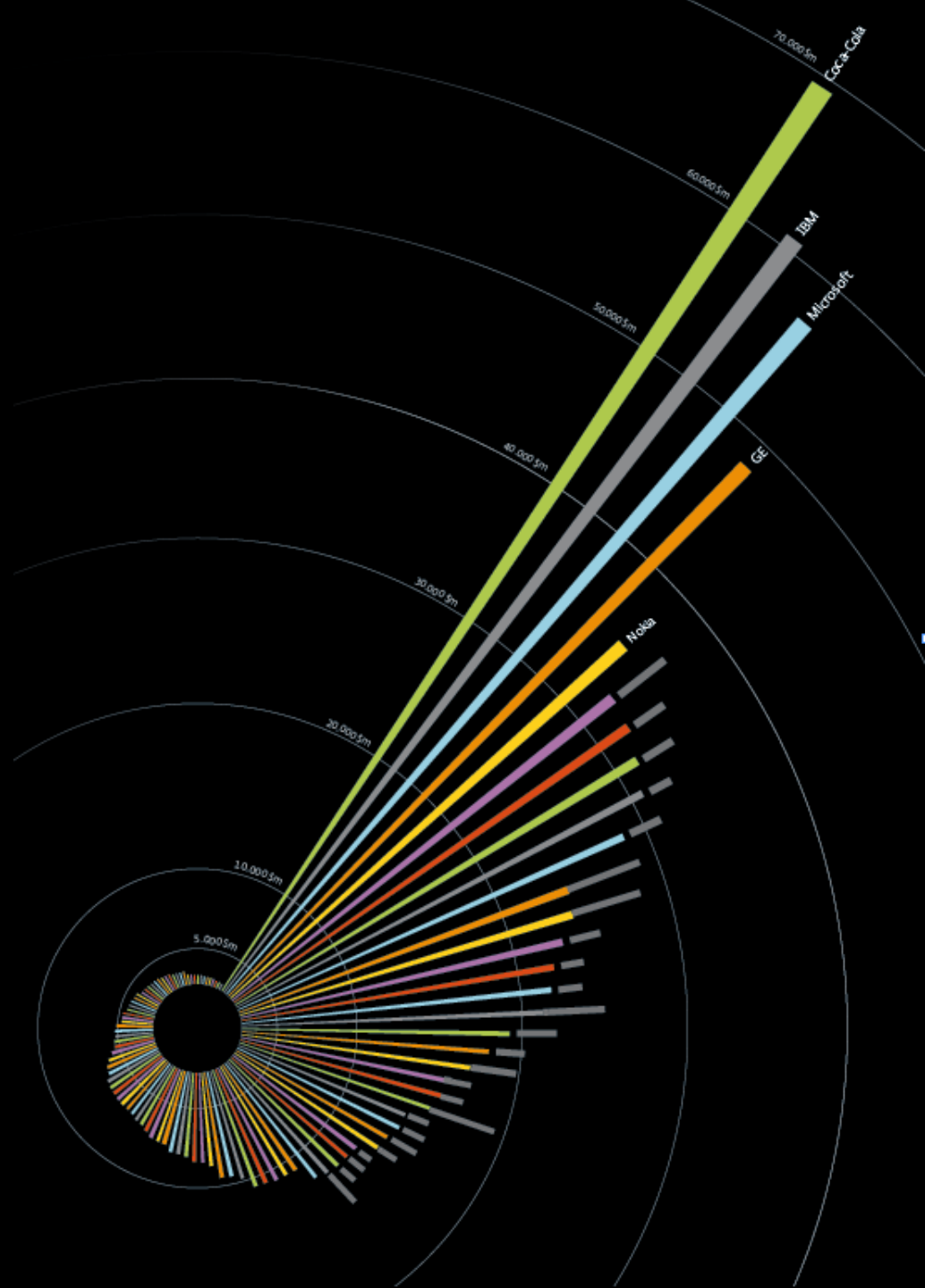


Best Global Brands 2009

League table analysis

Creating and managing
brand value™

Interbrand



Agenda

1. About the Interbrand Sampson Group
2. Economic performance of the Best Global Brands: A decade's review
3. Top 10 brands
4. 2009 largest risers
5. 2009 largest decliners
6. New entrants
7. Breakdown by country and industry
8. Sector overviews
9. Key insights:
 - It's all about trust
 - The cleansing fire
 - The luxury divide
10. Looking to the next 10 years
 - The age of responsibility
 - The seamless world of experience
11. Our approach and experience
 - The business purpose for brand valuation
 - The methodology
 - History
 - About Best Global Brands
 - Who we are

The last year

September 2009

Creating and managing
brand value™

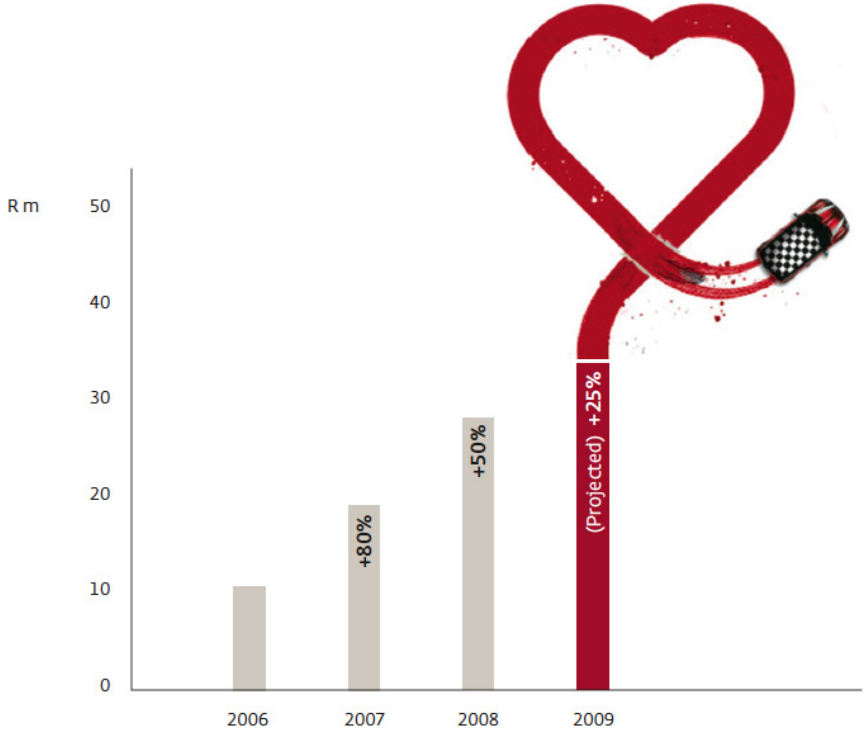
InterbrandSampson



Introduction



Business Performance



Interbrand Sampson is South Africa’s oldest strategic branding consultancy, having started operations in 1973 as Jeremy Sampson Associates.

In 2006 it was decided Interbrand Sampson should capitalise on a solid base created within the South African market and extend its services throughout Africa. It was through Interbrand Sampson Africa, (a JV company) that Interbrand Sampson established offices in Nairobi, Kenya and Lagos Nigeria. These offices are not loose affiliations or “post box” presences but full joint ventures with full time local individuals. The shift in regional focus enabled Interbrand Sampson to more clearly differentiate itself through use of the global Interbrand service offering and has catapulted Interbrand Sampson with year on year growth almost doubling since 2006.

