



GROWING GLOBAL

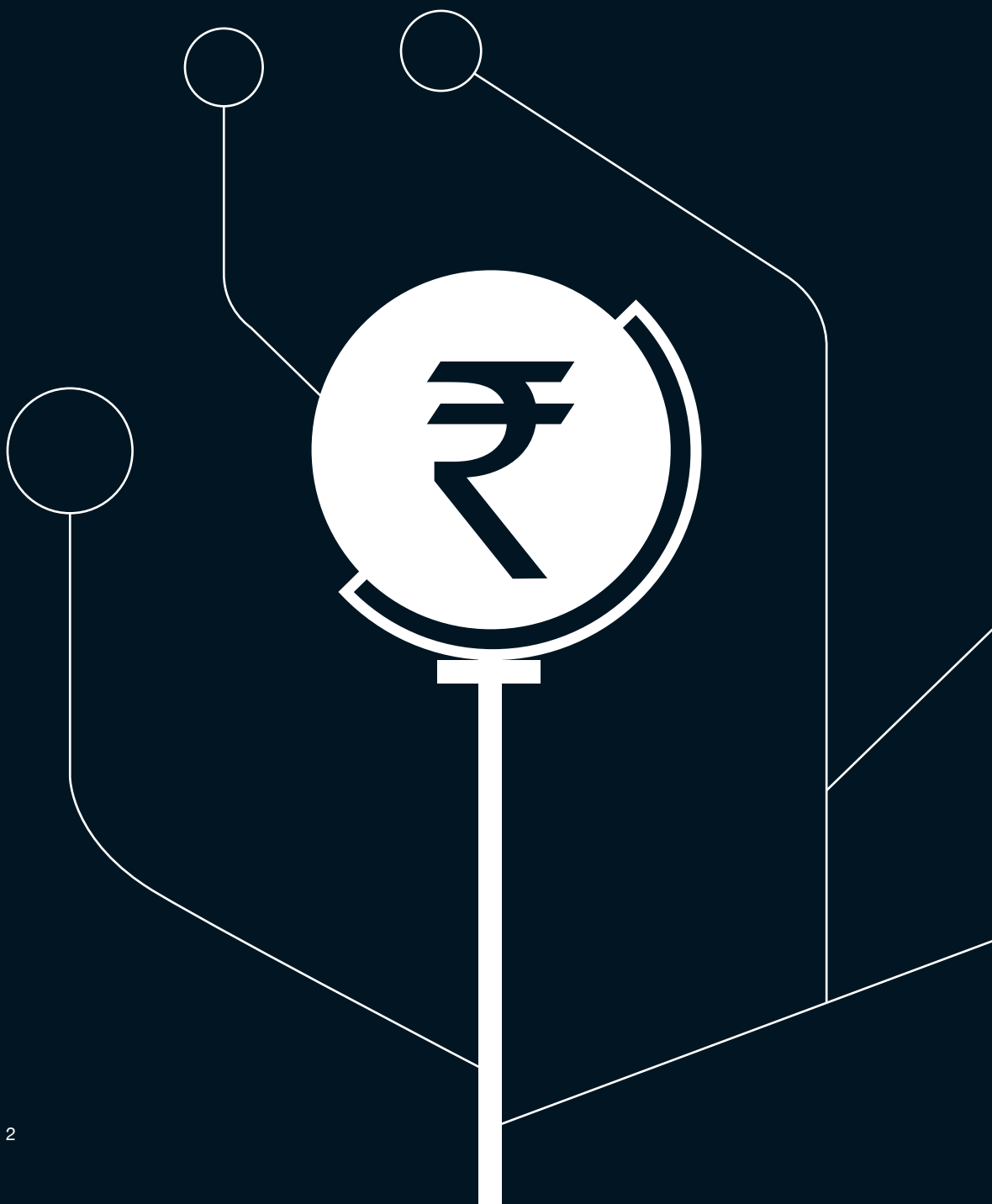
Interbrand

THE ECONOMIC TIMES



Table of Contents

Growing global	3
A purpose-bred roadmap	7
Growing global through internal anchoring in Brand Purpose	17
Global growth via brand focus	23
Global growth through authentic and differentiated brand experiences	29
Brand as an anchor for global governance	35
Reorienting legacy businesses for growing global in the digital age	43
BIB table	49
A breakthrough brand mindset to grow global	79
Breakthrough growth	83
Thinking like a start-up to accelerate global growth	89
Nation brand support for growing global	95
Interbrand's Brand Valuation Methodology	106
Best Indian Brands Criteria	112
A difference in opinion	115
Contributors	120



Growing global

“I am delighted to present to you the Best Indian Brands 2016 league table, now in its fourth year. The world today waits as India brims with potential. At Interbrand, we already work with a number of Best Indian Brands– I am confident that India is nurturing some truly world-class brands that are set to make their mark on the global stage. This year’s theme, ‘**Growing Global**,’ addresses the Indian brands’ ambition to become global brands.”



Jez Frampton
Global Chief Executive Officer
Interbrand

Thirty years ago, we pioneered the concept of brand value. It was a bridge that connected the nebulous, intangible thing that seemed to generate people's desire to buy with a deeper understanding of how it brings value to a company.



The biggest shift
in the industry
today is the
recognition of the
importance of
brands inside the
organisation.

Now, and especially in the context of the Indian brands' rightful global aspirations, we are excited to present to you our understanding and perspective on brands— one of the more potent tools for growing your business.

In today's dynamic business environments, a brand is not only a long-term, sustainable differentiator between businesses, but the ultimate agent of growth. We think of brands as 'business strategy brought to life.'

Brands have the power to make someone choose one product over another, or one employer over another.

Brands differentiate to help organisations stand out from competitors, become relevant to people, and even bring clarity within an organisation. They generate loyalty because they fulfil expectations. They command premium even in a market of parity. This is the power of a brand. We define it as *brand strength*. It grows business and translates into profitability and earnings. As levers for growth, brands are extremely powerful because they touch so many aspects of the business.

A brand is not built by just a logo or a tagline or a communication. A brand today is not just a product or a service. It's an organisation's environment, culture, values and behaviours; it's the promise, the customers and their experience, and more importantly, a way of bridging all of it.

Look at some of the brands that have transformed global markets in the last five years— Google, Apple, Facebook, Amazon, Uber and Airbnb. These businesses appeared from almost nowhere and changed how we live our lives. That's the clue: they understand how we live our lives. They touch us, help us, improve us. Not just by what they offer, but also by how they treat us and make us feel. Not just via a product, but as an organisation.

Growing Global is not only about saying, "I want to be a top 10 business in the world in my category," because the first question that arises is "How?" and that "How?" is connected to a deep understanding of the forces of growth

within a business, which can help accelerate the organisation.

The first and most fundamental force of growth is an inward harnessing. This is the growth of people: growth of their capabilities, their understanding, and their ability to work together. It's your processes: the way that you actually do things and how you encourage others to do things. It's the products and services that you bring to the market: how you create procedures for innovations to make sure that capability grows over time.

That's the biggest shift in the industry today– the recognition of the importance of brands inside the organisation. While earlier, brands were seen as a sub-division of the marketing department, they're now understood *how you do business*– simply because, if you're going to make something move and grow, you have to get people to move with you.

The second major force of growth lies in what customers expect from companies: the growth of experience. The single greatest impact of technology on our lives and businesses is the transformation of customer journeys. Today touchpoints are multiple and

complex, and the elusive ideal is a seamless experience. People expect everything to just work brilliantly all the time. Whether it's using an app, walking into a store, speaking to the organisation, or engaging a product or service– everyone wants everything to be seamlessly connected. The implication for CMOs, as the ones who understand the customer base, is that they need to be able to influence and take people on a journey across the whole spectrum. That's a big shift. To deliver seamless experiences, all people, processes and platforms have got to be aligned. This calls for reengineering organisations, and nothing less.

It all comes back to building a brand from the inside out. And then from the outside in. Indeed, the brand is delivered by people. People deliver the experience. Experience delivers the brand. And it's a beautiful cycle.

My advice to the Best Indian Brands seeking to grow global is to start by looking deeper: understand your organisation's anatomy of growth and then you can start to build clear strategies to achieve global growth– something that you truly deserve.



Jez Frampton



A purpose-bred roadmap

Growing Indian
Brands Global



Ashish Mishra
Managing Director
Interbrand India

There are no Indian brands in Interbrand's Best Global Brands league table yet. There are a fair number of Indian businesses that are global, but they haven't been able to establish themselves as global brands so far. To understand why merely growing the size of their global business will not realise their corporate aspirations of being admired as a global brand, it is useful to understand what the truly global brands deliver today.

Having begun with the Age of Identity, the world has swiftly moved through the Age of Value, Experience and now, thrives in the Age of You. The future thinkers of the world have spoken about it as Globalisation 3.0 or the Cognitive Era, where, after the Reigns of Empires and MNCs, it is now the individuals that rule.

So, it is the individual-led era where people with high cognition are in the controlling position and they are clearly using brands to design their lives. Given this new expectation from brands and the accelerating pace of change all around, it devolves upon brands to move at a new speed. At Interbrand we call it the Speed of Life.

While the brands confined to local geographies may still have some borrowed time to remain impervious to this new norm, the global brands and the global brand aspirants have no choice.

So what should Indian brands aspiring to be global, do?

Quite clearly, Indian businesses and

brands will need to be global frontrunners in designing lives and creating better experiences, at the speed of life. This requires reinvention and reinterpretation in the context of resolution of conflicts. Finding new relevancy and role in creating better life experiences.

Being purpose-led

After an aspirational global role and relevance has been found by the Indian brands, the next big step is about setting a goal and creating a purpose. Once you do that and commit to it, the Universe, as is oft repeated rather romantically, conspires to help you achieve it.

Finding their global purpose will create new relevance and authenticity of the Cognitive Era Brands. This is what will enable the decisive social presence, as people will connect most with the resolutions of their most powerful and unresolved conflicts. That's what they will talk about and share. Thus making it easy for such businesses and brands to gain the all-crucial consumer advocacy, the highest form of engagement.

At a conceptual level it would have been enough to provide a definitive philosophical direction to the global brand aspirants. But there are challenges both at global and local levels that the brands and marketing have to contend with.

Being purpose-bred

In our analysis, the toughest challenge for brands and marketing is a lack of the experience and ability to manage the exploding micro experiences within today's complex and pervasive customer journeys. There is a desperate need for an anchor to tie it all together— an anchor with a meaning system. A purposeful anchor that inspires and connects people— around culture on the inside, and around experience on the outside.

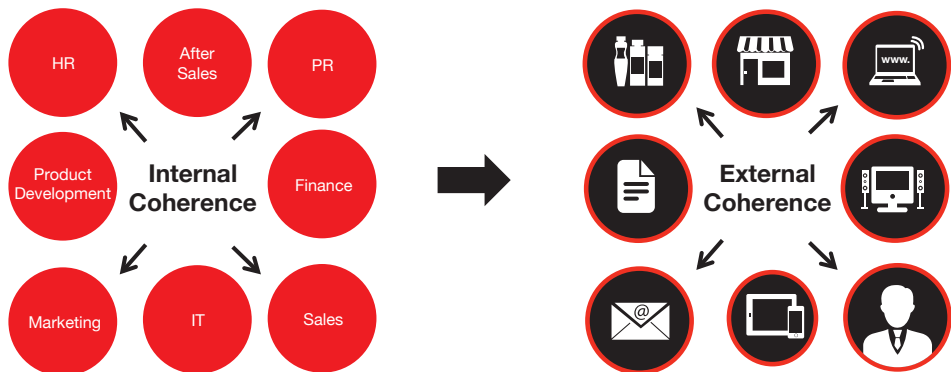
An anchor that breeds focus and consistency through governance.

And orients the commitment through clarity and responsiveness to provide the dynamic micro experiences. The organisation's ability to do so with its brand will create the only possible differentiation in the easy-to-imitate age we live in.

Indeed, brands are the only sustainable differentiation that businesses have to leverage their competitive growth with.

Unfortunately, that's where the problem lies when it comes to Indian businesses.

Brand as an Anchor for Internal and External Coherence



The Brand can act as a **purposeful anchor** that inspires and connects people— around culture on the inside, and around experience on the outside.

The need to shift from businesses leading brand to brands leading businesses

Historically, Indian businesses have led brands. There always was an entrepreneurial business strategy followed by broad functional strategies—HR, sourcing, manufacturing, R&D, distribution, sales, marketing and so on. Somewhere within marketing was communication and brand.

The brand was seen as an overhead. An expression side element, left to the marketing department and contributed to by creative and media agents. Managers enthusiastically extolled its virtues but could never prove its value. Indeed, for anything to be of consequence in business, its materiality needs to be clear and measurable. Since no one could achieve the analytical depth for isolating and measuring the economic impact of brands, it was always convenient to keep it with the subjective softer aspects of business like advertising and design.

At Interbrand, we have strived fiercely all around the world to dispel this paradigm. To take the brand out of the confining preserve of marketing and to place it in the centre of the organisation, making it a potent tool for driving the business growth.

This we believe is also the way of driving growth for businesses aspiring to grow global. And unlike the traditional comms.-led practices, we clearly see definitive and measurable brand-led pathways of global growth at various levels –

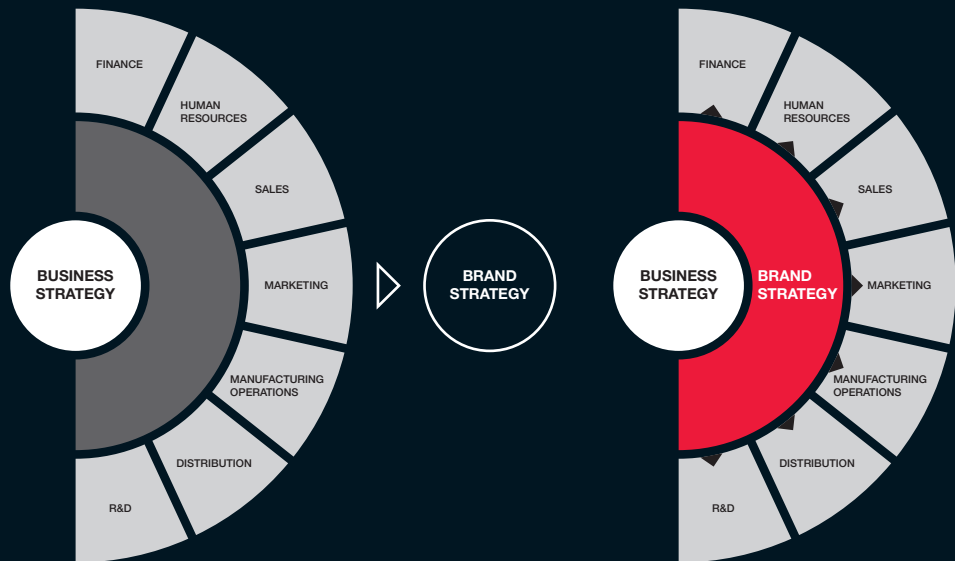
1

Growing Global through structural optimisation

One invests to set up and manage the various functional aspects of the business anyway. Wouldn't simple principles of synergy and cohesion make it more efficient if we could somehow integrate the functional strategies through an organising principle? And what would be better than using the brand itself as organising principle?



Brand works best as a central organising principle



There are two kinds of organisations—business-driven and purpose-driven. The very act of leveraging the brand as the central organising principle creates

a fundamental shift for the organisation—a shift from being purely business-driven to purpose-driven.

McKinsey's Service Profit Chain model



2

Growing Global through internal anchoring in brand purpose

The purposefulness of the organisation then becomes the premise for a stronger employee engagement. McKinsey's Service Profit Chain model describes the rationale behind it succinctly. Organisations with stronger internal engagement have been conclusively proven to deliver superior financial fundamentals.

3

Growing Global through a brand-led focus on premium demand drivers, and demand sustenance

A powerful way of driving business growth and global aspirations can be rooted in the brand definition itself. Any business will do well by way of three simple factors– demand generation, demand sustenance and the ability to charge a premium.

The demand generation in any business or category, as also its premium, is a function of how strongly the business owns the important drivers influencing the purchase. The sustenance of demand is decided by the strength of the brand, internally and externally.

This is the basic approach employed for strategic positioning and definition for the best global brands and will surely benefit the Indian Brands aspiring to grow global.

4

Brand as an anchor for global portfolio management and governance

Many Indian organisations today have grown organically into a situation where they have a proliferated portfolio. For most, the new product or service opportunities over a period of time either found the same brand cover or a new name. Neither was there a destination envisaging strategic basis nor was there a long-term naming system to ensure coherence in the rapid additions to the spectrum.

This understandably dilutes the impact of the brand by confusing the orientation and the ownership of a sharp demand driver as well as weakening many brand strength factors such as clarity, authenticity, consistency and understanding.

By adopting a brand-centric portfolio management, it is possible to create brand architectures via an alignment based on synergy of demand drivers and compliment of brand strengths. This helps clearly decide on the adjacencies of the brand and the real need for additional primary and secondary brands.

5

Global growth through authentic and differentiated brand experiences

Experience is a sum total of all the touchpoints that the business has across its stakeholders, both internal and external, offline and online.

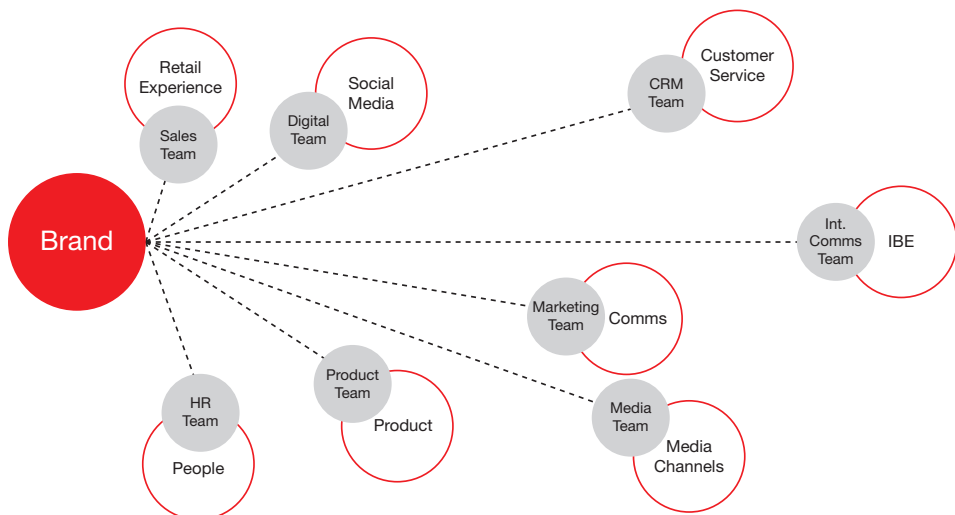
Managing the proliferating new micro experiences creates one of the more complex challenges for brands and marketing today.

The touchpoints of experience are not limited to communication alone, as a majority in the Indian market tends to believe. The touchpoints include product and service experiences,

the behaviour of staff, the channel experience and digital, internal and external communications.

A large number of these touchpoints across Indian businesses do not follow a converged theme. Wouldn't it be efficient and productive if there were one? Again, can there be a better basis for affecting this convergence than brands themselves especially for the Indian businesses aspiring to grow and compete with global brands?

The Brand as an Integrator of Authentic and Differentiated Experiences



6

Reorienting legacy businesses for Growing Global in the digital age

Indian business as well as the Best Indian Brands league table is dominated by legacy businesses. These businesses are India's best bet to grow global. It is therefore imperative for them to reorient themselves for the new world. Understanding the needs and aspirations of the global customers and realigning their purpose, technologies, people, offerings and experiences will help the ambition of growing global. The caution will be balancing the local opportunities with global, as India itself is a large consumption market fast emerging as a key global market too.

7

Breakthrough brand mindset to grow global

We are indeed living in exciting times of start-ups and breakthrough brands. Brands that are moving at the speed of life and helping people design their lives using the customised micro experiences through brands. India due to its human capital and the entrepreneurial culture is inherently tech savvy and is already seeing an explosion of breakthrough brands.

There are 3 Indian Brands in our recently announced Breakthrough Brands 2016 report. Is there something to read in there? No Indian brands in the Best Global Brands list yet, and

three Indian brands in the inaugural Breakthrough Brands report itself!

Why can't the Best Indian Brands and Businesses think more like a start-up? Why can't the large corporates replicate the success of their Breakthrough Brand counterparts, embracing the start-up mindsets to reinvent and grow their businesses and brands?

