

Interbrand

# Best Global Brands 2021

The Decade of

# Possibility







# Welcome to Best Global Brands 2021

**O**n the surface, the 2021 Best Global Brands report suggests that market dynamics are returning to a semblance of normality. In contrast to last year, the vast majority have recognised growth, and the average brand value increase of the Best Global Brands is 10% in 2021, compared to 1.3% in 2020. It now seems that a return to normal is possible, yet wasn't normal the problem?

In last year's Best Global Brands report, I noted that businesses that are not serving their citizens are ultimately managing their own decline. In this year's report, we take this thinking further as Interbrand's Global Chief Strategy Officer, Manfredi Ricca, demonstrates in compelling detail how the best global brands must move beyond being engines of consumption to become catalysts of possibility (see page 4).

Inspired by the data from this year's study, he writes of brands as "Acts of Leadership." What this means is that the most inspiring brands are extending their leadership role beyond their direct product category to confront the biggest challenges we face. Tesla, the biggest riser in the Best Global Brands report this year, is driving us towards a low-carbon future and is a leader in its category. The work of PayPal and Salesforce in addressing issues such as economic equality and reproductive rights are further examples of how the best brands are providing systemic solutions to systemic problems. The most inspiring brands are reshaping themselves as true platforms of the possible.

However, we must do more. In 2021, the momentous challenges we all face become more urgent by the day. We are at a global inflection point for economies, societies, governments, environments, and

people. At the intersection of all these problems is the climate crisis – an existential threat that will disproportionately affect the most vulnerable populations. If we settle back into pre-pandemic trends of unrestricted, unsustainable growth, the climate crisis will have unimaginable effects on us all.

This much we know. The radical question for brands – including Interbrand – is, *what can we do?*

Over the past 12 months, my human truths team has been working with a community of 500 consumers and citizens from around the world to understand their perspective on climate change. Consumers are confused, they hear technical language, are exposed to unclear messaging, few benefits and contradictory calls to action. Their insight is important and concerning – consumer confusion leads to inaction.

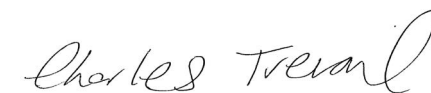
Just this month, Jeff Beer wrote in Fast Company Magazine: "When it comes to the climate crisis, Americans have been regularly served ... warnings about rising temperatures, sea levels, melting ice caps, and the impending societal fall-out of it all. And yet it still hasn't been enough to convince people to act like this is a crisis... That disconnect illustrates a distinct failure to communicate the severity of the climate crisis in a way that sparks the required public response... We need a simple, powerful climate crisis message to mobilize the masses." Our human behaviour data suggests the same: 80% of consumers want to

create change - but they don't know how. "We need a simple, powerful message to mobilize the masses..."

What we know is that no one company, or brand or government can do this alone. The world needs people, organisations and experts working together, around the globe, to make a greater difference. To act together and to create change on a global scale. And, as Manfredi notes, nothing is capable of inspiring behavioural change and collaboration like great brands.

So, I invite the community of Best Global Brands to join Interbrand and the United Nations Development Program in our own Act of Brand Leadership. A united and global Iconic Move to re-brand climate change.

We look forward to working with you as we move into this exciting new space.



**Charles Trevail**  
Global Chief Executive  
Officer, Interbrand



# Brands as acts of leadership



Change in culture rarely happens in sudden leaps, but there are exceptions. Every so often, single dates make everything different.

On April 15th, 1874, a former photography studio in Boulevard des Capucines, Paris, premiered the works of a movement called the Anonymous Society of Painters, Sculptors, Printmakers, Etc. The paintings – on sale during the show – depicted contemporary life in a technique that looked rough and unfinished to both art critics and the general public.

The exhibition was far from successful. Beyond incurring a significant loss, it attracted insulting criticism and derision. Louis Leroy, a critic, sought to discredit the artists by mockingly dubbing them after one of Claude Monet's paintings: "Impression: Sunrise".

Today, that premiere is remembered as the first Impressionist exhibition – and the date marking the beginning of modern art. In much

of the world, visual art was never to be quite the same again.

Showing boldness and facing huge controversy, artists like Monet, Paul Cézanne and Alfred Sisley made a radical departure from the conventions of art – and, by extension, their society. They did away with secular dogmas, institutions and traditions. In so doing, they deliberately threw the gates open to experimentation, giving their contemporaries newfound freedom to experiment in a manner previously unseen – ultimately paving the way to influential new styles and much of the art we see today.

