



# Norway

# 25

# 2023

**The annual report on the most valuable and strongest Norwegian brands**  
August 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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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.

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Brand Valuation  
Summary



Brand  
Strength Tracking



Royalty Rates



Cost of  
Capital Analysis



Customer  
Research Findings



Competitor  
Benchmarking

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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.

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- + Track brand value, strength, and rating across publications and over time
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## Brand Finance Group.



**Brand Finance**  
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**



### 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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[enquiries@brandfinance.com](mailto:enquiries@brandfinance.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.

# Top Norwegian brands set to soar, celebrating growth in 2023.

- + **Equinor** retains title as Norway's most valuable brand, valued at NOK130.3 billion
- + **AkerBP** more than doubles in value, now Norway's fastest-growing brand
- + **Gjensidige** is the nation's strongest brand
- + **Norwegian Air** takes flight, up 42% in terms of brand value
- + **Equinor** also has soaring Sustainability Perceptions Value at NOK11.3 billion
- + Brand Finance Soft Power: Noble Norway



# Ranking Analysis.



# Ranking Analysis.



## Equinor retains title as Norway's most valuable brand, valued at NOK130.3 billion

**Equinor** has retained its title as Norway's most valuable brand, valued at NOK130.3 billion. Equinor's brand value has increased 65%, making it worth more than three times that of its runner-up, **Telenor** (brand value NOK44.5 billion). In 2023, Equinor also ranked ninth globally in Brand Finance's Oil & Gas 50 2023.

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.

Since the inception of the Brand Finance Norway ranking eight years ago, Equinor, Telenor and **DNB** (brand value NOK 32.4 billion) have claimed first, second, and third place respectively.

Of the 25 brands included in this year's ranking, Telenor saw the most brand value decline at just 2%. This is testament to the overall growth, power, and potential of Norwegian brands.

## Top 10 Most Valuable Norwegian Brands

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<b>1</b> ← 1   <b>NOK130.3 bn</b> <b>+65%</b>	<b>2</b> ← 2   <b>NOK44.5 bn</b> <b>-2%</b>	<b>3</b> ← 3   <b>NOK32.4 bn</b> <b>+27%</b>	<b>4</b> ← 4   <b>NOK28.2 bn</b> <b>+143%</b>	<b>5</b> New   <b>NOK17.7 bn</b> <b>-</b>
<b>6</b> New   <b>NOK13.2 bn</b> <b>-</b>	<b>7</b> New   <b>NOK10.4 bn</b> <b>-</b>	<b>8</b> ← 8   <b>NOK9.8 bn</b> <b>+55%</b>	<b>9</b> ← 9   <b>NOK8.7 bn</b> <b>+40%</b>	<b>10</b> ↓ 6   <b>NOK8.7 bn</b> <b>+24%</b>



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

**To celebrate the performance of a wider pool of Norwegian brands, Brand Finance has chosen to expand this year's ranking to the Top 25 Norwegian brands. Equinor, Norway's number one brand, continues to make strides in its move towards sustainable energy. Following its 2018 rebrand, the signs for Equinor's long-term success are really encouraging as it continues to be an innovative player within the industry.**

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





AkerBP more than doubles in value, now Norway’s fastest-growing brand

**AkerBP** (brand value up 143% to NOK28.2 billion) has more than doubled in brand value 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.

