



Utilities

50

2023

The annual report on the most valuable and strongest utility brands brands
May 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.



IVSC
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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 or email enquiries@brandfinance.com



Insight



Strategy



Benchmarking



Education



Communication



Understanding

Benefits



Brand Valuation Summary



Brand Strength Tracking



Royalty Rates



Cost of Capital Analysis



Customer Research Findings



Competitor Benchmarking

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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 to find out more.

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 7th consecutive year** conducting the study

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Foreword.



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.

Revenue surges clash with declining brand strength for the world's largest utilities brands.

- + **State Grid** is the world's most valuable and strongest Utilities brand, valued at USD58.8 billion
- + **RWE** is the fastest-growing Utilities brand, up 116%, as German brands prosper
- + Chinese solar energy brands light up the Utilities ranking
- + **State Grid** has the highest Sustainability Perceptions Value and Score

Ranking Analysis.



Ranking Analysis.



In 2023, the global Utilities market continues to witness the profound impact of Russia's war in Ukraine. The imposition of sanctions on Russia has compelled European governments to seek alternative sources and swiftly transition to domestic and other European providers. Coupled with elevated energy prices, this means numerous leading Utilities providers around the world have experienced robust revenue growth. Brand Finance's research found the average year-on-year revenue increase for the brands included in the Utilities 50 2023 ranking was 21%.

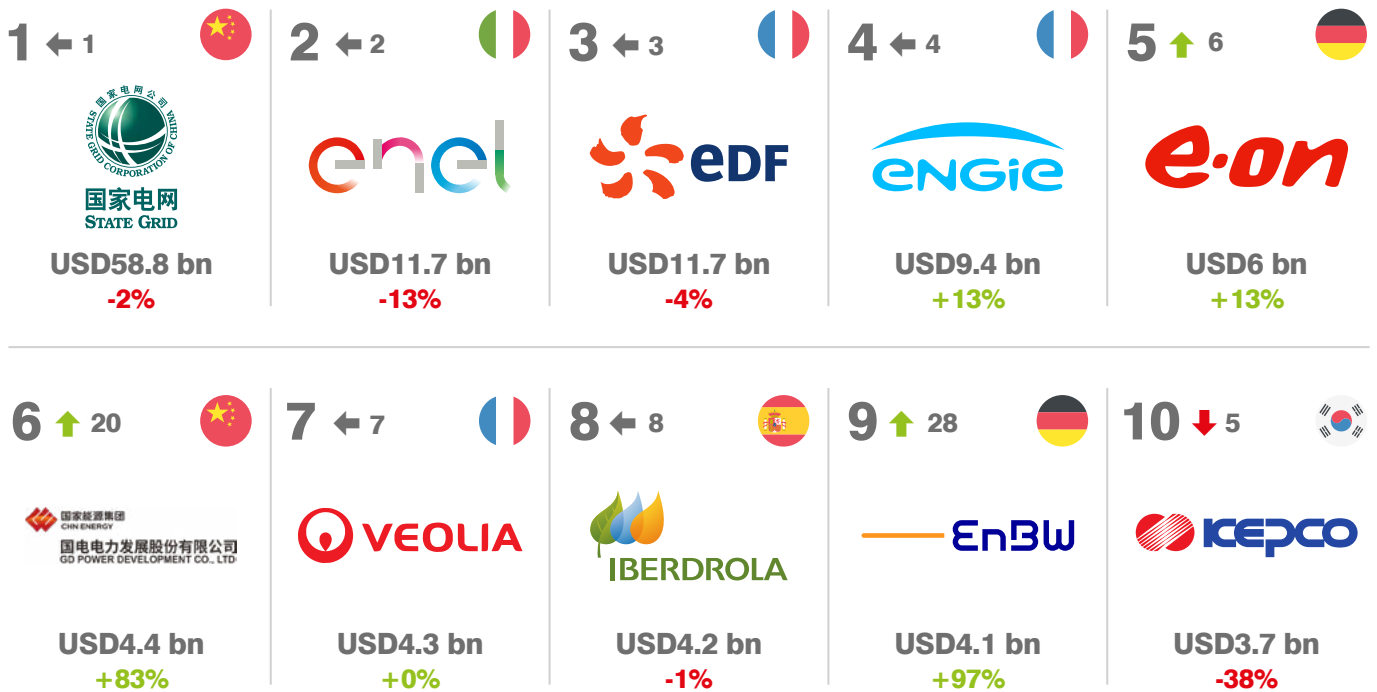
Although Utilities providers have enjoyed heightened profits, these profits have also led to a consequential stagnation or decline in brand equity for many brands within the Utilities ranking. Consumers are starting to raise concerns about the escalating profitability of

