



# Nordic 150 2023

**The annual report on the most valuable and strongest Nordic brands**  
September 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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# 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)  
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Education



Communication



Understanding



Brand Valuation  
Summary



Brand  
Strength Tracking



Royalty Rates



Cost of  
Capital Analysis



Customer  
Research Findings



Competitor  
Benchmarking

Benefits

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# Brandirectory.com



Brandirectory 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.

Brand Finance®



# Global Brand Equity Monitor

- Original market research on over **5,000 brands**
- **38 countries** and **31 sectors** covered
- More than **150,000 respondents** surveyed annually
- We are now **in our 7<sup>th</sup> consecutive year** conducting the study

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or email [enquiries@brandfinance.com](mailto:enquiries@brandfinance.com)



[enquiries@brandirectory.com](mailto:enquiries@brandirectory.com)

# Foreword.

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**David Haigh**  
Chairman & CEO,  
Brand Finance

Brand valuation helps companies understand the value of their brand and how it contributes to the overall value of the company. This important understanding can inform decision-making related to marketing and branding efforts, as well as provide a benchmark for future performance. It can also be used to help attract investors and secure financing, as a strong brand can be a valuable asset.

Additionally, brand valuation can be useful in the event of a merger or acquisition, as it can help determine the value of the brand being acquired. Overall, brand valuation helps organisations understand the worth of their brand and how it fits into their overall business strategy.

A strong brand can lead to improved business returns in several ways. First, a strong brand can help a company differentiate itself from its competitors and establish a unique identity in the market, which can lead to increased customer loyalty and retention. This, in turn, can lead to higher sales and revenue. A strong brand can also help a company command a higher price for its products or services, as consumers are willing to pay more for a brand they perceive as high-quality and trustworthy. In addition, a strong brand can help a company attract top talent, as employees may be more attracted to work for a well-known and reputable brand. Finally, a strong brand can provide a company with a competitive advantage and help it weather economic downturns or industry disruptions.

This year, Brand Finance has invested more in researching and understanding customer perception of brands across the world than ever before, with original research taking place in dozens of jurisdictions globally. The report you are reading is based on this extensive original research, with the findings representing a catalyst for further conversations.

If you want to help build a stronger brand, or if you want to better understand the value of your brand, please contact the Brand Finance team and I anytime. I look forward to the conversation and helping to build a more profitable future for your brand.

# IKEA is reigning champion of Nordic brands but contends with declining brand strength.

- + Swedish giant **IKEA** retains title of most valuable Nordic brand, valued at EUR15.4 billion, despite decline in brand strength
- + **ICA** becomes Nordic's strongest brand, followed by Elisa, both with esteemed AAA rating
- + **Zyn**, **Oatly**, and **Aker BP** are fastest-growing Nordic brands, all more than doubling in value
- + Finland's **Valio** milks an impressive Sustainability Perceptions Score, rated 6.4 out of 10
- + Nordic countries' Soft Power performances improve



# Ranking Analysis.



# Ranking Analysis.



## Swedish giant IKEA retains title of most valuable Nordic brand, valued at EUR15.4 billion, despite decline in brand strength

**IKEA** (brand value up 2% to EUR15.4 billion) has continued on its unbroken run as the most valuable Nordic brand. Fellow Swedish brand, **Volvo** (brand value down 31% to EUR8.5 billion) drops two positions in the ranking, paving the way for Norwegian Oil & Gas giant **Equinor** (brand value up 57% to EUR12.6 billion) to take second place.

IKEA has achieved a marginal 2% year-on-year brand value increase, taking its brand value to EUR15.4 billion. The global home furnishing brand achieved an uplift in revenues despite relatively flat volumes as it implemented price hikes to offset inflation and supply chain issues. Nonetheless, 2023 saw IKEA expand its retail operations, becoming available in markets including Estonia, Oman, Philippines, Puerto Rico, and South America. In addition to global expansion, IKEA has also continued to take steps towards opening more city-centre stores in a bid to improve in-store visits and encourage consumer loyalty.

In addition to calculating brand value, Brand Finance also determines the relative strength of brands through a balanced scorecard of metrics evaluating marketing investment, stakeholder equity, and

business performance. Compliant with ISO 20671, Brand Finance's assessment of stakeholder equity incorporates original market research data from over 100,000 respondents in 38 countries and across 31 sectors. Research by Brand Finance found decisions surrounding price hikes to have a softening of customer perceptions towards the brand, notably in terms of value for money, familiarity, and reputation. Consequently, although **IKEA's** brand value remains top-ranked, its BSI (Brand Strength Index) saw a 4-point drop, demoting it to an AA+ rating and overall BSI ranking of 10th.

Swedish brands no longer hold the top three spots in the ranking as **Equinor** overtakes **Volvo** and **H&M** (brand value down 17% to EUR9.1 billion) to become the second most valuable Nordic brand. Equinor's success is due to its strong operational and financial performance this past year. Powered by innovation, Equinor has continued its path towards becoming a broad energy provider. In early 2023, Equinor announced its strategic partnership with German-based **RWE** to further strengthen the European energy supply line and represents Equinor's ambitious plans to switch to secure hydrogen-capable alternatives. This has resonated well with stakeholders, along with the brand's enhanced position on the stock market and overall market recovery. However, price hikes have negatively impacted stakeholder perceptions in terms of value for money.