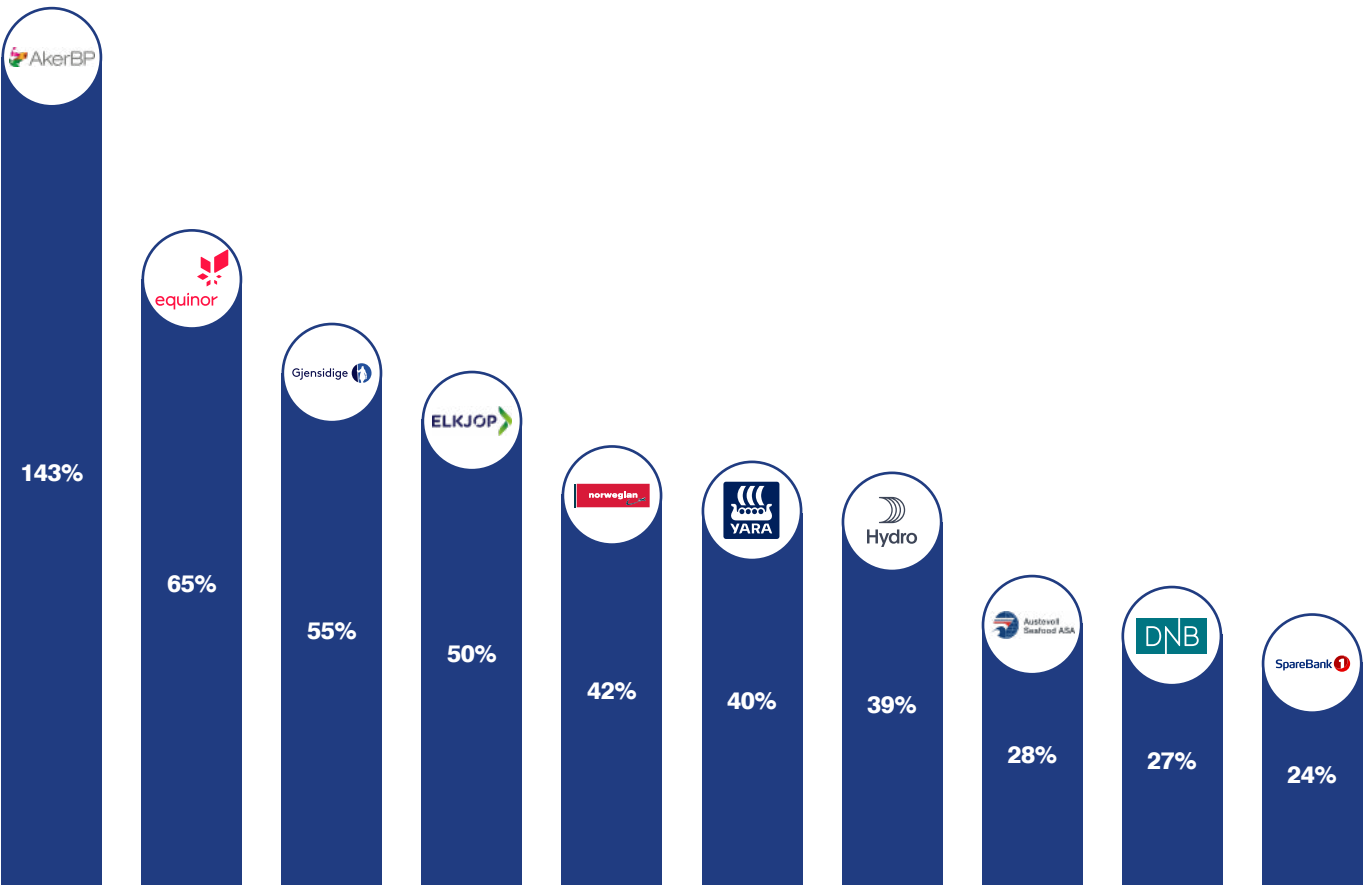
In turn, AkerBP’s improved financial performance due to increased revenues have contributed to this impressive brand value growth.

Looking ahead, AkerBP can expect significant increases in production as it plans to invest more than NOK150 billion in development projects. This is likely to further add to future brand growth.



Brand Value Change 2022-2023 (%)







































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## Top 10 Strongest Norwegian Brands

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<b>1</b>  <b>5</b>  <b>Gjensidige</b>  <b>81.7</b>  <b>+15.0</b> <b>AAA-</b>	<b>2</b>  <b>1</b>  <b>equinor</b>  <b>80.6</b>  <b>-2.3</b> <b>AAA-</b>	<b>3</b>  <b>3</b>  <b>DNB</b>  <b>74.2</b>  <b>-0.2</b> <b>AA</b>	<b>4</b>  <b>2</b>  <b>telenor group</b>  <b>74.0</b>  <b>-3.0</b> <b>AA</b>	<b>5</b> New  <b>kLP</b>  <b>73.0</b>  <b>-</b> <b>AA</b>
<b>6</b>  <b>4</b>  <b>YARA</b>  <b>72.2</b>  <b>+5.1</b> <b>AA</b>	<b>7</b>  <b>9</b>  <b>storebrand</b>  <b>69.9</b>  <b>+10.3</b> <b>AA</b>	<b>8</b> New  <b>norwegian</b>  <b>69.7</b>  <b>-3.8</b> <b>AA</b>	<b>9</b>  <b>7</b>  <b>SpareBank 1</b>  <b>69.2</b>  <b>+4.9</b> <b>AA-</b>	<b>10</b>  <b>6</b>  <b>AkerBP</b>  <b>68.3</b>  <b>+2.3</b> <b>AA-</b>

### Gjensidige is the nation's strongest brand

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.

