IT Services 25
2020

The annual report on the most valuable and strongest IT services brands
January 2020
Contents.

About Brand Finance 4
Get in Touch 4
Brandirectory.com 6
Brand Finance Group 6
Foreword 8
Brand Value Analysis 10
Brand Spotlight: Samsung SDS 14
Interview with Sean Im 15
Definitions 16
Brand Valuation Methodology 18
Market Research Methodology 19
Stakeholder Equity Measures 19
Consulting Services 20
Brand Evaluation Services 21
Communications Services 22
Brand Finance Network 24
About Brand Finance.

Brand Finance is the world’s leading independent 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 20 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.

For business enquiries, please contact:
Savio D’Souza
Valuation Director
s.dsouza@brandfinance.com

For media enquiries, please contact:
Sehr Sarwar
Communications Director
s.sarwar@brandfinance.com

For all other enquiries, please contact:
enquiries@brandfinance.com
+44 (0)207 389 9400

For more information, please visit our website:
www.brandfinance.com

About Brand Finance.

Brand Finance is the world’s leading independent 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 20 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.

For business enquiries, please contact:
Savio D’Souza
Valuation Director
s.dsouza@brandfinance.com

For media enquiries, please contact:
Sehr Sarwar
Communications Director
s.sarwar@brandfinance.com

For all other enquiries, please contact:
enquiries@brandfinance.com
+44 (0)207 389 9400

For more information, please visit our website:
www.brandfinance.com

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 business performance and offers a cost-effective way to gaining a better understanding of your position against competitors.

Visit brandirectory.com/request

Brand Value Report

What’s in a Brand Value Report

- Brand Valuation Summary
- Royalty Rates
- Cost of Capital Analysis
- Customer Research Findings
- Competitor Benchmarking
- Communication
- Understanding
- Education
- Insight
- Strategy
- Benchmarking

Benefits of a Brand Value Report
Customer insight drives our valuations

Our brand valuations are underpinned by extensive market research across a wide range of sectors, countries and brands.

Our research integrates all key brand measures, linking them to commercial outcomes.

Available for purchase separately or as part of a Brand Value Report. Visit brandirectory.com/research

- Over 1,500 brands researched each year
- 29 countries and 10 sectors covered
- More than 50,000 respondents surveyed annually
- Key metrics across all industries and brands
- B2B and B2C results
- We are now in our 4th consecutive year conducting the study
Foreword.

What is the purpose of a strong brand: to attract customers, to build loyalty, to motivate staff? All true, but for a commercial brand at least, the first answer must always be ‘to make money’.

Huge investments are made in the design, launch, and ongoing promotion of brands. Given their potential financial value, this makes sense. Unfortunately, most organisations fail to go beyond that, missing huge opportunities to effectively make use of what are often their most important assets. Monitoring of brand performance should be the next step, but is often sporadic. Where it does take place, it frequently lacks financial rigour and is heavily reliant on qualitative measures, poorly understood by non-marketers.

As a result, marketing teams struggle to communicate the value of their work and boards then underestimate the significance of their brands to the business. Sceptical finance teams, unconvincing by what they perceive as marketing mumbo jumbo, may fail to agree necessary investments. What marketing spend there is, can end up poorly directed as marketers are left to operate with insufficient financial guidance or accountability. The end result can be a slow but steady downward spiral of poor communication, wasted resources, and a negative impact on the bottom line.

Brand Finance bridges the gap between marketing and finance. Our teams have experience across a wide range of disciplines from market research and visual identity, to tax and accounting. We understand the importance of design, advertising, and marketing, but we also believe that the ultimate and overriding purpose of brands is to make money. That is why we connect brands to the bottom line.

By valuing brands, we provide a mutually intelligible language for marketing and finance teams. Marketers then have the ability to communicate the significance of what they do, and boards can use the information to chart a course that maximises profits. Without knowing the precise, financial value of an asset, how can you know if you are maximising your returns? If you are intending to license a brand, how can you know you are getting a fair price? If you are intending to sell, how do you know what the right time is? How do you decide which brands to discontinue, whether to rebrand and how to arrange your brand architecture? Brand Finance has conducted thousands of brand and branded business valuations to help answer these questions.

Brand Finance’s research revealed the compelling link between strong brands and stock market performance. It was found that investing in highly-branded companies would lead to a return almost double that of the average for the S&P 500 as a whole.

Acknowledging and managing a company’s intangible assets taps into the hidden value that lies within it. The following report is a first step to understanding more about brands, how to value them and how to use that information to benefit the business.