**Anna Brolin**  
Managing Director Nordics,  
Brand Finance

















**IKEA has been unbeatable for 11 years. The brand has sought to support its position in what continues to be a challenging business environment by implementing price hikes, but the negative impact on consumer perceptions does present some difficulties for the brand. IKEA now needs to address consumers' concerns by improving brand communication to regain trust and equity, and prove it remains the leading affordable home furnishings and solutions provider.**

**Anna Brolin**  
Managing Director, Brand Finance Nordics



## Top 10 Most Valuable Nordic Brands

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<b>1</b> <b>← 1</b>   <b>EUR15.4 bn</b> <b>+2%</b>	<b>2</b> <b>↑ 4</b>   <b>EUR12.6 bn</b> <b>+57%</b>	<b>3</b> <b>← 3</b>   <b>EUR9.1 bn</b> <b>-17%</b>	<b>4</b> <b>↓ 2</b>   <b>EUR8.5 bn</b> <b>-31%</b>	<b>5</b> <b>← 5</b>   <b>EUR7.5 bn</b> <b>-2%</b>
<b>6</b> <b>↑ 7</b>   <b>EUR7.2 bn</b> <b>+38%</b>	<b>7</b> <b>↑ 11</b>   <b>EUR7.1 bn</b> <b>+71%</b>	<b>8</b> <b>↓ 6</b>   <b>EUR6.5 bn</b> <b>+19%</b>	<b>9</b> <b>← 9</b>   <b>EUR4.9 bn</b> <b>+7%</b>	<b>10</b> <b>↓ 8</b>   <b>EUR4.3 bn</b> <b>-7%</b>

## ICA becomes Nordic's strongest brand, followed by Elisa, both with esteemed AAA rating









































**ICA** (brand value up 37% to EUR1.7 billion) has become the strongest Nordic brand with a BSI of 89 out of 100 and a AAA rating. A high brand loyalty score and positive consumer perceptions relating to ICA's quality, range of products and usage, has propelled its BSI score by 15 points. Further, ICA's improved brand value and BSI is not least due to its focus on sustainability. Such a focus was vindicated when ICA recently won the United Nations climate award.

Additionally, ICA is the first Nordic grocery player to have signed an agreement with IDH, The Sustainable Trade Initiative, bolstering its stance as a brand committed to sustainable practices. In supporting consumers' sustainable choices, ICA also provides a wide range of ethically sourced and labelled products.

Close behind ICA, Finnish telecoms brand **Elisa** (brand value up 14% to EUR1.4 billion) maintains its position as the second strongest Nordic brand, with a BSI of 87 out of 100 and AAA rating. In its 140<sup>th</sup> year, the brand has continued to roll out its 5G network across Finland and Estonia as customers responded well to the newest technology. It also achieved record-breaking 5G speeds in Finland, in partnership with **Nokia** (brand value down 2% to EUR7.5 billion) and **Qualcomm**, ensuring high performance and speed service to consumers. In its communication to stakeholders, Elisa has also emphasised its brand mission going forward which includes aiming to power approximately half of its Finnish mobile network's electricity needs through sustainable power. It has also expanded utilisation of waste heat from its datacentres in district heat production. In combination with Elisa's long and successful history in Finland, this has allowed the brand to build a strong level of brand equity and contributed to its impressive brand strength.

### Top 10 Strongest Nordic Brands

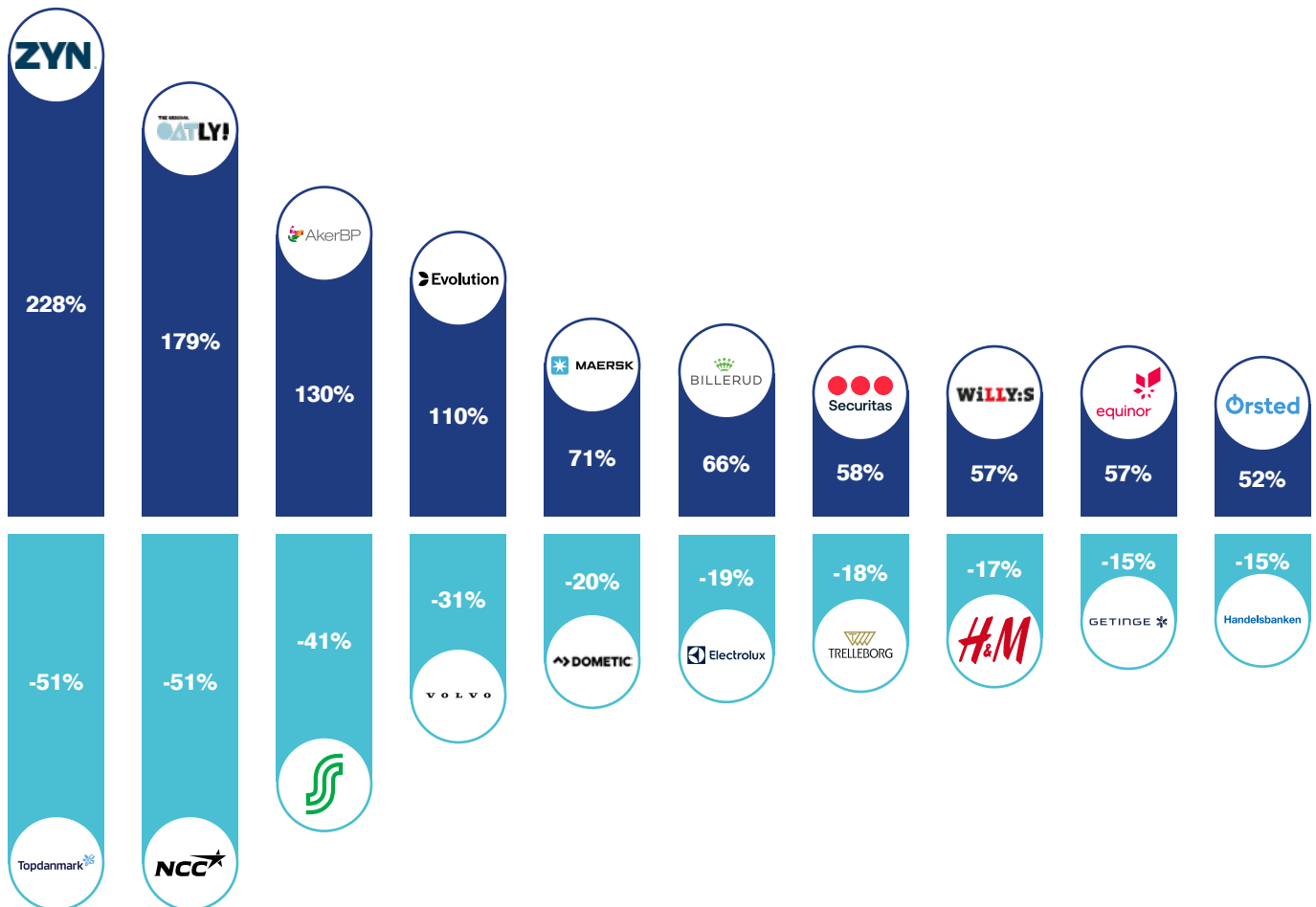
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<b>1</b>  28   89.2  +14.8 <b>AAA</b>	<b>2</b>  2   86.9  +1.3 <b>AAA</b>	<b>3</b>  16   86.9  +9.6 <b>AAA</b>	<b>4</b>  1   85.9  -1.6 <b>AAA</b>	<b>5</b>  31   85.3  +11.1 <b>AAA</b>
<b>6</b>  80   81.7  +15.0 <b>AAA-</b>	<b>7</b>  5   80.6  -2.3 <b>AAA-</b>	<b>8</b>  7   80.1  -1.6 <b>AAA-</b>	<b>9</b>  6   79.9  -1.8 <b>AAA-</b>	<b>10</b>  4   79.0  -4.1 <b>AA+</b>



