



# Why Brands Matter 2022: New Evidence

An analytical report on the role of brands in value creation

October 2022

In partnership with



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# Foreword - Annie Brown.



**Annie Brown**  
General Manager UK  
Consulting, Brand  
Finance

For over a quarter of a century, Brand Finance has helped clients to understand the value of brands. Our global team study thousands of brands each year, and this experience has helped us to understand the key attributes of successful brands and other intangible assets to deliver financial results.

This new research is further evidence of the importance of maintaining brand strength, provides new insights from our latest analysis of a range of studies, and underlines the critical role brands play in the economy. The report considers how brands perform in times of crisis and in recovery; how brands deliver stability and reduce risk; how brands restart economies and build consumer confidence; how brands improve national competitiveness and above all, how strong brands outperform their competitors to earn more money for brand owners.

We also look at some of the building blocks of strong brands and outline the role that familiarity and consideration play in developing that strength and how these factors can help to explain and predict market share.

We hope this research provides both inspiration and practical benefit to marketers and their agencies as they move forward to a post pandemic era.

# Foreword - Janet Hull.



**Janet Hull OBE**  
Director of Marketing  
Strategy, IPA

We are delighted to join Brand Finance in their examination of the benefits and performance of strong brands in 2022. This report comes at a most appropriate moment, as companies look for guidance on how to manage their brands and businesses to deliver sustainable profitable growth and shareholder return, at a time of economic uncertainty.

We have always believed that intangible assets are a critical pillar of competitive advantage and value creation. We supported the launch of the Global Intangible Finance Tracker (GIFT) Report with Brand Finance in 1996. It is gratifying to see that commentators and specialists around the world are now focussing more on this vital area of investment, not cost.





# **Executive Summary.**

# Executive Summary.



+ Strongly branded companies continue to outperform the market. Analysis using both S&P and now new data for the **FTSE 100** benchmarks demonstrate how the strongest brands deliver much higher shareholder returns. In the UK, the top 50 brands delivered returns 30% higher in 2021 and even in the current climate, the cumulative return is 10% higher.

+ Organisations whose brands make up a larger share of their total value, i.e. have a high brand value to equity value ratio (high BV/EV) deliver even greater growth, stability, and returns.

Whilst the top 50 strongest brands delivered 30% higher returns than the **FTSE 100** in 2021, the high BV/EV brands delivered 80%. The report asserts that this demonstrates strong brands are a critical strategic asset that deliver value, with their budgets an investment not a cost.

+ Strongly branded companies recover quickly after a crisis and retain their performance. Our UK data proves this for each crisis – 2012 / 2018 and we now have data for 2020 which demonstrates this speed in recovery once again.

+ Investors consider companies with strong brands to be less of a risk, and companies benefit from a consequential lower cost of capital. Global data suggests strongly branded companies pay at least

3% less on their debt. The UK is slightly lower at 1.7%, but for **Kingfisher Plc** an increase in brand strength across its portfolio could mean a saving of up to £65 million in a year.

+ Intangible assets continue to rise in value across the world. From 2020 to 2021, the total value of global intangible assets grew faster than usual to exceed pre-pandemic levels by nearly a quarter to US\$74 trillion. Economies have shifted and we are now living in an intangible age.

+ Brand Finance estimates marketing intangibles to account for at least 20% of organisations' intangible assets. But marketing related intangibles, the investment they attract and the value, growth, and competitive advantage they deliver are now being analysed as never before.

**Brand Finance** and the **IPA** have been advocating the value of economic competencies such as advertising and brands, marketing research, digital and analytical skills, and innovation for many years. **Princeton** and **McKinsey** are now joining calls for their importance to be better recognized.

+ Recent analysis by **McKinsey** found that investment in marketing intangibles such as these delivers long-term economic growth. Top growing companies invest 2.6 times more in intangibles than slow growers across sectors.

The gap increases to between five and seven times in sectors such as financial services where competitive advantage is anchored on knowledge, which further validates the link between brands, marketing, and the creation of value. It also underlines that far from encouraging companies to reduce advertising investment, governments who wish to accelerate economic growth should be supporting and fostering investment in brands.

+ Investment in intangibles also helps to drive international competitiveness. The total value of UK intangibles dropped in 2020, compared to the USA, China, and Germany. In total Brand Value growth, the UK is also lagging behind global levels. Our latest data reveals the value of the top 50 Global Brands have grown 17% year on year, but the top 50 UK brands have grown 11% between 2021 and 2022.

+ The overall image of the UK, as well as the products and brands it produces, are measured in the **Global Soft Power Index**. Whilst the UK is ranked 2<sup>nd</sup> overall in the Global Soft Power Index, the area in which it does less well is the perception of the UK in having "Products and Brands the World Loves", where we are ranked 7<sup>th</sup>, behind Japan, US, China, France, Germany, and Italy. This is another reason for governments to cultivate brand investment.

+ Return on brand investment can be improved by going back to basics and focussing on familiarity and consideration. Brand Finance has created a metric based on these factors called "**BrandBeta**".

The **BrandBeta** model is calculated on the proportion of people familiar with a brand who are willing to consider it. This metric measures the popularity and mental availability of brands, which we also use as a predictor of market share.

The **BrandBeta** score demonstrates that 80% of the variance in market share is explained by these 2 metrics familiarity and consideration. Familiarity – when a customer knows a brand and what it does well, as opposed to just being 'aware' of it, accounts for 65% of this market share variance, and Consideration – whether the brand will choose it, for 35%. The BrandBeta data reveals that a 1% increase in BrandBeta score equates to a 12% increase in claimed usage.

## The Brand Strength Index – What it is and how it works

One of the metrics used as an annual or semi-annual KPI is Brand Value, due to its ability to reflect both financial outlook as well as brand perception among key stakeholders.

The strength of the brand is clearly an important component of the valuation and Brand Finance has created our own "Brand Strength Index".

The Brand Strength Index is measured according to a balanced scorecard of metrics which are relevant to the sector in which a brand operates. Attributes such as familiarity, consideration, and reputation, are relevant in every industry to varying degrees depending on stakeholder decision-making and value chains.



### Awareness

Have heard of you

### Familiarity

Know something about you

### Consideration

Would consider buying/using you

Since 2007, Brand Finance has monitored the strength and value of the world's most valuable brands. Today, this study is informed by our annual syndicated consumer research, which covers over 4,000 brands across 40 countries. This data enables us to estimate the value of thousands of brands each year.

This database also enables us to analyse of the predictive power of Brand Strength on financial outcomes.

# Brand Strength influences investors and performance.



## Brand Strength as a predictor of share price performance

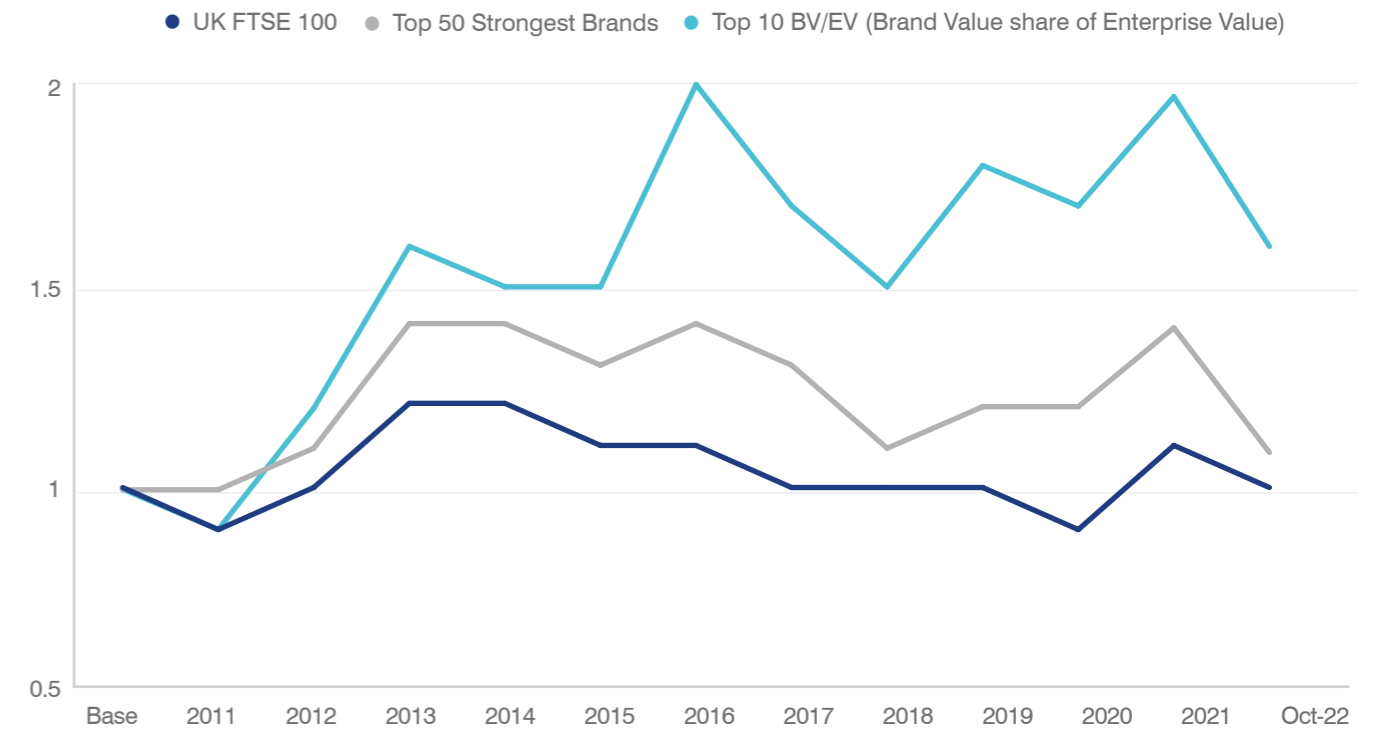
On a global level, we have known for a long time that the strongest brands achieve greater share price growth than benchmarks such as the **S&P 500**.

