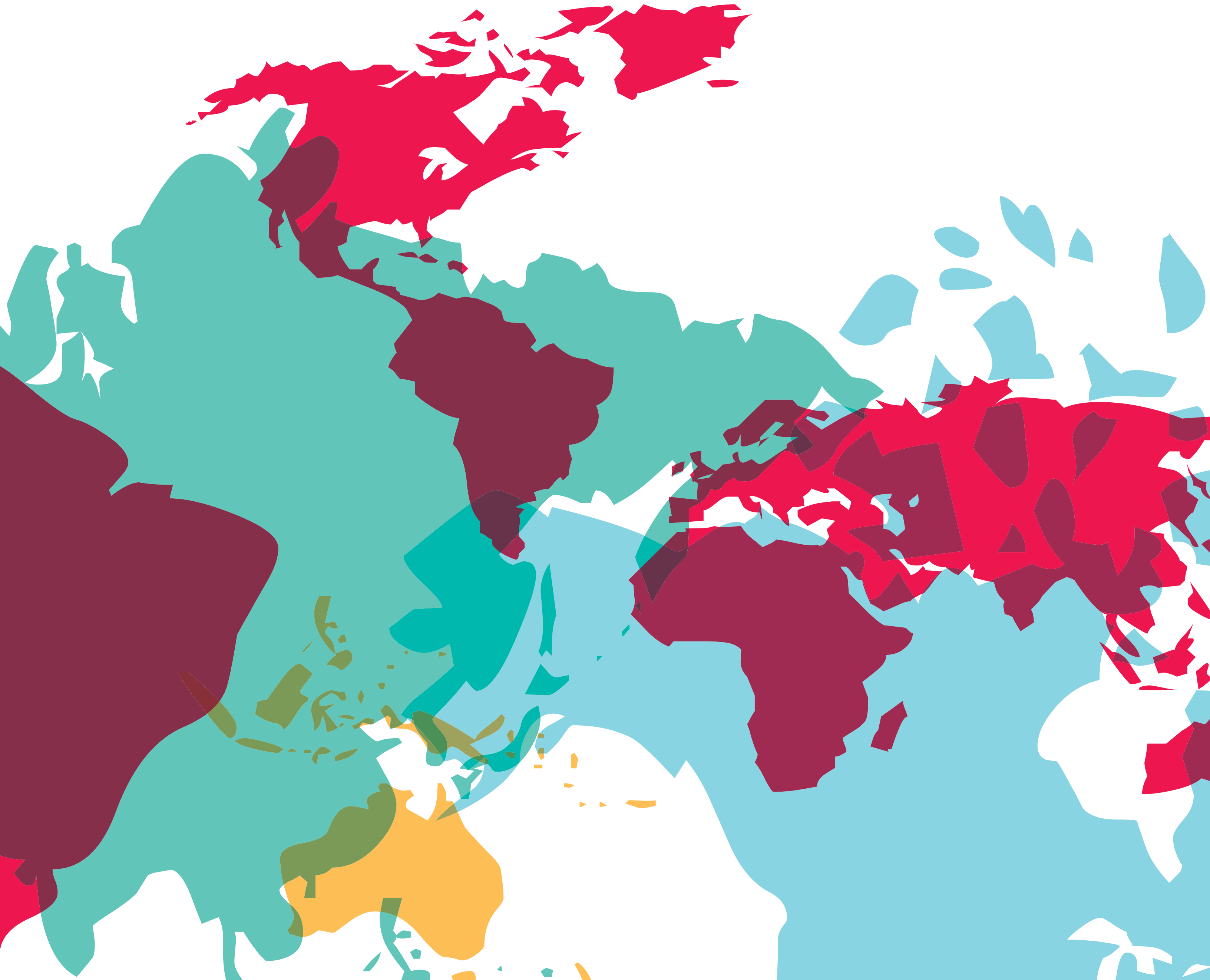
Best Global Brands 2006

A Ranking by Brand Value

Interbrand

BusinessWeek



Best Global Brands 2006

In co-operation with BusinessWeek, Interbrand is pleased to present our annual ranking of the Best Global Brands by brand value. We firmly believe that brands are economic assets and must be managed as such. That is what makes our approach valuable and informative for those who own and manage brands for competitive advantage.

The most powerful ideas are simple, and brands adhere to the same rules. Creating simple, but powerful differentiation in the minds of your customers, your staff, indeed all of your stakeholders, requires a clear and compelling vision that is expressed in everything you do; from product to service, through environments, to the people you hire and the way you talk about yourself. Maintaining such simplicity throughout the complex systems, processes and politics that characterize modern business is a considerable task requiring absolute focus, passion and conviction. No wonder then, that as competition increases, brands are playing an ever increasing role in business strategy.

It is now common knowledge that branding is fundamental to business success, which is why the Best Global Brands is one of the top three published business rankings in the world. At Interbrand we have always placed great emphasis upon the need for a balance between the logical and the creative. Brands, after all, live in our heads and our hearts. But ultimately, brands are value generators for business. Increasingly we need to understand how brands generate value and the use of that information to better inform business decisions.

Our valuation process allows us to establish the brand as a financial asset that creates significant shareholder value. As branding experts, we commend the companies that have managed to create and sustain strong brands in today's competitive market. It should be noted that this is not a ranking of the world's most popular brands but, rather, of those brands that have generated the greatest economic return for their owners.

Global businesses still have lessons to learn about investing in and managing their brands for value creation, and we congratulate the companies on the list for their effective stewardship of this important corporate asset.

Sincerely,

Jez Frampton
Group Chief Executive
Interbrand

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1.

Lessons Learned from Global Branding

INTRODUCTION

This annual Best Global Brands report of brand value generates great interest and debate. A recurring question is whether being global affords a brand more benefits than being a geographically-niche focused one. As well, many brand owners are interested in the attributes shared by successful global brands. Interbrand's work with leading global brands, and the conclusions reached through our ranking indicate significant implications for brands that choose to operate globally or those that operate regionally but wish to employ the principles of successful global brand management.

The criteria for this study state that a global brand must achieve more than a third of its sales outside of its home country and have a visible external market presence. A global brand is one that is available in many nations and, though it may differ from country to country, the localized versions have a common goal and a similar identity. The brand's positioning, advertising strategy, personality, look and feel are, in most respects, the same but allow for regional customization. What remains consistent from market-to-market, are the values communicated and delivered by the brand.

THE ATTRACTION OF GLOBAL BRANDING

Going global appears highly attractive. It represents a perception of excellence but comes with a set of challenges that many do not anticipate or adequately plan for. It is daunting to achieve a competitively relevant presence in all strategic markets with an identical set of core values. Companies must harness the coherence and scale of a global brand, as well as the closeness of a local brand if they wish to succeed. This is often referred to as the 70/30 principle. This flexible rule-of-thumb dictates that 70% of the brand must remain absolutely consistent and 30% is given flexibility, market-to-market.