**Gjensidige** (brand value up 55% to NOK9.8 billion) has overtaken **Equinor** to become Norway's strongest brand. Following a 15-point increase in Brand Strength Index (BSI) score, the Norwegian insurance leader has jumped to an impressive 82 out of 100, now rated AAA-. This is in connection with Gjensidige's enhanced focus on improving its customer-centric services.

The brand has implemented several new measures, including the development of digital services and new product launches, to improve customer experiences. Further ahead, Gjensidige will continue on this customer-orientated path. The brand has outlined

additional operational targets which it strives to achieve by 2025, including improved customer satisfaction and retention rates.



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.

In addition to brand strength, **Gjensidige** is perceived well in terms of sustainability, with a Sustainability Perceptions Score of 4.71 out of 10. This is linked to Gjensidige's mission and contribution to a modern welfare society.

For example, offering Nordic Ecolabelled house rebuilds when claims are raised for the replacement of completely damaged houses, and compensating for the emissions caused by young people's housing and travel insurance.

Further, the brand's focus on prevention measures, both in house and for its clients, in relation to climate and ecosystem change is well-communicated to its stakeholders.

Norwegian Air takes flight, up 42% in terms of brand value

**Norwegian Air** (brand value up 42% to NOK3.2 billion) has experienced a 42% increase in brand value. This is attributed to increased revenues as a result of post-COVID recovery and reduced risk factors across the industry, with improved load factors on flights as consumers return to pre-pandemic-like travel.



Sustainability Perception Values (SPV)

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NOKxx = sustainability perceptions value    x.x = sustainability perceptions score/10

1		2		3		4		5	
NOK11,324 m	NOK4,221 m	NOK2,205 m	NOK1,050 m	NOK929 m					
4.53	4.27	4.01	3.94	4.71					



## Equinor also has soaring Sustainability Perceptions Value at NOK11.3 billion

**Equinor** has a lot of value linked to sustainability perceptions, with a Sustainability Perceptions Value at NOK11.3 billion. Equinor has communicated its commitment to sustainability in line with the brand's three strategic pillars: always safe, high value and low carbon. More recently in March 2023, Equinor shared its first integrated annual report, combining financial and sustainability reporting for the first time and streamlining stakeholder's access to information regarding its sustainability strategy and performance. However, Equinor's score is not an assessment of its

overall sustainability performance, but rather indicates how much brand value it has tied up in sustainability perceptions and therefore the possible risks or benefits of these perceptions for the brand. Equinor's Sustainability Perceptions Score was 4.53 out of 10.

Further, according to Brand Finance's inaugural Sustainability Gap Index 2023, Equinor's sustainability-related behaviours, including its partnership with RWE, has had a positive impact on the brand's sustainability perceptions. Brand Finance's research found Equinor's perceived sustainability was rated higher than its actual sustainability performance, suggesting their transition towards a more sustainable future has been communicated effectively to consumers.



## Brand Finance Soft Power 2023: Noble Norway

In this year's Global Soft Power Index, Norway gave another strong performance. Ranked 17<sup>th</sup> out of 121 countries, Norway maintained its position from the previous year, and gained almost 3-points (2.9) on its overall score.

Perceptions of Norway's "Sustainable Future" is a particular highlight. For this parameter, Norway ranked among the world's top 5 most sustainable countries, earning 5<sup>th</sup> place. Norway performed especially

well on the metrics of "Invests in green energy and technology", ranking 3<sup>rd</sup>, and is the top-ranking country for "Acts to protect the environment". Overall, Norway's sustainability performance in the Global Soft Power Index highlights Norwegian brands as world-leaders when it comes to investing in green tech, energy, and operation solutions.

In addition, when considering "People & Values", Norway ranked highly, coming in at 6<sup>th</sup> overall. The land of the Vikings and Fjords gave a top-10 performance across various metrics, including scores for "Generous" (9<sup>th</sup>), "Trustworthy" (6<sup>th</sup>) and "Tolerant & Inclusive" (5<sup>th</sup>).





