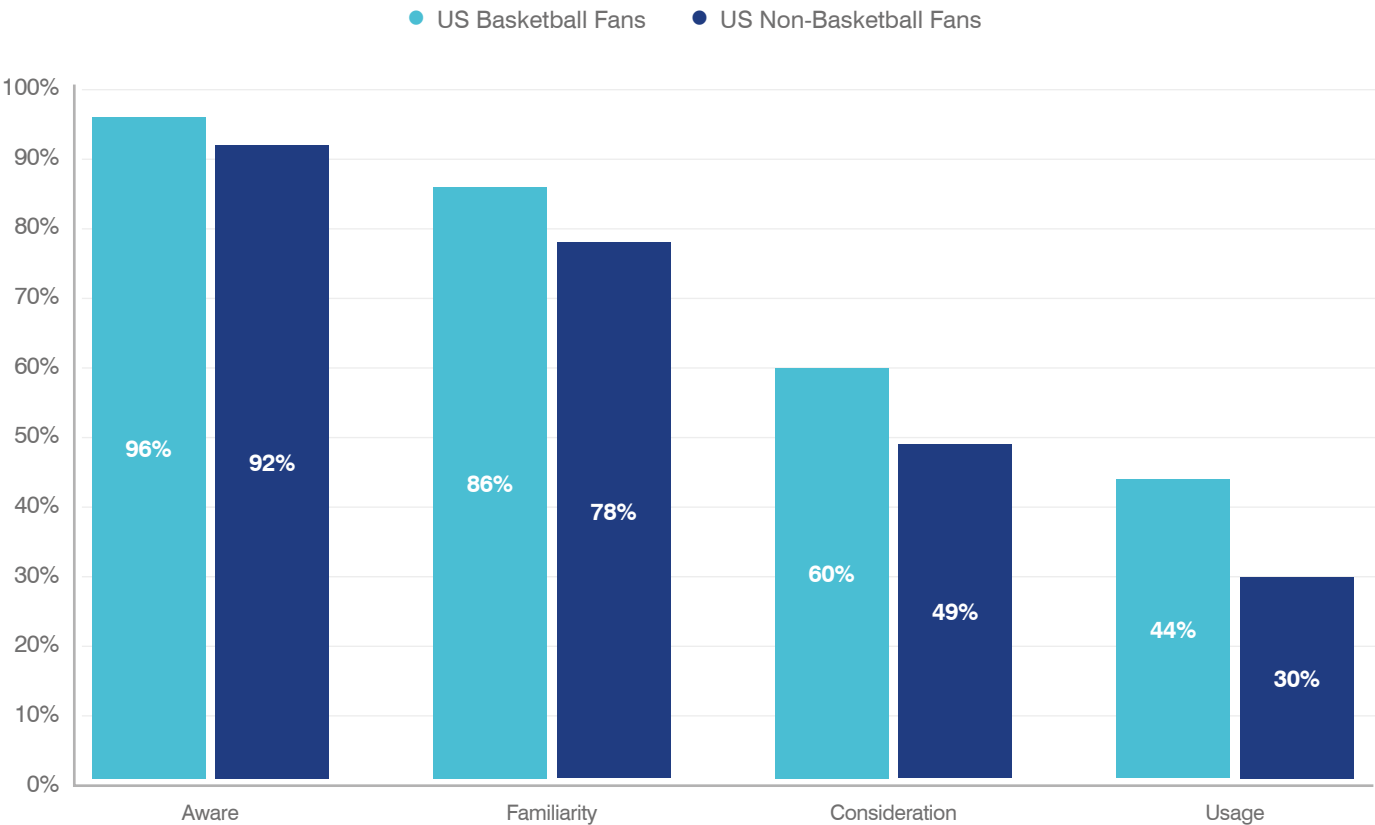
Brand Usage is a vital metric in the brand funnel because it represents customer loyalty, long-term value, and word-of-mouth marketing – critical factors that drive brand equity and ultimately success. AT&T has prioritized improving its usage amongst users through a basketball sponsorship strategy.

This commitment is evident in AT&T's active involvement and significant investment in NBA sponsorships, which has yielded a relatively higher usage level amongst US basketball followers (44.0%) compared to other significant US telecoms brands, **T-Mobile** (38.8%), and **Verizon** (35.7%).

In conclusion, evaluating sponsorship effectiveness should always go beyond just tracking media exposure. Consumer behavior is the key indicator. AT&T's collaboration with the NBA serves as a prime illustration of how sponsorship can be financially lucrative and deeply resonate with the intended consumer demographic.

