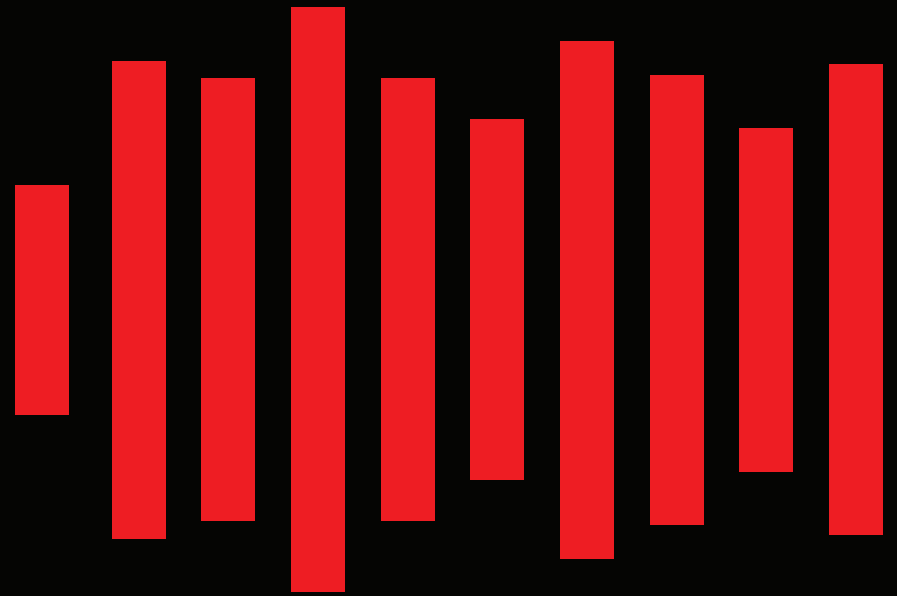


Activating Brave



Interbrand Best
Global
Brands
2018





Welcome to **Interbrand** Best Global Brands 2018

A decade after the global financial crisis, the brands that are growing fastest today are those that intuitively understand their customers and make brave, iconic moves that delight and deliver in new ways.

2018 marks the 19th consecutive year that Interbrand has launched Best Global Brands. When looking at our Best Global Brands data over the last 10 years, it's clear that Role of Brand is more important and valuable than ever, and has continued to help leading organizations accelerate growth, even at a time when an overall sense of trust in institutions has been in steep decline.

We live in a world where consumers have more power than ever, curating their own personal brands in ways we've never seen before. Brands like Amazon, Spotify, and Netflix lead in this era by improving our lives in very personal ways.

Apple, ranked number one on Interbrand's Best Global Brands again in 2018, continues to set the standard for what it means to be a world-class brand in the 21st century by responding to today's ever-changing customer expectations.

Interbrand is Activating Brave by developing a more agile, collaborative, and customer-driven approach to brand building to better serve our clients and enable them to grow, now and in the future.

Charles Trevail
Global Chief Executive Officer, Interbrand

Activating Brave

Learning from the bold and the brave

Yes, the world in which brands exist is in a state of flux. Yes, we receive five times more information every day than we did 30 years ago. Yes, technology has profoundly changed how we interact with the world around us. Yes, customer expectations have transformed, and attention is harder to capture. Yes, we live in an era of category-of-one brands like Google and Amazon that dominate their respective sectors and become the anchor points for entire ecosystems of other players.

Despite all of this, and in *virtue* of this, the role of brands in today's world is more imperative and valuable than ever. Branding has shifted from being about ensuring consistency to stimulating desire; from marketing-centric to enterprise-centric; from simply creating functional and emotional differentiation to fundamentally changing the way a business goes to market; and from communicating the consumer experience to actually *shaping* it.

So, what can we learn from how the world's leading brands are achieving success in this environment? What sets apart the good from the great?

They are **Activating Brave**.

In other words, harnessing the ability to take bold short-term action that responds to the needs of the marketplace while pursuing a clear and aligned long-term vision.