Over the past three years Interbrand Sampson has grown revenues as follows:

- 2006 – R 10 million
- 2007 – R 18 million (+80%)
- 2008 – R 27 million (+50%)
- 2009 – Current business won indicates that growth of ±25% is expected for the year

Presence



The geographic expansion of the Interbrand Sampson Group has not been confined to the establishment of offices in East Africa (Nairobi, Kenya) and West Africa (Lagos, Nigeria), but also includes the recent addition of a Cape Town office in South Africa. This has effectively made Johannesburg into a business development and delivery hub. In addition, the response from our existing and new client base has given us the opportunity to work throughout the continent and further afield including:

- | | | | |
|--------------|----------|---------------|-----------|
| South Africa | DRC | Botswana | Morocco |
| Zimbabwe | Gabon | Syria | Tunisia |
| Swaziland | Tanzania | Iran | Turkey |
| Nigeria | Kenya | The Gambia | Pakistan |
| Ghana | Uganda | Cote d'Ivoire | Australia |
| Angola | Rwanda | Algeria | Mauritius |
| Zambia | Namibia | Libya | Cameroon |

Some of our clients





Institute of Directors



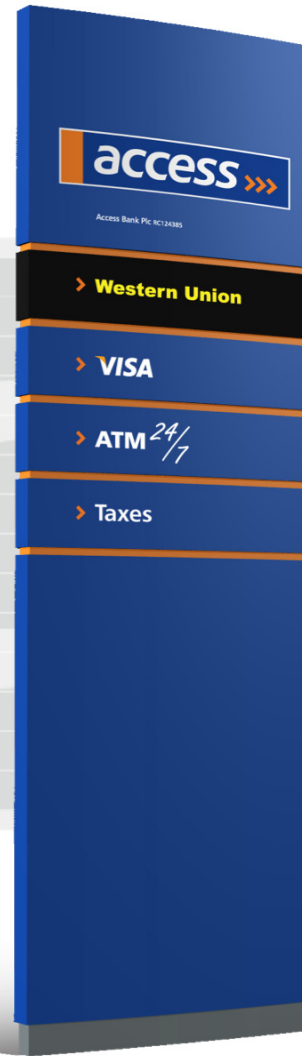
**INSTITUTE OF DIRECTORS
SOUTHERN AFRICA**



Cresta Hotels



Access Bank Plc



Nigerian Airlines



New office premises



Looking the part has driven Interbrand Sampson to invest in its own group head office on Sandton Drive.

Occupied in August 2009 (more than slightly delayed from the expected 2008 year end date!), this office is situated on one of Johannesburg most prestigious locations – Sandton Drive. Others on the same street include the new American Consulate General.

The office is designed as a high impact but practical facility and features:

- A low carbon footprint
- Gymnasium for the team
- Full outdoor web and power access
- Wine cellar (for the clients)
- Indigenous garden
- Great views of the daily Sandton traffic jams

We have led over 5,000 brand valuation assignments



THOMSON REUTERS

and in South Africa, 12



and in Africa, 1





Pilsner Urquell was bought
by SAB (now SAB Miller)
1999 for £420 million
(R5.0 billion)

Malibu was sold by Diageo
to Allied Domecq in February
2002 for £540 million
(R6.5 billion)



Jaguar and Land Rover bought by Tata from Ford (\$2.3 billion, less \$600 million pension injection), for \$1.7 billion (R13.6 billion) in 2008



SAB Millers buys Grolsch for €816 million (R9.9 billion) in 2007



ABSOLUT[®]
Country of Sweden
VODKA



Pernod Ricard buys Absolut Vodka for €5.63 billion (R71.9 billion) in 2008

The economic events of the past year are beyond all previous experience, unless you happen to remember the 1930s. We have watched the markets repeatedly decline, mainstay businesses fail, and unemployment rates approach record highs. To say it has been a difficult year is a huge understatement

The most apparent emergence is a new moral standard on business behavior and risk. It seems that on a daily basis we are redefining our expectations, setting new standards of transparency, and increasing our ability to interact with one another globally. Our tolerance for both companies and individuals to say one thing and do another is rapidly diminishing.

In times of rampant change, brands remain a powerful source of continuity and trust. While this year has been a difficult one for brands and entire categories, the fundamental purpose of brands is to create loyalty and preference over the long-term. Brands provide a degree of security in times of economic instability; and in times of prosperity, brands offer opportunity.

There's a massive opportunity for brands that embrace values like trust, permission, clarity, and consistency; and a huge threat to those who fail to live by those standards.

Thank you

Creating and managing
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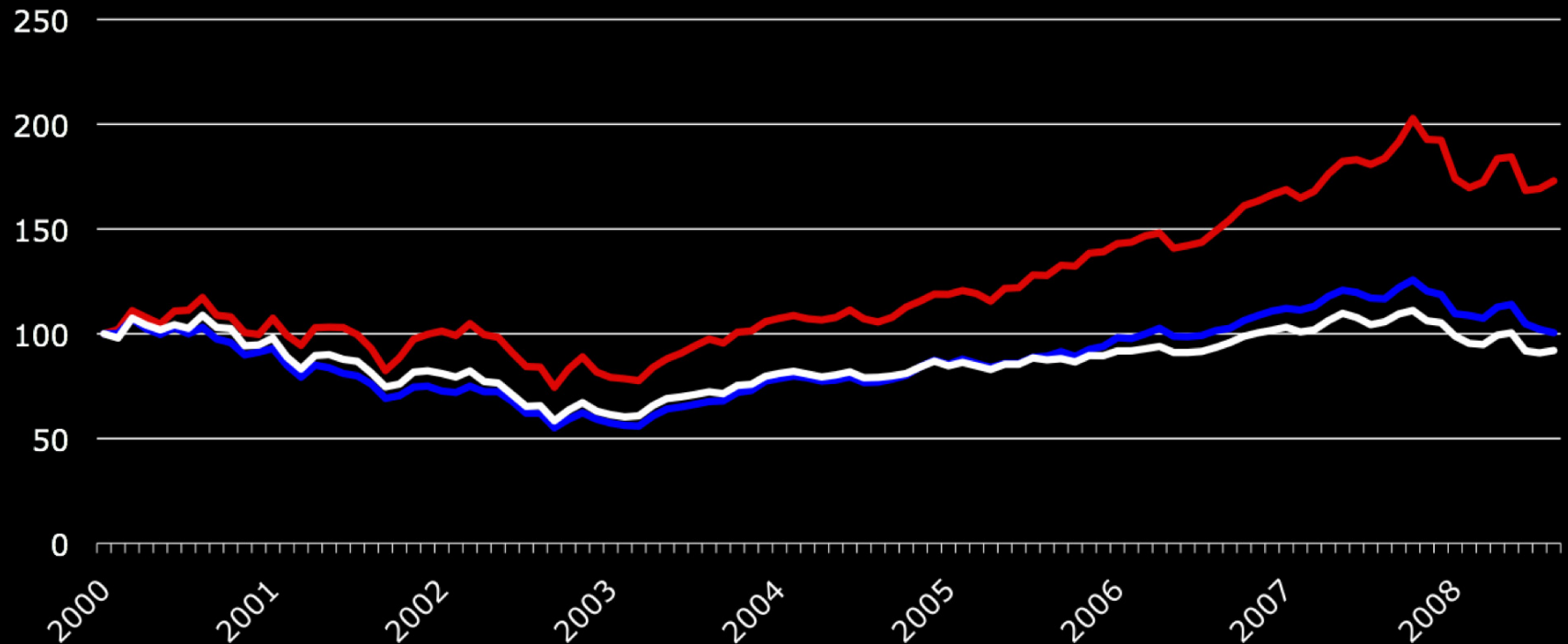
InterbrandSampson