these brands, especially amidst a widespread energy crisis and mounting inflation, which has added to the financial difficulties experienced by many consumers. This trend is evident through the decreasing scores in the Brand Strength Index (BSI) for several major Utilities brands worldwide, and an average BSI decrease of 4%.

In summary, although there has been a significant increase in revenues, this growth has not fully translated onto brand value growth due to a decline in brand strength. The surge in financial performance has only led to a 3% aggregate increase in brand values across the ranking. As a result, the leading Utilities brands worldwide need to focus on rebuilding trust and enhancing their reputation among consumers. This effort is essential to foster a higher growth in brand value that aligns with the increase in revenue.

Top 10 Most Valuable Utilities Brands

© Brand Finance Plc 2023



State Grid is the world's most valuable and strongest Utilities brand, valued at USD58.8 billion

China's **State Grid** is the world's most valuable Utilities brand for the sixth consecutive year, despite a marginal 2% brand value reduction to USD58.8 billion. Its brand is still worth over USD47 billion more than both the second and third most valuable Utilities brands, **Enel** (brand value down 13% to USD11.7 billion) and **EDF** (brand value down 4% to USD11.7 billion).

Every year, leading brand valuation consultancy Brand Finance puts 5,000 of the biggest brands to the test, and publishes over 100 reports, ranking brands across all sectors and countries. The world's top 50 most valuable and strongest Utilities brands are included in the annual Brand Finance Utilities 50 2023 ranking.

State Grid, the world's largest utilities company, owes much of its brand value to its dominance in the Chinese utilities market. However, China's extended struggle with the Covid-19 pandemic and its cautious zero-Covid policy have created a difficult operating environment for brands throughout 2022. Despite these challenges, State Grid's 2% brand value reduction is mostly caused by the depreciation of Chinese Yuan against US Dollar.

As China emerges into a post-pandemic world, there is potential for its economy to re-bounce, likely leading to State Grid's return to brand value growth in the years to come.

The global Utilities industry is increasingly transitioning to a more sustainable future in which brands are upping their investment in renewables, while phasing out reliance on non-renewable energy sources. The Utilities 50 2023 ranking reflects this change as many brands double down on greener strategies and the communication of this to stakeholders, while renewables focused brands are increasingly seeing brand value growth and becoming more influential and valuable.

Richard Haigh
Managing Director of Brand Finance

Top 10 Strongest Utilities Brands

© Brand Finance Plc 2023



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.

As well as being the most valuable Utilities brand, **State Grid** is also the strongest. It has a Brand Strength Index score of 86.9 out of 10 with a corresponding AAA brand rating. It is the only Utilities brand to achieve AAA brand rating status in the ranking.

