



Media

25

2020

The annual report on the most valuable and strongest media brands
July 2020

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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.



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Brand Finance® 

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.


Brand Valuation Summary


Brand Strength Tracking


Royalty Rates


Cost of Capital Analysis


Customer Research Findings


Competitor Benchmarking


Education


Communication


Understanding


Insight


Strategy


Benchmarking

What's in a Brand Value Report?

Benefits of a Brand Value Report

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 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.

BRAND EXCHANGE[®]
WHERE BRANDS MEET FINANCE



Brand Exchange

Brand Exchange is a contemporary and exclusive members' club and events space nestled in the heart of the City of London. It was launched in 2015 to provide members with a private space to network and socialise. The club has since held several prestigious events and welcomed many key figures in the marketing and finance sectors as speakers. The membership brings together senior professionals from the world's strongest and most valuable brands.

vi360

VI360

VI360 is a brand identity management consultancy working for clients of all sizes on brand compliance, brand transition, and brand identity management. VI360 provide straightforward and practical brand management that results in tangible benefits for your business.

Brand Finance[®]



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.

- 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.



David Haigh
CEO, Brand Finance

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, unconvinced 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.

World's Top 25 Most Valuable Media Brands Could Lose Over US\$40 Billion of Brand Value from COVID-19.

- + Media sector moderately impacted by COVID-19 pandemic, brands could lose up to 10% of brand value, equating to a US\$40 billion loss cumulatively
- + Despite controversies, **Facebook** claims title of world's most valuable media brand, brand value US\$79.8 billion
- + Ones to watch: **YouTube & Netflix**
- + China's **Tencent (QQ)** and **NetEase** crack top 10
- + **SiriusXM** is sector's fastest growing brand, brand value up impressive 33%
- + **Disney** is world's strongest media brand, Brand Strength Index (BSI) score 93.9 out of 100

Executive Summary.



Top 25 media brands could lose over \$40bn from COVID-19

The world's top 25 most valuable media brands could lose over US\$40 billion worth of brand value as a result of the COVID-19 pandemic. Brand Finance's analysis shows that the media sector is a moderately impacted industry globally and could face a potential 10% loss in brand value.

Looking beyond the media sector, the value of the 500 most valuable brands in the world, ranked in the Brand Finance Global 500 2020 league table, could fall by an estimated US\$1 trillion as a result of the Coronavirus outbreak.

Brand Finance has assessed the impact of COVID-19 based on the effect of the outbreak on enterprise value, compared to what it was on 1st January 2020. The likely impact on brand value was estimated for each sector. The industries have been classified into three categories – limited impact (minimal brand value loss or potential brand value growth), moderate impact (up to 10% brand value loss), and heavy impact (up to 20% brand value loss) – based on the level of brand value loss observed for each sector in the first quarter of 2020.

Facebook claims top spot

For the first time social media brands are included in this year's ranking and **Facebook** has stormed into the ranking in first place, claiming the title of the world's most valuable media brand, with a brand value of US\$79.8 billion. With over 2.5 billion active monthly users, Facebook is the most popular social media platform in the world and the brand continues to post profits above analyst expectations.

In these turbulent and unprecedented times we are currently witnessing, the fortunes of the world's most valuable media brands are no doubt going to be mixed. On the one hand, the far-reaching and extended lockdowns that have been imposed worldwide have caused a shift in consumer behaviour and thus an increase in demand for online media platforms and streaming services in particular. However, this increase in demand and subscribers may not offset, or compensate for, COVID-19's impact on advertising, which many media brands rely on heavily for their revenue.

Richard Haigh
Managing Director, Brand Finance

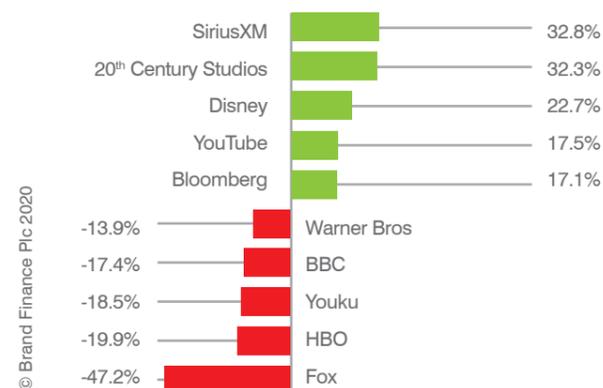
The business success of Facebook demonstrates how disconnected it is from its public reputation. Facebook has negotiated several high-profile reputational issues, most notoriously the Cambridge Analytica scandal, which resulted in a US\$5 billion fine last year. More recently, in July 2020, companies across the US and Europe are boycotting advertising on the platform in a stand against the brand's lack of action on the long-standing issue of 'fake news' and misinformation, while peers like Twitter take action. This has been accentuated given the heightened political climate and the resurgence of the Black Lives Matter movement.

Facebook-owned **Instagram** has entered the ranking in 5th position, with a brand value of US\$26.4 billion. With more than 1 billion active monthly users and a focus on new technology, like the latest Checkout feature that benefits both consumers and other brands, Instagram is catering to demand and staying relevant. The platform is successfully leveraging its position in the market as a genuine business tool – beyond its traditional influencer market – as more businesses move online during lockdown.