## Brand Value Change 2022-2023 (%)

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### Zyn, Oatly, and Aker BP are fastest-growing Nordic brands, all more than doubling in value

**Zyn** (brand value up 228% to EUR827 million), **Oatly** (brand value up 179% to EUR429 million) and **AkerBP** (brand value up 130% to EUR2.7 billion) are the three fastest-growing Nordic brands in 2023. Zyn boasts the largest rank hike of all Nordic brands, climbing 67 places in the ranking. Zyn is a sub-brand of Swedish Match that was one of the pioneers in the tobacco-free nicotine pouch market. The brand is now a domestic market success story, and future growth is likely to emanate from export markets. The global nicotine pouch market is forecasted to grow by 31% annually until 2028, and with Zyn already a dominant brand in the USA further growth is likely. Towards the end of 2022, Philip Morris acquired nearly 83% of Swedish Match, with the aim to create a global smoke-

free champion. The acquisition is expected to provide Zyn with the resources and market access needed to continue to grow its brand value in the fast-growing nicotine pouch market.

Second-fastest growing Nordic brand **Oatly's** BSI score also experienced impressive 9-point increase. As one of the first brands to successfully market oat milk as a dairy alternative, Oatly continues to capitalise on growing consumer demand for plant-based products. The brand has garnered attention and further brand awareness through its unique approach to branding, such as in 2022 when Oatly launched its "The New Normal Show" campaign, playing on the idea that environmentally friendly, focussed brands are becoming the "new normal" through humorous puppet displays. Oatly's brand value and brand strength growth has been further bolstered by partnerships which have increased brand visibility.

More recently, in 2023, **Oatly** partnered with Espresso House – the Nordic’s largest coffee chain. This partnership has placed Oatly in front of broader audiences, offering even more consumers the opportunity to try the brand’s products and reduce their individual climate impact.

Norwegian Oil & Gas brand, **AkerBP’s** impressive brand value increase saw it climb 20 places in the ranking. This is in connection with its acquisition of Lundin Energy’s exploration and production business and resulting improved market share. This exponential growth means AkerBP has become the second largest brand operating on the Norwegian Continental Shelf. In turn, AkerBP’s improved financial performance due to increased revenues have contributed to this impressive brand value growth. Looking ahead, AkerBP can expect significant increases in production as it plans to invest approximately EUR13 billion in development

projects. This is likely to further add to future brand value growth.

Another brand which has seen notable brand value growth is Denmark’s **Maersk** (brand value up 71% to EUR7.1 billion). The globally integrated logistics brand achieved record revenues this past year, with forecasts increasing in a similar manner. Maersk has expanded its air cargo business, now offering direct flights between Korea, China and the US. These services will connect manufacturing and commercial hubs in eastern China with those in the US East Coast and Mid-West, amongst other key routes. It has also acquired LF Logistics, the brand’s most consequential acquisition to date, further enhancing its footprint in Asia. Moreover, this places Maersk just one rank below Lego (brand value up 38% to EUR7.2 billion), making next year’s race for Denmark’s top spot a close one.






## Sustainability Perception Values (SPV)



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EURxx = sustainability perceptions value

x.x = sustainability perceptions score/10

1		2		3		4		5	
									
EUR1,110 m		EUR1,097 m		EUR776 m		EUR691 m		EUR593 m	
4.79		4.53		3.94		4.00		4.22	

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6		7		8		9		10	
									
EUR515 m		EUR409 m		EUR368 m		EUR366 m		EUR315 m	
4.27		4.27		3.98		4.75		3.77	

## Finland's Valio milks an impressive Sustainability Perceptions Score, rated 6.4 out of 10

As part of its analysis, Brand Finance assesses the role that specific brand attributes play in driving overall brand value. One such attribute is sustainability. Brand Finance assesses how sustainable specific brands are perceived to be, represented by a 'Sustainability Perceptions Score'. The value that is linked to sustainability perceptions, the 'Sustainability Perceptions Value', is then calculated for each brand.

Food brand **Valio** (brand value up 13% to EUR1.4 billion) has the highest Sustainability Perceptions Score in the ranking - 6.4 out of 10. As Finland's biggest exporter of food products, Valio has sustainability at the forefront of its communication with stakeholders. Owned by 4,000 dairy farms through cooperatives that supply raw milk to Valio, the brand has worked towards supplying more sustainable food options, while also supporting the communities and areas that it works in. This has built a strong sustainability perception amongst stakeholders and contributed to its positive performance in this metric in the ranking.