This year, for the first time, we analysed the UK specifically, to understand the power of strong brands to generate an outsized return versus the **FTSE 100** index.

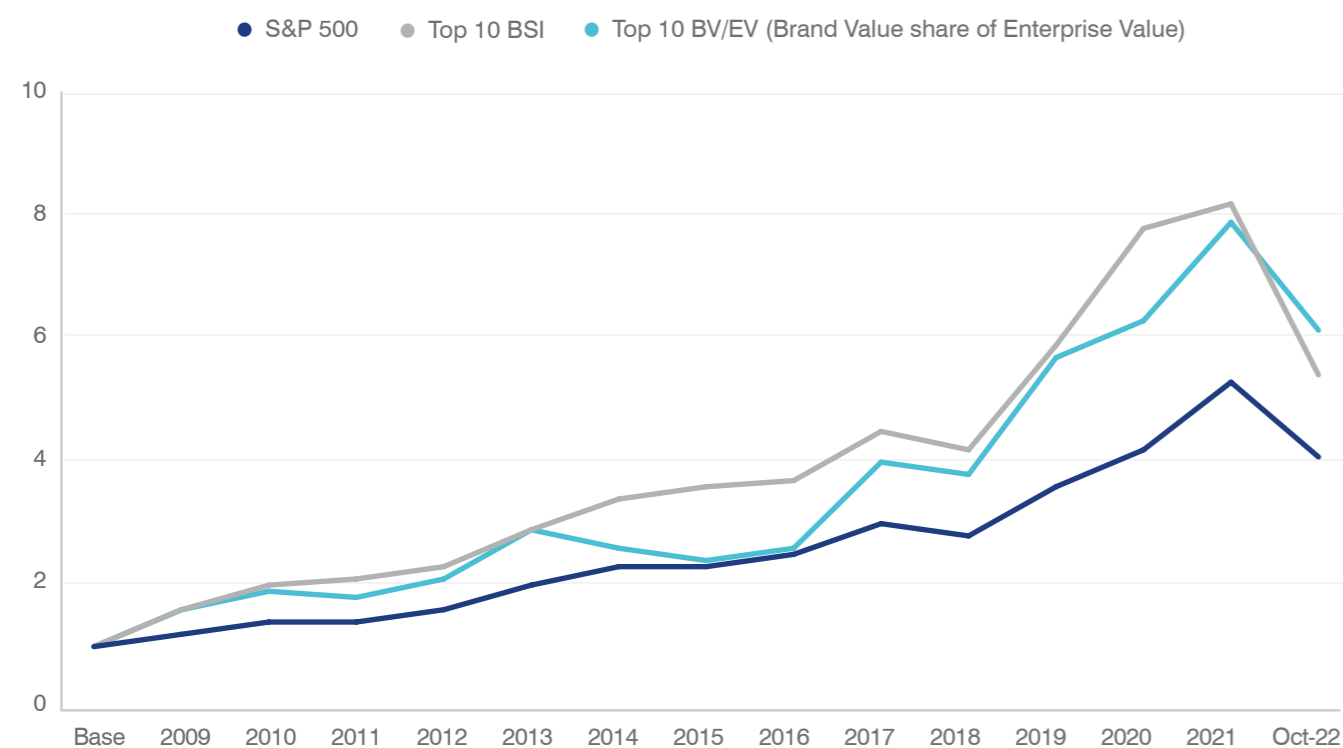
Our analysis found that companies which hold the strongest British brands outperform the **FTSE 100** in terms of total shareholder returns in the long term.

This is true if you invested any time since we started publishing this data in 2011. But the strongest outperformance is seen in 2012 and 2013, where organisations with the strongest brands recovered significantly faster than the **FTSE** following the Black Monday financial crisis (2011).

## Shareholder return for strongly branded organisations vs FTSE © Brand Finance Plc 2022 (GBP Value of £1 invested)



## Strongly branded organisations outperform the market on a global basis (USD Value of \$1 invested) © Brand Finance Plc 2022



Accelerated growth versus the **FTSE** was also seen for strong brands in 2020 and 2021, demonstrating the importance of enhancing your brand in times of financial upheaval or deep uncertainty.

The results so far in 2022 suggest that even strongly branded organizations are struggling with market uncertainty and investor confidence.

However, past performance indicates that these stronger brands are more likely to rebound faster than other organisations.

A more volatile, but ultimately successful, predictor of share price growth is BV/EV.

BV/EV is the proportion of total enterprise value made up by the brand (trademark).

For example, **Brand Finance** valued **Vodafone's** brand at £14.3bn as of the 1st of January 2022 whilst the corresponding enterprise value was £77.2bn. This equates to a BV/EV ratio of 18.5%.

This suggests that organizations which rely more on their brand are more likely to deliver better returns, particularly in a crisis.

The impact of a high BV/EV versus the FTSE 100 was strongest in 2013, 2016 and 2019; all years which trailed financial downturn.

Past results would suggest that top BV/EV businesses will rebound faster following the current drop in prices. A high BV/EV relative to the industry can also be reflective of undervaluation of the business due to short term factors.

Brand Value is focused on the long-term value generated by brands and therefore tends to be less volatile than share prices.

Our data is increasingly used by investment funds to create investment products, but we are not investment advisors. We conduct this analysis to demonstrate the importance of investing in and strengthening brands to support business value growth.

### Cost of Debt is lower for stronger brands

Stronger brands provide confidence for debt providers too. Because brand strength reflects reputation and stability, it therefore reflects lower risk to a lender. Every year, **Brand Finance** analyses the average effective interest rate paid by companies above and beyond the risk-free rate, compared to the average brand strength of the company's brand(s). The "real" risk-free rate can be determined by subtracting the current inflation rate from the return of the government bonds matching the investment duration. This analysis consistently finds that stronger brands pay a lower rate of interest on debt than weaker brands.

Our analysis considers our database of over 5,000 brands and their effective interest rate over the past 3 years. The global data suggests that companies with the strongest brands in the world pay approximately 3% less interest on their debts compared to companies with weaker brands.

Our database is focused on contenders for the most valuable brands in the world, so is therefore focused on larger businesses. As a result, the coverage of failing brands (with a brand strength of 0 – 40) is limited.

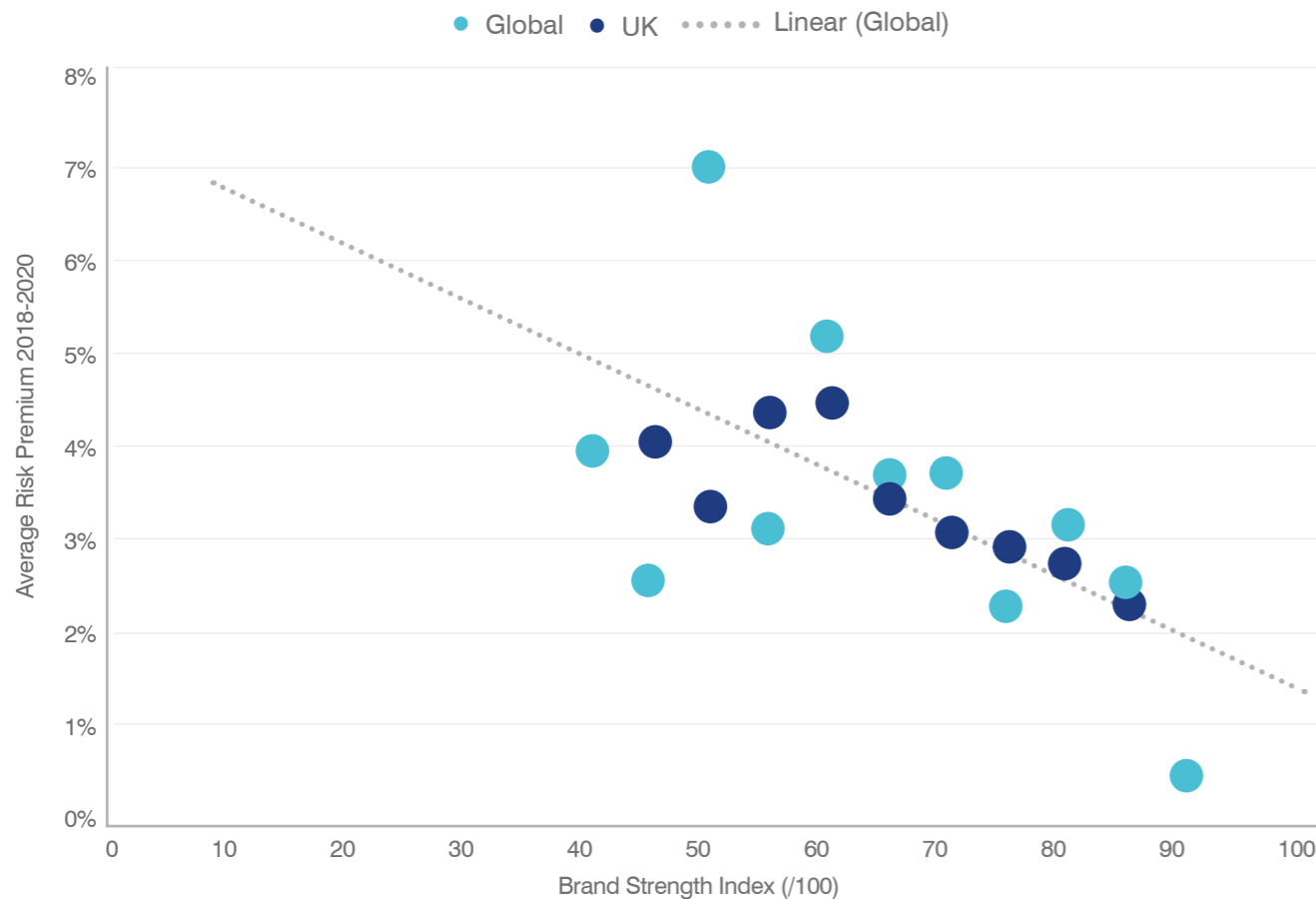
Analysis of just the UK-based companies finds that the strongest British brands (BSI of 85/100 and above) pay approximately 1.7% less interest on their debts than weaker brands (BSI of 45 and below).

