



Football Sustainability Index 2023

The annual report on the most valuable and strongest Football Sustainability Index brands

February 2023

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ESG hat-trick becomes top priority for Europe's leading football clubs.

- + **Liverpool FC** is perceived to be the most sustainable football brand in Europe's top 5 leagues.
- + Spanish Clubs **Real Betis** and **Real Madrid** both secure positions in top 3.
- + **The Premier League** is the Most Sustainable League in the Ranking.
- + Italian Club **Udinese Calcio** leverages Sustainable Partnerships.
- + Two teams stand out amongst competitors in French Ligue 1
- + **SC Freiburg** leads the Environment Category of Fan Research.
- + Sustainability becomes a top priority for sponsors.

Ranking Analysis.



Football Sustainability Index.



Environmental, Social, and Governance (ESG) considerations are essential for brands in all industries because of their considerable impact on all stakeholder groups. It is no surprise that football clubs feel the same pressures, with fans, owners, sponsors, broadcasters, leagues & regulators all influenced by clubs' actions regarding ESG matters.

Some clubs have plans and intentions to improve their operations with regard to these crucial matters and promote their successes to drive positive interactions with stakeholders and build brand equity.

However, stakeholders' priorities towards ESG matters do differ, so clubs need to be able to differentiate between groups and interact with them accordingly. Sponsors, for example, are highly concerned with how a club is perceived, including its ESG perception, as they are involved in an inherently image-focused relationship.

For most fans, social and governance concerns are of paramount importance. For many, the sense of community and belonging is one of the key draws of supporting a football club.

Fans expect owners of clubs to respect and support them and align their decision-making with the club community.

For owners, it is therefore vital that their governance of the club aligns with its fan base. When these two stakeholder groups' priorities do not align, conflict occurs. This is often caused by fans' perception that those in power are not committed to their needs and desire. A clear example is the ongoing conflict between Manchester United supporters and the club owners, the Glazer family. This is primarily a result of their involvement in the proposed and widely unpopular European Super League in 2021. This caused mass discontent and protests by Manchester United fans, significantly weakening the Glazer's reputation. This demonstrates that the management of a club in line with the opinions of all stakeholders, particularly in times of crisis, is vital in maintaining a strong brand perception.

While the results from our extensive fan survey show that a small number of clubs have made significant strides in their commitment to ESG matters and communication of this, there are still substantial opportunities for further enhancement.

Liverpool FC is perceived to be the most sustainable football brand in Europe's top 5 leagues

Liverpool FC is perceived to be the most sustainable football brand in Europe's top 5 leagues according to a new report from leading brand valuation consultancy, Brand Finance.

The club had an overall score of 86/100 across the 3 key sustainability metrics – namely Environment, Social, and Governance (ESG).

Liverpool's strong ESG score is underpinned by the consideration amongst fans that the team is well run and managed off the pitch, scoring the highest in this metric in Brand Finance's research. It also engages in extensive community projects, as part of which the club supports around 2,000 local charities per year.

Billy Hogan, managing director and chief commercial officer of Liverpool FC has been vocal in communicating the positive strides the club has made towards becoming a truly sustainable club, further increasing its perception amongst stakeholders.

This has primarily come through Liverpool's own initiative 'The Red Way'. The club has successfully used its platform to help have a positive effect on its communities, people and environment. This includes a comprehensive training and development strategy for all those employed by the club; an active agenda to tackle problems faced by those in local communities and provide support through the 'LFC Foundation' and 'Red Neighbours programme'; and a clear commitment to sustainability.

Liverpool FC has built on a comprehensive sustainability strategy by becoming a signatory to the UN Sports for Climate Action Framework and completing a carbon emissions inventory. In the short term, the club has ensured that they are carbon neutral in all its direct activities.

In the long term, they are working towards becoming completely net-zero in line with UK Government legislation on zero carbon emissions. The club has also successfully communicated the positive strides it has taken, further building its reputation amongst fans and securing its position at the top of the ranking.

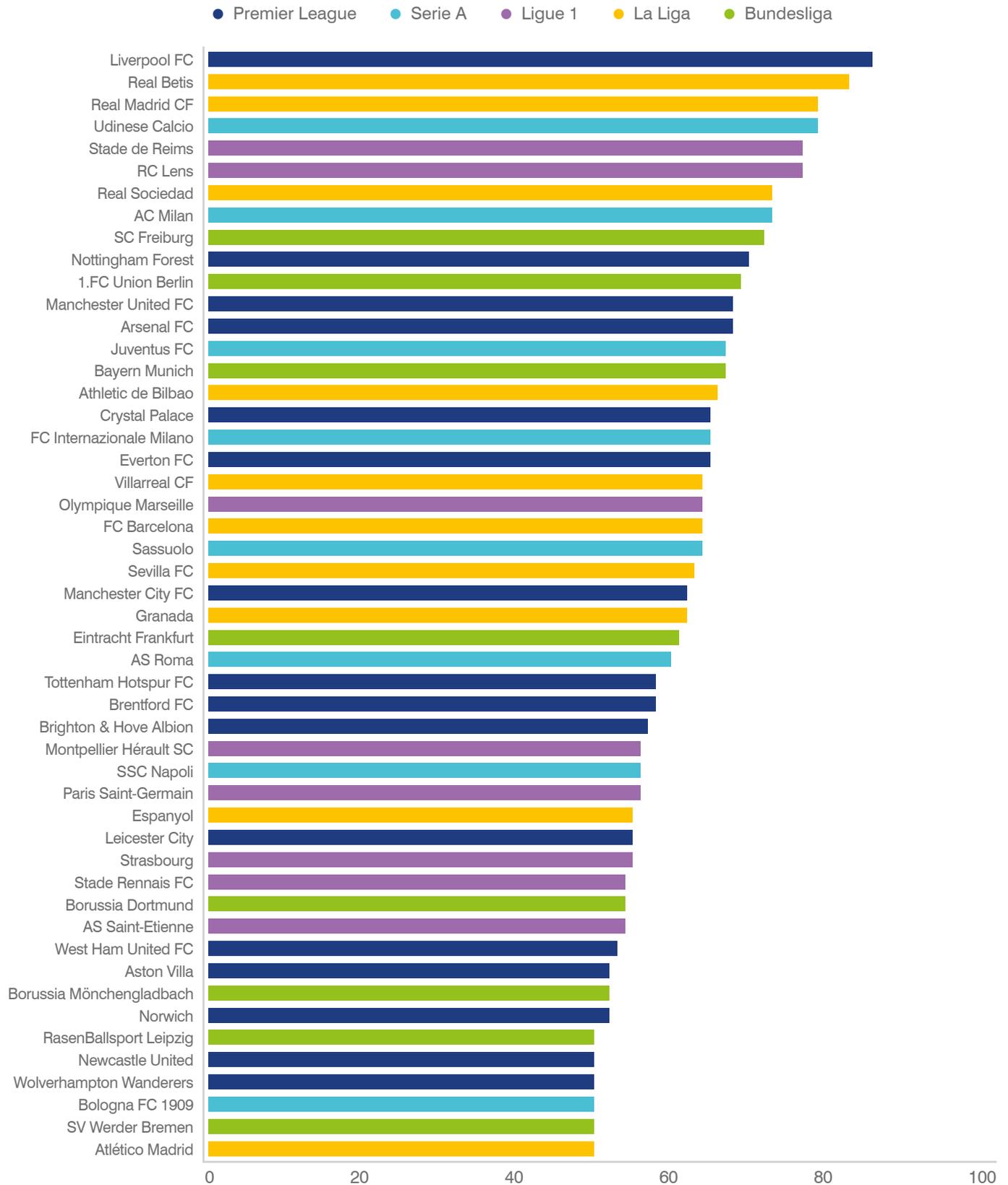
Top 10 Football Sustainability Index Ranking

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Football Club ESG Index 2022

© Brand Finance Plc 2023



Spanish Clubs Real Betis and Real Madrid both secure positions in top 3

Spanish club **Real Betis** is 2nd in perceived sustainability with an overall ESG score of 83/100. In 2020 Real Betis launched their program 'Forever Green', a sustainability platform for companies and institutions that want to use football, the most popular sport in the world, to help save the planet. 'Forever Green' is an undertaking Real Betis founded to increase awareness amongst the population about the reality of climate change. As an open platform, involved companies can collaborate on projects to reduce emissions and create a larger social conscience surrounding the climate crisis. This aims to become a model to follow for football fans and uses football's mass audience to help drive a more sustainable future.

Real Betis also recently took the step to becoming a carbon neutral club after calculating and reducing its greenhouse gas emissions. The club is also involved in an emissions reduction project that involves the installation of 25 wind turbines in Guanacaste, Costa Rica.

Fellow Spanish football giant **Real Madrid** followed closely behind in 3rd, with an ESG score of 79/100. It has continued to grow its environmental protection policy as a crucial component of its sustainability strategy. This promotes a range of initiatives to reduce the impact of its activities on natural resources.

Some key areas within Real Madrid's environmental agenda include material and waste recycling and water usage. Through an agreement with **Ecoembes Spain, S.A.**, a system was set up for the collection, transport, and subsequent treatment of waste which goes beyond the guidelines set by the European Union. Regarding water usage, the total annual water consumption of the football pitches and ornamental gardening of Real Madrid City comes from the recycled water network of the Madrid City Council, rainwater recovery, and field drainage.

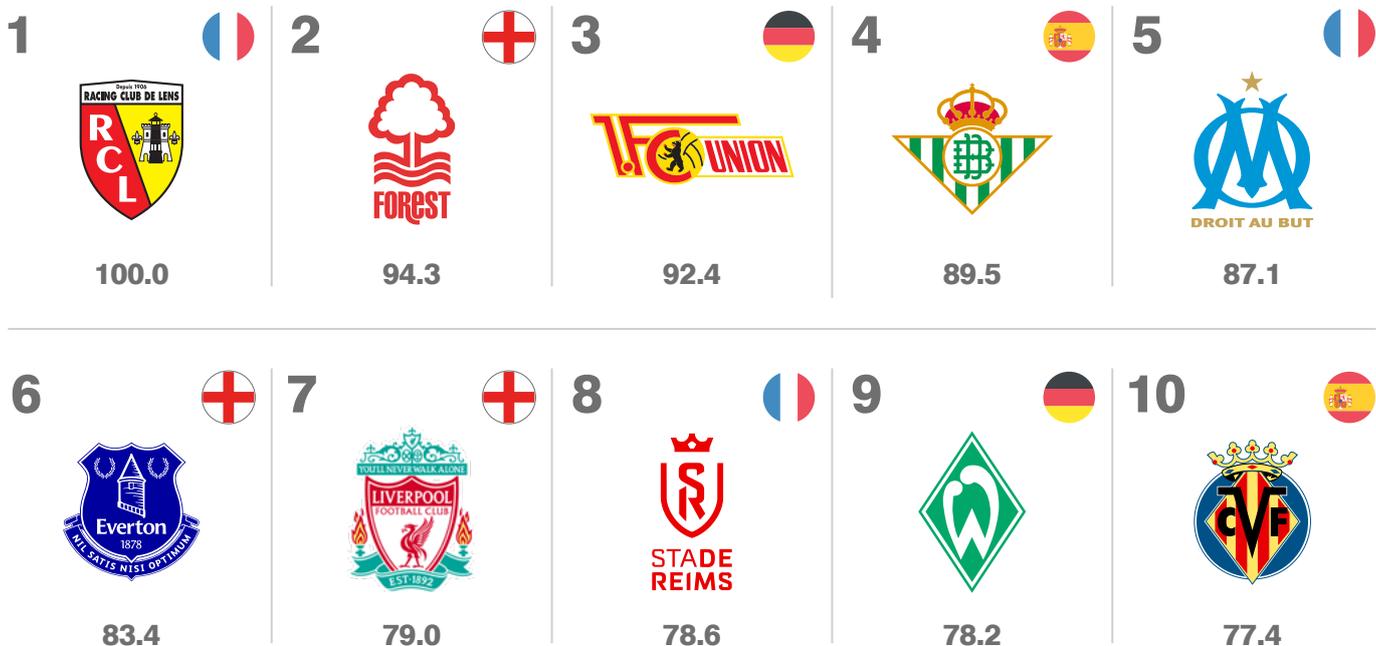
The Premier League is the Most Sustainable League in the Ranking

In times of recession, having a positive economic and social impact on surrounding communities is critical for football clubs. The Premier League, the world's richest domestic football league, has previously been criticised for a supposed lack of grassroots activity.