Interbrand
Sampson



1. Economic performance of the Best Global Brands

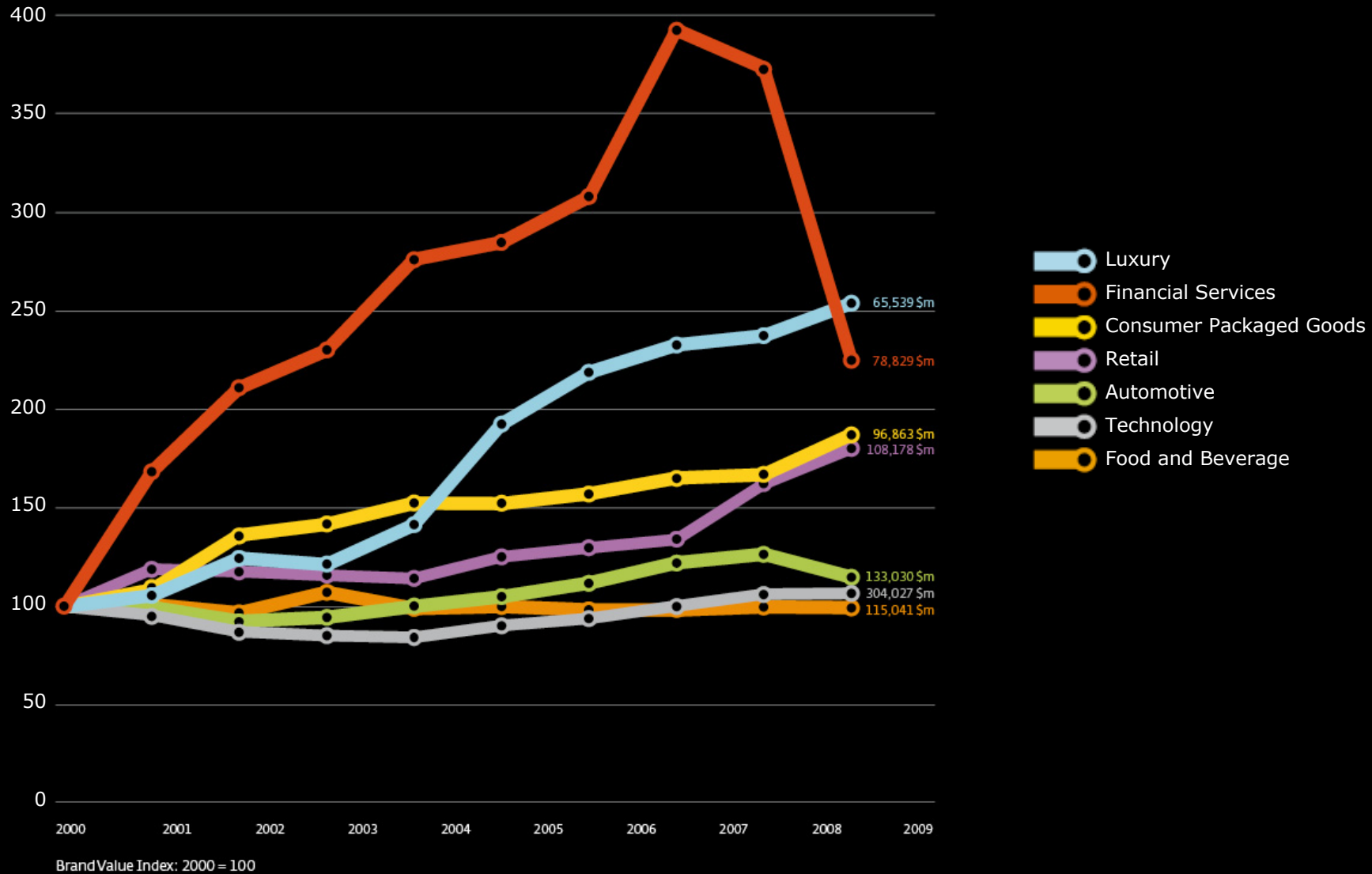
Top 100 Best Global Brands vs. MSCI World Index and S&P 500 performance: 2000-2009



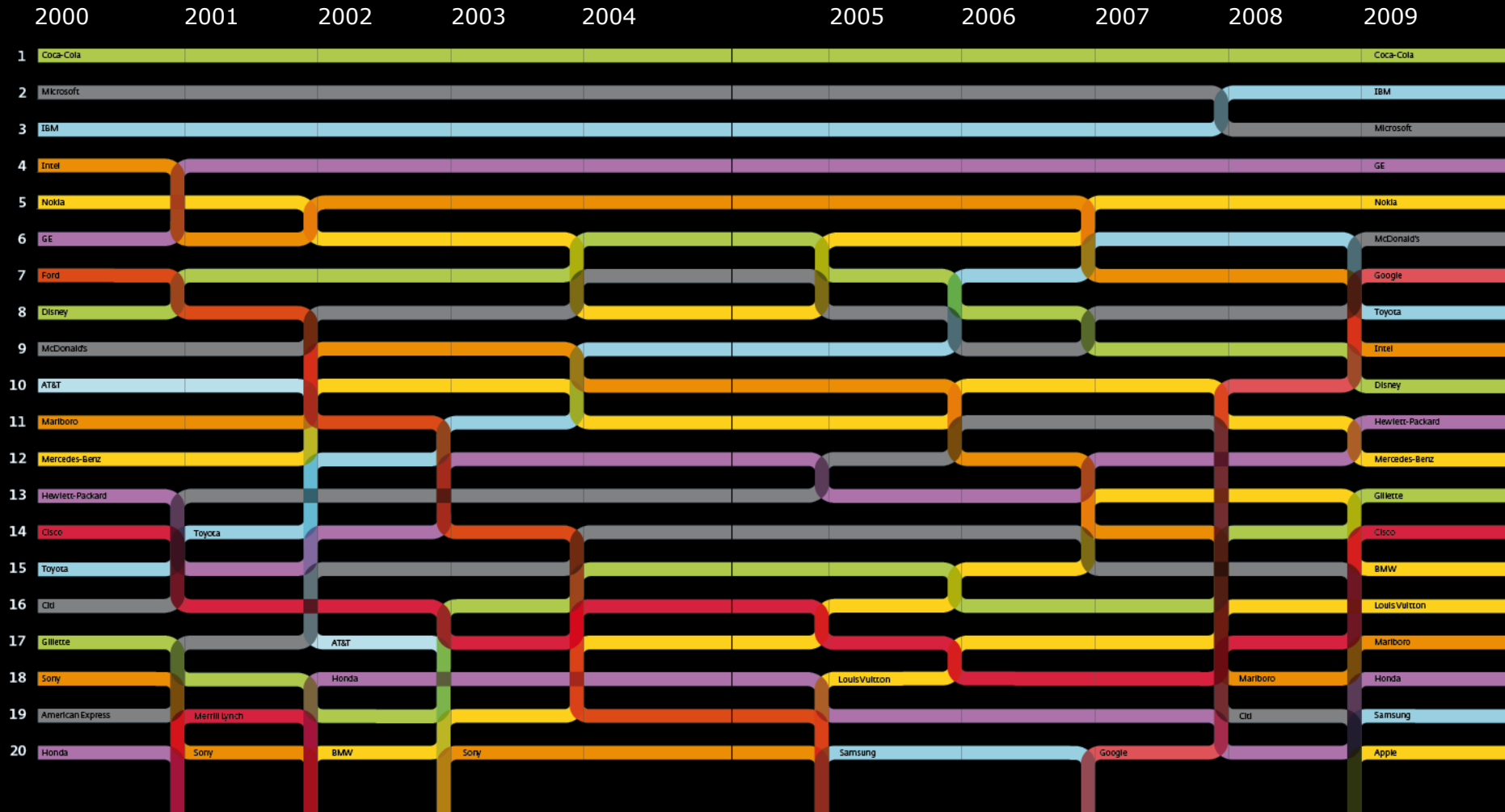
	BGB Portfolio	MSCI World	S&P 500
CAGR	4.9%	(2.4%)	(3.4%)
Standard Deviation	19.5%	21.9%	19.1%
Sharpe Ratio	0.07	(0.13)	(17.4%)