The team and I look forward to continuing the conversation with you.

---

Accenture remains world’s most valuable IT services brand as IBM and TCS narrow the gap.

- Artificial Intelligence and Cloud Services boost IBM and TCS brand value
- Accenture and IBM fall in brand strength, while TCS remains strong
- US and Indian brands dominate ranking, expanded to 25 brands for first time
- Japan’s Fujitsu and NTT Data are fastest growing IT services brands
- Samsung SDS one of only two brands to improve ranking
- Capgemini brand strength up from AA to AA+ and value grows 12%
Brand Value Analysis.

Accenture has retained its position as the world’s most valuable IT services brand, despite its brand value dropping 4% to US$25.3 billion. The reduction in the American brand’s value was driven largely by a drop in its brand strength with doubts surfacing about its future brand resilience in the face of changing market demands.

The ranking of the world’s most valuable IT Services brands has been expanded to 25 brands for the first time this year. American and Indian brands, which fill eight of the top 10 spots, dominate. The only two non-American or Indian brands to make the top 10 leaderboard are France’s Capgemini (brand value up 12% to US$6.6 billion) and Japanese NTT Data (brand value up 19% to US$5.1 billion), which were also the two fastest-growing brands in the top 10.

Artificial Intelligence and Cloud Services boost IBM and TCS

IBM’s IT Services division (brand value up 4% to US$21.2 billion) and TCS (brand value up 5% to US$13.5 billion), remaining the 2nd and 3rd most valuable IT Services brands respectively, have reduced the gap behind Accenture.

Both IBM and TCS saw strong brand value growth on the back of increased performance of their artificial intelligence and cloud services, areas that are likely to continue growing strongly in the medium term. With the saturation of Internet of Things services requiring strong and trusted computing services to serve, store and analyse devices, both IBM and TCS are strongly placed to take advantage of the commercial opportunities.

Accenture and IBM fall in brand strength while TCS remains strong

In addition to calculating brand value, Brand Finance determines the relative strength of brands through a balanced scorecard of metrics evaluating marketing investment, stakeholder equity, and business performance. Alongside revenue forecasts, brand strength is a crucial driver of brand value.

According to these criteria, Accenture and IBM both lost brand strength, with their ratings falling from AAA to AAA- to join TCS as the three AAA- rated IT services brands, ahead of the AA+ rated Infosys, Cognizant, and Wipro (brand value up 8% to US$4.3 billion), which maintained strong brand strength with their focus on serving large business customers.

Fujitsu and NTT Data are fastest growing

Fujitsu has claimed the title of the world’s fastest growing IT services brand this year, after recording an impressive 29% brand value increase to US$3.3 billion. The brand has focused on expansion in the key EMEIA markets, through

Brand Value over Time

Accenture remains the world’s most valuable IT services brand, but it is likely to be challenged over the long-term by the rise of IBM and TCS, who are quickly growing their cloud and artificial intelligence services. Both IBM and TCS are well placed to leverage their existing brand strength in this strategic sector of the future economy.

