



Netherlands

50

2020

The annual report on the most valuable and strongest Dutch brands

June 2020

Contents.

About Brand Finance	4
Get in Touch	4
Brandirectory.com	6
Brand Finance Group	6
Foreword	8
Executive Summary	10
Brand Finance Netherlands 50 (EUR m)	13
Sector Reputation Analysis	14
COVID-19 Global Impact Analysis	16
Definitions	20
Brand Valuation Methodology	22
Market Research Methodology	23
Stakeholder Equity Measures	23
Consulting Services	24
Brand Evaluation Services	25
Communications Services	26
Brand Finance Network	28

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:

Richard Haigh
Managing Director
+44 (0)7725 314400
rd.haigh@brandfinance.com

For media enquiries, please contact:

Florina Cormack-Loyd
Senior Communications Manager
+44 7939 118932
f.cormackloyd@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

 [linkedin.com/company/brand-finance](https://www.linkedin.com/company/brand-finance)

 twitter.com/brandfinance

 [facebook.com/brandfinance](https://www.facebook.com/brandfinance)

 [instagram.com/brand.finance](https://www.instagram.com/brand.finance)

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.

Shell Celebrates a Decade of Being Most Valuable Brand in the Netherlands But Dutch Brands Could Lose €20bn of Brand Value from COVID-19

- + Top 50 most valuable brands in the Netherlands stand to lose up to €21bn of cumulative brand value following devastating COVID-19 pandemic
- + **Shell** retains title of nation's most valuable brand, valued at €42.9 billion
- + **NN** is Netherlands' fastest growing, up 46% and climbing 3 spots in ranking
- + **KPN** is nation's strongest brand, Brand Strength Index (BSI) score 86.5 out of 100 and corresponding AAA Brand Strength rating

Executive Summary.



Dutch brands could lose 16% of brand value from COVID-19

As the COVID-19 pandemic wreaks havoc on the global and national economy, the Netherlands' top 50 most valuable brands could lose up to 16% of brand value cumulatively, a drop of over €21 billion compared to the original valuation date of 1st January 2020.

Looking beyond the Netherlands, 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 €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. Based on this impact on enterprise value, Brand Finance estimated the likely impact on brand value 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.

Shell fuels up as nation's most valuable for 10th year

Following a 18% brand value growth, **Shell** remains the most valuable brand in the Netherlands for the tenth consecutive year, also ranking 1st on the Brand Finance Oil & Gas 50 ranking for the fifth year, with a corresponding brand value of €42.9 billion.

Despite sustained lower oil and gas prices, the Anglo-Dutch titan continues to achieve a significant

price and volume premium, a testament to its strong brand. Shell has recently implemented a new strategy to enable the brand to thrive through the transition to a lower-carbon energy system by placing focus on new energy investments to help drive growth over the next few years. However, the oil and gas sector remains plagued by the ongoing Coronavirus crisis.

Despite Shell posting a solid year, the brand, along with the whole sector is now dealing with unparalleled territory. In April 2020, for the first time in history, the price of US oil turned negative. With the oil & gas sector in the heavily impacted bracket, brands could lose up to 20% of their value as demand tumbles.

Richard Haigh
Managing Director, Brand Finance

KPN is nation's strongest

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. According to these criteria, **KPN** is the strongest brand in the Netherlands, with a Brand Strength Index (BSI) score of 86.5 out of 100 and a corresponding AAA brand strength rating.

As the leading telecoms and IT provider in the Netherlands, KPN has also been a leader in green energy within the telecoms sector in the country, reaching 100% climate neutrality in 2015 and consistently investing in sustainable technology, resulting in favourable consumer perceptions and strong customer loyalty.

Furthermore, the brand's long-term investment in customer service and focus on customer satisfaction as a key value driver has bolstered KPN's brand strength. Brand Finance's global brand monitor study showcased a clear improvement in the recommendation and loyalty metrics and the marketing funnel – based on familiarity, consideration, preference and recommendation - remained generally very strong.