But what was the change really about? For the first time, Impressionists were not representing reality, but rather focusing on its human experience. They were capturing fleeting moments – impressions, as it were – with bold, hurried strokes rather than pursuing academic realism through obsessive refinement. They were celebrating a more intimate connection

## For the first time, Impressionists were not representing subjects, but rather focusing on human experiences.

between individuals and nature, and assimilating faraway cultures.

Most importantly, they were abruptly rejecting traditional canons and embracing modernity – changing their way of working to reflect the world they lived in.

The Impressionists' boldness to make a conscious departure from conventions, swim against the tide and put new ideas above much easier careers didn't only create some of the most iconic artworks in history. It drew a line in the sand, igniting a change that would reverberate for generations to come, expanding the possibilities of art and expression.

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It is hard not to be inspired by the bravery and significance of the Impressionist revolution, its power as a movement to challenge conventions and create immediate change, as we look at both the context and the brands in our 2021 Best Global Brands study.

On the one hand, there's the context.

It's not looking good, and can be best described as a roomful of elephants. Climate change. Inequality. Resource depletion. Overconsumption. Humanitarian crises. The world is still not working very well.

And yet, brands are. They continue to be powerful constructs that drive beliefs, behaviours and choices, and connect billions of people to some of the world's most influential organisations, unlocking an aggregate value of over \$ 2.6 trillion.

And so we are, as brand leaders, at an inflection point.





# And so we are, as brand leaders, at an inflection point.

We can sit back, and accept brands as an inevitable part of the problem – engines for consumption with unavoidable consequences. We can cling on to the traditional consumerist paradigm, and continue to manage brands purely as assets that provide value to customers and shareholders, with the broader and longer term consequences as the price to pay.

Alternatively, we can be inspired by the moves of some of the brands in this study, and look at brands as part of the solution. We can dare to reimagine them as the connective tissue between business and society, investors and people, profit and purpose, leaders and constituents, present consumption and future resources.

In 1874, the Impressionists chose to break away from traditions, and rethink the very essence and purpose of art in a changing world.

Today, as brand leaders, we can choose to preserve the inertia of corporate branding dogmas - or we can leap ahead, rethink the very function of brands in this decade – and reengineer their role in societies.

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The most critical social and environmental debates of our times share a common denominator – the future of individuals, societies and our planet. They focus on the will to endow the next generations with undiminished – or, ideally, even greater – possibilities.

Some of the rising brands in our study are actively *expanding possibilities*, by driving decisive innovation, developing kinder, more viable business models, making hard choices and taking uncompromising stances.

These brands lead from a better future. They engage people and foster their participation, making them part of a movement. Ultimately, they become more than simply relevant – they are seen as part of the solution, not the problem. Their growth becomes a matter of common interest.

Conversely, some organisations are failing to tangibly and quickly adapt. These will increasingly be seen as being part of the problem, not the solution. Their growth will be questioned as producing future costs and sacrifices – ultimately *limiting possibilities*.



# Defining an inspiring, credible and authentic purpose may be complex – but it isn't hard. What is hard is actually serving it.

The 1920s saw the development of the idea of externalities – the consequences of production or consumption unwillingly sustained by third parties.

One century later, externalities have abandoned the realm of economic theory. They are no longer distant or invisible issues – they are clear and present, and are increasingly central to any organisation's legitimacy to exist, operate and grow.

Growing public awareness and information means that any brand's externalities will undergo the same level of scrutiny traditionally reserved to its core products, services and experiences. Increasingly, the question facing any business leader – and their brands – will be whether they are part of the problem or the solution; expanding or limiting our possibilities.

*What side are they on?*

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Notions such as stakeholder capitalism and purpose are not new, and are now mostly accepted. The issue now is walking the talk.

Defining an inspiring, credible and authentic purpose may be complex – but it isn't hard. What is hard is actually serving it.

A considerable part of the problem between talk and walk is the old paradigm of going at it alone.

The ticking time bombs of this decade are too large for any single organisation or individual in isolation to address them in isolation. The simple truth is that universal, systemic problems require widespread, systemic collaboration. And this is where brands come in.

Brands influence our individual beliefs, belonging and behaviours. But what *strong* brands do is unite people and create movements around shared goals, principles and a desired future.

As the shape of capitalism changes, the role of brands in this decade will not be to 'change the world' – but, rather, to give their constituents the agency, means, connections and conviction to do so; to be collaboration platforms – helping creators, consumers and communities collaborate and adhere to shared principles.

By making changes in individual behaviour desirable – after all, that's what brands are great at – brands can connect their customers to their wider constituents, managing their externalities as part of their business.