David Haigh
CEO of Brand Finance
Top 25 most valuable IT services brands

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$92,292</td>
<td>+16.6%</td>
<td>1</td>
<td>$26,292</td>
<td>AAA</td>
<td>United States</td>
</tr>
<tr>
<td>2</td>
<td>$20,376</td>
<td>+4.0%</td>
<td>2</td>
<td>$21,188</td>
<td>AAA</td>
<td>United States</td>
</tr>
<tr>
<td>3</td>
<td>$12,815</td>
<td>+5.3%</td>
<td>3</td>
<td>$13,499</td>
<td>AAA</td>
<td>India</td>
</tr>
<tr>
<td>4</td>
<td>$9,051</td>
<td>+9.0%</td>
<td>4</td>
<td>$8,573</td>
<td>AA+</td>
<td>United States</td>
</tr>
<tr>
<td>5</td>
<td>$8,501</td>
<td>+9.0%</td>
<td>5</td>
<td>$7,087</td>
<td>AA+</td>
<td>India</td>
</tr>
<tr>
<td>6</td>
<td>$5,922</td>
<td>+12.0%</td>
<td>6</td>
<td>$6,630</td>
<td>AA+</td>
<td>France</td>
</tr>
<tr>
<td>7</td>
<td>$5,525</td>
<td>+5.5%</td>
<td>7</td>
<td>$5,830</td>
<td>AA</td>
<td>United States</td>
</tr>
<tr>
<td>8</td>
<td>$4,266</td>
<td>+18.6%</td>
<td>8</td>
<td>$4,089</td>
<td>AA+</td>
<td>Japan</td>
</tr>
<tr>
<td>9</td>
<td>$4,002</td>
<td>+8.0%</td>
<td>9</td>
<td>$4,324</td>
<td>AA+</td>
<td>India</td>
</tr>
<tr>
<td>10</td>
<td>$3.2 billion</td>
<td>-6.8%</td>
<td>10</td>
<td>$4,032</td>
<td>AA+</td>
<td>South Korea</td>
</tr>
<tr>
<td>11</td>
<td>$3.9 billion</td>
<td>-3.8%</td>
<td>11</td>
<td>$5,058</td>
<td>AA</td>
<td>France</td>
</tr>
<tr>
<td>12</td>
<td>$3.6 billion</td>
<td>-1.5%</td>
<td>12</td>
<td>$4,063</td>
<td>AA+</td>
<td>United States</td>
</tr>
<tr>
<td>13</td>
<td>$3.1 billion</td>
<td>+5.2%</td>
<td>13</td>
<td>$2.8 billion</td>
<td>AA+</td>
<td>Japan</td>
</tr>
<tr>
<td>14</td>
<td>$3.1 billion</td>
<td>+5.2%</td>
<td>14</td>
<td>$4,648</td>
<td>AA+</td>
<td>India</td>
</tr>
<tr>
<td>15</td>
<td>$3.1 billion</td>
<td>+5.2%</td>
<td>15</td>
<td>$4,173</td>
<td>AA+</td>
<td>India</td>
</tr>
<tr>
<td>16</td>
<td>$3.1 billion</td>
<td>+5.2%</td>
<td>16</td>
<td>$4,173</td>
<td>AA+</td>
<td>United States</td>
</tr>
<tr>
<td>17</td>
<td>$3.1 billion</td>
<td>+5.2%</td>
<td>17</td>
<td>$4,173</td>
<td>AA+</td>
<td>United States</td>
</tr>
<tr>
<td>18</td>
<td>$3.1 billion</td>
<td>+5.2%</td>
<td>18</td>
<td>$4,173</td>
<td>AA+</td>
<td>United States</td>
</tr>
<tr>
<td>19</td>
<td>$3.1 billion</td>
<td>+5.2%</td>
<td>19</td>
<td>$4,173</td>
<td>AA+</td>
<td>United States</td>
</tr>
<tr>
<td>20</td>
<td>$3.1 billion</td>
<td>+5.2%</td>
<td>20</td>
<td>$4,173</td>
<td>AA+</td>
<td>United States</td>
</tr>
<tr>
<td>21</td>
<td>$3.1 billion</td>
<td>+5.2%</td>
<td>21</td>
<td>$4,173</td>
<td>AA+</td>
<td>United States</td>
</tr>
<tr>
<td>22</td>
<td>$3.1 billion</td>
<td>+5.2%</td>
<td>22</td>
<td>$4,173</td>
<td>AA+</td>
<td>United States</td>
</tr>
<tr>
<td>23</td>
<td>$3.1 billion</td>
<td>+5.2%</td>
<td>23</td>
<td>$4,173</td>
<td>AA+</td>
<td>United States</td>
</tr>
<tr>
<td>24</td>
<td>$3.1 billion</td>
<td>+5.2%</td>
<td>24</td>
<td>$4,173</td>
<td>AA+</td>
<td>United States</td>
</tr>
<tr>
<td>25</td>
<td>$3.1 billion</td>
<td>+5.2%</td>
<td>25</td>
<td>$4,173</td>
<td>AA+</td>
<td>United States</td>
</tr>
</tbody>
</table>

Brand Value by Country

<table>
<thead>
<tr>
<th>Country</th>
<th>Brand Value (USD bn)</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>$67.7</td>
<td>52.0%</td>
</tr>
<tr>
<td>India</td>
<td>$32.5</td>
<td>24.9%</td>
</tr>
<tr>
<td>France</td>
<td>$11.1</td>
<td>8.5%</td>
</tr>
<tr>
<td>Japan</td>
<td>$10.9</td>
<td>8.4%</td>
</tr>
<tr>
<td>South Korea</td>
<td>$3.7</td>
<td>2.8%</td>
</tr>
<tr>
<td>Canada</td>
<td>$3.2</td>
<td>2.4%</td>
</tr>
<tr>
<td>Others</td>
<td>$1.1</td>
<td>0.9%</td>
</tr>
<tr>
<td>Total</td>
<td>$130.2</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Brand Value Change 2019-2020 (%)

