

The logo for ANA, consisting of the letters 'A', 'N', and 'A' in a bold, green, sans-serif font. The letters are slightly offset and overlapping, with the first 'A' on the left, the 'N' in the middle, and the second 'A' on the right.

ANA

BRAND VALUE

2/26/2020

The logo for MASB, consisting of the letters 'M', 'A', 'S', and 'B' in a bold, blue, sans-serif font. The letters are slightly offset and overlapping, with the 'M' on the left, 'A' in the middle, 'S' on the right, and 'B' on the far right.

MASB

Brand Value Defined

The economic/financial value of a brand in monetary terms comprising both tangible and good-will calculations.



Background & Methodology

Surveyed ANA member company CMOs.

December 2019 – January 2020

- 78 responses (950 sent / 8.2% response rate)
- 28% B-to-C; 25% B-to-B; 47% both
- U.S. media budget: 40% < \$30M; 19% \$30-
<\$100M; 19% \$100M-<\$500M; 22% \$500M+



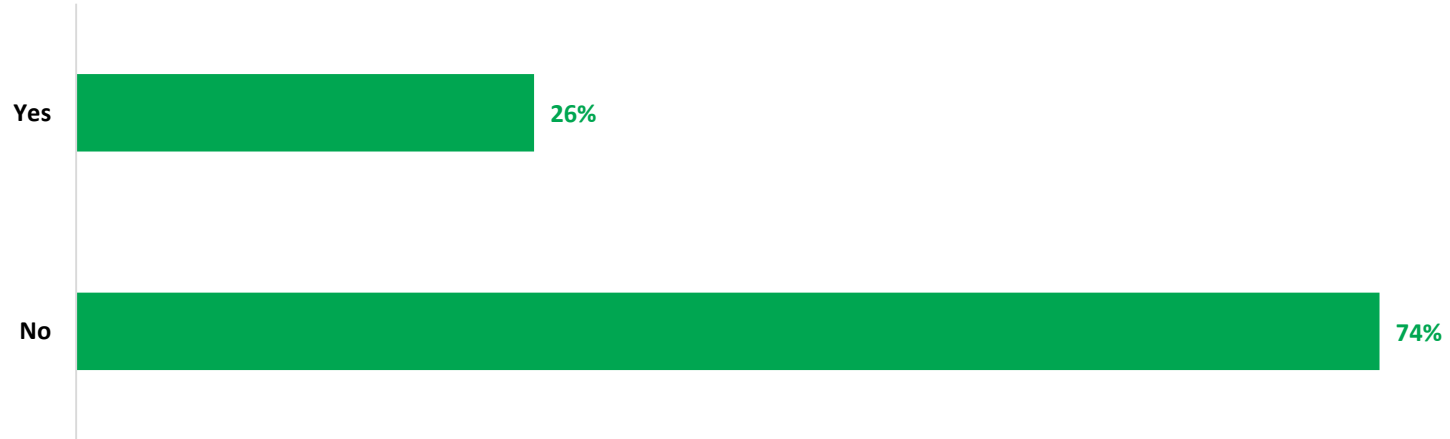
What's Your Guess?

Is there currently a process in place at your company to measure brand value?



Brand Value Measurement

Base: 78



Q: Is there currently a process in place at your company to measure brand value? Brand value is defined broadly as the economic/financial value of a brand in monetary terms comprising both tangible and good-will calculations.



Does Measurement Vary by B2C, B2B?

Total Survey Respondents:

- 28% B-to-C; 25% B-to-B; 47% both

Those Who Measure Brand Value:

- 39% B-to-C; 17% B-to-B; 44% both



Does Measurement Vary by Media Budget?