Ones to watch: YouTube & Netflix

YouTube has enjoyed steady growth over the course of last year, its brand value increasing 17% to US\$44.5 billion. With 300 hours of video uploaded to YouTube every minute and 5 billion videos watched every day, the platform has only increased in popularity during COVID-19, becoming both an outlet for coronavirus-related news, as well as a source of entertainment as people around the world spend more time indoors.

Brand Value Change 2019-2020 (%)



Top 10 Most Valuable Brands

	1 – NEW		2020: \$79,804m 2019: –	NEW
	2 ↓ 1		2020: \$56,123m 2019: \$45,750m	+22.7%
	3 ↓ 2		2020: \$44,476m 2019: \$37,847m	+17.5%
	4 – NEW		2020: \$44,091m 2019: –	NEW
	5 – NEW		2020: \$26,437m 2019: –	NEW
	6 ↓ 3		2020: \$22,945m 2019: \$21,162m	+8.4%
	7 ↓ 6		2020: \$15,153m 2019: \$14,431m	+5.0%
	8 ↓ 5		2020: \$14,750m 2019: \$15,710m	-6.1%
	9 – NEW		2020: \$13,026m 2019: –	NEW
	10 ↓ 8		2020: \$11,588m 2019: \$11,045m	+4.9%

Facebook is no stranger to being at the centre of controversy and criticism, specifically around uncensored political messaging and false information allowed on the platform. The Black Lives Matter movement in the US has been the catalyst for many advertisers to change their stance on their acceptance of misinformation and mass manipulation, causing them to question their continued use of the site. Which side will buckle first is unknown. Advertisers may be unable to resist the appeal of Facebook advertising, but equally Facebook might not be able to suffer the losses for much longer. It's too early to tell how its brand value will emerge from the chaos of 2020.

Richard Haigh,
Managing Director, Brand Finance



In line with positive trends in brand value among other video streaming services, last year also saw **Netflix** enjoy an 8% boost in brand value to US\$22.9 billion. Netflix has been a pioneering force in changing consumers' viewing habits, taking over traditional television by providing a more appealing, flexible option in line with the modern fast-paced lifestyle. This success has only been spurred on by COVID-19, with the timely release of Tiger King raking in 34 million US viewers in the first 10 days alone.

Network television continues to lag behind online competitors, best exemplified by Fox being the fastest falling media brand this year's ranking, with a 47% decrease in brand value to US\$8.4 billion, and dropping 8 positions in the ranking to 12th place.

Gaming brands crack top 10

For the first time gaming brands are also included in the ranking and China's **Tencent (QQ)** (brand value US\$44.1 billion) and **NetEase** (brand value US\$13.0 billion) have claimed 4th and 9th positions respectively.

As the largest gaming brand in the world, Tencent (QQ), has continued to command the sector. QQ has focused on increasing its popularity with the younger generations through expanding its entertainment packages to mini games. Furthermore, since the COVID-19 outbreak the brand's School-plus-Home groups – which facilitates both online and offline education - have served a staggering 120 million users.

Further down the ranking, **Activision Blizzard** (brand value US\$5.3 billion) has taken 17th spot and **Electronic Arts** (brand value US\$3.9 billion) has entered in 23rd position.

SiriusXM grows impressive 33%

New York-headquartered broadcasting company **SiriusXM** is the fastest growing brand in the ranking, recording an impressive 33% brand value growth to US\$5.0 billion.

Last year, SiriusXM completed the acquisition of leading music and podcast discovery platform, Pandora, catapulting SiriusXM to become the world's largest audio entertainment company, reaching more than 100 million people across its audio products.

Furthermore, the brand has celebrated solid business and financial performance – a result of an increase in subscribers and growth in average revenue per user.

Disney keeps sparkling

In addition to measuring overall brand value, Brand Finance also evaluates the relative strength of brands, based on factors such as marketing investment, customer familiarity, staff satisfaction, and corporate reputation. Alongside revenue forecasts, brand strength is a crucial driver of brand value. According to these criteria, **Disney** (up 23% to US\$56.1 billion) is the world's strongest media brand with a Brand Strength Index (BSI) score of 93.9 out of 100 and a corresponding elite AAA+ brand strength rating.

The shining star among traditional media brands, Disney, is no longer just children's films or vacation spots – with the acquisition of 21st Century Fox, the company has secured its place as a leader in the industry. Disney has also put an emphasis on delivering direct-to-consumer experience. With the recent launch of Disney+, perfectly timed as Americans remain at home, the brand intends to take on Netflix and other emerging rivals such as HBO Max.

Top 5 Strongest Brands

	1 ↑ 4	
	2020: 93.9 AAA+ 2019: 87.2 AAA	+6.7
	2 – NEW	
	2020: 89.9 AAA+ 2019: –	NEW
	3 ↑ 6	
	2020: 88.9 AAA 2019: 86.6 AAA	+2.3
	4 ↓ 1	
	2020: 88.1 AAA 2019: 88.9 AAA	-0.8
	5 – NEW	
	2020: 87.7 AAA 2019: –	NEW

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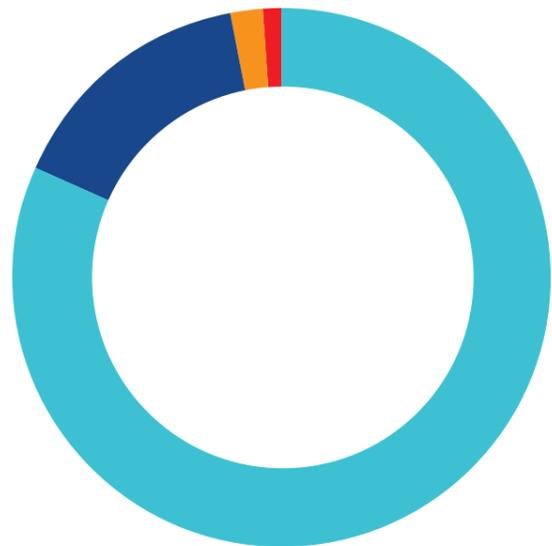


Brand Finance Media 25 (USD m).