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Of course, this is easy to say, but harder to serve. What does this mean, in practice, for the way leaders build and manage their brands?

Our Best Global Brands study reveals a compelling chain.

In order to influence behaviours beyond sheer consumption, brands must be *relevant*, along three dimensions – presence, trust and affinity.

They must be *present* – part of the conversations that are important to their audiences and their ethos; they must create *affinity* by playing a meaningful role in customers' and constituents' lives by taking clear stances on the principles and priorities that are key to them; and they must engender *trust* – the confidence that a brand will not

just deliver on a promise, but behave with their constituents' interests in mind.

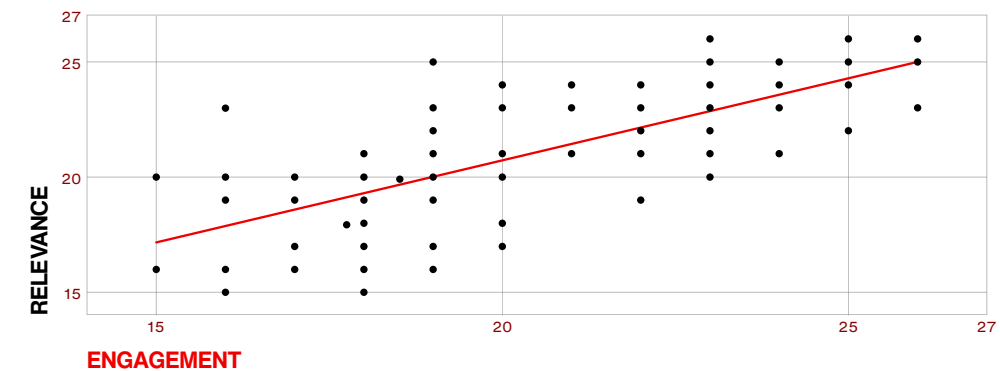
But how do you create relevance?

Our data shows a distinct correlation between the Best Global Brands' relevance and the degree to which they *engage* constituents – through moves that are *distinctive*, *coherent*, and that invite *participation*.

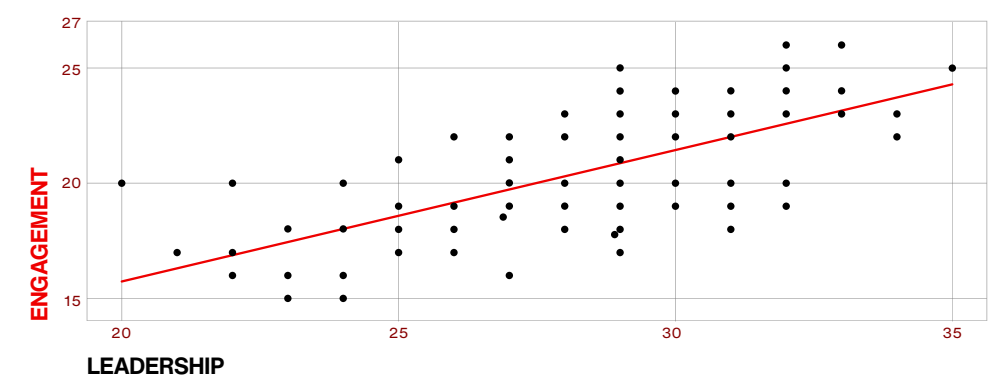
In turn, what are the necessary condition for creating engaging experiences and moves?

Again, our data provides valuable insight. Brands that are able to engage their audiences are those that show exceptional leadership – a clear *direction*, full *alignment*, *empathy* and understanding of constituents, and *agility*.

Pillar Correlation: Engagement & Relevance



Pillar Correlation: Leadership & Engagement



# Leadership → Engagement → Relevance

DIRECTION  
ALIGNMENT  
EMPATHY  
AGILITY

DISTINCTIVENESS  
COHERENCE  
PARTICIPATION

PRESENCE  
TRUST  
AFFINITY

Let's rewind: our data shows that the world's most influential brands activate a clear chain: *Leadership creates Engagement. Engagement creates Relevance.*

Where does this take us? At a time of crisis of confidence and trust in institutions, government and society overall, we must rethink *brands as acts of leadership.*

Businesses that want to be relevant must fill in the void. They must be

seen as leaders at the forefront of a transformation that transcends their categories, sectors and traditional approach in order to take advantage of the opportunity of what our post-pandemic world can be like.

Brands that are thriving at the beginning of this decade lead from the future, engaging people in a journey towards that future, and giving us the choice and agency to act according to shared principles.

So as brands set out to expand our present and future possibilities, here are five priorities for brand leaders.