To simultaneously look through a **microscope** and a **telescope**,

To have the courage to **intercept the future**, not just flow with it, and,

To take **decisive action** that makes a real impact.

Only when you have the sanctuary of a deep understanding of who you are, and where you are going tomorrow, can you confidently make the brave short-term calls needed to

Leading brands are driven by their desire to be useful, to create products, tools and services that actually solve customer problems, and to use their marketing to serve and not just sell.

win today.

Nike, for example, was able to take a huge calculated risk in launching the controversial Colin Kaepernick advertising campaign because its brand has always encouraged people to believe in themselves no matter what. Its brave action translated to a rise in its stock market value of \$6 billion.

But, there is no *one* way to activate brave. Every brand needs to find its own path that intrinsically aligns with its market context, history, and business strategy.

When analyzing the last five years of Best Global Brands' data, we see that those that have achieved the greatest growth have all pulled on different dimensions of their brand to succeed. Amazon has seen its average Brand Value grow by 36 percent every year over the last five years, in part by continuing to diversify its offer, with Relevance driving the increase. PayPal has seen its Brand Value increase by 56 percent over the past three years by focusing on acquisitions to drive greater Presence.

Although the journey may be different for every brand, there are some overarching key themes we are seeing emerge that enable brands to activate the bravery required to achieve success in the long-term:

1 Positive Utility

It is not enough to make people feel good about a brand by simply focusing on the storytelling around the benefits of a product or service. Leading brands are driven by their desire to be useful, to create products, tools, and services that actually solve customer problems, and to use their marketing to serve and not just sell. They are driven by a clear sense of purpose which is focused on creating meaningful, positive impact in the world. And importantly, they do this on a day-to-day basis, being continually at-hand and intertwined in their customers' lives.

Those brands that focus principally on Positive Utility to drive their businesses have a **five-year growth rate of 14.3 percent per annum, compared to 2.3 percent** for those that largely rely on storytelling to shape their brands.

Driven by its desire to be the most customer-centric company on Earth, Amazon is the fastest-rising brand this year with Brand Value growth of 56 percent. It has reinvented almost every sector it has dived into by offering the most useful, holistic, 360-degree customer service experience across every customer touchpoint. Amazon revamped its Fire Phone to become the Amazon Echo smart speaker, Amazon MP3 to become streaming music service Amazon Music Unlimited, and its 2010 crowdsourcing platform for screenwriters into Amazon Studios' Emmy Award-winning original TV shows. What's more, according to Morgan Stanley, Amazon's fashion business has now become the second-largest seller of apparel in the U.S.

Proving that it's not just tech companies that can deliver an extraordinary level of utility, L'Oréal has shown that traditional CPG companies can also lead with experience, and has developed a number of service offers that utilize digital technologies to transform customer relationships with the brand. ModiFace, a beauty tech company recently acquired by L'Oréal, allows

customers to experience a live, step-by-step tutorial and coaching with a makeup advisor, virtually try on personalized makeup looks, and even shop online.

2 Subscription Mindset

In 2018, 29 percent of the total value of the 100 Best Global Brands lies in subscription-based businesses, versus 18 percent in 2009.

This is because traditional notions of loyalty are eroding as we live in a service-driven economy where access is more important than ownership. Brands are winning by offering the most **frictionless ways to leverage their products and services** based on the personalized needs of their

customers. Successful brands are therefore being born with a subscription business model, or have significantly adjusted their business models to offer subscription services.

Netflix's Brand Value grew 45 percent this year, the second fastest-growing brand, after entering the table in 2017, and continues to demonstrate that customers are prepared to subscribe directly to a media company. Its brave decision to invest in original programming in 2012 has now garnered the company a staggering 112 Emmy nominations, more than any network or streaming service, and its stock market value is now greater than Disney.