It has been stated that companies do not choose to go global, rather, the market forces them to do so. Interbrand has witnessed many brands that have attempted to be successful outside of their home borders and end up being neither truly global nor appropriately local. The decision to take a brand global (or to several markets from its market of origin) is driven by fundamental strategic opportunities, such as

- Size and attractiveness of market
- Commoditization in market of origin
- Displacement of competitors
- Achieve economies of scale
- Protect current margins
- Capture share of mind
- Enhance innovation

However, each of these opportunities has considerable brand implications that require attention prior to setting out to conquer the world. Interbrand has observed numerous situations where a company is enamored with geographic expansion. Their due diligence has appeared rigorous but in reality is constrained solely to financial analysis. Market, culture, buyer behavior, current brand loyalties, and many other dimensions, may be considered only tangentially, if at all.

The risks of taking a brand global must be carefully weighed or the damage to the brand can be irrevocable. These risks include but are not limited to:

- Assuming the brand communicates the same meaning market-to-market, resulting in message confusion
- Over-standardizing or over-simplifying the brand and its management, resulting in a culture of discouraged innovation at the local level
- Use of the wrong (or tried-and-true) communications channels, resulting in inappropriate spending and ineffective impact
- Underestimating the investment in spending and time for a market to become aware of the brand, try it, and adopt it
- Not investing in internal branding to ensure regional employees understand the brand values and benefits that are to be communicated and delivered consistently
- Failing to modulate performance metrics based on local variables

Assuming the business strategy calls for going global, and the analysis provides support for the strategy the company must ask whether it has the culture, organization, and processes that lend themselves to developing a truly global brand.

WHAT PRINCIPLES GOVERN AND GUIDE GLOBAL BRANDS?

Self-examination at the company level is required to ensure the critical success factors are in place to take the brand to other markets. Interbrand has identified a consistent set of principles shared by the Best Global Brands and those coming close to making the ranking.

Recognition

Well-performing brands enjoy strong awareness among consumers and opinion leaders. These brands lead their industry or industries. Think BMW. Car aficionados, reviewers, and loyal customers laud it with equal enthusiasm. It has come to symbolize “performance” in engineering and design while signifying that the owner has “arrived” on a personal and professional level. This type of recognition represents the nexus of perception and reality enabling brands to rapidly establish credibility in new markets.

Consistency

Best brands achieve a high degree of consistency in visual, verbal, auditory, and tactile identity across geographies. They deliver a consistent customer experience worldwide, often supported by an integrated, global marketing effort. McDonald’s is a tremendous example of a brand that has returned to its roots by shedding distracting acquisitions, simplifying the core offer, and adhering to a shared message globally. At the same time, McDonald’s appropriately modifies its approaches for greater regional relevance. Restaurants in France are more “café-like” in appearance and the menu is tailored to the local culture. Espresso is in quick supply and the chairs are neither molded plastic nor bolted to the floor.

Emotion

A brand is not a brand unless it competes along emotional dimensions. It must symbolize a promise that people believe it can deliver and one they desire to be part of. This allows brands to achieve the loyalty of consumers by tapping into human values and aspirations that cut across cultural differences. Nike has appealed to the athlete in all, regardless of true physical ability, allowing for a focused message targeted to the mass-market. This has elevated the discussion beyond tangible aspects of the shoe or apparel to how the customer feels when wearing and performing in Nike gear.

Uniqueness

Great brands represent great ideas. These brands express the uniqueness of position to all internal and external audiences. They effectively utilize all elements in the communications mix to position themselves within and across international markets. Apple has creatively addressed its marketing mix while ensuring its people embody its most ownable and beneficial brand attribute: innovation. The company has once again come to represent leading-edge technology solutions that become a part of day-to-day life. Apple is embedded tangibly and emotionally in their consumers' habits and practices.

Adaptability

A global brand must respect local needs, wants, and tastes. These brands adapt to the local marketplace while fulfilling a global mission. HSBC has invested in that very message by conveying its excellence in financial services, along with its deep knowledge of local custom and practice. In essence, it is communicating a "glocal" advantage.

Management

The organization's senior leadership must champion the brand, ideally with the CEO leading the initiative. A leader's continual articulation of the brand philosophy and the brand's view of the world is meant to give the business strategy a recognizable face. This commitment is crucial, allowing for a unique positioning that transcends local idiosyncrasies and appeals to a universal aspect of human nature and experience. It is a major step in ensuring that the corporate culture will put the brand at the heart of everything it does.

This list is by no means finite. There are many other factors that must be considered, including superior products, processes, and people; a strong track record of being customer-centric in the country of origin; uncompromised ethical practices; and continual focus on creativity and innovation.

MANAGING BRANDS GLOBALLY

Successful global brands operate from clear principles already discussed. Yet these principles require active management. Interbrand has identified several management traits that are employed by leading global brands.

Seek Out Insights

Outstanding brands identify customer insights. When these insights are shared across cultures they assist in a brand's adoption globally. The Economist brand appeals to its audience because "they know when they are in the know." This club-like association appeals in most cultures and can help to explain the success of the magazine. Once this insight is in place, the brand must ensure that customer perceive it consistently throughout the world. While over 60% of Mercedes Benz's sales are in Europe, the brand's associations with prestige and quality are global.

Integrate Local Intelligence

Brand guidelines are tremendous tools for ensuring consistency. However, they have been known to impede innovation and diminish relevance. Brands are dynamic, never static, so the management of them must integrate new thought. In the case of global brands, to assume that one message can appeal uniformly to all audiences with equal relevance is unrealistic. Well-managed global brands cull local markets for intelligence related to the "next big thing" to ensure local relevance and to counter competitor's moves.

The Team

Global brands demand a global brand management team. This regional and international organization is in place to maintain brand leadership. Companies with large brand portfolios tend to have separate managers for each brand. Regardless, global brand managers have the authority and resources necessary to implement key decisions based on performance measurement. The brand management team reports to a senior executive officer of the company and, ideally, the CEO has direct involvement in brand decisions.

Global brand management teams implement processes to create, review, and improve brand performance. This frequently takes the form of a wider brand management council that can include representatives of business units and agency partners.

Investment

Intangible assets, including brand, now comprise the majority of the value of a company. These assets require capital investment like any other. Progressive companies and enlightened management recognize the need for appropriate communications spending. However, CEOs and CFOs are not signing any blank checks – they are demanding objective and quantifiable measurement of return to substantiate any investment.

Measurement Systems

In order to sustain a global brand's long-term position, there must be consistent and widespread brand equity measurement. This will not only help brand development by highlighting and demonstrating best practices, but it will also provide the brand management team with a means of monitoring global consistency. This equity measurement should include top-of-mind awareness, overall opinion (preference, satisfaction, loyalty, recommendation), brand image attributes, perceptions of product/service performance, and brand valuation, to determine the financial contribution of brand to the balance sheet.

CONCLUSIONS

Ambiguity is an undeniable aspect of global branding. Consistency is constantly preached, yet it is critical to allow for flexibility in the face of different customs, languages, and purchase behavior. What is clear is the need to follow core principles and management practices when choosing to take a brand global. However, this is not a prescription for success. As every company and brand are different, these principles and practices will be applied uniquely. What separates the winners from the losers is a resolute commitment to rigorous strategic, creative, and innovative execution.

Global branding is tempting and offers numerous rewards, but the risks exist in equal number. Assuming the business strategy calls for going global, and the analysis provides support for the strategy, the company must perform a self-examination and determine whether it has the culture, organization and processes that lend themselves to developing a truly global brand.