Total Survey Respondents:

- U.S. media budget: 40% < \$30M; 19% \$30- <\$100M; 19% \$100M-<\$500M; 22% \$500M+

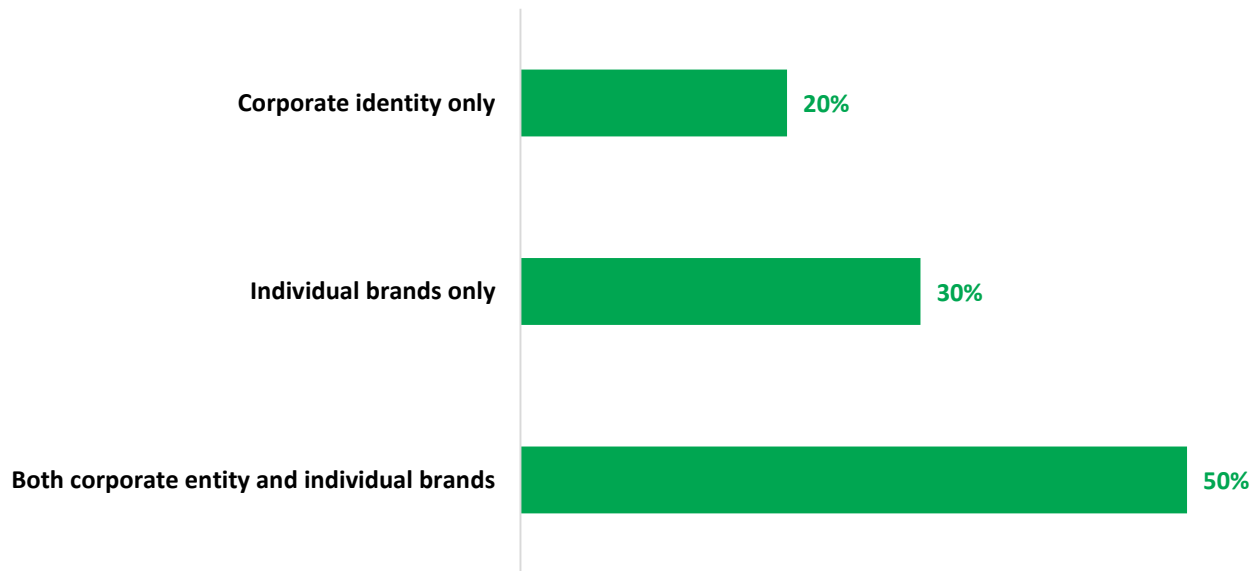
Those Who Measure Brand Value:

- U.S. media budget: 22% < \$30M; 22% \$30- <\$100M; 17% \$100M-<\$500M; 39% \$500M+



What's Measured

Base: 20*



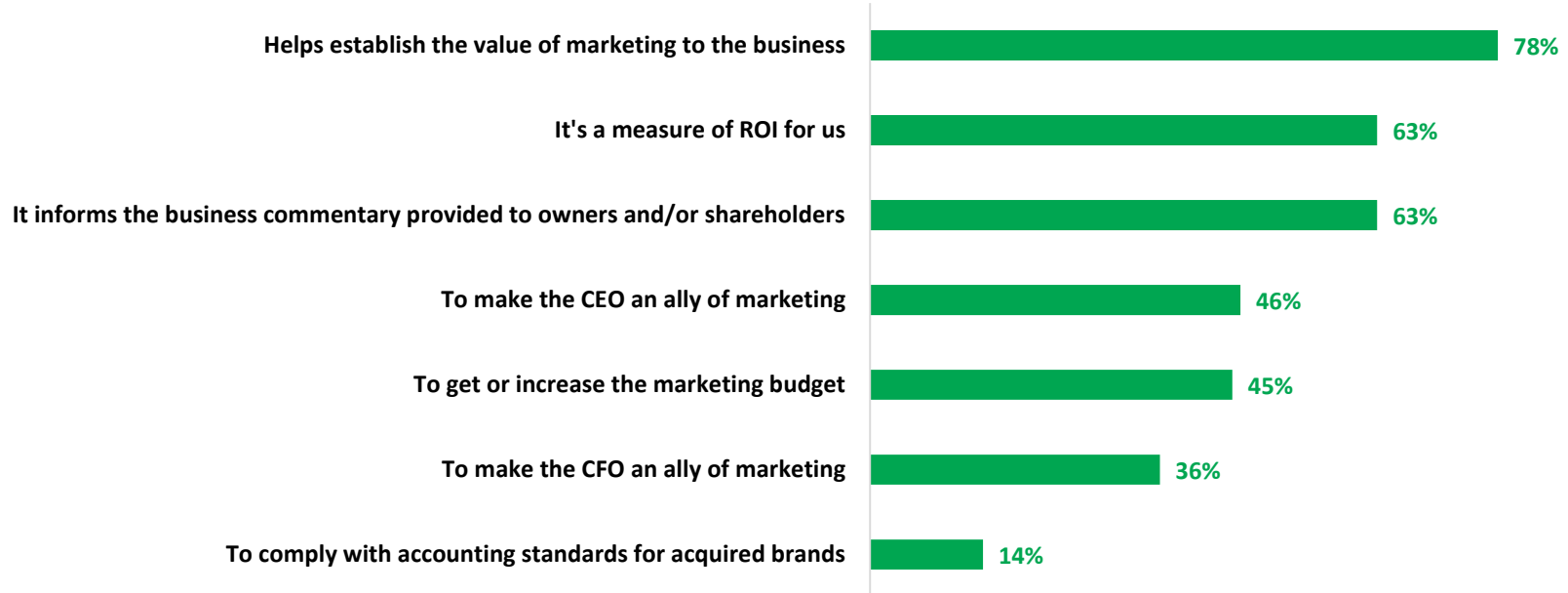
Q: Is brand value measured for the corporate entity, individual brands, or both?