Top 10 Social Ranking

© Brand Finance Plc 2023



However, the league has taken positive steps forward, reflected by its perception as the most sustainable football league among fans in Brand Finance’s research.

One example of a successful initiative is the ‘Premier League Works Scheme’. This was created in partnership with the Professional Footballers Association and the Prince’s Trust.

The scheme supports young people to develop their personal and social skills and equips them with the confidence and the experience they need to make a transition back into education, access training, or gain employment. 25 top clubs now work with local partners to help increase opportunities for those in local communities.

The Premier League has also committed to achieving net-zero emissions by 2040. Widespread changes have begun to happen, with most teams encouraging the use of public transport to games. Some clubs also promote car-sharing schemes and pricing advantages for multi-occupancy of cars.

This demonstrates positive steps in the right direction and has partly contributed to its sustainable perception amongst fans.



Top 10 Governance Ranking

© Brand Finance Plc 2023



Italian Club Udinese Calcio leverages Sustainable Partnerships

Another club showing its commitment to minimising its carbon footprint is Italian **Udinese Calcio** (ESG score 78.8/100). It became one of the first Italian teams to join the United Nations ‘Sports for Climate Action’ programme, as well as being involved with several collaborations with partners to push sustainability at the club further. For example, a partnership with Bluenergy saw their home ground, Dacia Arena, supplied exclusively with energy coming from renewable sources. This made the stadium one of the first carbon-neutral venues in Europe. The team’s kit supplier, Macron, also produced the club’s kit using 100% eco-sustainable fabrics, with each shirt made using 13 recycled PET plastic bottles. These collaborations further affirm Udinese Calcio’s long-term commitment to ESG matters and highlight an example of some of the ways football clubs can become more sustainably focused in the future.

Fellow Italian club **Cagliari Calcio** (79th) performed exceptionally well in the community metric in Brand Finance’s research, having the third highest rating in the ranking. The team prides itself on its central values of respect, tolerance, and inclusion, which inspired

its manifesto “Be As One” as a philosophy to actively oppose discrimination, prejudice and violence at all levels. It also participates in a project organised by the FIGC Division of Paralympic and Experimental football for athletes with disabilities. This organises a championship for people with disabilities, further increasing inclusion in football and raising awareness on associated issues and further support.

Two teams stand out amongst competitors in French Ligue 1

French teams **Stade de Reims** (5th) and **RC Lens** (6th) both performed well in the overall ranking, coming significantly higher than the next highest French team, **Olympique Marseille** in 21st position.

Stade de Reims also scored the second highest in the Environment category in Brand Finance’s research. It has engaged in several community and environment initiatives in order to have a positive impact beyond the pitch. For example, the club engages with fans on World Clear Up Day, hosting events to use their platform to raise awareness about the environment and try and instill a more sustainable mindset amongst players and fans alike.



Fellow French team **RC Lens** also performed well, achieving the highest community score in the ranking. This is perhaps partly due to their partnership with Nexans, a key player in sustainable electrification and leader in local industry. Nexans is deeply rooted in the Hauts de France region, particularly in Lens, having a presence there since 1929. The partnership reflects the club's connection with local businesses, benefiting stakeholders at both RC Lens and Nexans. Joint operations between workers from Nexans and the club are also regularly set up, further demonstrating active involvement by the club with the local community, which is reflected in its high score.

Despite both performing well, **Stade de Reims** and **RC Lens**' communication of their ESG commitment is still somewhat limited. This highlights a further opportunity to leverage their sustainability and community success and further build their ESG perception amongst fans and its overall club brand.

SC Freiburg leads the Environment Category of Fan Research

SC Freiburg was the highest-ranked German team and scored highest in the Environment category. The club has placed emphasis on sustainability for many years and became the first club in Germany to install solar panels on its stadium in 1995. The stadium later became the first stadium in Germany to be powered entirely by solar power. Having recently moved to a new venue, the Europa-Park Stadion, the club looks to continue to follow its core principles regarding resource management and environmental protection. This long-standing commitment to sustainability has clearly impacted fans' perceptions of SC Freiburg as a leader in sustainability, hence its position at the top of the ranking in this category.

These clubs are some of the best recognised in confronting the environmental and social challenges football clubs face. However, this is only one piece of the story. Sustainability does not currently carry significant influence over the majority of fans, whose interactions with clubs through matchday attendance, buying merchandise and watching broadcasts are not significantly influenced by 'green' credentials. However, the environment is a significant driver for sponsors, who won't pay to associate with a brand that is lacking in this department, especially when corporates increasingly have environmental responsibilities and guidelines of their own.

Top 10 Environment Ranking

© Brand Finance Plc 2023

1		2		3		4		5	
									
96.0		95.9		93.5		91.1		83.6	
6		7		8		9		10	
									
79.5		79.2		79.0		78.6		74.0	

Sustainability becomes a top priority for sponsors

When it comes to the environment and climate change, brands are under pressure from consumers to demonstrate positive action. When maximising sponsorship revenue, sustainability is a meaningful differentiator. Resultantly, many clubs have recently taken on environmentally focused partnerships. For Example, **Tottenham Hotspur Football Club** (ESG score 58/100) recently partnered with battery technology, electric vehicle, solar, and critical power services company VivoPower, due to a shared vision to minimise harmful environmental impacts. Through this sponsorship, Tottenham were in turn able to engage a brand that would assist them in bringing awareness to their own sustainability objectives. VivoPower undertook a review of Tottenham Hotspur's stadium and training centre to explore future net zero carbon solutions. By supplying 3 MW at the stadium, VivoPower guaranteed the venue's power supply. Sustainable energy solutions proposed for the club included rooftop solar panels, battery storage and custom microgrid controls.

The Emirates Group is a brand well known for its involvement in football sponsorship. As an airline, Emirates operates in an industry that is inherently

damaging to the environment because of its high emissions. However, Emirates, like many other organisations strive to be leaders in environmental performance within their industry and therefore is looking to share this vision with sports brands. This includes a larger sponsorship deal with sustainability leader **Real Madrid**. This highlights how clubs can leverage their sustainably perception in order to draw in stakeholders, in this case sponsors.

It is clear that sustainability-related sponsorship has become a key priority for many corporates and is an area of potential growth for sports brands. This includes both attracting sponsorships from large brands looking to associate with sustainably focused clubs, but also for clubs to partner with sustainable brands.



Top 50 Football Sustainability Index Ranking (USDm).

Top 50 most valuable Football Sustainability Index brands 1-50

2023 Rank	Brand	Country	Overall Score	Environment	Social	Governance	2022 Brand Value	BSI
1	Liverpool FC	England	86.0	79	79	100	\$1,475	92.9
2	Real Betis	Spain	83.0	64	90	96	\$136	75.6
3	Real Madrid CF	Spain	79.0	70	73	94	\$1,768	94.0
4	Udinese Calcio	Italy	78.8	93	64	79	-	-
5	Stade de Reims	France	77.3	96	79	57	-	-
6	RC Lens	France	77.0	38	100	93	-	-
7	Real Sociedad	Spain	73.5	91	66	63	-	-
8	AC Milan	Italy	73.3	80	61	80	\$312	77.2
9	SC Freiburg	Germany	72.4	96	49	72	-	-
10	Nottingham Forest	England	70.0	46	94	70	-	-
11	1.FC Union Berlin	Germany	🔒	🔒	🔒	🔒	🔒	🔒
12	Manchester United FC	England	🔒	🔒	🔒	🔒	🔒	🔒
13	Arsenal FC	England	🔒	🔒	🔒	🔒	🔒	🔒
14	Juventus FC	Italy	🔒	🔒	🔒	🔒	🔒	🔒
15	Bayern Munich	Germany	🔒	🔒	🔒	🔒	🔒	🔒
16	Athletic de Bilbao	Spain	🔒	🔒	🔒	🔒	🔒	🔒
17	Crystal Palace	England	🔒	🔒	🔒	🔒	🔒	🔒
18	FC Internazionale Milano	Italy	🔒	🔒	🔒	🔒	🔒	🔒
19	Everton FC	England	🔒	🔒	🔒	🔒	🔒	🔒
20	Villarreal CF	Spain	🔒	🔒	🔒	🔒	🔒	🔒
21	Olympique Marseille	France	🔒	🔒	🔒	🔒	🔒	🔒
22	FC Barcelona	Spain	🔒	🔒	🔒	🔒	🔒	🔒
23	Sassuolo	Italy	🔒	🔒	🔒	🔒	🔒	🔒
24	Sevilla FC	Spain	🔒	🔒	🔒	🔒	🔒	🔒
25	Manchester City FC	England	🔒	🔒	🔒	🔒	🔒	🔒
26	Granada	Spain	🔒	🔒	🔒	🔒	🔒	🔒
27	Eintracht Frankfurt	Germany	🔒	🔒	🔒	🔒	🔒	🔒
28	AS Roma	Italy	🔒	🔒	🔒	🔒	🔒	🔒
29	Tottenham Hotspur FC	England	🔒	🔒	🔒	🔒	🔒	🔒
30	Brentford	England	🔒	🔒	🔒	🔒	🔒	🔒
31	Brighton & Hove Albion	England	🔒	🔒	🔒	🔒	🔒	🔒
32	Montpellier Hérault SC	France	🔒	🔒	🔒	🔒	🔒	🔒
33	SSC Napoli	Italy	🔒	🔒	🔒	🔒	🔒	🔒
34	Paris Saint-Germain	France	🔒	🔒	🔒	🔒	🔒	🔒
35	Espanyol	Spain	🔒	🔒	🔒	🔒	🔒	🔒
36	Leicester City	England	🔒	🔒	🔒	🔒	🔒	🔒
37	Strasbourg	France	🔒	🔒	🔒	🔒	🔒	🔒
38	Stade Rennais FC	France	🔒	🔒	🔒	🔒	🔒	🔒
39	Borussia Dortmund	Germany	🔒	🔒	🔒	🔒	🔒	🔒
40	AS Saint-Etienne	France	🔒	🔒	🔒	🔒	🔒	🔒
41	West Ham United FC	England	🔒	🔒	🔒	🔒	🔒	🔒
42	Aston Villa	England	🔒	🔒	🔒	🔒	🔒	🔒
43	Borussia Mönchengladbach	Germany	🔒	🔒	🔒	🔒	🔒	🔒
44	Norwich City	England	🔒	🔒	🔒	🔒	🔒	🔒
45	RasenBallsport Leipzig	Germany	🔒	🔒	🔒	🔒	🔒	🔒
46	Newcastle United	England	🔒	🔒	🔒	🔒	🔒	🔒
47	Wolverhampton Wanderers	England	🔒	🔒	🔒	🔒	🔒	🔒
48	Bologna FC 1909	Italy	🔒	🔒	🔒	🔒	🔒	🔒
49	SV Werder Bremen	Germany	🔒	🔒	🔒	🔒	🔒	🔒
50	Atlético Madrid	Spain	🔒	🔒	🔒	🔒	🔒	🔒

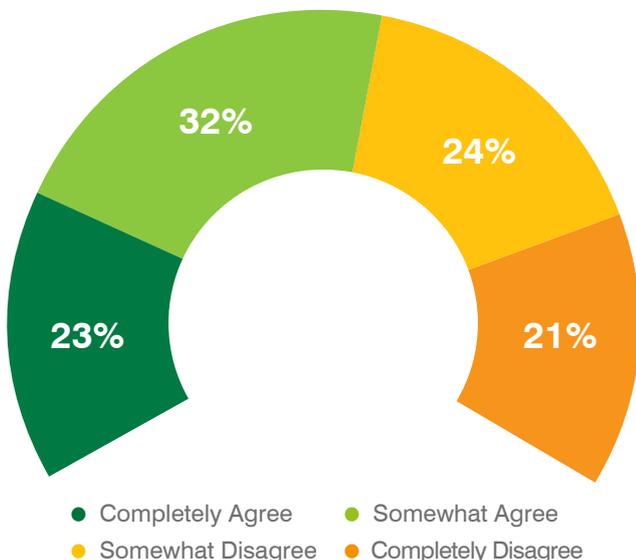
Fan Perceptions Insights.