Adobe has seen a 14 percent annual Brand Value increase from 2011 to 2018, having reinvented its entire business model from one-off product purchases to enduring relationships with its consumers through its subscription model. Back in 2012, the company made the bold decision to eliminate its software disks and upgrades by storing its creative suite software to the cloud, and charging customers a monthly access fee.

In 2018, 29% of the total value of the top 100 brands lies in subscription-based businesses, versus 18% in 2009.



Activating Brave

The brands generating the most stable growth over the past 10 years are those with the highest overall scores on Relevance and Responsiveness.

3 Customer-Centricity

Anticipating emerging customer needs and being able to evolve the business and brand at speed to accommodate them is no small feat. Leading brands are **co-creating solutions with their customers, bringing the voice of the customer into every aspect of their business** and investing in future-forward customer exploration. This is then being coupled with a responsive culture that can flex and change to ensure that the brand constantly stays relevant.

According to our Best Global Brands data, the brands generating the most stable growth over the past 10 years are those with the highest overall scores on Relevance and Responsiveness. What's more, the top 10 fastest-growing brands over the last five years are those where Relevance and Responsiveness are their top-performing dimensions.

Hermès has one of the strongest performances on Relevance of any brand in Best Global Brands and has demonstrated a double-digit increase in Brand Value over the past five years. Sustaining that level of increase is attributed to the brand's relentless commitment to, and pursuit of, a culture of excellence in everything that it does. Hermès has continued to stay true to its DNA and origins in leather goods, while growing into a host of other categories.

4 Learning From Luxury

The luxury sector was the **top-performing category this year with 42 percent growth**. Despite the shifting expectations of luxury, leading luxury brands have continued to show significant growth. Undoubtedly, luxury today is defined as both products and experiences, but each provides a sense of exclusiveness that comes from a unique or personalized service, or a premium experience that delivers

an emotional reward at every touchpoint, and exceeds customer expectations to surprise and delight.

The reason luxury brands have been so successful is because of their ability to anticipate and respond to these shifting cultural trends. They have managed to immerse themselves into street culture and provide levels of access that, while retaining their authenticity and a level of exclusivity, have made their brands more desirable to more customers.

This responsiveness is what we see from our Best Global Brands analysis. Those luxury brands who increased in Responsiveness over the past five years have 2018 Brand Values 43 percent greater than those who didn't.

Gucci's recent efforts to respond more rapidly to today's business landscape helped it grow by 30 percent within the past year. The luxury brand's rapid growth can be attributed to the striking dynamic between Creative Director Alessandro Michele and CEO Marco Bizzarri. One of the many investments that Bizzarri has made in people is his 'shadow committee' of millennial employees, with whom he meets regularly to garner insights from their thoughts on the business and ideas for innovation.

Luxury brands who increased in Responsiveness over the past five years have 2018 Brand Values **43%** greater than those who didn't

Interestingly, we are seeing this **desire for luxury drive the premiumization in other categories**. Samsung has shifted its price point and design to rival Apple, unveiling phones valued at over \$2,000, such as the Samsung W2018. W2018 buyers also receive perks like concierge assistance at airports and subways, free software tech support, and a VIP hotline. The premium end of the mobile phone category was five percent in 2010, and now accounts for 30 percent in 2018.

5 Role of Brand

The drive to make brand a more important factor in customer decision-making is a critical way of fueling business growth. Having a



Brands who grew their Role of Brand over the past five years have achieved Brand Value growth rates **2.4** times higher than those brands who didn't.

stronger brand compared to competitors within a respective category is key. However, companies that have also made their brands more influential in driving customer choice have seen substantial long-term growth. Starbucks made paying \$5 for a coffee an acceptable price premium because of the importance of its brand, relative to other factors.

Take the automotive category as another example. The role brand plays in customer choice for the global brands in our study ranges from 30 percent for mainstream brands to more than 60 percent for luxury brands. What a company like Nissan has

done is focus on increasing its Role of Brand by harmonizing its marketing activities for all products around a single core brand idea, and focusing on the overall Nissan customer experience. The company has made it more important that the car a customer is buying is a Nissan, not just an Altima or a Rogue. In doing so, it has significantly increased its Role of Brand, and its Brand Value is up on average 12.5 percent per year over the last five years.