**Caution: very small base*



Benefits (Top-2 Box)

Base: 66



Q: What are the primary benefits of regular brand value measurement?
Please rate on a scale of 1 to 5 where 1 = Least Important and 5 = Most Important.



Benefits: Those Who Measure vs. Those Who Don't (%)

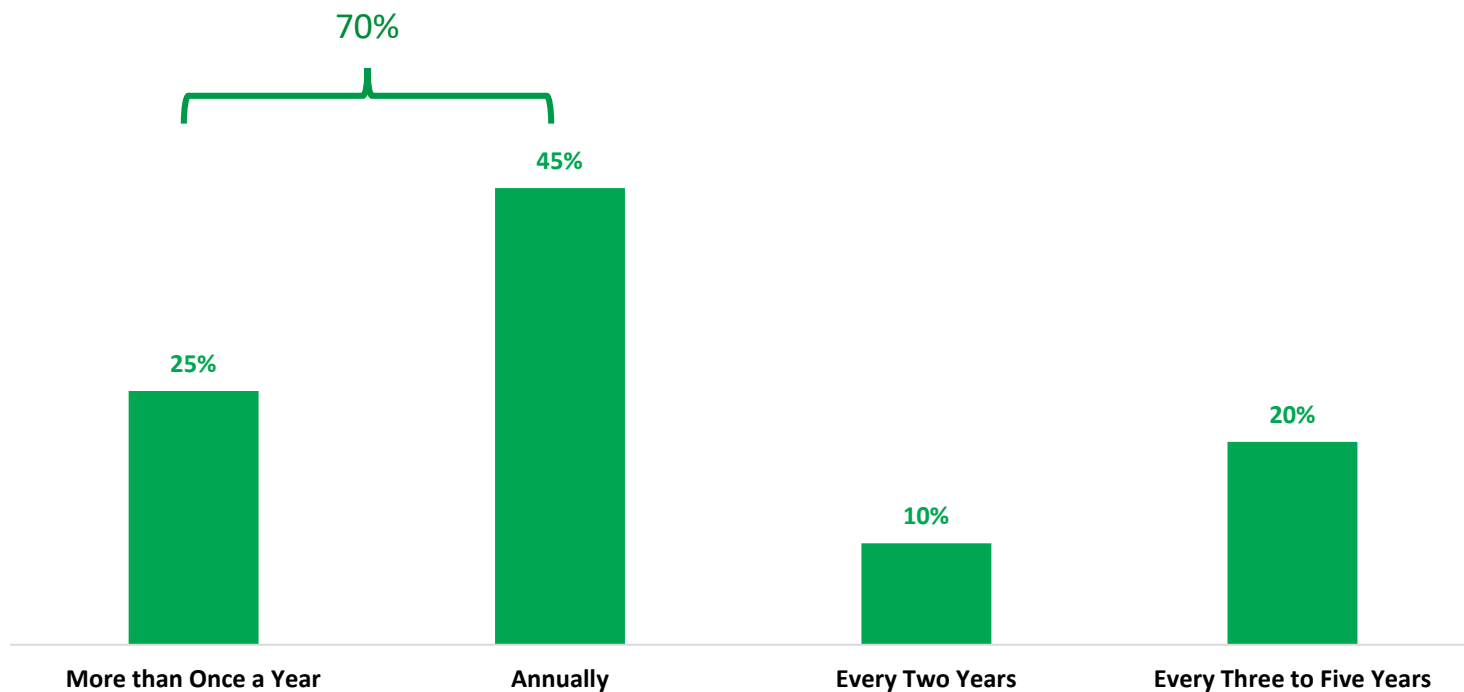
	Total (66)	Measure Brand Value (18)	Do Not Measure Brand Value (48)
Helps establish the value of marketing to the business	78	61	85
It's a measure of ROI for us	63	65	62
It informs the business commentary provided to owners and/or shareholders	63	83	55
To make the CEO an ally of marketing	46	39	49
To get or increase the marketing budget	45	33	50
To make the CFO and ally of marketing	36	39	35
To comply with accounting standards for acquired brands	14	22	10