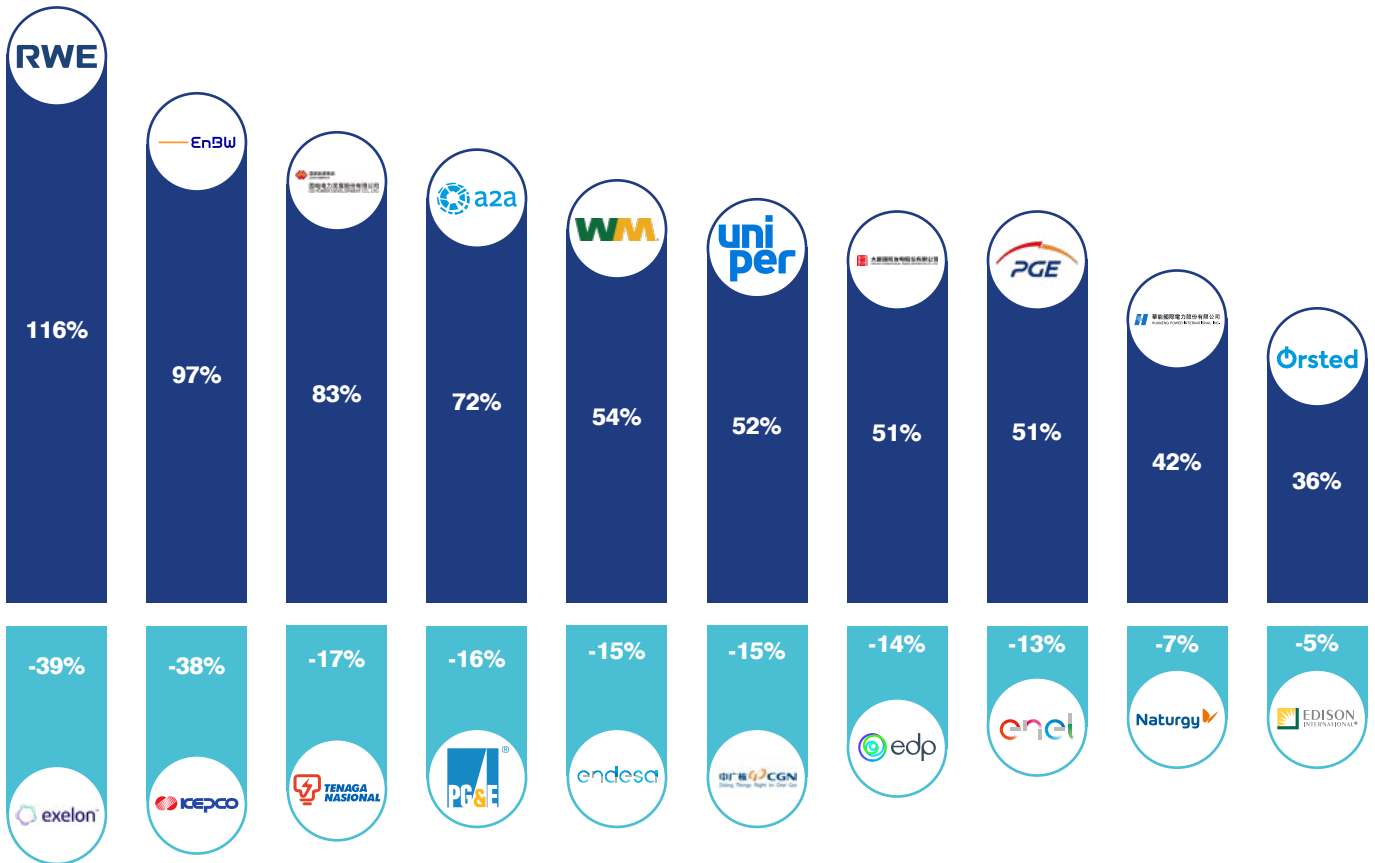
In 2023 State Grid plans to invest a record USD75 billion in transmission infrastructure and energy storage systems. This is a 4% increase in last year’s investment and the sixth consecutive year that investment has grown.

This significant investment demonstrates the power and size of State Grid and the fundamental role it plays in China’s economy. It is no surprise that it has been able to build a high level of brand equity, reflected in its position at the top of the ranking for brand strength.



Brand Value Change 2022-2023 (%)

© Brand Finance Plc 2023



RWE is the fastest-growing Utilities brand, up 116%, as German brands prosper

German based brand **RWE** is the fastest growing brand, up 116% to USD2.3 billion. RWE is also a new entrant in the ranking, coming in at 29th position. RWE is one of a number high performing German brands in the ranking.