## Nordic countries' performances improve

Of the 121 countries included in Brand Finance's Global Soft Power Index 2023, Sweden (11<sup>th</sup>) climbed three places since last year's ranking, Norway (17<sup>th</sup>) and Denmark (18<sup>th</sup>) each maintained their rankings, and Finland (22<sup>nd</sup>) and Iceland (34<sup>th</sup>) also climbed three ranks. Despite their relatively small economies on the

global stage, Nordic countries performed strongly in terms of perceived "Business & Trade". In addition, all Nordic countries ranked in the top fifteen for "Sustainable Future": Sweden 3<sup>rd</sup>, Norway 5<sup>th</sup>, Denmark 9<sup>th</sup>, Finland 10<sup>th</sup>, and Iceland 15<sup>th</sup>, indicative of Nordic countries' leading position in sustainable development. These two elements are viewed favourably by the world as important factors for shaping the future of nation branding.





# Brand Value Ranking (EURm).

## Top 150 most valuable Nordic brands 1-50

2023 Rank	2022 Rank		Brand	Country	Sector	2023 Brand Value	Brand Value Change	2022 Brand Value	2023 Brand Rating	2022 Brand Rating
1	1	←	IKEA	Sweden	Retail	15,353	+2.2%	15,026	AA+	AAA-
2	4	↑	Equinor	Norway	Oil & Gas	12,626	+56.7%	8,056	AAA-	AAA-
3	3	←	H&M	Sweden	Apparel	9,089	-17.0%	10,955	AA	AA+
4	2	↓	Volvo	Sweden	Automobiles	8,466	-30.7%	12,226	AA-	AA
5	5	←	Nokia	Finland	Tech	7,543	-2.5%	7,734	AA	AA
6	7	↑	Lego	Denmark	Toys	7,174	+38.1%	5,196	AAA	AAA
7	11	↑	Maersk	Denmark	Logistics	7,149	+71.3%	4,174	AA+	AA
8	6	↓	Spotify	Sweden	Media	6,462	+18.5%	5,452	AA	AA
9	9	←	Nordea	Sweden	Banking	4,910	+7.3%	4,575	AA	AA+
10	8	↓	Telenor	Norway	Telecoms	4,308	-7.0%	4,634	AA	AA+
11	10	↓	Telia	Sweden	Telecoms	🔒	🔒	🔒	🔒	🔒
12	15	↑	Vattenfall	Sweden	Utilities	🔒	🔒	🔒	🔒	🔒
13	12	↓	DSV	Denmark	Logistics	🔒	🔒	🔒	🔒	🔒
14	13	↓	Arla	Denmark	Food	🔒	🔒	🔒	🔒	🔒
15	18	↑	DNB	Norway	Banking	🔒	🔒	🔒	🔒	🔒
16	21	↑	Vestas	Denmark	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
17	25	↑	Novo Nordisk	Denmark	Pharma	🔒	🔒	🔒	🔒	🔒
18	29	↑	Securitas	Sweden	Commercial Services	🔒	🔒	🔒	🔒	🔒
19	22	↑	Neste	Finland	Oil & Gas	🔒	🔒	🔒	🔒	🔒
20	16	↓	Scania	Sweden	Automobiles	🔒	🔒	🔒	🔒	🔒
21	41	↑	AkerBP	Norway	Oil & Gas	🔒	🔒	🔒	🔒	🔒
22	19	↓	Swedbank	Sweden	Banking	🔒	🔒	🔒	🔒	🔒
23	27	↑	Atlas Copco	Sweden	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
24	17	↓	Ericsson	Sweden	Tech	🔒	🔒	🔒	🔒	🔒
25	14	↓	Skanska	Sweden	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
26	35	↑	Ørsted	Denmark	Utilities	🔒	🔒	🔒	🔒	🔒
27	24	↓	SEB	Sweden	Banking	🔒	🔒	🔒	🔒	🔒
28	20	↓	Svenska Handelsbanken	Sweden	Banking	🔒	🔒	🔒	🔒	🔒
29	31	↑	K Group	Finland	Retail	🔒	🔒	🔒	🔒	🔒
30	-	New	Polestar	Sweden	Automobiles	🔒	🔒	🔒	🔒	🔒
31	28	↓	Danske Bank	Denmark	Banking	🔒	🔒	🔒	🔒	🔒
32	23	↓	Sandvik	Sweden	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
33	26	↓	Kone	Finland	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
34	30	↓	Pandora	Denmark	Apparel	🔒	🔒	🔒	🔒	🔒
35	39	↑	ICA	Sweden	Retail	🔒	🔒	🔒	🔒	🔒
36	-	New	Lerøy Seafood	Norway	Food	🔒	🔒	🔒	🔒	🔒
37	32	↓	Carlsberg	Denmark	Beers	🔒	🔒	🔒	🔒	🔒
38	43	↑	Danfoss	Denmark	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
39	34	↓	ISS	Denmark	Commercial Services	🔒	🔒	🔒	🔒	🔒
40	38	↓	Valio	Finland	Food	🔒	🔒	🔒	🔒	🔒
41	37	↓	If	Sweden	Insurance	🔒	🔒	🔒	🔒	🔒
42	33	↓	SKF	Sweden	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
43	40	↓	Elisa	Finland	Telecoms	🔒	🔒	🔒	🔒	🔒
44	56	↑	Willys	Sweden	Retail	🔒	🔒	🔒	🔒	🔒
45	36	↓	Tele2	Sweden	Telecoms	🔒	🔒	🔒	🔒	🔒
46	-	New	KLP	Norway	Insurance	🔒	🔒	🔒	🔒	🔒
47	44	↓	Absolut	Sweden	Spirits	🔒	🔒	🔒	🔒	🔒
48	46	↓	UPM	Finland	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
49	50	↑	Essity	Sweden	Household Products	🔒	🔒	🔒	🔒	🔒
50	48	↓	Stora Enso	Finland	Engineering & Construction	🔒	🔒	🔒	🔒	🔒