8

Nation brand support for Growing Global

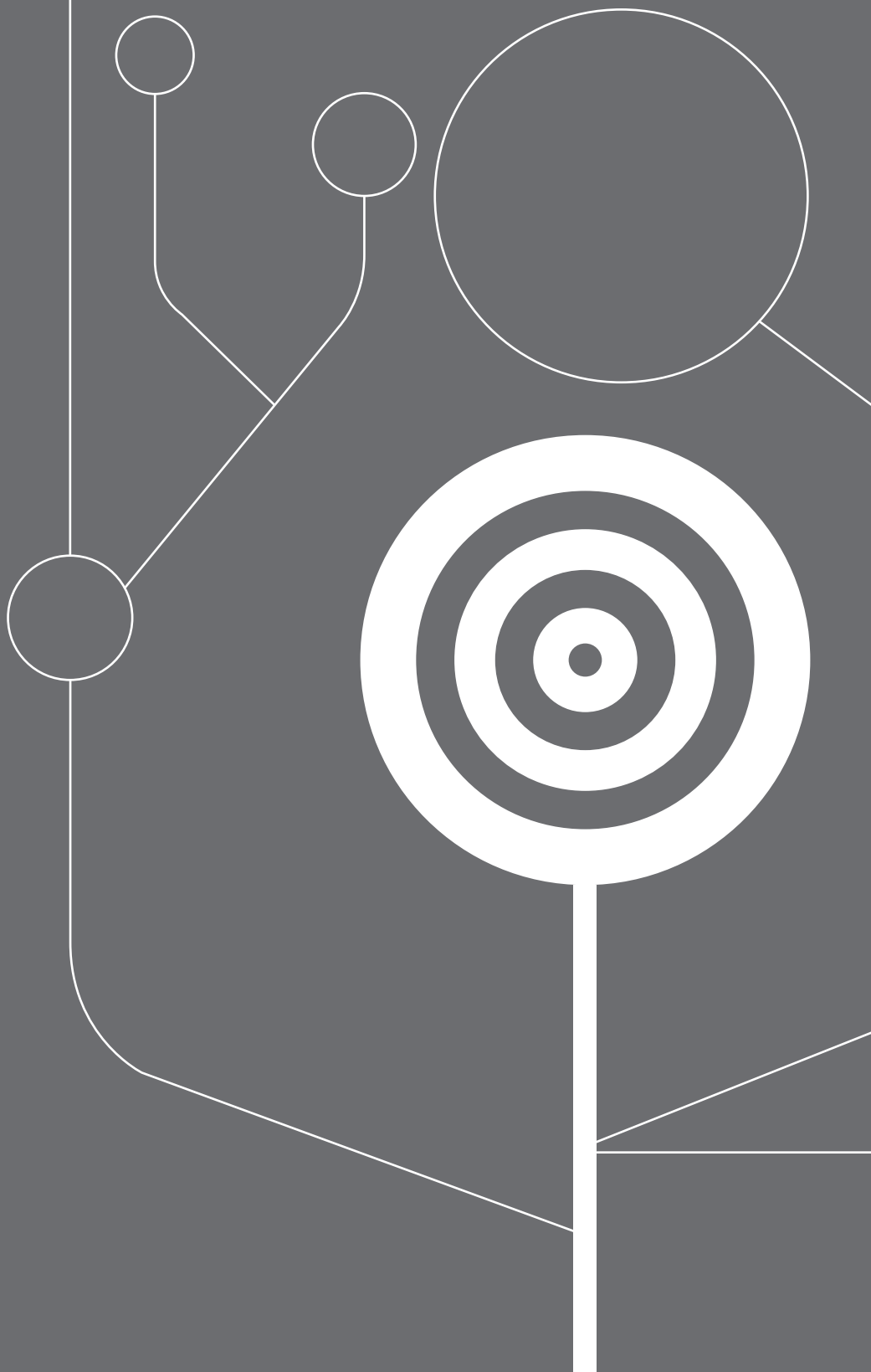
A common pushback from the Indian brands when it comes to doing well in the centre-stage markets of the world i.e. North America and Europe, or when it comes to playing in categories that are upstream, is the baggage of its nation brand. And the fact that the global customers do not accept a premium play from an Indian brand. Well, it may serve well to remind such brands of how in many cases it is the brands themselves that build the nation brand. Korea was no Japan when it came to image but it took a Samsung to uplift that nation's brand. Why can't a Tata, Reliance, Infosys or a Mahindra do the same for India?

It may also be worth considering a central, state-led effort to reposition the nation brand India, more from trade, investments and acceptance of global markets for Indian brands perspective. There are examples of Holland, Kenya, Turkey (Turquality) and Vietnam (Vietnam Value) to study and build upon.

Connecting Brand Strategy to Business Results

If we open up our minds beyond the business and financial processes on one hand and communication levers on the other, we will see the vast opportunities that connect the two. Unfortunately, the proponents of these two ends of the spectrum prefer to keep it disjointed to hide their inabilities to straddle them.

It is our hope that we can do that for the Best Indian Brands.



Growing global through internal anchoring in brand purpose

Organisations that
band together,
brand together



Carolyn Ray
Managing Director
Interbrand Canada

By connecting purpose to brand, HR & Marketing can embrace a new model to help current employees find purpose in what they do and, more importantly, show why it matters to their colleagues, customers, the business and the world.

As the industry, and especially the service industry, undergoes shifts and talent emerges as the key issue in future profitability and success, there has never been a better opportunity for HR & Marketing to become the best of friends.

How so, you ask? Aren't culture, values, and behaviour the responsibility of human resources? And isn't marketing focused on the brand, digital marketing, and customer loyalty? Why yes! And that is precisely why we believe this could be the perfect relationship– a friendship of true collaboration– built on the inherent, complementary strengths of each function.

After 41 years of experience, one of the truths those of us at Interbrand know is that brands are built from the inside. It is only when the people in an organisation understand their brand– who they are and what they stand for– that they can create truly memorable experiences that drive loyalty and enhance business performance.

Interbrand's global marketplace study, which surveyed over 1,500 CMOs worldwide, shows that one of the top challenges faced by CMOs today is employee engagement. While this finding is not surprising itself, the fact that employee engagement is becoming a CMO priority is– and, frankly, it is about time. In a service-based economy, where businesses will compete on talent first, it is imperative that organisations focus on building a culture that attracts and retains talented people who support business growth.

By working together, HR & Marketing can break down the silos and take a holistic approach across departmental boundaries to improve reputation, growth and market value. Here are three ways to start this beautiful friendship:

1

Create an inspiring employer value proposition

Research shows us that just 13 per cent of employees are 'highly engaged' globally. This means that only one in eight workers is psychologically committed to his/her job. This is an enormous problem for organisations that rely heavily on employee engagement to enhance customer service, innovation, and creativity– all intangible measures that affect business performance. HR's understanding of employee needs and behaviours, coupled with marketing's understanding of the brand, present the perfect opportunity to cut through the clutter and create an EVP that is embedded in the everyday and connected to the customer experience.

2

Find a purpose that empowers innovation

An organisation's purpose is essential to retaining the new generation of talent. Today, more employees are motivated by work passion than career ambition. This indicates a need for leadership to focus on making the work environment

compelling and enjoyable for everyone. Inspiration requires breakthrough communications and who better to engage Millennials than Marketing? By connecting purpose to brand, HR and Marketing can embrace a new model to help current employees find purpose in what they do and more importantly, show why it matters to their colleagues, customers, the business and the world.

3

Dial up the employee experience

Far too often, orientation, reward & recognition programs, corporate values and training are siloed within the HR department. By working together, HR and Marketing can create highly innovative programmes that connect the employee to the customer, whether that employee is customer-facing or not. With great knowledge of segmentation, Millennials, and social media, marketing can revitalise the employee experience in new and exciting ways.

4

Create a unique customer experience:

In any customer experience, employee behaviour is the gating factor. In fact, research tells us that only 14 per cent of customers defect because of product quality. The majority of customer defections— 68 per cent— occur because of staff indifference. We need only look at YouTube to see examples captured

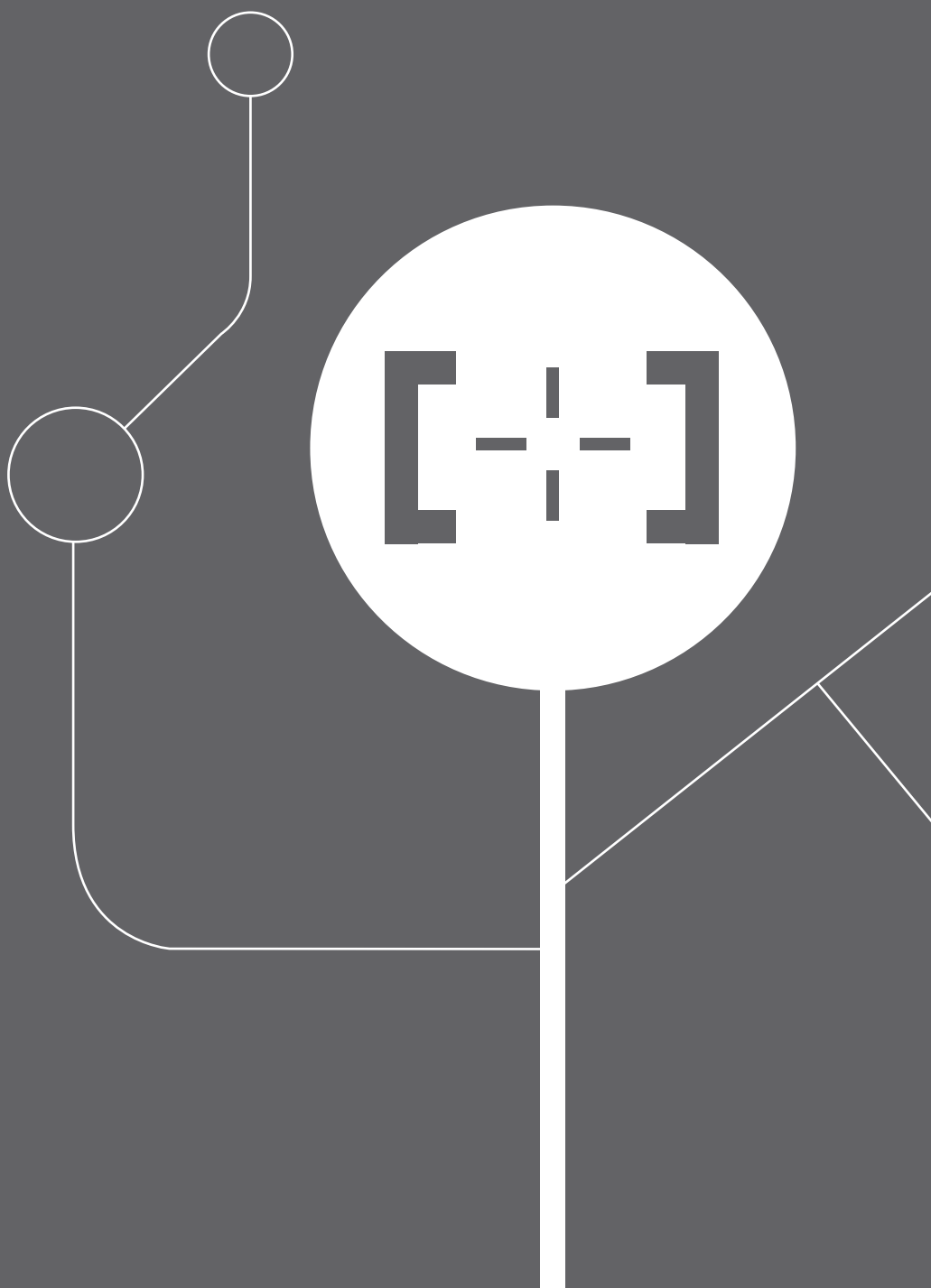
for all time. By identifying appropriate brand-driven behaviours, HR can collaborate with Marketing to provide the right training, coaching and mentoring to create a memorable and positive customer experience. But it's more than just training— the right reward and recognition, metrics and communications need to be in place too.

All high-performing organisations have the potential for prosperity based on past successes. However, the rules are changing. And change always brings new possibilities and opportunities. This is the time to explore a new model of brand-driven collaboration, starting with the people inside an organisation. It is clear that traditional methods won't take us where we need to go.



Poor employee engagement poses a serious threat to companies, holding back or even derailing growth plans. Those firms that break down internal silos to develop a well-informed and brand-led approach to finding and retaining talent will gain a much-needed competitive edge. This is a valuable lesson Indian brands wanting to grow global can learn early enough in their journey.





Global growth via brand focus

Breaking through the
growth barrier



Dominik Prinz
Executive Director &
Head of Strategy (NYC/SF)
Interbrand

What separates the businesses that do breakthrough the growth barrier from the ones that never reach it? And what is that powerful fuel that helps them accelerate fast enough to make it through?

Over the course of our 40-plus years, Interbrand has worked with some of the world's largest Fortune 100 companies

and most agile start-ups alike. Looking at the ones that were extremely fast to reach and sustain an impressive level of business growth, the very same– and (as with most good things in life) very simple– growth formula applied.

Let's look at how some recent case stories did it:

Interbrand has worked with some of the world's largest Fortune 100 companies and most agile start-ups alike.



A Clear Sense of Purpose



You need to be crystal clear on what meaningful impact you want to see in the world – and why. Whether it is the ambition to dramatically improve a product, a service, or an entire category, be relentless in defining the story that lives at the core of your business and brand – and message it over and over again, since it will then become a filter people use to judge the authenticity of everything you do.

A Relevant Operating Model



Design an operating model that speaks to the people you'd like to call your customers. Uber's business is built on a technology platform that makes transportation easy and seamless. Warby Parker designed an initial operating model that substituted expensive retail locations with free product trials. Find out what the operating model is that allows you to scale, quickly.

A Powerful Customer Experience



At the end of the day, the rate of growth that you will reach depends on the quality of the experience you provide. It's not new news, but not less true today that it has been before, either. You have to make sure to invest in and focus on the experiences that truly matter to people and inspire them to engage, over and over again.

Brand and Business Growth



That sounds rather simple, doesn't it? Unfortunately, making it real is pretty hard, after all. And so many businesses (existing and new) fail to replicate this formula. This is mainly because of three growing pains that keep them from reaching their full potential:

Lack of Focus

Very often, organisations— even when they're still small or only comprise the founders and their initial team— lack a shared focus. Too often, they try to be too many things to too many people. And while they go down that road with the best of intentions— to cover more segments, to play in more categories, to generate more revenue streams— it is very rarely a successful path to explore in the early stages of a business venture. If the brand is not clear on its own purpose, customers won't be either.

Lack of Alignment

Another growing pain on the path to success is missing processes and structures that are necessary for an organisation to rally the right troops around the right table at the right times. Much energy is being wasted on the inside with redundant meetings and talk, while people on the outside are waiting for the 'next big thing.' Internal processes are needed (and are often important to hedge risk), but in order to thrive in today's hypercompetitive world at the speed of life, organisations need to allow for iterative exploration, beta testing and faster decision-making. Take a look at Google: It's a big (i.e. real big) business that has scaled lean startup principles to hit the ground running and power right through the growth barrier.

Lack of Activation

The third obstacle to accelerated growth is a very superficial understanding of what it takes to bring a brand to life. We live in a world where the degree to which customers engage in (and talk about) the experience you provide them defines the degree and longevity of your success. And while the number of potential touchpoints and the changes you can make to them can be overwhelming, it is absolutely critical to identify what the most relevant experiences are for your audiences. Once you know, relentlessly prioritise them— invest in user experience (UE) design and activation, and create a seamless connection between them. Too often, the excellence of a few selected touchpoints is sacrificed in order to maintain the mediocrity of too many. While being present is important, emerging companies must be good at creating hallmark brand experiences that stick with people. Apple understood that early, when it invested heavily in its stores. Uber has gained traction by continuously improving its app. And today, Breakthrough Brand Shinola is following this formula by relentlessly focusing on the quality and durability of its product. What are you prioritising as the signature experience of your brand?

Of course, doing all these things right takes discipline— which does not always come easily during the early growth stages of a potential new breakthrough.

That sounds rather simple, doesn't it? Unfortunately, making it real is pretty hard, after all. And so many businesses (existing and new) fail to replicate this

formula. This is mainly because of three growing pains that keep them from priorities shift, people change, the market turns, the competition reacts. It is challenging for many Breakthrough Brands to keep the eye on the prize and not get distracted.

For exactly that reason, we have developed the Interbrand Accelerator– a service that helps companies at all stages successfully navigate the most critical moments of their growth and alleviates the above-mentioned growing pains.

The Accelerator combines a proprietary analysis of ten key growth factors (including the five measures of a Breakthrough Brand) and features a data dashboard that sources leading indicators, fast-moving metrics, and customised data to spot and visualise opportunity areas. The information is used to align key decision-makers around a shared set of strategic priorities, and to identify the most urgent and impactful actions the business can take in order to create a holistic, connected customer experience that's hard to resist.

This is a powerful tool for the next generation of business leaders who are keen to align their organisations around delivering a coherent brand and to rapidly capitalise on opportunities for business growth.

And when the next big 'boom'! echoes through the industry, signaling a new brand breaking through the growth barrier, wouldn't it be great to have an Indian Brand in the pilot seat?






Global growth through authentic and differentiated brand experiences



Mike Rocha
Global Director, Brand Valuation
Interbrand



In addition to finding ways to incorporate your brand's story throughout the customer journey, a brand-led customer experience strategy also identifies a smaller number of opportunities to create Brand Hallmark Experiences– moments that truly typify the brand in a distinctive, memorable, and potentially iconic way.

As Indian businesses increasingly look beyond our shores for growth and glory, they are allocating significant resources to understanding and optimising their customer journey and experience. However, unless they leverage their brand as part of this process, the outcome is likely to be generic, easily copied, and one that fails to provide a sustainable competitive advantage.

Today's business leaders are convinced of the importance of a customer-centric strategy and business model. In order to develop an in-depth understanding of their customer journey, they're investing in data, like the Net Promoter Score

(NPS) measurement, a key indicator of the degree to which people would recommend your company.

Armed with data from these measurement programmes, businesses are building systematic feedback loops to create ongoing change programmes aimed at enhancing the customer experience over time. However, success is often variable.

Embedding the brand into these processes as a filter for decision-making is crucial. Without it, there is a significant risk that the end result will be a good, but ultimately undifferentiated, customer experience that will sooner or later be matched by the competition, eliminating any hard-fought advantage that may have been secured.

Interbrand's definition of brand:

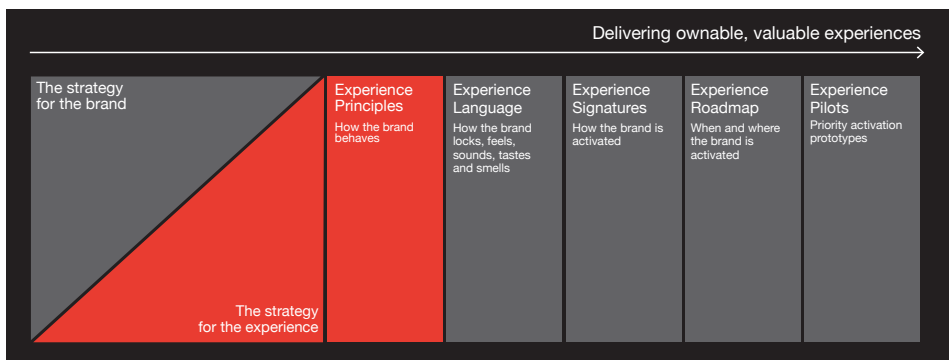
A brand-led customer experience strategy builds on existing NPS programmes by ensuring that, as changes are made to the customer experience, key brand messages are reinforced across all aspects of the experience— at Interbrand, we call these Branded Micro-Moments.

In addition to finding ways to incorporate your brand's story throughout the customer journey, a brand-led customer experience strategy also identifies a smaller number of opportunities to create Brand Hallmark Experiences— moments that truly typify the brand in a distinctive, memorable, and potentially iconic way.

A brand-led customer experience strategy balances Brand Hallmark Experiences with Branded

Micro-Moments. For example, Nike combines the Brand Hallmark Experience of its Niketown store with Branded Micro-Moments through its Nike+ running app. As part of its upper class experience, Virgin Atlantic offers both a chauffeur limo service (Brand Hallmark Experience) along with access to an on-board bar where passengers can socialise with others (Branded Micro-Moment).

A brand-led customer experience strategy is informed by Brand Experience Principles— a set of strategic rules and guidelines that demonstrate how to incorporate the brand strategy into the customer experience.



Interbrand's Brand Experience Principles:

Here are five tips for leveraging your brand to create an authentic and differentiated customer experience that will result in a sustainable competitive advantage:

1

Revisit your brand strategy to activate it across the customer journey:

Ensure that your brand's purpose and promise are being brought to life and standing out in a relevant way when customers experience your brand— at any touchpoint.

2

Make the business case for a brand-led customer experience strategy:

Be clear about how investments in a brand-led customer experience strategy will drive choice, premium, loyalty, and ultimately, economic value.

3

Create Brand Experience Principles:

Define the strategic rules that will guide the organisation in shaping its brand experience in a way that simultaneously

enhances it and reinforces the brand promise.

4

Identify opportunities along the customer journey for Branded Micro-Moments and Brand Hallmark Experiences:

Look at your existing pipeline of experience improvement initiatives, and identify opportunities to reinforce your key brand messages while making these changes. Find quick wins to gain early internal buy-in.

Bring together your analytical and creative teams to discover what matters to your customers, and identify how you can reshape the customer experience and create new value for customers in ways that become hallmark moments for your brand.