For example, **Kingfisher Plc** currently pays an average of 5% above the risk-free rate on interest on its debt.

Our analysis suggests that if the company strengthened its portfolio of brands (**B&Q, Screwfix, Brico Depot**) from an average of 55 to 85, it could have achieved 1-2% less interest, equivalent to £33-£65 million in 2020.

### Calculated Brand Risk Premium 2018-2020

© Brand Finance Plc 2022



# The role of brand and intangibles in value creation.

### What is the value at risk today?

Since 1996, **Brand Finance** has annually monitored global intangible asset value in the **Global Intangible Finance Tracker (GIFT™)**.

Both **Brand Finance** and the **IPA** have been advocating the importance of intangibles and their role in creating growth and value over this time.

Brand Finance estimates that marketing related intangibles account for an average of 20% of all intangible value.

Back in 1996, global intangible assets were worth an estimated \$6 trillion, which is estimated to have increased to over \$74 trillion in 2021. This is a 1145% growth over 25 years – approximately 11% per annum. From 2020 to 2021, the total intangible asset value grew faster than usual to exceed

pre-pandemic levels by nearly a quarter, having increased 23% from \$61 trillion in 2019.

In 2021, a study by **McKinsey** also found evidence on the increasing relevance of intangible assets in terms of value creation.

Using data from the **INTAN-Invest** database, they found that "over the past 25 years, the investment share of intangibles has increased by 29 percent."

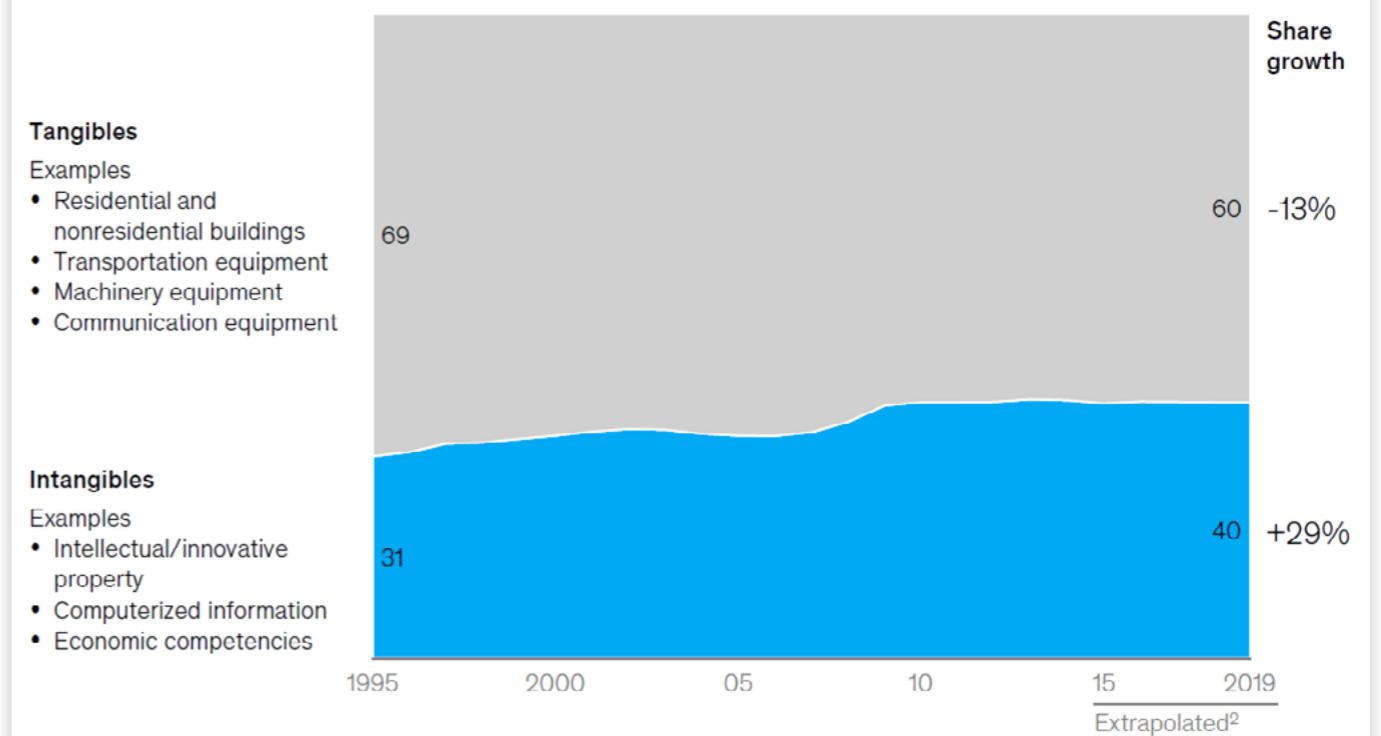
**McKinsey's** analysis suggests that investment in intangibles, regardless of the sector, drives productivity and growth at economic and firm level.

They state that on average, intangible investment by 'top growers' by sector is 2.6 times more than that of the 'low growers.'

Exhibit 2

### The investment mix has shifted toward intangibles over the past 25 years.

Intangible/tangible investment mix, United States and 10 European countries, 1995–2019, %<sup>1</sup>

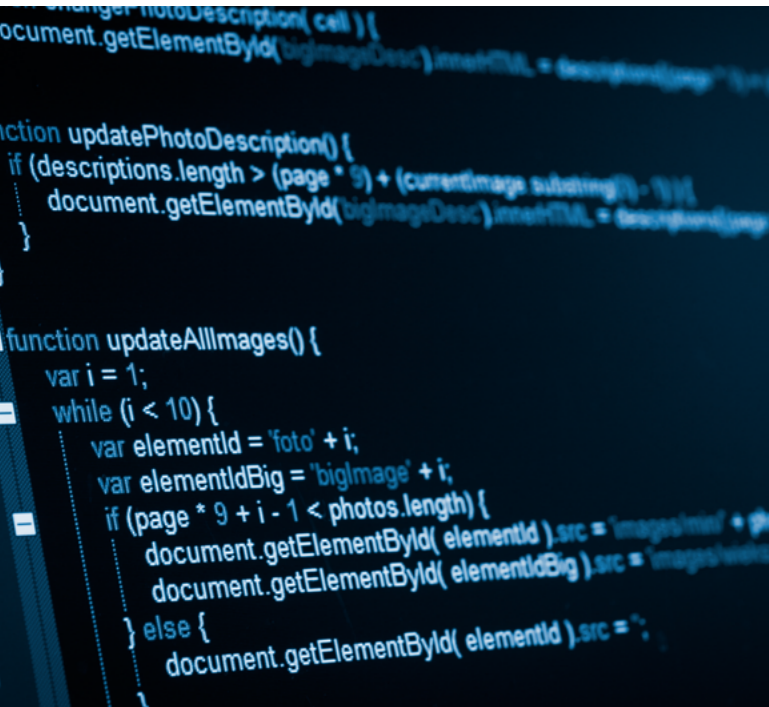


1. European countries are Austria, Denmark, Finland, France, Germany, Italy, Netherlands, Spain, Sweden, and United Kingdom.

2. Data extrapolated for 2015–19 based on 2010–15 average growth.

Source: EU-KLEMS; Eurostat; INTAN-Invest; McKinsey Global Institute analysis

Source: McKinsey (2021), "Getting tangible about intangibles: The future of growth and productivity?", Discussion Paper



This gap increases to between five and seven times in sectors such as financial services where competitive advantage is closely correlated with knowledge. In innovation-focussed sectors, the top growers including telecommunications, media, and technology, invest 5.2 times more than low growers.

Intangible investment is defined in broad terms as investment in computerised information (software or database development), innovation (R&D, design, and product development) and economic competencies (training, market research and branding, among others).

It is also important to stress that these types of investment are now more interdependent than ever and work best together in the creation of sustainable and defensible competitive advantage. Those that invest across all perform better.

## Intangible assets drive international competitiveness

Our analysis suggests that marketing intangibles are currently worth £293 billion for UK companies.

The chart below demonstrates the mostly close correlation between this value and advertising investment in the UK, further implied by the sharp rise as we emerge from the COVID era. Advertising spend has repeatedly been found to support economic development.