Q: What are the primary benefits of regular brand value measurement?
Please rate on a scale of 1 to 5 where 1 = Least Important and 5 = Most Important.



Frequency of Measurement

Base: 20*



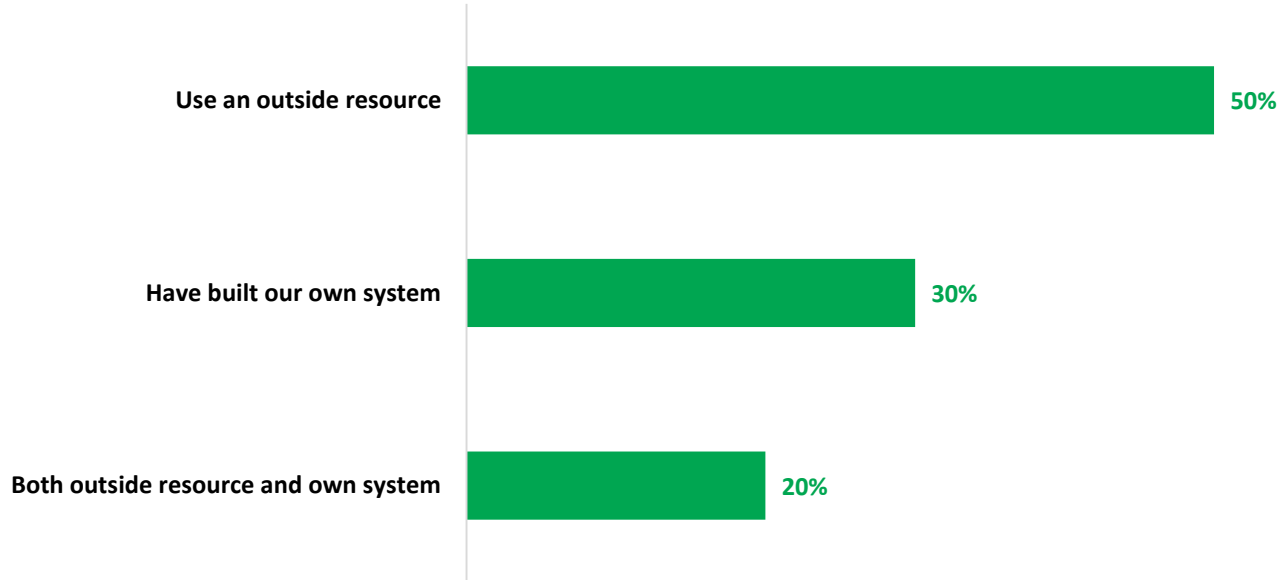
Q: How often is brand value measured at your company?

*Caution: very small base



Externally or Internally Built

Base: 20*



Q: Do you use an outside resource to measure brand value or have you built your own system?