## Top 150 most valuable Nordic brands 51-100

2023 Rank	2022 Rank		Brand	Country	Sector	2023 Brand Value	Brand Value Change	2022 Brand Value	2023 Brand Rating	2022 Brand Rating
51	42	↓	Peab	Sweden	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
52	49	↓	Hexagon	Sweden	Tech	🔒	🔒	🔒	🔒	🔒
53	51	↓	Coop Danmark	Denmark	Retail	🔒	🔒	🔒	🔒	🔒
54	53	↓	Assa Abloy	Sweden	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
55	57	↑	Metso Outotec	Finland	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
56	-	New	ASKO	Norway	Logistics	🔒	🔒	🔒	🔒	🔒
57	65	↑	Netto	Denmark	Retail	🔒	🔒	🔒	🔒	🔒
58	47	↓	Systembolaget	Sweden	Retail	🔒	🔒	🔒	🔒	🔒
59	-	New	EQT	Sweden	Banking	🔒	🔒	🔒	🔒	🔒
60	54	↓	Alfa Laval	Sweden	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
61	52	↓	Coloplast	Denmark	Pharma	🔒	🔒	🔒	🔒	🔒
62	78	↑	Fortum	Finland	Utilities	🔒	🔒	🔒	🔒	🔒
63	74	↑	Gjensidige	Norway	Insurance	🔒	🔒	🔒	🔒	🔒
64	59	↓	Supercell	Finland	Media	🔒	🔒	🔒	🔒	🔒
65	67	↑	Tryg	Denmark	Insurance	🔒	🔒	🔒	🔒	🔒
66	55	↓	Tuborg	Denmark	Beers	🔒	🔒	🔒	🔒	🔒
67	77	↑	Yara	Norway	Chemicals	🔒	🔒	🔒	🔒	🔒
68	64	↓	Sparebank Group	Norway	Conglomerates	🔒	🔒	🔒	🔒	🔒
69	60	↓	Autoliv	Sweden	Auto Components	🔒	🔒	🔒	🔒	🔒
70	137	↑	Zyn	Sweden	Tobacco	🔒	🔒	🔒	🔒	🔒
71	75	↑	NIBE	Sweden	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
72	-	New	Wolt	Finland	Logistics	🔒	🔒	🔒	🔒	🔒
73	76	↑	TietoEvyry	Finland	Tech	🔒	🔒	🔒	🔒	🔒
74	61	↓	Rema 1000	Norway	Retail	🔒	🔒	🔒	🔒	🔒
75	68	↓	Scandic Hotels	Sweden	Hotels	🔒	🔒	🔒	🔒	🔒
76	62	↓	Klarna	Sweden	Banking	🔒	🔒	🔒	🔒	🔒
77	71	↓	Jotun	Norway	Chemicals	🔒	🔒	🔒	🔒	🔒
78	86	↑	IFS	Sweden	Tech	🔒	🔒	🔒	🔒	🔒
79	79	↔	Fazer	Finland	Food	🔒	🔒	🔒	🔒	🔒
80	72	↓	Nykredit	Denmark	Banking	🔒	🔒	🔒	🔒	🔒
81	69	↓	Danica Pension	Denmark	Insurance	🔒	🔒	🔒	🔒	🔒
82	91	↑	Hydro	Norway	Mining, Metals & Minerals	🔒	🔒	🔒	🔒	🔒
83	58	↓	Electrolux	Sweden	Tech	🔒	🔒	🔒	🔒	🔒
84	88	↑	SAAB	Sweden	Aerospace & Defence	🔒	🔒	🔒	🔒	🔒
85	-	New	KIWI mini pris	Norway	Retail	🔒	🔒	🔒	🔒	🔒
86	102	↑	Jyske Bank	Denmark	Banking	🔒	🔒	🔒	🔒	🔒
87	73	↓	Storebrand	Norway	Insurance	🔒	🔒	🔒	🔒	🔒
88	66	↓	Oriflame	Sweden	Cosmetics	🔒	🔒	🔒	🔒	🔒
89	84	↓	Den Grønne Slagter	Denmark	Food	🔒	🔒	🔒	🔒	🔒
90	87	↓	WARTSILA	Finland	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
91	-	New	MOWI	Norway	Food	🔒	🔒	🔒	🔒	🔒
92	80	↓	KONECRANES	Finland	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
93	96	↑	Huhtamaki	Finland	Commercial Services	🔒	🔒	🔒	🔒	🔒
94	119	↑	BILLERUD	Sweden	Logistics	🔒	🔒	🔒	🔒	🔒
95	94	↓	ROCKWOOL	Denmark	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
96	136	↑	Evolution Gaming	Sweden	Leisure & Tourism	🔒	🔒	🔒	🔒	🔒
97	85	↓	AF GRUPPEN	Norway	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
98	93	↓	Kongsberg	Norway	Aerospace & Defence	🔒	🔒	🔒	🔒	🔒
99	89	↓	Billia	Sweden	Retail	🔒	🔒	🔒	🔒	🔒
100	95	↓	Husqvarna Group	Sweden	Engineering & Construction	🔒	🔒	🔒	🔒	🔒