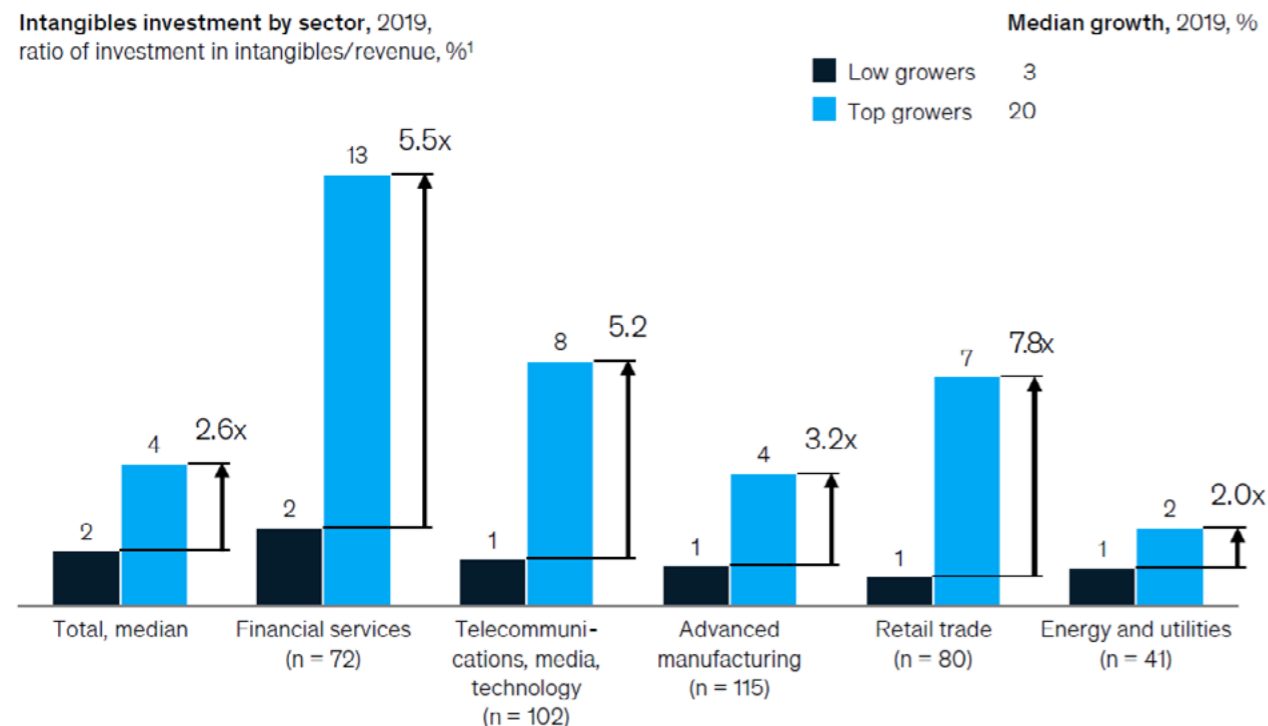
The need for brand growth is paramount for UK brands. While the US, China and Germany retained intangible value in 2020, the UK lost intangible value, demonstrating a slip in UK competitiveness in the international arena.



Exhibit 8

### Top growers invest 2.6 times more in intangibles than low growers across sectors.

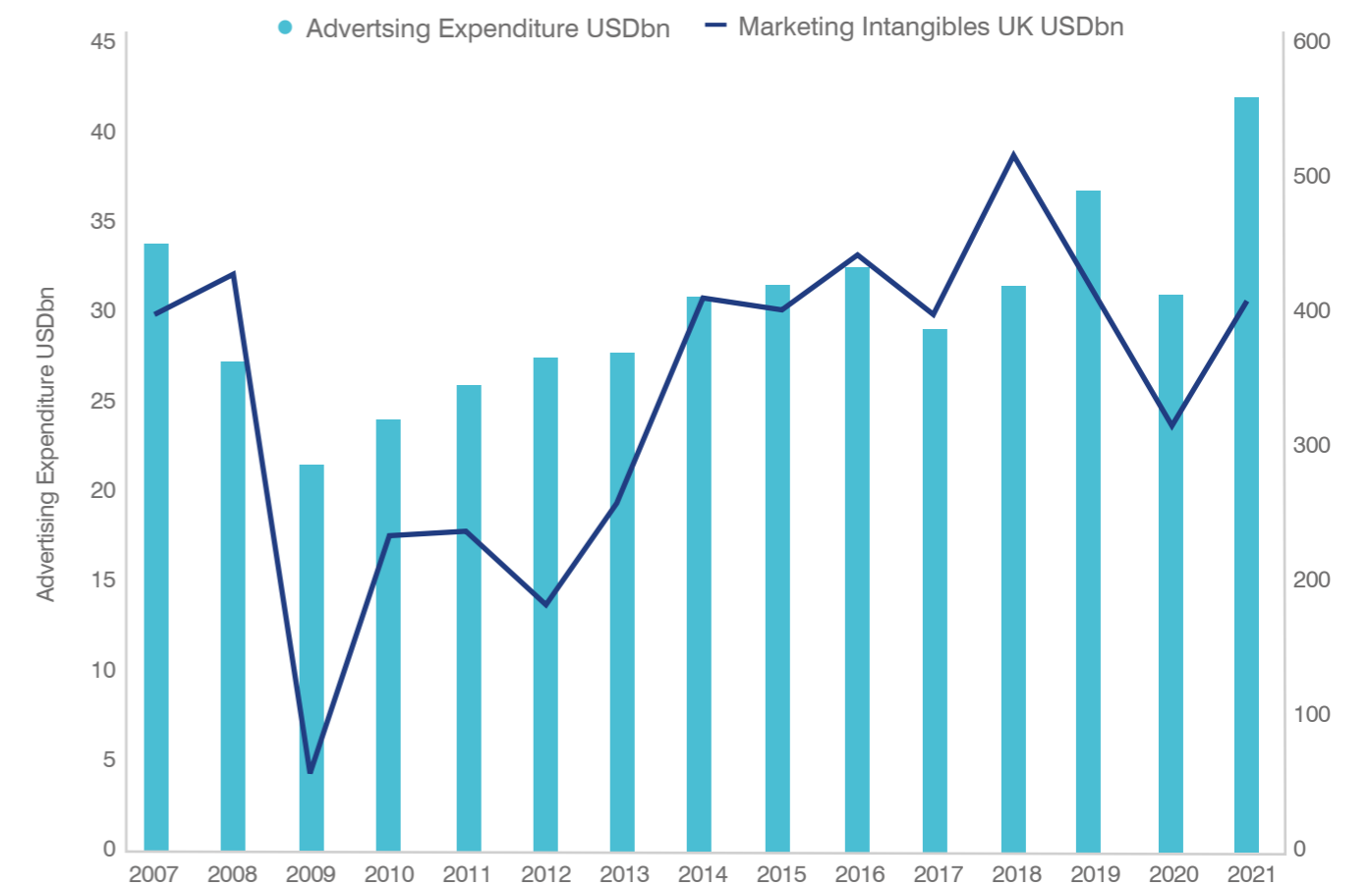
Intangibles investment by sector, 2019, ratio of investment in intangibles/revenue, %<sup>1</sup>



<sup>1</sup> Median by sector. Survey included other sectors not shown here.  
Note: Figures may not sum to 100% because of rounding.  
Source: McKinsey survey; McKinsey Global Institute analysis

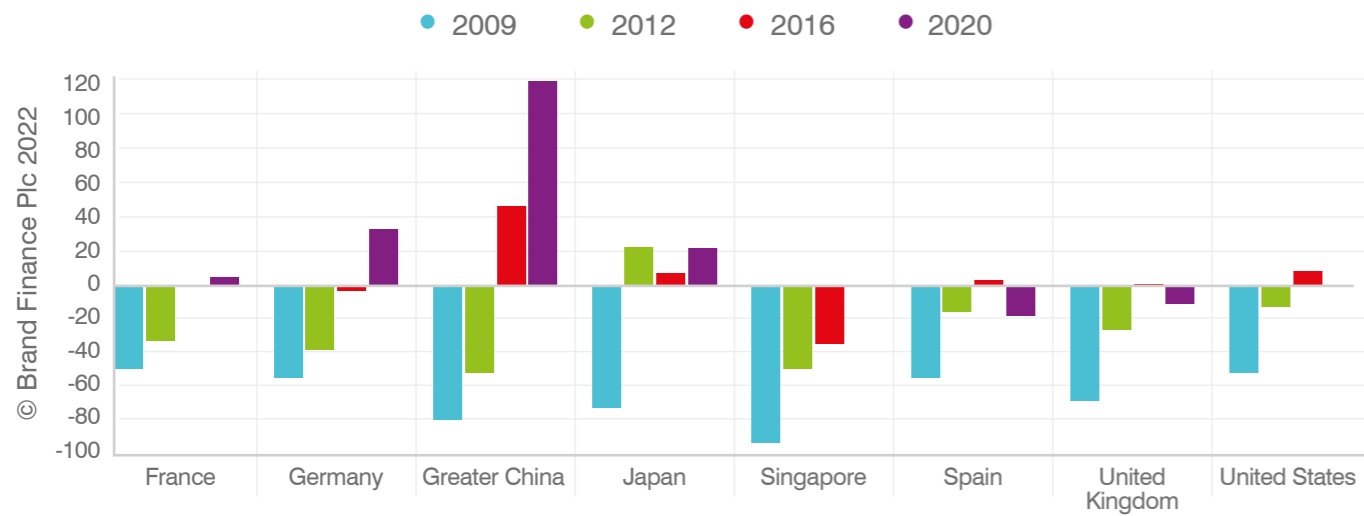
Source: McKinsey (2021), "Getting tangible about intangibles: The future of growth and productivity?", Discussion Paper