## AT&T Brand Funnel - Impact of NBA Sponsorships

© Brand Finance Plc 2023



# Brand Value Ranking (USDm).

## Top 30 most valuable NBA brands 1-30

2023 Rank	2022 Rank		Team	2023 Brand Value	Brand Value Change	2022 Brand Value	2023 Brand Rating	2022 Brand Rating
1	1	←	Golden State Warriors	1,466	+106.0%	712	AAA-	AAA
2	2	←	Los Angeles Lakers	842	+21.5%	693	AAA	AAA
3	5	↑	Boston Celtics	589	+77.8%	331	AAA-	AA+
4	9	↑	Los Angeles Clippers	455	+83.3%	248	AA-	AA-
5	4	↓	Chicago Bulls	448	+34.7%	333	AA	AA
6	3	↓	New York Knicks	439	+7.5%	409	AA-	A+
7	14	↑	Milwaukee Bucks	437	+114.8%	203	AA+	AA
8	7	↓	Brooklyn Nets	373	+33.3%	280	AA-	AA-
9	8	↓	Dallas Mavericks	347	+39.3%	249	A+	A+
10	6	↓	Miami Heat	333	+17.1%	284	AA	AA
11	13	↑	Philadelphia 76ers	🔒	🔒	🔒	🔒	🔒
12	16	↑	Phoenix Suns	🔒	🔒	🔒	🔒	🔒
13	12	↓	Cleveland Cavaliers	🔒	🔒	🔒	🔒	🔒
14	10	↓	Houston Rockets	🔒	🔒	🔒	🔒	🔒
15	11	↓	Toronto Raptors	🔒	🔒	🔒	🔒	🔒
16	15	↓	San Antonio Spurs	🔒	🔒	🔒	🔒	🔒
17	20	↑	Sacramento Kings	🔒	🔒	🔒	🔒	🔒
18	18	←	Atlanta Hawks	🔒	🔒	🔒	🔒	🔒
19	19	←	Utah Jazz	🔒	🔒	🔒	🔒	🔒
20	23	↑	Denver Nuggets	🔒	🔒	🔒	🔒	🔒
21	21	←	Washington Wizards	🔒	🔒	🔒	🔒	🔒
22	17	↓	Detroit Pistons	🔒	🔒	🔒	🔒	🔒
23	26	↑	Memphis Grizzlies	🔒	🔒	🔒	🔒	🔒
24	25	↑	Oklahoma City Thunder	🔒	🔒	🔒	🔒	🔒
25	24	↓	Orlando Magic	🔒	🔒	🔒	🔒	🔒
26	27	↑	Minnesota Timberwolves	🔒	🔒	🔒	🔒	🔒
27	22	↓	Portland Trail Blazers	🔒	🔒	🔒	🔒	🔒
28	28	←	New Orleans Pelicans	🔒	🔒	🔒	🔒	🔒
29	29	←	Indiana Pacers	🔒	🔒	🔒	🔒	🔒
30	30	←	Charlotte Hornets	🔒	🔒	🔒	🔒	🔒





**Insights.**

# Precision and structure in Sponsorship Evaluation – Best Practice.

## Why is tracking corporate sponsorship a critical management practice?

*Brand Finance defines sponsorship as “the financial, or similar support, of any individual, company, team, activity, or event which is used primarily to achieve specific business goals through association with the rights holder. For a brand, these goals typically include building awareness and equity through positive association”*

Whilst sponsorship is by no means limited to sporting ventures, according to MarketWatch, the sports sponsorship market alone was estimated to exceed to US\$63.1bn in 2021 and is forecast to grow to US\$109.1bn by 2030.

To help instil confidence, and provide clear and concise structure to sponsorship tracking, Brand Finance has created a robust framework which links sponsorship activities to brand and business performance and identifies how sponsorship activities effect customer perception, acquisition and loyalty – and critically it assesses both non-financial and financial performance to provide a 360-degree view.

## Setting up a sponsorship evaluation framework

Step one is to identify the core brand objectives and whether sponsorship can help achieve those objectives. Typically, this is done through mapping these objectives to brand equity measures so that performance can be tracked over time.

For example, if brand awareness is the objective, putting your brand name on an NFL stadium or a player endorsement would certainly contribute to this result (but at what cost?).

Secondly, it's important to have a base-line evaluation taken prior to key sponsorship activations so that there is a clear benchmark from which future performance and tracking can be measured.

Market research among the appropriate stakeholders can be used to assess successful activations and highlight where activation strategy can be adjusted to achieve the desired results.



Through this, rights-holders can provide feedback to their brand partners to:

- Exhibit the impact of the brand partnership on fan perceptions of the partner
- Understand how sponsorship exposure affects different audiences
- Measure past activations and assist in planning and strategy for future activations
- Compare to the market and understand what works and what doesn't

The below example examines the difference in brand consideration for the airline Emirates, a brand that has been and remains associated with some of the biggest clubs in European Soccer.

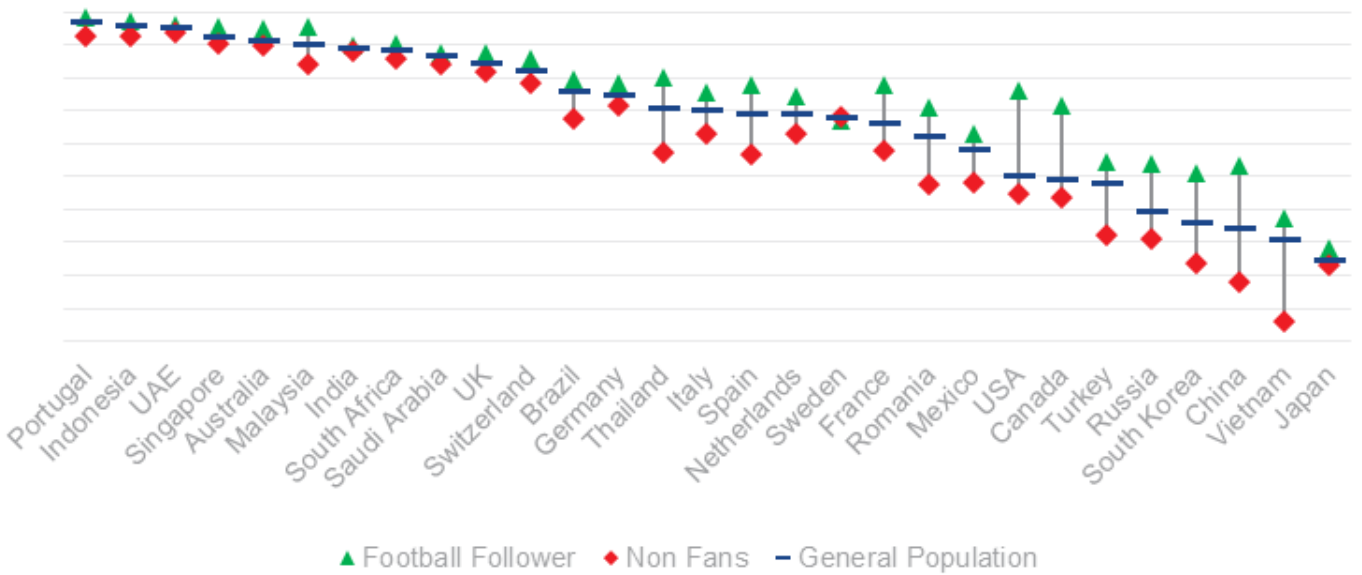
The results from our research **exhibits higher levels of consideration in 28/29 markets** for the airline among soccer fans than non-soccer fans.