**First, see profit as a resource.**

At a time of income insecurity and rising collective concerns, priorities and needs are being reassessed. In high-consumption societies, frugality will be embraced. Growth as an end in itself is being challenged. So, determine clearly what your business's role in the world might credibly be, and then define how its profit and growth can be seen as a valuable resource enabling your constituents to drive real change.

**Second, pick your battle.**

No single business can effectively lead the charge on more than a single systemic issue. So be sharp, focused and authentic when defining what your role in the world and contribution can truthfully be. Be crisp and clear on what your societal enemy is, and what you can realistically do about it.

**Third, think arenas, not sectors.**

It will be increasingly hard to build strong communities around products and services; much easier to do so around fundamental needs – like move, play, connect and express. Categories and technologies come and go; needs stay and evolve. Define the arenas you are actually competing in.

**Fourth, be accountable.**

Have your purpose as your north star, but be clear on your ambition – i.e., what you're setting out to tangibly achieve in the next couple of years. What is the best version of your organisation at a given date, and how are you actually going to measure it?

**Lastly, make moves, not campaigns.**

This decade's challenges need less visions and communications, and more action and delivery. Your brand manifests itself into much more than your customer journey – it is, in fact the way your business exists as a human experience for all your constituents. Rebuilding a fairer supply chain to is no less part of the experience than, say, your channels.







At a time when slow, gradual evolution is not just good enough, as brand leaders, we badly need an Impressionist moment. We need that same courage to face controversy, challenge deeply entrenched dogmas, accelerate change and rethink the very nature of what we do.

Just like the Impressionists abruptly reimagined the function of art in a changing world, we must rethink the role of brands for the decisive times we live in. Like them, we must place human experience, rather than tired conventions, at the centre. Like them, we must expand possibilities for those to come.

There has never been a better time to think bigger and together. To make brands not just assets – but, most importantly, acts of leadership for these decisive times: a decade of crucial challenges, yes – but also immense possibility

**Manfredi Ricca**  
Global Chief Strategy Officer  
Interbrand





The background of the page is a scenic landscape at sunset. The sun is low on the horizon, casting a golden glow over a calm lake. In the distance, there are rolling hills and mountains. Overlaid on this scene is a bar chart with several vertical bars of varying heights, some in shades of blue and others in shades of orange/gold. A solid red vertical bar is positioned on the left side of the page, partially overlapping the 'Top 100' text.






















# Top 100

**A**gainst a background of profound global economic, social and technological change, the 2021 Best Global Brands report recorded the largest brand growth ever. The combined value of the top 100 brands increased from \$2,326,491 million in 2020 to \$2,667,524 million in 2021, an overall increase of 15%.

The fastest growing, most valuable and top performing sector remains technology. The digital trends that have underpinned strong growth in this sector show no sign of abating and the different professional and personal ways in which consumers rely on cloud-based technology, artificial intelligence, streaming and subscription-based services bolster this sector. Technology's representation in the rankings reflects this; the top three brands, Apple, Amazon and Microsoft, make up 62.3% of the total value of the top ten brands.





|  |   |  |  |   |
|--|---|--|--|---|
| 01<br><br><b>+26%</b><br>408,251 \$m  | 02<br><br><b>+24%</b><br>249,249 \$m | 03<br><br><b>+27%</b><br>210,191 \$m  | 04<br><br><b>+19%</b><br>196,811 \$m  | 05<br><br><b>+20%</b><br>74,635 \$m  |
| 06<br><br><b>+1%</b><br>57,488 \$m    | 07<br><br><b>+5%</b><br>54,107 \$m   | 08<br><br><b>+3%</b><br>50,866 \$m    | 09<br><br><b>+7%</b><br>45,865 \$m    | 10<br><br><b>+8%</b><br>44,183 \$m   |
| 11<br><br><b>+24%</b><br>42,538 \$m   | 12<br><br><b>+5%</b><br>41,631 \$m  | 13<br><br><b>+16%</b><br>36,766 \$m   | 14<br><br><b>+184%</b><br>36,270 \$m  | 15<br><br><b>+3%</b><br>36,248 \$m   |
| 16<br><br><b>+6%</b><br>36,228 \$m  | 17<br><br><b>-3%</b><br>35,761 \$m | 18<br><br><b>-5%</b><br>33,257 \$m  | 19<br><br><b>+23%</b><br>32,007 \$m | 20<br><br><b>+7%</b><br>30,090 \$m |
| 21<br><br><b>+36%</b><br>24,832 \$m | 22<br><br><b>+4%</b><br>22,109 \$m | 23<br><br><b>+20%</b><br>21,600 \$m | 24<br><br><b>+6%</b><br>21,401 \$m  | 25<br><br><b>-2%</b><br>21,315 \$m |



# Biggest Risers

2021's top risers shared strong performances on three brand strength factors: Participation, Agility and Direction. The technology giants Apple, Microsoft and Amazon continue to shine, making up the top ten alongside fast risers Salesforce and Adobe.