Top 5 Strongest Brands

	1 ← 1	
	2020: 86.5 AAA 2019: 85.2 AAA	+1.3
	2 ↑ 4	
	2020: 85.9 AAA 2019: 80.7 AAA-	+5.2
	3 ↑ 8	
	2020: 84.3 AAA- 2019: 79.5 AAA-	+4.8
	4 ↑ 9	
	2020: 82.9 AAA- 2019: 79.2 AA+	+3.7
	5 ↓ 2	
	2020: 82.6 AAA- 2019: 83.2 AAA-	-0.6

© Brand Finance Plc 2020

brandirectory.com/

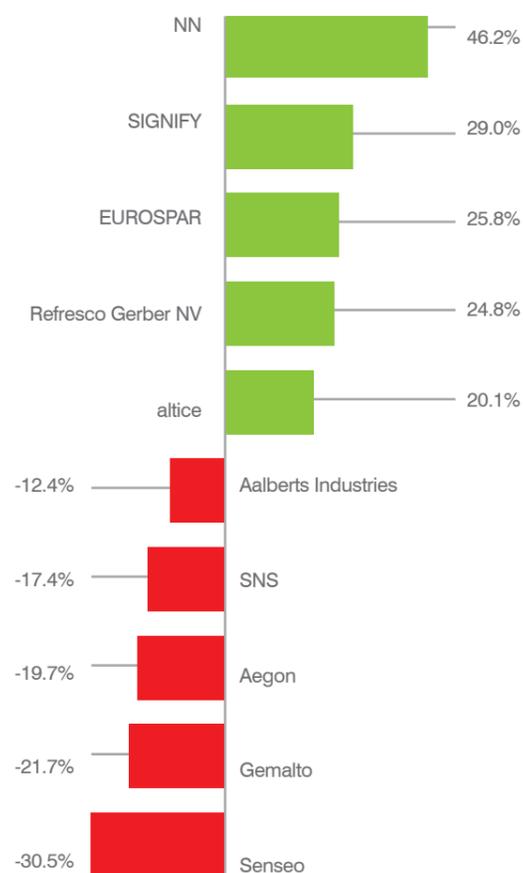
Top 10 Most Valuable Brands

	1 ← 1	
	2020: € 42,915 2019: € 36,420	+17.8%
	2 ← 2	
	2020: € 13,338 2019: € 11,171	+19.4%
	3 ← 3	
	2020: € 10,214 2019: € 9,786	+4.4%
	4 ← 4	
	2020: € 6,960 2019: € 7,121	-2.3%
	5 ← 5	
	2020: € 6,355 2019: € 7,059	-10.0%
	6 ← 6	
	2020: € 6,292 2019: € 5,846	+7.6%
	7 ↑ 9	
	2020: € 3,821 2019: € 3,594	+6.3%
	8 ↓ 7	
	2020: € 3,702 2019: € 3,956	-6.4%
	9 ↓ 8	
	2020: € 3,295 2019: € 3,707	-11.1%
	10 ← 10	
	2020: € 3,248 2019: € 3,351	-3.1%

© Brand Finance Plc 2020

Brand Finance Netherlands 50 (EUR m).

Brand Value Change 2019-2020 (%)



One to watch: NN is fastest growing

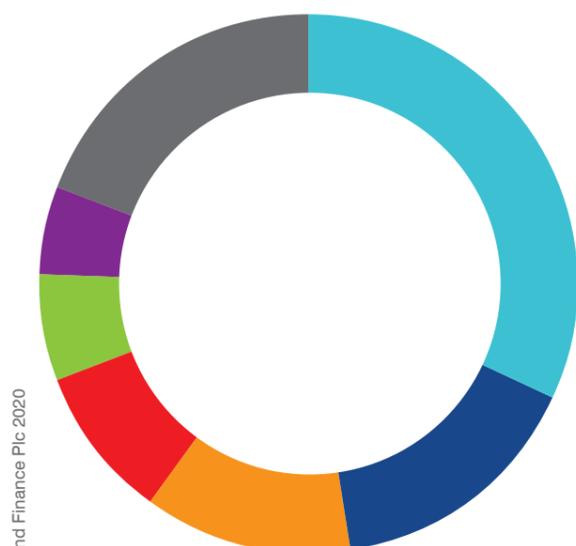
Following an impressive 46% brand value increase to €2.5 billion and simultaneously jumping three places in the ranking to 13th position, **NN** is the fastest growing brand in the Netherlands.

As one of the largest insurance and asset management brands in the country, NN has enjoyed the combined effects of favourable financial outlooks and a 7-point increase to its BSI score, which currently stands at 75.5 out of 100 with a corresponding AA-rating. With customer satisfaction, transparency, and sustainability at the heart of NN's business model, the brand has benefitted from stronger customer loyalty and recommendation, with its products and reputation commended for their excellent quality.