**Caution: very small base*



Outside Resources – Proprietary Analysis

Most Used

- Brand Finance, BrandZ (Kantar Millward Brown / WPP), Interbrand (Omnicom)

Also Used

- Brandometry, CoreBrand Index (Tenet Partners), ARC Research, Brand Options, LRW (Lieberman Reserch Worldwide), Reputation Institute, Savanta



Outside Resources – Publicly Available

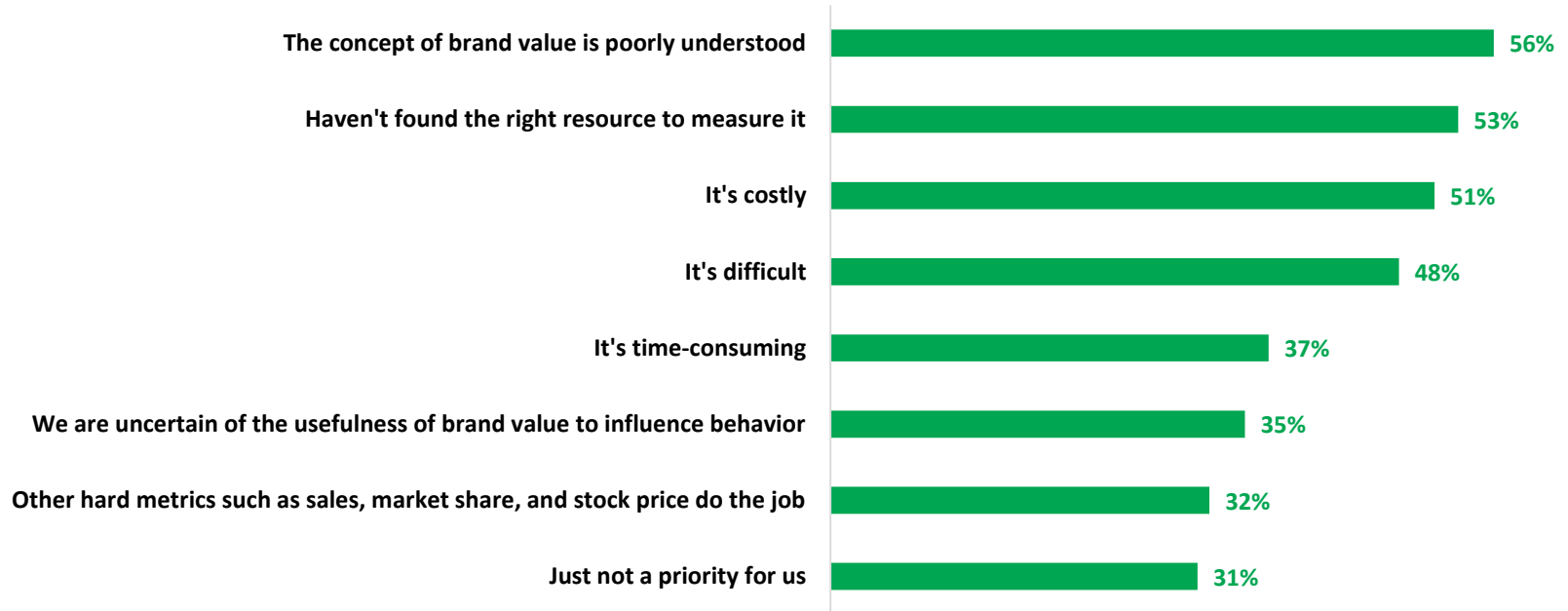
Most Used

- Brand Finance, BrandZ (Kantar Millward Brown / WPP), Interbrand (Omnicom)



Challenges (Top-2 Box)

Base: 63



Q: What are the primary challenges of brand value measurement?
Please rate on a scale of 1 to 5 where 1 = Not a Challenge and 5 = Major Challenge.

Note: These options all rated <30%: Lack of CFO support (29%), There is no utility in the measure (26%), Lack of CEO support (25%), Marketing does not advocate for it (8%).



Challenges: Those Who Measure vs. Those Who Don't (%)