- Interbrand Top 100 Portfolio
- MSCI World Index
- S&P 500 Index

Industry Insights: charting the rise and fall of key sectors




A Decade of the Best Global Brands: The top 20 brands' performance over 10 years




2. Top 10 brands

Top 10 brands

1	2008 Rank 1	
Coca-Cola 68,734 (\$m)		
Change in Brand Value 3%		


2	2008 Rank 2	
IBM 60,211 (\$m)		
Change in Brand Value 2%		


3	2008 Rank 3	
Microsoft 56,647 (\$m)		
Change in Brand Value -4%		


4	2008 Rank 4	
GE 47,777 (\$m)		
Change in Brand Value -10%		


5	2008 Rank 5	
Nokia 34,864 (\$m)		
Change in Brand Value -3%		

6	2008 Rank 8	
McDonald's 32,275 (\$m)		
Change in Brand Value 4%		

7	2008 Rank 10	
Google 31,980 (\$m)		
Change in Brand Value 25%		

8	2008 Rank 6	
Toyota 31,330 (\$m)		
Change in Brand Value -8%		

9	2008 Rank 7	
Intel 30,636 (\$m)		
Change in Brand Value -2%		

10	2008 Rank 9	
Disney 28,447 (\$m)		
Change in Brand Value -3%		

3. 2009 largest risers

2009 risers



Google



Amazon.com



Zara



Nestlé



Apple

07

31,980 \$m



25%



Google

Continued diversification of Google's business, from new advertising models to online publishing, drives growth. The common theme is low price and high functionality with added transparency. Google Chrome is two times faster than competitors and stole browser market share equal to third- and fourth-placed competitors within 24 hours. This year, Google has continued to innovate. It released the Android phone software on September 2008, which involved disclosing the source code for the Google phone to engineers around the world. As the brand grows it has to deal with the inevitable mistrust and ugliness ascribed to being a very large, diversified, and very profitable company.

2008 rank: **10**

- Country of Origin: USA
- Sector: Internet Services

43



7,858 \$m

22%



Amazon.com

The multi-department retailer is confirming why you are best off not owning a retail footprint in a recession. Analysts say Amazon has benefited from the downturn in the U.S., in particular, with struggles at the Borders book chain and the bankruptcy of Circuit City all driving traffic to Amazon.com. Amazon's release of the Kindle and the continued improvement of its site to enable access from anywhere have also contributed to its upward path. Additionally, Amazon.com will begin selling e-books for reading on Apple's iPhone and iPod Touch. In the fourth quarter of 2008, Amazon partnered with manufacturers to reduce packaging with an eye towards sustainability. Partners include Fisher-Price, Mattel, Microsoft, and electronics manufacturer, Transcend.

2008 rank: **58**

- Country of Origin: USA
- Sector: Internet Services

50

6,789 \$m



14%



Zara

Throughout the downturn, the Spanish clothing chain's revenue has continued to increase. Unlike competitors, Zara does not have an issue with product life cycles, as it has an extremely efficient turnaround of new products. It is also getting a lot of credit from the market and analysts for its innovative logistics system, which allows it to get product from design to shelf months faster than competitors. The brand is gaining more of a leadership position right now, too, due to its low price for the latest trends perception. The enigma is that Zara is not a big advertising spender and instead builds awareness through word-of-mouth and retail presence.

2008 rank: **62**

- Country of Origin: Spain
- Sector: Retail

58

6,319 \$m



13%



Nestlé

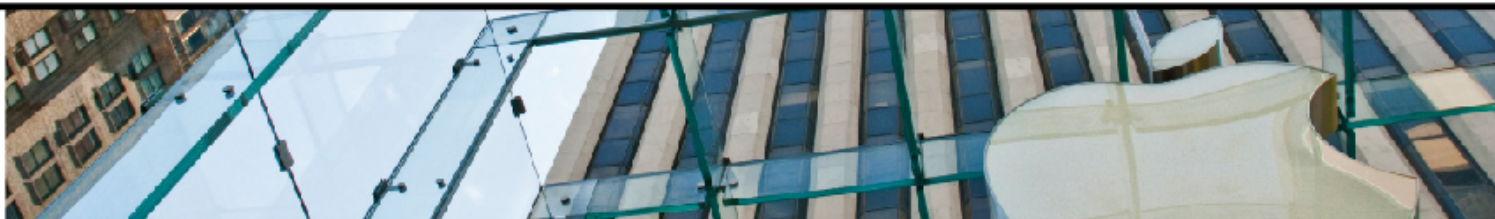
The world's largest food company keeps moving ahead by maintaining focus on global growth and development. Doing so has kept its brand top of mind for consumers. One of the top worldwide advertisers, Nestlé is also the leader in food safety and quality. It voluntarily pulls products off the shelves when it doesn't feel standards have been met. In developing countries, Nestlé launched health, water, and nutrition initiative in partnership with governments and NGOs. Nestlé recently opened an R&D center focused on health in China, and new African headquarters in Kenya.

2008 rank: **63**

- Country of Origin: Switzerland
- Sector: FMCG

20 ↑

15,433 \$m 12%



Apple

The recession won't take a bite out of this Apple. Declining Mac sales and fears for the company's future without brand visionary Steve Jobs, were outweighed by record high iPod sales, doubling sales for the iPod Touch, and all-time high market share for Mac OS software. Price might be a barrier for cost-conscious consumers, but Apple responded quickly with high margin, low-priced products like the US \$99 iPhone and a new, voice-activated iPod Shuffle. The Apple brand is the most supported within its industry, and among the most iconic of relatively young brands in the world.

2008 rank: **24**

- Country of Origin: USA
- Sector: Electronics

4. 2009 largest decliners

2009 decliners



Morgan Stanley



American Express



Harley-Davidson



Citi



UBS

2009 decliners



Morgan Stanley



American Express



Harley-Davidson



Citi



UBS



UBS

UBS has been hit hard on all fronts. It is buckling under the weight of poor financial performance and an international tax conflict. Despite assistance from the Swiss government, the bank has not invested money in supporting the brand. Brand trust and attachment is consequently lower than ever. Recent developments resulted in the loss of key talent to rival institutions. Even if UBS manages to regain stability, it will have a difficult time rebuilding trust in the brand.

2008 rank: **41**

- Country of Origin: Switzerland
- Sector: Financial Services

36 ↓

10,254 \$m -49%



Citi

The unstable Citigroup received a government bailout of US \$45 billion to keep the business afloat. No longer considered a leader in financial services, Citi is in survival mode, selling off several businesses in an effort to streamline operations and focus on core competencies. The recent shedding of SmithBarney is also indicative of a shift away from the financial supermarket model that Citigroup has followed for the past decade. Citi's troubles have been highly publicized, and recent moves to increase transparency and overhaul its upper management may not prove sufficient to rebuild customers' trust.

2008 rank: **19**

- Country of Origin: USA
- Sector: Financial Services

73



4,337 \$m

-43%



Harley-Davidson

The credit crisis has significantly dampened sales even of an iconic brand like Harley-Davidson. Revenues fell for the second consecutive year. While sales growth in particularly buoyant markets like Latin America helped, a 13 percent sales plummet in the U.S. hit hard. The company continues to focus on reinforcing its heritage, which remains strong, by opening a Harley-Davidson Museum in its hometown of Milwaukee to coincide with the 105th anniversary of the company, and creating a 1940s inspired Cross Bones bike. It has also been making strides to appeal to younger customers, with the launch of the Iron 883 in January (with a suggested retail price under US \$8,000) and the Dark Custom.

2008 rank: **50**

- Country of Origin: USA
- Sector: Automotive

22



14,971 \$m -32%



American Express

American Express is feeling the effects of the credit crisis, suffering a surge in delinquencies and job cuts. Its public image has also suffered from the credit card crisis. Bolstered by its new bank holding status, the firm has reduced exposure to riskier credit card products and is focused on its core charge card offering. Its extensive investment in its brand through advertising, loyalty programs, sponsorships, and key partnerships show the firm's focus to solidify the brand's trusted and premium image and to maintain the brand's iconic status.

2008 rank: **15**

- Country of Origin: USA
- Sector: Financial Services

57



6,399 \$m

-26%



Morgan Stanley

The financial crisis hit Morgan Stanley's brand leadership position. Despite a strong performance in core business segments, the firm has reported two consecutive negative quarters. Morgan Stanley's move to form a joint venture with SmithBarney shows leadership focus on reformulating strategy. It is to be seen if and how quickly Morgan Stanley can recapture some of the brand strength it has lost.