5

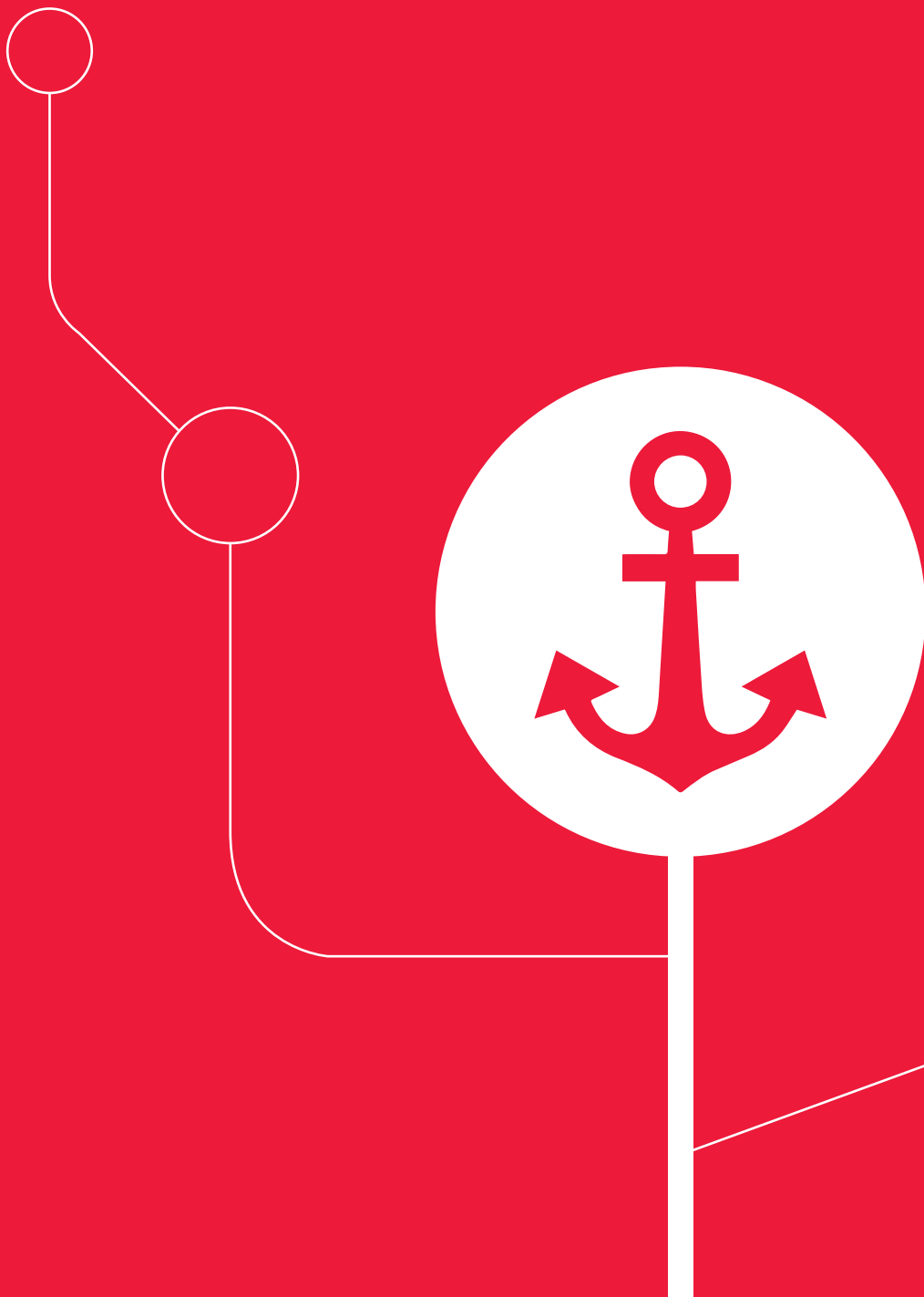
Engage the organisation to deliver the brand:

Any brand-led customer experience strategy will flounder without internal understanding and commitment. Create a dynamic employee engagement programme that uses peer-to-peer and viral communication tactics— rather than

old-fashioned cascade and comply techniques– to enable your people to deliver the brand experience effectively.

Leveraging your brand throughout your customer experience will result in a more ownable, authentic and differentiated customer experience that will deliver a sustainable competitive advantage and significant ROI.





Brand as an anchor for global governance

A versatile tool
for global brand
management



Mike Rocha
Global Director, Brand Valuation
Interbrand



Ameya Kapnadak
Senior Client Director
Interbrand India


As Indian companies and brands nurture global ambitions, they are faced with a plethora of choices– and challenges. Understanding new markets, new sets of customers (with their own cultural nuances, functional and emotional needs), new channels and newer (entrenched) competitors can be a daunting task for the most seasoned brand owners.

Traditionally, Indian companies have taken a considered and a measured approach to growing global– understand the market, customer and competition as best as you can, begin to take the first baby steps and then evolve as you begin to gain traction in the new market. And for the most part, this approach has paid off as Indian brands slowly but surely gain a foothold in their new homes.

However, there is also a flip side to this. As one focuses on the individual market and the customer and competition it houses, the danger is for a brand to stand for varying things– and ultimately, create varying experiences– in different markets. In other words, the proverbial whole can end up becoming smaller than the sum of the parts. This in fact, is the exact opposite of what truly global brands are able to achieve– a uniform and consistent global experience regardless of the market and the competition.

It behooves the Indian brands growing global to put in place, a global governance system that ensures and encourages a uniform, consistent experience in all their markets. Logically, there is no better anchor than the brand, to become the anchor for this global governance system.

As one focuses on the individual market and the customer and competition it houses, the danger is for a brand to stand for varying things– and ultimately, create varying experiences– in different markets. In other words, the proverbial whole can end up becoming smaller than the sum of the parts. This, in fact, is the exact opposite of what truly global brands are able to achieve– a uniform and consistent global experience regardless of the market and the competition.



Brand Valuation is
a management tool
for global brand
governance.

Strong brands enhance business performance primarily through their influence on three key stakeholder groups: customers (current and prospective), employees and investors. They influence customer choice and create loyalty; attract, retain, and motivate talent; and lower the cost of financing.

The influence of brands on current and prospective customers is a particularly significant driver of economic value. By expressing their proposition consistently across all touchpoints, brands help shape perceptions and, therefore, purchase behaviour, making products and services less substitutable. In this way, brands create demand, allowing their owners to enjoy higher returns. Strong brands also create continuity of demand into the future, thus making expected returns more likely— or less risky. Brands, therefore, create economic value by generating higher returns and growth, and by mitigating risk.

Interbrand's Brand Valuation methodology has been specifically

designed to take all of these stakeholders and value-creation levers into account.

While a Role of Brand Analysis helps brand managers understand purchase behaviour and the brand's ability to drive choice and generate demand, Brand Strength measures its ability to sustain the demand, engender loyalty and ultimately, reduce risk.

A Role of Brand Analysis lets us know where investment in (and focus on) brand improvements will have the biggest impact. It can be thought of as a measure of 'brand leverage.'

Brand Strength Analysis, on the other hand, is the key diagnostic tool to measure brand performance and better understand the reasons behind its strengths and weaknesses, both internally and externally. It supports strategic brand management by prioritising areas of highest impact for managers.

For the brand manager or the brand owner, a Brand Strength analysis is of special interest because it offers a robust, evidence-based and data-driven methodology to manage and govern the brand across markets.

A Brand Strength Analysis:

1

Enables constructive dialogue about the business by creating a common language for discussion of brand performance. By introducing a common set of metrics across the

organisation, it ensures that different parts of the organisation begin to view the brand through the same lens.

2

Provides global and local managers with an actionable tool to make informed marketing decisions—empowering management with insights to implement brand strategy. Since Brand Strength is always relative to the competition in that specific market, it allows local managers their individual market-level insights to tailor specific tactics. On the other hand, it provides the corporate office a high level ‘dashboard’ detailing the relative strengths and weaknesses in the brand at a more strategic level.

3

Allows responsibility for performance on the ten Brand Strength factors to be allocated to functions across the business, building engagement and a sense of responsibility for the brand across the organisation.

When the Role of Brand and Brand Strength Analysis are connected to the financial model, they provide a framework for resource allocation and prioritisation based on the opportunities expected to have the greatest impact on brand and business value.

Ultimately, everything we do as brand managers is best considered through a value-creation lens.

Considerable investments are made in brands and it is important to determine if these actions are creating value for our customers and in turn, our shareholders. Interbrand’s Brand Valuation methodology seeks to determine, in both customer and financial terms, the contribution of the brand to business results.

A strategic tool for ongoing brand management, nothing can be more robust than Brand Valuation, because it brings together market, brand, competitor and financial data into a single, value-based framework within which the performance of the brand can be assessed, areas for improvement identified, and the financial impact of investing in the brand quantified.

Other Applications

While Global Brand Management is the most relevant application for brand managers and brand owners (global giants like Samsung, for example, have deployed this very methodology to drive consistent and focused efforts at creating a truly global brand), there are two other applications that Brand Valuation finds:

1

Financial Applications

Increasingly, CEOs are placing more emphasis on their companies’ brands in investor communications. Many more annual report column inches are now dedicated to discussing an organisation’s commitment to its

brand, from the CEO down. Numerous companies take their brands seriously enough to report their value over time to investors.

methodology can also be used to complement other more traditional techniques for setting royalty rates for brands. By identifying the value created

	Financial	Brand Management
Applications	<ul style="list-style-type: none"> ◆ Investor Relations ◆ Mergers & Acquisitions ◆ Licensing/Royalty Rate Setting ◆ Financing/Securitisation ◆ Tax Valuations ◆ Balance Sheet Valuations 	<ul style="list-style-type: none"> ◆ Brand Performance Management ◆ Brand Portfolio Management ◆ Resource Allocation ◆ Brand Tracking/Dashboards ◆ Return On Investment Analysis ◆ Organisational Brand Engagement ◆ Management KPIs
Typical Frequency	One-off	Recurring
Primary Objective	A Robust Value with supporting analysis	Ongoing brand management leading to insight and recommendations to grow brand value

Applications of Brand Valuation

The brand also continues to be a key driver of acquisition premiums in M&A. Often, it is the latent potential of the brand that is driving this premium through its ability to enter new markets and extend into adjacent categories. A broad skill set, combining market research, brand and business strategy, together with business case modelling, is required to quantify the latent financial potential of the target brand. Interbrand's Brand Valuation

by a brand for its business, combined with an evaluation of the relative bargaining power of the parties involved, we are able to advise on the proportion of brand value that should be paid out as a royalty rate in return for the right to exploit the brand.

Strategy/Business Case Applications

From time-to-time, businesses need to evaluate significant changes in brand strategy, whether it be repositioning, brand architecture, brand extension, or even a complete rebrand. These kinds of changes typically involve significant financial outlay upfront, along with a high degree of uncertainty over when, or whether, a positive return will be made on that investment.

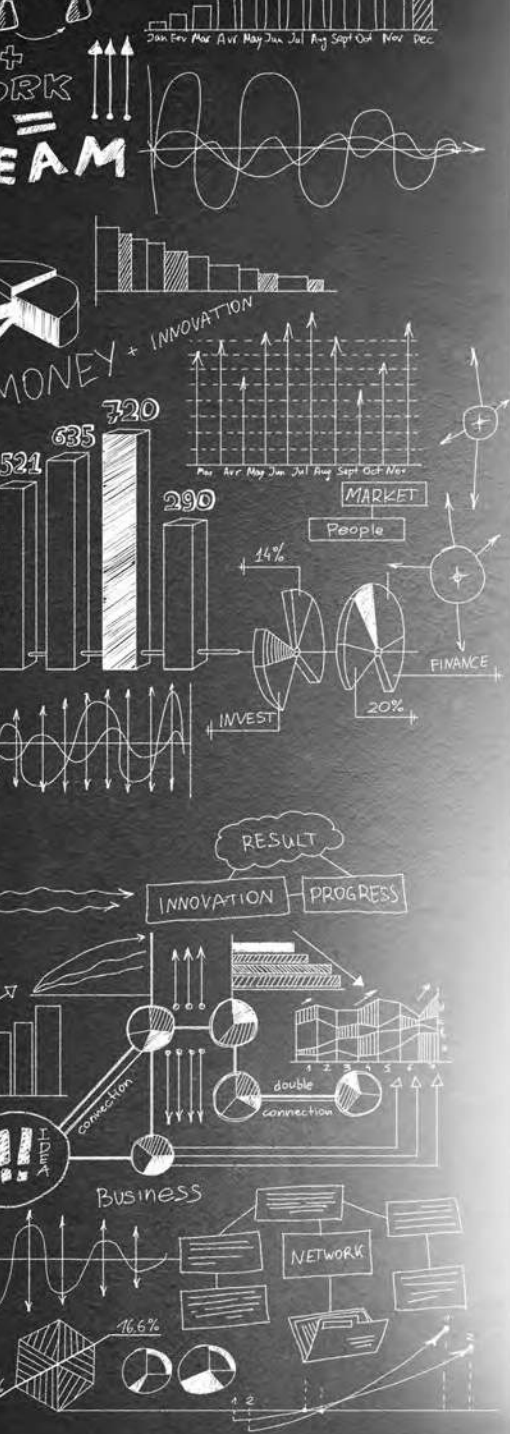
Some CEOs are willing to make these critical brand strategy decisions based on qualitative strategic analysis and intuition. The majority, however, are looking for a business case that goes further. They want to understand the likely overall financial impact on the business over time, covering a range of alternative scenarios. In addition to a detailed breakdown of the expected costs to deliver, a rounded business case will also quantify the expected impact on the topline through the modelling of key revenue drivers (these will vary based on the business, but could include customer acquisition, churn, price premiums, share of wallet, frequency of purchase/visit, average basket size, and so on) and on profit margins from any operational changes required to deliver the new strategy. Finally, sophisticated techniques such as Monte Carlo simulation may be employed, running thousands of possible permutations in order to estimate the most likely outcome.

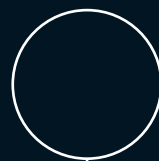
By bringing together market, brand, competitor and financial data, the brand valuation model is the ideal framework within which such business case modelling can be conducted.

As global competition becomes tougher and many competitive advantages, such as technology, become more short-lived, the brand's contribution to shareholder value will only increase. Brands are one of the few business assets that can provide long-term competitive advantage.

Companies as diverse as Samsung, Philips, Hyundai and AXA, among many others, have used brand valuation to help them refocus their businesses on their brands, motivate management, create an economic rationale for branding decisions and investments, and make the business case for change.

Although many brand metrics are available, few can link the brand to long-term financial value-creation and this, along with its many other applications, makes Brand Valuation a versatile strategic tool for your business.





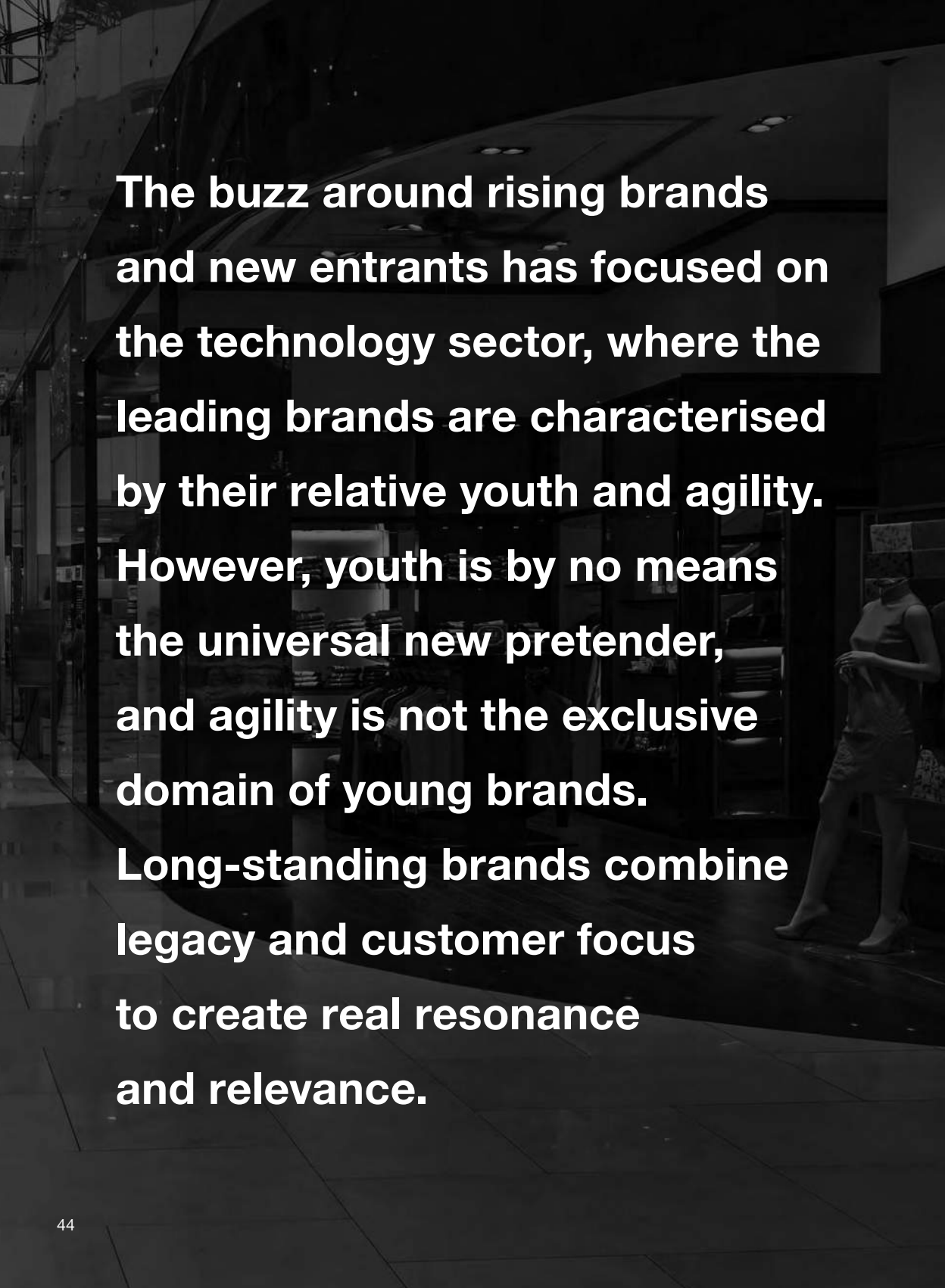
Reorienting legacy businesses for growing global in the digital age



Legacy Brands:

Keeping
long-standing
brands relevant in
the digital age

Rebecca Robins
Global Director, Marketing
Interbrand



The buzz around rising brands and new entrants has focused on the technology sector, where the leading brands are characterised by their relative youth and agility. However, youth is by no means the universal new pretender, and agility is not the exclusive domain of young brands. Long-standing brands combine legacy and customer focus to create real resonance and relevance.

The buzz around rising brands and new entrants has focused on the technology sector, where the leading brands are characterised by their relative youth and agility. However, youth is by no means the universal new pretender, and agility is not the exclusive domain of young brands. Long-standing brands combine legacy and customer focus to create real resonance and relevance.

To illustrate, half of the Top 10 brands on this year's Best Global Brands report are more than 50 years old— and three of those are well past the century mark (Coca-Cola, IBM and GE). Aside from PayPal, which debuted after its break from eBay this year, the report's new entrants are all well-established brands— most notably Moët & Chandon, founded in 1743.

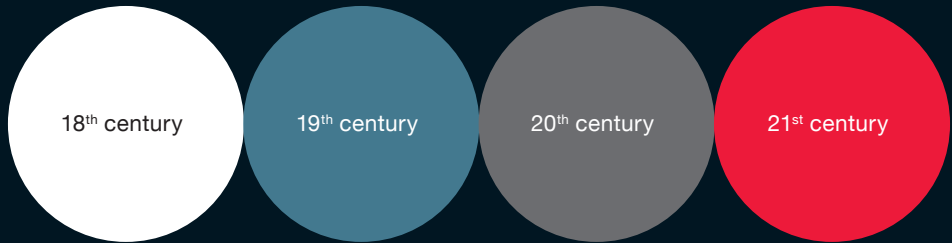
In a recent op-ed published by The Guardian, I explore the ways in which some of the world's top brands are harnessing their rich heritage to remain both prescient and timeless.

Legacy brands are back. In the vernacular of luxury, you might say they are the new black. When Apple surpassed Coca-Cola three years ago to take the #1 spot in Interbrand's Best Global Brands study, it triggered a cascade of commentary on the rise of brands born of a new and different age. However, delve deeper into the study and what's fascinating is the ascent of brands that have spanned generations. New entrants this year feature '60s icon MINI, revving in at #98; the LEGO brand, an exemplar of

creativity born from the constraint of a depression, with an awesome arrival at #82 and Moët & Chandon, at #99, one of the oldest brands in the LVMH portfolio which dates back to the 18th century.

Moët & Chandon also tops the five oldest brands in the list (accompanied by Colgate, Citi, AXA and Hermès) which span a combined legacy of over 1000 years. AXA breaks into the top 50 Best Global Brands this year and Hermès, one of the top five risers in the report, increased its brand value by 22 per cent. The five youngest brands, by contrast, (Facebook, Google, PayPal, eBay and Amazon) haven't yet amassed a century between them.

Interbrand's 2015 Best Global Brands report examines what it takes for brands to succeed in a hyper-fragmented world. As brand experiences that are both immediate and personalised are expected by consumers, business and brands need to move fast in order to keep pace. The success of a brand has little to do with a brand's age, but everything to do with its ability to stay relevant. The question is, what are these legacy brands doing to stay relevant?



A common theme is that they have user-centricity at their core. They are using tech to connect with customers in more meaningful ways. Ultimately they are succeeding in providing ever more integrated experiences for consumers, and blurring the boundaries of traditional sectors of business as they go.

Consider The LEGO brand. It's a truly great example of a brand whose original vision from 1932 has stretched beautifully into the 21st century. The journey from toy brand to entertainment brand has been driven by the LEGO brand embedding innovation at its core and its fusing of the physical and digital.