According to our Best Global Brands data, brands that grew their Role of Brand over the past five years have achieved Brand Value growth rates 2.4 times higher than those brands whose Role of Brand didn't increase.

There are three ways to think about increasing Role of Brand. The first is to simply focus on building a stronger brand. Above all, having a stronger brand will mean that it is more influential in driving customer choice than other factors, like price. The second is to reposition a brand by radically reshaping the customer experience, or by repositioning a brand against different, more important or more emotional choice-drivers, or perhaps currently unmet needs. The final option is to shift Role of Brand by disrupting category conventions or radically changing a business model, much like Steve Jobs did with the Apple iPod and iTunes in 2001.

Conclusion

The world brands operate in is continuing to change and evolve as customer expectations shift, and technology empowers them to meet these expectations in new and different ways. No one can stand still. Change is imperative, and making bold moves is critical to long-term success. But, it can't be anarchy. The whole company cannot simply innovate and change now to meet the short-term expectations of customers. There has to be a vision which galvanizes the organization and gives it the confidence to make the right choices to transform.

After all, that is what a strong brand does: empowers you to **activate brave**.

Operationalizing Bravery Through Brand Strength

Interbrand's Best Global Brands are enduring proof that investment in long-term brand-building enables businesses to thrive over time and survive market volatility. Year after year, Interbrand's brand valuation analysis has shown that strong brands are powerful business assets that deliver a sustainable competitive advantage, enabling companies to outperform the competition and accelerate growth.

In fact, an index of the businesses behind the Best Global Brands (the 'Best Global Brands Index') consistently outperforms leading benchmarks such as MSCI World, S&P 500, and Nasdaq.

Closer inspection of the Best Global Brands Index performance shows it falling by less than these benchmarks in the two big downturns since 2000 (when we first launched our study), as well as significantly outperforming them during the upturns, which is evidence that strong brands act as accelerators for businesses in periods of recovery and growth.

Despite this, the rise of digital channels and data-driven marketing, with its immediate feedback loops, has undoubtedly resulted in an increased tendency to focus on short-term marketing KPIs (likes, follows, clicks, retweets, views, etc.) and sales impacts of marketing activities. It has also raised expectations among the C-Suite that all investments, including brand-building, should have a quantifiable ROI. Yet, research shows that businesses that have a longer-term mindset perform better financially than their short-term focused peers.

Short-term ROI doesn't always lead to long-term brand and business value creation. The key is to balance the activities that will deliver short-term results, with brand-building that cultivates higher recall and stronger relationships with customers, leading to more choice, loyalty, and profitability.

Companies must not lose sight of their long-term goals, their 'north star,' while at the same time navigating short-term complexity and volatility.

Therefore, it is more important than ever to be able to construct a compelling and robust business case for investment. A thorough economic analysis of the business and brand enables marketers to quantify the anticipated behavioral and commercial impact of brand initiatives and investments. CMOs can combat the prevailing focus on tactical short-termism by presenting a convincing case for brand-building, one that attracts the attention—and buy-in—of their CFOs.

Pioneered and evolved over decades as an integral component of our industry-leading brand valuation methodology, Interbrand's 10 Brand Strength factors are the key to the sustainable growth and systematic management of brands. Each factor represents a potential lever of growth. A Brand Strength evaluation uncovers the biggest brand opportunities and risks within a business, as well as generating the required consensus internally on the quick-wins and longer-term initiatives necessary to move forward.

The resulting insights, roadmap, and case for change provide the foundation that enables bold and brave decisions to be taken and activated, helping companies to grow faster than the market, over the long-term.

Interbrand's 10 Brand Strength Factors:

Internal Factors



1 Clarity

Clarity internally about what the brand stands for in terms of its values, positioning and proposition. Clarity too about target audiences, customer insights and drivers.