### Advertising Expenditure vs Marketing Intangible Value in the UK © Brand Finance Plc 2022





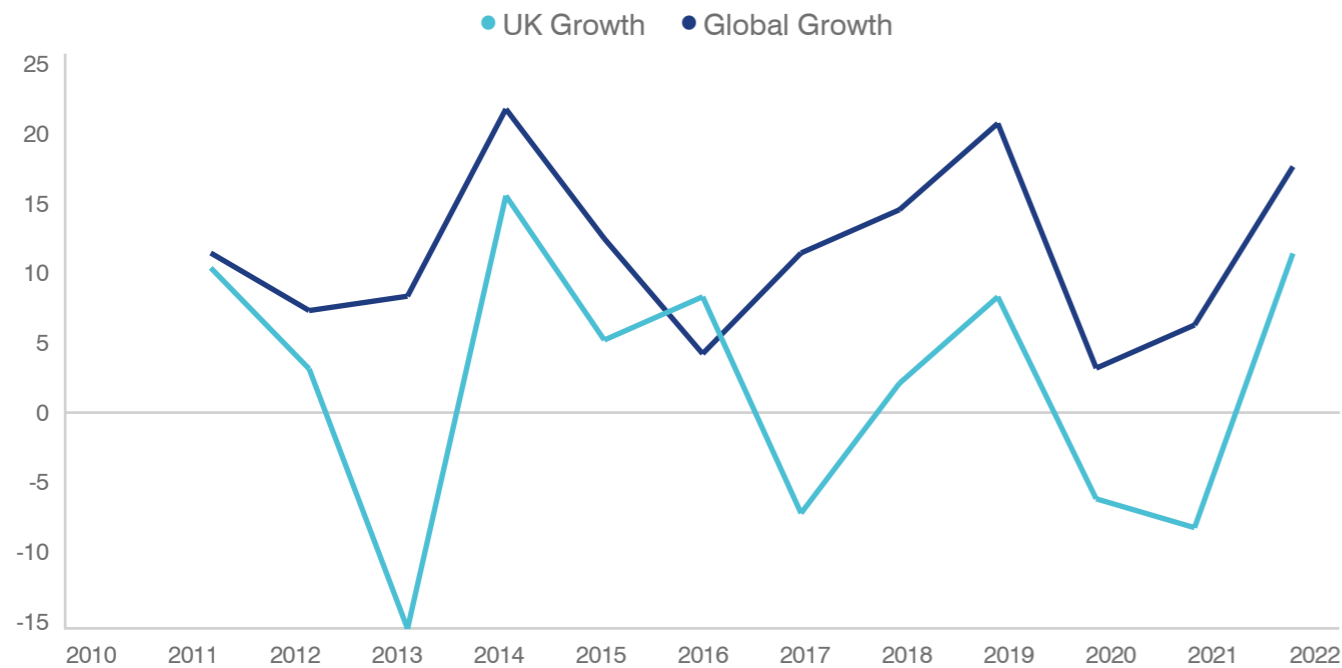
### Change in Total Intangible Value per Country During Historic Crises



	France	Germany	Greater China	Japan	Singapore	Spain	United Kingdom	United States
2009	-47%	-52%	-76%	-69%	-89%	-52%	-65%	-49%
2012	-31%	-36%	-49%	22%	-47%	-15%	-25%	-12%
2016	0%	-3%	45%	7%	-33%	3%	1%	8%
2020	5%	32%	118%	21%	0%	-17%	-10%	28%

### Top 50 Brands - Growth in Total Brand Value by Year; The UK Tends to Lag Behind Global Brand Value Growth Rates

© Brand Finance Plc 2022



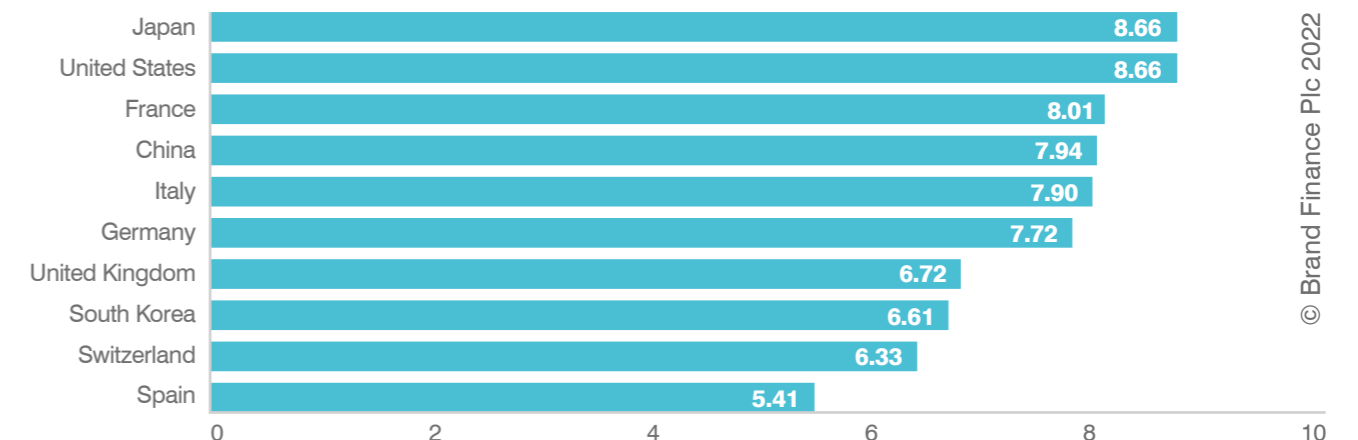
Total Brand Value growth in the UK is also lagging the global level according to **Brand Finance's** annual brand value ranking studies. The aggregate brand value of the top 50 UK brands grew at a similar rate as the top 50 Global brands in 2011. Since then, with an exception in 2016, UK aggregate brand value growth has lagged the global level. This could be a sign of insufficient support when compared to the top 50 global brands.

A further study by **Brand Finance**, the **Global Soft Power Index**, considers how nations are perceived by people from other nations around the world. This year, the UK ranked 2<sup>nd</sup> overall. This is a good result and is an increase on the previous year where the UK was ranked 3<sup>rd</sup>. However, one area of potential concern is that the UK lags Japan, the US, France, China, Italy, and Germany on the perception of having "Products and brands the world loves". On this measure, the UK is seen as the 7<sup>th</sup> strongest in the world. More worrying is performance on perception of "Future growth potential", where the UK ranks 28<sup>th</sup>. This analysis mirrors the results of our other studies which suggest UK brands need ongoing support to enhance their international competitiveness.

As discussed in this report, brand strength offers more than pride and vanity, it generates a financial return because stronger brands consistently outperform their competitors. Based on studies published by Brand Finance on previous crises, intangible value is destroyed during volatile times, especially brand and customer value.



### International Perception on "Products and Brands the World Loves" (/10)



© Brand Finance Plc 2022

### Introduction to BrandBeta®

Our brand valuation analyses attempt to predict the long-term effects of brand strength. However, a key element within that assessment is working out how strong and effective the brand is today.

We have developed a metric to measure the popularity and mental availability of brands, which we also use as a predictor of market share. This concept is called the “BrandBeta®”, lending its name from the financial term Beta – a measure of financial return from company shares.

The BrandBeta® contains only two measures: familiarity and consideration. Familiarity is a measure of depth of awareness – to be familiar with a brand you must know of it and know what it does well.

Consideration is a measure of acceptance into customers’ consideration set, among those who are familiar with the brand. Brand Beta model is calculated on the proportion of people familiar with a brand who are willing to consider it.

Our analysis shows that, when combined, familiarity and consideration explain over 80% of the variance in market share within the categories covered. That is across all countries and sectors. The BrandBeta® model is therefore highly predictive of share.

Analysing the impact of familiarity and consideration, we noted that familiarity accounts for approximately 65% (of the 80% of the variance) while consideration accounts for approximately 35%

The BrandBeta® score is therefore a combination of the two measures in the ratio (65:35). This combination creates a score out of 10 which our additional analysis shows can be used to predict market share growth.

Therefore, BrandBeta® is a measure which, if tracked over time, can be used to quantify the benefits of brand-building as a long-term investment.

### BrandBeta as a predictor of market share: UK analysis

On a global basis, **BrandBeta** explains 80% of the variance in market share, where market share is measured as claimed usage amongst survey respondents. I.e., as a brand’s score combining their familiarity and consideration increases, their market share is very likely to increase alongside it.

Similarly, we found that in the UK, **BrandBeta** accounts for 76% of variance in market share on a linear basis. The chart below demonstrates how claimed usage increases as BrandBeta improves.

The chart predicts that on average, a 1-point increase in BrandBeta equates to a 12% increase in claimed usage. **Amazon** exhibit the highest **BrandBeta** of 9.2 as well as the highest claimed brand usage within the UK. Food brands such as **Cadbury**, **Walkers** and **Heinz** also demonstrate high BrandBeta scores and in turn superior claimed usage.

### Impact of familiarity and consideration on market share

The relationship between **BrandBeta** and market share varies by category. Where price is not really driving choice, familiarity and consideration are critical.

The chart below demonstrates the difference between markets. As a general statistical rule, an **R-sq.** figure over 0.7 would mean that the variable/s is having a significant effect.