Like most energy providers, RWE has financially benefited from favourable conditions on the power generational market. Prior to Russia’s Invasion of Ukraine in early 2022, Germany’s energy market was highly dependent on Russian oil. Following a widespread divestment in Russia, the German government has invested heavily in diversifying its energy market and turning towards domestic providers. Resultantly, German Utilities brands have experienced a remarkable surge in both their performance and brand value. The aggregate brand value growth for the four German Utilities brands

included in the ranking was 64%, making it the fastest growing country in the ranking. Over the last year, RWE has made financial gains on its 2021 levels across all business segments. These financial results, which are one of the largest contributing factors to brand value, have undoubtedly contributed to RWE’s brand value growth in 2023.

RWE’s continued investment in renewables has also likely helped boost its brand value growth. It is part of a wider trend of renewable energy focused Utilities brands that have entered the ranking over the past few years. RWE has transitioned to a Utilities brand focused on creating energy with natural gas, wind, sun, and water and continues to push towards a full transition to a zero-carbon future. It hopes to achieve this by 2040. In 2022, RWE acquired Con Edison Clean Energy Businesses, the second largest owner and operator of solar energy generation in the US. This has ensured that RWE now holds leading positions in all its key markets, namely the EU, UK and US.

Fellow German brands **E.ON** (brand value up 13% to USD6 billion), **EnBW** (brand value up 91% to USD4.1 billion), and **Uniper** (brand value up 52% to USD3.6) have all made significant gains.

EnBW has jumped nineteen places to ninth in the ranking in 2023 after its adjusted EBITDA increased over the past year. Its considerable resilience has allowed it to increase its investment in expanding renewables and the associated grid infrastructure across its markets. Conversely, Spanish Utilities brands have faced difficulties as a result of the war in Ukraine, including an energy crisis and supply chain issues. This has resulted in cost absorption and subsequent price hikes for customers.

Despite these challenges, **Iberdrola** has emerged as the top-performing Spanish brand. Its brand value has increased by 11% to reach USD4.2 billion, securing a spot among the top-10 most valuable brands in the global sector (ranked 8th). This growth can be attributed to the brand's international presence, particularly in the United States and Brazil, where it has contributed to profit growth (up by 11.7% compared to 2021) and offset the decline in profits in Spain.

Furthermore, Iberdrola continues to prioritise investment in renewables and smart grids to promote energy autonomy and accelerate electrification. In 2022, the brand invested almost USD12 million, a 13% increase from 2021, and is set to invest more in 2023 to further expand its renewable installed capacity.

Chinese solar energy brands light up the Utilities ranking

As Utilities brands continue to transition to a more environmentally friendly future, 2023 saw a notable surge in the growth of renewable energy focused brands in the Utilities 50 2023. Solar energy and solar infrastructure providers performed particularly well in the ranking.

This included two Chinese new entrants; Solar energy providers and manufacturers, **Longi** (new entrant at USD3.4 billion) and **JA Solar** (new entrant at USD1.5 billion). These brands are positioning themselves as leaders in the industry by providing innovative solar energy products and services that cater to both residential and commercial customers.

JA Solar's profits surged as much as 171% in 2022, surpassing the total of its previous three year's profits combined. This significant growth can be attributed to increased production capacity and higher photovoltaic (PV) module sales as demand for solar panels increased. The brand has also announced investment in further production plants over the next 36 months. This will further increase production capacity and may well lead to further growth for the JA Solar brand.

The success of solar brands in the ranking signals a positive trend for renewable Utilities brands moving forward. As the energy transition gathers speed, and governments worldwide encourage the adoption of renewable power through incentives and regulations, it is likely that sustainability focused Utilities brands will continue to surge. Other brands must adapt and expand their offerings to include sustainable energy solutions, or risk potential damage to their brand value and strength.