Over the last year, NN has also reaped the rewards of an investment by activist hedge fund, Elliott Management Corp, who recently disclosed a 3% holding in the brand, outlining their intentions to improve profitability and cut costs through asset sales. With the COVID-19 pandemic jeopardising 20% of cumulative brand value within the Insurance sector, NN's strong performance over the last year may be what the brand needs to survive its competitors.

Brand Finance has calculated that telecoms brands will suffer a limited impact to their brand value due to COVID-19, making KPN's positive relationship with customers their ticket to emerge from the crisis by engaging and promoting their offerings to new and existing markets.

Brand Value by Sector



Sector	Brand Value (EUR bn)	% of total	Number of Brands
Oil & Gas	43.3	32.0%	2
Banking	21.2	15.7%	4
Commercial Services	16.6	12.3%	2
Tech	12.6	9.3%	7
Retail	8.6	6.3%	9
Beers	7.1	5.3%	2
Other	25.8	19.1%	24
Total	135.2	100.0%	50

Top 50 most valuable Dutch brands

2020 Rank	2019 Rank	Brand	Sector	2020 Brand Value	Brand Value Change	2019 Brand Value	2020 Brand Rating	2019 Brand Rating
1	1	← Shell	Oil & Gas	€ 42,915	+17.8%	€ 36,420	AAA	AAA-
2	2	← KPMG	Commercial Services	€ 13,338	+19.4%	€ 11,171	AAA-	AAA-
3	3	← ING	Banking	€ 10,214	+4.4%	€ 9,786	AAA-	AA+
4	4	← Rabobank	Banking	€ 6,960	-2.3%	€ 7,121	AA+	AAA-
5	5	← Philips	Tech	€ 6,355	-10.0%	€ 7,059	AA+	AA+
6	6	← Heineken	Beers	€ 6,292	+7.6%	€ 5,846	AAA-	AAA-
7	9	↑ Unilever	Food	€ 3,821	+6.3%	€ 3,594	AA+	AA
8	7	↓ ABN AMRO	Banking	€ 3,702	-6.4%	€ 3,956	AA+	AA+
9	8	↓ randstad	Commercial Services	€ 3,295	-11.1%	€ 3,707	AA-	AA-
10	10	← SPAR	Retail	€ 3,248	-3.1%	€ 3,351	BBB	A
11	12	↑ ASML	Tech	€ 3,248		€ 3,351	BBB	A
12	11	↓ kpn	Telecoms	€ 3,248		€ 3,351	BBB	A
13	16	↑ NN	Insurance	€ 2,500		€ 1,700	AA	BBB
14	14	← Wolters Kluwer	Media	€ 2,500		€ 1,700	AA	BBB
15	18	↑ altice	Telecoms	€ 2,500		€ 1,700	AA	BBB
16	15	↓ NXP	Tech	€ 2,500		€ 1,700	AA	BBB
17	13	↓ Aegon	Insurance	€ 2,500		€ 1,700	AA	BBB
18	17	↓ AkzoNobel	Chemicals	€ 2,500		€ 1,700	AA	BBB
19	19	← ziggo	Telecoms	€ 2,500		€ 1,700	AA	BBB
20	20	← ASR	Insurance	€ 2,500		€ 1,700	AA	BBB
21	23	↑ Albert Heijn	Retail	€ 2,500		€ 1,700	AA	BBB
22	22	← GrandVision	Retail	€ 2,500		€ 1,700	AA	BBB
23	24	↑ KLM	Airlines	€ 2,500		€ 1,700	AA	BBB
24	21	↓ Nutrilion	Food	€ 2,500		€ 1,700	AA	BBB
25	25	← DSM	Chemicals	€ 2,500		€ 1,700	AA	BBB
26	27	↑ Amstel	Beers	€ 2,500		€ 1,700	AA	BBB
27	26	↓ HunterDouglas	Engineering & Construction	€ 2,500		€ 1,700	AA	BBB
28	31	↑ SIGNIFY	Tech	€ 2,500		€ 1,700	AA	BBB
29	-	New Jumbo	Retail	€ 2,500		€ 1,700	AA	BBB
30	30	← DAF	Automobiles	€ 2,500		€ 1,700	AA	BBB
31	28	↓ BAM	Engineering & Construction	€ 2,500		€ 1,700	AA	BBB
32	35	↑ Refresco Gerber NV	Soft Drinks	€ 2,500		€ 1,700	AA	BBB
33	36	↑ EUROSPAR	Retail	€ 2,500		€ 1,700	AA	BBB
34	32	↓ Ahold	Retail	€ 2,500		€ 1,700	AA	BBB
35	29	↓ Gemalto	Tech	€ 2,500		€ 1,700	AA	BBB
36	33	↓ Etos	Retail	€ 2,500		€ 1,700	AA	BBB
37	37	← Gall & Gall	Retail	€ 2,500		€ 1,700	AA	BBB
38	34	↓ PostNL	Logistics	€ 2,500		€ 1,700	AA	BBB
39	41	↑ INTERSPAR	Retail	€ 2,500		€ 1,700	AA	BBB
40	43	↑ Boskalis	Engineering & Construction	€ 2,500		€ 1,700	AA	BBB
41	45	↑ SBM Offshore	Oil & Gas	€ 2,500		€ 1,700	AA	BBB
42	42	← Interxion	Tech	€ 2,500		€ 1,700	AA	BBB
43	46	↑ ARCADIS	Engineering & Construction	€ 2,500		€ 1,700	AA	BBB
44	39	↓ SNS	Banking	€ 2,500		€ 1,700	AA	BBB
45	40	↓ Aalberts Industries	Tech	€ 2,500		€ 1,700	AA	BBB
46	-	New Thuisbezorgd	Logistics	€ 2,500		€ 1,700	AA	BBB
47	38	↓ Senseo	Soft Drinks	€ 2,500		€ 1,700	AA	BBB
48	50	↑ Euronext	Stock Exchanges	€ 2,500		€ 1,700	AA	BBB
49	48	↓ Schiphol	Airports	€ 2,500		€ 1,700	AA	BBB
50	-	New Nutricia	Food	€ 2,500		€ 1,700	AA	BBB