<table>
<thead>
<tr>
<th>Brand</th>
<th>Brand Value Change 2019-2020 (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fujitsu</td>
<td>+6.5%</td>
</tr>
<tr>
<td>NTT Data</td>
<td>-1.4%</td>
</tr>
<tr>
<td>Capgemini</td>
<td>+5.5%</td>
</tr>
<tr>
<td>Infosys</td>
<td>+4.0%</td>
</tr>
<tr>
<td>Wipro</td>
<td>+3.6%</td>
</tr>
<tr>
<td>Samsung SDS</td>
<td>+5.3%</td>
</tr>
<tr>
<td>DCC Technology</td>
<td>+6.5%</td>
</tr>
<tr>
<td>TCS</td>
<td>+5.2%</td>
</tr>
<tr>
<td>HCL</td>
<td>+4.0%</td>
</tr>
<tr>
<td>IBM</td>
<td>+3.6%</td>
</tr>
<tr>
<td>HPE</td>
<td>-0.1%</td>
</tr>
<tr>
<td>Xerox</td>
<td>-1.5%</td>
</tr>
<tr>
<td>Cognizant</td>
<td>+4.5%</td>
</tr>
<tr>
<td>Accenture</td>
<td>+12.0%</td>
</tr>
<tr>
<td>Atos</td>
<td>-1.4%</td>
</tr>
<tr>
<td>Samsung SDS</td>
<td>+6.5%</td>
</tr>
</tbody>
</table>

Top 5 Strongest Brands

<table>
<thead>
<tr>
<th>Rank</th>
<th>Brand</th>
<th>Brand Value 2020</th>
<th>Brand Value Change 2019-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Fujitsu</td>
<td>$20,376</td>
<td>+6.5%</td>
</tr>
<tr>
<td>2</td>
<td>NTT Data</td>
<td>$12,815</td>
<td>-1.4%</td>
</tr>
<tr>
<td>3</td>
<td>Capgemini</td>
<td>$13,499</td>
<td>+5.5%</td>
</tr>
<tr>
<td>4</td>
<td>Infosys</td>
<td>$7,087</td>
<td>+4.0%</td>
</tr>
<tr>
<td>5</td>
<td>Wipro</td>
<td>$5,830</td>
<td>+3.6%</td>
</tr>
</tbody>
</table>

Brand Finance IT Services 25 January 2020

New entrants

Finland’s Tieto (brand value US$529 million) is among the ten new entrants into the ranking. Following its recent merger with Norwegian brand Evry, forming leading Nordic IT services firm, TietoErv, the new entity has retained two market facing brands, enabling the company to utilise their complementary capabilities and market presence to unlock synergies in verticals, as well as reap the benefits of European expansion. This trend for consolidation continues to grow, with fellow new entrant CGI (US$3.2 billion) acquiring two companies over the last two years, allowing the brand to build a strong and integrated presence in the region.

Another Japanese brand, NTT Data (brand value up 15% to US$5.1 billion) was the fastest growing IT services brand in the top 10, with brand value growing strongly as a result of increased revenue expectations. NTT achieved an increase of over 18% for new orders received and increased operating income by more than 6%. NTT’s brand has achieved strong growth amongst key stakeholders, especially the public sector in both Europe and North America, where its strong brand has been tied to new business growth. As a result of this growth, NTT has improved its ranking from 9th in 2019 to 8th in 2020.

Capgemini brand strength up from AA to AA+ and value grows 12%

Capgemini was another key brand winner this year. The French brand’s value and strength both benefited from very strong performance in both North America and Europe, especially with its digital and cloud services division growing revenue by more than 20%. In addition, Capgemini is in the midst of an effort to acquire fellow French brand Altran, and while the terms of its merger offer limit its ability to complete a full merger, it is likely that broader synergies from the acquisition will benefit the Capgemini brand.

Brand Finance IT Services 25 January 2020
Brand Spotlight: Samsung SDS.