An even more fascinating movement among the legacy brands is the movement across brands– the 'brand tangos' that boost their reputations through collaboration. Think the Apple Watch Hermès cross-over. Legacy brands are tapping into tech brands to increase awareness and connect with consumers. Tech brands are tapping into legacy brands for their heritage and exclusivity.

The resulting blurring of boundaries increasingly calls into question whether we will even be defining brands by sector in years to come. Consider Apple's reach into the traditional domain of financial services with Apple Pay.

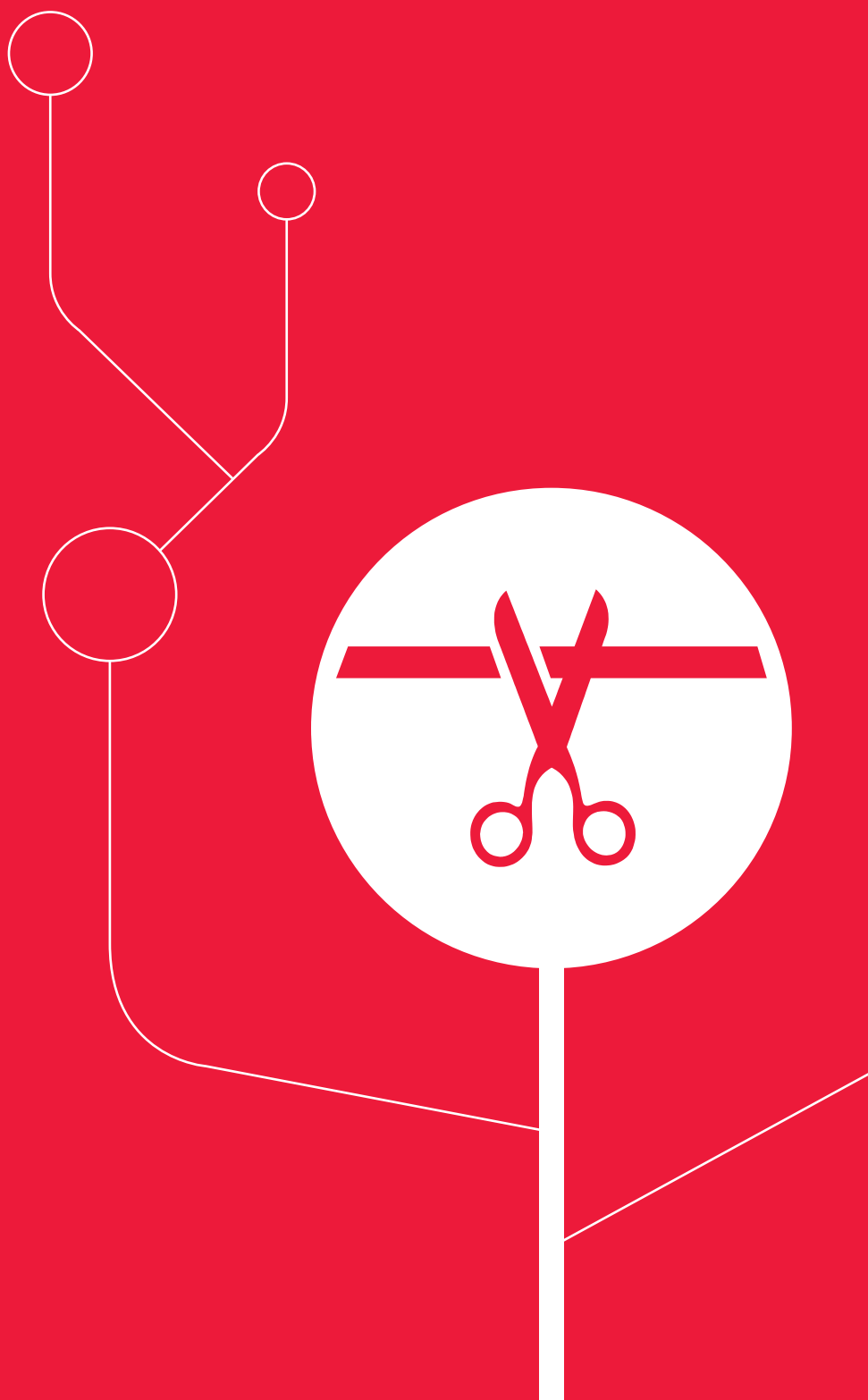
Collaborations in various manifestations will continue to rise, as brands look to complementary capabilities to exert their influence and desirability. Just this week, the newly combined Yoox Net-A-Porter

climbed on its first listing on the Milan Stock Exchange, and LVMH (owner of Louis Vuitton and Moët & Chandon) has asserted a serious commitment to e-commerce. At the same time, Hugo Boss is accelerating the cutting of its e-commerce cloth and Condé Nast is planning to enter the fray with the hotly anticipated e-commerce venture Style.com.

The level of sophistication needed for a brand to maintain its presence as one of the world's most highly valued is not to be underestimated– but the principles of success are fundamental. A brand needs to evolve constantly to stay relevant but it also needs a centre of gravity, a clear vision and a commitment to stay true to the core of its DNA. A brand still has to find a place in our hearts and minds.*

The success of legacy brands also points to a trend in consumers' tastes: As individuals' ecosystems become saturated, those seeking the brands they can trust, gravitate toward authenticity. Legacy brands with a strong identity, who consistently bring the experience of their brand alive for consumers, are poised to stand out. In the Age of You, heritage that strikes the right chords of resonance and relevance can be a powerful asset.

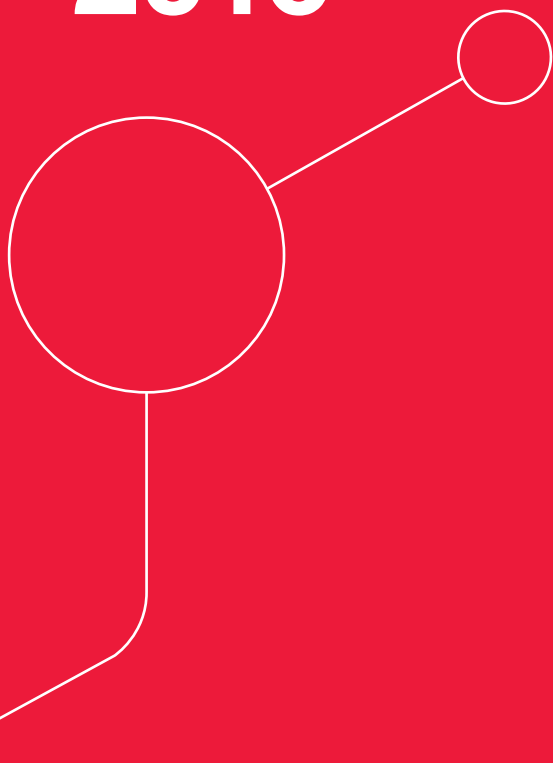
*Re-printed from theguardian.com

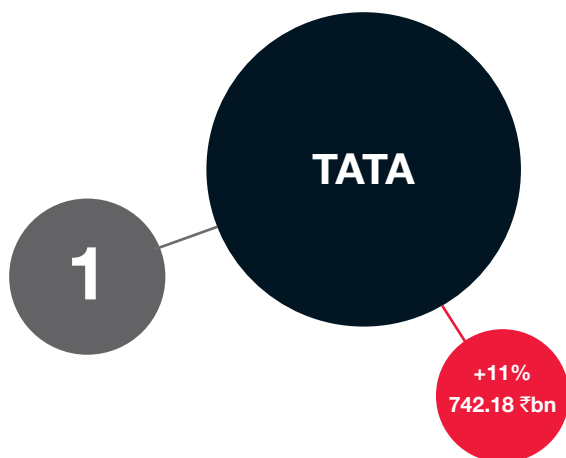


BEST INDIAN BRANDS 2016



BEST INDIAN BRANDS 2016

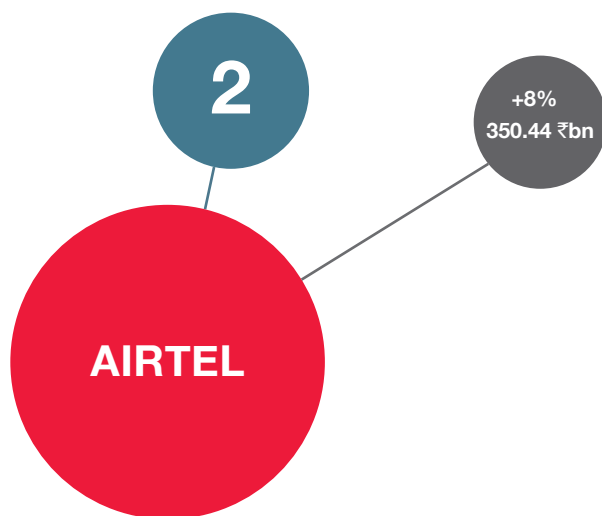




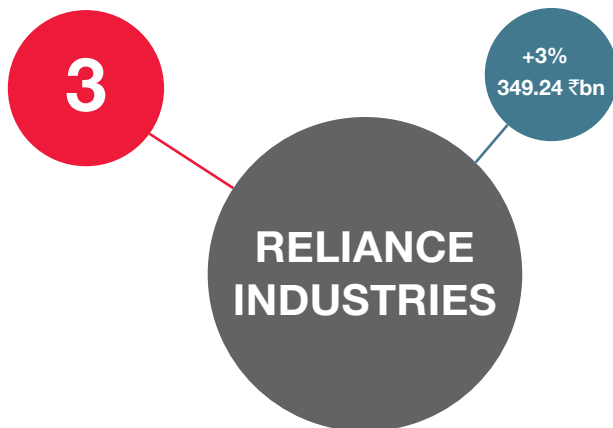
Once again the Tata Group leads the way as India's most valuable brand. Tata's brand value has increased by 11% when compared to the prior year. The Tata Group flagship has launched new passenger vehicle models such as Zest sedan and the Bolt hatchback, besides hiring soccer star Lionel Messi as a brand ambassador to boost sales. As Tata Group continues to evolve, it's announced key leadership changes. In January 2016, Tata Motors appointed Guenter Butschek,

a former Airbus and Daimler executive, as CEO and MD. He will be the third expat to lead the maker of Nano hatchback after Karl Slym and Carl-Peter Forster. Tata Consultancy Services (TCS), had another stellar year as it crossed the trillion rupee milestone with a total revenue of INR 1,08,646 crore which was up by 14.8% compared to last financial year. In December 2015, AIIMS, in partnership with Tata Consultancy Services, launched the transformation of its OPD care delivery with the immediate goal of creating patient-friendly systems and providing easy access to the finest healthcare delivery systems in India. In efforts to restructure its business, Tata Steel decided to sell its poorly performing UK steel business, giving up its nine-year fight to salvage the operations of the business it bought as part of the takeover of Corus at the height of the commodity price boom in 2007. Therefore, it is only befitting the group's enormous stature that it maintains its rightful place at the top of the Best Indian Brands league table.



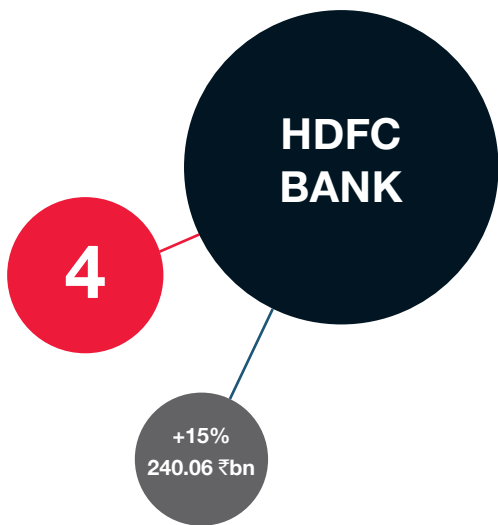


A family of 200+ million, Airtel is India's leading telecom company. Its brand value has increased by 8% when compared to the prior year. In August 2015, Bharti Airtel announced the launch of its 4G LTE mobile services in 296 towns across the country. The pan-India commercial launch of Airtel's 4G services follows the telecom operator's 4G trials in major cities across the country over the past year. These cities included Delhi, Hyderabad, Visakhapatnam, Madurai, Chennai, Coimbatore and Mumbai. Telecom operator Airtel and taxi-hailing app Uber in August 2015, announced a first-of-its-kind strategic partnership facilitating Uber passengers across India to pay for their trips using Airtel's mobile wallet service - Airtel Money. In January 2016, Malaysia's Axiata Group and India's Bharti Airtel announced they will merge their operations in Bangladesh to create the country's second largest player behind market leader Grameenphone. Having already captured the Indian market, the company is on its way to growing global.



One of India's most iconic growth stories, Reliance Industries, continues to dream big. The brand value of the company grew by 3% over the past year. Reliance Industries and its shale gas joint venture partner Pioneer Natural Resources Company signed a deal to sell EFS Midstream, a pipeline subsidiary, for \$2.15 billion to Enterprise Products Partners. RIL will use the proceeds from the sale of EFS, around \$1.07 bn, for further development of its shale gas portfolio as well as repayment of some existing debt. In November 2015, veteran sports marketing and management professional Sundar Raman joined Reliance Industries as its 'Chief Executive Officer - Sports' to consolidate and drive the group's initiative in this area. This year also saw the partnership of Mobile telecoms operator Reliance Communications Ltd. with Reliance Industries Ltd's telecom unit to trade and share mobile airwaves and offer high-speed 4G services. The group's telecom venture, Jio, is the world's biggest start-up with an investment of

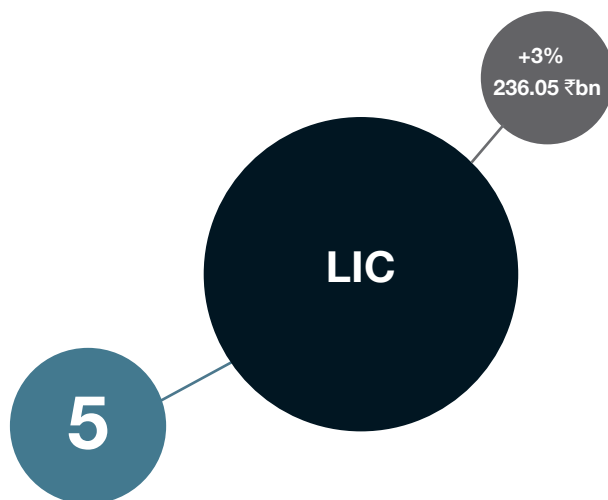
₹150,000 crore which aims to transform lives by making services affordable. The fruition of these investments in the following years is expected to grow the Reliance brand value significantly. The legacy clearly is in the phase of a reinvention to create the next wave of growth.



HDFC experienced a remarkable increase of 15% in its brand value as compared to the previous year. It is now India's best financial services brand. The consistent rise of HDFC's Brand is due it moving at the 'Speed of Life'. In March 2016, HDFC Bank launched SmartUp, a dedicated solution for start-ups, to fulfill all their banking needs. SmartUp was launched in association with Zone Startups India (ZSI), a Mumbai-based start-up accelerator. HDFC Bank is no longer a bank. It is a market place. In June 2015, India's most valuable lender rolled out PayZap an app that combines the features of a bank branch and hundreds of e-commerce platforms which could protect consumers' wallet and ensure that the bank retains its dominance in the retail segment. Customers of HDFC Bank from now on need not separately download Apps of companies such as Flipkart, BigBasket.com, BookMyShow, Cleartrip, Makemytrip, Goibibo and Expedia. HDFC Bank also launched 'Dhanchayat' an educational film to raise awareness on

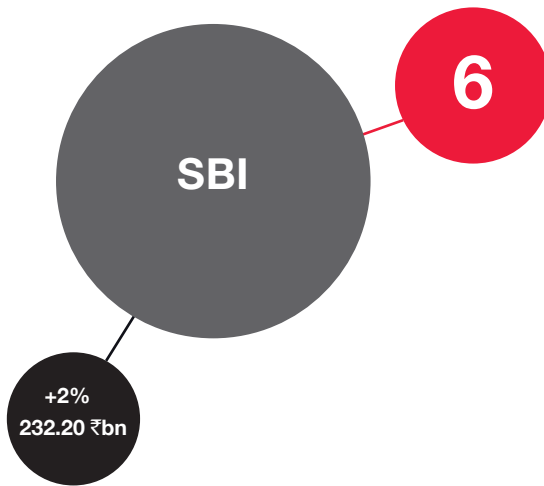
the dangers of borrowing money from unorganised sources. This film has been launched under the aegis of Swachch Banking, the Bank's CSR initiative for rural India. HDFC Bank also launched 'sonic branding' or a musical logo in November 2015, to promote the new brand positioning which stresses on the digital banking. The 'sonic branding' is being included at all the touchpoints like ATMs and phone-banking application, where customers will hear the tune.



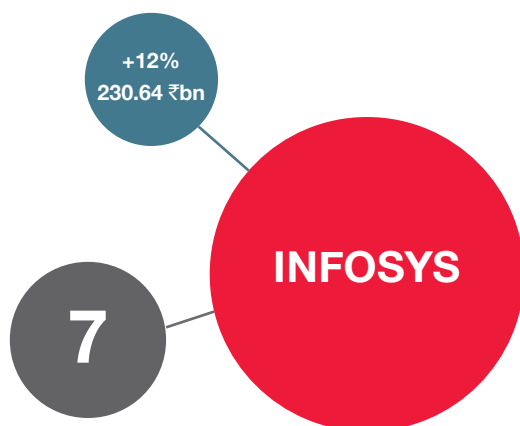


India's largest insurance company, Life Insurance Corporation of India has been breaking norms and traditions for social impact since it was formed under the Life Insurance of India Act, 1956 by the process of consolidation of life insurance businesses of private players.

A purpose-driven brand in its own right, LIC, which controls close to 70% of the life insurance market, in February 2016 introduced the third gender as an option in its proposal forms in line with Supreme Court 2014 verdict recognising it. The move is significant given LIC's market dominance that drives trends in the sector. In July 2015, LIC announced Sarojini Dikhale as new Chief Executive Officer of LIC Nomura Mutual Fund AMC. The new thrust on inclusion and broad basing the category in line with its economic improvement charter saw initiatives like The Aam Admi Bima Yojana (AABY), Pradhanmantri Jan Dhan Yojana (PMJDY) and First Insurance bearing fruit. The New Business from rural areas and a set of such initiatives had a role in improving the Brand Value of the LIC.



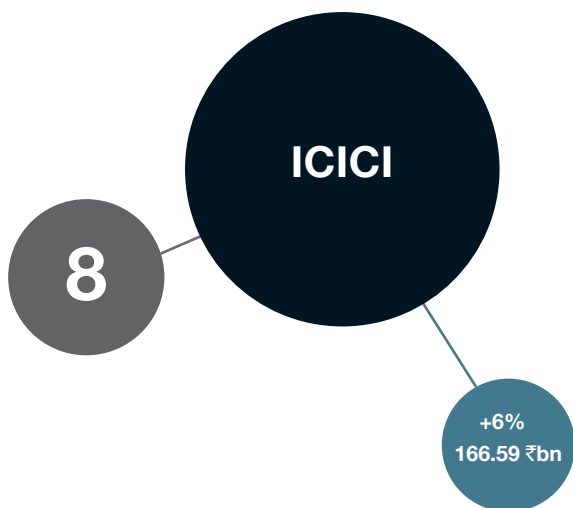
A global bank with a network of branches in India and foreign offices in 32 countries, State Bank of India (SBI) has been reorienting itself to enhance relevance in the Age of You. Customer-centricity and tech enablement have been the focus. In February 2016, launched 'Japan Desk', a first-of-its-kind initiative to facilitate Japanese corporates looking to invest here with banking and advisory services. This SBI Japan Desk serves as a one-point comprehensive and reliable information support source for India-bound investments of Japanese companies. SBI Card, one of India's leading credit card issuers, in September 2015 announced a strategic partnership with seven of India's biggest e-commerce players for its newest offering, the SimplyCLICK SBI Card. The collaboration is with the leading players in the e-commerce industry – Amazon India, BookMyShow, Cleartrip, FabFurnish, Food Panda, LensKart and Ola Cabs – all front-runners in their respective categories.



A global leader in technology services and consulting, Infosys has a growing presence with more than 197,000+ employees. The recent years has seen serious efforts at strategic upgrades with the new leadership. This year, Infosys launched its first mobile base banking solution for young customers between the ages of 12-18, aimed at making banking a fun experience, while giving them a sense of financial responsibility. In April 2016, Infosys launched an artificial intelligence platform 'Mana' that will help clients drive automation and innovation. The company said that the platform will bring machine learning together with 'deep knowledge of

an organisation' will enable businesses to continuously reinvent their system landscapes and lower maintenance cost of assets. Coupled with Aikido service offerings, Mana will help clients capture knowledge while delivering new and delightful experiences to their end users. The company also launched Lister, which is an initiative to identify top performers and link them to senior leaders similar to programme at HUL to groom CEOs. Furthermore, Infosys launched #Sitwithme campaign, recognising the important role that women play in creating future technology.