Sector Reputation Analysis.

Benchmarking against the very 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 or telecoms services (but are themselves under threat from Amazon and other disruptors).

Brand reputation is relatively straightforward to compare across sectors. This year's global and UK sector rankings from our B2C research are similar to the previous wave.

Reputation dips slightly overall

On a like-for-like basis, reputation scores are lower this year, by a small margin. The average brand score fell from 6.6 to 6.45 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 average scores for brands in these categories reflects overall feelings towards brands: acceptance and appreciation, but rarely love and devotion.

Autos lead the way

Car brands continue to enjoy strong reputations, both in the UK and globally. The sector also ranks first on other indicators, such as perceived quality, recommendation and word-of-mouth sentiment – people like talking about cars. Top brands are generally German, such as **Audi** (reputation score 7.6/10) and **BMW** (7.5), but **Jaguar** (7.5) competes strongly in its home market. 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.

Tech halo continues to shine in the UK

Consumers continue to hold the tech sector in high regard. This is true globally, even though reputation

Sectors Ranked by Reputation

	1 Auto	7.0 _{/10}
	2 Tech	6.8 _{/10}
	3= Restaurants	6.7 _{/10}
	3= Apparel	6.6 _{/10}
	5= Retail	6.6 _{/10}
	5= Insurance	6.5 _{/10}
	7 Airlines	6.4 _{/10}
	8 Banks	6.1 _{/10}
	9= Utilities	5.9 _{/10}
	10= Telecoms	5.9 _{/10}

Top Sectors per Metric

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

scores have fallen slightly – and in any case this small drop has not occurred in the UK. **Paypal** (8.0), **Netflix** (7.9 – up significantly vs. the previous year), **Amazon** and **Google** (7.6) continue to enjoy strong reputations and buzz – most brands would love to be in their position.

The implications are clear – brands in categories such as retail, media, banking and automotive will continue to be under constant threat of disruption from these tech giants, regardless of concerns about security, tax arrangements and other issues which some have. Hence Netflix's continued growth during the COVID-19 pandemic.

Supermarkets are value champions

Supermarket brands seen as very reputable in most countries, though in the UK their ranking is only mid-table. They are category leaders in terms of delivering value for money, and for 'caring about the wider community', and it may be that their handling of the COVID-19 crisis may well result in an improvement in the next wave's scores. Consumers are well aware that supermarkets are out to make a profit – but the consumer verdict is that brands such as **Aldi** (68% 'great value'), **Lidl** (62%) and **Asda** (52%) charge fair prices.

Where supermarkets need to raise their game, perhaps, is in innovation. Online grocery shopping has had increasing profile and usage during the pandemic, and is increasingly routine and relied-on. Hence to be innovative means offering more than an efficient online platform – what else can supermarkets offer?

Banks and Telcos Continue to Struggle

Banking brands and telecoms providers continue to struggle to earn the respect of consumers, both globally and in the UK. Telecoms providers are particularly poorly-perceived in the UK, with no dimension where they score even moderately well – rated lowest of all for overall reputation and quality of service (3.2 out of 5).