# Brand Value Ranking (NOKm).

## Top 25 most valuable Norwegian brands 1-25

2023 Rank	2022 Rank		Brand	Sector	2023 Brand Value	Brand Value Change	2022 Brand Value	2023 Brand Rating	2022 Brand Rating
1	1	←	Equinor	Oil & Gas	130,342	+65.2%	78,904	AAA-	AAA-
2	2	←	Telenor	Telecoms	44,468	-2.0%	45,388	AA	AA+
3	3	←	DNB	Banking	32,360	+27.2%	25,445	AA	AA
4	4	←	AkerBP	Oil & Gas	28,192	+142.7%	11,615	AA-	AA-
5	-	New	Lerøy Seafood	Food	17,668	-	-	AA-	-
6	-	New	KLP	Insurance	13,212	-	-	AA	-
7	-	New	ASKO	Logistics	10,385	-	-	A	-
8	8	←	Gjensidige	Insurance	9,768	+54.7%	6,314	AAA-	AA-
9	9	←	Yara	Chemicals	8,673	+39.6%	6,212	AA	AA-
10	6	↓	Sparebank Group	Conglomerates	8,659	+24.0%	6,983	AA-	A+
11	5	↓	Rema 1000	Retail	🔒	🔒	🔒	🔒	🔒
12	-	New	Jotun	Chemicals	🔒	🔒	🔒	🔒	🔒
13	-	New	Hydro	Mining, Metals & Minerals	🔒	🔒	🔒	🔒	🔒
14	-	New	KIWI mini pris	Retail	🔒	🔒	🔒	🔒	🔒
15	7	↓	Storebrand	Insurance	🔒	🔒	🔒	🔒	🔒
16	-	New	MOWI	Food	🔒	🔒	🔒	🔒	🔒
17	10	↓	AF GRUPPEN	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
18	-	New	Kongsberg	Aerospace & Defence	🔒	🔒	🔒	🔒	🔒
19	-	New	Wallenius Wilhelmsen	Logistics	🔒	🔒	🔒	🔒	🔒
20	-	New	Elkjøp	Retail	🔒	🔒	🔒	🔒	🔒
21	-	New	Veidekke	Engineering & Construction	🔒	🔒	🔒	🔒	🔒
22	-	New	Vår Energi	Oil & Gas	🔒	🔒	🔒	🔒	🔒
23	-	New	Norwegian Air	Airlines	🔒	🔒	🔒	🔒	🔒
24	-	New	Austevoll Seafood	Food	🔒	🔒	🔒	🔒	🔒
25	-	New	Salmar	Food	🔒	🔒	🔒	🔒	🔒



# Brand Spotlight.





equinor

Rank

**1**

Brand Value

**NOK130.3 bn**

**+65%**

Rank

**2**

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?**

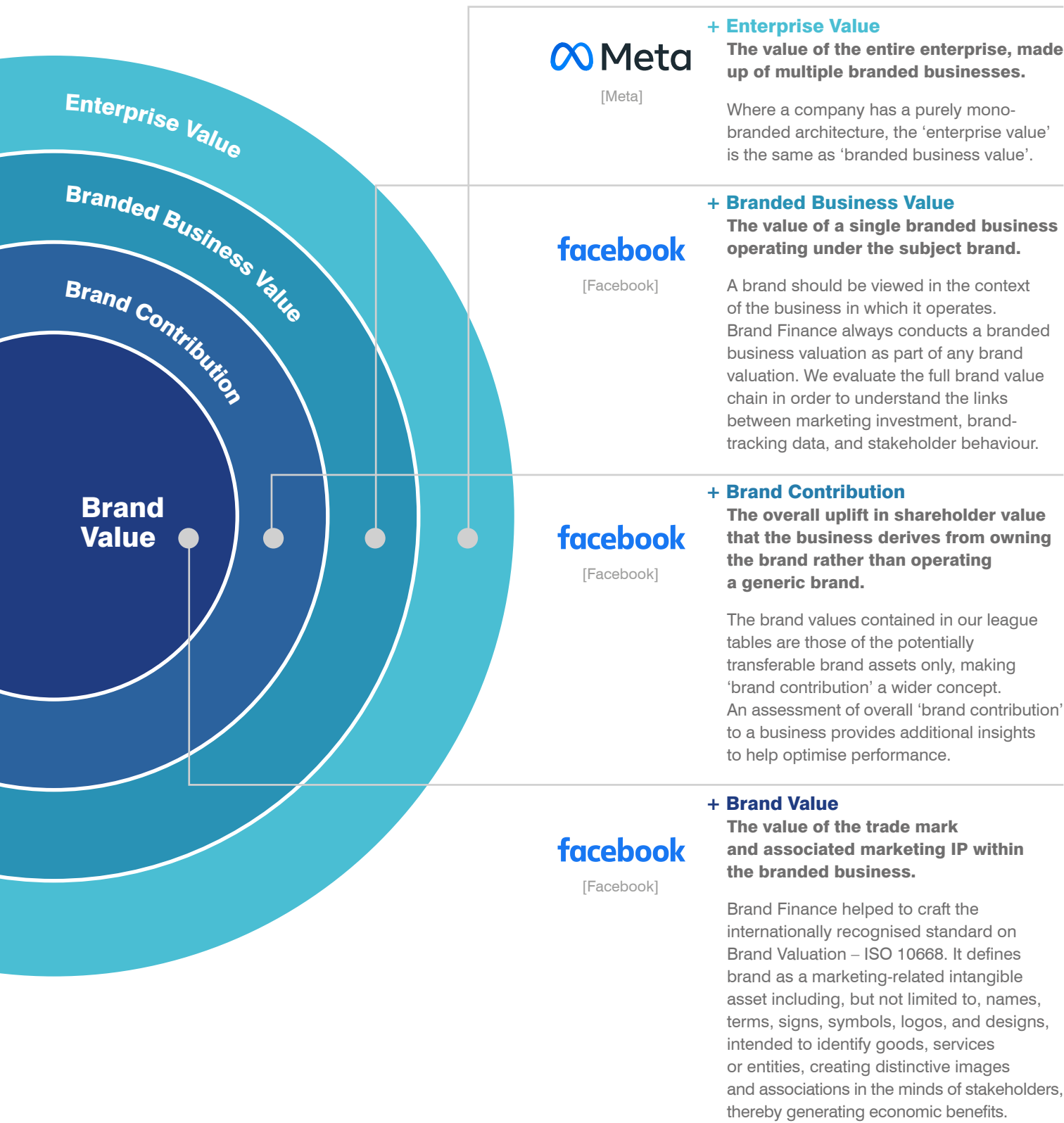
We celebrated our 50 years anniversary last year, and our view is that we are 50 year young not 50 years old. We are proud of our history and achievements to date but as an energy company, we'll keep searching for better. Only then can we be just as relevant in the future, as we were in our past. This 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.