The footballing world has increasingly seen players, clubs and leagues look to use their widespread and high-profile public reach to address and take a stance on political issues. This has become particularly apparent in the run up and during the **2022 Qatar World Cup**, in which there was widespread discussion of host nation Qatar's human rights record regarding migrant workers and the LGBTQ community. This was perhaps most clearly demonstrated through the German national team's public protest before their opening game.

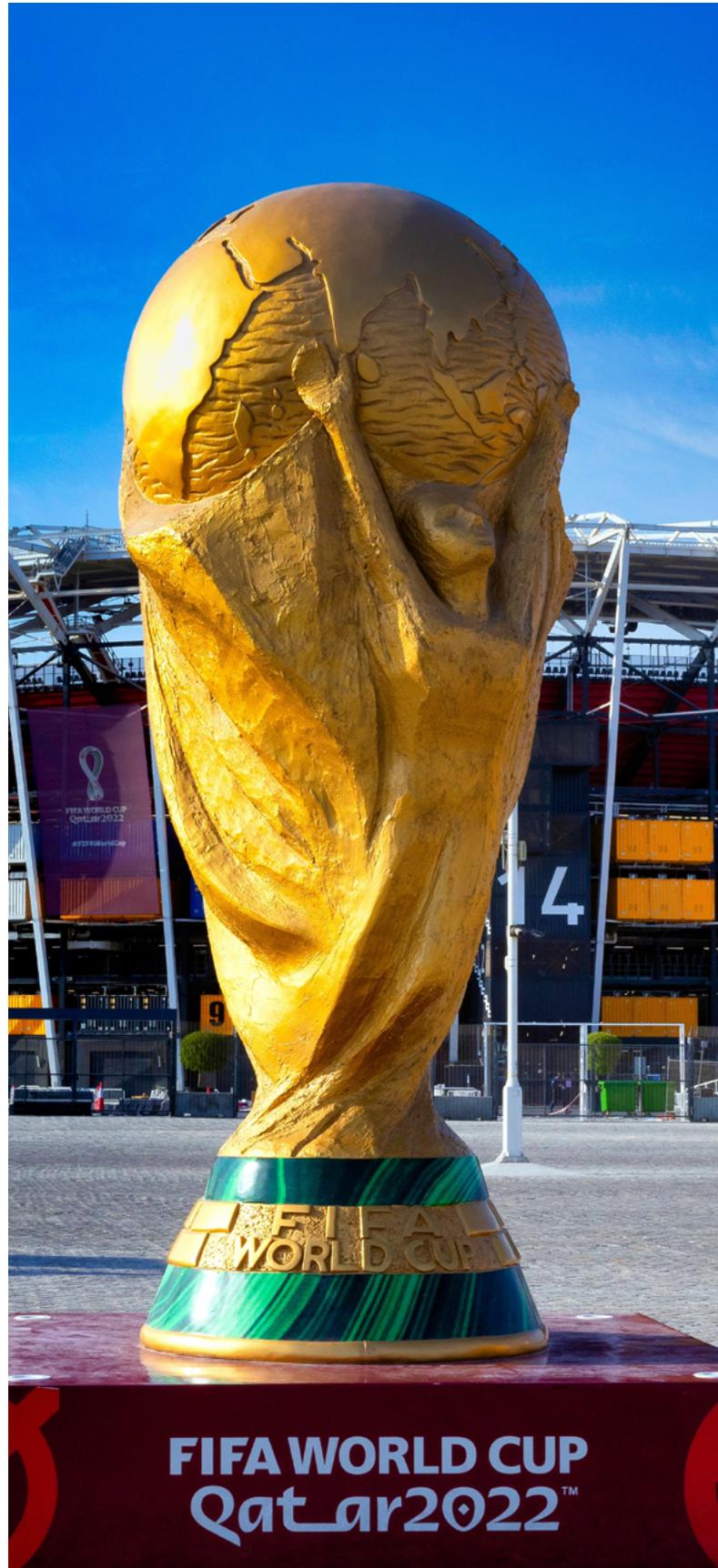
Brand Finance's 2022 Football Fan Research study looked to gain insight into how fans feel when seeing their favourite players and teams take a stance on global environmental, social and governance (ESG) issues.

55% of respondents believed sports teams and organisations should take a stance on political issues. However, at each end of the scale there are a similar percentage of fans who either completely agree (23%) and completely disagree (21%). Clearly, this is a very divisive question amongst fans, with a wide disparity between how fans feel about the issue making it difficult for organisations to decide whether to take a stance on political issues as they are likely to upset over 20% of fans either way – regardless of what their political position is!

Sports teams and organisations should take a stance on political issues

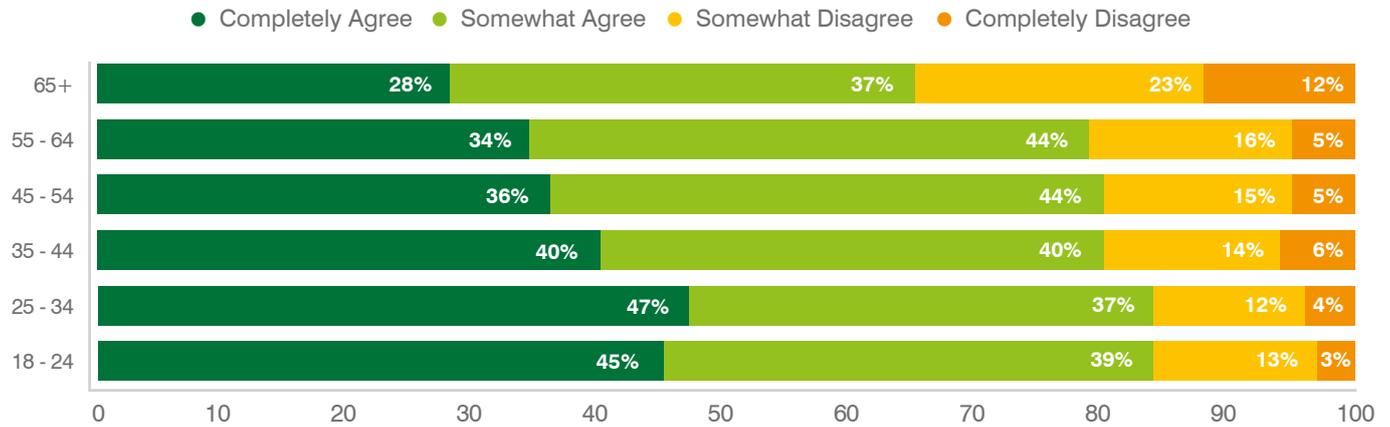


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The 2022 FIFA World Cup in Qatar will live up to the excitement of previous World Cups

© Brand Finance Plc 2023



The survey participants were also asked how much they agreed with the statement “The 2022 FIFA World Cup in Qatar will live up to the excitement of previous World Cups.” On average, 80% agreed with the statement, however, older fans were more likely to expect the Qatar World Cup to fall short of the excitement of previous tournaments.

Older fans’ lowered excitement may be related to the lack of host nation Qatar’s ‘footballing history’ as opposed to any political or ethical questions. This is the Qatari national team’s first World Cup, qualifying as tournament hosts.

This has likely affected older fans excitement towards the tournament, while younger fans are perhaps more excited about the potential for the tournament to further spread the game of football into the Middle East and Arab world.

As demonstrated by choosing Qatar as the host nation for the World Cup 2022, football’s governing bodies have increasingly looked to spread the game. Women’s football has gained greater attention, coverage, support, and fan interaction in recent years, becoming a key aspect of the global game.

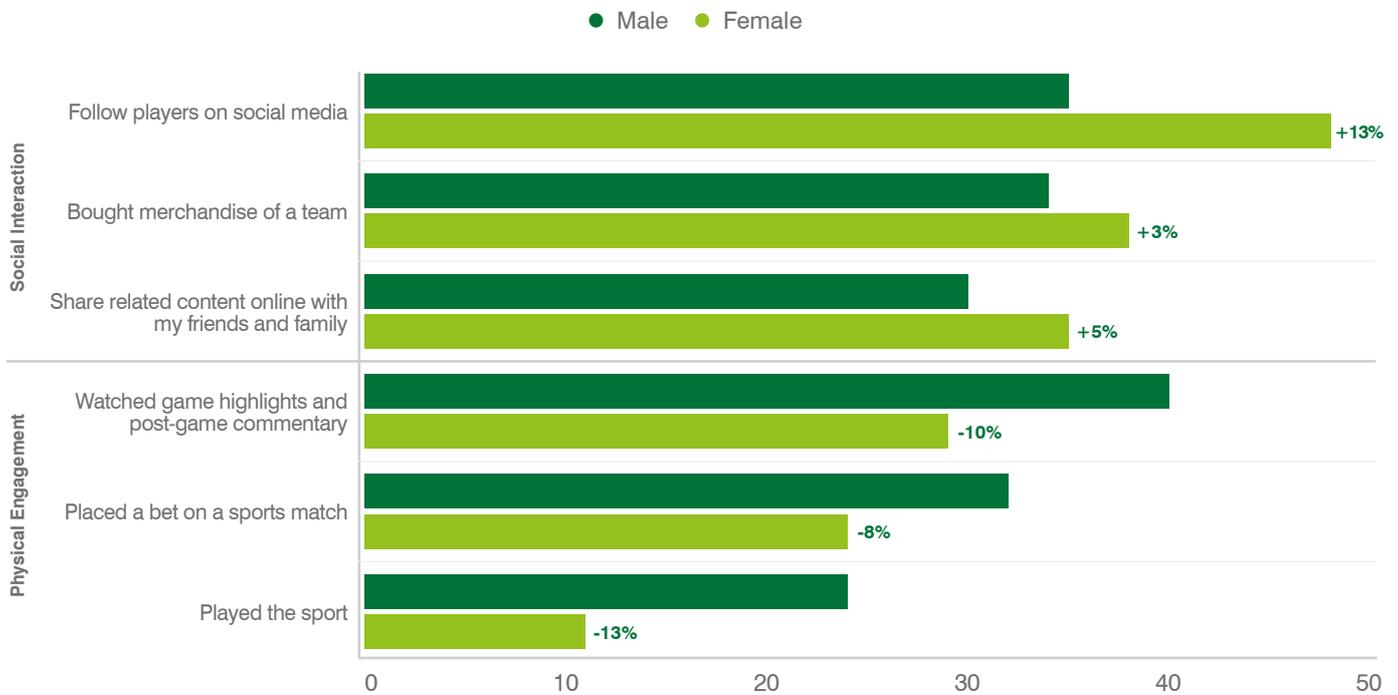
However, Brand Finance’s football study showed that there were a few behavioural distinctions between male and female fans’ responses.

Taking a global average, female fans reported a greater online engagement with football teams, following players on social media 13% more than male respondents.



Behaviour differences between male and female football fans

© Brand Finance Plc 2023



Women also tended to buy team merchandise as well as share football related content with friends and family more than their male counterparts. These are key activities that can grow the commercial activity of football teams and so female fans should be seen as a key audience for clubs and sponsors, and a guide for how to develop positive fan interactions.