Top 25 most valuable media brands

2020 Rank	2019 Rank	Brand	Economy	2020 Brand Value	Brand Value Change	2019 Brand Value	2020 Brand Rating	2019 Brand Rating
1	-	New Facebook	United States	\$79,804	-	-	AA+	-
2	1	↓ Disney	United States	\$56,123	+22.7%	\$45,750	AAA+	AAA
3	2	↓ YouTube	United States	\$44,476	+17.5%	\$37,847	AAA	AAA
4	-	New Tencent (QQ)	China	\$44,091	-	-	AAA+	-
5	-	New Instagram	United States	\$26,437	-	-	AAA	-
6	3	↓ Netflix	United States	\$22,945	+8.4%	\$21,162	AAA-	AAA-
7	6	↓ NBC	United States	\$15,153	+5.0%	\$14,431	AAA-	AAA
8	5	↓ Universal	United States	\$14,750	-6.1%	\$15,710	AAA-	AAA-
9	-	New NetEase	China	\$13,026	-	-	AA	-
10	8	↓ CBS	United States	\$11,588	+4.9%	\$11,045	AA+	AA+
11	7	↓ Warner Bros	United States	🔒	🔒	🔒	🔒	🔒
12	4	↓ Fox	United States	🔒	🔒	🔒	🔒	🔒
13	10	↓ ESPN	United States	🔒	🔒	🔒	🔒	🔒
14	13	↓ 20th Century Studios	United States	🔒	🔒	🔒	🔒	🔒
15	11	↓ Youku	China	🔒	🔒	🔒	🔒	🔒
16	12	↓ ABC	United States	🔒	🔒	🔒	🔒	🔒
17	-	New Activision Blizzard	United States	🔒	🔒	🔒	🔒	🔒
18	19	↑ SiriusXM	United States	🔒	🔒	🔒	🔒	🔒
19	18	↓ Bloomberg	United States	🔒	🔒	🔒	🔒	🔒
20	15	↓ BBC	United Kingdom	🔒	🔒	🔒	🔒	🔒
21	14	↓ HBO	United States	🔒	🔒	🔒	🔒	🔒
22	20	↓ Spotify	Sweden	🔒	🔒	🔒	🔒	🔒
23	-	New Electronic Arts	United States	🔒	🔒	🔒	🔒	🔒
24	-	New Twitter	United States	🔒	🔒	🔒	🔒	🔒
25	21	↓ ITV	United Kingdom	🔒	🔒	🔒	🔒	🔒

Brand Value by Economy



Economy	Brand Value (USD bn)	% of total	Number of Brands
United States	340.3	81.8%	19
China	63.7	15.3%	3
United Kingdom	7.7	1.9%	2
Sweden	4.0	1.0%	1
Total	415.7	100.0%	25



Sector Reputation Analysis.

Benchmarking against the best

Every brand owner will want to compare brand equity against immediate competitors and peers. But broader benchmarking against brands across a range of categories provides a more rounded assessment of brand strength.

This perspective is also important as brand categories converge, with new technologies enabling disruption and brands seeking tactical entry into neighbouring categories, like a trusted supermarket offering financial services.

Brand reputation is relatively straightforward to compare across sectors. This year's global sector rankings from our B2C research are similar to the previous wave, but there is some movement with potential implications for future brand strategy.

Reputation dips slightly overall

On a like-for-like basis, reputation scores are lower this year, but only by a very small margin as the average brand score fell from 6.6 to 6.4 out of 10. Categories where a poor reputation is the default position, such as utilities, telecoms, and banks, have failed to convince customers that they are consumer champions – and the global average score reflects overall feelings towards brands: acceptance and appreciation, but rarely love and devotion.

Autos lead the way

Car brands continue to enjoy strong reputations. The sector also ranks first on other indicators, such as recommendation and word-of-mouth sentiment – people like talking about cars and top brands such as **Audi** (reputation score 7.5/10) and **BMW** (7.7) remain sought after. At the top of the car brand pinnacle is where you can see true brand desire, and meanwhile there are few instances of brands with a really poor reputation – most cars nowadays are well-designed and equipped.

Importantly, the category enjoys a good reputation for being innovative – allowing century-old brands to be well-positioned to withstand the enormous disruption in mobility expected in the coming decade.