Banks fare a little better with some consumers acknowledging service delivery and ease of doing business. In addition, for national and regional brands especially, banks score reasonably well for 'care about the wider community' – a possible pillar for building a defence against encroachment from tech giants and fintech challenger brands.

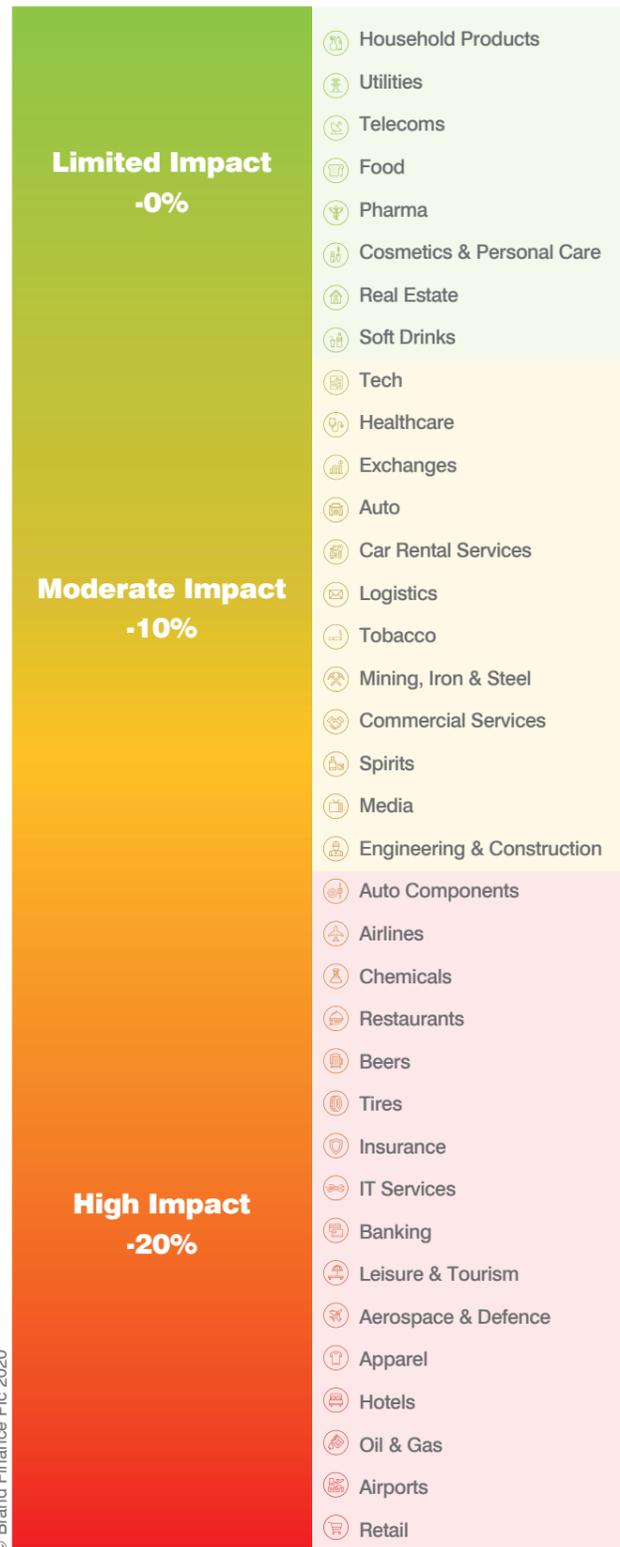
COVID-19 Global Impact Analysis.



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 €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 €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 €50 billion. As of 14th May 2020, there have been 5,925,728 cases and 362,555 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