Sustainability Perceptions Value

© Brand Finance Plc 2023

\$xx = sustainability perceptions value

x.x = sustainability perceptions score/10

<p>1</p>  <p>国家电网 STATE GRID</p> <p>USD7,374 m 5.64</p>	<p>2</p>  <p>enel</p> <p>USD1,111 m 4.26</p>	<p>3</p>  <p>EDF</p> <p>USD1,063 m 4.09</p>	<p>4</p>  <p>ENGIE</p> <p>USD888 m 4.25</p>	<p>5</p>  <p>e.on</p> <p>USD574 m 4.30</p>
<p>6</p>  <p>国家能源集团 CHN ENERGY 国电电力发展股份有限公司 GD POWER DEVELOPMENT CO., LTD.</p> <p>USD469 m 4.82</p>	<p>7</p>  <p>VEOLIA</p> <p>USD444 m 4.61</p>	<p>8</p>  <p>KEPCO</p> <p>USD380 m 4.60</p>	<p>9</p>  <p>VATTENFALL</p> <p>USD380 m 4.75</p>	<p>10</p>  <p>EnBW</p> <p>USD360 m 3.99</p>

State Grid has the highest Sustainability Perceptions Value and Score

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

As well as being the most valuable and strongest brand, **State Grid** also has the highest Sustainability Perceptions Value of any brand included in the Utilities 50 2023 ranking, at USD7.4 billion. State Grid’s position at the top of the SPV table is not an assessment of its overall sustainability performance, but rather indicates how much brand value it has tied up in sustainability perceptions.

The brand’s Sustainability Perception Score was also 5.64 out of 10, the highest in the ranking. State grid has taken steps towards a more sustainable future in which it will focus on green and low-carbon economic

and social development. Because of the size and scope of State Grid’s operations it has a key role in enabling the energy transition in China’s Utilities market. It is achieving this through investment in clean energy infrastructure. For example, State Grid has commissioned four pumped-storage hydropower stations and plans to begin work on five more. State Grid Qinghai Electric Power Company has also developed solar, wind and hydropower capacity on a large scale as an important fulcrum to serve the energy transformation. This provides strong power support for Qinghai to build an important new clean energy industry base.



Brand Value Ranking (USDm).

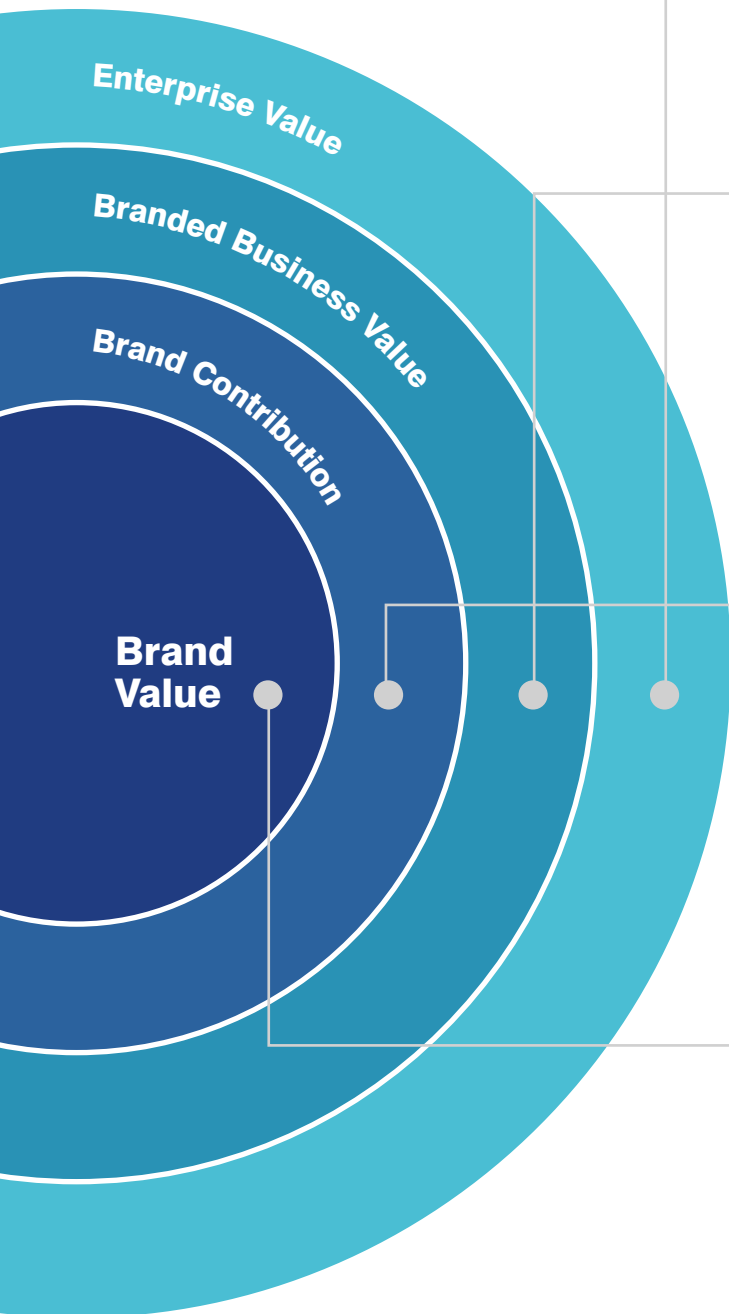
Top 50 most valuable Utilities brands 1-50