Sectors Ranked by Reputation

	1 Auto	6.9 _{/10}
	2 Tech	6.8 _{/10}
	3= Apparel	6.6 _{/10}
	3= Restaurants	6.6 _{/10}
	5= Airlines	6.6 _{/10}
	5= Retail	6.5 _{/10}
	7 Insurance	6.4 _{/10}
	8 Utilities	6.3 _{/10}
	9= Banks	6.1 _{/10}
	10= Telecoms	6.0 _{/10}

Top Sectors per Metric

Metric	Top Sector
Reputation	 AUTO
Quality	 AUTO
Recommendation (NPS)	 RESTAURANTS
Loyalty	 TECH
Innovation	 TECH
Website/App	 TECH
Value for money	 RETAIL
OVERALL STAKEHOLDER EQUITY	 TECH

Tech halo shining less brightly

Consumers continue to hold the tech sector in high regard, even though reputation scores have fallen slightly. In part, any decline may be because issues in the public spotlight are finally impacting the reputation of some industry giants. Reputation scores for **Facebook** (6.3) and **Uber** (5.7) are all lower by 0.5 points, and **Huawei** (6.2) is under the global spotlight.

Nevertheless, brands such as **YouTube** (7.8), **Google** (7.7), and **Netflix** (7.4) continue to enjoy strong reputations and buzz – most brands would love to be in their position.

Retail & Restaurants

Supermarkets and casual dining brands have moderately positive reputations overall, but these two are category leaders in terms of delivering value for money. Consumers are well aware that brands in these categories are out to make a profit – but unlike for instance banks, the consumer verdict is that brands such as **McDonalds** (39% 'great value') and **Tim Hortons** (38%) charge a fair price, though **Starbucks** (15%) is a notable exception.

Banks still in the red

Banking brands continue to struggle to earn the respect of consumers and are seen as offering poor value for money. However, ratings have generally stabilised – the key challenge is to show growth.

The broader set of scores in our research shows glimmers of opportunity. Banks fare reasonably well on customer service, caring about the community, and for website/app quality. For national and regional banks especially, a community-centred positioning in an age where in many places globalisation is being rejected, may be worth considering.

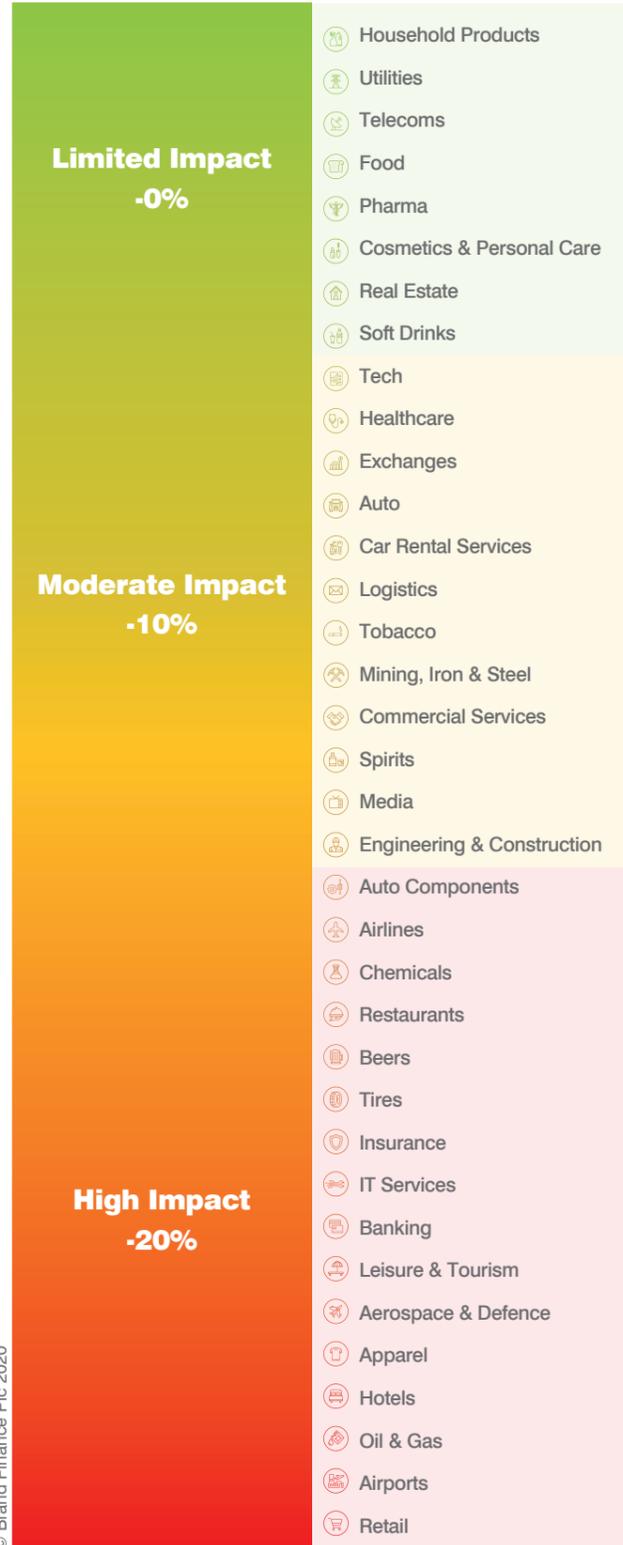
COVID-19 Global Impact Analysis.



Companies likely to lose up to \$1tn in Brand Value as Direct Impact of COVID-19 Outbreak, Effects to be Felt Well into Next Year.