## Top 150 most valuable Nordic brands 101-150

2023 Rank	2022 Rank		Brand	Country	Sector	2023 Brand Value	Brand Value Change	2022 Brand Value	2023 Brand Rating	2022 Brand Rating
101	99	↓	Preem	Sweden	Oil & Gas	🔒	🔒	🔒	🔒	🔒
102	45	↓	NCC	Sweden	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
103	100	↓	Sanoma	Finland	Media	🔒	🔒	🔒	🔒	🔒
104	81	↓	TRELLEBORG	Sweden	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
105	98	↓	DNA	Finland	Telecoms	🔒	🔒	🔒	🔒	🔒
106	109	↑	Tulip	Denmark	Food	🔒	🔒	🔒	🔒	🔒
107	101	↓	ECCO	Denmark	Apparel	🔒	🔒	🔒	🔒	🔒
108	-	New	Wallenius Wilhelmsen	Norway	Logistics	🔒	🔒	🔒	🔒	🔒
109	118	↑	AAK	Sweden	Food	🔒	🔒	🔒	🔒	🔒
110	104	↓	DFDS Seaways	Denmark	Logistics	🔒	🔒	🔒	🔒	🔒
111	83	↓	Dometic Group	Sweden	Leisure & Tourism	🔒	🔒	🔒	🔒	🔒
112	97	↓	GN	Denmark	Tech	🔒	🔒	🔒	🔒	🔒
113	108	↓	Prisma	Finland	Retail	🔒	🔒	🔒	🔒	🔒
114	105	↓	Lurpak	Denmark	Food	🔒	🔒	🔒	🔒	🔒
115	112	↓	Nuuday	Denmark	Telecoms	🔒	🔒	🔒	🔒	🔒
116	117	↑	CHR Hansen	Denmark	Food	🔒	🔒	🔒	🔒	🔒
117	90	↓	YIT	Finland	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
118	110	↓	Loomis	Sweden	Commercial Services	🔒	🔒	🔒	🔒	🔒
119	63	↓	S-Market	Finland	Retail	🔒	🔒	🔒	🔒	🔒
120	92	↓	Danish Crown	Denmark	Food	🔒	🔒	🔒	🔒	🔒
121	106	↓	Epiroc	Sweden	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
122	-	New	Oatly	Sweden	Food	🔒	🔒	🔒	🔒	🔒
123	122	↓	Elkjøp	Norway	Retail	🔒	🔒	🔒	🔒	🔒
124	113	↓	Outokumpu	Finland	Mining, Metals & Minerals	🔒	🔒	🔒	🔒	🔒
125	114	↓	Veidekke	Norway	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
126	116	↓	Boliden	Sweden	Mining, Metals & Minerals	🔒	🔒	🔒	🔒	🔒
127	-	New	Vår Energi	Norway	Oil & Gas	🔒	🔒	🔒	🔒	🔒
128	103	↓	Intrum	Sweden	Banking	🔒	🔒	🔒	🔒	🔒
129	111	↓	Viaplay	Sweden	Media	🔒	🔒	🔒	🔒	🔒
130	123	↓	Netcompany	Denmark	Tech	🔒	🔒	🔒	🔒	🔒
131	121	↓	Tena	Sweden	Household Products	🔒	🔒	🔒	🔒	🔒
132	131	↓	Novozymes	Denmark	Pharma	🔒	🔒	🔒	🔒	🔒
133	125	↓	ALKO	Finland	Retail	🔒	🔒	🔒	🔒	🔒
134	144	↑	Mandatum Life	Finland	Insurance	🔒	🔒	🔒	🔒	🔒
135	134	↓	SSAB	Sweden	Mining, Metals & Minerals	🔒	🔒	🔒	🔒	🔒
136	127	↓	Capio AB	Sweden	Healthcare Facilities	🔒	🔒	🔒	🔒	🔒
137	142	↑	Genmab	Denmark	Pharma	🔒	🔒	🔒	🔒	🔒
138	129	↓	Fotex	Denmark	Retail	🔒	🔒	🔒	🔒	🔒
139	120	↓	Lansforsäkringar Bank	Sweden	Banking	🔒	🔒	🔒	🔒	🔒
140	115	↓	Getinge	Sweden	Pharma	🔒	🔒	🔒	🔒	🔒
141	147	↑	Norwegian Air	Norway	Airlines	🔒	🔒	🔒	🔒	🔒
142	138	↓	Austevoll Seafood	Norway	Food	🔒	🔒	🔒	🔒	🔒
143	130	↓	PER Aarsleff	Denmark	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
144	-	New	Salmar	Norway	Food	🔒	🔒	🔒	🔒	🔒
145	-	New	Atea	Norway	Tech	🔒	🔒	🔒	🔒	🔒
146	141	↓	Finnair	Finland	Airlines	🔒	🔒	🔒	🔒	🔒
147	82	↓	Topdanmark	Denmark	Insurance	🔒	🔒	🔒	🔒	🔒
148	135	↓	betsson	Sweden	Leisure & Tourism	🔒	🔒	🔒	🔒	🔒
149	143	↓	Finlandia	Finland	Spirits	🔒	🔒	🔒	🔒	🔒
150	-	New	Cyient	Sweden	Tech	🔒	🔒	🔒	🔒	🔒

# Brand Spotlight.







equinor

Rank

2

Brand Value

EUR12.6 bn  
+57%

Rank

7

Brand Strength

80.6  
-2.3

# Interview with Anniken Haugen Jebesen.



**Anniken Haugen  
Jebesen**

Vice President  
Brand & Engagement,  
Equinor ASA

**Equinor's ambition is to become a net-zero energy company by 2050. Please tell us: what activities will take you there and what that will mean for the growth of your brand?**

Equinor has a clear ambition to become a leading company in the energy transition. We will continue supplying society with the energy it needs with lower emissions over time and reach net zero by 2050. And we have a plan for that. Our Energy Transition Plan focuses on the current decade, because significant change must take place by 2030 for the world to be able to limit climate change. In short, the plan outlines the measures that will allow us to deliver on the net-zero ambition. The path that leads us there runs through three strategically important areas for Equinor: oil and gas, renewables, and low-carbon solutions. These areas are interconnected and must work together for us to reach our goal. The brand is key to our ambition of being a leading company in the energy transition. By building a position as an energy company searching for better, we use our brand to attract the right candidates to work for us, to engage the right partners to collaborate for the solutions we need in the future, and to gain the stakeholder support needed to secure our license to operate in an increasingly complex energy industry.

**What role does sustainability play in helping Equinor build its brand?**

Sustainability is at the core of everything we do. Our journey to develop as a broad energy company is founded on a strong commitment to sustainability. We support the Paris Agreement and the UN Sustainable Development Goals. We're cutting emissions from our oil and gas activities and investing ambitiously in renewables and low carbon solutions. We know that we are part of the climate problem, but we also strongly believe that we are part of the solution – and we will do our part of the job. We deliver energy to millions of people every day. Through our business and supply chain, we create significant economic value and opportunities for society and communities through taxes, jobs, skills, education, innovation and social impact management. We develop our people and promote diversity and inclusion across our locations. We have a Just Transition plan outlining key principles for how we will have a positive impacts on societies where we operate. All these are also key components to our brand. We are not a green brand, and will probably never be, but we are determined to be a sustainable brand.