This analysis also allows brand owners and sponsorship managers to see the difference across other key brand perceptions or attributes which are often identified as key drivers of customer acquisition and loyalty.



Emirates Consideration by Market & Soccer Following

© Brand Finance Plc 2023

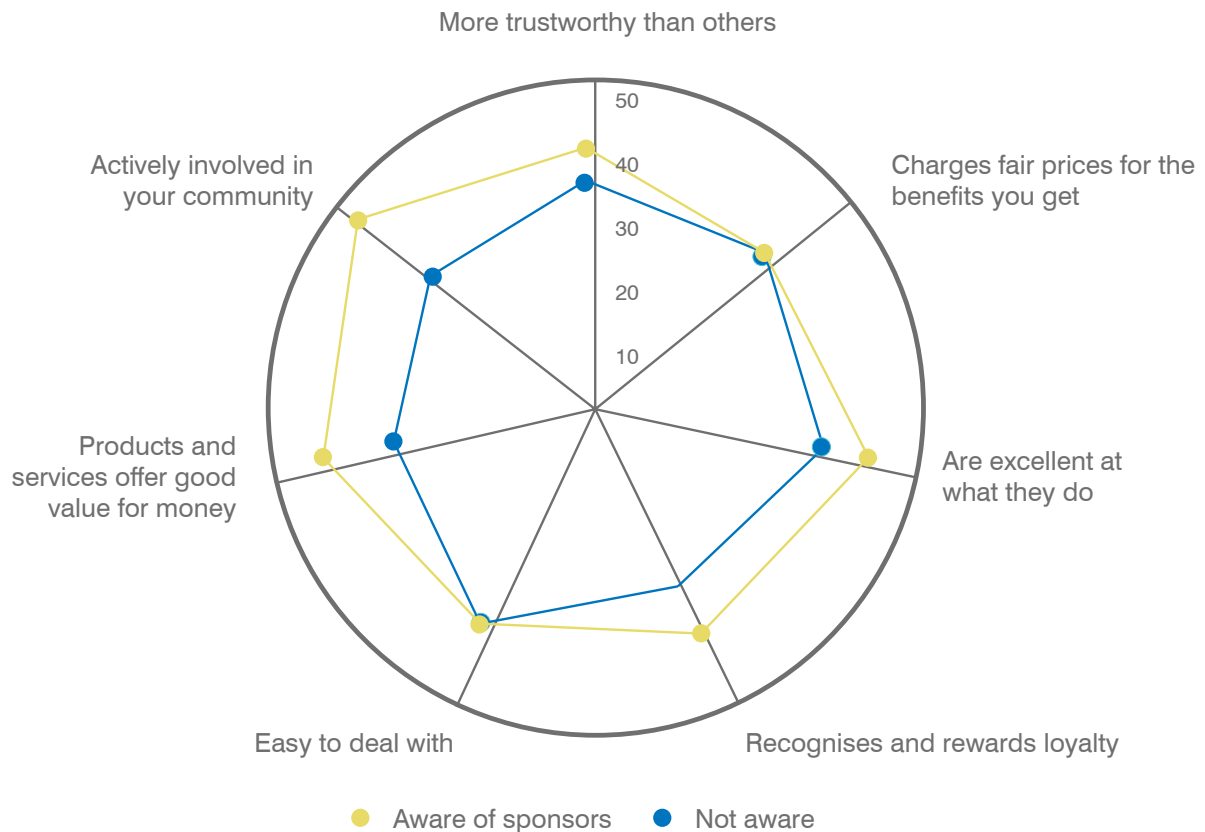


The below example exhibits more favourable results in each attribute for a corporate brand which sits on the

front of the shirt of a top-division team covered in our research.

## Brand Image Perceptions: Sponsorship Impact

© Brand Finance Plc 2023



## Sponsorship uplift and return on investment

The next level of sponsorship analysis is to determine the financial return and uplift to business metrics resulting from the investment, and to be able to express this in a way that allows a brand team to communicate the partnership benefits to the CFO, CEO and Board. This requires determining the bottom-line effect, and asking the questions that would be asked if investing in a new factory or machinery asset:

- How does this investment pay back over the short and long term?
- Has this investment increased the value of the business for the shareholders?
- Are we getting good value for money?