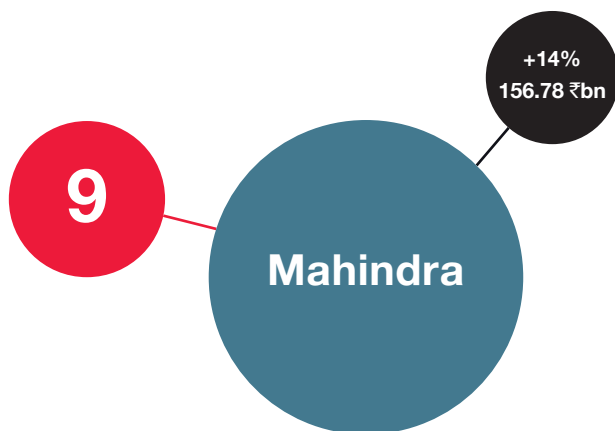




The private sector lender ICICI Bank in January 2016, announced that it had entered South Africa by opening a full service branch at Sandton in Johannesburg. ICICI is committed to simplify the life of its customers – an effort resonating with the theme of people using brands increasingly to improving life experiences. As such the Bank, has announced its association with Chinese e-commerce giant Alibaba.com for the launch of a trade facilitation centre, a single window facility to provide easier trade finance to the small and medium enterprises (SMEs) in India.

ICICI Foundation launched a campaign for the ICICI Academy for Skills' nationwide referral programme, 'Gift A Livelihood'.

The programme invites people to refer deserving but underprivileged youth to be trained at the academy. The academy, since inception in 2013, would have trained and placed 36,000 youth across its 22 centres by March 2016.

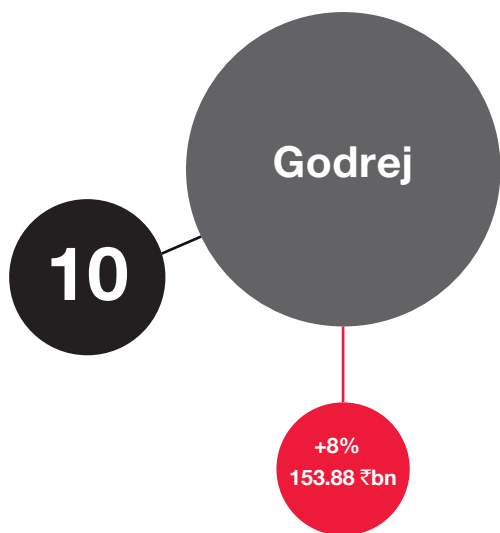


Mahindra

Their story was cast in India's steel industry in 1945, and today, they are a US \$17.8 billion global federation of companies. Mahindra's brand value has increased by 14% compared to prior year. This year the key highlight for Mahindra was the launch of fourteen new products. Mahindra is growing global as it gears up to make its debut on U.S. two-wheeler market. Mahindra hopes to win over city and campus dwellers with a Vespa-like electric scooter called the GenZe, which goes on sale this fall in California, Oregon and Michigan. In a boost to Prime Minister Narendra Modi's 'Make in India' initiative, Airbus Group announced to award aero-components production contract to Mahindra Group. Announcing the contract award during the 2015 Paris Air Show at Le Bourget, senior representatives of the Airbus and Mahindra groups mentioned that this contract validates the two Groups' commitment to accelerate India's participation in the global aerospace industry while simultaneously creating high-growth opportunities within India's

burgeoning aerospace and defense ecosystem. Significantly, one of the frontrunners in the Indian brands' journey for global admiration, Mahindra has begun to see itself leading the international auto sector trends such as Shared Mobility, Renewable Energy Tech and Autonomous Vehicles through its Priority Farm Segment.





With a vision of being ten times the size that they were in 2010, the Godrej Group has secured its place amongst the top 10 Best Indian Brands. In February 2016, Godrej Consumer Products (GCPL) acquired a majority stake in Kenya-based home and personal care company, Canon Chemicals. The deal will help GCPL build its presence in the Sub-Saharan Africa market, where it has annualised revenues of \$200 million. This year, GCPL launched new products such as: Godrej aer pocket (a slim gel technology bathroom air freshener), Control Deostick (a unique cream based deodorant) and Soft & Gentle zero per cent aluminium deodorants (UK's first aluminium-free anti-perspirant deodorant). Godrej Properties is creating a name for itself as it achieved the highest sales in a financial year, with a booking value of INR 5,038 crore. This was the highest achieved by any publicly listed real estate developer in India in this financial year. Furthermore, Godrej Properties has also launched mixed-use development project, 'The Trees' in Mumbai.

The 119-year young company, with an exemplary repositioning of its master brand continues to 'Brighten' almost every aspect of the average Indian's life.



Wipro
+3%
139.69 ₹bn



Wipro is globally recognised for its innovative approach towards delivering business value and its commitment to sustainability and social purposes. This year Wipro announced the appointment of Mr. Abidali Neemuchwala as Chief Executive Officer and Member of the Board of Wipro Limited. The company has invested in a cognitive AI platform called Holmes. Wipro has also invested in developing Intellectual Property around areas that they believe will impact their business especially around Customer Journey Engineering, Machine Learning, and Autonomous Management. To enable strategic focus and closer engagement, Wipro has launched a \$100 million corporate venture capital fund that will

invest in start-ups with cutting-edge capability. This fund will operate in concert with their existing M&A programme that aims to fill-in any gaps in market or technology presence. In September 2015, Barclays Premier League club, Chelsea FC has announced Wipro as its digital and IT partner. Wipro will look to create digital and technology experiences on-ground as well as digitally. Wipro also launched a programme on education of children with disabilities, supporting the needs of 1350 underprivileged children through five projects in Bengaluru, Pune, Jaipur and Hyderabad.



Larsen & Toubro
+5%
134.89 ₹bn



This year L&T has announced some key leadership changes. In August 2015, L&T appointed Mr. Subramanian Sarma as Chief Executive and Managing Director of LTHE. He is also on the board of L&T as a Non-executive Director. The company has also expanded its board of directors by inducting former L&T Infotech CEO Mr. Sudip Banerjee as independent director. Additionally, the company continued the legacy of scale infra projects. The Power Transmission & Distribution Business of L&T Construction has won

orders worth ₹1038 crores in the international and domestic markets in November 2015. Larsen & Toubro Saudi Arabia LLC, a fully-owned subsidiary of L&T, has bagged an order valued at SAR 405.75 million (USD 108.2 million) for the construction of five 132 kV sub-stations at Hail area from the National Grid, Saudi Arabia, a subsidiary of Saudi Electricity Company.



Bajaj Auto
+10%
121.78 ₹bn



Bajaj Auto is a homegrown brand that is firmly entwined with the Indian development narrative. In a challenging environment for the automobile industry, Bajaj Auto maintained positive momentum as a result of a well-crafted strategy – Superior Customer Value through differentiated products and strong brand. By the introduction of new products such as the CT100 and the new Platina, they have strengthened their position in the entry-level segment. In the sports segment Bajaj has enhanced their leadership position through the launch of the Pulsar RS 200,

Pulsar AS 200 & 150 and the exciting Avenger Cruise 220 and Avenger Street 220 & 150. In February 2016 Bajaj Auto launched the V15, a 150 cc bike, to create a new and differentiated model for the large mass commuter segment. The commercial vehicles business has shown impressive results too on the back of its significant improvement in the big diesel 3-wheeler segment. Its latest innovation Bajaj Qute is exported to over 20 markets across the world, however, it is yet to be released in India as it has been caught in an ongoing court case.



Maruti Suzuki
+16%
115.63 ₹bn



This year Maruti Suzuki's brand value has increased by 16% compared to the prior year. Democratising the high-end auto features and armed with a clear strategy to upgrade in the value chain with a brave channel strategy, the top Indian car maker has moved aggressively to capture the premium hatchback segment share. Maruti Suzuki in October 2015, launched the Baleno at a starting price of INR 4.99 lakh for the petrol version. Marking its foray into the new eco-friendly technology segment, Maruti Suzuki India launched the

mild hybrid version of mid-sized sedan Ciaz. With smart hybrid, Ciaz has gained the top slot in fuel-efficiency of 28.09 km per litre, and is now the country's most fuel-efficient car. In March 2016, Maruti Suzuki launched the much-awaited Vitara Brezza in India. The carmaker's first sub-4 meter SUV for the Indian car market, it was developed over a period of five years and features a localisation level of 98 per cent.

15

Axis Bank
+11%
101.32 ₹bn



Creating better micro-experiences through customer-centricity, co-branding and digital play has been at the heart of the great story of this re-branded institution. Axis Bank launched Ping Pay, India's first multi-social application launched to enable peer-to-peer transfer of money/ recharges through social media platforms like Whatsapp, Facebook and Twitter. Axis Bank has also joined hands with Tata-SIA joint venture airline Vistara to launch a travel credit card under a strategic partnership. The co-branded travel credit card, will offer a host of privileges and benefits to the business and leisure travellers of Vistara Furthermore,

the Bank also launched a debit card, Secure+, that will allow you to switch on or off your card, the way you can switch your laptop or mobile phone on and off. In December 2015, the country's third largest private sector lender said it has launched a 'display variant' debit card which does away with the hassles of generating one time password (OTP) over SMS while transacting. The card, which is being made available for high-value NRE customers, has an embedded EMV chip, a display screen and a touch-sensitive button that helps generating the OTP on the card itself.

16

ITC
+6%
86.85 ₹bn



ITC's Cigarettes business remained subdued during the year due to unprecedented legal pressure on the cigarette industry in India on account of the cumulative impact of steep increase in taxation and intense regulatory pressures. The Personal Care Products Business launched several differentiated product offerings during the year including 'Fiama Di Wills Double Moisturizer Bathing Bar', 'Vivel Neem', 'Superia Silk Cherry' bar soaps and a regimen of skin care products such as 'Makeup Cleanser', 'Clarifying Skin Toner' and 'Night Cream' under the

'Vivel Cell Renew' brand. During the year, John Players featured amongst the top 5 'Most Exciting Brands' in the apparel category in Brand Equity's survey published by The Economic Times. ITC's Hotels Business continues to be rated amongst the fastest growing hospitality chains in India, with over 100 properties across the country under four distinct brands. ITC Grand Bharat, Gurgaon has been ranked No. 4 among the 'Top 100 Hotels & Resorts of the World' and No.1 amongst the 'Top 25 Resorts in Asia'.



HCL
+9%
83.33 ₹bn



One of the fastest risers of the recent years, HCL Technologies Ltd. announced that it has acquired the external IT (information technology) business of Sweden's Volvo Group. Approximately 2,500 highly skilled people working for the Volvo Group will transfer to HCL across 11 countries. The deal is one of the largest IT deals signed by any Indian IT company, and a first in the industry to use principles of Vested Sourcing as the basis of the relationship for an IT outsourcing engagement of this size and magnitude. This addition enables HCL to achieve an even stronger presence in the Nordics and the wider European region, and accelerates its journey in these markets. In September 2015, HCL Technologies tied

up with Manchester United to become the football club's official digital transformation partner. HCL Technologies Ltd. also announced the acquisition of UK's Point to Point Ltd. and Point to Point Products Ltd. for GBP 8 million (approx ₹ 78 crore). HCL Technologies Ltd., said it will launch an incubation centre for the Internet of Things in partnership with Microsoft Corp. in Redmond, Washington. The aim is to build advanced solutions based on machine-to-machine (M-2-M) technology, in areas such as industrial manufacturing, life sciences and healthcare. HCL Technologies Ltd. today announced acquisition of UK's Point to Point Ltd. and Point to Point Products Ltd. for GBP 8 million (approx. ₹ 78 crore).



Hero
+4%
82.53 ₹bn



Hero MotoCorp, world's largest 2-wheeler manufacturer unveiled its first in-house developed motorcycle, Splendor iSmart 110, at the 13th Auto Expo in February, 2016. The firm also unveiled three other vehicles, premium segment sports bike Xtreme 200 S, design concept bike XF3R and an electric scooter concept Duet-E. Mr. Pawan Munjal was named the new Chairman of Hero MotoCorp after an unfortunate demise of founder Mr. Brijmohan Munjal. Hero MotoCorp Ltd., in September 2015, opened its first global manufacturing facility at Villa Rica in Colombia. The company, in

June 2015 was named as the new title sponsor of the Caribbean Premier League (CPL) for a period of one year. With this sponsorship, the much-awaited third season of CPL will be known as the 'Hero Caribbean Premier League'. As part of its global expansion drive, 2-wheeler major Hero MotoCorp plans to set up manufacturing facilities in Mexico, Argentina and Brazil and expects to utilise the new Colombian plant as a hub to export to nearby countries.

19

ONGC
-10%
66.08 ₹bn



Oil and Natural Gas Corporation Limited (ONGC), India's largest oil exploration and production company, has retained its brand position at No.19 this year.

The brand experienced a 10% drop in its brand value this year. With the Government cutting domestic natural gas prices, ONGC's shares were trading lower on the BSE. "Oil prices have dropped substantially, reflecting continued oversupply in the global oil markets, very high inventory levels and additional Iranian oil exports coming on line", ONGC said. A slow recovery in oil prices is expected over the next several years, the drop in oil

prices and weak natural gas prices have caused a fundamental change in the energy industry, and the sector's ability to generate cash flow has fallen substantially. In December 2015, ONGC also suffered INR 7,995 crore loss for poor rig management.

20

Asian Paints
+10%
58.14 ₹bn



In a vast and diverse market like India, Asian Paints is still double the size of any other paint company in the country. Driven by a strong customer focus and innovative spirit, the company has been a market leader since 1967. The Brand with strong presence and engagement has been exemplary in responsiveness through this year as well. In December 2015, Jacobs Engineering Group Inc – the US-headquartered company that provides industrial maintenance, fabrication, construction and maintenance management technology to mainly process

industries – has announced that it received an engineering, procurement, construction management (EPCM) contract from Asian Paints Limited (APL) to provide engineering services for a greenfield paint plant in India. In September 2015, Asian Paints (International) Ltd. has transferred the entire holding in its subsidiaries to Berger International Limited, Singapore to consolidate investments of the company in overseas subsidiaries. As such this year Asian Paints has experienced a 10% increase in its brand value.



Bank of Baroda

+2%

53.31 ₹bn



Building on its position of India's Global Bank, Bank of Baroda buttressed its formidable network of branches in India and its international presence with a higher ladder of social interaction. Albeit a comparatively late entrant, it broke into the virtual space by launching its presence on platforms such as Facebook, Twitter and YouTube. The digital access to customers has increased through the expansion in touchpoints like 24x7 Non-Stop Lobes. OneInALeap, a social media contest on Facebook and Twitter was launched, to enhance visibility and build engagement with a new, younger set of customers. In the same vein, the Bank also launched

new-age products like the Chillr Mobile, squarely targeted at the mobile-first generation. The Chillr app lets Bank of Baroda customers instantly transfer money to their phone book contacts without the need for their account details.



Idea

+12%

51.33 ₹bn



Idea saw a 12% increase in their brand value compared to the previous year. In line with the rest of the telecom market, Idea came to the 4G LTE party, quickly expanding the service to 116 million Indians.

The interesting part is how Idea seems to be getting into adjacent areas, to encourage data usage. Their February 2016 announcement of a JV with group firm Aditya Birla Nuvo, to set up a payments bank, is one such example.

In the communication space, Idea is constantly pushing the thought of a Better India forward. It leveraged the digital connect with its audience base and devised a digital amplification strategy with the #IndiaSharesIndiaCares initiative in collaboration with Mindshare and Affinity Network. As part of this initiative, people were asked to select a cause which they would like to address using Twitter polls. The next step was to share data with an NGO that works for the chosen cause.



Reliance ADAG

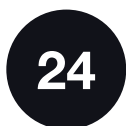
-5%

50.34 ₹bn

RELIANCE

Reliance ADAG, owing to its legacy and vast presence across several domains, remains a popular brand in India. In the year gone by, Reliance Communications undertook a number of initiatives like partnering with global IoT leader Jasper to power next-generation IoT businesses. It continued to build on the telecom space with a new open market partnership with Huawei to bring a new portfolio of mobile broadband devices for Reliance 3G customers. However, the telecom space being as competitive as it is, these initiatives still fell short,

with Reliance ADAG's brand value actually dipping 5% as compared to the previous year.



Tanishq

+2%

45.72 ₹bn

TANISHQ

India's premier jewellery retailer continued to improve its engagement with the new-age, urban Indian consumer. Following the success of its work-wear jewellery collections, Tanishq turned its focus on the high-value, premium diamond jewellery space, with the launch of the 'Queen of Hearts' collection.

This, along with other collections like the Niloufer Collection, provide the discerning Indian consumer a wide range of jewellery options across price, occasion and style –

making Tanishq's relevance even stronger. At the same time, these collections continue to build the brand's authenticity as the definitive Indian jewellery brand, while deepening engagement with its set of loyal customers.



ZEE
+8%
45.49 ₹bn



Zee Entertainment Enterprises Limited, amongst the largest producers and aggregators of Hindi programming in the world, boasts an extensive library housing over 222,000 hours of television content. Through its strong presence worldwide, ZEE entertains over one billion viewers across 171 countries in the world. What made the year significant for ZEE is the launch of a new video on demand platform, OZEE. The launch finally takes Zee Entertainment into the newer screens that content is consumed on, and helps build relevance for the brand, especially with the new-age, mobile-first viewer. In the same vein, ZEE seems to have

realised that in the entertainment world, good, meaningful content is what ultimately drives engagement with viewers Zee Theatre, the new content vertical of ZEE, became the first Indian media and entertainment firm to foray into theatre production. ZEE continued to build relevance in the vast, but fragmented Indian market by acquiring the Odiya channel Sarthak. On the back of its success, it is now looking for opportunities in the Malayalam and Bhojpuri space.



Dabur
+12%
44.31 ₹bn



From healthcare to personal care to food and many more in between, Dabur has given birth to iconic brands like Real, Hajmola, Chawanprash, Vatika, brands which have become household names across India. In 2016, Dabur introduced its new premium baby care brand 'Dabur Baby'. Furthermore, this year also saw the national launch of Hajmola Yoodley, which marked the extension of brand Hajmola into the ready-to-drink beverage market. The year also saw the expansion of Dabur's Skin Care portfolio with the launch of

professional salon facial products under the OxyLife brand – OxyLife Salon Professional ProWhite Pure Oxygen Facials for women and men. All these initiatives mean that the age-old brand is finding new ways to connect with its rapidly evolving customer base.



UltraTech
+4%
41.93 ₹bn



UltraTech is the largest cement player in India and the fourth largest on the world stage (excluding China). UltraTech continued to innovate to build differentiation in what is essentially a commodity space. To address India's problem of creating good quality roads, UltraTech, introduced the concept of White Topping, which provides cost-effective concrete overlay over existing roads in less time. Similarly, for the congested pockets of the country, which cannot be served by transit mixers carrying ready mix concrete, they developed UltraTech Concrete Zip, a pre-mixed concrete available in buckets for small concreting jobs.

UltraTech is also leveraging corporate citizenship to build its brand. It has been identified as an Indian leader for the quality of climate change related information that it has disclosed to investors and the global marketplace through CDP India, a not-for-profit organisation that drives sustainable economies. As a result, UltraTech Cement has been awarded a position on the Indian Climate Disclosure Leadership Index (CDLI), released in the India Climate Change report.



Kotak
+12%
39.20 ₹bn



Perhaps the most significant event contributing to the rise in Kotak's brand value is its merger with ING Vysya Bank. Not only did this greatly improve the Bank's presence (and hence, the trust amongst customers), what was notable was the way the transition of ING Vysya to Kotak was carried out. Gradual and practically seamless, the transition was signaled by the highly memorable 'Kona Kona Kotak' (Kotak in every corner) campaign that not only signaled Kotak's improved presence but, more importantly, reassured the

customers of the erstwhile ING Vysya Bank. Besides building on presence, Kotak continued to improve its relevance to customers and through its numerous tie-ups and joint ventures.

29

Punjab National Bank**-5%**

38.42 ₹bn



As the Reserve Bank of India's clean-up act hit the banking sector hard, this year Punjab National Bank was one of the worst hit on account of its NPAs. Its brand value fell 5% over the previous year. The story was mirrored in the stock market as well, as the Punjab National Bank stock more than halved in the last two years.

What's worse is that the stock still remains at a significant risk, with bad loans creeping up from 2.9 per cent in 2011-12, to 6.5 per cent of loans by 2014-15. The Bank reeled under high delinquencies due to lending to troubled sectors in the past.

Traditionally perceived as a solid brand that brings trust, PNB clearly needs to translate some of that trust into action. Its sale of ₹3,000 crore worth of bad loans to Asset Reconstruction Companies in February 2016, is a step in the right direction.

30

Adani**-17%**

38.34 ₹bn



Adani earns the distinction of being the biggest loser in this year's Best Indian Brands table. The Adani Group's brand value fell by as much as 17%. The Group has been dogged with a number of issues that are causing delays in its projects. Its investments into capital intensive industries like power (it completed the acquisition of Udupi Power Corporation Limited for ₹6,300 crores in April 2015 – the largest acquisition in the thermal power space in recent times) and setbacks like the National Green Tribunal quashing

environmental clearance to its ambitious Hazira Port Project, weighed heavily on Adani's financial performance.

31

Britannia
New
 30.53 ₹bn



Marking its entry into the Best Indian Brands 2016, Britannia Industries – one of India's favourite biscuits company – is slowly transforming into a total foods company. Already the 'go-to' biscuits brand for millions of Indians, Britannia continued to innovate with a number of variants of its popular brands including Pure Magic Chocolush, Pure Magic Choco Deuce, Tiger Glucose Chocolate and Tiger Cashew Cookies. At the same time, Good Day, the company's biggest brand, underwent a comprehensive re-launch with a differentiated product, new advertising campaign and fresh new

packaging. As Britannia continues to build differentiation and relevance in its traditional categories, the challenge for the brand to stay ahead of the curve would be to leverage its formidable authenticity to make meaningful forays into other adjacent categories to stay relevant to changing consumer tastes and preferences.