Since featuring in the Brand Finance IT Services report for the first time last year, Samsung SDS has exhibited steady growth, improving its brand value by 6.5% and claiming the title of the world’s 6th fastest growing IT services brand. With a current brand value of US$3.7 billion, it is the 11th most valuable brand in the IT Services ranking, it is one of only two brands to improve its ranking in 2020. This is also reflected in the strong business performance of Samsung SDS, which recorded a year-over-year revenue growth of 9.7%, outpacing the average IT services market growth. This success can be attributed to Samsung SDS’s ability to leverage emerging technologies to compete within the evolving IT services marketplace.

The brand’s strategic investment and global partnerships to combine its innovative technology are to be commended. A notable example is a roll-out of AI and IoT offering as core components of SDS’s intelligent enterprise platform, Brightics™, integrated with Schneider’s products to target industrial customers. Also, with a partnership with SAP, Samsung SDS has augmented its competitive edge in digital core. Moreover, Samsung SDS has pioneered innovative supply-chain solutions such as its blockchain-based traceability solution Pega Platform™ with Samsung SDS Nexledger™ Universal, in collaboration with Tech Mahindra and Pega.

This spirit of digital transformation is reflected in the revenue of the brand’s four major IT strategic businesses, spanning across intelligent factory, cloud, artificial intelligence & analytics and solutions, which recorded an impressive 36% year-over-year growth.

As the only Korean IT services brand in the ranking, Samsung SDS has continued to showcase how it is not only a regional powerhouse, but also a global pioneer in the industry.

Samsung SDS

<table>
<thead>
<tr>
<th>Rank</th>
<th>Brand Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>2020: US$3,695m</td>
</tr>
<tr>
<td></td>
<td>2019: US$3,469m</td>
</tr>
<tr>
<td></td>
<td>+6.5%</td>
</tr>
</tbody>
</table>

Interview with Sean Im.

Sean Im
Chief Strategy Officer and EVP of Solution Business, Samsung SDS

Samsung SDS is one of only two brands that increased its position in this year’s IT Services ranking – what do you think you’re doing differently from your competitors?

An IT services company’s competitiveness is largely defined by the customers it serves. What sets us apart from the competition is that we have deep, strategic relationships with some of the world’s top companies, many of whom are leaders in their respective fields (e.g. Samsung Electronics). We are their strategic partner in helping to fuel technology-driven business innovations, which are then assetized into platform-based offerings that can be scaled across the industry. This also aligns with our globalization strategy. While in the past we have been focused on providing the best IT solutions to Samsung companies, today we are working with global enterprise customers to help them redefine their industry through AI, IoT, blockchain, Industry 4.0 and cybersecurity applications. Today, our non-Samsung related businesses are growing 40 to 60% annually.

What is the role of brand building and marketing in driving value for Samsung SDS?

How do you go about positively engaging different stakeholders?

We no longer separate brand building, marketing, and business development activities. We believe these activities should all be driven by a common goal, which is to increase customer engagement and business growth. Our brand building activities are deeply aligned with our marketing campaigns, which are tightly coupled to trigger business development and sales activities. We measure our end-to-end performance, continually optimizing and tweaking how these activities all reinforce each other. We also approach our customers/partners not as IT vendors but as industry peers, openly sharing Samsung’s own digital transformation experiences with them. The objective for us is to establish a joint innovation agenda that helps foster mutual growth. In this context, we are able to drive integrated marketing strategies that focus on delivering the best value to our enterprise customers, combining our Samsung device strength, SDS software/platform, and IT services capabilities to deliver the full equation.

Digital technology – including AI, IoT & blockchain - is now a key component of Samsung SDS’s strategy. What are some of your recent initiatives in this area?

Our corporate vision is to become a “Data-driven Digital Transformation Enabler” for the world’s enterprises. We have continued to prioritize the development of strong industry platforms and solutions, together with leading global partners, to enhance the overall quality of our offerings. For Brightics™, our IoT platform, we have focused recently on developing a full service model that combines Edge Computing with 5G Network capabilities. As for Brightics’™ AI, we are finding ways to provide even more features to citizen data scientists that rely on the platform. We are also developing new solutions for this platform that can be utilized in manufacturing, logistics, retail, healthcare, financial services, as well as in intelligent future workplaces. Our blockchain platform, Nexledger, has also proven highly effective in bringing down industry barriers to create new innovations. We have over 110 customers who have completed projects, supported by unique capabilities such as Nexledger Accelerator, which increases TPS by up to 10 times to make industrial applications more practical.

Where do you think IT services is going next? What disruptive trends will we see in the business in the next few years?