A valuation-based approach to sponsorship evaluation provides a practical, logical, and commercially driven basis for assessment.

Through an approach that establishes linkages between changes in brand equity, stakeholder behaviour and ultimately business and brand value, it provides a solid platform of insight to inform future sponsorship decision making.

## There are typically two sides to this analysis:

### 1. Return on historic sponsorship

The return on historic sponsorship is calculated by determining whether the sponsorship has had a significant effect on consumer perceptions of the brand.

The perception changes are then used to estimate what the future customer numbers and costs would look like if the sponsorship had never taken place, all else being equal.

This can then be used to adjust the business valuation model of the partner to see how much more valuable the business is, having conducted the activities. This difference is the return on investment.

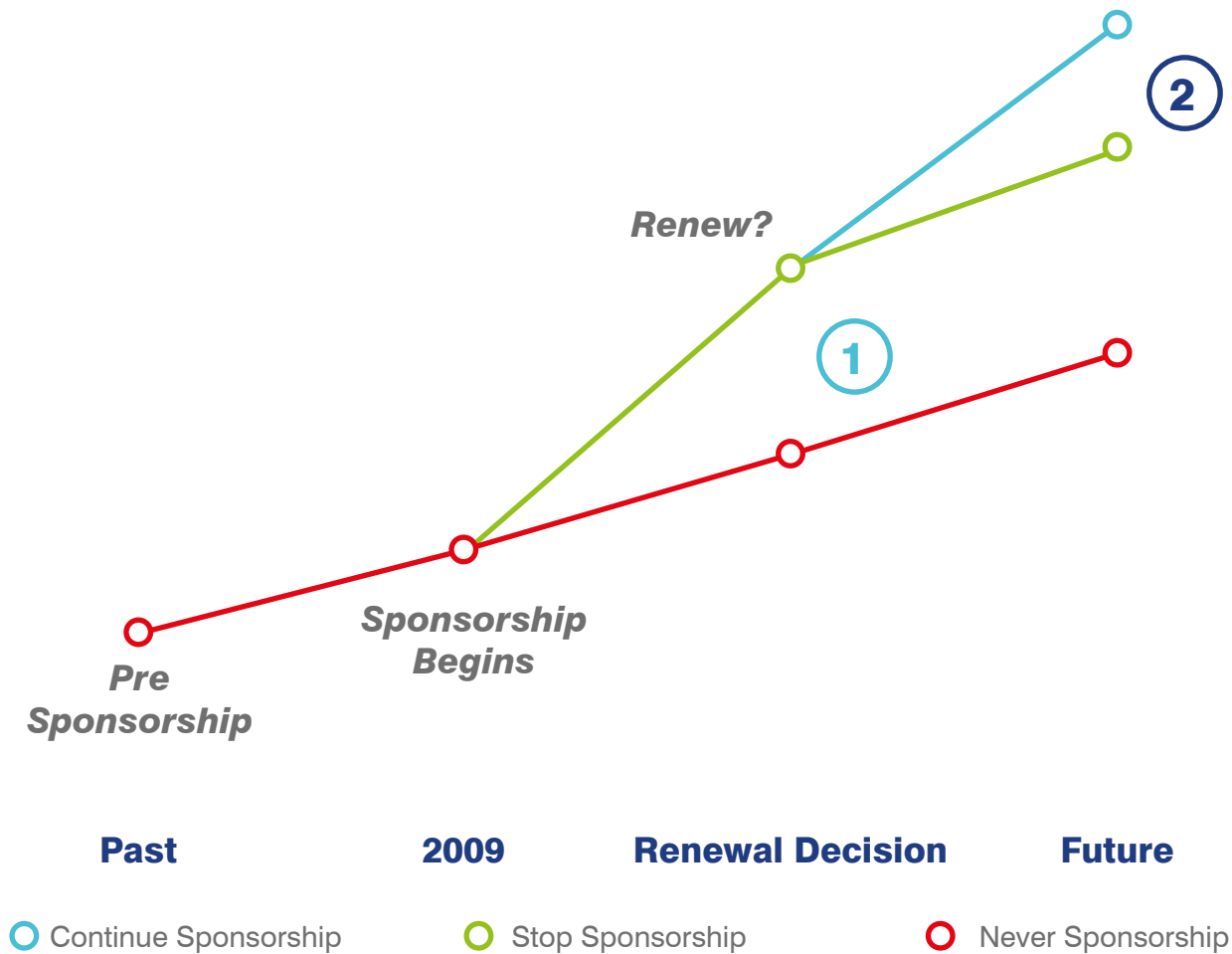
2. Future return on sponsorship renewal

Forecast customer numbers and revenue growth can be applied to a valuation model to reflect heightened consideration and perceptions associated with the sponsorship continuing.



Sponsorship ROI - Partner Business Value

© Brand Finance Plc 2023



The difference in business value with and without the sponsorship shows the future return on investment of renewing the sponsorship contract.

## Building an appealing prospectus

For rights owners, packaging these key benefits derived from sponsorship into a prospectus offers a highly impactful toolkit which can be used to:

- Inform and impress existing sponsors
- Justify past and future investment
- Attract new sponsors.

To achieve this, Brand Finance focusses on the two key areas:

- **Brand Evaluation** – Communicating the unique attributes and brand strengths that complement the vision of a brand - How the sponsorship will improve important brand attributes.
- **Value potential analysis** – Quantifying the financial benefit possible from partnership – how will this impact revenue and business value?