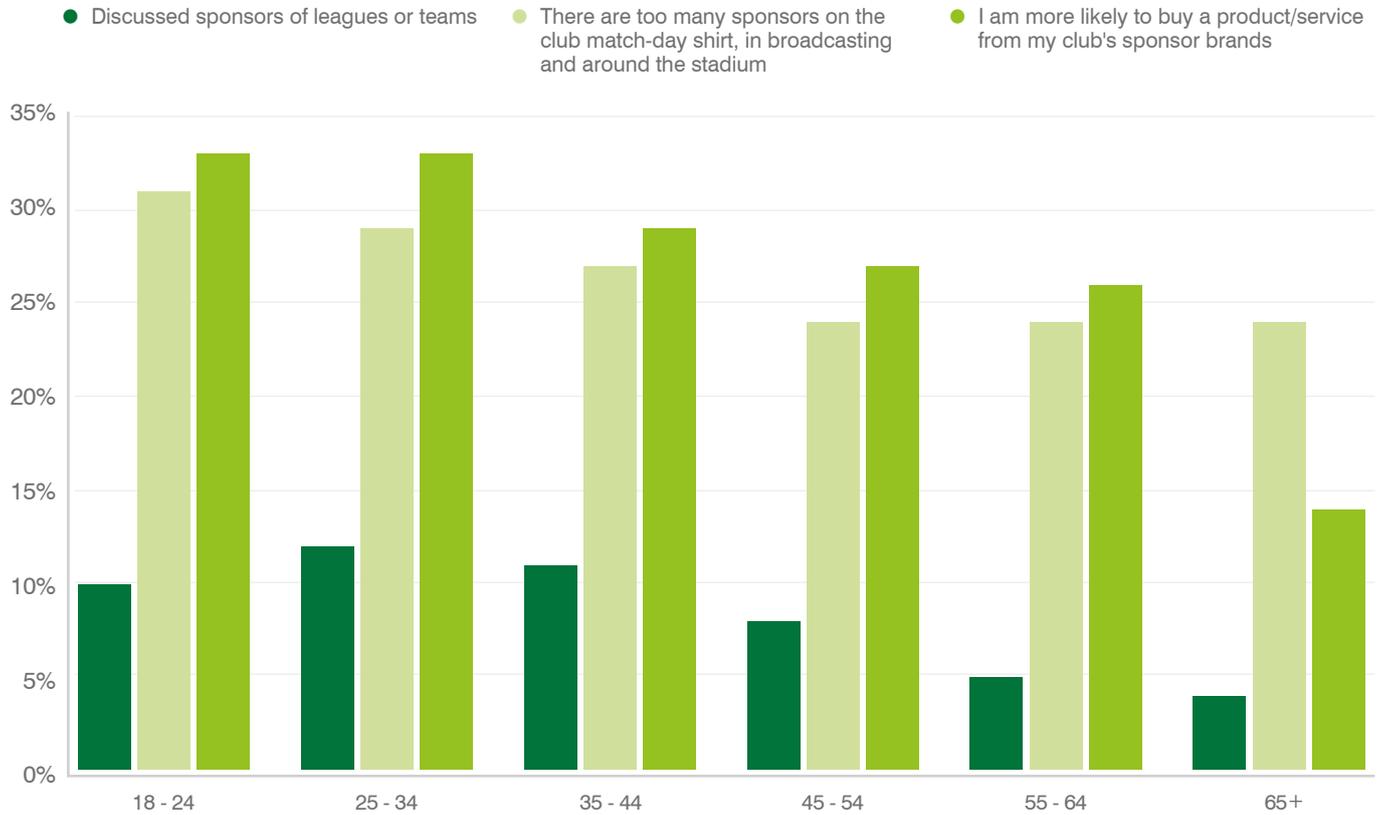
On the other hand, male fans tended to place bets on sports matches and watch post game highlights & commentary more than women. They were also more likely to have played the sport recently.

This could suggest that male fans overall were more interested in the physical game and its analysis as a result of their increased experience in playing it. It will be interesting to see how female interest in these aspects of fan engagement increase as women’s professional football and female participation in playing football continues to grow globally.

The research study also showed that younger age groups were more engaged with sponsorship than their older counterparts.

Interaction and attitudes to sponsorship

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On Average, they were more likely to buy a product from sponsor brands and discuss sponsors. However, interestingly, they are also more likely to agree that there are too many sponsors on the club match-day shirts, in broadcasting and around stadiums.

This highlights an important demographic of fans who are receptive to targeted sponsorship, but who are also likely to be more affected by an over saturation of sponsorship in football.

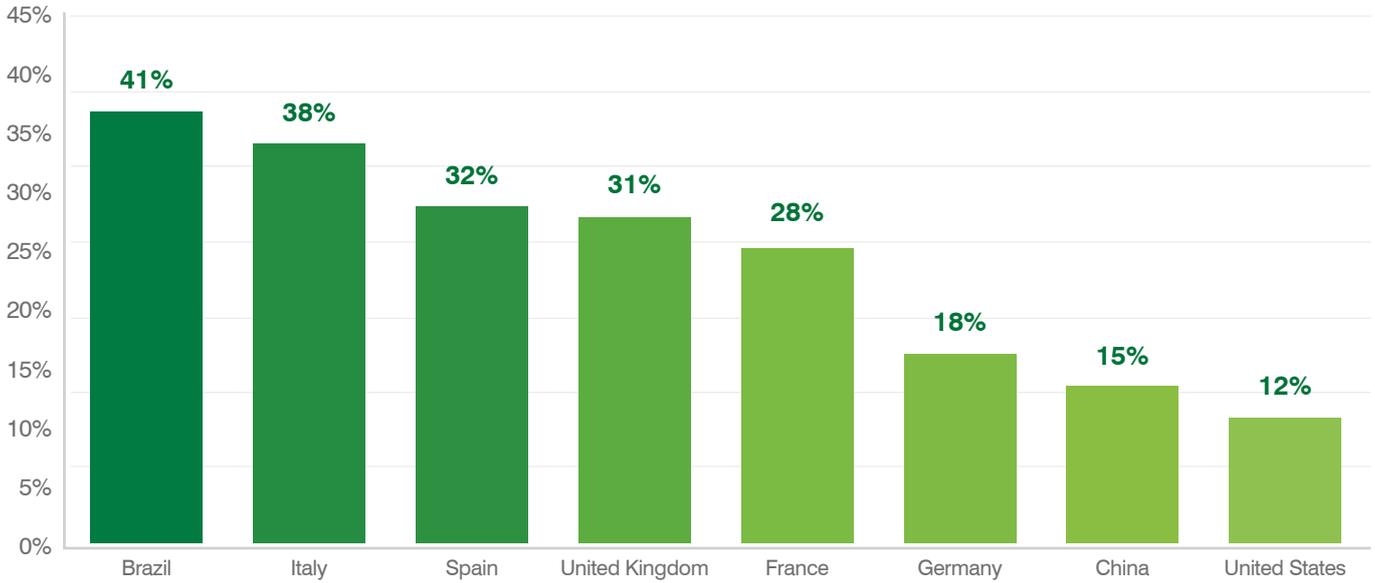
Gambling has become a central component to global sport and continues to remain a contentious issue amongst fans and regulators alike. Responsible and safe gambling is now a key social concern for football teams, clubs, and governing bodies, who look to reduce dangerous or underage gambling amongst fans, which can lead to addiction.

Brand Finance's research looked to further explore football fan's perceptions and views towards gambling within the sport.



Placed a Bet on a Sports Match

© Brand Finance Plc 2023



The research showed that Brazilian football fans had the highest frequency of recent gamblers, with 41% of respondents claiming to have placed a bet on a sports match in the past year.

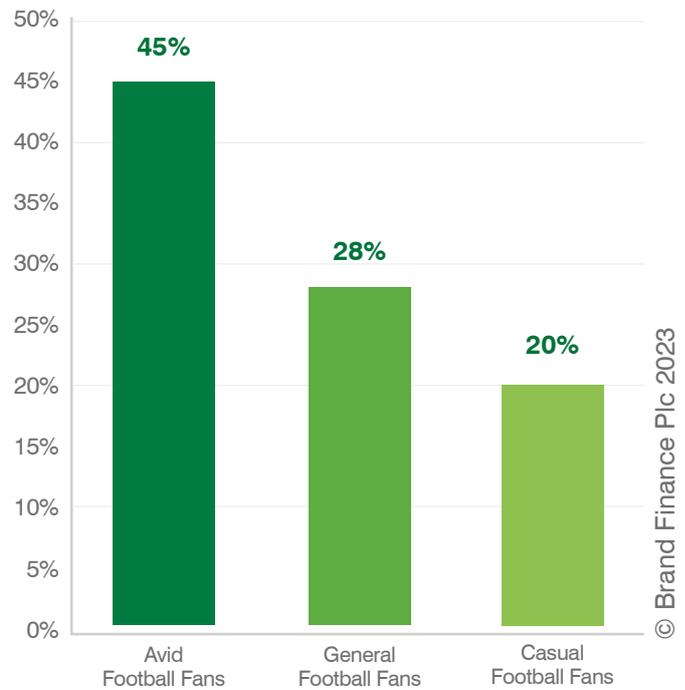
The top six countries with the most frequent rate of recent gamblers are also the countries more associated with a mature and developed culture around the sport.

Further analysis by Brand Finance also highlights that avid football fans are more likely to bet on football than more casually engaged followers; there is a clear difference in fan engagement with gambling, depending on how closely fans followed the sport in terms of the number of games attended, watched and media touchpoints.

Avid football fans were more than twice as likely to gamble on a sports match than non-avid fans and over 60% more likely than the general population. Because avid fans are more invested in the game, it is likely to be this demographic that are most at risk of developing dangerous gambling habits, particularly in countries and leagues with weaker gambling regulation and less support for those who develop a gambling addiction.

The display of gambling companies on football shirts has been debated extensively, with many believing it wrongly promotes gambling to viewers.

Placed a Bet on a Sports Match (Avid vs. Casual Fans)



*Avid Football Fans (%) = Respondents that select football as their favourite sport & has attended a live match in the past month.

*General Football Fans (%) = weighted average of all fans

*Casual Football Fans (%) = Respondents that select football as a sport they follow & have not attended a live match in the past month.

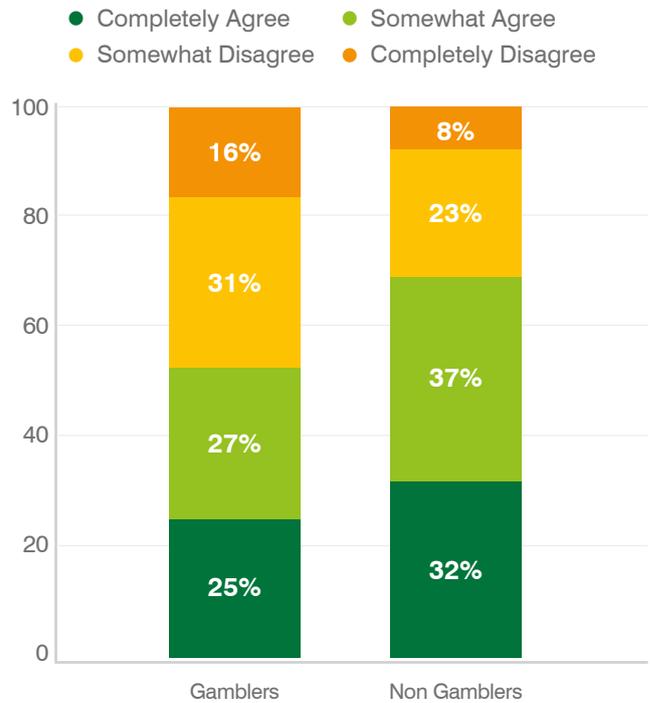
However, in the 2022/2023 season, 9/20 Premier League clubs were sponsored by gambling companies, making gambling the biggest sponsorship sector within the league by a significant margin.

Brand Finance’s research study asked participants whether they agreed that football clubs should reject sponsorship from gambling brands. To this, 68% of non-gamblers widely agree that football clubs should reject sponsorships by gambling brands. When asked the same question, 52% of respondents who had gambled in the last year also agreed that clubs should reject sponsorships with gambling brands.

The difference of 16% between the two groups of respondents is interesting as it suggests that there is only a small amount of change in opinion between gamblers and non-gamblers.