2.

Why the Ranking is Important

SIGNIFICANCE OF THE RANKING

The Best Global Brands report provides a brand value that is a top-line measure of economic performance driven by the brand, stating what the brand is worth overall and among competitors. Brand value brings to marketing what “revenue goals” or “financial hurdle rates” bring to other aspects of the business.

The payoff comes when one looks behind the number – a single number only tells you so much. It’s important to understand what drives brand value: intangible earnings (the cash flow of a business not associated with tangible assets such as equipment or materials), the role of brand (a measure of how much brand influences purchasing decisions), and brand strength (a benchmark of a brand’s relative risk compared to competitors).

Understanding the drivers of brand value can inform management action, from overall business strategy to specific marketing tactics. It’s an easy-to-understand metric to help brand owners determine where they are, where they are going, and how to get there. It will help make branding a more important aspect of global business management.

It tells you whether you are investing adequately in your brand. Putting an economic value on a brand (overall and by segment) can help make a strong business case for marketing investments, overall and across the portfolio.

It tells you whether you have a marketing strategy that positions your brand around the right messages. Your customers make decisions every day between you and your competitors. Analyzing the role of brand in those decisions helps you to focus your strategy on the attributes that differentiate your brand from others and to strengthen your relationship with your best customers, ensuring future earnings.

It tells you whether you have the right short-term tactics to drive value. By analyzing the strength of your brand, you can target marketing campaigns to the most valuable customers, and against your most formidable competitors, to drive short-term sales.

There will be many “take-aways” from this ranking, but there is one primary message: brands are important assets requiring proactive and consistent investment, management, and measurement.

3.

The Interbrand Method for Valuing Brands

CRITERIA FOR CONSIDERATION

Using our database of global brands, populated with critical information over the past 30 years, Interbrand formed an initial consideration set. All were then subject to the following criteria, which narrowed candidates significantly:

- Must be a publicly traded company
- Must have at least one-third of revenues outside of their country of origin
- Must be a market-facing brand
- Economic Value Added (EVA) must be positive
- The brand must not have a purely b2b single audience with no wider public profile and awareness

These criteria exclude brands such as Mars, which is privately held, and Wal-Mart which is not sufficiently global (it does business in some international markets but not under the Wal-Mart brand).

METHODOLOGY

The Interbrand method for valuing brands is a proven, straightforward and meaningful formula that examines brands through the lens of financial strength, importance in driving consumer selection and the likelihood of ongoing branded revenue. Our method evaluates brands much like analysts would value any other asset: on the basis of how much they're likely to earn in the future. There are three core components to our proprietary method:

Financial Analysis

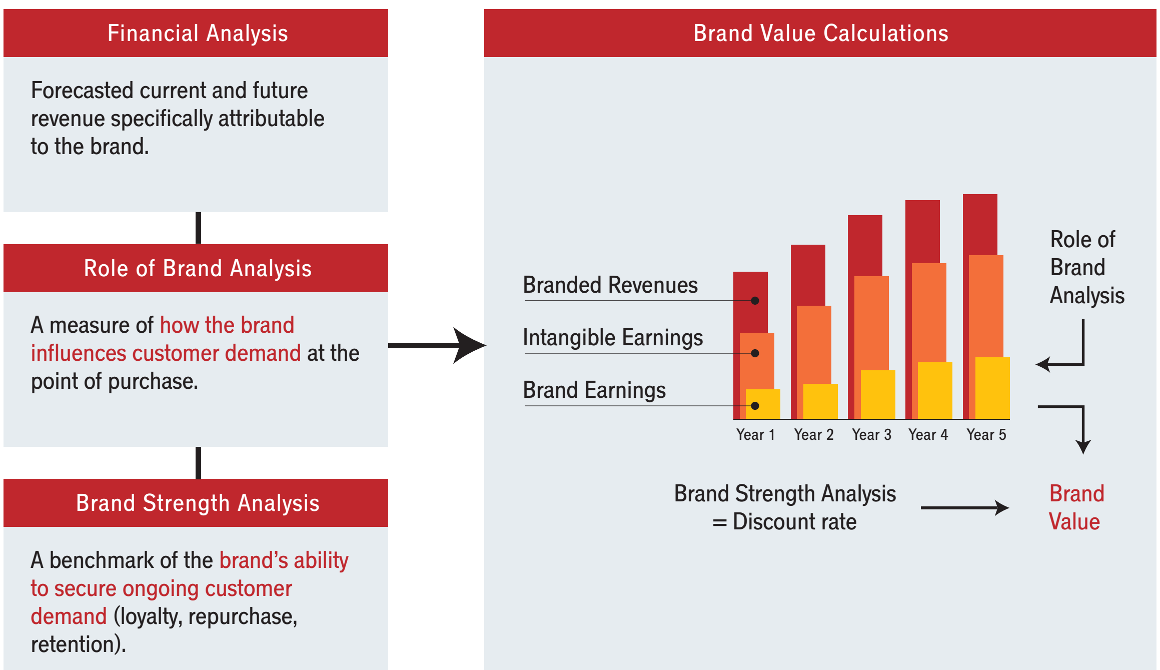
Our approach to valuation starts by forecasting the current and future revenue specifically attributable to the branded products. The cost of doing business (operating costs, taxes) and intangibles such, as patents and management strength, are subtracted to assess what portion of those earnings is due to the brand.

All financial analysis for the Best Global Brands is based on publicly available company information. Interbrand culls from a range of analyst reports to build a consensus estimate for financial reporting.

Role of Brand Analysis
A measure of how the brand influences customer demand at the point of purchase is applied to the intangible earnings to arrive at branded earnings.

For this report, industry benchmark analysis for the role brand plays in driving customer demand is derived from Interbrand's database of more than 4,000 prior valuations conducted over the course of 20 years. In-market research is used to establish individual brand scores against our industry benchmarks.

Brand Strength Analysis
This is a benchmark of the brand's ability to secure ongoing customer demand (loyalty, repurchase, and retention) and thus sustain future earnings, translating branded earnings into net present value. This assessment is a structured way of determining the specific risk to the strength of the brand. We compare the brand against common factors of brand strength, such as market position, customer franchise, image, and support.



4.