- + Worst hit industries: aviation, oil & gas, tourism & leisure, restaurants, retail
- + Brand Finance has measured levels of business impact categorised by: limited impact, moderate and worst hit
- + International aviation, airlines and airports to be worst affected by Coronavirus outbreak, with measures of social distancing, closure of borders, advice against travel
- + Home delivery apps, online video conferencing platforms, digital media see surge in demand from remote working revolution

Brand Value at Risk



Up to US\$1 trillion estimated brand value loss from COVID-19 globally

The brand value of the world's biggest companies is set to lose an estimated US\$1tn as a result of the Coronavirus outbreak, with the aviation sector being the most affected. The 2003 SARS outbreak, which infected about 8,000 people and killed 774, cost the global economy an estimated US\$50 billion. As of 8th July 2020, there have been 11,980,595 cases and 547,321 deaths of COVID-19 confirmed worldwide. Global spread has been rapid, with 146 countries now having reported at least one case.

Brand Finance has assessed the impact of COVID-19 on brands based on the effect of the outbreak on enterprise value, compared to what it was on 1st January 2020. The likely impact on brand value was estimated separately for each sector. The industries have been classified into three categories – limited impact (minimal brand value loss or potential brand value growth), moderate impact (up to 10% brand value loss), and heavy impact (up to 20% brand value loss) – based on the level of brand value loss observed for each sector in the first quarter of 2020.

The COVID-19 pandemic is now a major global health threat and its impact on global markets is very real. Worldwide, brands across every sector need to brace themselves for the Coronavirus to massively affect their business activities, supply chain and revenues in a way that eclipses the 2003 SARS outbreak. The effects will be felt well into 2021.

David Haigh,
CEO, Brand Finance

Work from home revolution

Brands offering in-home or remote working solutions have observed an immediate uptick in demand, as multiple **Zoom** online video conferencing platform prompted huge demand for workable solutions

Food delivery apps **Deliveroo** and **UberEats**, now offering contact-free delivery options whereby a food delivery is conveniently left on your doorstep so as not to encourage contact between customer and delivery driver, have also seen a huge surge in demand for their services.

Media and film industry feel effects

Film production and promotion schedules have been affected by the outbreak, with **Disney** pushing back the release of its remake of *Mulan* as well as *The New Mutants*, part of the *X-Men* franchise. The effects of social distancing have meant more viewers watching TV, however **Netflix** has had to suspend production on all scripted series and films in the US and Canada. As massive televised sports events and festivals such as Glastonbury being cancelled, TV executives will be feeling the strain of providing fresh and watchable content.

However it is not all doom and gloom. Some brands will fare better under COVID-19: Amazon, Netflix, WhatsApp, Skype, BBC and BUPA are all booming.

David Haigh,
CEO, Brand Finance



Global Soft Power Index 2020.

 1 UNITED STATES Score 67.1	 2 GERMANY Score 61.9	 3 UNITED KINGDOM Score 61.8	 4 JAPAN Score 60.2	 5 CHINA Score 58.7
 6 FRANCE Score 58.5	 7 CANADA Score 54.5	 8 SWITZERLAND Score 54.5	 9 SWEDEN Score 51.9	 10 RUSSIA Score 51.0
 11 ITALY Score 49.3	 12 NETHERLANDS Score 48.9	 13 AUSTRALIA Score 48.8	 14 SOUTH KOREA Score 48.3	 15 DENMARK Score 47.7
 16 SPAIN Score 47.6	 17 NORWAY Score 47.3	 18 UNITED ARAB EMIRATES Score 45.9	 19 BELGIUM Score 45.5	 20 SINGAPORE Score 44.8
 21 FINLAND Score 44.8	 22 NEW ZEALAND Score 43.5	 23 AUSTRIA Score 43.5	 24 IRELAND Score 43.0	 25 ISRAEL Score 42.6
 26 SAUDI ARABIA Score 41.9	 27 INDIA Score 41.6	 28 PORTUGAL Score 40.6	 29 BRAZIL Score 39.4	 30 TURKEY Score 39.4
 31 QATAR Score 38.5	 32 THAILAND Score 37.6	 33 MALAYSIA Score 37.4	 34 GREECE Score 36.6	 35 POLAND Score 36.6
 36 SOUTH AFRICA Score 36.4	 37 MEXICO Score 35.6	 38 EGYPT Score 34.8	 39 CZECH REPUBLIC Score 34.4	 40 ARGENTINA Score 33.9
 41 INDONESIA Score 33.4	 42 PHILIPPINES Score 32.5	 43 CROATIA Score 32.4	 44 CHILE Score 32.2	 45 HUNGARY Score 31.9
 46 UKRAINE Score 31.7	 47 ESTONIA Score 31.7	 48 IRAN Score 31.5	 49 COLOMBIA Score 31.5	 50 VIETNAM Score 31.3
 51 PERU Score 30.8	 52 ROMANIA Score 30.4	 53 PAKISTAN Score 29.7	 54 ALGERIA Score 29.0	 55 VENEZUELA Score 28.8
 56 NIGERIA Score 28.8	 57 BANGLADESH Score 28.5	 58 KAZAKHSTAN Score 27.7	 59 IRAQ Score 27.7	 60 MYANMAR Score 27.5

The effect of a country's national image on its home-grown brands and the economy as a whole is now widely acknowledged. In a global marketplace, it is one of the most important assets of any state, encouraging inward investment, adding value to exports, and attracting tourists and skilled migrants.