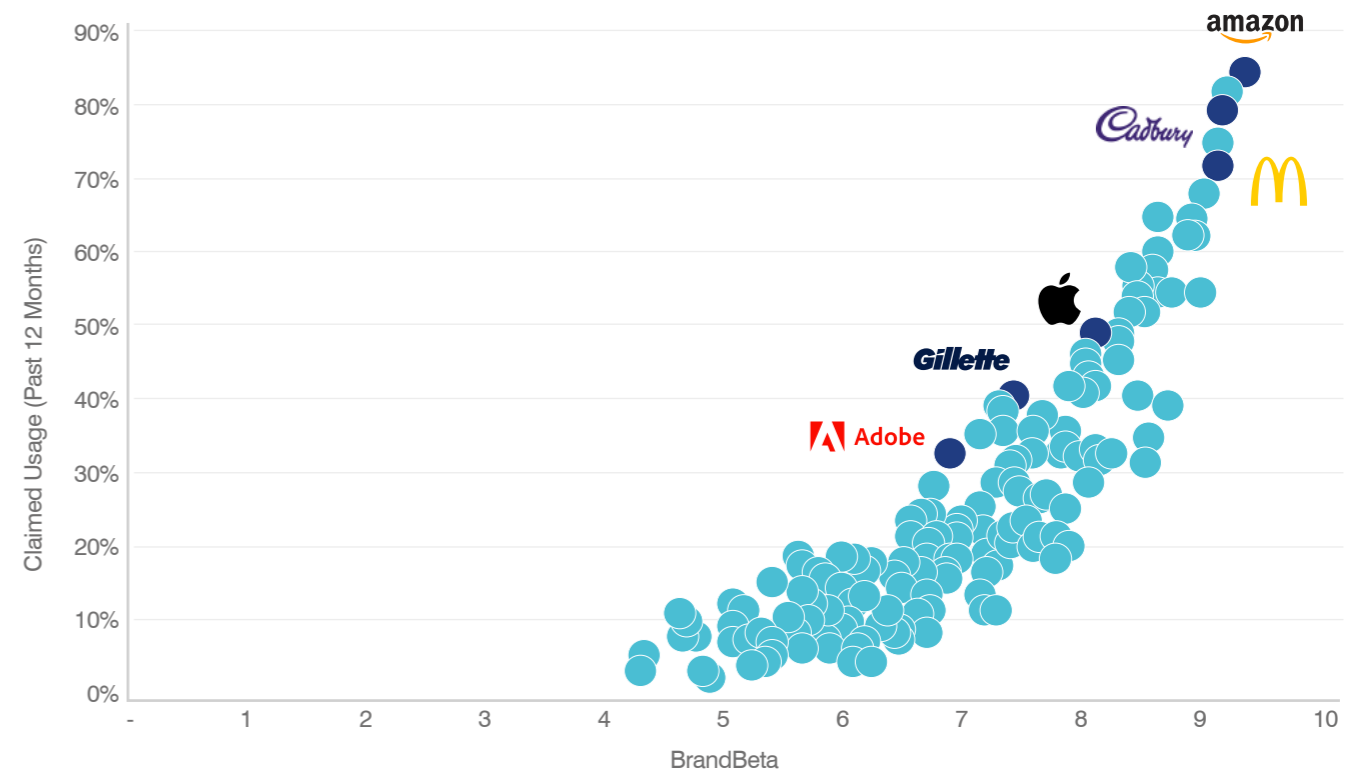
The data shows then that familiarity and consideration are more important in driving market share in food than insurance. A high **R-sq.** suggests that **BrandBeta** is good at predicting market share.

Analysis on a global level suggests that familiarity explains 65%, and consideration drives 35% of the variance seen in usage for **BrandBeta®**. For the UK, our analysis suggests a similar result, with slightly more weighting towards consideration than seen on a global level.

### BrandBeta vs Usage Share UK

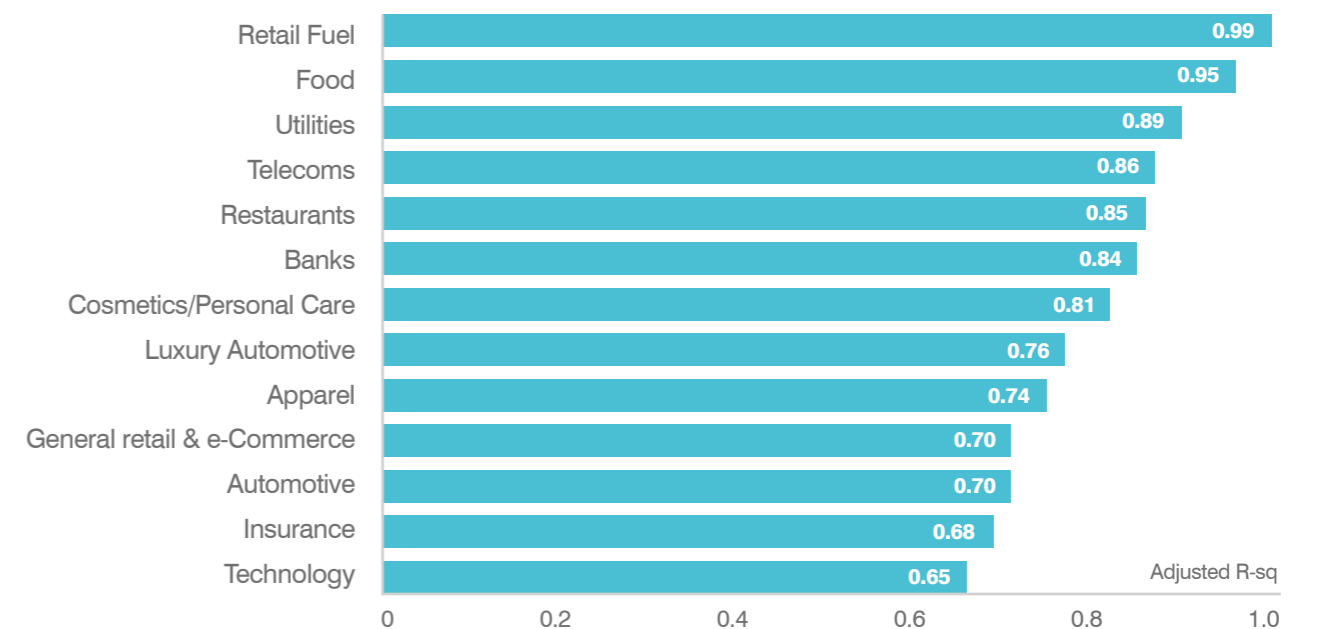
© Brand Finance Plc 2022

Source: Brand Finance Global Brand Equity Monitor – October 2021  
 Note: Amazon Brand Beta Calculation: (Familiarity = 90%, Consideration = 96%. BrandBeta = 90% x 65% + 96% x 35% = 9.2)



### BrandBeta UK Market Share Explanatory Power

© Brand Finance Plc 2022





### BrandBeta: a case study in the importance of consideration

Within the broader technology sector as covered by Brand Finance, a few categories of personal electronics are included. This research includes the top three market share holders in the UK for mobile phones: **Apple, Samsung, and Huawei.**

Despite having the highest BrandBeta of the three brands, **Samsung** is 2<sup>nd</sup> in terms of market share for mobile phones. The high BrandBeta for Samsung therefore is likely reflective of other technology products such as TVs.

Despite these confounding factors, BrandBeta shifts over time appear to point to changes in market share for these three brands.

Our analysis finds that **Huawei** dropped in BrandBeta from 6.5 in 2019, to 5.6 in 2021. Familiarity was stable over this time at 53%, and the drop in BrandBeta was driven by a drop in consideration.

Simultaneously, **Apple** made gains, rising from 7.5 in 2019 to 7.9 by 2021. This was driven by a boost in consideration in 2020, followed by a boost in familiarity in 2021.

Over the same period, Samsung recorded relatively stable familiarity and consideration, and both a stable BrandBeta and market share.

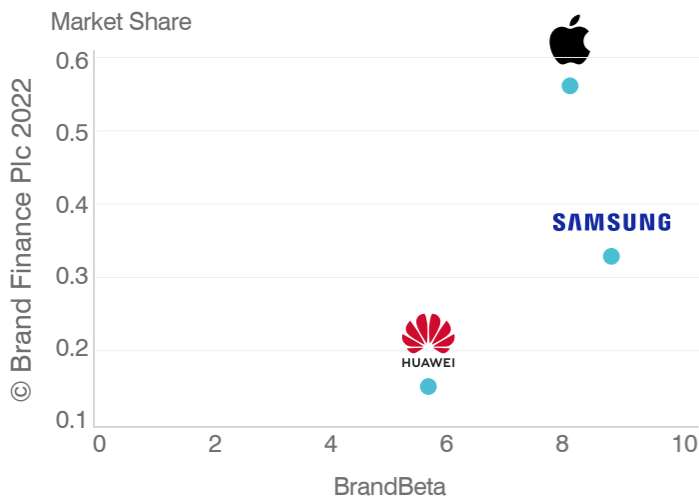
As **Huawei's** BrandBeta score declined, it transitioned from growing in market share by 4% in 2019, to losing market share for two years' running. Apple did the opposite; BrandBeta improvements were coupled with shifts to regain market share that was lost in 2019.

Further annual tracking of BrandBeta is required to definitively determine causality in this relationship, but the initial evidence suggests that market share gains can be spurred by gains to BrandBeta.

**Huawei's** drop in BrandBeta between 2019 and 2020 was trailed by a continuing drop in market share the year after. The converse is true for **Apple**. It had a modest climb in BrandBeta between 2019 and 2020, followed by a larger jump in 2021. Over this time, market share jumped up by 6 percentage points, from 49% to 55%.