But the real champion is Tesla, recording a near-tripling of its brand value resulting in a striking 26-point rise to 14th place. Tesla's meteoric rise was achieved with a ubiquitous social media presence that enhanced its brand values, consolidating its position as the world-leading Electric Vehicle manufacturer. It's core purpose, "to accelerate the world's transition to sustainable energy", clearly resonates with a growing, loyal consumer-base and demonstrates how successful brands woo consumers with a clear, coherent vision. Even with anecdotal reports of reliability issues, Tesla customers score high satisfaction, significantly above peers in this sector.

Another rapid riser is Salesforce, which demonstrated effective agility to diversify its acquisition

and portfolio strategy and propel growth. Thanks to this, Salesforce is the fastest-growing enterprise software company globally, both for personal and professional use. It's ambitious product-led growth strategy and innovation has expanded its user-base and community and has facilitated the continued rollout of software globally on several dimensions, including in Covid-19 relief efforts.

Apple, the world's top brand for the ninth consecutive year, continues to lead the way in in direction ensuring that everyone in its organization is moving towards a clear, ambitious goal. It has diversified further into health care, (with the Apple Watch now recording blood oxygen levels), subscription-services in entertainment, data-storage and music, it has continued to stay close to customers and it continues to find strong online retail solutions despite complications caused by the pandemic. Ultimately, Apple still demonstrates remarkable direction and a brand value that centres on providing the consumer a simple, seamless experience, which reflects its significant 26% increase in brand value.



- Automotive
- Business services
- Financial services
- Technology
- Electronics
- Sporting goods

|                   |                |            |                    |
|-------------------|----------------|------------|--------------------|
| <b>Tesla</b>      | <b>36,270</b>  | <b>\$m</b> | <b>184% growth</b> |
| <b>Salesforce</b> | <b>14,770</b>  | <b>\$m</b> | <b>37% growth</b>  |
| <b>Adobe</b>      | <b>24,832</b>  | <b>\$m</b> | <b>36% growth</b>  |
| <b>PayPal</b>     | <b>14,322</b>  | <b>\$m</b> | <b>36% growth</b>  |
| <b>Microsoft</b>  | <b>210,191</b> | <b>\$m</b> | <b>27% growth</b>  |
| <b>Apple</b>      | <b>408,251</b> | <b>\$m</b> | <b>26% growth</b>  |
| <b>Nintendo</b>   | <b>9,197</b>   | <b>\$m</b> | <b>26% growth</b>  |
| <b>Amazon</b>     | <b>249,249</b> | <b>\$m</b> | <b>24% growth</b>  |
| <b>Nike</b>       | <b>42,538</b>  | <b>\$m</b> | <b>24% growth</b>  |
| <b>Zoom</b>       | <b>5,536</b>   | <b>\$m</b> | <b>24% growth</b>  |



|  |  |  |   |  |
|--|--|--|---|--|
| 26<br><br><b>+21%</b><br>20,905 \$m   | 27<br><br><b>+6%</b><br>20,034 \$m    | 28<br><br><b>+4%</b><br>19,431 \$m    | 29<br><br><b>+1%</b><br>19,377 \$m    | 30<br><br><b>-2%</b><br>19,075 \$m    |
| 31<br><br><b>+3%</b><br>18,420 \$m    | 32<br><br><b>+7%</b><br>17,758 \$m    | 33<br><br><b>+6%</b><br>16,656 \$m    | 34<br><br><b>+17%</b><br>15,174 \$m   | 35<br><br><b>+6%</b><br>15,168 \$m    |
| 36<br><br><b>+19%</b><br>15,036 \$m   | 37<br><br><b>-4%</b><br>15,022 \$m    | 38<br><br><b>+37%</b><br>14,770 \$m  | 39<br><br><b>+19%</b><br>14,741 \$m   | 40<br><br><b>+4%</b><br>14,466 \$m    |
| 41<br><br><b>+20%</b><br>14,445 \$m | 42<br><br><b>+36%</b><br>14,322 \$m | 43<br><br><b>+1%</b><br>14,133 \$m  | 44<br><br><b>-8%</b><br>13,912 \$m  | 45<br><br><b>-9%</b><br>13,503 \$m  |
| 46<br><br><b>+8%</b><br>13,474 \$m  | 47<br><br><b>+9%</b><br>13,423 \$m  | 48<br><br><b>+10%</b><br>13,408 \$m | 49<br><br><b>+11%</b><br>13,381 \$m | 50<br><br><b>+18%</b><br>13,065 \$m |