In summary, without appropriate methodologies for sponsorship evaluation and valuation, properties are undersold by clubs, leagues and competitions, and brands are unable to appreciate the full suite of benefits that are possible from an engagement.

Brand Finance has developed methodologies to express the return on sponsorship investment in a way that makes sense to both brand and financial audiences.

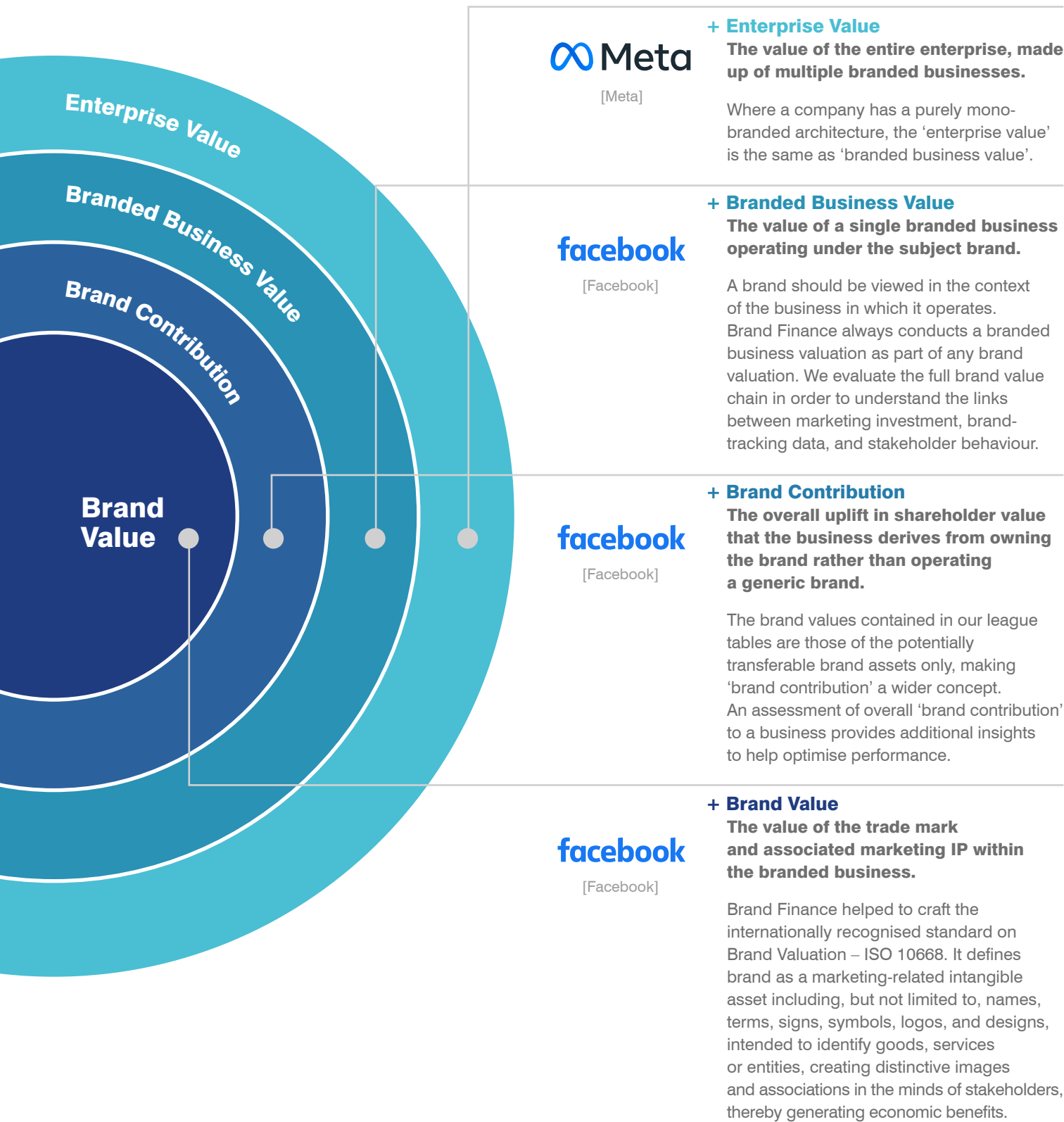


Speak to us today to find out more: [enquiries@brandfinance.com](mailto:enquiries@brandfinance.com)



# Methodology.

# Definitions.



# Brand Valuation Methodology.

## Definition of Brand

Brand is defined as a bundle of trademarks and associated IP which can be used to take advantage of the perceptions of all stakeholders to provide a variety of economic benefits to the entity.

## Brand Value

Brand value refers to the present value of earnings specifically related to brand reputation. Organisations own and control these earnings by owning trademark rights.

All brand valuation methodologies are essentially trying to identify this, although the approach and assumptions differ. As a result published brand values can be different.

These differences are similar to the way equity analysts provide business valuations that are different to one another. The only way you find out the “real” value is by looking at what people really pay.

As a result, Brand Finance always incorporates a review of what users of brands actually pay for the use of brands in the form of brand royalty agreements, which are found in more or less every sector in the world.

This is sometimes known as the “Royalty Relief” methodology and is by far the most widely used approach for brand valuations since it is grounded in reality.

It is the basis for a public rankings but we always augment it with a real understanding of people’s perceptions and their effects on demand – from our database of market research on over 3000 brands in over 30 markets.

### 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.

1



## Brand Impact

We review what brands already pay in royalty agreements. This is augmented by an analysis of how brands impact profitability in the sector versus generic brands.