For the past decade, the Brand Finance Nation Brands report has provided key benchmarks for diplomats, tourism boards, trade agencies, nation brand consultants and managers. The study analyses the benefits that a strong nation brand can confer, but also the economic damage that can be wrought by global events and poor nation brand management.

Public diplomacy efforts within the realm of soft power should be treated no differently from developing a corporate and marketing strategy of a nation brand. A successful nation branding campaign will help create a more favourable and lasting image among the international audience thus further enhancing a country's soft power.

Essentially, soft power is a country's ability to influence the preferences and behaviours of various actors in the international arena (states, corporations, communities, publics etc.) through attraction or persuasion rather than coercion.

In February 2020, Brand Finance launched the inaugural Global Soft Power Index - the world's most comprehensive research study on perceptions of soft power. The Global Soft Power Index is based on the most extensive and wide-ranging research programme of its kind, with responses gathered from over 55,000 people based in more than 100 countries.

What is the role of media and communications in a nation's soft power? We have included an article on page 24 on the importance of media influence in the age of information contributed by Professor Richard Sambrook, Director, Centre for Journalism, Cardiff University, and former Director of Global News and the World Service, BBC.

In this time marked by change, it is more important than ever that governments, trade bodies, and businesses take steps to ensure that their nation brand is strategically appropriate and well-managed.



The Importance of Media Influence in the Age of Information.

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The battle for global influence through media soft power is escalating in the digital age, but its character has changed radically from the days of short wave radio broadcasts across the oceans.

The American academic, Joseph Nye, who coined the term “soft power” defined it like this: “Power is essentially the ability to get other people to do what you want and there are three ways you can do this. You can coerce people (“the stick”), you can offer incentives (“the carrot”) or you can get others to want the same outcome as you do by attracting them.”

That last option, which he christened soft power, was the role of international broadcasting through much of the twentieth century. Twenty years ago, Kofi Annan, then UN Secretary General, called the BBC World Service “probably Britain’s greatest gift to the world’. It didn’t seem an extravagant verdict at the end of a century where global broadcasting had contributed to international development, the end of the cold war between east and west, and a greater global awareness for its audiences.

Today the landscape is very different. We now have a glut of state backed TV channels, including Press TV from Iran, Al Jazeera from Qatar, China’s huge investment in Xinhua and CGTV and of course Russia Today (RT) each reflecting the values and interests of their funders. Alongside these, competing for attention, are multiple social media channels including Facebook, Twitter, WeChat in China, VKontakte in Russia, and many more offering entertainment, information, and social interaction. Influence today is less top-down, with trust in both governments and media declining and becoming more peer to peer in a networked society. As western countries, post cold war, have cut funding of international media, Russia, China and others have invested to expand their global influence (as reflected in the Global Soft Power Index with the USA and UK still retaining top places for influence, but fallen in terms of trust, and with the rise of China for influence).

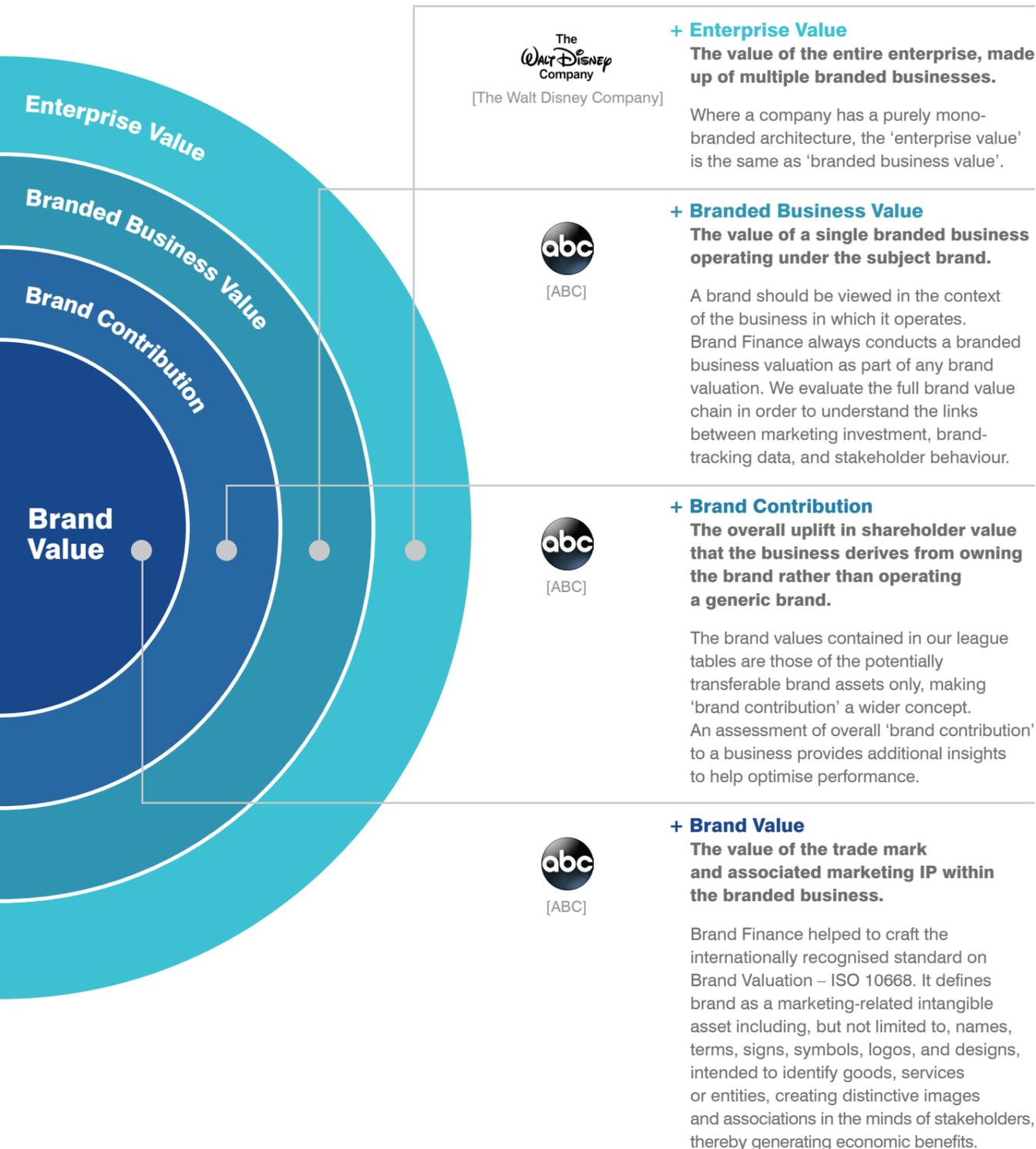
Not of all these new channels hope to set positive examples. RT’s slogan “Question More” of course implies “Trust Less” in an attempt to subvert western orthodoxy and Russia has invested heavily in online trolling and electoral interference – doing what Russia has always done, but catching the wave of new technology and opportunity.