|   |  |  |  |   |
|---|--|--|--|---|
| 51<br><br><b>+16%</b><br>13,010 \$m  | 52<br><br><b>+2%</b><br>12,861 \$m  | 53<br><br><b>0%</b><br>12,501 \$m   | 54<br><br><b>+5%</b><br>12,501 \$m  | 55<br><br><b>+3%</b><br>12,491 \$m   |
| 56<br><br><b>0%</b><br>12,285 \$m    | 57<br><br><b>+4%</b><br>12,088 \$m  | 58<br><br><b>+4%</b><br>11,739 \$m  | 59<br><br><b>+5%</b><br>11,131 \$m  | 60<br><br><b>+5%</b><br>11,047 \$m   |
| 61<br><br><b>-8%</b><br>10,657 \$m   | 62<br><br><b>+4%</b><br>10,646 \$m | 63<br><br><b>+8%</b><br>10,481 \$m | 64<br><br><b>+2%</b><br>10,317 \$m  | 65<br><br><b>-5%</b><br>9,846 \$m   |
| 66<br><br><b>+16%</b><br>9,762 \$m | 67<br><br><b>+3%</b><br>9,702 \$m | 68<br><br><b>+3%</b><br>9,629 \$m | 69<br><br><b>+6%</b><br>9,380 \$m | 70<br><br><b>+26%</b><br>9,197 \$m |
| 71<br><br><b>+21%</b><br>9,082 \$m | 72<br><br><b>-9%</b><br>8,642 \$m | 73<br><br><b>+9%</b><br>8,161 \$m | 74<br><br><b>+8%</b><br>8,100 \$m | 75<br><br><b>+2%</b><br>7,548 \$m  |



# New Entrant

100

SEPHORA

New

4,628 \$m

In 2021, we see only one new entrant into the top-100 Best Global Brands, which perhaps represents a stabilising market following the disruptive effects of the pandemic in 2020. This brand is Sephora, which enters the Best Global Brands report for the first time. According to CEO of Sephora Martin Brok, Sephora's success derives from the exceptional work of his 35,000 colleagues, which has transformed Sephora into a luxury 'love mark' for many consumers. Sephora's culture of disruptive innovation translates into success when marketing their perfumes and cosmetics, and Sephora's entrance means that makes LVMH Group becomes the first group to have five brands in the Best Global Brands ranking (Sephora, Louis Vuitton, Tiffany & Co., Hennessy, Dior).

|   |  |   |   |   |
|---|--|---|---|---|
| 76<br><br>+12%<br>7,160 \$m  | 77<br>DIOR<br>+17%<br>7,024 \$m  | 78<br><br>+6%<br>6,952 \$m   | 79<br>Canon<br>-14%<br>6,897 \$m  | 80<br><br>+7%<br>6,747 \$m |
| 81<br><br>+4%<br>6,537 \$m   | 82<br><br>+11%<br>6,503 \$m | 83<br>LinkedIn<br>+22%<br>6,368 \$m   | 84<br><br>-5%<br>6,313 \$m | 85<br><br>-2%<br>6,196 \$m |
| 86<br><br>+4%<br>6,087 \$m   | 87<br>Johnson & Johnson<br>+3%<br>5,937 \$m  | 88<br>Panasonic<br>0%<br>5,832 \$m  | 89<br><br>+4%<br>5,720 \$m | 90<br><br>+5%<br>5,616 \$m |
| 91<br>zoom<br>+24%<br>5,536 \$m   | 92<br>TIFFANY & CO.<br>+10%<br>5,484 \$m   | 93<br><br>+6%<br>5,428 \$m | 94<br>PRADA<br>+20%<br>5,416 \$m  | 95<br>Hennessy<br>+3%<br>5,299 \$m  |
| 96<br><br>+5%<br>5,231 \$m | 97<br>BURBERRY<br>LONDON ENGLAND<br>+8%<br>5,195 \$m   | 98<br><br>0%<br>5,088 \$m  | 99<br>Uber<br>-4%<br>4,726 \$m  | 100<br>SEPHORA<br>New<br>4,628 \$m  |



# Methodology

Interbrand's brand valuation methodology seeks to provide a rich and insightful analysis of your brand, providing a clear picture of how your brand is contributing to business growth today, together with a road map of activities to ensure that it is delivering even further growth tomorrow.