**Looking forward, what dimensions and strengths of the Equinor brand will contribute to long-term sustainable growth?**

We celebrated our 50 years anniversary last year, and our view is that we are 50 year young not 50 years old. We are proud of our history and achievements to date but as an energy company, we'll keep searching for better. Only then can we be just as relevant in the future, as we were in our past. This attitude will guide our brand and our ambition of being a leading company in the energy transition. Our positioning work will be built on key insights that drives credibility and position. How we use technology and innovation to help solve the climate challenge will be at the core, whilst an increasingly complex and challenging energy debate also demands from a company like ours that we speak with a clear voice on the challenges and dilemmas of the energy transition.

# ICA

Rank

**35**

Brand Value

**EUR1.7 bn**  
**+37%**

Rank

**1**

Brand Strength

**89.2**  
**+14.8**



# Interview with Josefin Lundmark.



**Josefin Lundmark**  
Marketing Director,  
ICA Sweden

**Our analysis shows that an important reason for ICA's brand strength is your focus on sustainability, something that your customers value. You have also won several prestigious prizes in the field of sustainability, including a UN climate prize. Tell us how you work with sustainability and what you prioritise most in the area?**

Every week, ICA Gruppen meets 16 million customers in stores and pharmacies where we work to make people's every day a little easier. The fact that people perceive ICA as a sustainable brand is a testament to our long-term focus on sustainability. Sustainability includes many things, such as health, environmental and climate issues, and diversity. We want to take our responsibility seriously as a company, at the same time as we want to make it easy for customers to make their own sustainable choices. To reach our goals, we work actively and with a long-term focus within the areas of local, environment, health, inclusion and diversity, and quality, which come together under the concept we have named "For A Good Tomorrow".

**Increased mortgage rates, record high energy prices and more expensive food prices mean many of your customers are understandably worried about the future. How has it affected ICA's customer relationship and what strategies do you have to maintain customer loyalty during these troubled times?**

Together with approximately 1,300 ICA stores in Sweden, we work every day to be affordable for our customers and ensure that all our customers can afford to put good food on the table. Showing how we care about ICA's customers is especially important in times of economic uncertainty and when the situation of many customers is deteriorating. I believe that our loyalty program, "Stammis" will play an important role in how we help our customers going forward. Not only will they receive direct advantages through the Stammis program, but we will also gain a better understanding of our customers' needs and therefore be able to create even better and more relevant offers.

**Looking forward, what dimensions and strengths of the ICA brand will contribute to long-term sustainable growth?**

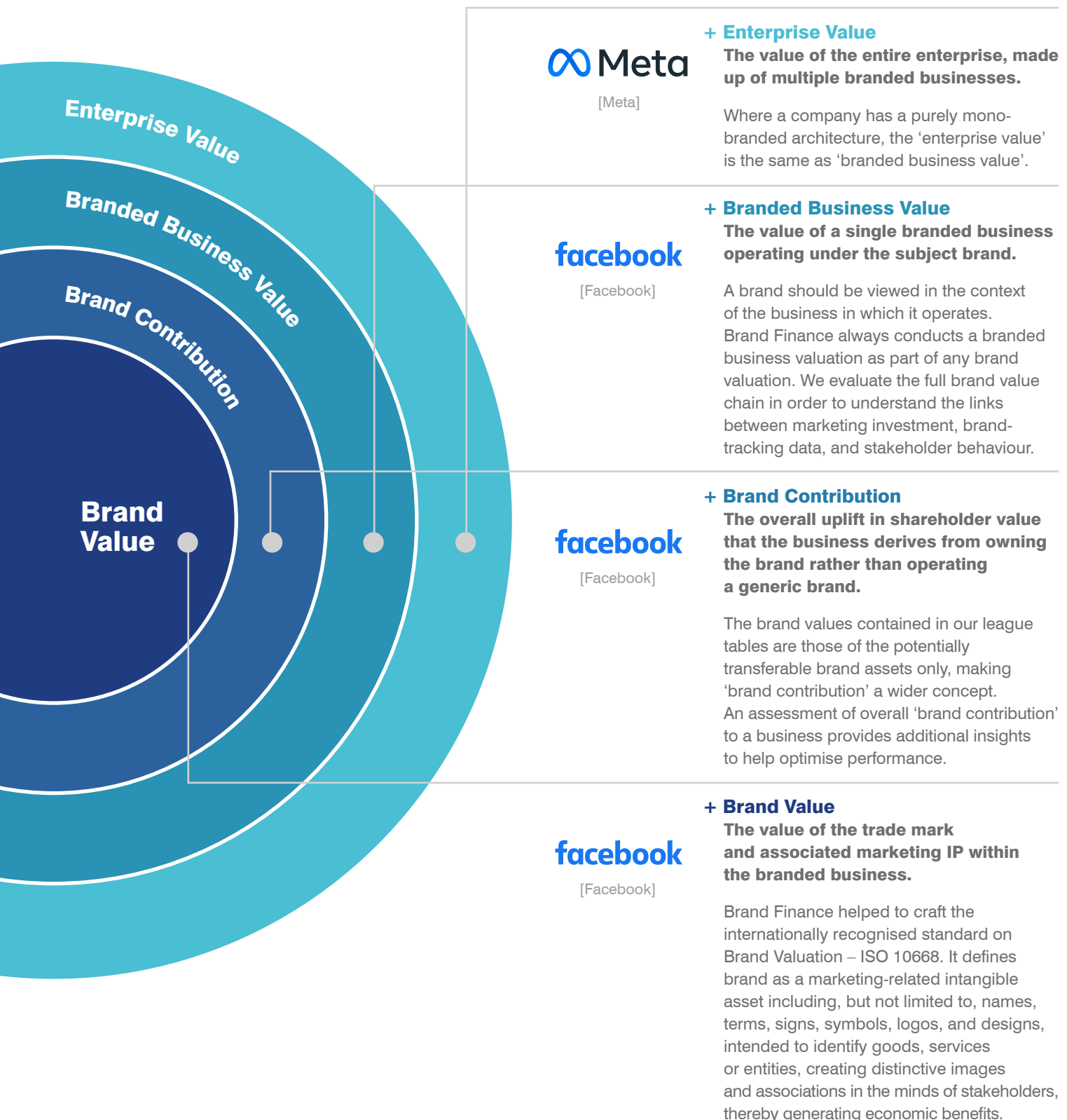
Being personal and present, whilst listening to our customers is something we at ICA do every day. We will make every day a little easier, constantly meeting our customers' needs, preferably with a twinkle in our eye. We do this, among other things, by continuing to develop our Stammis loyalty program, through store openings and through ICA's private label products, which give customers increased value and contribute to a unique assortment. Taking social responsibility seriously is an obvious part of the ICA idea, which involves, among other things, contributing to society and a vibrant countryside, as well as safeguarding a viable and sustainable Swedish agriculture and local food producers, issues that we know are important to ICA's customers.