2 Commitment

Internal commitment to the brand, and a belief internally in its importance. The extent to which the brand receives support in terms of time and influence.



3 Governance

The degree to which the organization has the required skills and an operating model for the brand that enables effective and efficient deployment of the brand strategy.



4 Responsiveness

The organization's ability to constantly evolve the brand and business in response to, or anticipation of, market changes, challenges and opportunities.

External Factors



5 Authenticity

The brand is soundly based on an internal truth and capability. It has a defined story and a well-grounded value set. It can deliver against the (high) expectations that customers have of it.



6 Relevance

The fit with customer/consumer needs, desires, and decision criteria across all relevant demographics and geographies.



7 Differentiation

The degree to which customers/consumers perceive the brand to have a differentiated proposition and brand experience.



8 Consistency

The degree to which a brand is experienced without fail across all touchpoints or formats.



9 Presence

The degree to which a brand feels omnipresent and is talked about positively by consumers, customers and opinion formers in both traditional and social media.







































































































10 Engagement

The degree to which customers/consumers show a deep understanding of, active participation in, and a strong sense of identification with, the brand.



Top 100

club axo

01  +16% 214,480 \$m	02  +10% 155,506 \$m	03  +56% 100,764 \$m	04  +16% 92,715 \$m	05  -5% 66,341 \$m	06  +6% 59,890 \$m	07  +6% 53,404 \$m	08  +2% 48,601 \$m	09  -6% 45,168 \$m	10  +5% 43,417 \$m	11  +10% 43,293 \$m	12  -8% 42,972 \$m
13  -1% 41,006 \$m	14  -2% 39,874 \$m	15  +8% 34,575 \$m	16  -26% 32,757 \$m	17  +11% 30,120 \$m	18  -23% 28,152 \$m	19  -5% 26,133 \$m	20  +4% 23,682 \$m	21  +1% 22,885 \$m	22  +2% 20,798 \$m	23  New 20,005 \$m	24  +9% 19,139 \$m
25  -5% 17,712 \$m	26  +12% 17,567 \$m	27  -5% 17,458 \$m	28  -7% 16,864 \$m	29  +3% 16,849 \$m	30  -18% 16,826 \$m	31  +1% 16,617 \$m	32  +15% 16,372 \$m	33  +2% 15,627 \$m	34  +14% 14,214 \$m	35  +3% 13,995 \$m	36  +3% 13,535 \$m
37  +3% 13,053 \$m	38  -2% 13,017 \$m	39  +30% 12,942 \$m	40  +6% 12,213 \$m	41  +6% 12,201 \$m	42  +1% 12,187 \$m	43  +5% 12,104 \$m	44  +8% 11,769 \$m	45  +9% 11,577 \$m	46  +6% 11,208 \$m	47  0% 11,118 \$m	48  +4% 11,102 \$m
49  +8% 10,821 \$m	50  +17% 10,772 \$m	51  +19% 10,748 \$m	52  +6% 10,707 \$m	53  -3% 10,634 \$m	54  +9% 10,433 \$m	55  +6% 10,380 \$m	56  +1% 10,132 \$m	57  +10% 9,615 \$m	58  +2% 9,533 \$m	59  +10% 9,316 \$m	60  +2% 9,104 \$m
61  +15% 9,021 \$m	62  +2% 8,938 \$m	63  +7% 8,802 \$m	64  +4% 8,659 \$m	65  -9% 8,157 \$m	66  +45% 8,111 \$m	67  +1% 7,646 \$m	68  +14% 7,578 \$m	69  +13% 7,547 \$m	70  +19% 7,545 \$m	71  +4% 6,925 \$m	72  +10% 6,890 \$m
73  +22% 6,621 \$m	74  -7% 6,533 \$m	75  +23% 6,432 \$m	76  +5% 6,293 \$m	77  +3% 6,231 \$m	78  +2% 6,221 \$m	79  +3% 5,881 \$m	80  +18% 5,760 \$m	81  +6% 5,755 \$m	82  +18% 5,730 \$m	83  +5% 5,642 \$m	84  +6% 5,641 \$m
85  +16% 5,517 \$m	86  +3% 5,481 \$m	87  +4% 5,393 \$m	88  +12% 5,375 \$m	89  +9% 5,276 \$m	90  +3% 5,254 \$m	91  +14% 5,223 \$m	92  New 5,176 \$m	93  -9% 5,161 \$m	94  -3% 4,989 \$m	95  +2% 4,812 \$m	96  -2% 4,733 \$m
97  +7% 4,731 \$m	98  New 4,722 \$m	99  New 4,696 \$m	100  New 4,214 \$m								