Having pioneered brand valuation in 1988, we have a deep understanding of the impact a strong brand has on key stakeholder groups that influence the growth of your business, namely (current and prospective) customers, employees, and investors. Strong brands influence customer choice and create loyalty; attract, retain, and motivate talent; and lower the cost of financing. Our brand valuation methodology has been specifically designed to take all of these factors into account.

Interbrand was the first company to have its methodology certified as compliant with the requirements of ISO 10668 (requirements for monetary brand valuation) and played a key role in the development of the standard itself. There are three key components to all of our valuations: an analysis of the financial performance of the branded products or services, the role the brand plays in purchase decisions, and the brand's competitive strength. For a more in-depth view, visit [bestglobalbrands.com](https://www.bestglobalbrands.com).

## Financial Data:

REFINITIV 

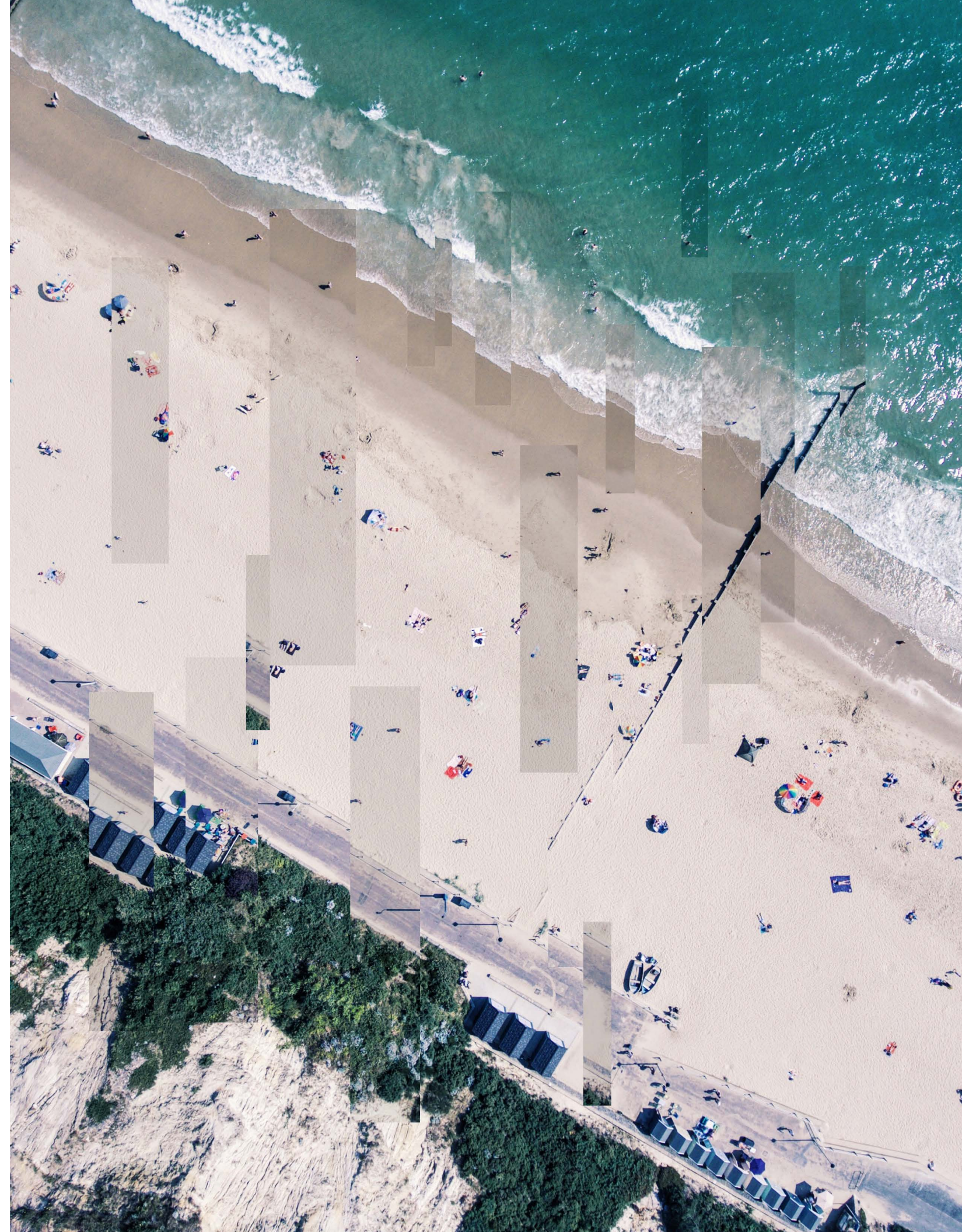
Refinitiv, company annual reports, investor presentations and analyst reports

 infegy

Social Media Analysis: Text Analytics and Social Listening by Infegy

 GlobalData.