# 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.

## 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.


















# Global Brand Equity Monitor.

Original market research in 38 countries and across 31 sectors with over 150,000 consumers rating over 5,000 brands.

## Tier 1

-  Apparel
-  Automobiles
-  Luxury Automobiles
-  Banks
-  Cosmetics & Personal Care
-  Food
-  Insurance
-  Oil & Gas
-  Restaurants
-  Retail & E-Commerce
-  Telecoms
-  Utilities

## Tier 2

-  Airlines
-  Luxury Apparel
-  Appliances
-  Beers
-  Luxury Cosmetics
-  General Retail
-  Healthcare Services
-  Apparel
-  Household Products
-  Logistics
-  Media
-  Pharma
-  Real Estate
-  Soft Drinks
-  Spirits & Wine
-  Technology
-  Tyres



## Brand KPIs and Diagnostics

### 1. Brand Funnel



#### Awareness

Have heard of your brand

#### Familiarity

Know something about your brand

#### Consideration

Would consider buying/using your brand

### 2. Brand Usage

### 3. Quality

### 4. Reputation

### 5. Loyalty

### 6. Closeness

### 7. Recommendation (NPS)

### 8. Word of Mouth

### 9. Brand Imagery

### 10. Advertising Awareness

### 11. Brand Momentum



# Highlights from the Global Brand Equity Monitor.

Brand Finance's proprietary market research provides a robust assessment of brand health on key equity measures, allowing comparison both within and across product and service categories. Benchmarking against brands outside your sector is especially helpful in assessing the real strength of brand – not just the 'best of a bad bunch' in a category where brands are generally weaker.

## What makes a brand great?

Amazon is undoubtedly one of the world's strongest brands, one of just a handful achieving the highest AAA+ rating. It has an extremely strong brand funnel, with near-universal familiarity, and consideration, and while its reputation score is not best-in-class, it is stronger than many of its critics might think.

Every strong brand has its own winning formula, and our research highlights Amazon's particular advantages. Top of that list is the outstanding value which shoppers believe Amazon delivers. Amazon ranks on this measure in big markets such as Brazil, USA, UK, and is #1 among retailers in many more. Value has always been a big driver of consumer behaviour, but Amazon also delivers a slick shopping experience ("excellent website/apps"), and this powerful combination is irresistible for many consumers, even those who question Amazon's values and broader corporate reputation.

## Does brand purpose deliver?

Argument rages among CMOs and marketing gurus over this issue. The jury is out – our data suggests that being seen to "care about the wider community" does correlate somewhat with higher Consideration levels, and is an asset particularly for local favourites such as **Jio** (India) or **Bunnings** (Australia). But brands like **McDonald's** and **Nike** (as well as Amazon) are liked and desired despite somewhat moderate reputations on sustainability and values.

## Who's the coolest cat?

In categories like apparel, tech and automotive, sustainability can make you cool, but it's not the only way. **Porsche** wins relatively few plaudits for sustainability, but its übercoolness is very apparent.

## Selected Rankings for Amazon – All Non-Luxury Brands

	Great value for money	Excellent website/apps
	5	5
	1	1
	8	1
	6	1

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**43%** Care about the wider community (Rank #1)

**88%** Consideration Conversion



**8%** Care about the wider community (Rank #86)

**92%** Consideration Conversion

Similarly in the apparel category (especially footwear), the correlation between coolness and sustainability is not especially high.

Meanwhile in France, the epitome of chic, the 2<sup>nd</sup>-highest highest scorer among non-luxury brands is... **Burger King**.

Get your brand talked-about

Cool brands get talked about, and word-of-mouth (WOM) is another key asset some brands possess. It has proven impact on brand growth, hence WOM’s inclusion in our Brand Strength Index model.

In an absolute sense, big brands get talked about a lot more than small ones – their sheer mass presence and relevance ensures that. But deeper analysis reveals a number of challenger brands who look set to profit from above-expectation WOM levels and positive consumer sentiment. Keep an eye on **Tim Horton’s** in Spain, **Peros Garment Factory** (Canada), **SAIC** in, yes, the USA and **iinet** in Singapore.



Top-ranked brands for being “Cool” (Among Category Users)

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	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>
	  PORSCHE	Jeep	
	 Levi's®		
	 CONVERSE		 PORSCHE
	 HARLEY-DAVIDSON	 PORSCHE	 UNDER ARMOUR

# Our Services.



# 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?



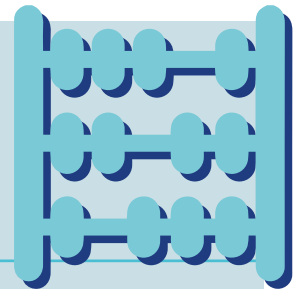
### Brand Valuation

#### *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?



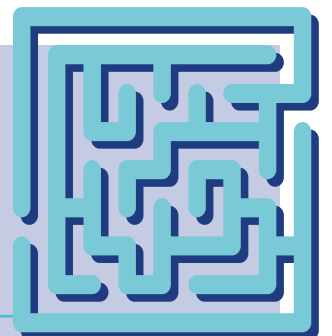
### Brand Strategy

#### *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.

# Brand Dialogue®



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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## Contact us.

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