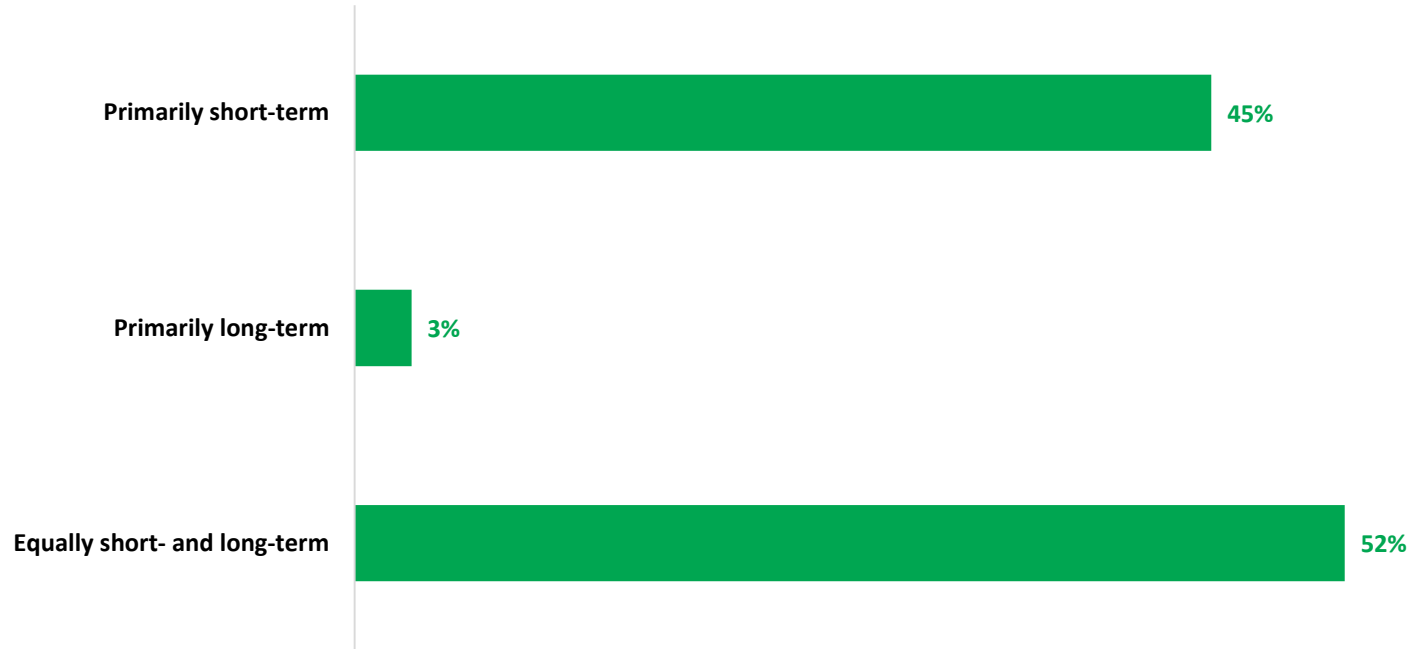
	Total (63)	Measure Brand Value (18)	Do Not Measure Brand Value (45)
The concept of brand value is poorly understood	56	44	61
Haven't found the right resource to measure it	53	22	66
It's costly	51	50	51
It's difficult	48	39	52
It's time consuming	37	39	36
We are uncertain of the usefulness of brand value to influence behavior	35	22	40
Other hard metrics such as sales, market share, and stock price do the job	32	28	34
Just not a priority for us	31	22	34

Q: What are the primary challenges of brand value measurement?
Please rate on a scale of 1 to 5 where 1 = Not a Challenge and 5 = Major Challenge.