This results in a range of possible royalties that could be charged in the sector for brands (for example a range of 0% to 2% of revenue)

2

## Brand Strength

We adjust the rate higher or lower for brands by analysing Brand Strength. We analyse brand strength by looking at three core pillars: “Inputs” which are activities supporting the future strength of the brand; “Equity” which are real current perceptions sourced from our market research and other data partners; “Output” which are brand-related performance measures such as market share.



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 Brand Rating up to AAA+ in a format similar to a credit rating.

3



## Brand Impact × Brand Strength

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%.

## Forecast Brand Value Calculation

4

We determine brand-specific revenues as a proportion of parent company revenues attributable to the brand in question and forecast those revenues by analysing historic revenues, equity analyst forecasts, and economic growth rates.



We then apply the royalty rate to the forecast revenues to derive brand revenues and apply the relevant valuation assumptions to arrive at a discounted, post-tax present value which equals the brand value.

# Brand Strength.

## Brand Strength

Analytical rigour and transparency are at the heart of our approach to brand measurement at Brand Finance. Therefore, in order to adequately understand the strength of brands we conduct a structured, quantitative review of data that reflect the 'Brand Value Chain' of brand-building activities, leading to brand awareness, perceptions and onwards to brand-influenced customer behaviour.

To manage the 'Brand Value Chain' process effectively we create and use the "Brand Strength Index" (BSI). This index is essentially a modified Balanced Scorecard split between the three core pillars of the 'Brand Value Chain': **Brand Inputs**, **Brand Equity** and **Brand Performance**.



1

## Attribute Selection and Weighting

Although we follow a general structure incorporating the three pillars (Brand Inputs, Brand Equity and Brand Performance), the attributes included are different depending on the sector. A brand strength index for a luxury apparel brand will differ in structure from an index designed for a telecommunications brand. An index for luxury apparel brand may emphasize the exclusiveness, word of mouth recommendation, and price premium, whereas an index for a telecommunications company may emphasize customer service and ARPU as important metrics.

These attributes are weighted according to their perceived importance in driving the following pillar: Brand Investment measures in driving Brand Equity; Brand Equity measures for Brand-Related Business Performance measures; and finally the relevance of Brand-Related Business Performance measures for driving business value.

2

## Data Collection

Brand's ability to influence purchase depends primarily on people's perceptions. Therefore, the majority of the Brand Strength Index is derived from Brand Finance's proprietary Global Brand Equity Research Monitor research, a quantitative study of a sample of over 100,000 people from the general public on their perceptions of over 4,000 brands in over 25 sectors and 37 countries.

However, at Brand Finance we also believe that there are other measures that can be used to fill gaps that survey research may not capture. These include total investment levels – for example in marketing, R&D, innovation expenditure, that can be a better guide to future performance than surveys. They also include online measures – such as ratings by review sites and social media engagement that can give a more granular understanding of marketing effectiveness. Finally they also include real behaviour – for example net additions, customer churn and market share, to overcome the tendency for surveys to incorporate intended behaviour rather than real.

Over a period of 3 to 4 months each year, we collect all this data across all the brands in our study in order to accurately measure their comparative strength.



3

## Benchmarking and Final Scoring

In order to convert raw data in to scores out of 10 that are comparable between attributes within the scorecard, we then have to benchmark each attribute. We do this by reviewing the distribution of the underlying data and creating a floor and ceiling based on that distribution.

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.



# Sport Services.

POWER

SPEED

FOOTBALL

VICTORY

DOWN !

TOUCHDOWN !

TOUCH

# Sponsorship Services.

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Addressing the following questions provides practical commercial insight and negotiation support for decisions around the future arrangements of a partnership.



**What impact is the partnership having on long-term brand building metrics (awareness, brand equity)?**



**Is the partnership a good fit for our commercial objectives?**



**What impact is the partnership having on short-term business performance?**



**What is the ROI dollar value from the sponsorship investment annually and over the term of the deal?  
Is it money well spent?**