Hallmarks of the Top Growing Brands

It's certainly no coincidence that the Top Growing Brands this year are the ones that have been defining examples of Activating Brave when it comes to making the bold decisions and taking the brave risks necessary in the short-term to achieve sustained growth. Like most of the Best Global Brands, the Top Growing Brands understand the value of their brands and cultivate them with great care. However, they also exhibit some key stand-out characteristics:

Customer as CEO

“The customer is king” is a tired phrase. In 2018, one would be hard-pressed to find a successful company that doesn't put its customer front-and-center. That said, nowadays, there is a significant difference between customer-first and customer-centric. Being truly customer-centric today means going deeper than just offering a product or service that the customer wants, and truly recognizing how customers think, feel and behave, and then delivering the most optimized experience possible across each and every customer touchpoint.

In early 2000—almost 20 years ago—**Amazon** CEO Jeff Bezos said, “We seek to be Earth's most customer-centric company for four primary customer sets: consumers, sellers, enterprise, and content creators.” Even during the online retailer's early days, Bezos would go so far as bringing empty chairs into meetings rooms with his employees and saying that each chair represented a customer, which is “the most important person in the room.” Nowadays, one truly couldn't find a more customer-centric company than Amazon. When people order household goods 24/7 from Amazon Prime, watch Prime TV shows, party at Prime Live Events, order clothes from subscription service Prime Wardrobe, or purchase sustainably-sourced groceries from recently-

acquired Whole Foods, the company analyzes consumers' interaction data, and then uses it to continually customize and enhance the Amazon experience for every single customer.

Another company that has customer-centricity engrained in its brand DNA is **Netflix**. In fact, Netflix can attribute its rapid transformation from its small beginnings as a mail-order DVD service to becoming the multi-Oscar award-winning media powerhouse that it is today to this very customer-oriented approach. Over time, the media juggernaut has tapped into data analytics to develop all-encompassing personal profiles of customer preferences and behaviors to both offer each customer a customized experience and to inform major investments in new media content, like the next *Stranger Things* or *Orange is the New Black* seasons.

Culture is strategy, strategy is culture

As motivational speaker Jim Rohn once said, “You are the average of the five people you spend the most time with.” Although **Amazon** CEO Jeff Bezos' personal fortune is now estimated at around \$120 billion, he got to where he is today because he mobilized a flock of more than 500,000 talented employees to get on the bandwagon to work towards his

Being truly customer-centric today means going deeper than just offering a product or service that the consumer wants, and truly recognizing how consumers think, feel and behave, and then delivering the most optimized experience possible across each and every consumer touchpoint.

shared company vision. That can also be said of the way Amazon approaches the people it recruits, having always maintained a high standard when it comes to their caliber.

In its two-decade history, **Netflix** has invented (and reinvented) its company culture guidelines to align what the media entity aims to achieve in the marketplace to how it operates internally. Last year, the company updated its official Netflix Culture manifesto to express its employee empowerment principles, stating, for example: “You say what you think, when it’s in the best interest of Netflix, even if it is uncomfortable. You are willing to be critical of the status quo. You make tough decisions without agonizing. You take smart risks and are open to possible failure. You question actions inconsistent with our values. You are able to be vulnerable, in search of truth.”