Short vs. Long Term

Base: 64

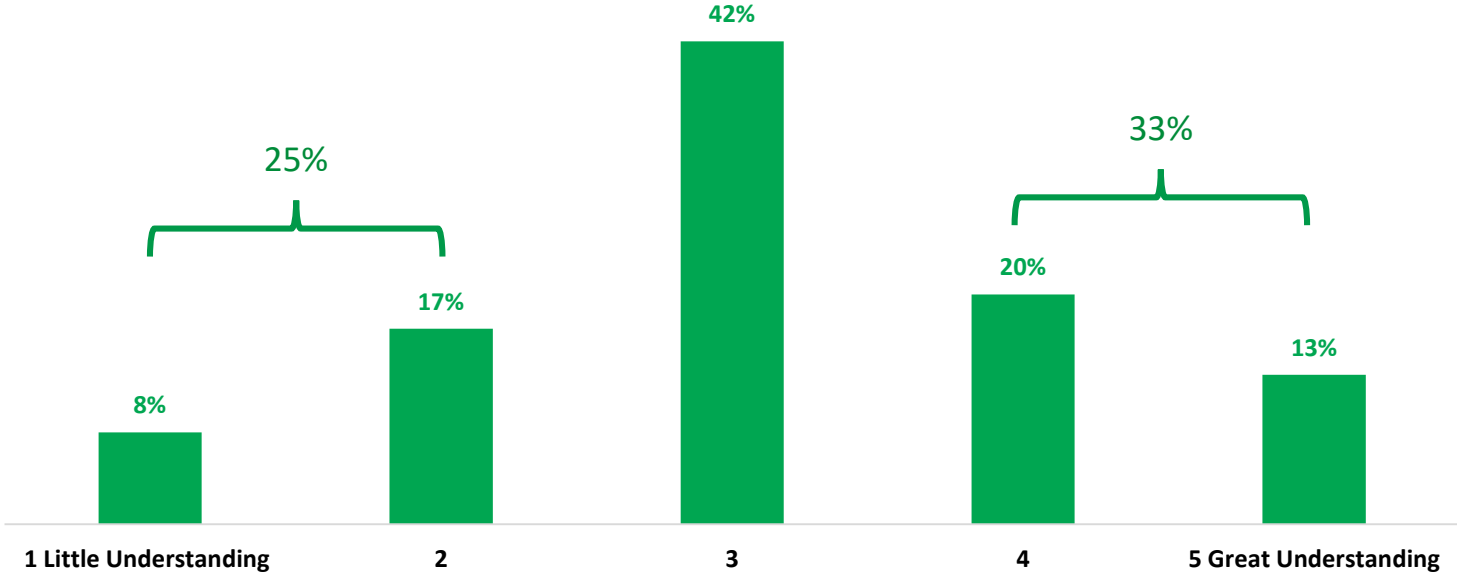


Q: How is marketing's contribution to business growth measured at your company?



C-Suite Understanding of Marketing

Base: 64



Q: How clearly is marketing's contribution understood among the core C-suite stakeholders other than the CMO (CEO, CFO, business president, etc.)? Please rate on a scale of 1 to 5 where 1 = C-suite stakeholders have little understanding of marketing's contribution and 5 = C-suite stakeholders have great understanding of marketing's contribution.



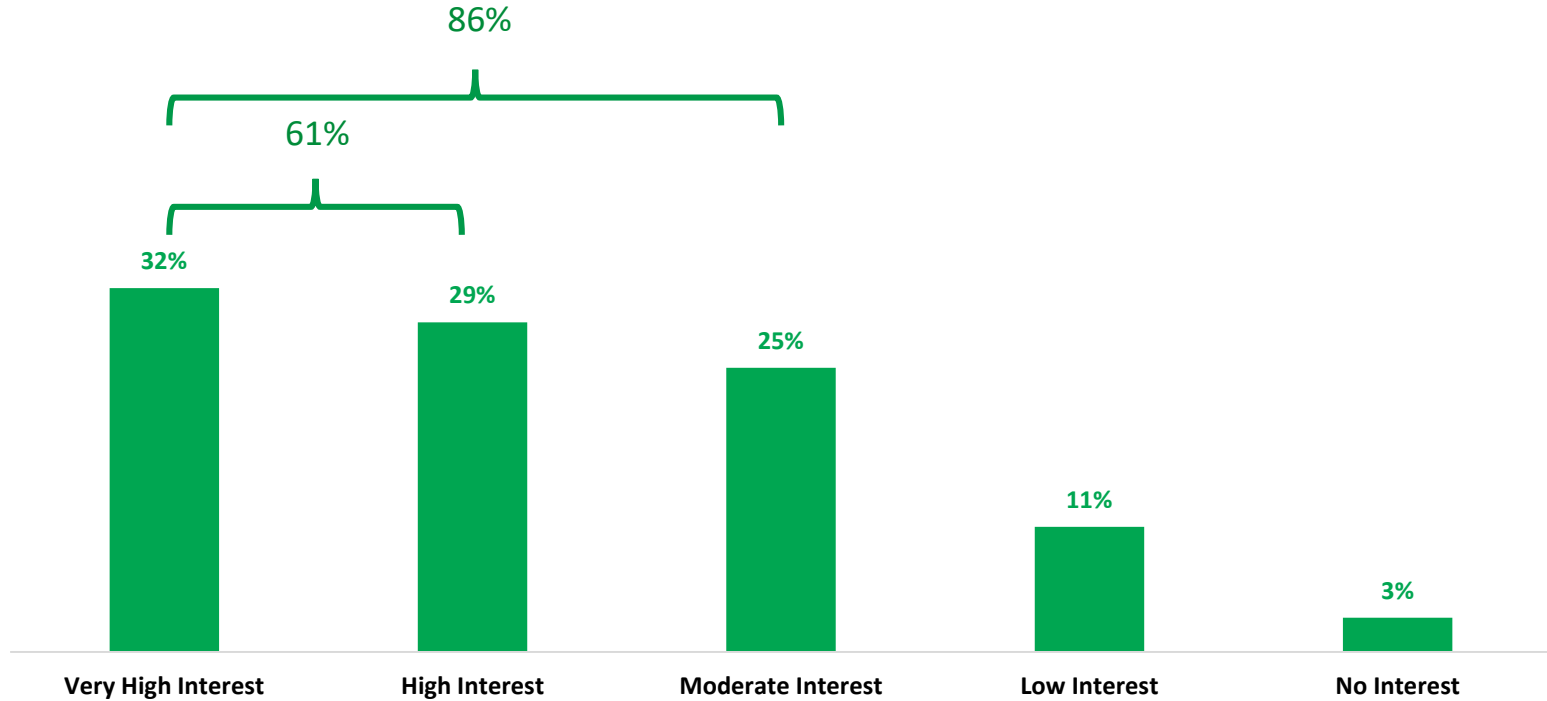
What's Your Guess? (round 2)