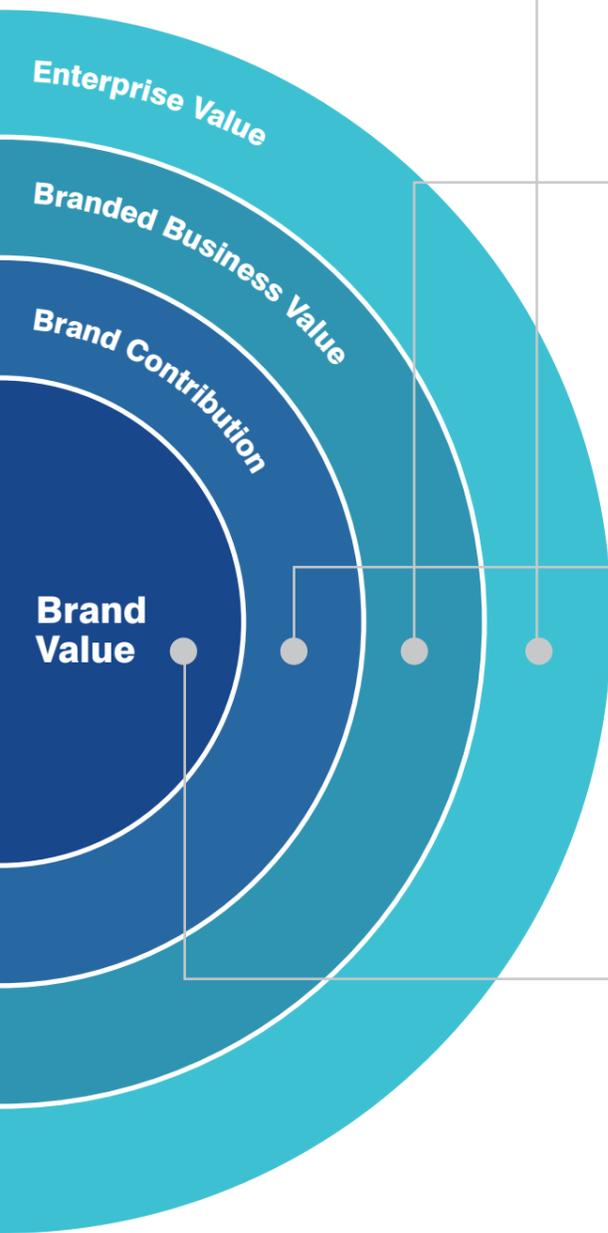
Film production and promotion schedules have been affected by the outbreak, with **Disney** pushing back the release of its remake of *Mulan* as well as *The New Mutants*, part of the *X-Men* franchise. The effects of social distancing have meant more viewers watching TV, however **Netflix** has had 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



Definitions.



Brand Value



+ 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'.



+ 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.

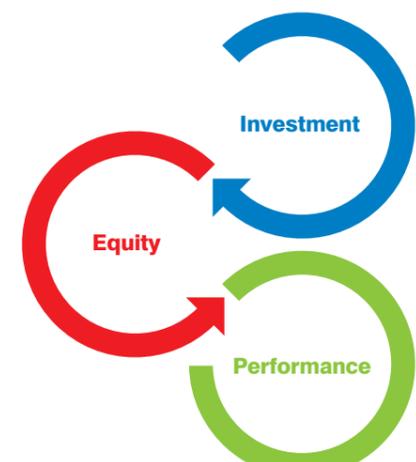
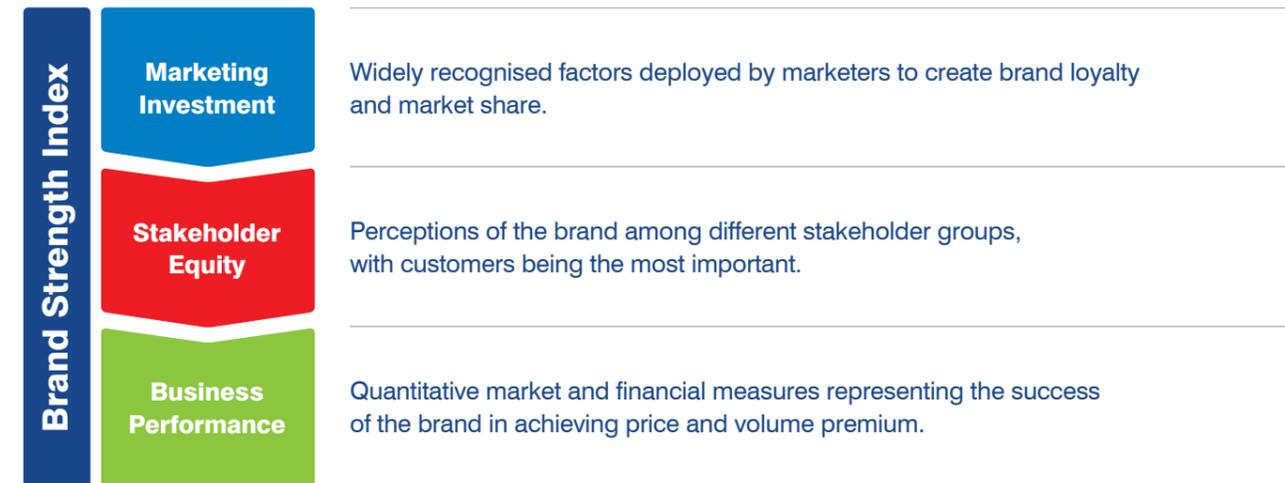
Brand Strength

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.