2008 rank: **42**

- Country of Origin: USA
- Sector: Financial Services

5. New entrants


New entrants

91
3,235 \$m NEW

The image shows the Lancôme Paris logo in a serif font above a small glass of perfume.

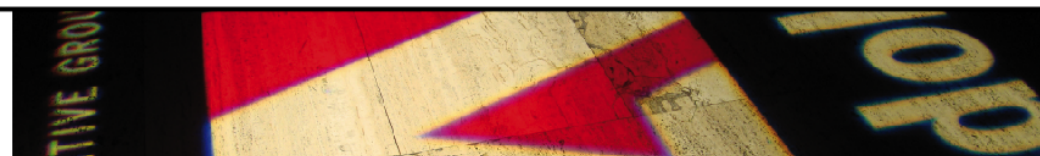
Lancôme

93
3,223 \$m NEW

The image shows the Burger King logo in a stylized, colorful font.


Burger King

95
3,161 \$m NEW

The image shows the Adobe logo, which is a stylized 'A' with a red and yellow color scheme.

Adobe

97
3,154 \$m NEW

The image shows the Puma logo, which is a white silhouette of a puma on a red background.

PUMA

98
3,095 \$m NEW

The image shows the Burberry logo, which is the word 'BURBERRY' in a serif font on a wooden sign.

Burberry

99
3,094 \$m NEW

The image shows the Polo Ralph Lauren logo, which is the name 'ALPH LAUREN' in a serif font on a blue banner.

Polo Ralph Lauren

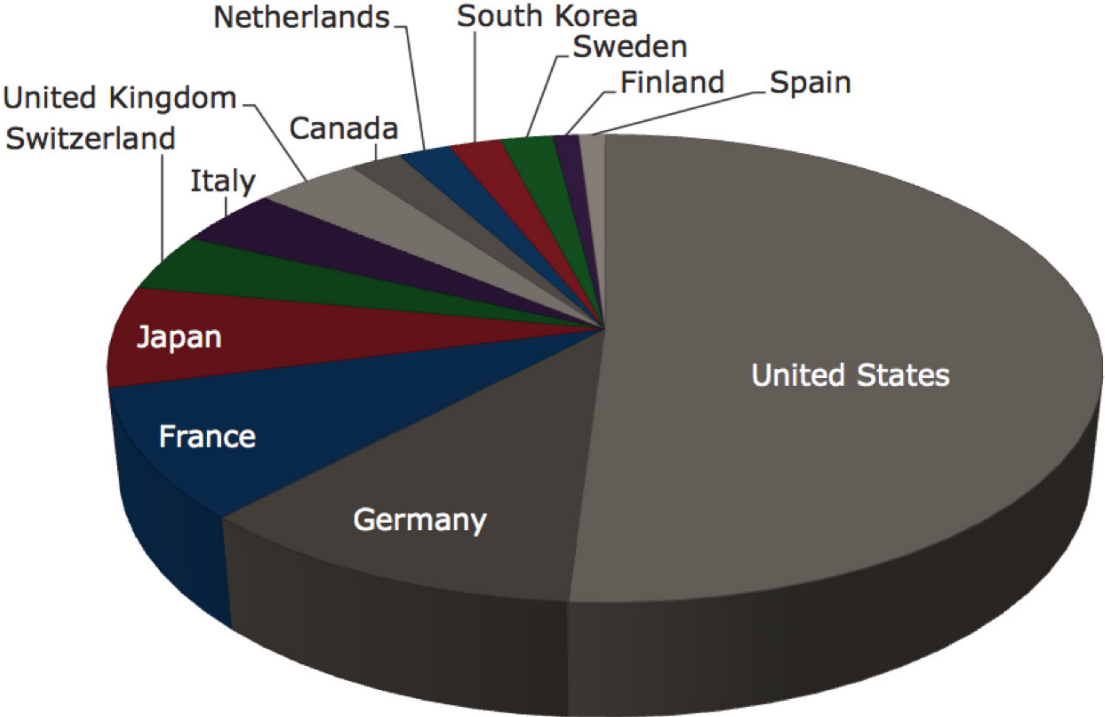
100
3,081 \$m NEW

The image shows the Campbell's logo, which is the word 'Campbell's' in a cursive font on a red background.

Campbell's

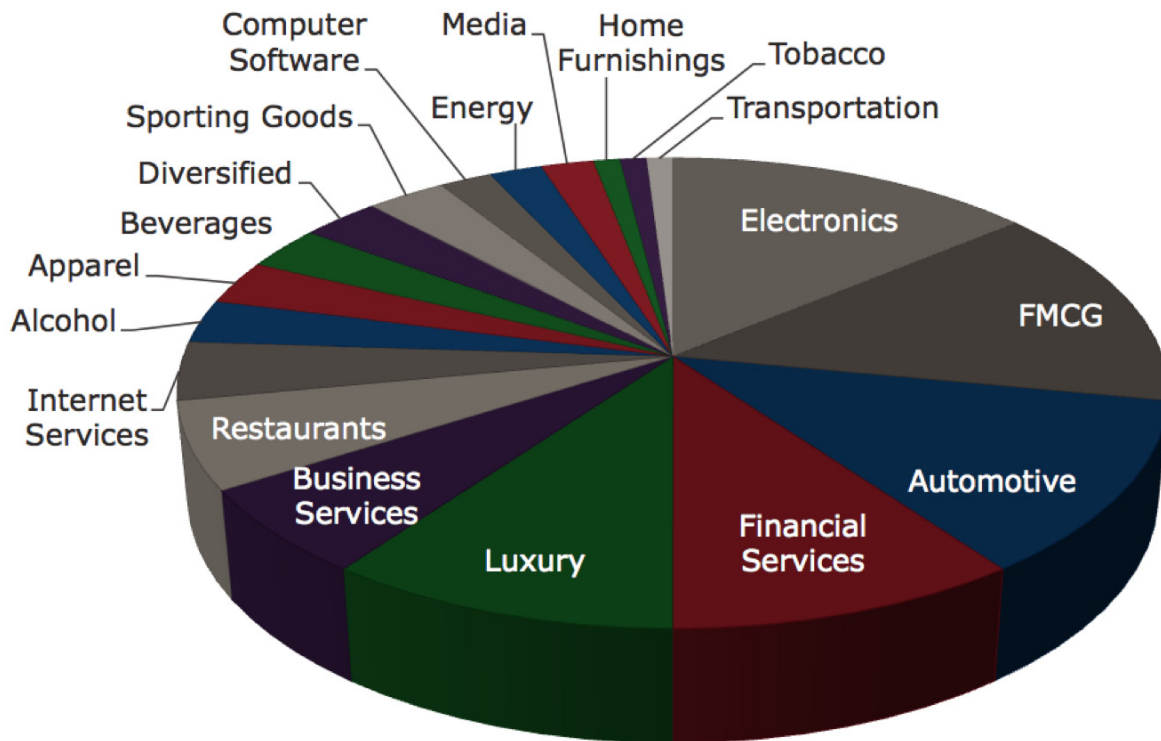
6. Breakdown by country and sector

Brands by country of origin



Country Breakdown	
Canada	2
Finland	1
France	9
Germany	11
Italy	4
Japan	7
Netherlands	2
South Korea	2
Spain	1
Sweden	2
Switzerland	4
United Kingdom	4
United States	51

Brands by sector



Industry Breakdown	
Alcohol	3
Apparel	3
Automotive	12
Beverages	3
Business Services	6
Computer Software	2
Diversified	3
Electronics	14
Energy	2
Financial Services	10
FMCG	14
Home Furnishings	1
Internet Services	4
Luxury	10
Media	2
Restaurants	6
Sporting Goods	3
Tobacco	1
Transportation	1