**Is the organisation paying too much?**



**Should the partnership be renewed, and if so at what fee?**

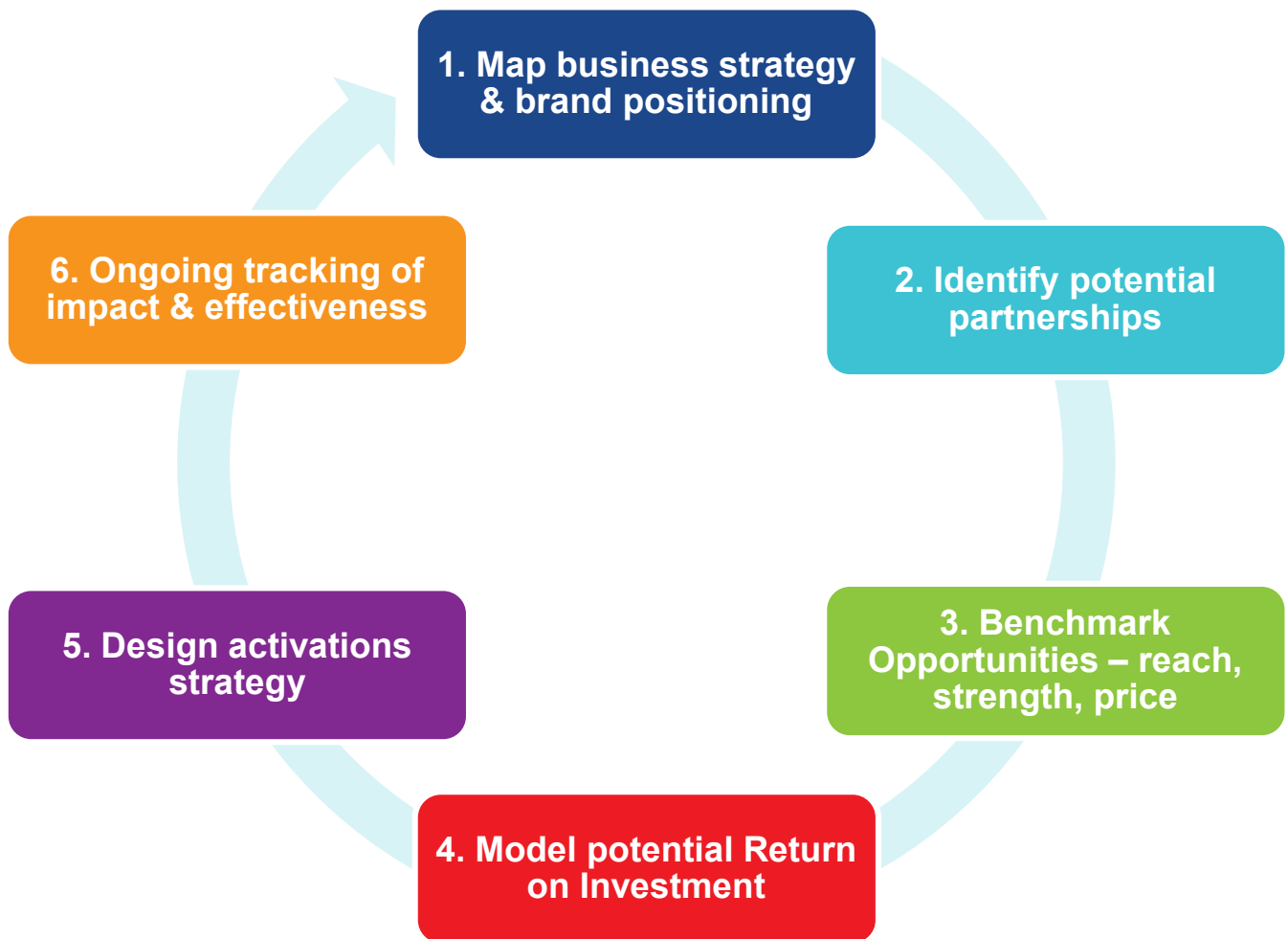


**How does the partnership ROI compare to other similar sports partnerships?**

Advertising equivalency and traditional research interpretation fail to adequately address these key questions, missing the strength and relevance of different partnership opportunities.

**Strong sponsorship strategy starts with the business' goals and uses a quantitative approach to select, assess, negotiate, operate and measure partnerships.**

**Brand Finance's services to sponsors are designed to address each of these key aspects of sponsorship strategy.**



# League & Club Services.

Brand Finance offers a wide range of Sports Services which can be tailored to meet specific needs and outcomes. Some are developed directly from this report's analysis, and some are bespoke to each scenario.



## Football Fan Research

Design and manage bespoke research or review existing football fan research programmes. Access to existing Brand Finance annual football research.



## Brand Evaluation

Understanding what drives Brand Strength and highlighting how this can be improved is key to secure a successful long-term commercial future.



## Competitor/Peer Benchmarking

How is your brand/league performing against its peers/competitors in your respective markets?



## Brand Strategy & Positioning

Help develop brand strategy to drive growth and achieve business goals. Positioning of the League within the context of the market it operates in.



## Brand & Business Valuation

Brand and Business valuation services for M&A / Sale and Fundraising purposes.



## Partnership Tracking

Continuous research to track the reach and effectiveness of sponsorship activities. This is an invaluable service to partners, and a must have to professionalise the partnership offering.

# 7



## Sponsorship & Activation Strategy

Use sponsorship tracking to drive strategy and future relationships with the rights holder, and the activations used to maximise their partnership effectiveness.

# 8



## Sponsorship Return on Investment

Are existing sponsors seeing a good return on investment?

Sponsorship opportunity analysis  
& Comparable Deal Benchmarking.

# 9



## Sponsorship Prospectus

A strong sponsorship prospectus can elevate a leagues offering above that of the competition and professionalise the commercial strategy.



# Request your own 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 performance and offers a cost-effective way to gaining a better understanding of your position against peers.

Visit [brandirectory.com/request-a-valuation](https://brandirectory.com/request-a-valuation)  
or email [enquiries@brandfinance.com](mailto:enquiries@brandfinance.com)



Insight



Strategy



Benchmarking



Education



Communication



Understanding

Benefits



Brand Valuation  
Summary



Brand  
Strength Tracking



Royalty Rates



Cost of  
Capital Analysis



Customer  
Research Findings



Competitor  
Benchmarking

Contents

# Consulting Services.

## Make branding decisions using hard data

### Brand Research

#### *What gets measured*

Brand evaluations are essential for understanding the strength of your brand against your competitors. Brand Strength is a key indicator of future brand value growth whether identifying the drivers of value or avoiding the areas of weakness, measuring your brand is the only way to manage it effectively.

- + Brand Audits
- + Primary Research
- + Syndicated Studies
- + Brand Scorecards
- + Brand Drivers & Conjoint Analysis
- + Soft Power

- + Are we building our brands' strength effectively?
- + How do I track and develop my brand equity?
- + How strong are my competitors' brands?
- + Are there any holes in my existing brand tracker?
- + What do different stakeholders think of my brand?