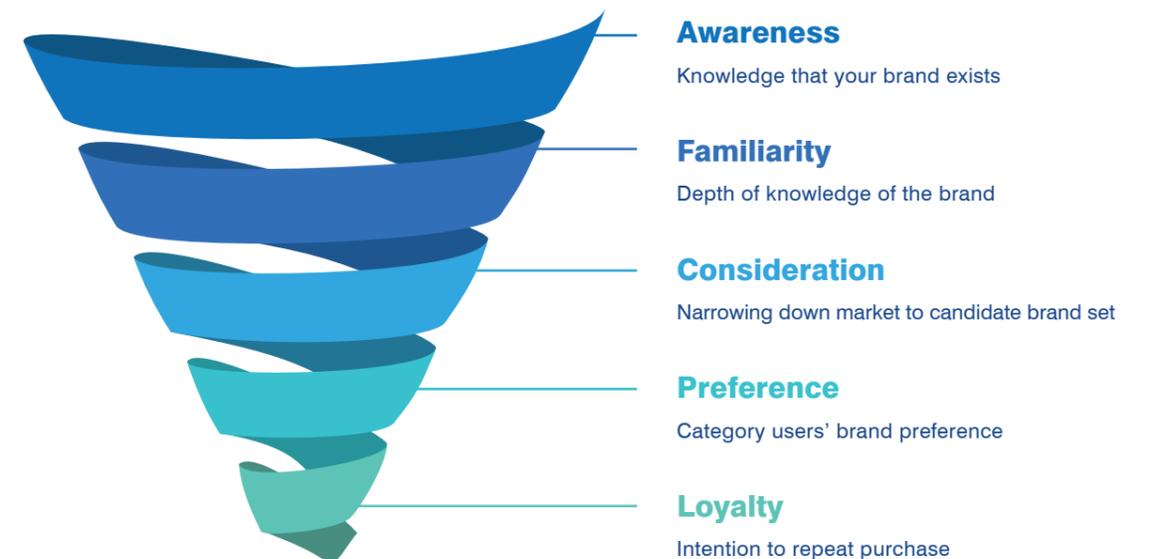
Stakeholder Equity Measures.

Key Metrics

- + Reputation
- + Innovation
- + Value for Money
- + 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.





MARKETING



FINANCE



TAX



LEGAL

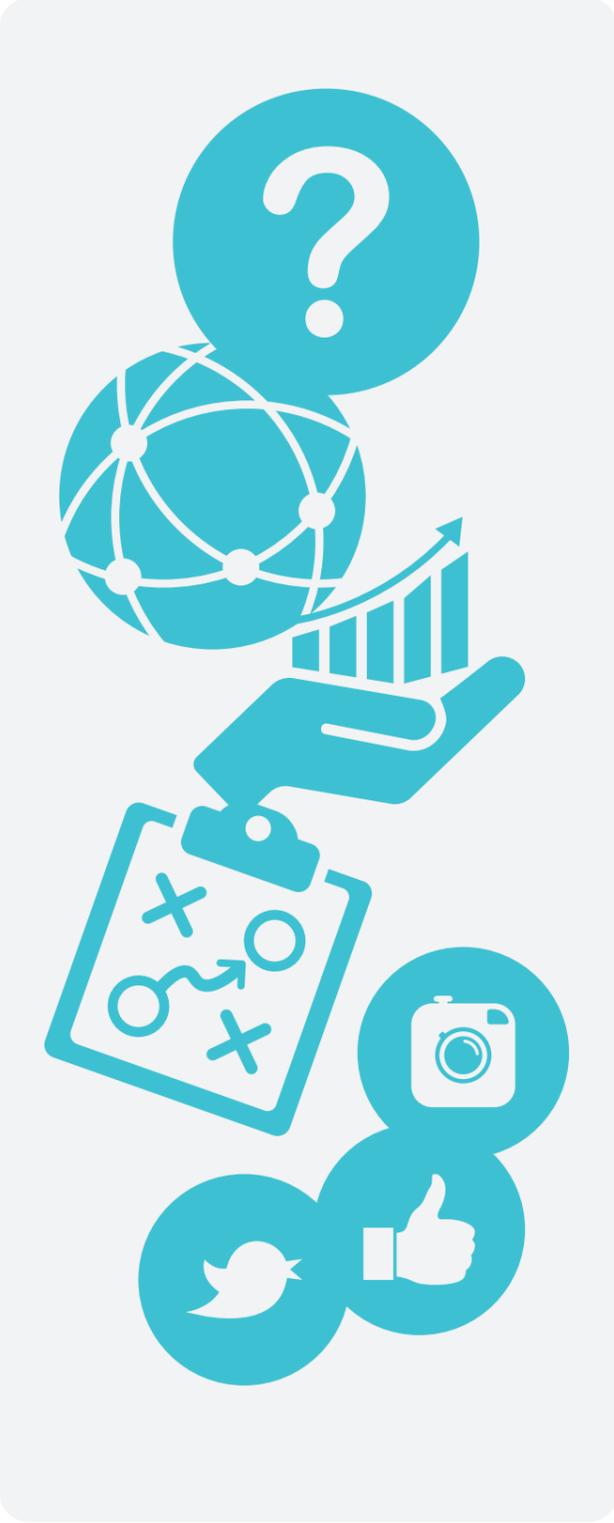
We help marketers to connect their brands to business performance by evaluating the return on investment (ROI) of brand-based decisions and strategies.