Best Global Brands 2006

Rank	Brand	Country of origin	Sector	2006 Brand Value ($m)	Change in brand value
1	Coca-Cola	US	Beverages	67,000	-1%
2	Microsoft	US	Computer Software	56,926	-5%
3	IBM	US	Computer Services	56,201	5%
4	GE	US	Diversified	48,907	4%
5	Intel	US	Computer Hardware	32,319	-9%
6	Nokia	Finland	Telecom Equipment	30,131	14%
7	Toyota	Japan	Automotive	27,941	12%
8	Disney	US	Media/Entertainment	27,848	5%
9	McDonald's	US	Restaurants	27,501	6%
10	Mercedes	Germany	Automotive	21,795	9%
11	Citi	US	Financial Services	21,458	7%
12	Marlboro	US	Tobacco	21,350	1%
13	Hewlett-Packard	US	Computer Hardware	20,458	8%
14	American Express	US	Financial Services	19,641	6%
15	BMW	Germany	Automotive	19,617	15%
16	Gillette	US	Personal Care	19,579	12%
17	Louis Vuitton	France	Luxury	17,606	10%
18	Cisco	US	Computer Services	17,532	6%
19	Honda	Japan	Automotive	17,049	8%
20	Samsung	South Korea	Consumer Electronics	16,169	8%
21	Merrill Lynch	US	Financial Services	13,001	8%
22	Pepsi	US	Beverages	12,690	2%
23	Nescafé	Switzerland	Beverages	12,507	2%
24	Google	US	Internet Services	12,376	46%
25	Dell	US	Computer Hardware	12,256	-7%

Rank	Brand	Country of origin	Sector	2006 Brand Value ($m)	Change in brand value
26	Sony	Japan	Consumer Electronics	11,695	9%
27	Budweiser	US	Alcohol	11,662	-2%
28	HSBC	UK	Financial Services	11,622	11%
29	Oracle	US	Computer Software	11,459	5%
30	Ford	US	Automotive	11,056	-16%
31	Nike	US	Sporting Goods	10,897	8%
32	UPS	US	Transportation	10,712	8%
33	JPMorgan	US	Financial Services	10,205	8%
34	SAP	Germany	Computer Software	10,007	11%
35	Canon	Japan	Computer Hardware	9,968	10%
36	Morgan Stanley	US	Financial Services	9,762	0%
37	Goldman Sachs	US	Financial Services	9,640	13%
38	Pfizer	US	Pharmaceuticals	9,591	-4%
39	Apple	US	Computer Hardware	9,130	14%
40	Kellogg's	US	Food	8,776	6%
41	Ikea	Sweden	Home Furnishings	8,763	12%
42	UBS	Switzerland	Financial Services	8,734	15%
43	Novartis	Switzerland	Pharmaceuticals	7,880	2%
44	Siemens	Germany	Diversified	7,828	4%
45	Harley-Davidson	US	Automotive	7,739	5%
46	Gucci	Italy	Luxury	7,158	8%
47	eBay	US	Internet Services	6,755	18%
48	Philips	Netherlands	Diversified	6,730	14%
49	Accenture	Bermuda	Computer Services	6,728	10%
50	MTV	US	Media/Entertainment	6,627	0%
51	Nintendo	Japan	Consumer Electronics	6,559	1%
52	Gap	US	Apparel	6,416	-22%
53	L'Oreal	France	Personal Care	6,392	6%
54	Heinz	US	Food	6,223	-10%
55	Yahoo!	US	Internet Services	6,056	15%
56	Volkswagen	Germany	Automotive	6,032	7%
57	Xerox	US	Computer Hardware	5,918	4%
58	Colgate	US	Personal Care	5,633	9%
59	Wrigley's	US	Food	5,449	-2%
60	KFC	US	Restaurants	5,350	5%
61	Chanel	France	Luxury	5,156	8%
62	Avon	US	Personal Care	5,040	-3%
63	Nestlé	Switzerland	Food	4,932	4%
64	Kleenex	US	Personal Care	4,842	-2%
65	Amazon.com	US	Internet Services	4,707	11%

Rank	Brand	Country of origin	Sector	2006 Brand Value ($m)	Change in brand value
66	Pizza Hut	US	Restaurants	4,694	-5%
67	Danone	France	Food	4,638	3%
68	Caterpillar	US	Machinery	4,580	12%
69	Motorola	US	Telecom Equipment	4,569	18%
70	Kodak	US	Consumer Electronics	4,406	-12%
71	adidas	Germany	Sporting Goods	4,290	6%
72	Rolex	Switzerland	Luxury	4,237	8%
73	Zara	Spain	Apparel	4,235	14%
74	Audi	Germany	Automotive	4,165	13%
75	Hyundai	South Korea	Automotive	4,078	17%
76	BP	UK	Energy	4,010	5%
77	Panasonic	Japan	Consumer Electronics	3,977	7%
78	Reuters	UK	Media/Entertainment	3,961	2%
79	Kraft	US	Food	3,943	-7%
80	Porsche	Germany	Automotive	3,927	4%
81	Hermés	France	Luxury	3,854	9%
82	Tiffany & Co.	US	Luxury	3,819	6%
83	Hennessy	France	Alcohol	3,576	12%
84	Duracell	US	Consumer Electronics	3,576	-3%
85	ING	Netherlands	Financial Services	3,474	9%
86	Cartier	France	Luxury	3,360	10%
87	Moet & Chandon	France	Alcohol	3,257	9%
88	Johnson & Johnson	US	Personal Care	3,193	5%
89	Shell	Netherlands	Energy	3,173	4%
90	Nissan	Japan	Automotive	3,108	-3%
91	Starbucks	US	Restaurants	3,099	20%
92	Lexus	Japan	Automotive	3,070	New
93	Smirnoff	UK	Alcohol	3,032	-2%
94	LG	South Korea	Consumer Electronics	3,010	14%
95	Bulgari	Italy	Luxury	2,875	6%
96	Prada	Italy	Luxury	2,874	4%
97	Armani	Italy	Luxury	2,783	4%
98	Burberry	UK	Luxury	2,783	New
99	Nivea	Germany	Personal Care	2,692	4%
100	Levi's	US	Apparel	2,689	1%

TOP 3 GAINERS

Rank	Brand	2006 Brand Value	Change in brand value
24	Google	12,376	46%
91	Starbucks Coffee	3,099	20%
47	eBay	6,755	18%

TOP 3 DECLINERS

Rank	Brand	2006 Brand Value	Change in brand value
52	GAP	6,416	-22%
30	Ford	11,056	-16%
70	Kodak	4,406	-12%

BEST GLOBAL BRANDS BY COUNTRY

5.

Brand Commentary and Insights

TURNAROUND BRANDS

NOKIA

Nokia's 14% turnaround in the ranking this year befits its position as the world's #1 maker of cell phones. But marketshare is not the only factor that can be attributed to Nokia's brand success. Taking a page from some of its competitors, Nokia has focused on design and ergonomics as a key differentiator. Smart brand architecture has kept focus clear with company's products divided between four divisions: mobile phones (wireless voice and data devices for personal and business usage), multimedia (home satellite systems, and mobile gaming devices), networks (wireless switching and transmission equipment used in carrier networks), and enterprise solutions (wireless systems for businesses). Nokia is not afraid to co-brand, seeking out important awareness and perception relationships with companies like Siemens. But they need to ensure the quality and benefits of these relationships considering one such coupling was scrapped with Sanyo Electric. Overall, the brand has definitely more cache with Nokia products and offerings being extremely distinctive to the discriminating consumer.

Brand Value ($ millions)	2006	2005	2004	2003	2002	2001	2000
	30,131	26,452	24,041	29,440	29,970	35,035	38,528

WALT DISNEY

Content, distribution and promotion are the critical aspects of Disney's business. CEO Iger is deftly managing the inter-relationships of these three strategic legs of the stool. New media and changing consumption patterns have forced this brand to better anticipate wants and needs of its diverse target audiences. As the #2 media conglomerate in the world, behind Time Warner, Disney's empire encompasses television, radio, cable, film production and distribution, theme parks, and on-line properties. After suffering financial turmoil for several years across nearly all businesses, it is seeing a positive but cautious revival. Old issues from the Eisner era are slowing being addressed (e.g., the Pixar acquisition). Infighting and decision polarization are being eradicated and this media giant is moving more quickly and thoughtfully to protect and enhance its portfolio of incredibly valuable brands.