We believe digital disruption is just getting started. Over the next 3 to 5 years, digital transformation will be accelerated through the active adoption of disruptive technologies such as AI, IoT, blockchain, 5G, and cloud. More importantly, the confluence of these technologies will be a force multiplier. For example, the proliferation of IoT/edge sensors will enable the accumulation of cloud data on a massive scale, which will be accelerated by 5G, in turn helping to fuel and train AI. What sets the current era apart is that while in the past one or two technology disruptions by itself could change the rules of the game (e.g. e-Commerce), today there are 5 to 10 such technologies that are impacting the digital landscape simultaneously, providing enterprises with an unprecedented opportunity to redefine their business model. In other words, we are entering a new era where technology no longer plays a supporting role, but rather, it will be used to define a company’s overall strategy.

Brand Finance IT Services 25 January 2020
brandfinance.com

Brand Finance IT Services 25 January 2020
brandirectory.com/it-services
Definitions.

**Brand Value**

- **Enterprise Value**
The value of the entire enterprise, made up of multiple branded businesses.
Where a company has a purely monobranded architecture, the ‘enterprise value’ is the same as ‘branded business value’.

- **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.

- **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.

- **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 Strength**

Brand Strength is the efficacy of a brand’s performance on intangible measures, relative to its competitors.

In order to determine the strength of a brand, we look at Marketing Investment, Stakeholder Equity, and the impact of those on Business Performance.

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.

**Marketing Investment**

- A brand that has high Marketing Investment but low Stakeholder Equity may be on a path to growth. This high investment is likely to lead to future performance in Stakeholder Equity which would in turn lead to better Business Performance in the future.
- However, high Marketing Investment over an extended period with little improvement in Stakeholder Equity would imply that the brand is unable to shape customers’ preference.

**Stakeholder Equity**

- The same is true for Stakeholder Equity. If a company has high Stakeholder Equity, it is likely that Business Performance will improve in the future.
- However, if the brand’s poor Business Performance persists, it would suggest that the brand is inefficient compared to its competitors in transferring stakeholder sentiment to a volume or price premium.

**Business Performance**

- Finally, if a brand has a strong Business Performance but scores poorly on Stakeholder Equity, it would imply that, in the future, the brand’s ability to drive value will diminish.
- However, if it is able to sustain these higher outputs, it shows that the brand is particularly efficient at creating value from sentiment compared to its competitors.
Brand Valuation Methodology.

Brand Finance calculates the values of the brands in its league tables using the Royalty Relief approach – a brand valuation method compliant with the industry standards set in ISO 10668.

This involves estimating the likely future revenues that are attributable to a brand by calculating a royalty rate that would be charged for its use, to arrive at a 'brand value' understood as a net economic benefit that a licensor would achieve by licensing the brand in the open market.

The steps in this process are as follows:

1. Calculate brand strength using a balanced scorecard of metrics assessing Marketing Investment, Stakeholder Equity, and Business Performance. Brand strength is expressed as a Brand Strength Index (BSI) score on a scale of 0 to 100.

2. Determine royalty range for each industry, reflecting the importance of brand to purchasing decisions. In luxury, the maximum percentage is high, in extractive industry, where goods are often commoditised, it is lower. This is done by reviewing comparable licensing agreements sourced from Brand Finance’s extensive database.

3. Calculate royalty rate. The BSI score is applied to the royalty range to arrive at a royalty rate. For example, if the royalty range in a sector is 0-5% and a brand has a BSI score of 80 out of 100, then an appropriate royalty rate for the use of this brand in the given sector will be 4%.

4. Determine brand-specific revenues by estimating a proportion of parent company revenues attributable to a brand.

5. Determine forecast revenues using a function of historic revenues, equity analyst forecasts, and economic growth rates.

6. Apply the royalty rate to the forecast revenues to derive brand revenues.

7. Brand revenues are discounted post-tax to a net present value which equals the brand value.

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.

Market Research Methodology.

Brand Finance conducted original market research in 10 sectors across 29 markets with a sample size of over 50,000 adults, representative of each country’s internet population aged 18+. Surveys were conducted online during autumn 2019.

Stakeholder Equity Measures.

Key Metrics
+ Reputation
+ Innovation
+ Value for Money

Brand conversion funnel
The brand conversion funnel is a way of summarising the likely strength of a brand to convert to purchase.

Awareness
Knowledge that your brand exists

Familiarity
Depth of knowledge of the brand

Consideration
Narrowing down market to candidate brand set

Preference
Category users’ brand preference

Loyalty
Intention to repeat purchase
Consulting Services.