2023 Rank	2022 Rank		Brand	Country	2023 Brand Value	Brand Value Change	2022 Brand Value	2023 Brand Rating	2022 Brand Rating
1	1	←	State Grid	China	58,846	-2%	60,175	AAA	AAA
2	2	←	Enel	Italy	11,729	-13%	13,553	AA+	AAA
3	3	←	EDF	France	11,704	-4%	12,182	AAA-	AAA-
4	4	←	Engie	France	9,407	+13%	8,340	AA+	AA
5	6	↑	E.ON	Germany	6,005	+13%	5,330	AA	AA
6	20	↑	GD Power Development	China	4,378	+83%	2,392	AAA-	AA+
7	7	←	Veolia	France	4,331	+0%	4,331	A+	A+
8	8	←	Iberdrola	Spain	4,203	-1%	4,250	AA+	AA+
9	28	↑	EnBW	Germany	4,061	+97%	2,060	AA-	AA
10	5	↓	KEPCO	South Korea	3,724	-38%	5,984	AA	AAA
11	19	↑	Huaneng Power International	China	🔒	🔒	🔒	🔒	🔒
12	11	↓	Vattenfall	Sweden	🔒	🔒	🔒	🔒	🔒
13	22	↑	Uniper	Germany	🔒	🔒	🔒	🔒	🔒
14	9	↓	Duke Energy	United States	🔒	🔒	🔒	🔒	🔒
15	-	New	Longi	China	🔒	🔒	🔒	🔒	🔒
16	25	↑	WM	United States	🔒	🔒	🔒	🔒	🔒
17	15	↓	TEPCO	Japan	🔒	🔒	🔒	🔒	🔒
18	18	←	KOGAS	South Korea	🔒	🔒	🔒	🔒	🔒
19	13	↓	EDP	Portugal	🔒	🔒	🔒	🔒	🔒
20	35	↑	Datang Power	China	🔒	🔒	🔒	🔒	🔒
21	-	New	Axpo	Switzerland	🔒	🔒	🔒	🔒	🔒
22	14	↓	PG&E	United States	🔒	🔒	🔒	🔒	🔒
23	16	↓	CGN	China	🔒	🔒	🔒	🔒	🔒
24	32	↑	Ørsted	Denmark	🔒	🔒	🔒	🔒	🔒
25	-	New	RWE	Germany	🔒	🔒	🔒	🔒	🔒
26	26	←	DOMINION	United States	🔒	🔒	🔒	🔒	🔒
27	17	↓	Endesa	Spain	🔒	🔒	🔒	🔒	🔒
28	21	↓	Naturgy	Spain	🔒	🔒	🔒	🔒	🔒
29	24	↓	Florida Power & Light	United States	🔒	🔒	🔒	🔒	🔒
30	10	↓	Exelon	United States	🔒	🔒	🔒	🔒	🔒
31	27	↓	Enedis	France	🔒	🔒	🔒	🔒	🔒
32	29	↓	ENN	China	🔒	🔒	🔒	🔒	🔒
33	-	New	Siemens Gamesa	Spain	🔒	🔒	🔒	🔒	🔒
34	-	New	a2a	Italy	🔒	🔒	🔒	🔒	🔒
35	39	↑	Republic Services	United States	🔒	🔒	🔒	🔒	🔒
36	34	↓	Eversource Energy	United States	🔒	🔒	🔒	🔒	🔒
37	23	↓	Tenaga Nasional	Malaysia	🔒	🔒	🔒	🔒	🔒
38	40	↑	Chubu	Japan	🔒	🔒	🔒	🔒	🔒
39	30	↓	National Grid	United Kingdom	🔒	🔒	🔒	🔒	🔒
40	41	↑	PLN	Indonesia	🔒	🔒	🔒	🔒	🔒
41	33	↓	conEdison	United States	🔒	🔒	🔒	🔒	🔒
42	37	↓	DTE Energy	United States	🔒	🔒	🔒	🔒	🔒
43	36	↓	Xcel Energy	United States	🔒	🔒	🔒	🔒	🔒
44	-	New	Longyuan Power	China	🔒	🔒	🔒	🔒	🔒
45	-	New	PGE	Poland	🔒	🔒	🔒	🔒	🔒
46	-	New	Georgia Power	United States	🔒	🔒	🔒	🔒	🔒
47	-	New	JA Solar	China	🔒	🔒	🔒	🔒	🔒
48	38	↓	Edison International	United States	🔒	🔒	🔒	🔒	🔒
49	44	↓	Kansai	Japan	🔒	🔒	🔒	🔒	🔒
50	-	New	Saudi Electricity Company	Saudi Arabia	🔒	🔒	🔒	🔒	🔒