Brand Value ($ millions)	2006	2005	2004	2003	2002	2001	2000
	27,848	26,441	27,113	28,036	29,256	32,591	33,553

CISCO

A 6% resurgence by Cisco Systems supports its dominance of the market for equipment used to link networks and power the Internet. Routers and switches dominate the lineup while other products include remote access servers, IP telephony equipment used to transmit data and voice communications over the same network, optical networking components, and network service and security systems. It sells its products primarily to large enterprises and telecommunications service providers, but it also has products designed for small businesses and consumers. And this breadth in target audience, makes it an interesting brand as it must appeal to a range of potential buyers. The company is incredibly adept at acquiring other companies and quickly assimilating them operationally and from a brand perspective. Cisco has acquired more than 100 companies since 1993 to broaden its product lines and secure engineering talent in the highly competitive networking sector. Cisco faces fellow giants and swift upstarts across all of its market segments and its brand is acting as an incredibly important defensive and offensive tool.

	2006	2005	2004	2003	2002	2001	2000
Brand Value ($ millions)	17,532	16,592	15,948	15,789	16,222	17,209	20,068

PHILIPS

Royal Philips Electronics makes consumer electronics, including TVs, VCRs, DVD players, phones, fax machines, light bulbs (#1 worldwide), electric shavers (#1) and other personal care appliances, picture tubes, semiconductors, and medical systems. Its medical systems unit is now a leader in worldwide medical imaging and monitoring equipment and is responsible for nearly a third of sales. The company operates as a giant mutual fund comprised of an incredible range of products and services. Philips understands the importance of brand and has the Philips brand a key part of each offer. As such, quality, cutting-edge, and easy-to-use product are critical to the company's and brand's success.

	2006	2005	2004	2003	2002	2001	2000
Brand Value ($ millions)	6,730	5,901	4,378	4,464	4,561	4,900	5,482

XEROX

Xerox is trying extremely hard to get the word out that it is much more than color and black-and-white copiers, but it also makes printers, scanners, and fax machines. Xerox sells document management software and copier supplies, offers such services as consulting and document outsourcing, and holds a stake in a joint venture with Fuji Photo Film called Fuji Xerox. It is attempting to reinvent its brand to appropriately express and represent its holistic and exciting offer. This is the public fact of CEO Anne Mulcahy's effort to regain market share and improve the company's bottom line. Following restructuring woes that resulted in disgruntled customers, low employee morale, and a reorganization of management, Xerox continues to sharpen its focus and regain brand value by focusing internationally for growth.

	2006	2005	2004	2003	2002	2001	2000
Brand Value ($ millions)	5,918	5,705	5,696	5,578	5,308	6,019	9,700

MOTOROLA

New products like RAZR and SLVR have resulted in Motorola's brand value climbing 18% this year. It has spun off of its semiconductor unit while its remaining operations have focused in four business segments: connected home solutions; government and enterprise mobility solutions; mobile devices; and networks. Motorola is the #2 manufacturer of wireless handsets after global leader Nokia. The company also provides cellular transmission base stations, amplifiers, and servers. It generates nearly 60% of sales through the manufacture and sales of wireless handsets and related products. A true originator, Motorola designed the clamshell handset and has set its hopes on its new innovative RAZR and PEBL models to keep its place among the market leaders. It also has released SLVR, a new candy bar-type phone. Slick communication campaigns are helping to create buzz, generate trial, and grow loyalty.

	2006	2005	2004	2003	2002	2001	2000
Brand Value ($ millions)	4,569	3,877	3,483	3,103	3,416	3,761	4,446

INDUSTRY OBSERVATIONS

APPAREL
Gap, Zara, Levi's

Fashion credibility with a low price point is the key to branding in apparel. Consumers are far more discriminating and recognize that option proliferation is in their benefit. Star designers producing limited edition collections are generating sales and advantageous differentiation. However, simple, casual fashions on which Gap and Limited Brands built their brands can now be found at the big discounters. The influx of style-conscious, low-cost chains, such as Sweden's H & M and Spain's Zara, is increasing the choices for the trend-minded shopper. For many American clothiers, "Made in the USA" is no longer an affordable option nor a credible claim. The #1 maker of brand-name apparel, Levi Strauss & Co., has moved virtually all of its production overseas where labor costs are cheaper and environmental regulations are not as strict as in the US.

BEVERAGES
Coca-Cola, Pepsi-Cola, Nescafe

In the realm of nonalcoholic drinks, consumers spend more money on carbonated soft drinks than anything else. The sector is dominated by the three major players that control nearly 90% of the global market. For years the story in the nonalcoholic sector has centered on the Cola Wars. But as the cola fight has topped out, the industry's giants have begun relying on new product flavors (e.g., cherry, lime, vanilla) and noncarbonated beverages for growth. Broadening of the category and the myriad of options for beverages are the industry's greatest hope and its greatest threat. A proliferation of product represents choice but also communicates confusion and potentially lower margins given the cost of specialty drink runs versus the mass appeal of signature products.

COMPUTER HARDWARE
Intel, Hewlett-Packard, Dell, Canon, Apple, Xerox

The industry can be summed into three words; innovation, innovation, and innovation. This includes products, service, research and development, distribution, and sales. In the face of rapid commoditization, the players must be relentlessly pursuing strategic advantage through new and relevant offers. This demands thinking beyond the tangible product and looking at not just the "what" but the "how". As an example, the majority of players in the IT industry have made their distribution chains far more efficient, reducing the cost advantage that Dell had over its competitors. Gains in any aspect of the business are short-lived and competition is fast-paced.

IT SERVICES
IBM, Cisco, Accenture, Microsoft, Oracle, SAP

The industry is quite unique given its mix of professional services and hardware products. Brand positioning in the industry tends to reflect a furious plagiarism – when one competitor finds unique space it is rapidly adopted with a twist across the industry. Currently, IBM's communication program of "What Makes You Unique?" is resonating well and is a solid move away from the "Deeper", less emotive campaign that came post-merger with PwC. In terms of offer, on demand software, customers will only pay for what they use and will end up spending less. Also smaller firms have capitalized on the growing demand for IT services, many carving out lucrative niches by segmenting and serving particular industries or services markets.

CONSUMER ELECTRONICS
Samsung, Sony, Nintendo, Kodak, Panasonic, Duracell, LG

You are what you watch, listen to, and play with. This is an industry heavily dependent upon brand to communicate the unique benefits and positioning of products and the parent company. Flat screen TVs, digital cameras and mp3 players continue to drive the consumer electronics market. These products are not only important for generating revenue but are key brand touch points. Design continues to grow as an important driver of demand for almost all electronics products. Mixtures of ergonomics and fine design are making these devices the jewelry of the current age. Technological advances and constantly changing product lines have proven that consumers will often succumb to the urge to own the latest and greatest electronic gadgets, in spite of economic concerns.