A majority of both groups therefore demonstrate that they understand the dangers that gambling, and the sponsorship of teams may promote amongst viewers, and that ultimately, more should be done to counter this.

Football Clubs should reject sponsorships with betting brands © Brand Finance Plc 2023



Brand Spotlights.



Liverpool F.C.



Rank

1

Football
Sustainability Index

86.0

Brand Value

US\$1.3 bn

Brand Strength

92.9

Leading in Sustainability: The Red Way.



Ben Latty,
Executive Sponsor
of The Red Way and
Commercial Director at
Liverpool Football Club

At Liverpool FC, we aim to be the best in the world at everything we do. Sustainability is no different. We care deeply about our people, planet, and communities and recognise, as a global brand that spans the world and reaches millions, we have a responsibility, and an opportunity, to play our part in creating a healthy planet and thriving communities.

A few seasons ago, changing expectations and demands of our key stakeholders regarding sustainability was recognised. Whilst there was a significant amount of work happening across the club to contribute to specific aspects of sustainability i.e., equality, diversity and inclusion, social impact, and environmentally focussed initiatives, a lot of this activity, from a sustainability standpoint, was being delivered with limited central coordination.

As a Club we acknowledged that to become a true leader in this space, and to place sustainability firmly at the heart of who we were, we had to bring these initiatives together to work in unison. So early 2021, to ensure a more holistic approach to sustainability was taken moving forward, LFC's first sustainability strategy, The Red Way, was formed. Since implementation of the strategy commenced several awards for our Environmental, Social, and Governance (ESG) performance have been achieved, including topping the Sport Positive League in 2022 as the most environmentally sustainable Premier League Football Club.

One particularly exciting recent activation from The Red Way strategy is the implementation of sustainable fuels in our team buses. This is helping achieve our objective to be net zero across our sport operations by the end of the 22/23 season. To progress this requirement, we worked with our travel provider to gain access to alternative, lower-carbon fuel options including Hydrotreated Vegetated Oil (HVO). With the team buses now starting to be fuelled with HVO, this is resulting in a 90% reduction in carbon emissions from regular diesel.



This is a small, but significant, example of how we are not only changing our own behaviour but aiming to have a wider impact on the sports sector and beyond. Our partners have also been key in helping to amplify the impact of The Red Way and promote behavioural change. Specifically, Quorn's meat free products consumed across LFC sites resulted in an 86,500 kilogram carbon emissions saving across the 21/22 season compared to meat-based alternatives. Whilst SC Johnson has helped drive plastic bottle recycling collection rates on matchdays; these have increased from 25% at the beginning of the partnership in 2021, to 86% at the end of 2022.

Transparency and accountability are highly valued at Liverpool FC. We have implemented a sustainability management system that has been independently certified to ISO 20121.

This system, by applying the associated methodology, affords us with the opportunity to analyse data across the Club against a specific sustainability framework, align our sustainability objectives to the UN Sustainable Development Goals (SDGs), report more accurately, and ensure we are constantly assessing and prioritising achievement of objectives that are relevant to changing global sustainability issues.

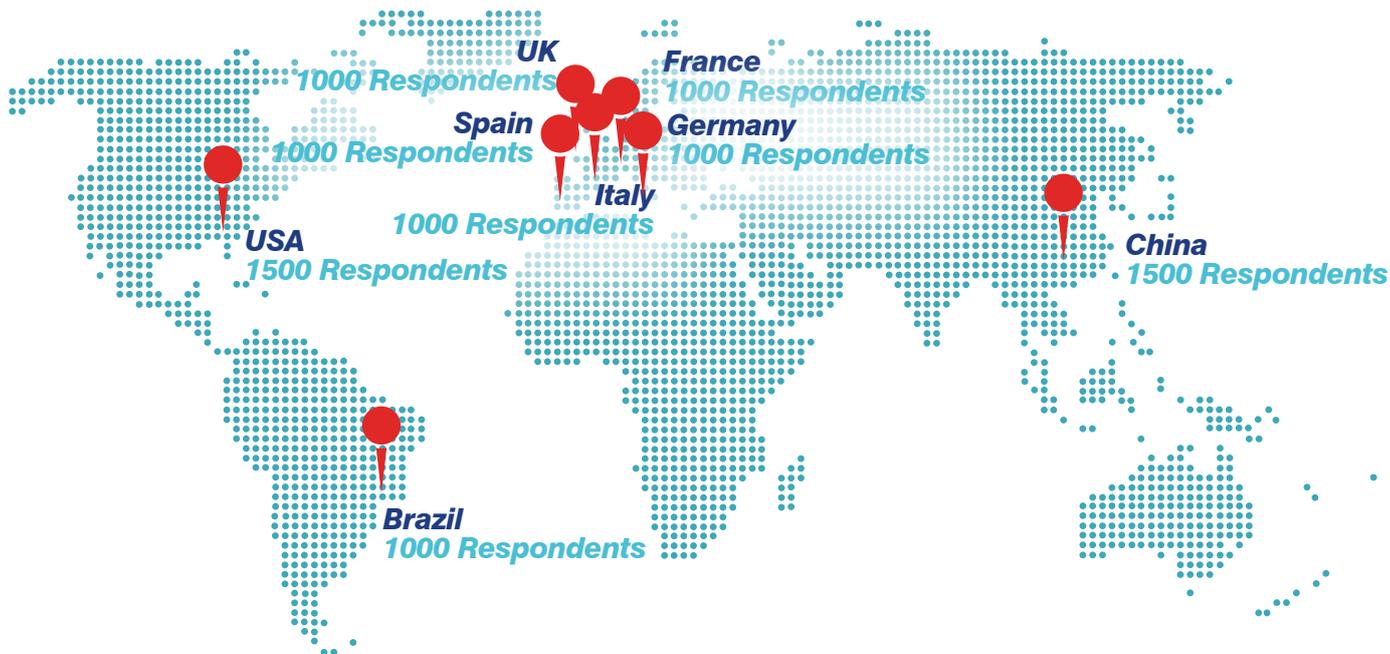
This certification system is regulated by internal and external audits throughout the year and supported by an internal steering committee of senior Club representatives. We are proud to be the only Premier League club with this ISO certification. We are also signatories to the UN Sports for Climate Action framework and, to ensure we are delivering against our commitments, adhere to the associated annual reporting requirements.





Researching Sport and Sponsorship.

Football Fan Research.



For the 2022 iteration of the Most Valuable Football Brands Report, Brand Finance conducted market research among football fans in eight key markets. This included the five major markets of football's European heartland (France, Germany, Italy, Spain, UK), together with Brazil, where football is embedded in the country's culture and heritage. Finally, two key emerging/maturing football markets were polled – China and USA. Any football club with aspirations to build a global fanbase will need to connect with fans in many, if not all, of these eight markets.

Brand Finance conducted an online survey among 1,000-1,500 football fans, demographically representative of the population, in each market.

Our research assesses fans' perceptions of major football leagues, competitions and clubs, and their level of engagement and enthusiasm towards them. For the 2022 report the research covered over 30 major club competitions and their participating clubs, with particular emphasis on the clubs and leagues with the largest global fanbases.

The research provides insight into how football is consumed, how this varies across markets and demographic segments, and the different means that fans employ in following their favourite clubs.

In an uncertain economic environment, it is more important than ever to understand the commercial benefit of any marketing investment, and a sponsorship is often the largest single marketing expense many businesses make. Our research and methodology assess monetary returns on sponsorship activity for both rights holders and commercial partners in a manner that is understood both in the marketing department and in the boardroom.

Declan Ahern
Valuation Director, Brand Finance

We identify the leagues and clubs that engage and excite fans the most, and the attributes which drive the greatest fan appeal. We also assess which sponsorships are most salient among fans, and which sponsorships deliver the greatest returns for their business.

These insights enable clubs and leagues to assess the underlying strength and appeal of their brand and 'product' to corporate stakeholders. Of course, on-field performance has a significant impact on this area, but – as with brands in any walk of life, a strong brand and fanbase ensures that the club's support and commercial performance has a degree of resilience that cushions the impact of a potentially disappointing season on the pitch. A prime example of this is Manchester United, whom despite a decade of disappointing results, still earn some of the highest revenues in Europe whilst also boasting one of the largest worldwide fan-bases.

For potential sponsors of leagues and clubs, our research is used to assess the value of partnering with both global giants (are the biggest clubs as popular as their sponsor pitches suggest?) but also smaller leagues and clubs heading in the right direction, where individual sponsors

can target a specific audience and stand out from the crowd more easily. Furthermore, clubs and sponsors need to decide whether a multinational partnership generates the best returns, or a larger portfolio of national partnerships is more suitable. Potential sponsors must base their decisions on an independent assessment of how clubs and leagues are perceived and not gut feel alone – it is after all a commercial decision. Similarly, clubs and leagues hoping to attract sponsors are increasingly aware of the need to present a business case for partnership and investment based on data and evidence that brand owners require before they commit their marketing dollars.

Sponsorship recall as a means of measuring effectiveness

Sponsorship can pay off even if fans are not overtly aware of sponsorship activity. Nevertheless, a large draw of sponsorship in football is the brand exposure it can provide and naturally brand owners would hope to see high levels of coverage and recall among fans.

Examining a large club in each of the respective researched markets suggests a range of 25%-39% for front of shirt sponsorship recall within the club's domestic market. The range for recall within non-domestic markets is more spurious, in which the five European clubs who regularly participate in European competitions are naturally higher.

Sponsorship managers may also want to understand the different levels of brand exposure they get from different forms of sponsorship in football. The below example looks at three Bayern Munich sponsors of which front of shirt and stadium recall is significantly higher. Whilst the sleeve sponsor is considerably newer, Brand Finance data suggests that sleeve recall across clubs is typically much lower and hence would expect to be a much cheaper sponsorship option in most cases. That said, many brands still pay six figures to appear on the sleeve of the world's largest clubs.

When using recall to assess ROI, AC Milan and Flamengo are getting the best return within their domestic markets whilst PSG and Real Madrid are the most expensive – of course this merely scratches the service of measuring sponsorship and there are various other KPIs to accurately measure return on sponsorship investment. (See section: Precision and structure in Sponsorship Evaluation)



Club	Front of Shirt Sponsor (21/22 season)	Average recall (domestic)	Average recall (non-domestic markets)	Cost (EURm) per % of domestic recall
		26%	16%	1.8
		33%	18%	2.0
		25%	19%	1.7
		34%	19%	2.0
		34%	19%	0.3
		28%	8%	*
		39%	6%	0.4

Non-domestic markets include remaining 7 markets in the study

*Sponsor value not reported



Precision and structure in Sponsorship Evaluation – Best Practice.

Why is tracking corporate sponsorship a critical management practice?

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

Whilst sponsorship is by no means limited to sporting ventures, the sports sponsorship market alone was estimated to exceed to €55bn in 2021 and is expected to grow considerably over the next 5-years reaching approximately €100bn by 2027. With many corporates investing six-figures annually, the importance of rigorously managing and evaluating these sponsorships is simply a must. Yet, despite increased levels of sponsorship investment, one in four practitioners has no confidence at all in measuring business return from sponsorships whilst less than 10% said they were very confident. (Source: WARC)

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

Setting up a sponsorship evaluation framework

Step one is to identify the core brand objectives and whether sponsorship can help achieve those objectives. Typically, this is done through mapping these objectives to brand equity measures so that performance can be tracked over time. For example, if brand awareness is the objective, putting your brand name on the shirt of a club like Real Madrid or Liverpool would certainly contribute to this result (but at what cost?).