32

IndusInd Bank
New
 26.33 ₹bn



IndusInd Bank stands tall today as one of the reputed banking brands in the country. As of March 31, 2016, IndusInd Bank had 1,000 branches and 1,800 ATMs spread across 623 geographical locations in the country. IndusInd Bank is moving towards opening 1,200 branches by March 2017. Like many of the other leading BFSI brands, IndusInd Bank unveiled new technological initiatives, particularly in the areas of digital capabilities. In this context, the Bank formed a strategic partnership with PayU India, apart from launching a host of digital

services like 'QuickPay' – an instant money transfer solution, 'On the go' social banking that lets you transfer money using social media, 'Swiftpay' – a one-stop solution for easy bill payments and made the 'IndusMobile' app more consumer intuitive. These initiatives help the brand stay relevant to a consumer that no longer views the branch as the only channel to access his or her services.

33

Kingfisher
New
26.18 ₹bn



Continuing to build on its rich heritage and legacy, at least in the beer space, Kingfisher built on its product portfolio with variants like Kingfisher Ultra MAX, a strong beer with a refined taste. In order to build inroads into newer consumer categories, Kingfisher extended the brand into the ready-to-drink (RTD) beverage space, with Kingfisher Buzz. With the launch, Kingfisher is venturing out of its traditional strongholds to take on the likes of Bacardi Breezer (which so far was the only product in that category).

Of course, the brand did have its share of troubles owing to the rub-off from the Kingfisher Airlines fiasco and the woes of its beleaguered owner, Vijay Mallya. However, with Dutch beer giant Heineken appointing the investment bankers to help increase its stake in UB, it is yet another sign that beleaguered liquor baron Vijay Mallya's hold over the last big company of his once flourishing business empire is under threat. Perhaps the brand might soon shake off the gloom and emerge stronger than ever.

34

Yes Bank
New
24.81 ₹bn



Yes Bank builds its pillars around growth, trust, human capital, innovation and technology, transparency and responsible banking. The Bank continued to expand its branch network and now has over 860 branches and over 1,600 ATMs across all 29 States and 7 Union Territories of India.

Attempting to make inroads into newer customer segments, the Bank signed a US \$50 million loan agreement with IFC Washington to lend exclusively to women owned businesses. This project was part of

the Women Entrepreneurs Opportunity Facility (WEOF), the first-of-its-kind global facility instituted by IFC and Goldman Sachs dedicated to expanding access to capital for approximately 100,000 women entrepreneurs. Yes Bank also strengthened its position in Digitised Banking on social media with the launch of YES TAG - a first-of-its-kind smart social banking application that allows customers to perform banking transactions seamlessly on Twitter, Facebook Messenger, WeChat, Telegram and Skype.

35

NTPC**New**

24.39 ₹bn



State-owned power generator NTPC continues to grow from strength to strength. It will build India's biggest power plant with an annual generation capacity of 6,400 megawatt (in a joint venture with Jharkhand state utility, an example of a big ticket public investment which most economists say is needed to kickstart the investment cycle. The project will be set in two phases of 4,000 Mw, which was announced in May 2015, and 2,400 Mw to be taken up later. NTPC is also making forays into green power sources, and is planning to set up a 4000 Mw power plant at Puttaparthi and a 2250 Mw solar power

plant in Andhra Pradesh as a part of Chief Minister's initiative of making the state a solar power hub.

36

Union Bank**New**

20.72 ₹bn



Banking in India since 1919 with 3,500 branches, Union Bank offers a wide range of Personal Banking, NRI, MSME, Corporate & Rural Banking Services. The Bank continued to build on its presence, adding, 124 new branches in India in the last year. As a swathe of Indian banks reeled under the Reserve Bank of India's clean-up drive, Union Bank seems to have weathered the storm quite well. The Bank deepened its penetration into the rural parts of India, especially with financial solutions for livestock farming. It entered

into tie-up arrangement with Livestock and Crop Registry India Limited (LCRI), which provides an authenticated registration system for Livestock (with UID) and crops. Through this, the Bank can keep track of the financed animal, purchase price, and breed purity and progeny.



Canara Bank
New
20.03 ₹bn



Canara Bank expanded its asset base to well-diversified segments of the economy, like, Agriculture and Micro, Small and Medium Enterprises (MSMEs), Retail, including Housing, Education, Vehicle and other productive segments. Aimed at improving efficiency, public sector Canara Bank's board has organisational restructuring by moving to '4-tier system' that allows the lender to set up regional offices for a better connect with branches across the country. This would translate to a better presence and deeper engagement with its existing customer base.

The Bank built on its corporate citizenship initiatives by undertaking an ambitious project of providing De-fluoridation – RO plants for pure drinking water facility in 217 Fluoride-affected in Karnataka. For this, and other pioneering work done through its CSR initiatives, Canara Bank received the Golden Peacock Award which is considered the Holy Grail of Corporate Excellence worldwide.



Ashok Leyland
New
18.80 ₹bn



The second-largest commercial vehicle manufacturer in India, Ashok Leyland makes its debut in this year's Best Indian Brands. An unwavering focus on the customer and their need – summed up by their tagline "Aap Ki Jeet, Hamari Jeet" ("Your Success is Our Success"), Ashok Leyland impressed with its performance in the market – it achieved a 39% increase in sales turnover at INR 18,822 crores compared to INR 13,562 crores, last year. Perhaps nothing epitomises Ashok Leyland's customer focus more than Sunshine, an industry first model in the school bus segment, designed to be the safest bus

for the transportation of children. With innovative industry firsts like anti-bacterial seats and happy, joyful graphics inside the bus, Sunshine exemplifies the responsiveness of the company not just to its primary customer (the bus owner), but the secondary customer (parents of school children) as well. As the company looks beyond India's shores for growth, it announced an expansion of its unit in Ras Al Khaimah (RAK) in the United Arab Emirates (UAE) with an investment of \$10 million. Manufacturing in the markets that it serves allows the company to stay closer to its customers, and hence build relevance and trust.



JSW
New
17.32 ₹bn



A \$11 billion conglomerate, with presence across India, USA, South America and Africa, the JSW Group is a part of the O.P. Jindal Group with strong footprints across core economic sectors, namely, Steel, Energy, Infrastructure, Cement, Ventures and Sports. JSW Energy acquired Bina Thermal Power from JP Power. This would be the third acquisition by JSW Energy in the past one year that would almost double its power generation capacity to 6,000 Mw from the current 3,140 Mw. Another 8,630 Mw of capacity is under development. In March 2016, JSW Steel appointed Partha Sengupta,

a veteran of rival Tata Steel, as President for its steel plants in Maharashtra as Chairman Sajjan Jindal prepares to scale up the company after a tough year of competing with cheap Chinese imports. JSW Group is looking at investing around ₹ 10,000 crore over the next five-seven years at Salboni in West Bengal. This will involve setting up a 1,320 Mw coal-based power plant, a 4.8 million tonne cement plant and possibly a paints factory.



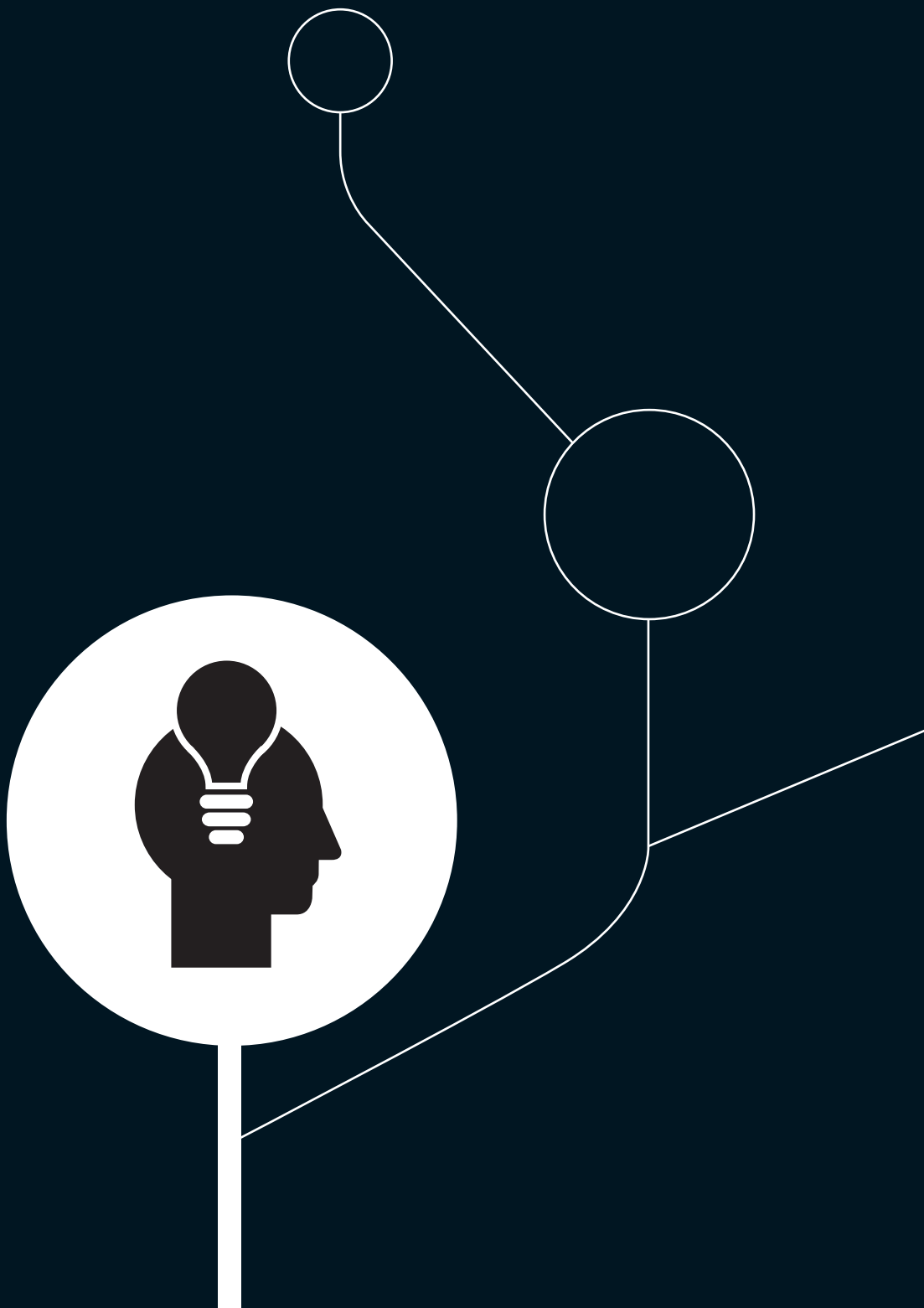
Jindal Steel and Power
New
15.22 ₹bn



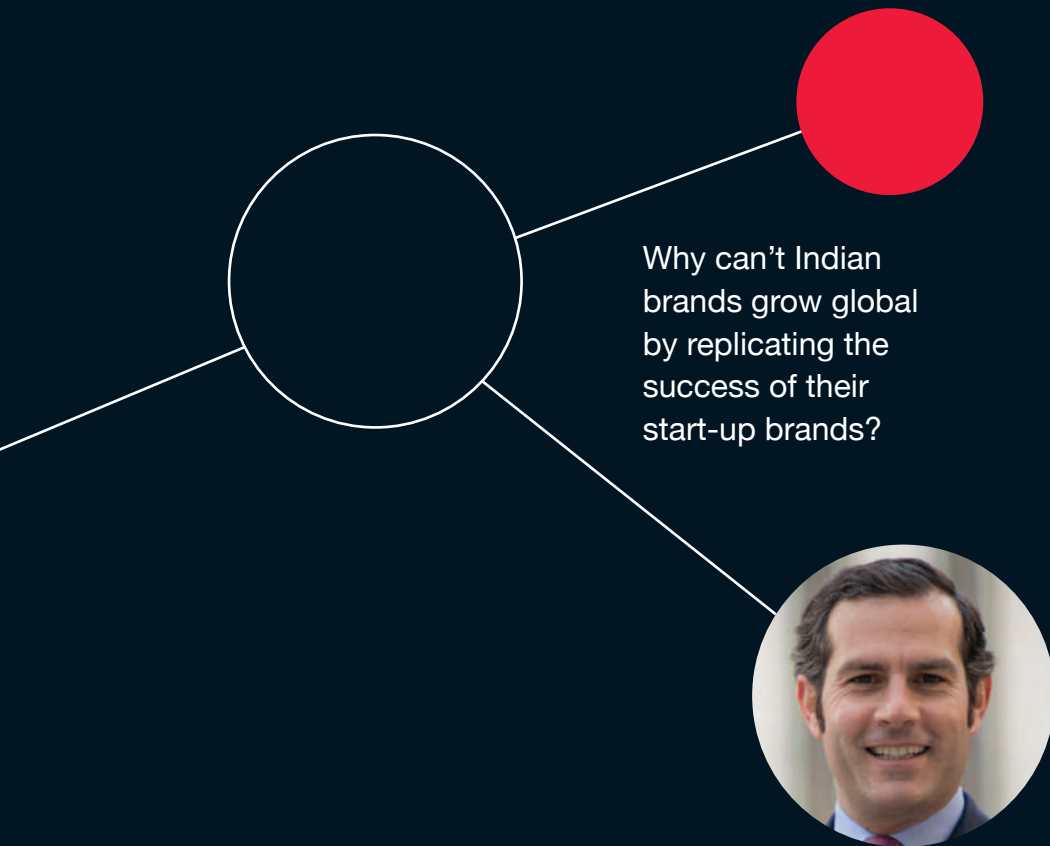
JSPL is an industrial powerhouse with a dominant presence in steel, power, mining and infrastructure sectors. Part of the US \$18 billion OP Jindal Group this young, agile and responsive company is constantly expanding its capabilities to fuel its fairy tale journey that has seen it grow to a US \$3.3 billion business conglomerate. Jindal Steel & Power was ranked No.17 among World Class Steel Makers as per World Steel Dynamics, USA. This year, Jindal commissioned a 1.4 MTPA Rebar Mill in Sohar, Oman, the largest in the Gulf

and African Region. This enabled Jindal Shadeed to become the largest integrated steel maker in Oman with a 2 MTPA Steel Melting Shop (SMS) and 1.4 MTPA Rebar Mill. JSPL has partnered with the Bhasin Group for the first high-rise steel building in Noida the Festival City at MIST Avenue. The 33-storied world-class commercial complex, spread over nine lakh square feet, will be built by harnessing international cutting-edge technology, using JSPL's E550 MPa Fabricated Structural Steel columns and beams.





A breakthrough brand mindset to grow global



Gonzalo Brujó
Chief Executive Officer, EMEA & LatAm
Interbrand

Taking into account that India is the second most populous country in the world, it seems reasonable to assume that it will also be one of the most diverse in terms of different cultures, religions, languages and more, which means enough challenges for the local businesses in the market.

Indian society is experiencing a fast transformation which is fundamentally influencing consumer needs and preferences and the role of brands. At the same time, significant global opportunities are emerging for Indian companies. To take advantage of these opportunities Indian brands have to constantly adjust its efforts to stay locally relevant, while increasing their global engagement. Any Indian brand that wants to become global has to consolidate world culture and universal standards and quality canons along with the local needs.

Over the past twenty years, the economies of China and India have witnessed unmatched development, enjoying an average annual growth of 10% and 6.7%, respectively. Although both, China and India are considered powerful economies in Asia, the Chinese economy is more developed than that of India. While China previously introduced into the global market, India was slow in embracing globalisation. However, nowadays Indian companies are spreading all over the world, some succeeding tremendously fast.

The challenge in adapting still remains, however, in how to best leverage the information gathered from consumers to

achieve the best global benefit.

Taking the example of the world's most recognised European brands – such as Santander, AXA, Zara, VW, Siemens, GSK, Real Madrid, Renault or Philips– have demonstrated that their brand value remains high and continues growing because the customer is the centre of their activity and they have a solid brand strategy aligned with their business goals.

As this year's ranking shows, there is an urgent need to adapt as soon as possible, all the technological advancements. Innovation will prove critical to the globalisation efforts, as well as all improvements in operational efficiency and the ability to harness the skills of leading international talent.

Indian brands are aware that the main unresolved issue is to fully internationalise so that they are known outside. It is need to plan their global growth considering their organisation structure, culture, financial aspects and macro-economic conditions. They should leverage the experience of consultants advising on global growth, develop a brand discipline, take advantage of associations with the country-of-origin and take brands as the centre stage in the company.

It is not always easy to undertake and achieve a deep change, but it is shown that brands that take risk and have a solid strategy, often succeed. Thanks to the Internet, global reach is no longer reserved for deep-pocketed brands, nor is it an incredible hassle for marketing managers. Obviously, consumers will

increasingly be looking for the best brands around the world, no matter where they originated.

It is in this perspective that there is a different approach to try as well. We are indeed living in exciting times of start-ups and Breakthrough Brands.

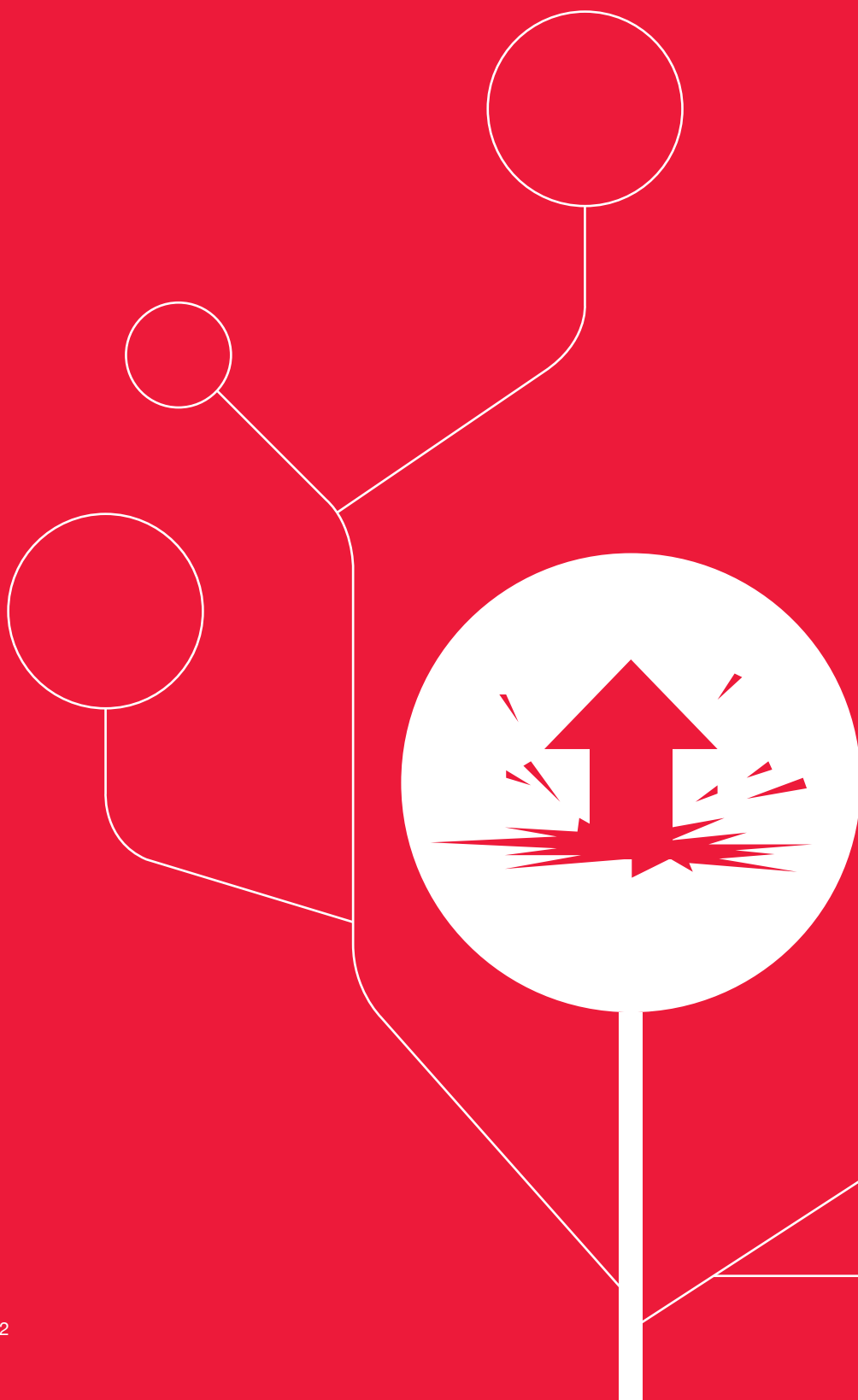
Brands that are moving at the speed of life and helping people design their lives using the customised and better micro experiences through brands. India, due to its human capital and the entrepreneurial culture is inherently tech savvy and is already seeing an explosion of breakthrough brands. It's why there are 3 Indian brands in our recently announced Breakthrough Brands 2016



No Indian brands yet in the Best Global Brands list yet and three Indian brands in the inaugural Breakthrough Brands Report itself! Why can't the Best Indian Brands and Businesses think more like a start up? Why can't the large corporates replicate the success of their Breakthrough Brand counterparts embracing the start-up mindsets to reinvent and grow their businesses and brands?