In response, the BBC, for example, has continued to expand its global role. Across radio, TV and online it now reaches more than 400 million people each week. It has launched 12 new services in the following languages: Afaan Oromo, Amharic, Gujarati, Igbo, Korean, Marathi, Pidgin, Punjabi, Serbian, Telugu, Tigrinya, and Yoruba and enhanced programming in English, Arabic and Russian. This means the World Service is available in 42 languages including English. It has innovated with mobile services, chat apps, social only pop-up services and podcasts. And it has launched global media literacy programmes to help audiences better understand what they are consuming.

This escalating struggle for attention reflects the importance of media influence in the information age. From security, to economics and trade to climate change, national interests are directly affected by public perception of international events and responses to them. The biggest challenge - in the face of growing public scepticism, fake news and data exploitation - is trust. How is that built? Brand still matters hugely – but a commitment to accuracy, independence, and transparency is crucial.



Definitions.



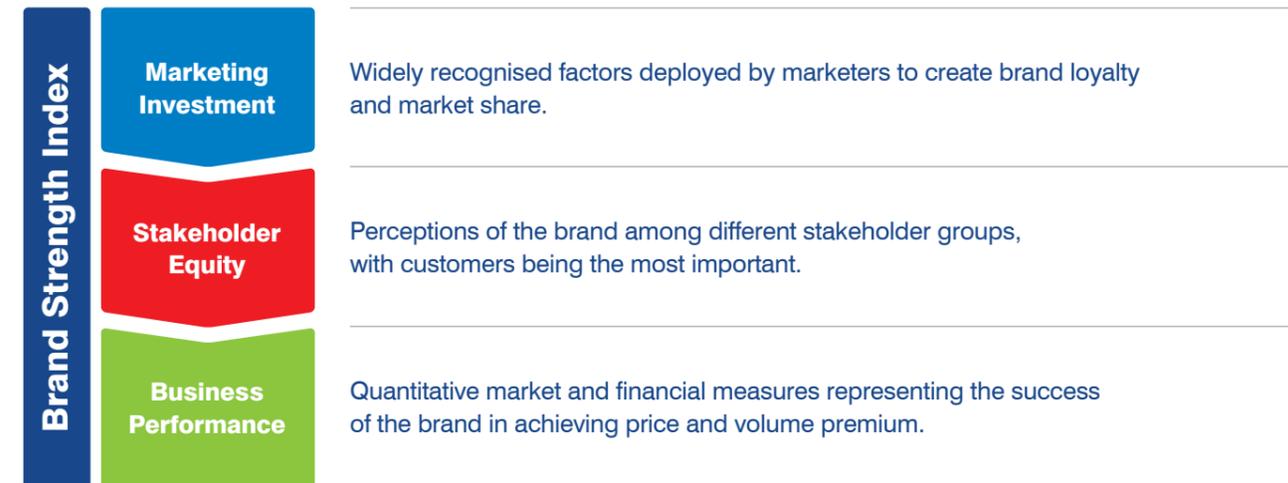
Brand Strength

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.



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.