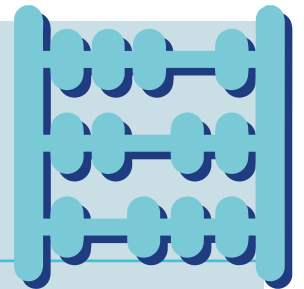
### Brand Valuation

#### *Make your brand's business case*

Brand valuations are used for a variety of purposes, including tax, finance, and marketing. Being the interpreter between the language of marketers and finance teams they provide structure for both to work together to maximise returns.

- + Brand Impact Analysis
- + Tax & Transfer Pricing
- + Litigation Support
- + M&A Due Diligence
- + Fair Value Exercises
- + Investor Reporting

- + How much is my brand worth?
- + How much should I invest in marketing?
- + How much damage does brand misuse cause?
- + Am I tax compliant with the latest transfer pricing?
- + How do I unlock value in a brand acquisition?



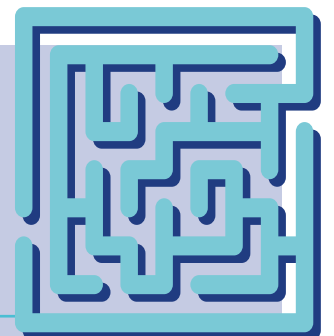
### Brand Strategy

#### *Make branding decisions with your eyes wide open*

Once you understand the value of your brand, you can use it as tool to understand the business impacts of strategic branding decisions in terms of real financial returns.

- + Brand Positioning
- + Brand Architecture
- + Franchising & Licensing
- + Brand Transition
- + Marketing Mix Modelling
- + Sponsorship Strategy

- + Which brand positioning do customers value most?
- + What are our best brand extension opportunities in other categories and markets?
- + Am I licensing my brand effectively?
- + Have I fully optimised my brand portfolio?
- + Am I carrying dead weight?
- + Should I transfer my brand immediately?
- + Is a Masterbrand strategy the right choice for my business?



# Brand Evaluation Services.



## **How are brands perceived in my category?**

Brand Finance tracks brand fame and perceptions across over 38 markets in 31 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.

# Our Sports Services Team.

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**Hugo Hensley**  
Head of Sports Services



**Declan Ahern**  
Valuation Director



**Gordon Morris**  
Insights Director



**Laurence Newell**  
Managing Director



**Alfred DuPuy**  
Valuation Director



**Finbar Kneen**  
Analyst

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**For more information, please visit our website:**

[www.brandfinance.com](http://www.brandfinance.com)

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# Brand Dialogue<sup>®</sup>



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 and marketing activations, to deliver strategic campaigns, helping us to establish and sustain strong client relationships. We also have a specific focus on geographic branding, including supporting nation brands and brands with a geographical indication (GI).

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Brand Dialogue Limited is a member of the Brand Finance Plc Group



## Research, Strategy & Measurement

- Brand & Communications Strategy
- Campaign Planning
- Market Research & Insights
- Media Analysis



## Public Relations & Communications

- Media Relations
- Press Trips & Events
- Strategic Partnerships & Influencer Outreach
- Social Media Management



## Marketing & Events

- Promotional Events
- Conference Management
- Native Advertising
- Retail Marketing



## Content Creation

- Bespoke Publications, Blogs & Newsletters
- Press Releases
- Marketing Collateral Design
- Social Media Content



## Strategic Communications

- Crisis Communications
- Brand Positioning & Reputation
- Geographic Branding
- Corporate Social Responsibility (CSR)



# Brand Finance Network.

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

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# Brandirectory.com



is the world's largest database of current and historical brand values, providing easy access to all Brand Finance rankings, reports, whitepapers, and consumer research published since 2007.

- + Browse thousands of published brand values
- + Track brand value, strength, and rating across publications and over time
- + Use interactive charts to compare brand values across countries, sectors, and global rankings
- + Purchase and instantly unlock premium data, complete brand rankings, and research

Visit [brandirectory.com](https://brandirectory.com) to find out more.

## Brand Finance Group.



**Brand Finance**<sup>®</sup>  
Institute

### Brand Finance Institute

Brand Finance Institute is the educational division of Brand Finance, whose purpose is to create and foster a professional environment for knowledge-sharing and networking among practitioners and experts in the market. BFI organises events, in-company training, and corporate educational initiatives around the world. In the quest for marketing excellence and with the purpose to equip the brand valuation and strategy practitioners with the necessary skills and tools, we have developed a wide range of programmes and certifications in collaboration with the most coveted business schools, universities and thought leaders in the field.

**Brand Dialogue**<sup>®</sup>



### Brand Dialogue

Brand Dialogue is a public relations agency developing communications strategies to create dialogue that drives brand value. Brand Dialogue has over 25 years of experience in delivering campaigns driven by research, measurement, and strategic thinking for a variety of clients, with a strong background in geographic branding, including supporting nation brands and brands with a geographical indication (GI). Brand Dialogue manages communications activities across Brand Finance Group's companies and network.

**vi360**

### VI360

VI360 is a brand identity management consultancy working for clients of all sizes on brand compliance, brand transition, and brand identity management. VI360 provide straightforward and practical brand management that results in tangible benefits for your business.

## Contact us.

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### The World's Leading Brand Valuation Consultancy

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