1. Valuation: What are my intangible assets worth?
Valuations may be conducted for technical purposes and to set a baseline against which potential strategic brand scenarios can be evaluated.
+ Branded Business Valuation
+ Trademark Valuation
+ Intangible Asset Valuation
+ Brand Contribution

2. Analytics: How can I improve marketing effectiveness?
Analytical services help to uncover drivers of demand and insights. Identifying the factors which drive consumer behaviour allows an understanding of how brands create bottom-line impact.
+ Market Research Analytics
+ Return on Marketing Investment
+ Brand Audits
+ Brand Scorecard Tracking

3. Strategy: How can I increase the value of my branded business?
Strategic marketing services enable brands to be leveraged to grow businesses. Scenario modelling will identify the best opportunities, ensuring resources are allocated to those activities which have the most impact on brand and business value.
+ Brand Governance
+ Brand Architecture & Portfolio Management
+ Brand Transition
+ Brand Positioning & Extension

4. Transactions: Is it a good deal? Can I leverage my intangible assets?
Transaction services help buyers, sellers, and owners of branded businesses get a better deal by leveraging the value of their intangibles.
+ M&A Due Diligence
+ Franchising & Licensing
+ Tax & Transfer Pricing
+ Expert Witness

MARKETING
FINANCE
% TAX
LEGAL

We help marketers to connect their brands to business performance by evaluating the return on investment (ROI) of brand-based decisions and strategies.
We provide financiers and auditors with an independent assessment on all forms of brand and intangible asset valuations.
We help brand owners and fiscal authorities to understand the implications of different tax, transfer pricing, and brand ownership arrangements.
We help clients to enforce and exploit their intellectual property rights by providing independent expert advice in- and outside of the courtroom.

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.

We help brand owners and fiscal authorities to understand the implications of different tax, transfer pricing, and brand ownership arrangements.
We help clients to enforce and exploit their intellectual property rights by providing independent expert advice in- and outside of the courtroom.

Brand & Business Value

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 marketing materials, communications, annual reports, social media and website. Advertising use subject to terms and conditions.

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

Bespoke Events – organise an award ceremony or celebratory event, coordinate event opportunities and spearhead communications to make the most of them.

Digital Infographics – design infographics visualising your brand’s performance for use across social media platforms.

Trophies & Certificates – provide a trophy and/or hand-written certificate personally signed by Brand Finance CEO to recognise your brand’s performance.

Sponsored Content – publish contributed articles, advertorials, and interviews with your brand leader in the relevant Brand Finance report offered to the press.

Media Support – provide editorial support in reviewing or copywriting your press release, pitching your content to top journalists, and monitoring media coverage.

Value-Based Communications

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, marketing and social media.

SERVICES

- Research and Insights
- Integrated Communications Planning
- Project Management and Campaign Execution
- Content and Channel Strategy
- Communications Workshops

For more information, contact enquiries@brand-dialogue.co.uk or visit www.brand-dialogue.co.uk

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

Brand Exchange is a member of the Brand Finance plc group of companies
For further information on our services and valuation experience, please contact your local representative:

<table>
<thead>
<tr>
<th>Market</th>
<th>Contact</th>
<th>Email</th>
<th>Telephone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>Jeremy Sampson</td>
<td><a href="mailto:j.sampson@brandfinance.com">j.sampson@brandfinance.com</a></td>
<td>+27 82 885 7300</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>Samir Dixit</td>
<td><a href="mailto:s.dixit@brandfinance.com">s.dixit@brandfinance.com</a></td>
<td>+65 906 98 651</td>
</tr>
<tr>
<td>Australia</td>
<td>Mark Crowe</td>
<td><a href="mailto:m.crowe@brandfinance.com">m.crowe@brandfinance.com</a></td>
<td>+61 282 498 320</td>
</tr>
<tr>
<td>Brazil</td>
<td>Eduardo Chaves</td>
<td><a href="mailto:e.chaves@brandfinance.com">e.chaves@brandfinance.com</a></td>
<td>+55 16 9 9161 7075</td>
</tr>
<tr>
<td>Canada</td>
<td>Charles Scarlett Smith</td>
<td><a href="mailto:c.scarlett-smith@brandfinance.com">c.scarlett-smith@brandfinance.com</a></td>
<td>+1 514 991 5101</td>
</tr>
<tr>
<td>Caribbean</td>
<td>Nigel Cooper</td>
<td><a href="mailto:n.cooper@brandfinance.com">n.cooper@brandfinance.com</a></td>
<td>+1 876 825 6598</td>
</tr>
<tr>
<td>China</td>
<td>Scott Chen</td>
<td><a href="mailto:s.chen@brandfinance.com">s.chen@brandfinance.com</a></td>
<td>+86 186 0118 8821</td>
</tr>
<tr>
<td>France</td>
<td>Bertrand Chovet</td>
<td><a href="mailto:b.chovet@brandfinance.com">b.chovet@brandfinance.com</a></td>
<td>+33 6 88 63 46 44</td>
</tr>
<tr>
<td>Germany</td>
<td>Holger Muhrbauer</td>
<td><a href="mailto:h.muhrbauer@brandfinance.com">h.muhrbauer@brandfinance.com</a></td>
<td>+49 151 54 749 834</td>
</tr>
<tr>
<td>India</td>
<td>Ajmon Francis</td>
<td><a href="mailto:a.francis@brandfinance.com">a.francis@brandfinance.com</a></td>
<td>+91 989 208 5991</td>
</tr>
<tr>
<td>Indonesia</td>
<td>Jimmy Halim</td>
<td><a href="mailto:j.halim@brandfinance.com">j.halim@brandfinance.com</a></td>
<td>+62 215 3678 064</td>
</tr>
<tr>
<td>Ireland</td>
<td>Simon Haigh</td>
<td><a href="mailto:s.haigh@brandfinance.com">s.haigh@brandfinance.com</a></td>
<td>+353 087 669 5881</td>
</tr>
<tr>
<td>Italy</td>
<td>Massimo Pizzo</td>
<td><a href="mailto:m.pizzo@brandfinance.com">m.pizzo@brandfinance.com</a></td>
<td>+39 02 363 125 105</td>
</tr>
<tr>
<td>Japan</td>
<td>Jun Tanaka</td>
<td><a href="mailto:j.tanaka@brandfinance.com">j.tanaka@brandfinance.com</a></td>
<td>+81 90 7116 1881</td>
</tr>
<tr>
<td>Mexico &amp; LatAm</td>
<td>Laurence Newell</td>
<td><a href="mailto:l.newell@brandfinance.com">l.newell@brandfinance.com</a></td>
<td>+52 55 9197 1925</td>
</tr>
<tr>
<td>Middle East</td>
<td>Andrew Campbell</td>
<td><a href="mailto:a.campbell@brandfinance.com">a.campbell@brandfinance.com</a></td>
<td>+971 508 113 341</td>
</tr>
<tr>
<td>Nigeria</td>
<td>Tusde Odumereu</td>
<td><a href="mailto:t.odumereu@brandfinance.com">t.odumereu@brandfinance.com</a></td>
<td>+234 012 911 888</td>
</tr>
<tr>
<td>Romania</td>
<td>Mihai Bogdan</td>
<td><a href="mailto:m.bogdan@brandfinance.com">m.bogdan@brandfinance.com</a></td>
<td>+40 728 702 705</td>
</tr>
<tr>
<td>Spain</td>
<td>Teresa de Lemus</td>
<td><a href="mailto:t.delemus@brandfinance.com">t.delemus@brandfinance.com</a></td>
<td>+34 654 481 043</td>
</tr>
<tr>
<td>Sri Lanka</td>
<td>Ruchi Gunewardene</td>
<td><a href="mailto:r.gunewardene@brandfinance.com">r.gunewardene@brandfinance.com</a></td>
<td>+94 11 770 9991</td>
</tr>
<tr>
<td>Turkey</td>
<td>Muhterem Ilguner</td>
<td><a href="mailto:m.iguner@brandfinance.com">m.iguner@brandfinance.com</a></td>
<td>+90 216 352 67 29</td>
</tr>
<tr>
<td>UK</td>
<td>Richard Haigh</td>
<td><a href="mailto:r.d.haigh@brandfinance.com">r.d.haigh@brandfinance.com</a></td>
<td>+44 207 389 9400</td>
</tr>
<tr>
<td>USA</td>
<td>Laurence Newell</td>
<td><a href="mailto:l.newell@brandfinance.com">l.newell@brandfinance.com</a></td>
<td>+214 803 3424</td>
</tr>
<tr>
<td>Vietnam</td>
<td>Lai Tien Manh</td>
<td><a href="mailto:m.lai@brandfinance.com">m.lai@brandfinance.com</a></td>
<td>+84 90 259 82 28</td>
</tr>
</tbody>
</table>