Consumer Goods Data: GlobalData (brand volumes and values)





# Brand Strength Factors

## INTERNAL FACTORS

### Leadership



#### Direction

The degree to which there is a clear purpose and ambition for the brand, a plan to deliver on them over time, and a defined culture and values to guide how those plans should be executed.



#### Alignment

The degree to which the whole organisation is pulling in the same direction, committed to the brand strategy and empowered by systems to execute it across the business.



#### Empathy

The degree to which the organisation is in tune with customers and wider stakeholders, actively listening to and anticipating their evolving needs, beliefs and desires, and responding effectively and appropriately.



#### Agility

The speed to market that a company demonstrates in the face of opportunity or challenge, enabling it to get ahead and stay ahead of expectations.

## EXTERNAL FACTORS

### Engagement



#### Distinctiveness

The existence of uniquely ownable signature assets and experiences that are recognised and remembered by customers and difficult to replicate.



#### Coherence

The degree to which customer interactions, whilst varying depending on channel and context, remain authentic to the brand's narrative and feel.



#### Participation

The degree to which the brand has the ability to draw in customers and partners, create a sense of dialogue and encourage involvement and collaboration.

### Relevance



#### Presence

The degree to which a brand feels omnipresent to relevant audiences, is talked about positively, and is easily recalled when a customer has a need in the brand's category.



#### Trust

The extent to which a brand is seen to deliver against the (high) expectations that customers have of it, is perceived to act with integrity and with customers' interests in mind.



#### Affinity

The degree to which customers feel a positive connection with the brand, based on the functional and/or emotional benefits provided, and/or a sense of having shared values.



# Enter the New Decade of Possibility with Interbrand

## Join us for one of the following workshops

By now you will have seen our list of 2021's Best Global Brands. You may be thinking "how can I leverage the leadership > engagement > relevance chain to increase the value of my brand?". You might be interested in deeply exploring one of the three drivers, or you might want to work with us to imagine new possibilities.

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### **CLIMATE: A CALL TO ACTION**

At Interbrand, we recognize the urgent need for systemic change. To that end, we are applying our expertise to rebrand the climate crisis. Join our program, in collaboration with the United Nations Development Program, to build a coalition of like-minded brands and people, with the aim of ensuring the well-being of future generations.

### **A FLAG IN THE FUTURE**

The complex challenges of the present require leaders of the future. To create hope in the face of anxiety, we need leaders who are willing to build relationships with customers that will change the world. Join us to assess how your brand can lead from the future. Use the time to set a worthy purpose and a powerful ambition that will steer your brand through turbulence and chaos.

### **ENGAGEMENT AND EXPERIENCE**

The battle for customers is increasingly won and lost in the everyday brand experience. It's more vital than ever to work with customers and employees as collaborators, co-creators and innovators, optimizing, aligning and transforming the experience, creating faster brand impact that customers can see and feel every day.

Working with your customers to develop moves that capture their imagination, and build synergistic relationships, drives new relevance, engagement and leadership to increase revenue and growth.

### **RELEVANCE: A SENSE OF BELONGING**

In times of crisis, there is also great opportunity. Learn to demystify the narrative, mobilize and capture the spirit of the age. Explore how to enroll your customers as active participants, constituents in your coalition, rather than viewing them as just consumers.

### **HEARTBEAT SESSIONS: EXPLORE**

#### **WHAT MAKES US HUMAN**

Explore problems facing brands from a new perspective: the perspective of the customer. Experience relevant brand ideas born from human truths. Bring customer inspiration into your boardroom, accelerate change around clear customer needs, and create stakeholder alignment at speed.

### **AMBITION AND TRAJECTORY**

What are the techniques and processes to aspire to have a brand valued at more than \$1 trillion dollars? It is a combination of the latest solutions from data business segmentations, business case breakthrough solutions and implementing key strategies on brand strength analysis. This is a unique combination of Human Truths, Brand Economics and Brand Experience.



A photograph of a beach at sunset. The sky is filled with soft, golden light and scattered clouds. The ocean waves are breaking onto the shore, creating white foam. Two people, dressed in dark clothing, are walking through the shallow water near the shore. The overall mood is serene and natural. A prominent red vertical bar is centered in the image, containing the word 'Interbrand' in white, bold, sans-serif font.

**Interbrand**