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



Market research among the appropriate stakeholders can be used to assess successful activations and highlight where activation strategy can be adjusted to achieve the desired results. Through this, organisations can provide feedback to their brand partners to:

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

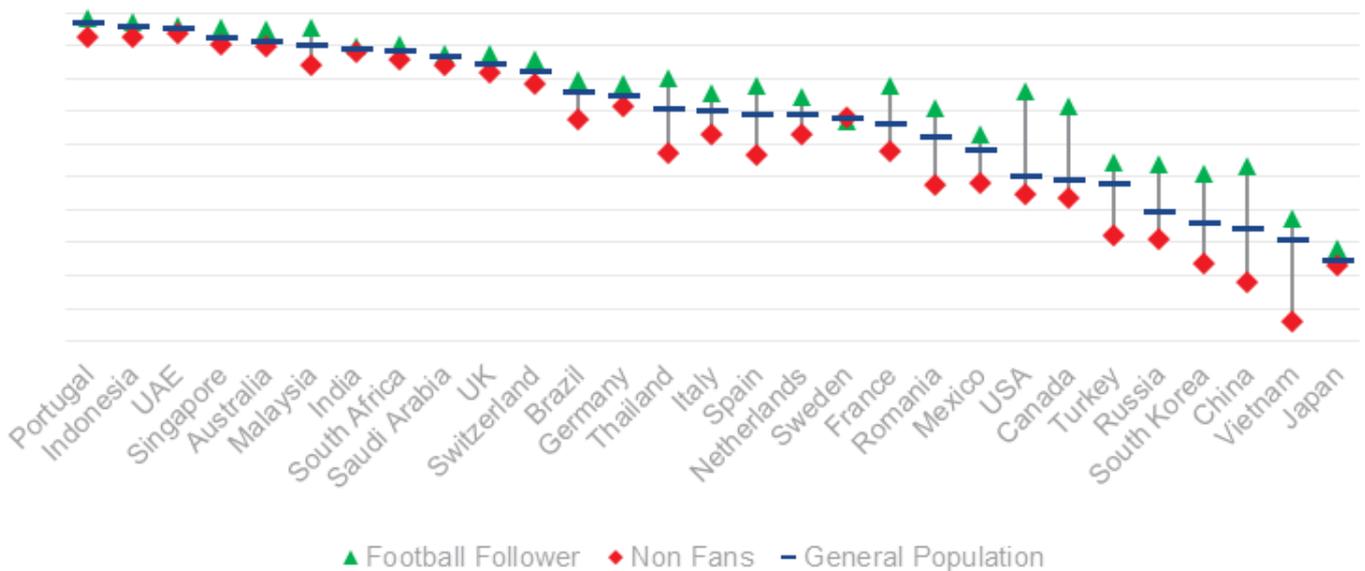
The below example examines the difference in brand consideration for Emirates, a brand that has been and remains associated with some of the biggest clubs in football. The results from our research **exhibits higher levels of consideration in 28/29 markets** for the airline among football fans than non-football fans.

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



Emirates Consideration by Market & Football Following

© Brand Finance Plc 2023

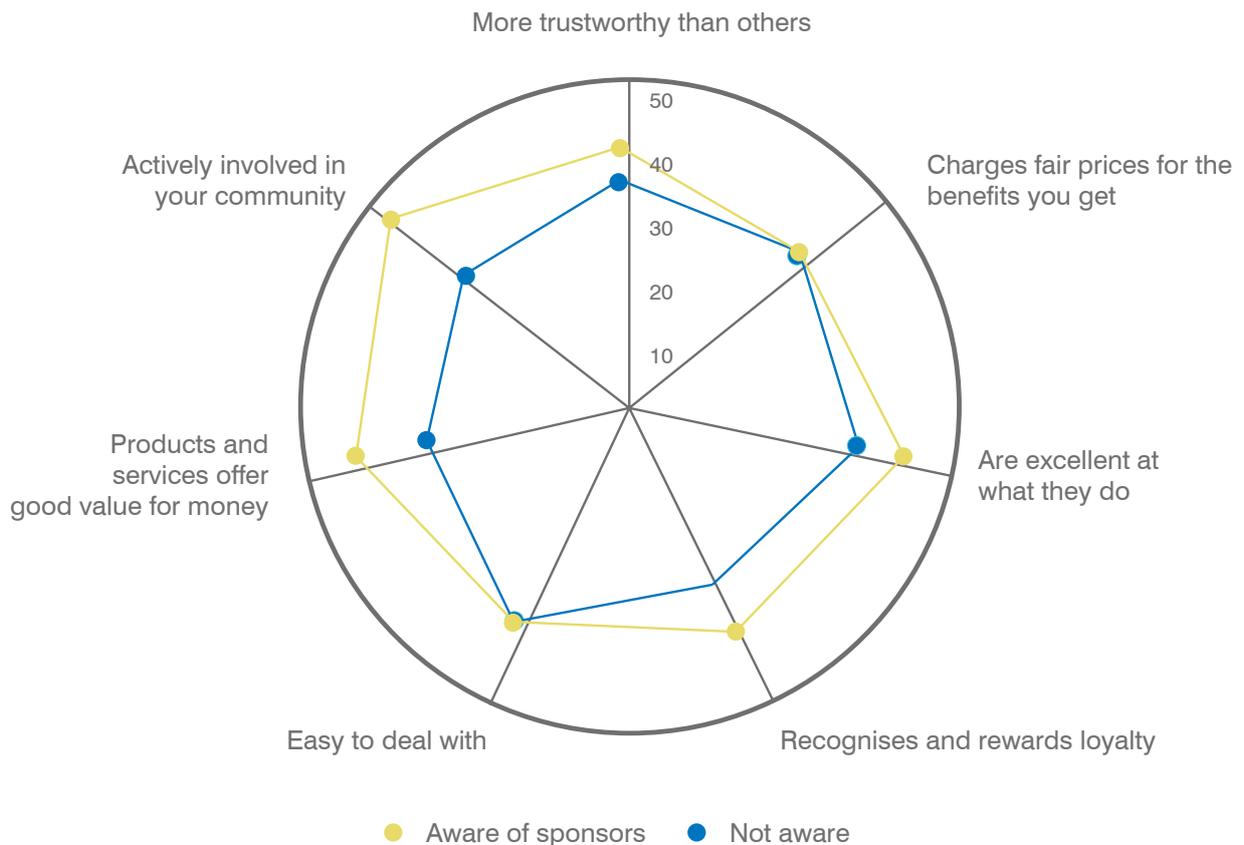


The below example exhibits more favourable results in each attribute for a corporate brand which sits on the

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

Brand Image Perceptions: Sponsorship Impact

© Brand Finance Plc 2023



Sponsorship uplift and return on investment

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

- + How does this investment pay back over the short and long term?
- + Has this investment increased the value of the business for the shareholders?

+ Are we getting good value for money?

A valuation-based approach to sponsorship evaluation provides a practical, logical, and commercially driven basis for assessment. Through an approach that establishes linkages between changes in brand equity, stakeholder behaviour and ultimately business and brand value, it provides a solid platform of insight to inform future sponsorship decision making.

There are typically two sides to this analysis:

1. Return on historic sponsorship

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

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

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

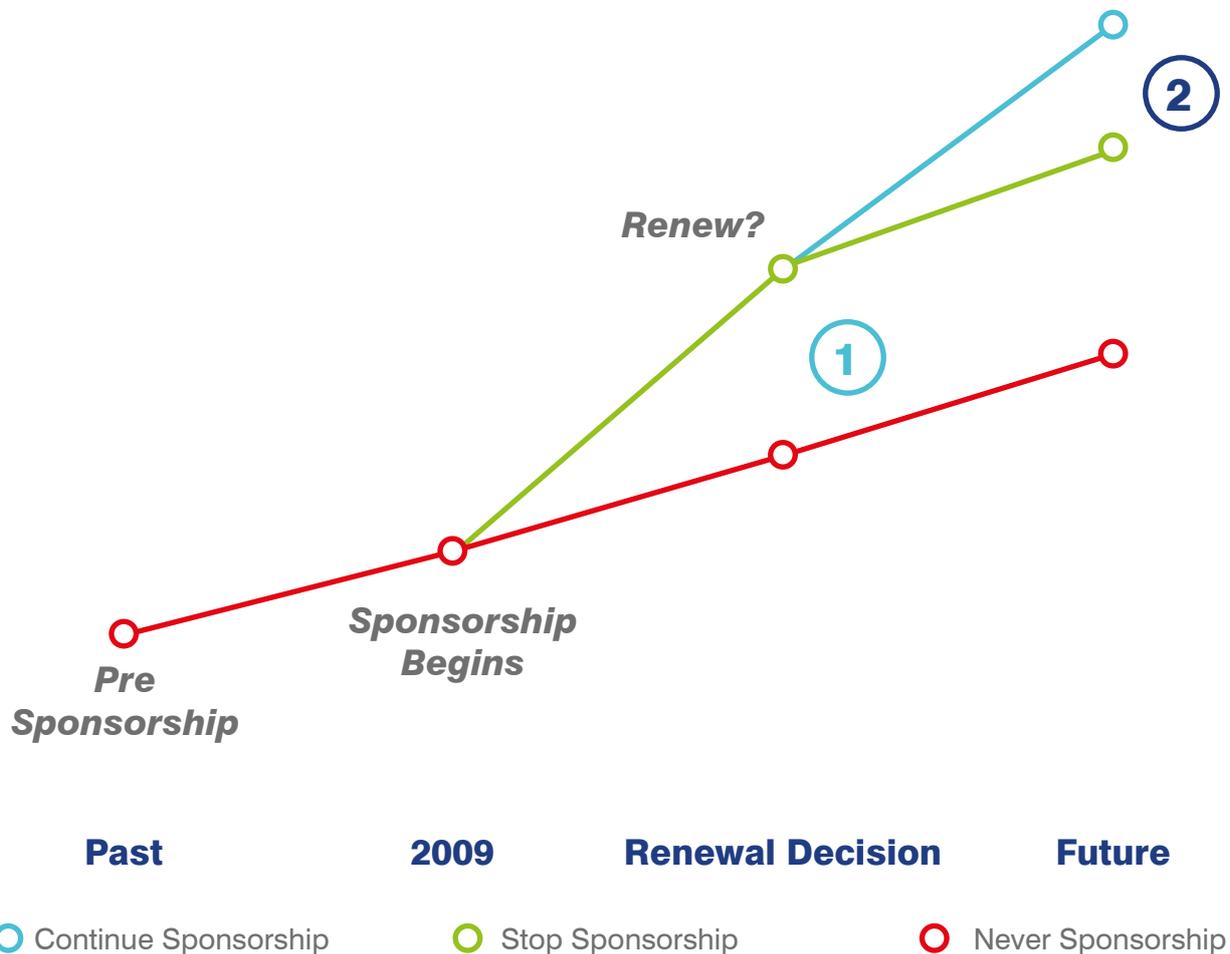
2. Future return on sponsorship renewal

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



Sponsorship ROI - Partner Business Value

© Brand Finance Plc 2023



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

Building an appealing prospectus

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

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

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

- + **Brand Evaluation** – Communicating the unique attributes and brand strengths that complement the

vision of a brand - How the sponsorship will improve important brand attributes.

- + **Value potential analysis** – Quantifying the financial benefit possible from partnership – how will this impact revenue and business value?

In summary, without appropriate methodologies for sponsorship evaluation and valuation, properties are undersold by clubs, leagues and competitions, and brands are unable to appreciate the full suite of benefits that are possible from an engagement. Brand Finance has developed methodologies to express the return on sponsorship investment in a way that makes sense to both brand and financial audiences.



A sponsorship manager's checklist:

Does your organisation have a sponsorship evaluation system that provides a comprehensive measure of brand health and business impact? Speak to us today to find out more:

Understanding the value that perceptions of sustainability can provide brands.



Robert Haigh,
Strategy &
Sustainability Director,
Brand Finance

Acting sustainably and being seen to do so is imperative for brands, but sustainability is a multifaceted concept that can be hard for business leaders to navigate.

Investors, CFOs and CEOs are told by campaigners, NGOs, consultants and sustainability teams that committing to sustainability is both the right thing to do and a business imperative. There are indeed many opportunities, whether in supplying the products and services that facilitate the transition to a green economy, or simply by differentiating your brand as a sustainable alternative. However, without articulating the case in financial terms it can be hard to determine the business case for action.