Report. Is there something to read in there? No Indian brands yet in the Best Global Brands list yet, and three Indian brands in the inaugural Breakthrough Brands Report itself! Why can't the Best Indian Brands and Businesses think more like a start-up? Why can't the large corporates replicate the success of their Breakthrough Brand counterparts embracing the start-up mindsets to reinvent and grow their businesses and brands?

At Interbrand we want Indian companies and brands to succeed through breakthrough growth, working together to create connected experiences and strong relationships with the customers. As a leading brand consultancy, we believe that there is something better in it for us, our clients, our partners and for the world. In India our final goal is to grow Indian brands and businesses globally.



Breakthrough growth



Growth is a natural, human force that compels us to push, disrupt, challenge, and change– to drive humanity forward. And as inherent as it is to people, it's critical for brands and businesses.

Jez Frampton
Global Chief Executive Officer
Interbrand

Breakthroughs reflect the times we are in– **the Age of You**– when brands and businesses need to move faster than ever before. That’s because they are expected to move at the speed of people’s demands– at **the speed of their lives.**



Whether it's about upping the bottom line, expanding reach, connecting to more people, building stronger cultures, solving a critical problem, or even gaining investment that propels an idea forward, Breakthrough Brands are all about growth.

Breakthroughs reflect the times we are in– the Age of You– when brands and businesses need to move faster than ever before. That's because they are expected to move at the speed of people's demands– at the speed of their lives. It's an age defined by the fact that people want to be in control or, more specifically, to personally design the life they want to live. And people are using brands to do it, because brands are the vehicles through which things happen.

Start-up at the speed of life

It goes without saying that agility, flexibility, and adaptability are invaluable characteristics for brands and businesses to grow. Breakthrough

Brands are built on that premise– often because the restlessness of their founders led them to a new breakthrough–and they demonstrate it daily. They build it into their very culture: rejecting bureaucracy, discovering and fostering new ideas, and accelerating decision-making so they can race to market. Breakthrough Brands set the pace for the market– and for all other brands– particularly when they reflect the pace of people.

So, the most successful emerging companies put people at the centre of their business. They know that people hold brands to incredibly high expectations– for better choices, richer experiences, meaningful narratives, one-on-one attention, new form factors, and personal progress and fulfillment. They understand how data and technology change the definition of service and connectivity and the demand from people for greater and more nuanced choices.



Brand begins in incubation

From the moment a brilliant idea is born, a breakthrough knows its brand and understands that it's not just a unique business model that helps them succeed— it's the fact that it's developed in tandem with the brand. That they are inseparable. Because great brands grow great businesses, which in turn grow great brands.

That doesn't mean a logo or even the name (although they often have an early idea of both and more): it's about purpose, the experience it delivers and how that connects very deeply to people. That's the definition of brand— and it's coded into Breakthroughs' DNA. Founders of emerging companies that build a business and a brand together, from day zero, are the ones that pull ahead of the pack— they are the standouts, the leaders, and the fastest growing, even when their offerings may be comparable to others. They are the ones that people embrace and hold up as the benchmark— and even as the original.

The brand is the experience is the brand

One does not precede or compete with the other. Great experiences are born as breakthroughs translate their unique model or platform into experiences that catch the attention of the public. The brand, and its core purpose in the world, guides the creation of that experience. In turn, as it resonates with people, the experience builds value and equity back

into the brand and business.

Breakthrough leaders understand that brands are not an exercise in vanity, that the brand and business strategy are one and the same. And that the brand is the experience is the brand.

Focus breeds excellence

Breakthrough brands cut to the heart. Whether the ambition is to be better than others, or completely different from others, they are ruthlessly focused on a clear goal, on a core purpose, and are often brilliant at one thing. Even as they expand, or even acquire, what they offer, everything they do reflects that focus. They don't try to be all things to all people, because they know they can't do that without sacrificing their authenticity— what made them a breakout hit with people in the first place.

Breakthroughs manage their growth by balancing strategic and on-brand decisions with ambition and a little fearlessness. That doesn't preclude unusual moves or surprising new ventures— it just means that everything they do is tied to a core idea and purpose.

Working with the co-petition

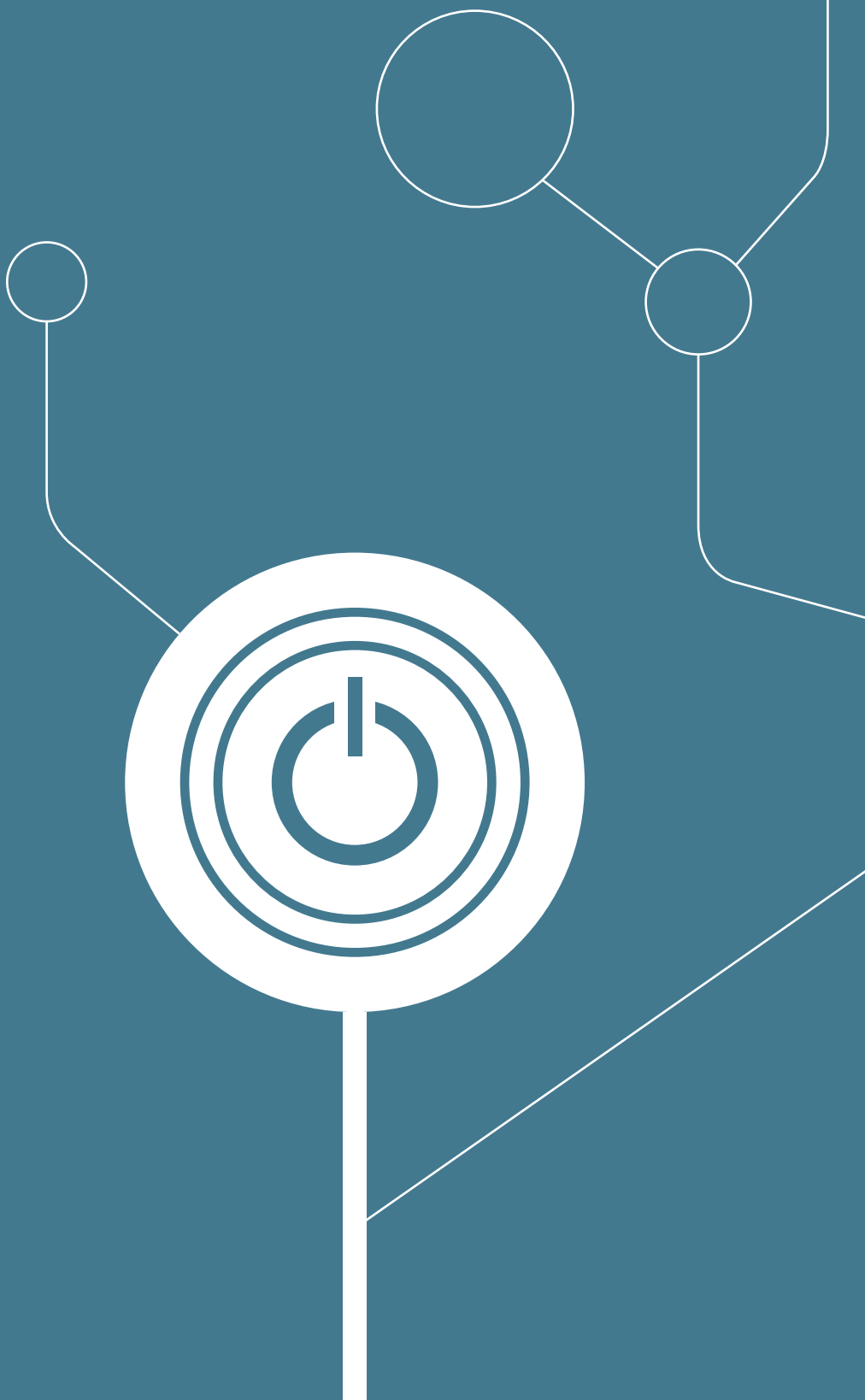
The rules, in the Age of You, have changed. There's no one model for success, no one way to make an impact, no limit for experimentation and growth— and no slowing down. That has bred a generation of leaders who want to do it their own way— without

compromise— which in turn has yielded an unprecedented number of start-up brands. Some will push ahead, some may simply pave the way for others, but as more and more emerge, the competitive landscape continues to change.

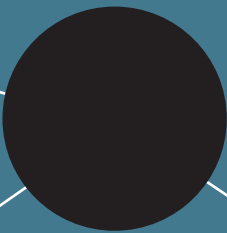
That's led to a new type of collaborative competition— or co-petition— where partnerships and affinity lead the way. Breakthrough Brands are setting a new standard of how to work with others for mutual success.

In their pursuit to grow global, Indian brands can learn from the Breakthrough Brands that are accelerating the rate of innovation and problem solving, and are setting the pace for growth.






Thinking like a start-up to accelerate global growth



Judy Lee
Head of Creativity & Brand,
North America, Facebook



Breakthrough Brands grow fast, get big sales, and garner headlines. There are companies who had marketing as part of their strategy from the very beginning, and they seem to innovate every step of the way. How do they do it? Learning what makes a Breakthrough Brand stand out, and applying those lessons to your own business, can revitalise your marketing and lead to more growth.

Consumers today are marketed to, more than ever. They are bombarded every moment with messages for websites, apps and content. That much choice means opportunity, but it can also mean noise.

However, some companies are not only surviving, they're breaking through the Growth Barrier. Breakthrough Brands grow fast, get big sales and garner headlines. There are companies who had marketing as part of their strategy from the very beginning, and they seem to innovate every step of the way. How do they do it?

Learning what makes a Breakthrough Brand stand out, and applying those lessons to your own business, can revitalise your marketing and lead to more growth.

It's never too late to break through.

Mobile-first mindset

It used to be enough for a business to have a mobile-friendly website, or emails that looked good on smartphones, but today's Breakthrough Brands are built from the very beginning to be mobile.

Think trailblazing brands such as Uber and Lyft. Reaching a mobile audience has been central to their success.

Geography, infrastructure and distribution all go away in a mobile-first world. This plays to the strengths of Breakthrough Brands, but how can you take advantage of a mobile-first mindset, even though you might already be an established company? What aspect of your business most easily lends itself to mobile?

Having a bold vision

A mistake that's often made when discussing Breakthrough Brands is equating innovation with a faster way of doing something. Speed is important, but if you're headed in the wrong direction, going faster will only get you to the wrong place in a shorter amount of time.

Breakthrough Brands succeed because of a singularity of vision that can be owned by only their company. Other former breakthroughs such as TOMS, Warby Parker and Out of Print clothing embody this concept. Philanthropic efforts have been part of their missions from the beginning.

Being purpose-led gives Breakthrough Brands a clarity that's lacking at companies who only care about market share or quarterly profits. But that kind of vision can't be focus-grouped or tacked on after the fact. It's not a PR strategy, marketing angle, or empty slogan. It has to be bred into a company's DNA from the beginning. When it's not, consumers will smell a fraud.

The new marketing

Traditional advertising— which used to exist in silos and was defined by the marketing funnel— is breaking down. It's no longer about brand versus performance, marketing versus sales and consumer versus shopper. Breakthrough Brands are blind to these distinctions and, instead, see one funnel and one person moving through it. Their ads are not mere product announcements or promotions designed to shout the loudest. Instead, the new marketing consists of campaigns that are smartly targeted, well-crafted and designed to drive meaningful action.

These ads don't happen by accident. For every new campaign, emerging brands develop smarter strategies by testing a number of variations of copy, image and ad type to hone in on what works best. Concept A or B? Stacked vertically or horizontally? These are real-time tests being decided in days rather than weeks. Brands like this understand that sometimes the idea is right but the execution is wrong, and so they test and iterate until they get it right.

Other Breakthrough Brands expand the very notion of what marketing is. For Breakthrough Brands in the apparel category, anything that has to do with the brand— even the fulfillment and shipping of their physical product— is treated as marketing. They also use traditional avenues, such as bricks and mortar locations, to build relationships

in person. Not all breakthroughs are purely digital.

Connecting the world

Twenty years ago, less than three per cent of the world's population had a mobile phone and less than 1 per cent was online. Today, two-thirds of the world's population has access to a mobile phone, and one-third of all humans are able to communicate on the Internet. By 2018, it's expected that 3.82 billion people will be connected to the Internet.*

For creative and marketers, a more open and connected world means being able to tell their story in every corner of the globe— to the right people, at the right moment and on any device.

For Breakthrough Brands, this newfound connectivity means they can instantly reach audiences, both global and local. In fact, more than 70 per cent of businesses that advertise on Facebook are outside of the US.**

In India, a woman quit her job as a software consultant in order to start her own business making traditional floral headdresses for brides. At first, Kalpana Rajesh was Pelli Poola Jada's only employee. But business boomed after she posted photos of her creations to Facebook and today the company has 45 branches and 250 employees, all of whom are women.

Disrupt or destruct

As Steve Jobs famously said, "If you don't cannibalize yourself, someone

else will." The brands that have broken the growth barrier, as well as the Breakthrough Brands that are currently redefining various industries, prove that it doesn't take huge amounts of capital to innovate or cause disruption. And more like them are being created every day. You can learn from the success of these growing brands, or become a footnote in whatever industries tomorrow's Breakthrough Brands disrupt. The choice is yours.

*No Ordinary Disruption. Dobbs, Manyika, Woetzel. Public Affairs Publishing, 2015. eMarketer, April 2016

**Facebook Internal Data: Q1 2016





Creating a nation brand backdrop

Creating Unique Nation Brands to Promote Tourism, Trade and Foreign Direct Investment



Guido van Garderen
Strategy Director
Interbrand South Africa

The Malaysian Government had a challenge. The country was ready to receive tourists, but visitors to Asia went mostly to Thailand, Bali, China or Japan. Malaysia wasn't top-of-mind when it came to booking a holiday. In fact, a brand strength assessment of Malaysia as a tourist destination revealed that most foreigners had no basic concept of the country's location, let alone what it stood for. How could Malaysia ensure that tourists would consider the country as a holiday destination?

In 1999, the Malaysia Tourism Promotion Board took action and launched the 'Malaysia: Truly Asia' campaign. At first sight, the catchphrase seemed like a superficial slogan– but it served a strategic purpose. The tagline educated potential visitors that Malaysia is, in fact, a country in Asia. Moreover, the slogan implied that tourists would miss out on the true Asia if they skipped Malaysia. The consequent use of the catchphrase "Malaysia: Truly Asia" and various public and private initiatives contributed to a steady growth of tourist arrivals to a record 25 million in 2012. The country is now ranked 10th on the United Nations World Tourism Organization's list of most-visited countries.

'Malaysia: Truly Asia' is a classic example of a nation branding campaign focused on tourism, but the development of a nation brand is no longer the exclusive domain of tourism authorities. In an era of continuing globalisation and increased competition between states, investment boards and trade promotion agencies find that they have to go

beyond merely creating the conditions for industries to prosper, since rival states can easily imitate these factors. It has become apparent that countries need to find a unique and sustainable competitive edge that is aligned with economic strategy and supported by public policy. A well-defined brand strategy helps countries gain a strategic long-term brand advantage. Unfortunately, nation branding often gets confused with short-term tactics, such as country commercials on CNN. These expensive advertisements often lack a consistent strategy and don't contribute to the creation of a true nation brand. So, what is nation branding?



A Promise of Luxury

A brand is, in essence, a promise. If a country or a city sells a promise to a tourist, business executive, or investor, it must deliver on that promise.

For example, Dubai promises luxury. It started delivering on this promise in 1999 with the opening of the Burj Al Arab, often referred to as the only seven-star hotel in the world. The sail-shaped hotel became an instant symbol of excessive luxury, sending the implicit message that the standard for all hotels in Dubai is luxury. In 2007, the emirate reinforced its positioning strategy by building the

Burj Khalifa, the tallest tower in the world that houses the first and only hotel designed by Giorgio Armani. Even the police force has embraced the luxury brand, recently acquiring a Lamborghini Aventador worth US \$450,000 to complement its fleet of police cars. These actions speak louder than words.

Dubai didn't inherit an Eiffel Tower, but the emirate was able to create a brand advantage based on its value proposition of luxury. This brand promise didn't come out of nowhere. It was rooted in the prevailing brand image of overindulgent sheiks in the Middle East.

Nation branding isn't the holy grail of economic development, but it can provide a distinct advantage when it is aligned with a well-defined economic strategy and supported by public policy.



A brand is, in essence, a promise. If a country or a city sells a promise to a tourist, a business executive or an investor, it must deliver on that promise.

To signal its luxury positioning, it used symbols such as the Burj Al Arab instead of a logo, a web site, an advertorial in Newsweek, or a commercial on CNN. The new brand identity was consistently managed even during the financial crisis, when the temptation to diversify was omnipresent. Dubai realised that brand strategy is as much about saying no as it is about saying yes. As a result, the brand advantage is undiluted, and Dubai consistently attracts tourists with high disposable incomes. Destinations in developing countries could achieve similar results if they consistently communicated their competitive edge to those abroad using striking symbols.

Why France attracts 83 million tourists per year

Nation branding strategically steers the image of a country in order to stimulate tourism, increase trade or attract companies and foreign direct investment (FDI). One way to think of a nation brand is as a set of associations. In other words, what attributes instantly come to mind when you think of a certain country? A survey on the brand image of France, for example, revealed that the country is related to an average of 6.1 brand associations. At a minimum, the country evokes images of the

Eiffel Tower, wine and fashion. These solid brand associations drive tourists to visit the 'City of Love,' motivate consumers to pay premium prices for a bottle of Bordeaux, and attract fashionistas to shop for the latest trends. France uses its brand advantage instead of depending on major promotional campaigns.

On the other hand, a developing country like Liberia evokes either no brand associations or merely negative ones, such as civil war, child soldiers and poverty. This brand image deters tourism, trade and investment, even though the West African country has been at peace for over a decade under the leadership of its president, Nobel Laureate Ellen Johnson Sirleaf. There is a strong discrepancy between the brand image the country retains and the brand identity Liberia wants to convey. How can Liberia lose its negative brand associations, and what should the country become known for instead?

What are the possible brand associations that are authentic, truthful, and recognised on the grassroots level, while at the same time stimulate tourism, trade and FDI? In short, how can Liberia create a brand advantage?



Finding a competitive edge

Nation branding should be guided by the economic strategy of the country, but a clear economic focus that serves as a foundation for the nation brand isn't always present. Sometimes a nation brand needs some 'Imagineering', where one looks beyond 'what is' and imagines 'what could be'. For example, finding a tourism strategy at first seemed daunting for Liberia. As one of the poorest countries in the world, Liberia lacked basic infrastructure and had expensive hotel rooms due to high energy prices. It evoked a persistent brand image of war and poverty and lacked striking landmarks, distinctive culture and significant wildlife.

An assessment of the local prevailing brand associations, however, provided the basis for a new, authentic brand identity. Most citizens spoke of the 315 miles of golden beaches, yet the fact that nearby destinations like Gambia and Senegal were already known for their beaches would make it difficult to attract tourists with such a similar proposition. Meanwhile, the assessment also revealed Lake Piso and Blue Lake as two other possible tourist destinations. But what kind of tourist would travel to a developing country, stay at no-frills hotels, and have an interest in a vast ocean, unexplored rivers, and virgin lakes? Here an idea started to emerge: American sport fishermen might enjoy navigating virgin territory and are already used to living in fishing camps and paying \$200 per day for a boat rental. Such a value proposition is authentic,

recognised as such by locals, and builds on the presence of an existing fleet of small fishing boats. Liberia could become known as the premier sport fishing destination in Africa, a claim that hasn't yet been staked by another African country.

With this initial concept in mind, Liberia must align its public policy with the new positioning strategy to create a more robust brand advantage. For example, a ban on commercial fishing would send a strong signal that Liberia is the sport fishing destination in Africa.

The coastline would instantly become the largest sport fishing sanctuary in the world in spite of its very basic tourism



infrastructure. The case study of Liberia demonstrates that a country doesn't need an extensive budget to attract tourism and foreign investment– but it does need commitment to create a brand advantage.

Cuban cigars, Swiss watches and Chilean wines

Nation branding can also encourage trade through the country-of-origin effect. French wines, Cuban cigars and Swiss watches are all perceived to be the best in their product category, which enables the local industry to use this brand advantage to ask for premium prices. Additionally, these brands are

less vulnerable to competitors, since the country-of-origin effect can't be replicated. As a result, these industry clusters have become more robust.

Surprisingly, Chilean wines often surpass French wines in blind taste tests, challenging the theory that being better is a viable strategy. When differences between products become arbitrary, perception of the brand dictates reality. But even if Chilean wines could consistently taste as good as their French counterparts, they wouldn't be able to create a similar brand experience. French wines are made in accordance with traditional fermentation processes; winemakers have passed on knowledge and experience through generations, and they label and protect their wines with widely recognised 'terroir' names, such as Bordeaux and Champagne. So, how could a challenger dethrone a product category winner? Chile realised that marketing, communication and promotional activities were only short-term 'brand-aids', and insignificant without an authentic and distinctive brand advantage. The country would need to find a brand advantage of its own.

Chile thus changed the narrative of the wine industry. The Chilean vineyards have a unique story, as they were the only vineyards untouched by the worldwide outbreak of Phylloxera in the 1800s. Chilean grapes are still grown on their original French rootstock.