Methodology.

Definitions.



Brand Value



[Meta]

+ Enterprise Value

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

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



[Facebook]

+ Branded Business Value

The value of a single branded business operating under the subject brand.

A brand should be viewed in the context of the business in which it operates. Brand Finance always conducts a branded business valuation as part of any brand valuation. We evaluate the full brand value chain in order to understand the links between marketing investment, brand-tracking data, and stakeholder behaviour.



[Facebook]

+ Brand Contribution

The overall uplift in shareholder value that the business derives from owning the brand rather than operating a generic brand.

The brand values contained in our league tables are those of the potentially transferable brand assets only, making 'brand contribution' a wider concept. An assessment of overall 'brand contribution' to a business provides additional insights to help optimise performance.



[Facebook]

+ Brand Value

The value of the trade mark and associated marketing IP within the branded business.

Brand Finance helped to craft the internationally recognised standard on Brand Valuation – ISO 10668. It defines brand as a marketing-related intangible asset including, but not limited to, names, terms, signs, symbols, logos, and designs, intended to identify goods, services or entities, creating distinctive images and associations in the minds of stakeholders, thereby generating economic benefits.

Brand 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.



Brand Strength.

Brand Strength

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

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



1 Attribute Selection and Weighting

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

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

2 Data Collection

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

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

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



3 Benchmarking and Final Scoring

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



Each brand is assigned a Brand Strength Index (BSI) score out of 100, which feeds into the brand value calculation. Based on the score, each brand is assigned a corresponding rating up to AAA+ in a format similar to a credit rating.

Analysing the three brand strength measures helps inform managers of a brand's potential for future success.


