### BrandBeta vs Market Share (October 2021)

Source: (BrandBeta): Brand Finance Global Brand Equity Monitor – October 2021  
Source Market Share: COMvergence - <https://comvergence.net/>



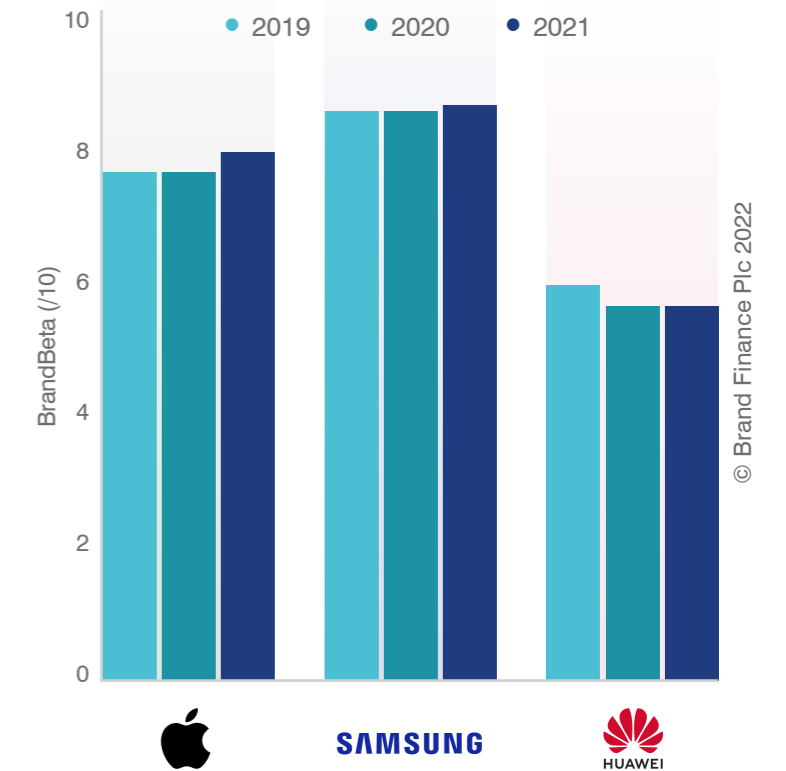
This provides further anecdotal evidence as to why BrandBeta, and consideration, are powerful predictors of market share shifts.

Apple has invested significantly in advertising its brand over the years. Since its global advertising budget was boosted to US\$1.8 billion in 2015, annual disclosure of spend has been discontinued.

Estimates based on offline paid media monitoring by COMvergence suggests that **Apple** invested US\$2.1 billion in advertising in 2020, making it the 14th biggest advertiser in the world.

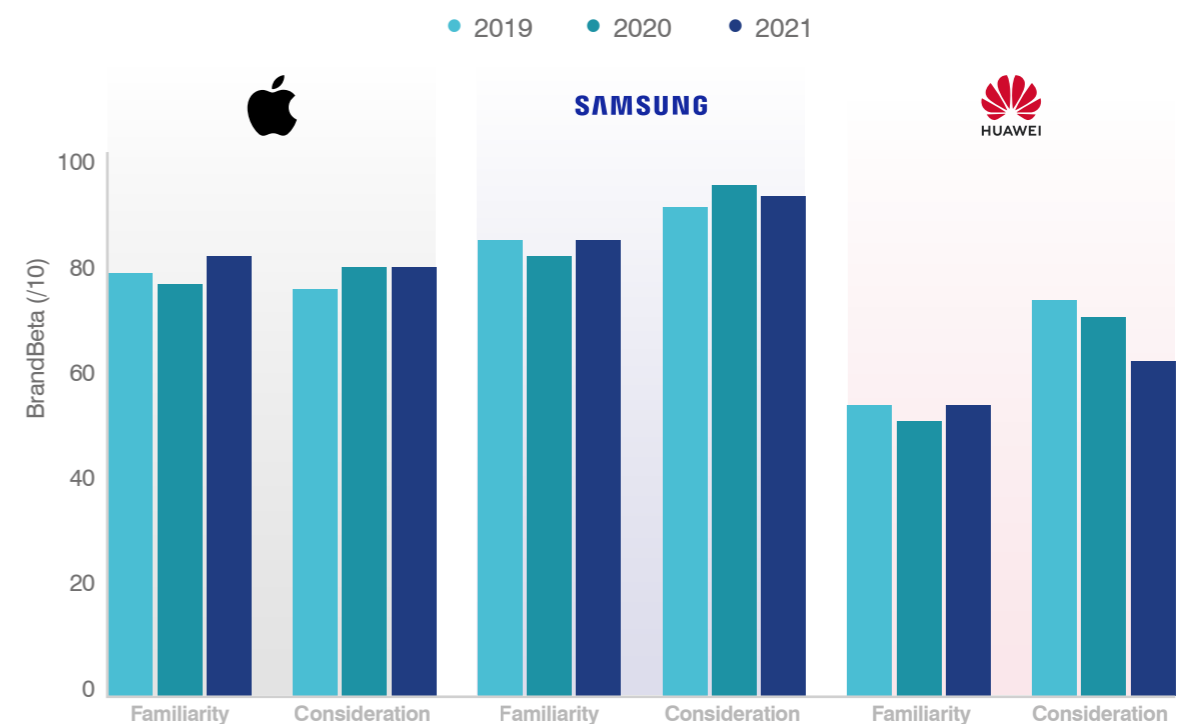
Note: the BrandBeta for 2021 reflects fieldwork conducted in October 2021. The newly launched Huawei P50 was not available in the UK in 2021. In September 2021, Apple launched the iPhone 13, its latest model. At the time of this report's release, October 2022 market research is in field and the impact of the iPhone 14 release in September and the Huawei Mate Xs 2 is yet to be known.

### BrandBeta Evolution 2019-2021



### Drivers of BrandBeta 2019-2021

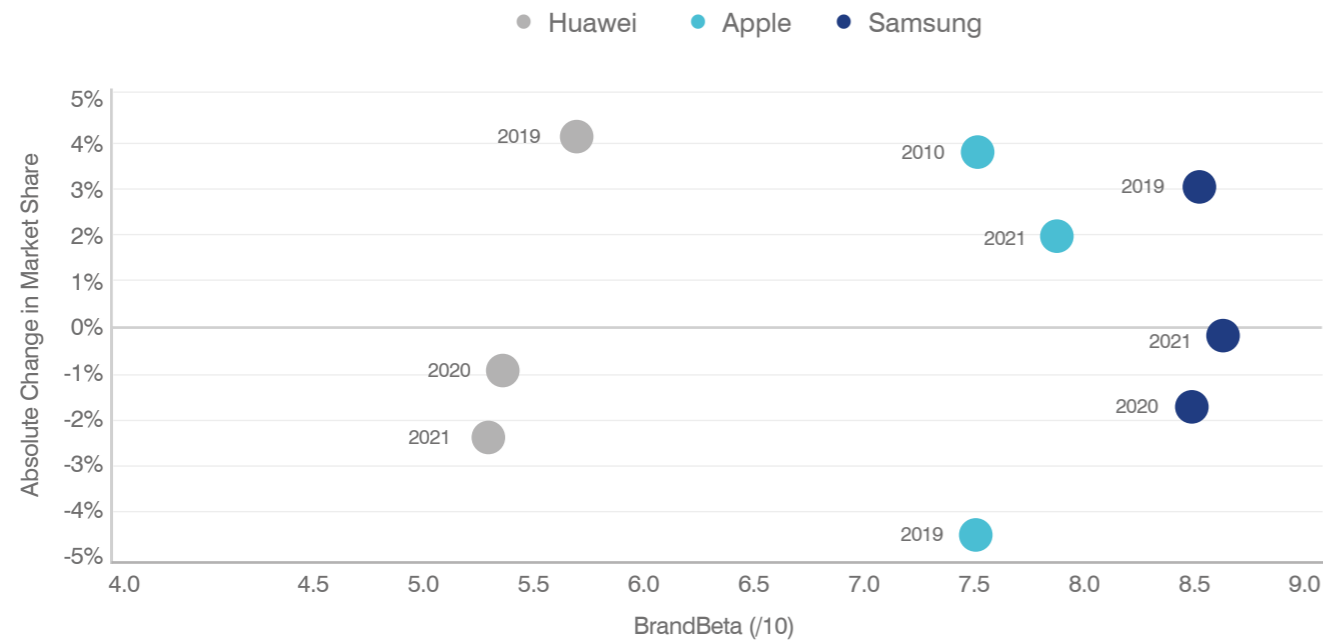
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**BrandBeta and market share growth  
 (Mobile Handsets, UK)**