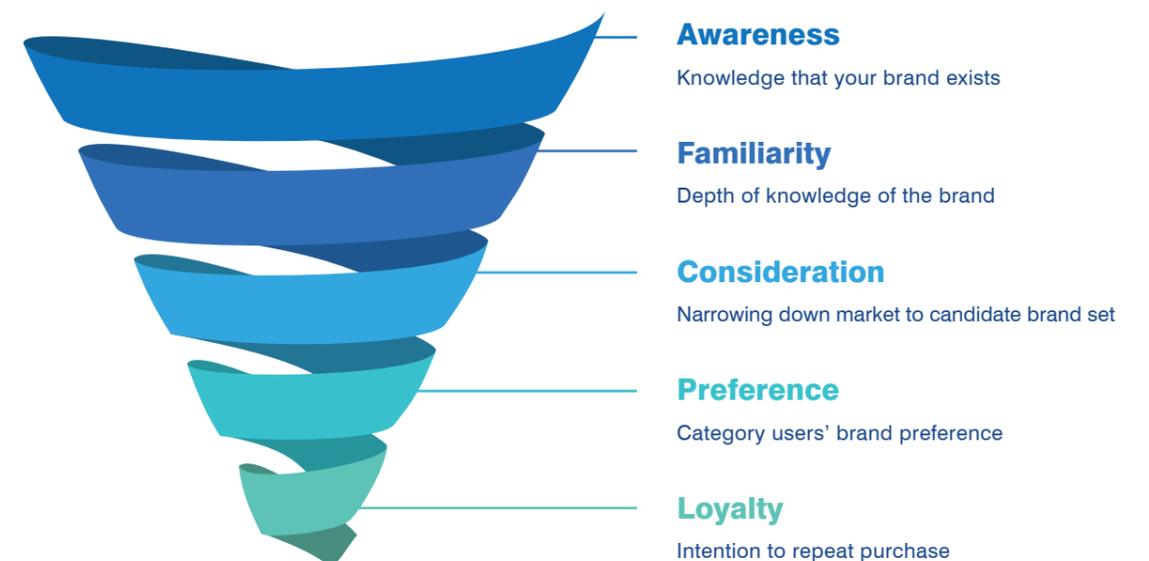
Stakeholder Equity Measures.

Key Metrics

- + Reputation
- + Innovation
- + Value for Money
- + Emotional Fit
- + Recommendation
- + Quality etc.

Brand conversion funnel

The brand conversion funnel is a way of summarising the likely strength of a brand to convert to 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 +

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

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 +



MARKETING



FINANCE



TAX



LEGAL

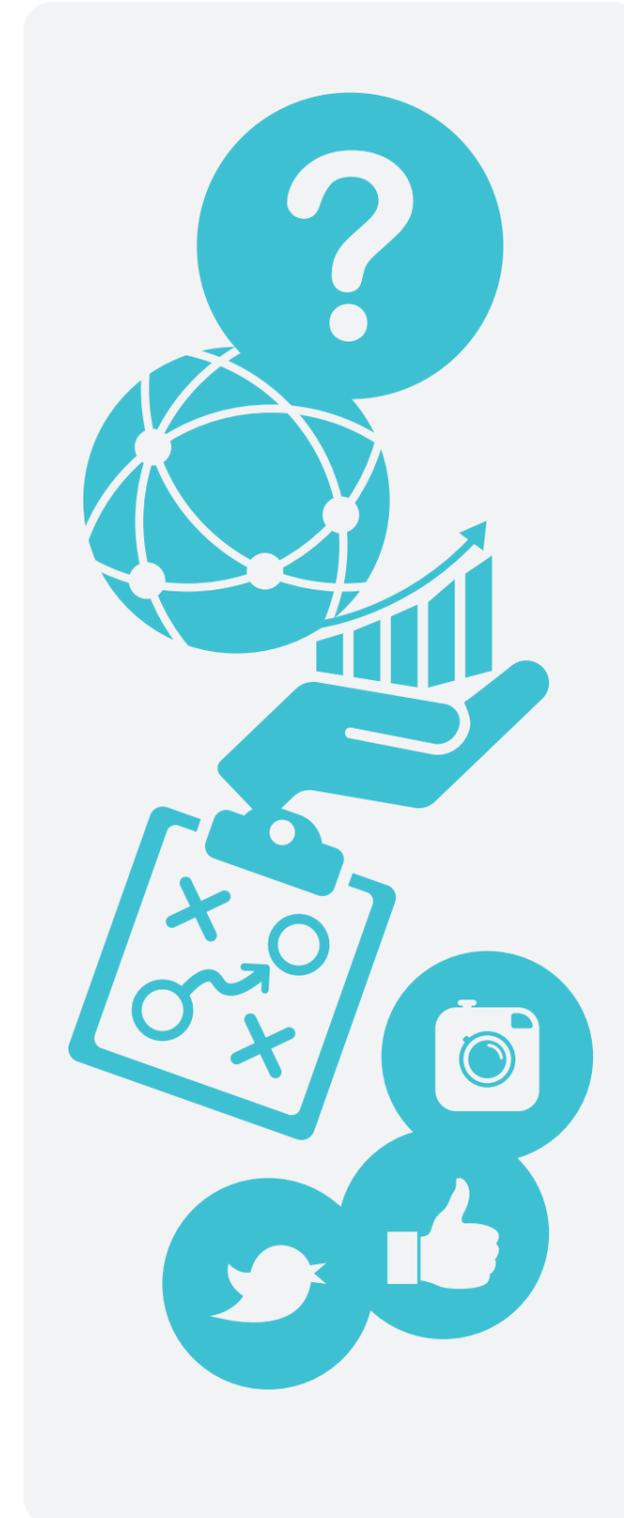
We help marketers to connect their brands to business performance by evaluating the return on investment (ROI) of brand-based decisions and strategies.

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.

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.



TOP 25 MEDIA BRAND



MOST VALUABLE MEDIA BRAND



STRONGEST MEDIA BRAND



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.

Brand Dialogue[®]



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

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- 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

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