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 50
DUTCH
BRAND**



**MOST VALUABLE
DUTCH
BRAND**



**STRONGEST
DUTCH
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

- 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[®]

WHERE BRANDS MEET FINANCE

BECOME A MEMBER TODAY

A CONTEMPORARY AND EXCLUSIVE
MEMBERS' CLUB
IN THE HEART OF THE CITY OF LONDON

CHARACTERFUL SPACE *for* MEETINGS
MEMBERS' EVENTS *with* FOCUS ON MARKETING
DISCOUNTED ROOM HIRE *for* MEMBERS
& PRIVATE EVENTS *&* BRANDING

3 Birchin Lane, London, EC3V 9B +44 (0)207 389 9410 enquiries@brandexchange.com

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

Brand Finance Network.

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

Market	Contact	Email	Telephone
Africa	Jeremy Sampson	j.sampson@brandfinance.com	+27 82 885 7300
Asia Pacific	Samir Dixit	s.dixit@brandfinance.com	+65 906 98 651
Australia	Mark Crowe	m.crowe@brandfinance.com	+61 282 498 320
Canada	Charles Scarlett-Smith	c.scarlett-smith@brandfinance.com	+1 514 991 5101
Caribbean	Nigel Cooper	n.cooper@brandfinance.com	+1 876 825 6598
China	Scott Chen	s.chen@brandfinance.com	+86 186 0118 8821
France	Bertrand Chovet	b.chovet@brandfinance.com	+33 6 86 63 46 44
Germany	Holger Muehlbauer	h.muehlbauer@brandfinance.com	+49 151 54 749 834
India	Ajimon Francis	a.francis@brandfinance.com	+91 989 208 5951
Indonesia	Jimmy Halim	j.halim@brandfinance.com	+62 215 3678 064
Ireland	Simon Haigh	s.haigh@brandfinance.com	+353 087 669 5881
Italy	Massimo Pizzo	m.pizzo@brandfinance.com	+39 02 303 125 105
Japan	Jun Tanaka	j.tanaka@brandfinance.com	+81 90 7116 1881
Mexico & LatAm	Laurence Newell	l.newell@brandfinance.com	+52 55 9197 1925
Middle East	Andrew Campbell	a.campbell@brandfinance.com	+971 508 113 341
Nigeria	Tunde Odumeru	t.odumeru@brandfinance.com	+234 012 911 988
Romania	Mihai Bogdan	m.bogdan@brandfinance.com	+40 728 702 705
Spain	Teresa de Lemus	t.delemus@brandfinance.com	+34 654 481 043
Sri Lanka	Ruchi Gunewardene	r.gunewardene@brandfinance.com	+94 11 770 9991
Turkey	Muhterem Ilgüner	m.ilguner@brandfinance.com	+90 216 352 67 29
UK	Richard Haigh	rd.haigh@brandfinance.com	+44 207 389 9400
USA	Laurence Newell	l.newell@brandfinance.com	+214 803 3424
Vietnam	Lai Tien Manh	m.lai@brandfinance.com	+84 90 259 82 28





Contact us.

The World's Leading Independent Brand Valuation Consultancy

T: +44 (0)20 7389 9400

E: enquiries@brandfinance.com

www.brandfinance.com