7. Sector overviews

Technology: The pace of innovation

- Fueling new capabilities as brands conquer unexpected territories and categories blur
- Value products with premium benefits
- Defining the parameters, discussion moving to differentiation
- Expressions of self: how we work, play, and communicate
- Integrating customers into product development, supporting user ed.
- The master brand must stretch, and messaging shifts from product to emotional connections
- Evolution vs. radical change as information sources are decentralized



Energy: Urgency demands innovation

b p

- Severe price volatility and increased global consumption pushing renewable energy demand
- Front and center of the climate change debate
- **Tremendous responsibility = endless opportunity**
- Influence dialogue and regulation, affect consumer choices, drive innovation, and build reputation
- Debate has moved from more new resources to less wastage of current ones, and oil and gas are promoting patented technologies for cleaner engines and air

Consumer Packaged Goods: Kudos and cautions

- Catering to consumers' search for value
- The rise of the private label: 'more for less'
- Less is more? Label simplification poses risks and rewards
- "Emotional branding" prevails and ownable patterns and textures are key
- Recognizing the value of the male shopper
- Respecting the brand equities while evolving design



Automotive: Smaller, greener, and more efficient

- 2008 was the worst year for this industry since 1992
- Market turbulences had a strong impact on many carmaker brand portfolios
- Must focus resources on brands that still resonate with consumers
- Consumers watch wallets and the environment; full efficiency and small cars see a breakthrough
- Development of entirely new driving technologies at forefront; Prius provokes hybrid R&D

Financial Services: Putting a price tag on trust



- 4 of the 5 top biggest decliners BGB: UBS, Citi, American Express, Morgan Stanley
- As a group, they have lost a third of their value in a matter of months
- **Business problems impact trust, creating significant “money in motion”**
- Staying strong in calamity means more market share quickly
- Underdogs are fighting for their place in the top tier
- Brand must be treated as a major financial asset
- **Integrity is the real differentiator**

Business Services: Due for a shake up

- Generally this industry suffers from underdeveloped brand expertise
- Brands that made the ranking are outliers:
 - Forged a global identity based on a clear brand idea
 - Invested in their culture and their people
 - Behaved boldly in challenging times, investing in strategic assets and R&D



Health: Rethinking business as usual



- Significant competitive reshaping of industry, and potential changes in healthcare systems
- M&A on the rise to take advantage of changes in policy and reimbursement
- Gearing up for growth beyond areas of therapeutic specialization and increased focus on developing markets
- Reputation management vs. brand management: brand positioning and interaction is insufficient. Customer interaction must move toward a complete solutions approach
- Ongoing loss of exclusivity, and the rise of the generic demand rigorous brand portfolio management and increased partnership with managed care

Hotels and Hospitality: It's all in the details

- Cyclical business, and currently a macro “flight to value”
- Service creates value, and hotel brands with capital are looking to enhance
- Elements of the customer experience are incorporated into the general offer: hotels, spas, and premium dining
- User generated content is rewarding and punishing hotel’s for their performance, and hotels need to push the communications model more to operate as “influencer brands”
- Key to successful eco-travel and hospitality is authenticity of experience and community



Luxury: Craftsmen and connoisseurs

- You can exist in people's dreams or their reality, but not both
- Luxury is not a category you decide to be in, but a side effect of excellence
- What emerges as being truly extraordinary is authenticity, and this is the key driver of demand and therefore value
- Demand for archetypical purity comes as a well-earned reward for a brand's consistency
- The quest for authenticity has affected sales channels
- Is luxury's definition its past, the excellence of its producer, or the backdrop of an aristocratic circuit of authenticity?

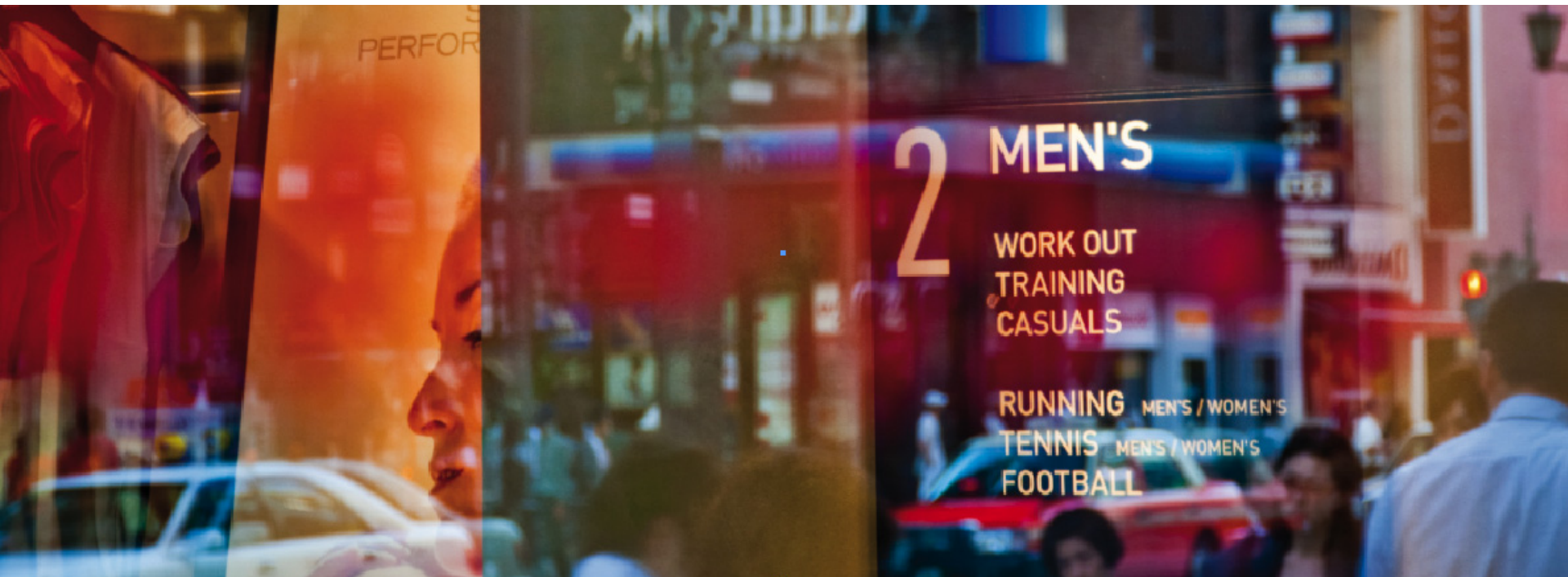
Telecommunications: Mission impossible

- These brands have a ways to go to conquer consumers' minds and hearts internationally
- Numerous and continuing identity changes in the last two decades mean less impactful idea focus and personality
- Content providers vs. carriers
- Strong nationals, but international growth through M&A inhibits a unified and strong brand
- Have changed our world but have not reached ultimate status



Retail: Survival of the fittest

- Changing consumes and a weak global economy = dramatic thinning of the retail herd
- “Me-too” brands go extinct. The inspiring, compelling and differentiated move on
- Long-term ideas that drive distinctiveness in the customer’s mind win: adidas, H&M, Zara
- Lack of a defined niche dilutes brand, e.g. Gap
- Retailers walk a fine line with promotions



Media: A brave new world



- The landscape is being redefined by non-traditional players, and tech companies are putting on the pressure with content creation and delivery
- Media trends demonstrate increasing importance of relevant, timely content
- Brands that remain strong deliver a relevant brand message backed by targeted content
- The rise of social media means brands must increasingly navigate the tension between maintaining brand values and allowing user freedom
- Proactive moves will reshape the marketplace and leadership status

Airlines: Turbulence in the skies

- Current external factors make it difficult for airlines to leverage their brands
- Customer expectations and demands are changing, and desirability and cost possess a diverging relationship
- For many traditional carriers, the downturn is an industry catalyst
- Airlines must determine long-term what value means to their customers



Food and Beverage: Back to basics



- Consumers dining at home provides an opportunity
- Increased competition and price point pressure as private labels rise
- Kellogg's and Campbell's engage with consumers: recipes, coupons, newsletters and pairings
- Alcohol brands focus on partnership and sponsorship
- Health concerns will steer innovation