FINANCIAL SERVICES

Citi, American Express, Merrill Lynch, HSBC, JPMorgan, Morgan Stanley, Goldman Sachs, UBS, ING

What an incredibly interesting and schizophrenic business. Everyone wants the high-net worth client but needs the volume generated by basic client masses. At the same time, these institutions are attempting to lower costs by shifting clients on-line reducing the amount of contact and resulting in diminished emotional commitment between client and institution. Brands have never been more important in financial services – where your finances are handled is a badge of distinction and an expression of success.

FOOD

Kellogg's, Heinz, Wrigley's, Nestle, Danone, Kraft

Convenience, choice and healthy options dominate the broad category of food brands. It is becoming increasingly difficult to anticipate consumer demand in the face of contradictory and divergent opinions on 'what is best for you.' Retailers have entered into this situation by offering lower priced private label alternatives. As a result the industry is striving for the right blend of diversification, product innovation, and market expansion to ensure brand prosperity. However, geographic expansion, mergers, and value adding will not confront the fact that consumers cook less. This has food focusing more on the restaurant, vending machine, and third party distribution channels – where brand, may in fact, play less a role.

INTERNET SERVICES

Google, eBay, Yahoo!, Amazon.com

Key to this industry is the notion of 'let me find what I want, when I want and maybe even surprise me by providing services and goods unanticipated but cool to consume.' Search, commerce, and exchange have proven themselves to be reliable on-line business models. Application and content are equally important for functional benefits but brand positioning is becoming increasingly important. The lightning fast aspect of communications on-line is viral marketing in hyper-speed. Bad brand experiences in the primary on-line channel and ancillary communications touch points require incredible accuracy and responsiveness or alternatives will be sought.

6.

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TO READ MORE ABOUT BUILDING GLOBAL BRAND VALUE, VISIT:

www.interbrand.com

www.brandchannel.com

Appendices:
7.

Best Global Brands – FAQ

WHAT IS BRAND VALUE?

Brand value is the dollar value of a brand, calculated as net present value (NPV), or today's value of the earnings the brand is expected to generate in the future. Like any other financial value, brand value is, at a point in time, based on the assumptions and information available at that point in time. Brand value is calculated according to the most widely accepted and used valuation principles. This makes brand value comparable to business- and all NPV-based asset values.

The valuations of brand appearing in the Best Global Brands are calculated in their current use to their current owner. They therefore do not necessarily represent the potential purchase, extension or licensing value of the brands.

WHY VALUE BRANDS?

The purpose of these valuations is to demonstrate to the business community that brands are very important business assets and, in many cases, the single most valuable company asset. We also aim to make branding and marketing key business issues that have direct impact on shareholder value. Through six years of publishing the Best Global Brands, we have created the world's most significant and influential brand and marketing survey. PRWeek prepared a survey of senior executives regarding what they consider to be the most important rankings. Questioning the top 500 CEOs and CFOs in the US, their survey concluded our Best Global Brands study was regarded as the third most sought after benchmark report.

HOW DOES INTERBRAND DERIVE THE VALUE OF BRANDS?

Our valuation approach is a derivative of the way businesses and financial assets are valued. It fits with current corporate finance theory and practice. There are three key elements and they are detailed below:

FINANCIAL FORECASTING

We identify the revenues from products or services that are generated with the brand. From these branded revenues we deduct operating costs, applicable taxes and a charge for the capital employed to derive intangible earnings. Intangible earnings are the earnings that are generated by all of the business's intangibles, including brands, patents, R & D, management expertise, etc. This is a prudent and conservative approach, as it only rewards the intangible assets after the tangible assets have received their required return. The concept of intangible earnings is, therefore, similar to value-based management concepts, such as economic profit or EVA (Economic Value Added is Stern Stuart's branded concept). Based on reports from financial analysts, we prepare a forecast of intangible earnings for six years.

Role of Brand

Since intangible earnings include the returns for all intangibles employed in the business, we need to identify the earnings that are specifically attributable to the brand. Through our proprietary analytical framework, called “role of brand”, we can calculate the percentage of intangible earnings that is entirely generated by the brand. In some businesses, e.g., fragrances or packaged goods, the role of brand is very high – as the brand is the predominant driver of the customer purchase decision. However, in other businesses (in particular b2b), the brand is only one purchase driver among many, and the role of brand is therefore lower. For example, people are buying Microsoft not only because of the brand but mostly because the company has an installed base of 80% of the market and it would be for most users extremely difficult to switch their existing files to a new software platform. In the case of Shell, people buy not only because of the brand but also the location of the petrol stations. For each of the brands (and categories) we have assessed the role of brand.

The role of brand is a percentage – thus, if it’s 50%, we take 50% of the intangible earnings as Brand Earnings. If it’s 10%, we take only 10% of the earnings.

Brand Strength

For deriving the net present value of the forecast brand earnings, we need a discount rate that represents the risk profile of these earnings. There are two factors at play: first, the time value of money (i.e., $100 today is more valuable than $100 in five years because one can earn interest on the money in the meantime); and secondly, the risk of that the forecast earnings will actually materialize. The discount rate represents these factors, as it provides an asset-specific risk rate. The higher the risk of the future earnings stream, the higher will be the discount rate. To derive today’s value of a future expected-earnings stream, it needs to be ‘discounted’ by a rate that reflects the risk of the earnings actually materializing and the time for which it is expected. For example, $100 from the Coca-Cola brand in five years requires a lower discount rate than $100 from the Fanta brand in five years, as the Coca-Cola brand is stronger and, therefore, more likely to deliver the expected earnings.

The assessment of brand strength is a structured way of assessing the specific risk of the brand. We compare the brand against a notional ideal and score it against common factors of brand strength. The ideal brand is virtually ‘risk free’ and would be discounted at a rate almost as low as government bonds or similar risk-free investment. The lower the brand strength, the further it is from the risk-free investment and so, the higher the discount rate (and therefore the lower the net present value).

WHAT WAS THE BASIS OF THE FINANCIAL ASSESSMENTS?

Published annual reports were used to examine the revenues, earnings, and balance sheets of the brand-owning companies. Analyst reports from JPMorgan Chase, Citigroup and Morgan Stanley were used as the basis for identifying the specific brand revenues and earnings, and for forecasting future earnings.

WHAT WAS THE BASIS FOR THE MARKETING ASSESSMENTS?

Unlike other brand value league tables, Interbrand does not rely on a single source of marketing information. Using a single brand study would limit the type of information (usually limited to perceptual data) and the type of customer (usually general public) that can be considered. Because many leading brands operate in specific customer segments (especially b2b), only considering the general public can be very restrictive. Instead, Interbrand refers to a wide array of primary and secondary sources that are applicable to each brand. These include, among others, Datamonitor, ACNielsen, Gartner, Hall & Partners. Moreover, Interbrand engages its network of brand valuation experts from offices around the world to ensure that the league table considers the brands from a global perspective.

WHAT WAS BUSINESSWEEK’S ROLE IN THE BEST GLOBAL BRANDS RANKING?