Going forward, how interested are you in having a process in place at your company to measure brand value?



Future Interest in Brand Value Measurement

Base: 63



Q: Going forward, how interested are you in having a process in place at your company to measure brand value?



Very High/High Interest

- “We need to know over time if our marketing efforts are adding value to our brand.”
- “We are embarking on a rebranding exercise and having this as a KPI would be very helpful. Ideally, we benchmark it now and assess again in the future.”
- “Measuring it would help further define marketing’s value to the company and our shareholders.”
- “If we had a proven method to show value it would help us make better resource decisions.”



Moderate Interest

- “Don't see the value, but am open to arguments in favor of doing it/having the value of doing it presented to me.”
- “I like the idea, but with very limited resources (people and money), it is a lot to take on, with unknown value and c-suite buy-in.”
- “Need to better understand the ROI on better understanding brand value.”



Low Interest

- “Because my company values marketing greatly now and I don't need another measurement to help me do my job.”
- “We measure our brand in other ways - mostly with connection, experience, funds raised and mission. Why would we waste time measuring it other ways?”
- “Brand is valued by our company....do not need a metric to convince people of it.”



No Interest

- “We have no interest because we already have clear measures of performance that matter to shareholders. We measure performance by how much a brand grows: the market, share, new users, sales and profit. Adding another measure would create confusion and detract from the clarity we already have and that employees and shareholders already understand.”



MASB Perspective



MASB Perspective

- Financial Brand Value is rising in prominence and importance (ISO standards, communication efforts) 🙌
- Even those who “have a process” appear early in their journey toward establishing financial brand value
- An urgent need for guidance
- How can we provide that guidance and prompt businesses along their journey?
 - Case histories, Best practices, “Sampling offer” (e.g. Learn Your Brand Value)
- Mid-size marketers may be most prone to act



MASB Perspective

- Conduct in-depth follow-up interviews with willing respondents
- Solicit pilot study marketers and providers for additional learning and guidance



Next Steps

- MASB Winter Summit in New York – 2/26
- ANA Masters Circle event in Phoenix – 3/4
- ANA Brand Masters conference in Phoenix – 3/6
- Qualitative deep dives with survey respondents
- Other ANA Masters Circle events



Next Steps

- “White paper #1” report on survey findings
- Solicit member case studies for peer-to-peer sharing
- Compile “fact sheet” profiling the various brand value providers (w/ methodologies, etc.)
- “White paper #2” w/ best practices, guidance, case studies, provider comparisons
- Theory and Practice of Marketing Conference at Wharton – June 16
- Cannes Advertising Festival – w/o June 22



The logo for ANA, consisting of the letters 'A', 'N', and 'A' in a bold, green, sans-serif font. The letters are slightly overlapping and slanted to the right.

ANA

BRAND VALUE

2/26/2020

The logo for MASB, consisting of the letters 'M', 'A', 'S', and 'B' in a bold, blue, sans-serif font. The letters are slightly overlapping and slanted to the right.

MASB