8. Key insights

It's all about trust



The financial services brands represent 4 of the 5 top decliners: UBS, Citi, American Express, Morgan Stanley

Brands must create loyalty and preference over the long-term:

- Security in times of economic instability
- Opportunity in times of prosperity

Signal progress through communication

- Ford, HSBC

Stable brands matter more

- Nestlé, Zara, Campbell's

The cleansing fire

Emerging from the smoke requires a clear focus
Invest more, not less
Be consistently committed to renewal
Strong brands grow from the core

The luxury divide



Top-tier luxury brands who have maintained their brand proposition and retained customer affinity have largely withstood the impact of the economic crisis

- Ferrari is the top-performing car brand at 0% change in brand value
- Gucci, Prada, Louis Vuitton and Hermès had lower losses than table average
- Armani, Rolex, Cartier and Tiffany have all fared worse with a democratic positioning

From West to East

- Hermès, Louis Vuitton, Burberry, Gucci, and Prada store expansions

9. Looking to the next 10 years

The new age of responsibility

Acting like a leader: Sustainability through the lens of brand

Set the highest standard for your industry

Measure the impact of your actions

Communicate your platform appropriately



Saying. Doing. Being.

Resonate with your consumer. Offer a relevant proposition in a downturn.

- Hyundai, Amazon, Google, H&M

Offer reassurance and affordable enjoyment, a low-commitment branded experience.

- Kellogg's and Campbell's
- Ikea and Zara
- Coca-Cola, McDonald's, Gillette

Celebrate hero products to build ongoing relevance and value

- Apple, Hyundai



Shifting attitudes toward wealth

- Positioning for authenticity and value
- Luxury returning to its core values: authenticity, legacy, and excellence
- The hi-lo Western consumer, and Asia's lasting desire for luxury
- Communities refusing the old luxury as dogma
- Catering to the connoisseurs

PRADA

AOYAMA H&M JUNE

Brands in a seamless world of experience

The post-digital, seamless world

Social and consumer networking: everything is connecting.

Get intimate with your customers.

- Increased expectation around product and communication
- More and more, customers will want to co-create



The experience revolution

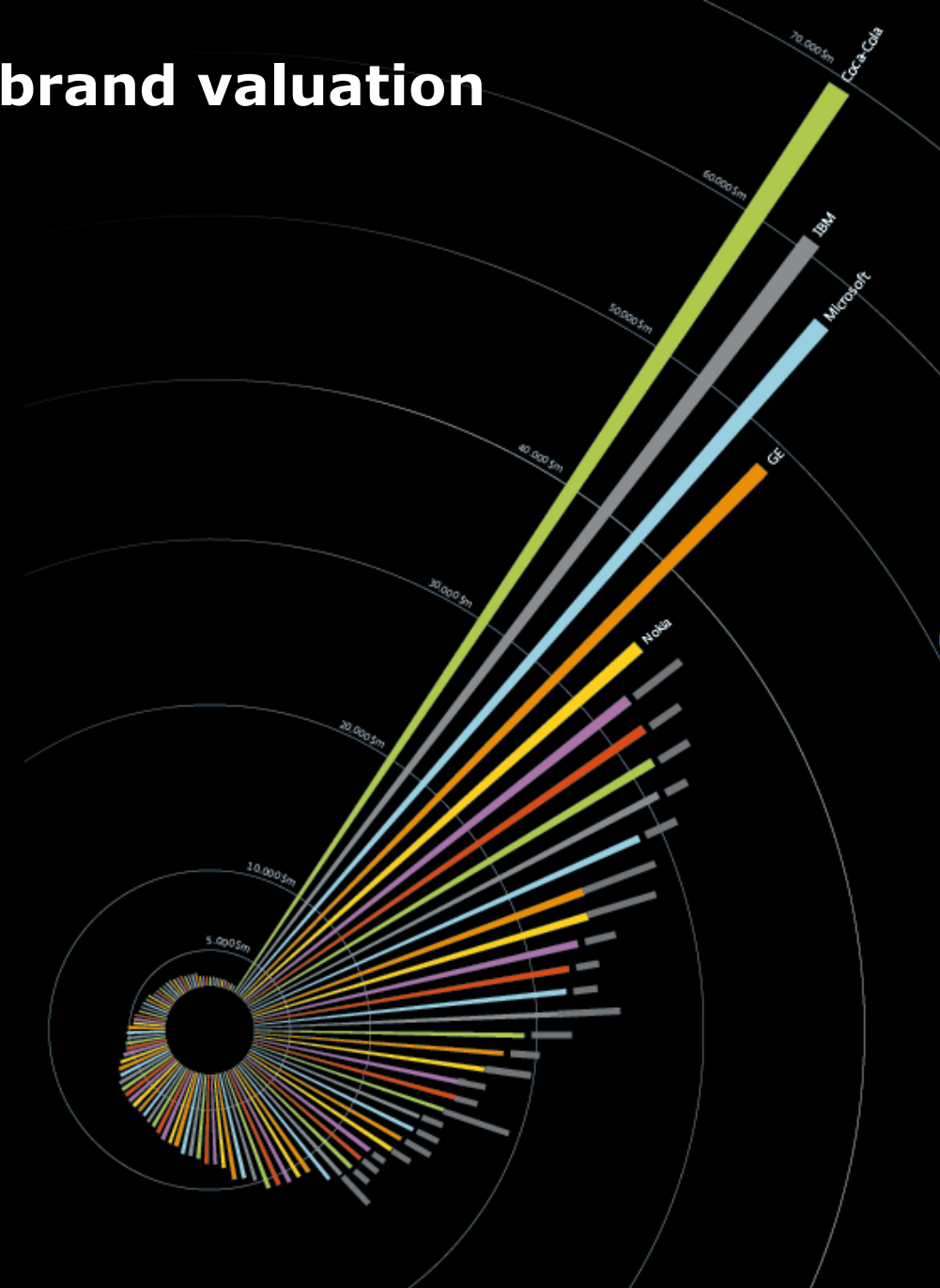
- Evolve. Innovate. Listen. Communicate.
- Get back to basics: create tangible human experience across all touchpoints
- Engage the five senses