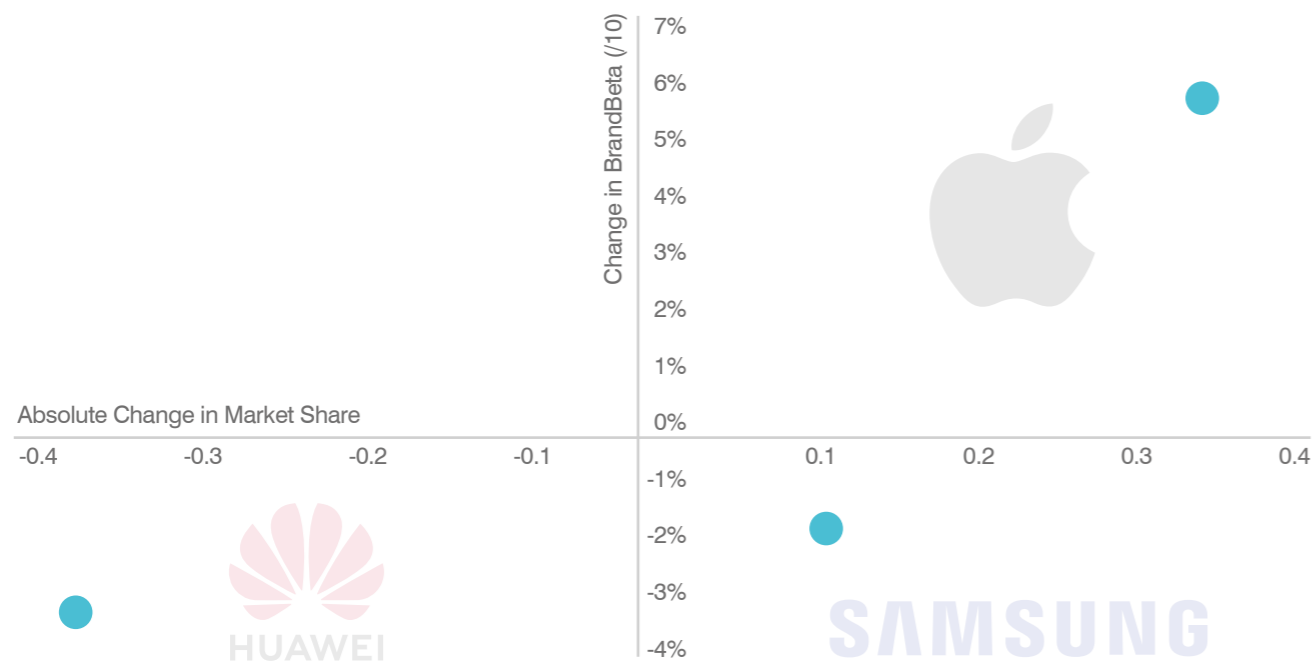
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Source Market Share: Statcounter <https://gs.statcounter.com/vendor-market-share/mobile/united-kingdom>



**UK Mobile Handsets - 2019 to 2021**

© Brand Finance Plc 2022



# Conclusion.

UK businesses are facing inflated energy prices, global supply chain issues, changes due to Brexit, the fallout from Covid-19 and the uncertainty of a new political landscape with economic turbulence.

in familiarity and consideration, it is instead a time to ensure the premium of their goods or services remains strong and to maintain margins and cash flow.

Cutting marketing budgets may seem like a simple fix to help with these challenges.

As the data in this report demonstrates, those who keep their nerve and ensure their brand strength, are more likely to recover more quickly and profitably.

However, now is not a time for brands to lower the quality of their goods and services or risk a reduction



# 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 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 5,000 of the world's biggest brands to the test every year. Ranking brands across all sectors and countries, we publish nearly 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.



# Get in Touch.

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



Insight



Strategy



Benchmarking



Education



Cost of Capital Analysis



Customer Research Findings



Competitor Benchmarking



Communication



Understanding

# Contents



Brand Valuation Summary



Brand Strength Tracking



Royalty Rates

# Benefits

# 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](http://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**
- 36 countries** and over **29 sectors** covered
- More than **100,000 respondents** surveyed annually
- We are now **in our 6<sup>th</sup> consecutive year** conducting the study

Visit [brandirectory.com/consumer-research](http://brandirectory.com/consumer-research) or email [enquiries@brandfinance.com](mailto:enquiries@brandfinance.com)



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

**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



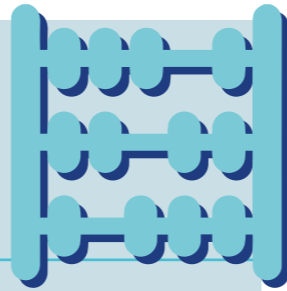
- + Are we building our brands' strength effectively?
- + How do I track and develop my brand equity?
- + How strong are my competitors' brands?
- + Are there any holes in my existing brand tracker?
- + What do different stakeholders think of my brand?

### 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

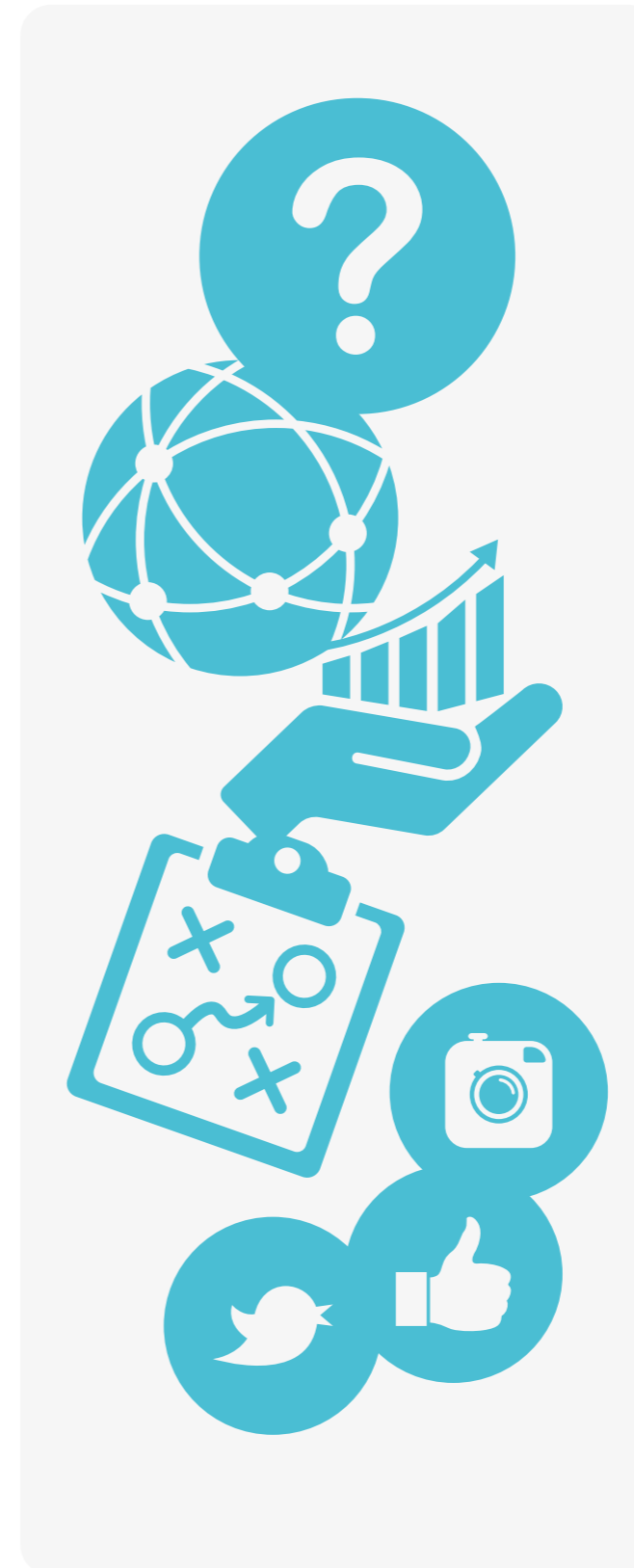
Once you understand the value of your brand, you can use it as tool to understand the business impacts of strategic branding decisions in terms of real financial returns.

- + 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 30 markets in 10 consumer categories. Clear, insightful signals of brand performance, with data mining options for those who want to dig deeper – all at an accessible price.

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

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

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

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

## How can I improve return on marketing investment?

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

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

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



# Communications Services.

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



**Brand Accolade** – Create a digital endorsement stamp for use in your brand's marketing materials, communications, annual reports, sales documents, recruitment purposes, social media channels and website.



Brand Finance® Awards

TOP SIZE NATIONALITY OR SECTOR BRAND



Brand Finance® Awards

MOST VALUABLE NATIONALITY OR SECTOR BRAND



Brand Finance® Awards

STRONGEST NATIONALITY OR SECTOR BRAND



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



**Bespoke Events** – Organise a report launch, award ceremony or celebratory event, coordinate event opportunities and spearhead communications to ensure a good return on investment.



**Digital Infographics** – Design infographics visualising your brand's performance for use across your brand's social media platforms or on other digital materials.



**Trophies & Certificates** – Provide a trophy and/or a hand written certificate personally signed by the Brand Finance Chairman to recognise your brand's performance of that year.



**Brand Spotlight** – Publish contributed brand article or an interview with your brand leader, in the relevant Brand Finance sector report, offered to the Brand Finance network and press.



**Media Support** – Offer editorial support in reviewing or copywriting your press release, pitching your content to top journalists across the world, and monitoring media coverage.

# 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<sup>®</sup> Institute

## Brand Finance Institute

*Learn how to build, protect and measure brand value*

The Brand Finance Institute is the educational division of Brand Finance, offering expert training on brand evaluation, management and strategy.

Our in-house training and workshops, online learning offer and webinars will help you answer key strategic questions about your brand for different levels of seniority and development needs:

- How can I grow brand value?
- How can I build a business case to show the return on my marketing investment?
- How can I set up my marketing budget using brand research and analytics?

For more information, contact [enquiries@brandfinance.com](mailto:enquiries@brandfinance.com) or visit [brandfinanceinstitute.com](http://brandfinanceinstitute.com)

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

# Brand Finance Network.

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

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