BusinessWeek did not influence the selection of brands or the determination of any of the values. Their role was to publish the survey and to tie the reported performance of brand value to some of the wider issues affecting these brands. They also provided the specific one-line comments that appear in the table. Interbrand is not responsible for these and they do not necessarily represent our views.

WHY ARE CERTAIN BRANDS NOT ON THE LIST?

This is a frequent question especially from companies who would expect their brands to be on the list. There are five likely reasons:

- The brand is not sufficiently global
- The brand has a pure b2b single audience with no wider public profile and awareness
- The company does not produce public data that enables us to identify the branded business (the company has multiple brands or has unbranded production)
- The brand is not big enough (brand value below $2.7 billion falls below the 100 brand ranking)
- The business is driven by a number of intangible factors and it is difficult to separate the brand from the rest

WHAT PERCENTAGE OF THE BRANDED BUSINESS NEEDS TO BE OUTSIDE THE HOME COUNTRY TO BE CONSIDERED GLOBAL?

In most cases, one-third, however, if the home country of the brand is small (e.g. the Netherlands), we require a higher percentage. For US brands, the overseas sales ratio can be smaller due to the size of the US market, which is nearly as big as all of Europe. Applying the one-third overseas sales requirement would penalize US brands for being successful in their domestic market.

WAS THIS THE ONLY TEST FOR BEING GLOBAL?

No, we also wanted evidence that the brand was established in a wide number of markets around the world. At the very least it needed to have a substantial presence in at least one country in each of the following four regions: North America, Latin America, Europe and Asia-Pacific. It also needed to be managed consistently as a global brand. As an example, Wal-Mart is a valuable brand but it is not consistently branded as Wal-Mart around the globe.

CERTAIN OBVIOUS GLOBAL BRANDS ARE MISSING. WERE THEY CONSIDERED?

In each case, there was a reason why they could not be evaluated based on purely public data.

VISA – Clearly a brand with global reach, however, it is not a normal corporation with a standard profit and loss account. It is, instead, a membership organization that shows a surplus or a deficit. Its shareholders are the member banks but, since these banks are also customers and its main suppliers, any assessment of surplus becomes circular. It is possible to value these brands by modeling a traditional P&L, but this cannot be externally done. The same would be true of partnership consulting organizations, such as PwC, McKinsey, or Ernst & Young.

BBC – A unique organization, since it's a government-owned corporation that is not supposed to generate a profit. There are, however, parts of it that are commercial and do generate profits, but these are still the minority of the business.

Red Cross – As a not-for-profit, it's not possible to value the brand based on an earnings model. This would be true of other global not-for-profit brands such as Greenpeace, National Geographic, or UNICEF. It is, however, possible to assess the financial value of such brands but using a different kind of model.

Mars – This is a privately held and highly secretive organization. Other privately held brands, such as IKEA and Levi's, are able to be included since they produce reliable public accounts.

WITHIN CERTAIN LARGE INDUSTRY SECTORS, THERE ARE NO BRANDS THAT APPEAR ON THE LIST. WHY?

Airlines – There has clearly been significant investment in airline brands (and many of them are, by definition, global), but they are still operating in situations where the brand plays only a marginal role. In most cases, the customer decides based on price, route, schedule, corporate policy or frequent flyer points. The brand may often only have a real impact when all these items are at parity. We have assessed the brand value for airlines by using internal data to strip out the impact of these other factors. But from purely public information, this is difficult to do reliably. The exception to this would be Virgin, which is clearly a brand-driven proposition. However, as a private company, it is not possible to value that brand from public information.

Insurance – With most insurance companies, we are not able to distill an accurate valuation from public data as they do not have an operating profit line. Insurance companies are a sell now/pay out later business employing embedded value.

Telecoms – Although there are many large telecom brands that are highly valuable, at present none of these brands fulfill our ‘global’ criteria.

WAS THERE A LIMIT TO THE NUMBER OF BRANDS INCLUDED FROM ANY ONE INDUSTRY?

No, however, one of the requirements of a leading global brand is that it is, in fact, leading. The mark of leadership is not just about market share, it is also about behaving as a leader – setting trends, quality standards, authority, and the like. Thus, there are brands that are in the top three of their category’s market share that did not make the cut; and there are brands that are not top three that did make the global ranking. The rules described are guidelines and ultimately each brand was assessed for inclusion on its own merits.

ARE THERE ANY BRANDS THAT HAVE A VALUE OF $2.7BILLION BUT DID NOT MAKE THE LIST?

There are certainly strong national brands that have a value of over $2.7 billion but did not make the list because they do not meet our global criteria. This would be true of many of the financial services and telecom brands, but it is also surprisingly true of a lot of food, beer, and retail brands.

HOW DID YOU TAKE ACCOUNT OF THE FACT THAT SOME BRANDS ARE RUN THROUGH FRANCHISEES?

This was an issue with all the food retail brands – McDonald’s, Pizza Hut, KFC and Starbucks. We based our valuation on the earnings that the brand owner makes from the brand and an estimate of the earnings that the franchisees make from the brand (what is called a total-system view). As in all other valuations, these earnings were then reduced to take account of a return for the use of the tangible and other intangible assets.

WHY ARE PHARMACEUTICAL BRANDS INCLUDED IN THE LIST?

It is clear that the main intangibles in a pharmaceutical business are the patents and technologies that they enjoy. That is why the two brands that appear (Novartis and Pfizer) account for, respectively, only 5% and 6% of the market capitalization of these businesses (compared to, say, 51% for Nike). However, even in this context, brands do play a role. For prescription, drugs they play a b2b role for the doctors; for OTC drugs, they play a role directly with consumers. In addition, Pfizer especially has a number of products (such as fertilizers) which are direct consumer sales and in which the role of the brand is quite significant.

WHAT IS THE RELATIONSHIP BETWEEN THE FOLLOWING TERMS: BRAND AWARENESS, BRAND EQUITY, BRAND SHARE AND BRAND VALUE?

Brand value is the only measure that looks at the economic benefit of the brand to its owner. In other words, it is an end in itself. Brand awareness and brand equity are a means to an end. Brand awareness is simply knowledge that a brand exists, thus brand awareness may prompt customers to consider buying a product. Brand equity is a measure of customer perceptions of a brand; thus, it may give a customer reason to prefer a product over the alternatives. Brand share is simply the market share achieved by the brand. Brand awareness, equity, and share are all measures of what a customer thinks or does, they are not assessments of the economic value created by those thoughts or actions.

DO THE VALUATIONS REFLECT THE UNDERLYING STATE OF THE ECONOMY?

Yes – in two ways. The forecasts reflect a lower level of business confidence and, in many cases, lower growth rates or lower margins. The formula for converting the brand strength score into a discount rate is tied to the underlying government bond yield.

HOW SHOULD WE UNDERSTAND THE BRAND VALUE AS A PERCENTAGE OF MARKET CAPITALIZATION?

The market capitalization represents the market's valuation of all the equity in a company. In theory, the market capitalization is the value of all tangible and intangible assets owned by the company less all the debt owed by the company.

Brand value / market capitalization relationships can be read in a number of ways:

- If the brand value percentage of market capitalization is low, it suggests that the business is driven by other kinds of assets (tangible and intangible) and that the brand is relatively unimportant. It might also mean that the business is failing to leverage the brand as much as it could and that investors should be concerned about that.