Last month, we launched the [Sustainability Perceptions Index](#), intended to be the first step to addressing this challenge. By quantifying the value of sustainability perceptions, we hope to make the value of action on sustainability more tangible. Our research shows that even for individual businesses, there could be billions of dollars of financial value to be gained from enhanced action and associated communication.

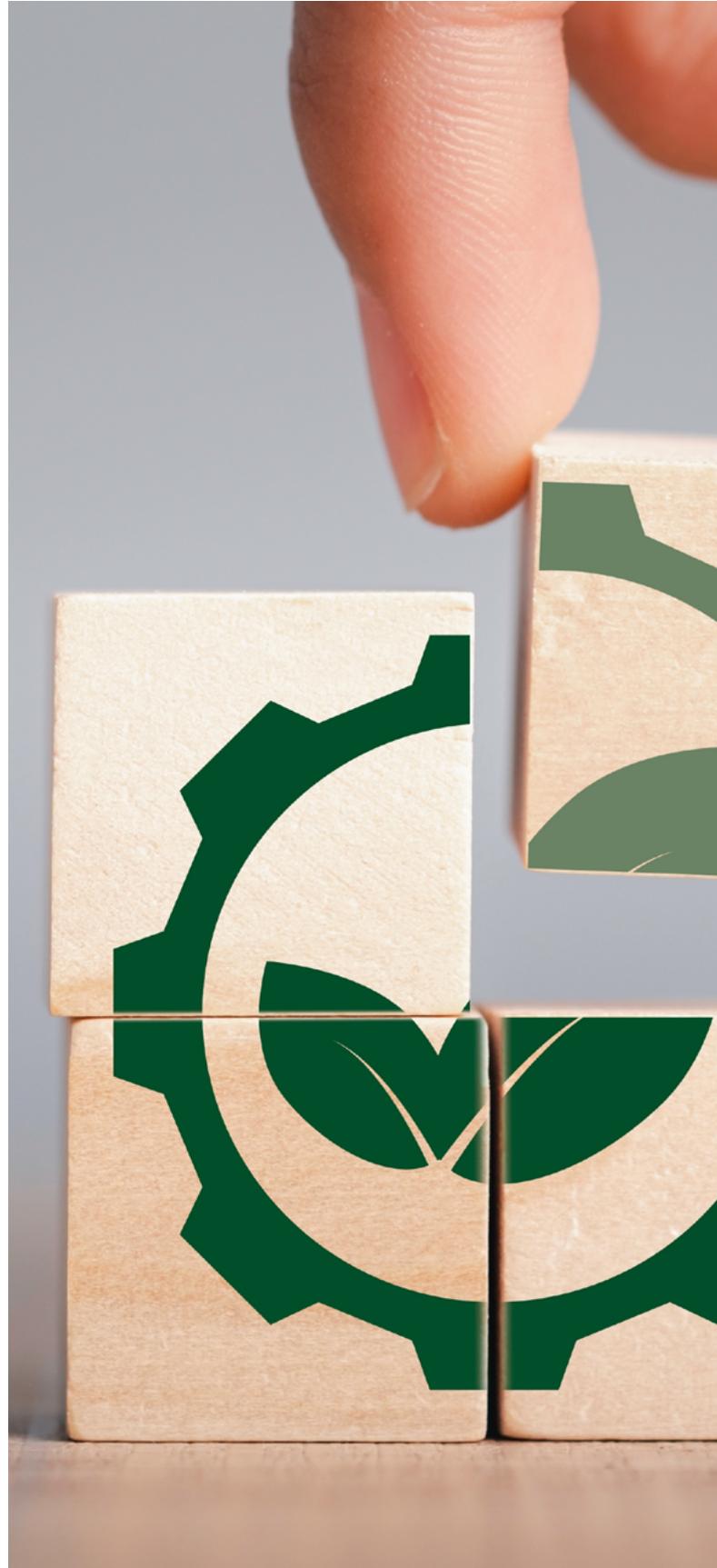
Equally, there can be billions at risk from insufficient action that leads to accusations of greenwashing, or even misallocated or excessive investments in sustainability communication that does not cut through. Sponsorship of clubs that are seen to be sustainability champions can be a powerful way of shaping the sustainability perceptions around your own brand. By quantifying the value of sustainability perceptions, we can critically assess the effectiveness of such sponsorship through a financial lens. In addition to this, we have developed an extensive program of research and a full suite of services intended to deliver actionable insight for our clients.



We work with CEOs, strategists, recruitment teams, CFOs, Sustainability Officers, and of course marketers, to help answer a range of pressing questions, including:

- + How sustainable is your businesses perceived to be?
- + How do you compare vs competitors?
- + How sustainable are my partner organisations perceived to be?
- + Is this partnership a good brand fit?
- + How important is sustainability in driving consumer choice?
- + How important is sustainability when recruiting staff, or securing investment?
- + What is the potential value of enhancing sustainability perceptions?
- + Is your brand recognized for its sustainability leadership?
- + Do your brand's actions live up to its claims?
- + Could value be at risk?
- + What are the 'sustainable consumer' segments and how do we target them?
- + Which sustainability issues and themes are most relevant?
- + Which NGOs / causes should I align my brand with?
- + How do I champion corporate action on sustainability?
- + How do I maximize funding for my cause?

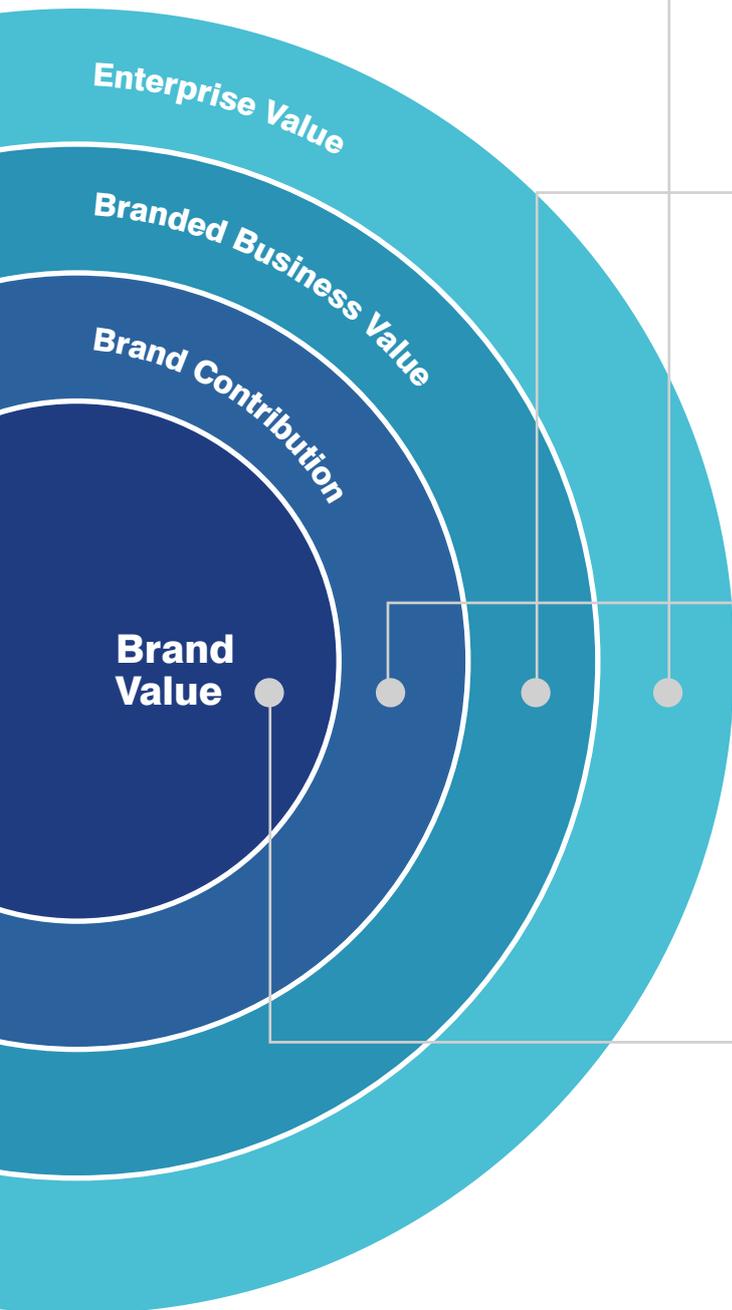
If you would like to continue the conversation, please get in touch.





Methodology.

Definitions.



Brand Value

Alphabet

[Alphabet]

+ 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'.

Google

[Google]

+ 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.

Google

[Google]

+ 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.

Google

[Google]

+ 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.

2



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.



3

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



Sport Services.

Sponsorship Services.

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



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



Is the partnership a good fit for our commercial objectives?



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



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



Is the organisation paying too much?



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

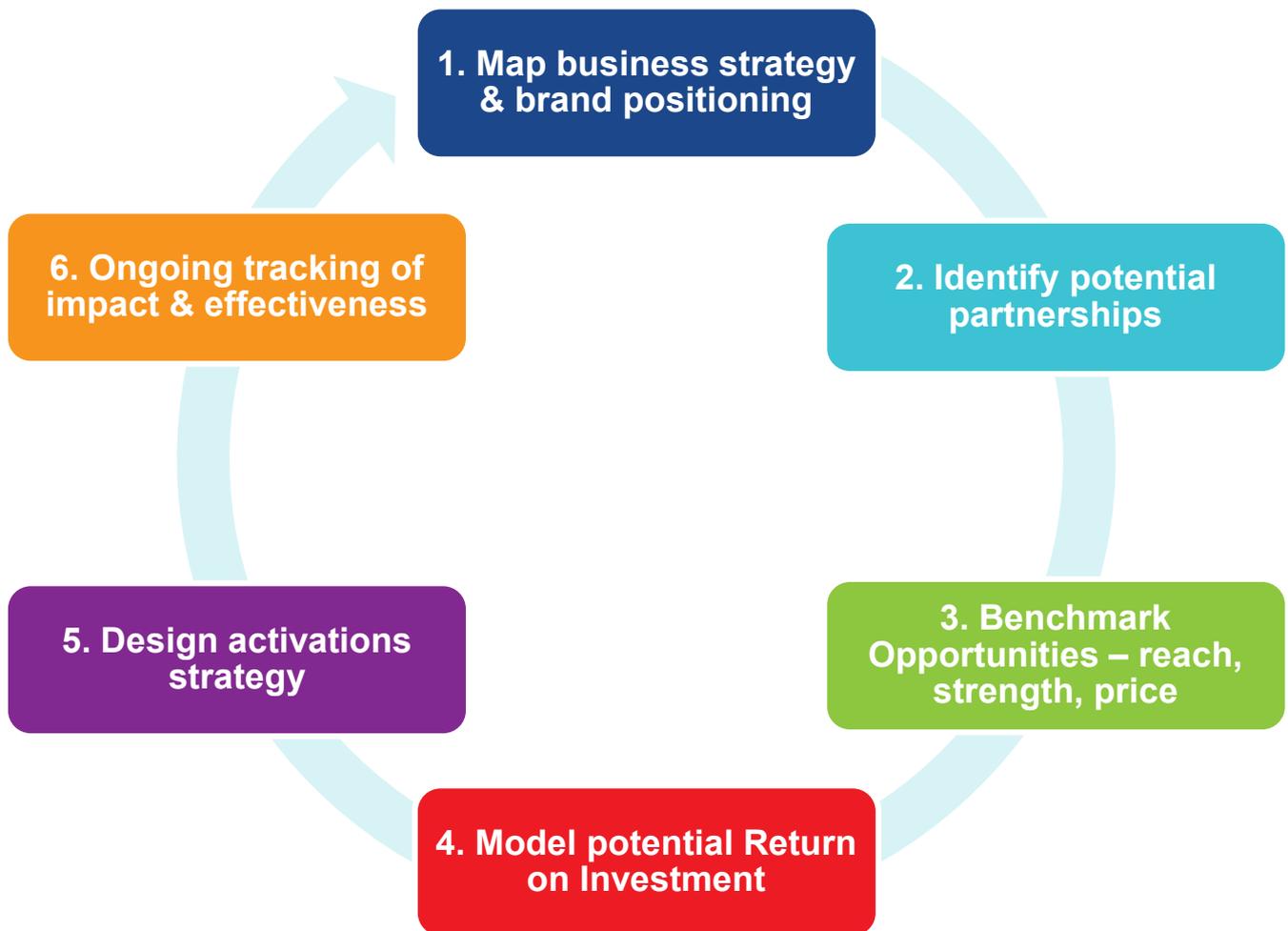


How does the partnership ROI compare to other similar sports partnerships?