PayPal also differentiates itself in its company culture to the extent that such strong bonds were formed in its founding days that led to the development of most of the post-PayPal unicorn companies like YouTube, LinkedIn, Yelp, Yammer, and Palantir. What’s more, so much of the culture of Silicon Valley as a whole has been modelled off PayPal back in the day, as its founders passed down their wisdom to their employees at PayPal and other companies.

Reinvent yourself before reinventing your industry

If there is any company that has truly disrupted itself in order to disrupt the retail industry and beyond, it’s **Amazon**, through its subscription service Amazon Prime, convenience store concept Amazon Go, ‘try before you buy’ online shopping service Amazon Wardrobe, or even its latest version of the Echo, called Look, that can deliver fashion advice.

Netflix is also a prime example of a company that has turned its business model on its head, from shipping DVDs by mail to streaming movies and TV shows digitally, to becoming one of the world’s most successful content creators, spending a colossal \$12 billion on programming in 2018 alone.

Just five years after **Adobe’s** controversial decision to shift to a subscription service business model, it garnered a record revenue of \$2 billion in Q4 of 2017. Tapping into cloud-based intelligence, the company can now deliver product improvements straight to users via cloud-based updates.

Mastercard has also demonstrated a willingness to reinvent itself from the inside-out and outside-in by developing and acquiring several services, and then packaging them together to sell to its customers and stakeholders.





Top Growing Brands

03 amazon +56% 100,764 \$m	66 NETFLIX +45% 8,111 \$m	39 GUCCI +30% 12,942 \$m	75 salesforce +23% 6,432 \$m	18 LOUIS VUITTON +23% 28,152 \$m
73 PayPal +22% 6,621 \$m	70 mastercard +19% 7,545 \$m	51 Adobe +19% 10,748 \$m	80 ferrari +18% 5,760 \$m	82 CATERPILLAR +18% 5,730 \$m



Brave New Entrants

The 2018 new entrants span the luxury, technology, alcohol and automotive sectors. Chanel, Hennessy, and Nintendo reenter the table, whereas Spotify and Subaru make their Best Global Brands debut.

23	92	98	99	100
CHANEL	 Spotify	 Hennessy	 Nintendo	 SUBARU
20,005 \$m	5,176 \$m	4,722 \$m	4,696 \$m	4,214 \$m

Methodology

Having pioneered brand valuation in 1988, Interbrand has a deep understanding of the impact a strong brand has on key stakeholder groups that influence the growth of a business—namely both 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. A strategic tool for ongoing brand management, valuation brings together market, brand, competitor, and financial data into a single framework within which the performance of the brand can be assessed, areas for growth identified, and the financial impact of investing in the brand quantified.

For a more in-depth view, visit bestglobalbrands.com

Financial Data



Thomson Reuters' company annual reports and analyst reports

Consumer Goods



GlobalData (brand volumes and values)

Social Media



Social media analysis by Infegy



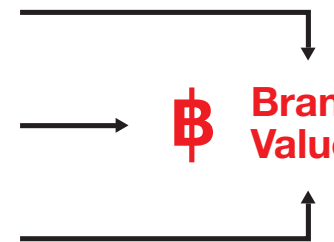
Financial Forecast



Role of Brand



Brand Strength





The brands that have withstood disruption and maintained industry relevance are those that have taken bold short-term risks because they have a clear long-term vision.

They have formed a strategic roadmap detailing which direction to grow, and the transformational steps necessary to attain enduring prosperity.

To succeed in today's marketplace, brands need to continually ask themselves the following questions. Are you:

- 1** Creating a differentiated customer experience across each and every touchpoint?
- 2** Leveraging your brand for greater business growth and ROI?
- 3** Anticipating industry trends?
- 4** Challenging your brand to have a competitive edge by entering new categories and markets, forging new partnerships, and facilitating new mergers and acquisitions?
- 5** Creating emotional bonds and instilling a sense of purpose among your target audiences?