- If the brand value percentage of market capitalization is high, it suggests that the business is driven by the brand and that investors should take care of how the brand is being managed, since this will have a very direct affect on shareholder value. It could also mean that the business is under-valued by the market and that they are failing to reflect the true value of all the assets of the business of which the brand is one (but only one).

The comparison of brand value to market capitalization is mainly useful for mono-branded businesses, as the market capitalization relates to all company assets. For companies that own and operate under many different brands, such as Nestlé and J & J, a comparison with market capitalization is less useful.

HOW DOES BRAND VALUE RANK AGAINST AD SPENDING?

It is not really appropriate to try to correlate these two. Brand value is a measure of the output from a series of brand investments and initiatives over a long period of time. Advertising is one element in a wide spectrum of communications that companies employ. Other communications include sponsorships, online, point of sale, customer service, etc. In some cases, brands are built with very little or no advertising, as in the case of Starbucks, where retail space and employees are the key communication channels.

IS IT POSSIBLE TO RECOGNIZE BRAND VALUE ON A BALANCE SHEET?

Several accounting standards – such as International Accounting Standards (IAS) 36 and 38, US GAAP, FASB 141, UK FRS 10 – allow and / or require the recognition of acquired goodwill, including brands, on the balance sheet. The standards clearly identify brands as intangible assets with an infinite economic life. This means that, unlike other intangible assets (e.g. patents, databases) or goodwill (e.g. training, workforce) brand value does not have to be amortized through the income statement. However, they are subject to an annual impairment test and the carrying value needs to be reduced if the value decline. The technique is consistent with the way in which Interbrand has assessed brands for balance sheet inclusion – though, of course, using more extensive and proprietary data.

WHAT IS INTERBRAND'S VIEW ON BRANDS APPEARING ON BALANCE SHEETS?

We support the notion of different accounting standards to recognize the value of brands on the balance sheet. Interbrand has been leading the debate on this issue for many years. However, current accounting standards allow only for the recognition of acquired brands, not internally developed brands. Also, the impairment test for brands on the balance sheet allows only for a potential value reduction but not an increase. The acquisition criterion means the Gucci brand is recognized on the balance sheet of PPR as an intangible asset, while the Louis Vuitton brand does not show up on the balance sheet of LVMH.

We conclude that the recognition of acquired brands on the balance sheet is a step in the right direction for providing shareholders with better information about the assets they have invested in. However, it's still not sufficient, as the value of internally generated brands cannot be disclosed despite making up the vast majority of the most valuable brands around the world.

As the need for some formal statement about brand value (and the value of other intangible assets) is becoming increasingly important, we would advocate some type of statement in the annual report on the intangible business assets, including brands. Whether this happens on the traditional balance sheet or it happens on a new 'Statement of Intangible Value' would be secondary (note: there is a precedent for this in the way in which the Cash Flow Statement was developed to complement, but not replace, the Profit & Loss Account.)

WHY IS INTERBRAND AN EXPERT IN ASSESSING BRAND VALUE?

In 1987, Interbrand developed and introduced the first valuation of a portfolio of brands that used a brand-specific valuation approach. Since then, we have continuously updated and improved our valuation approach to make it the global industry standard of brand valuation. The Interbrand brand valuation methodology is the most widely endorsed and used valuation approach around the world. Interbrand alone has valued more than 4,000 brands in all industries worldwide.

Our valuations have been endorsed by leading academic institutions, including Harvard, Thunderbird, Columbia, Emory, and St. Gallen. Our valuation approach has the widest breadth of application, including strategic brand management, marketing budget allocation, marketing ROI, portfolio management, brand extensions, M&A, balance sheet recognition, licensing, transfer pricing, and investor relations. Our valuations have been audited for inclusion on the balance sheet by all leading accounting firms. Also, many tax authorities and law courts around the world have accepted our valuation approach.

DOES INTERBRAND CONDUCT OTHER BRAND SURVEYS?

We have established national brand value league tables in Switzerland, France, Spain, Australia, Singapore, Taiwan, Mexico, Russia, Canada and Brazil. These follow an identical valuation process but only look at locally owned brands.

A US-specific survey would be redundant due to the great overlap with the global table – 51 out of 100 are US-based.

WHAT IS THE DIFFERENCE BETWEEN THE VALUATIONS IN BGB AND CONSULTING VALUATIONS FOR CLIENTS?

The valuation methodology is the same, however, the level of detail and the data input significantly differ. The Best Global Brands (BGB) valuations are based on publicly available marketing and financial data. Also, the BGB valuations are mostly consolidated top-line assessment, although we recognize segment differences for diversified brands by product or service but not geography or any other classification (eg. financial services or technology). Only public data was used, and the valuations are only as reliable as the data that the brand-owning companies publish about themselves (in annual reports, analyst briefings, press articles, syndicated market research, etc).

Consulting valuations are based on detailed customer segmentations, as well as in-depth marketing and financial analyses. They have a much higher level of accuracy and granularity. The purpose of a consulting valuation goes well beyond assessing financial numbers in identifying and quantifying value drivers and in managing brands for increasing the shareholder value of the underlying businesses. However, if clients undertake consulting valuations we are in a much better position to identify publicly available data that are likely to align the BGB valuation with the consulting valuation. In cases where companies make our consulting valuations publicly available, for example through a note in the balance sheet, these values will also be published as the BGB ranking value.

Appendices:
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About Interbrand

Interbrand believes that branding is a blend of art and science. Our terrific mix of talent is both "creatively strategic" and "strategically creative," leading us to deliver best-in-class work for our clients that has a measurable impact on their business.

Since 1974, Interbrand has worked with the best global brands to create and manage brand value through an integrated set of offerings. We offer brand and business strategy, brand valuation, quantitative and qualitative research, retail design, brand architecture and portfolio optimization, naming, corporate identity design, packaging design, communications creation, and online digital asset management tools.

Our heritage is in understanding the financial value of a brand and elevating the role brands play in driving measurable impact. Having pioneered the practice of Brand Valuation in 1987, Interbrand is now recognized worldwide for its Best Global Brands Report.

Interbrand has 34 offices in more than 20 countries around the globe and clients from among the most respected businesses. Interbrand is a wholly owned subsidiary of the Omnicom Group, the industry leader in Marketing Communications.

Appendices:

9.

Creating and Managing Brand Value

THE INTERBRAND BRAND VALUE MANAGEMENT MODEL

Brands do not become and remain successful on their own. Nor are they ensured ongoing leadership without proactive, diligent and detailed management. Interbrand works collaboratively with clients to consistently and continually evaluate, create, and manage their brand assets. We do this by employing the following model.

The Brand Value Management model is a closed loop with neither a specific beginning nor definite end. The model begins at a different point for every brand, based on business need. However, one aspect does remain constant: once in progress, the model accelerates – generating synergies and capturing new opportunities through carefully crafted and integrated activities. It becomes an inexhaustible source of energy and competitive advantage for every brand.

Brand Value Management comprises three distinct, yet interrelated, phases: Evaluate, Create, and Manage – three phases where the brand and market opportunities are painstakingly examined, creatively brought to life, and thoroughly and holistically coordinated.