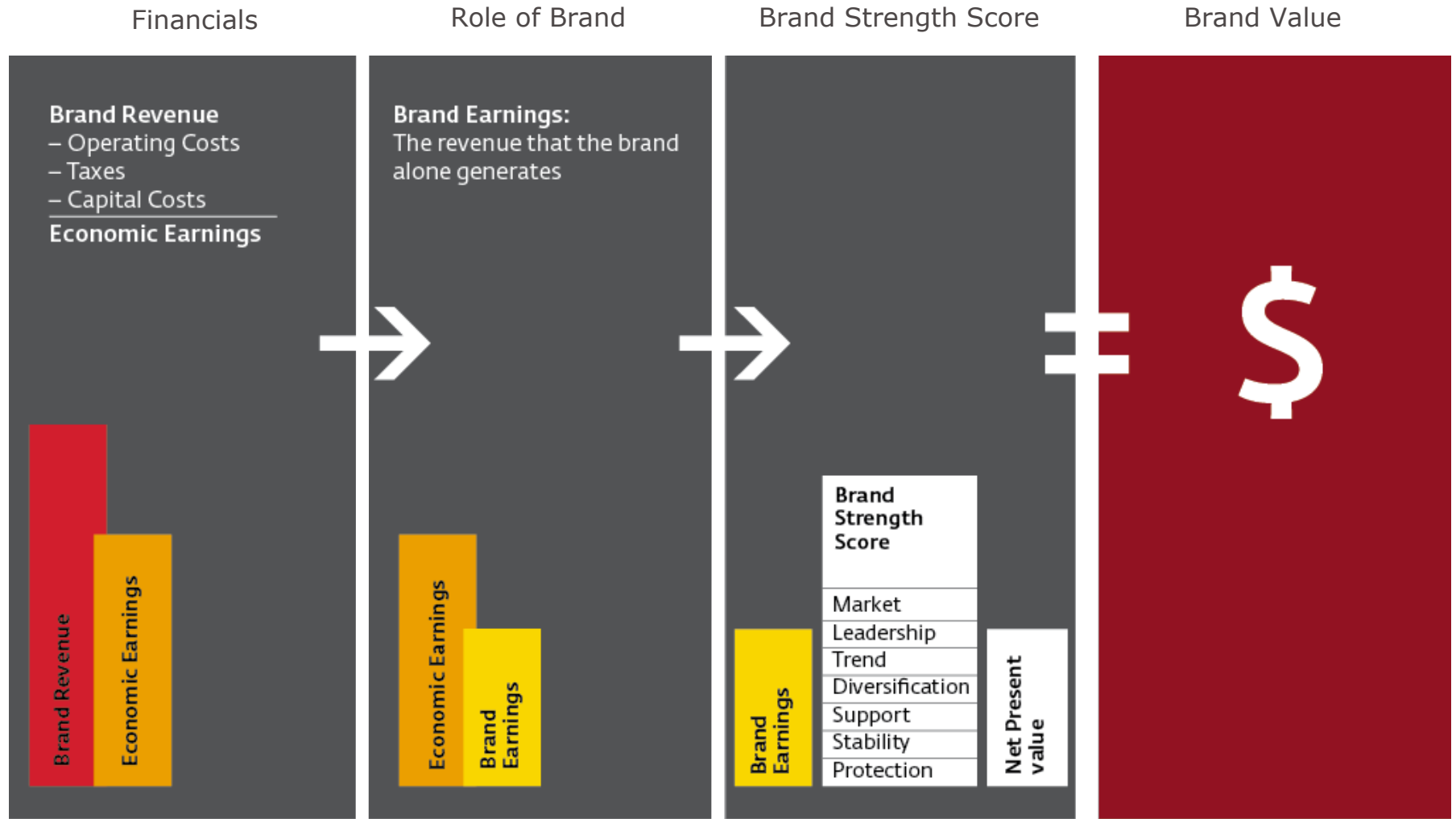
10. Our approach and experience

The business purpose for brand valuation

- Extending the business based on the brand's equity
- Assessing the economic impact on branding decisions, legitimizing brand investments and supporting risk management
- Setting performance metrics for controlling purposes
- Providing a fair opinion and investment advisory
- Reporting, litigation and taxes
- Financing projects and businesses, defining royalty rates



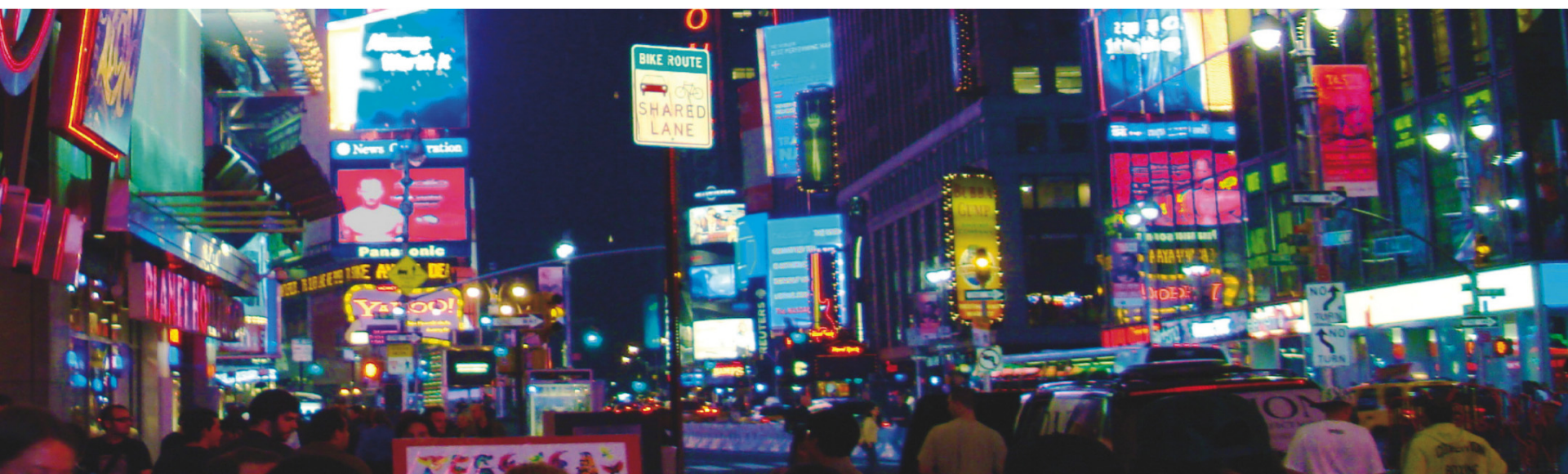
Interbrand's method for valuing the Best Global Brands



History

Interbrand pioneered the development of brand valuation techniques in 1988 for Rank Hovis McDougall (RHM), who was resisting a hostile takeover bid. The company needed to demonstrate that their value had been severely underestimated and hired Interbrand to quantify the value of RHM's portfolio of brands.

- Our approach is the industry standard, endorsed by
 - Academics – Government bodies
 - Auditor – High courts
 - Accountancy firms – Management consultants
 - Analysts – Stock exchanges
 - Advertising agencies – Tax authorities
 - Banks
- Interbrand completed more than 5000 brand valuations
- Valuation services used by more than 400 leading companies
- We've conducted brand valuations in all industry sectors



About Best Global Brands

Accepted standard across the industry: Interbrand invented brand valuation almost 20 years ago and has continued to innovate its methodology to remain the “gold standard” across the industry. We have been recognized by a range of constituencies that include academics (such as Harvard University), accountants (such as *Accountants’ Digest*), business journalists (such as *BusinessWeek*), and even our competitors.

Measures brand as a financial asset: Our definition of brand value, as the current and future earnings driven by the brand, gives management a defensible approach to quantify the value of an intangible asset much like the valuation of tangible assets.

Incorporates rigorous analytic techniques: Our brand value methodology is built on accepted practices in both finance and marketing. In finance we apply established principles of Economic Value Added (EVA) and Net Present Value (NPV). In marketing we utilize the latest analytic techniques such as structural equation modeling (SEM) and choice modeling to quantify brand measures in an objective way. Our consultants stay on top of the latest industry trends and often pioneer new techniques for the industry.

Provides a diagnostic tool for on-going measurement: The methodology allows for not only measurement, but also management of the brand. The various inputs to the model provide insights into the drivers of brand value that inform both strategy and tactics that ultimately maximize shareholder value. We work with our clients to leverage insights gained from the analysis to develop on-going brand valuation metrics and tracking tools. Many of our clients conduct on-going brand valuations (yearly as well as quarterly) and incorporate these measures into their performance management systems.

Focused on actionable results: These diagnostic tools and strategic insights lead to recommended actions. We work with clients to identify both short and long-term actions that will protect and grow their brand value based on the various insights gained from the analyses in the brand valuation model.

Customized to fit specific client needs: Finally, we tailor brand valuation for each client based on its specific branding and business needs. Our brand valuation methodology provides a framework in which the various inputs to the model can be analyzed based on available data and to the level of granularity most relevant for each client.

Who we are

Interbrand began in 1974 when the world still thought of brands as just another word for logo. We have changed the dialogue, redefined the meaning of brand management, and continue to lead the debate on understanding brands as valuable business assets.

We now have nearly 40 offices and are the world's largest brand consultancy. Our practice brings together a diverse range of insightful right- and left-brain thinkers making our business both rigorously analytical and highly creative. Our work creates and manages brand value for clients by making the brand central to the business's strategic goals.

We're not interested in simply being the world's biggest brand consultancy. We want to be the most valued.

Established

1974

Employees

1200

Offices

38

Countries

26

Thank you