Consult With Us

At **Interbrand**, we're committed to helping companies of all shapes and sizes grow their brands and businesses. If you'd like to kickstart a conversation with us, here are a few ways to do so:

Growth Accelerator Session

Grow Faster & Accelerate Your Business

Book a private, complimentary session with Interbrand to get an initial growth assessment. We utilize Brand Strength as a baseline, and then through a customized session, create a strategic model that helps to identify the right activations and drive the best business outcomes.

You will work with a leading Interbrand team to design a high-level roadmap, as well as a focused overview of the micro indicators that drive the macro changes in your business.

- How do you make the brand a foundational guide for the business succeed?
- Where do the brand and business intersect?
- How do you handle resistance through internal roll-out and engagement?
- How do you measure the brand outcomes externally?

Co: Lab Session

A Customer-Centric Approach to Growth

Co: Lab stands for COLLABORATION—an approach that leverages the power of community to frame, create, solve, and drive new value for growth.

By placing the consumer at the center of pivotal decision-making, the unique Operating System approach of C Space combined with the analytical tools of Interbrand enable innovation and new paths to growth. In doing so, the Co: Lab drives better and more informed decision-making, investment priorities, and value-add solutions for business models, brands, and user-experiences.

- Combines qualitative and quantitative insights and data analytics
- Consists of a cross-trained group of business problem-solvers, innovators, creative ideators, and insight experts

Business Case/ROI Consultation

Making Important Decisions with the Evidence to Support Your Business Strategy

Whether the realization came about as a result of formal analysis or personal observations, it is often clear when a brand is not working hard enough for the business, and something has to change.

We work collaboratively to create an underlying business case for change, through advanced analytics and simulation modeling, revealing the financial impact—both the risks involved and potential ROI—of business decisions.

We address challenges such as:

- What is the potential ROI of a new venture (e.g., new product, service, or experience, etc.)?
- Which brand strategy or positioning will drive the most sales?
- How much organic growth will be achieved through a brand refresh? Which touchpoints should be targeted?



Gonzalo Brujó
Global Chief Growth Officer
gonzalo.brujo@interbrand.com



Hermann Behrens
Chief Growth Officer, North America
hermann.behrens@interbrand.com



Liz Moe
Executive Director, Global Marketing & Communications
liz.moe@interbrand.com

Global Contacts

Contributors

Global

Charles Trevail
Global Chief Executive Officer
charles.trevail@interbrand.com

Hermann Behrens
Americas
hermann.behrens@interbrand.com

Gonzalo Bruj3
EMEA
gonzalo.brujo@interbrand.com

Daniel Binns
New York
daniel.binns@interbrand.com

Masahito Namiki
Asia-Pacific
masahito.namiki@interbrand.com

Press & Media

Liz Moe
Executive Director, Global Marketing &
Communications
liz.moe@interbrand.com

Beto Almeida	Gonzalo Bruj3	Cambria Hayashino	Mike Rocha
Aida Amer	Alison Cardy	Andrew Miller	Manfredi Ricca
Manuel Baptista	Tom Custer	Liz Moe	Yuliana Safari
María Barea	Elisabeth Dick Oak	James Mueller	Barry Silverman
Hermann Behrens	Brian Erdman	John Michael O'Sullivan	Charles Trevail
Daniel Binns	Josh Ezickson	Nina Oswald	Ronaldo Vidal
Nathan Birch	Louise Gillis	Andy Payne	Brandon Ward
Isabel Blasco	Tina Goldstone	Rebecca Robins	Emily Wasik
Gil Bottari	Kari Halvorsen		

Download available at:
bestglobalbrands.com
#BGB2018 #ActivatingBrave
Published October 2018

*This file is a single user license and may not be shared or posted on a private or public notice board.
Enterprise and academic licenses available on request via liz.moe@interbrand.com.*

#ActivatingBrave
#BGB2018