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
-  Hotels
-  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 2nd-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 st	2 nd	3 rd
	 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



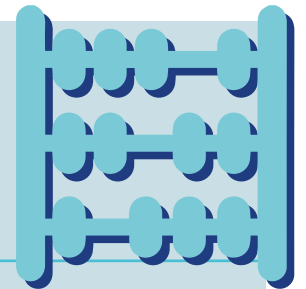
- + Are we building our brands' strength effectively?
- + How do I track and develop my brand equity?
- + How strong are my competitors' brands?
- + Are there any holes in my existing brand tracker?
- + What do different stakeholders think of my brand?

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

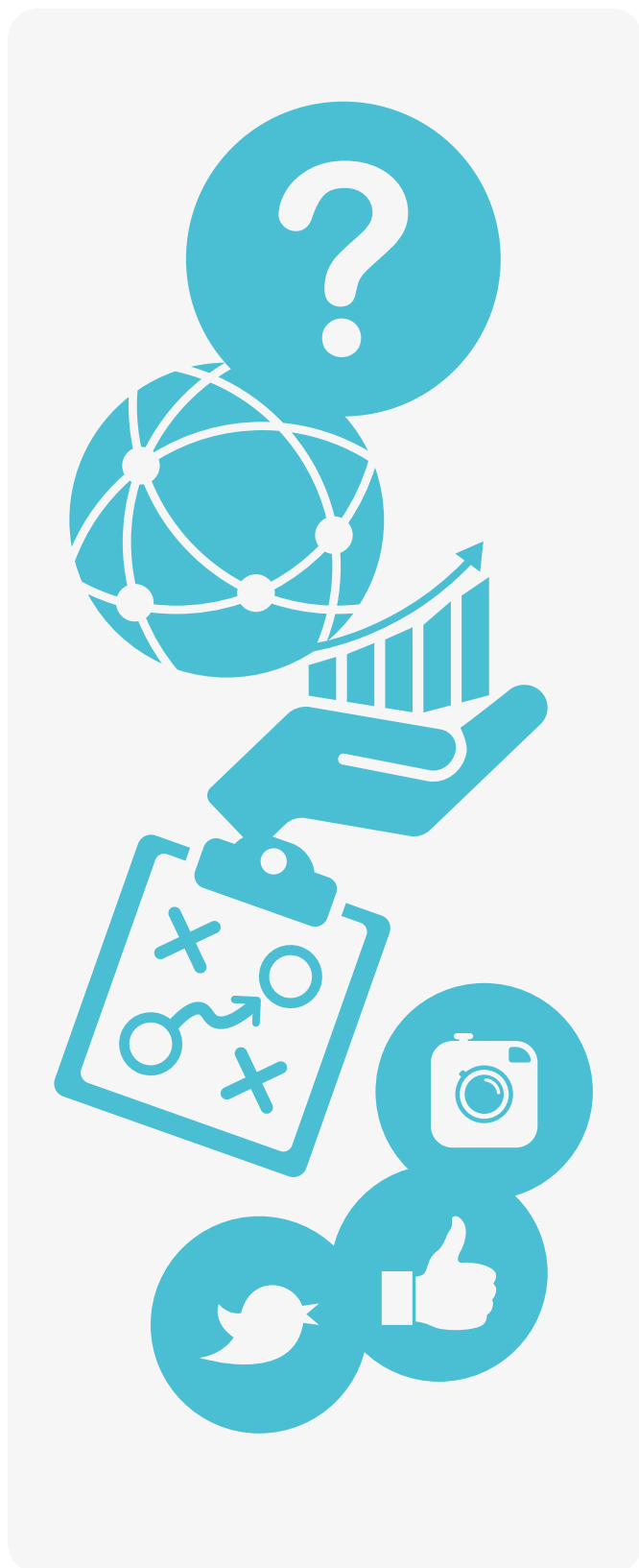
Once you understand the value of your brand, you can use it as tool to understand the business impacts of strategic branding decisions in terms of real financial returns.

- + 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).

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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