# 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.

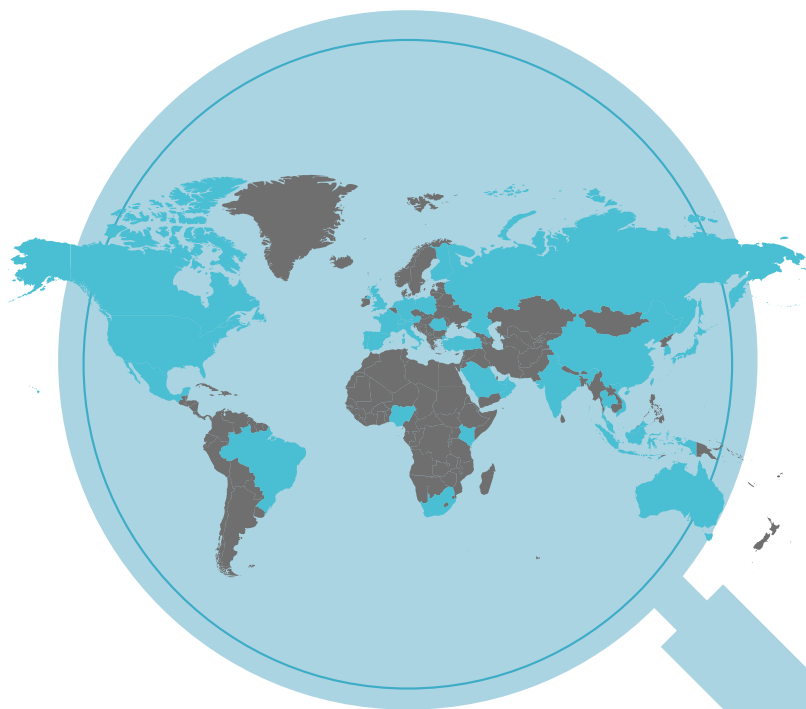
Original market research in 38 countries and across 31 sectors with over 150,000 consumers rating over 5,000 brands.

## 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	
			
	 CONVERSE		 PORSCHE
		 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?



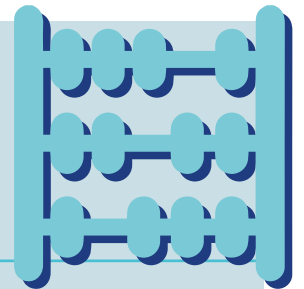
### Brand Valuation

#### *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?



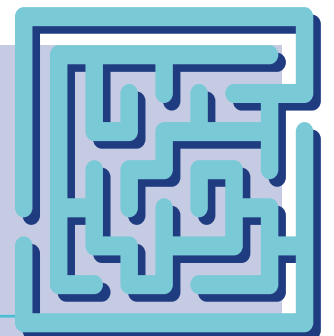
### Brand Strategy

#### *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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