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

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

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



League & Club Services.

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



1 Football Fan Research

Design and manage bespoke research or review existing football fan research programmes.

Access to existing Brand Finance annual football research



2 Brand Evaluation

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



3 Competitor/Peer Benchmarking

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



4 Brand Strategy & Positioning

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



5 Brand & Business Valuation

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



6 Partnership Tracking

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



Sponsorship & Activation Strategy

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



Sponsorship Return on Investment

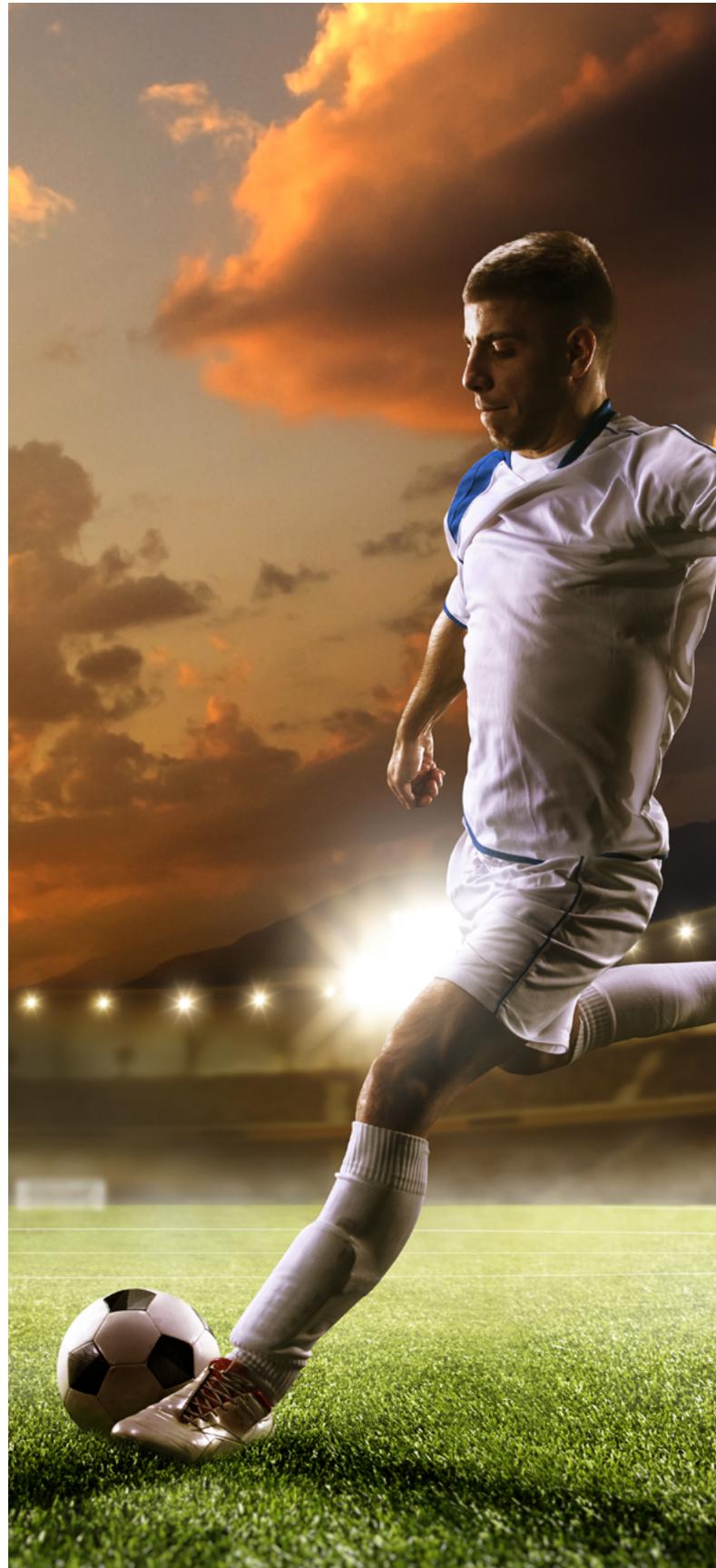
Are existing sponsors seeing a good return on investment?

Sponsorship opportunity analysis & Comparable Deal Benchmarking



Sponsorship Prospectus

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



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.



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 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

Contents

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

Visit brandirectory.com/consumer-research
or email enquiries@brandfinance.com

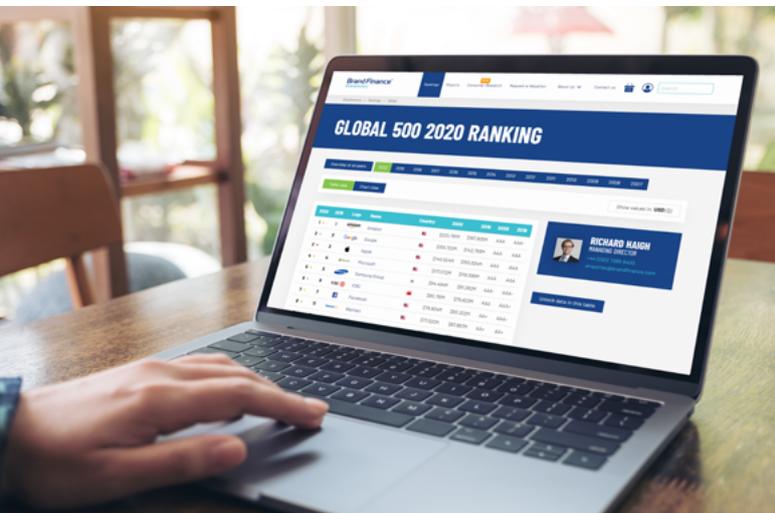


enquiries@brandirectory.com

Our Services.



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.

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



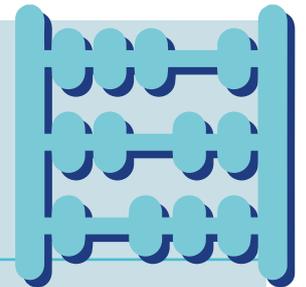
- + Are we building our brands' strength effectively?
- + How do I track and develop my brand equity?
- + How strong are my competitors' brands?
- + Are there any holes in my existing brand tracker?
- + What do different stakeholders think of my brand?

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



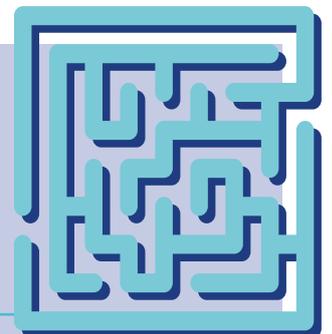
- + How much is my brand worth?
- + How much should I invest in marketing?
- + How much damage does brand misuse cause?
- + Am I tax compliant with the latest transfer pricing?
- + How do I unlock value in a brand acquisition?

Brand Strategy

Make branding decisions with your eyes wide open

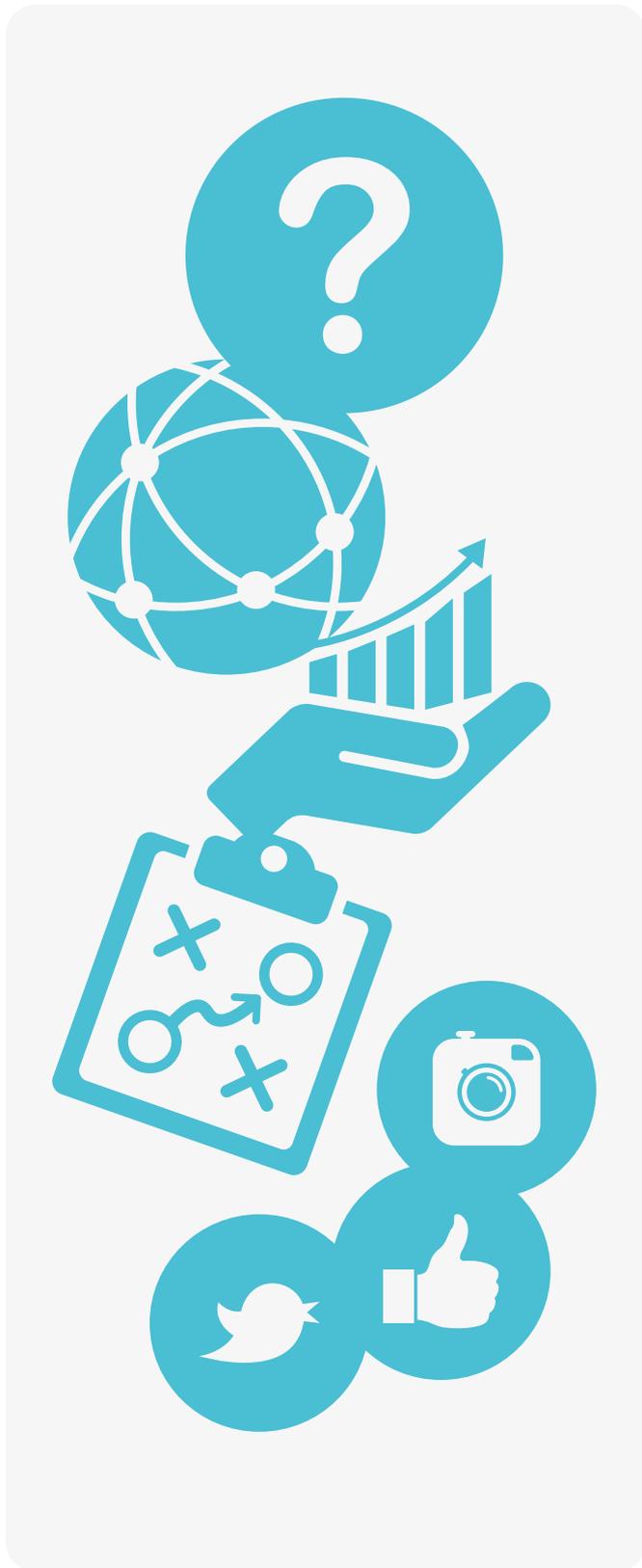
Once you understand the value of your brand, you can use it as tool to understand the business impacts of strategic branding decisions in terms of real financial returns.

- + 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.

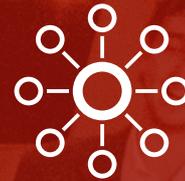
How can I improve return on marketing investment?

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.

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



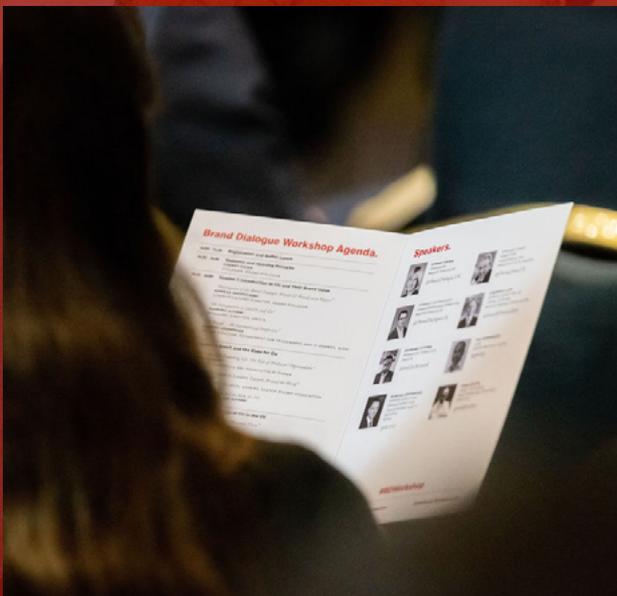
Content Creation

- 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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