Additionally, Chilean wine producers don't rely on traditional processing



practices, but put their trust in science and technology to control and guarantee quality. The idea to segment wines based on grape variety and convey quality through a belief in science allowed Chile to change the narrative of wine to its benefit. Today, many consumers select their wines based on grape variety rather than terroir names. Although Bordeaux, Champagne and other brands remain strong, Merlot, Cabernet Sauvignon and Chardonnay have now become household names. Chilean wines are increasingly sold at a premium prices, which in times of hardship creates a buffer against price fluctuations.

Lessons from Career Building

The process of nation branding is surprisingly similar to how people intuitively build their careers. For example, both countries and people need to evaluate their capabilities and decide at an early stage what industry they want to focus on. At the same time, they must also consider how many competitors are going after the same opportunity and if their desired industry will continue to generate jobs in the future. In short, both states and people need to choose an economic direction that accounts for competitiveness and future trends.

A second step toward a professional reputation or a coherent nation brand is building credibility. For example, young employment seekers obtain a diploma to signal a degree of understanding and they apply for internships to gain relevant

work experience. These minimum requirements to enter a specific labour market are sometimes referred to as 'table stakes'— a potential candidate must meet them in order to be considered for a job interview in the desired industry. Similarly, countries must meet table stakes if they wish to be considered by tourists, investors and business executives. Here the term table stakes refers to everything that is expected of a country. For example, every business park should, at the very least, have well-maintained infrastructure, a stable supply of energy, and clearly defined property rights.

Most countries work very hard to become everything that is expected but forget that they also have to find ways to signal how they differ from competitors. In particular, business parks in developing countries need to differentiate themselves from comparable generic locations if they are determined to attract multinationals and FDI. For example, if Kenya wants to become the Silicon Valley of Africa, it should signal commitment with a unique government-led initiative like citywide free Wi-Fi in Nairobi. Such a noticeable public initiative would communicate louder than any advertorial in Forbes ever could. 'Serengeti Valley' would still need to deliver on all of the expected facilities of a business park, but at least the location would be noticed and considered.

Nation branding isn't the holy grail of economic development, but it can provide a distinct advantage when it is

**Countries around the world
have now started to realise that
nation branding does offer
a distinct advantage**



aligned with a well-defined economic strategy and supported by public policy. Countries around the world have now started to realise that nation branding works as a catalyst for growth. In 2011, President Barack Obama launched 'Brand USA' to attract more tourists and 'Select USA' to attract more investment. The U.S. Agency for International Development and the National Competitiveness Foundation of Armenia have just announced their intent to create a national brand for Armenia. Can the India Nation Brand offer something that the world needs? What are the choices available within the possibilities of IT and outsourcing to medical and spiritual tourism to the upstream manufacturing hub? Is there something hidden in the manifesto unveiled during the Independence when its leaders heralded – “We will strive to ensure that India finds its rightful place in the world. And provides the path of peace and coexistence to the world”.

Well, whatever it emerges to be post a thorough strategic analysis, one thing is clear - in a highly competitive environment, a well-defined brand strategy makes the difference.

An alumnus of the John F. Kennedy School of Government at Harvard University, Guido van Garderen is currently a Senior Strategist at Interbrand. In his upcoming book Advanced Nation Branding Strategies, he explains how brand strategy can help accelerate economic growth.





Interbrand's Brand Valuation methodology



There are three key components in all of our valuations: an analysis of the financial performance of the branded products or services, of the role the brand plays in the purchase decision, and of the competitive strength of the brand. These are preceded by a decision on segmentation and at the end of the process are brought together to enable the financial value of the brand to be calculated.

Segmentation

Segments are typically defined by geography, business unit, product, service or customer group. Why is segmentation important? A robust valuation requires a separate analysis of the individual parts (or segments) of a business to ensure that terms of the three key components of the brand valuation (financial performance, Role of Brand and Brand Strength) can be taken into consideration. From a brand management perspective, the insights and recommendations that result from the brand valuation exercise will be at the segment level, so it is also important that they are at an actionable level for the client's brand teams.

The number and choice of segments therefore depends on:

- The strategic priorities of the business and of the brand valuation exercise
- The level at which brand management decisions are taken
- The number of parts of the business that can be identified where financial performance, Role of Brand and Brand Strength can be isolated and analysed separately
- The availability of data

Financial Analysis

This measures the overall financial return to an organisation's investors, or its 'economic profit.' Economic profit is the after-tax operating profit of the brand minus a charge for the capital used to generate the brand's revenues and margins. A brand can only exist and, therefore, create value, if it has a platform on which to do so. Depending on the brand, this platform may include, for example, manufacturing facilities, distribution channels, and working capital. Interbrand, therefore, allows for a fair return on this capital before determining that the brand itself is creating value for its owner.

We build a set of financial forecasts over five years for the business, starting with revenues and ending with economic profit, which then forms the foundation of the brand valuation model. A terminal value is also created, based on the brand's expected financial performance beyond the explicit forecast period. The capital charge rate is determined by reference to the

company's weighted average cost of capital.

Role of Brand

Role of Brand measures the portion of the purchase decision that is attributable to the brand, relative to other factors (for example, purchase drivers like price, convenience or product features).

The Role of Brand Index ('RBI') quantifies this as a percentage. Customers rely more on brands to guide their choice when competing products or services cannot be easily compared or contrasted, and trust is deferred to the brand (e.g. computer chips), or where their needs are emotional, such as making a statement about their personality (e.g. luxury brands). RBI tends to fall within a category-driven range, but there remain significant opportunities for brands to increase their influence on choice within those boundaries, or even extend the category range where the brand can change consumer behaviour.

Brand Strength

Our experience shows that brands that are best placed to keep generating demand and profit into the future are those performing strongly (relative to competition) across a set of ten factors.

Four of these factors are internally driven, and reflect the fact that great brands start from within. The remaining six factors are more visible externally, acknowledging the fact that great brands change their world.

These are the factors that Interbrand believes make a strong brand. Performance on

these factors is judged relative to other brands in the industry and relative to other world-class brands. The strength of the brand is inversely related to the level of risk associated with the brand's financial forecasts (a strong brand creates loyal customers and lowers risk, and vice versa). A proprietary formula is used to connect the Brand Strength Score to a brand-specific discount rate.

Brand Value

The brand-specific discount rate is used to discount brand earnings back to a present value, reflecting the likelihood that the brand will be able to withstand challenges and deliver the expected earnings into the future. This is equal to brand value.

Brand Strength

Internal Factors : Great brands start from within



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.



Governance

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



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.



Responsiveness

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

Brand Strength

External Factors : Great brands change their world



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.



Consistency

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



Relevance

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



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.



Differentiation

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



Engagement

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

Case study 1: A premier international hotel and resort brand

Building an authentic, relevant and differentiated brand to drive enhanced business performance

Interbrand was engaged by an upmarket hotel brand with a smaller global footprint relative to key competitors like Hilton and Marriott, meaning that its brand needed to work harder to attract and retain customers worldwide.

After assessing the hotel chain's objectives and the competition it was facing, we knew we needed to address a number of key areas to strengthen the brand:

- Identify an authentic, relevant and differentiated brand proposition
- Identify the key touchpoints through which the new brand would have the most impact on customers
- Create a business case to demonstrate the expected financial impact of the new proposition
- Creatively execute the new proposition across key touchpoints

At the time, the brand was perceived as a business traveller-focused chain. However, our analysis identified a clear space and opportunity in the marketplace: a niche between high-end luxury hotels like Ritz-Carlton and Four Seasons and large business-focused chains like Hilton and Hyatt. We also felt that the brand had the potential to offer something different, a luxurious yet accessible alternative for those who would be travelling for business as well as pleasure.

We conducted extensive market research and found what really distinguished the brand's target audience was their attitude to travel:

- Worldly - They shared an interest in other cultures
- Discovery - They had a willingness to try new things
- Authentic - They sought authentic enriching experiences
- Optimistic - They looked forward to travel and its pleasures

What these globe-trotters (or aspiring globe-trotters) ultimately had in common was a heightened level of sophistication - they wanted to be 'in the know'. It was this key insight that inspired our brand proposition.

We wanted to ensure that the hotel chain became the go-to brand for people who

wanted to be in the know, and help establish the proposition and strategy for a hospitality brand that went out of its way to deliver authentic and enriching experiences that make the traveller's world feel bigger and the journey more rewarding.

To figure out where the new brand proposition would have the biggest customer impact, we employed quantitative touchpoint analysis (see Figure 2). While 'value' turned out to be the most significant driver of overall customer advocacy, staff and in-room experience were also very influential factors.

Once we had a clear sense of what was driving customer preferences and perceptions, we then examined the relationship between customer advocacy and hotel performance. Through this analysis, we were able to demonstrate how our suggested brand proposition and strategy would not only improve customer experience, but also increase bottom line profit (by tens of millions of dollars).

With a strong financial case as the foundation for our recommendations, we developed a strategy and creative execution for each of the most impactful touchpoints. Starting inside the organisation, we created an internal branding engagement and communication programme to build understanding and excitement among employees for the new proposition.

To deliver a higher level of personal attention, a locally-tailored concierge concept was developed on-site and online.

Building on the new proposition, we also created a philosophy for room design and experience that provided a real sense of location inside the room including, for example, local intelligence guides and TV welcome imagery. Today, this concept has been taken even further. Tapping into their target market's love for travel and cultural curiosity, the hotel invites visitors to explore the world through cuisine by offering a culinary mobile app that features the hotel's chefs in various regions sharing local recipes and engaging the senses. The impact? The first year post-launch saw a 10 per cent increase in brand consideration among the target audience, revenue per room increased 12 per cent, and the hotel owner's share price rose by 26 per cent.



Figure 2. Quantitative touchpoint analysis

Case study 2: A global technology brand

Scenario modelling to support a critical brand portfolio and divestment decision

A technology brand approached us in the midst of considering spinning off one of its larger divisions just as a change of senior leadership cast doubt on the viability of the deal. The management team did not have a clear perspective on the best brand scenario going forward, and lacked adequate information on customer preferences, loyalty and purchase drivers.

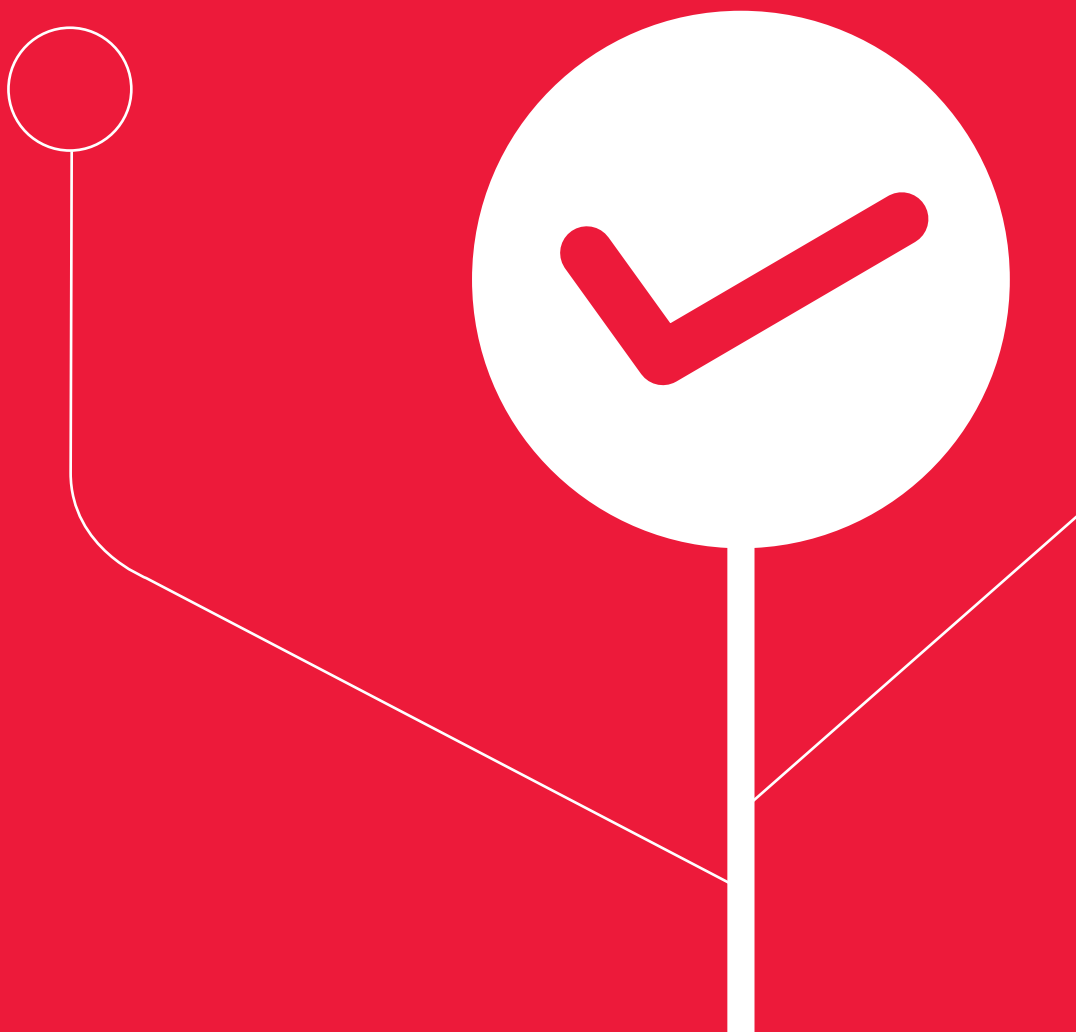
Interbrand helped cut through the clutter by clearly articulating the choices available and communicating the rationale behind the optimal strategic option. An Interbrand team spanning three offices delivered an econometric model and global study of 3,600 respondents in just three weeks. Our findings demonstrated that, if the brand owner proceeded with the decision to divest, the brand would have to produce massive growth in the next five years in order to pay back rebranding costs and make up for anticipated customer attrition. Interbrand not only helped highlight the best strategic option and scenario for the brand, but we also exposed the crucial need for innovation to build equity and long-term shareholder value—regardless of the

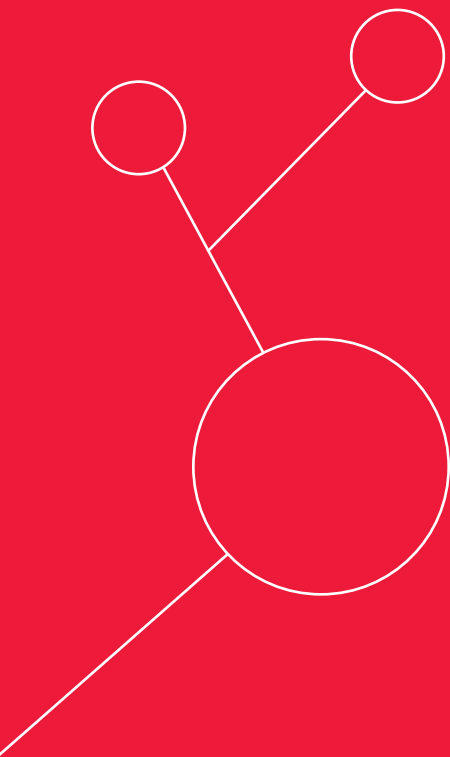
choice management made. We also identified the need for active employee engagement in order to rebuild trust and generate loyalty.

Our work was leveraged not only within the marketing department, but also at the CEO-level, showing that Interbrand delivered exactly what was required to support the decision-making process.

Our analysis helped the brand change course, strongly influencing the future of shareholders, consumers and thousands of employees, making a memorable mark on the brand's timeline and paving the way for its growth and continued success.

Best Indian Brands Criteria





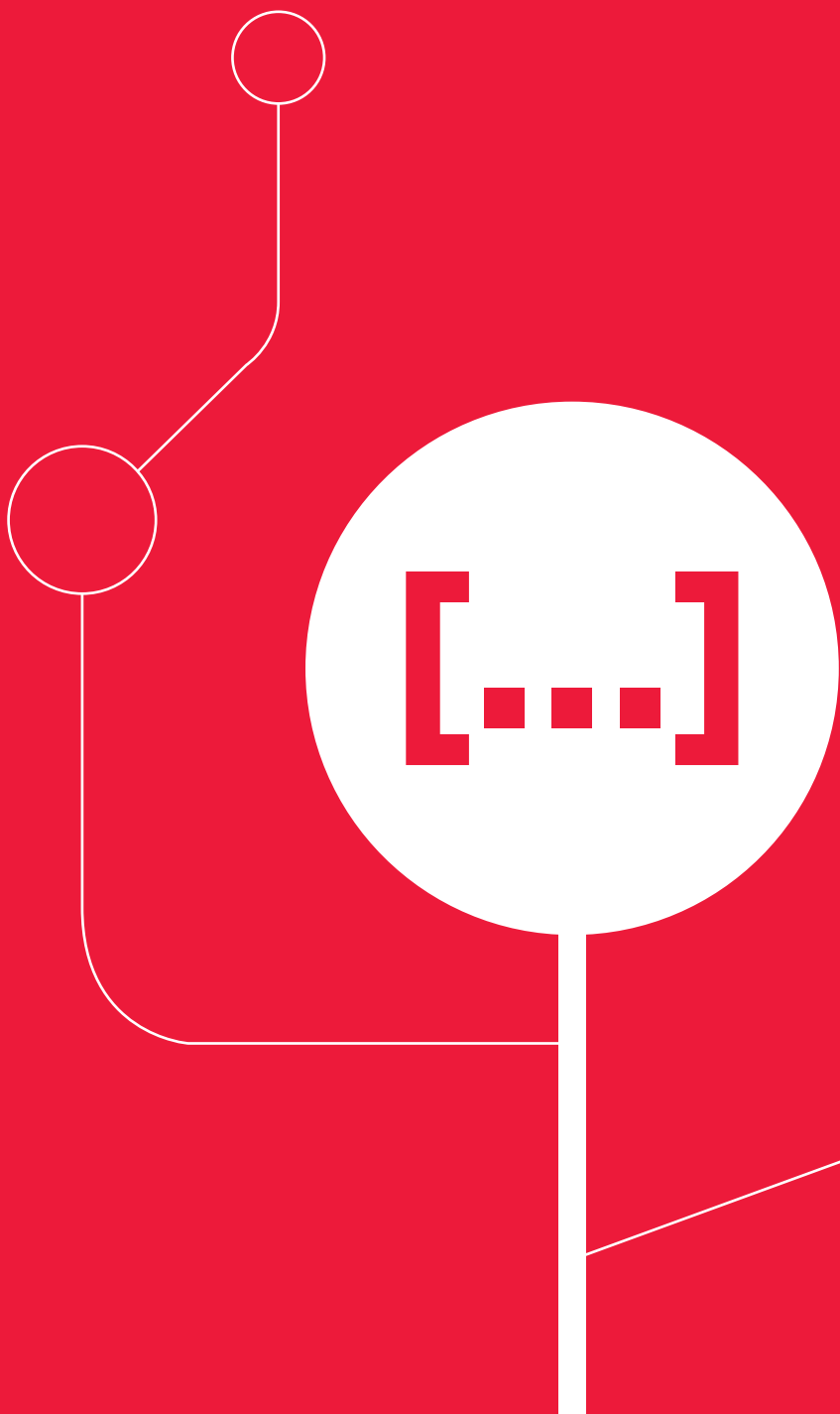
To start, Interbrand compiles a list of Indian brands from our marketing database based on more than 25 years of valuing brands and nearly four decades of consulting with organizations in India and around the world.

We then narrow the candidates based on the following criteria for consideration:

1. The brand's country of origin must be India.
2. There must be substantial publicly available financial data.
3. The brand must have a broad public profile and awareness or the brand must be positioned to play a significant role in the consumer's purchase decision.
4. The economic profit must be positive, showing that there is revenue above the company's operating and financing costs.

Based on these criteria, certain brands you might expect to see in this ranking are not included. Additionally, you will not find certain industry sectors included in our study. The airline industry for example is highly capital intensive and generally operates on narrow margins. Hence the airline brands struggle to achieve positive economic profits over the long term.

For brands that do meet the Interbrand criteria, we next look at the current financial health of the business and brand, the brand's role in creating demand, and the future strength of the brand as an asset to the business.



A difference in opinion

Epilogue



Rahul Bansal
Strategist
Interbrand India

Brand Valuation is undoubtedly the definitive measure of a brand's performance in the market. Understandably, a number of progressive organizations around the world are employing valuation metrics in managing their brand to consistently create value.

But, as the practice of brand valuation has gained ground, the number of practitioners of brand valuation have multiplied and with it, the methodologies that they employ to arrive at the brand value. What queers the pitch even more is that different practitioners, employing different methodologies, can arrive at differing brand values for the same brand. For the brand manager or the brand owner, the question would be – which is the “correct” value that should be used to track performance?

The short answer is, that they are all equally correct (or incorrect) because “value” is always an opinion and hence, an estimate. This is true not just of brands, but practically every transaction that you enter into, in your daily life. Your mentally assigned “value” to an article is only an estimate. It only becomes definite when you pay the price (and as long as that price is lower than the “value” you estimated in your mind, you’ve got yourself a great deal!)

And so it is, with Brand Valuation. Different valuation methodologies (and different league tables) can assign differing value to the same brand, none more “correct” than the other. We see similar differences in values all the time



in other contexts too. Equity Analysts, for example, are paid by banks and stockbrokers to predict the future share prices of stocks around the world and the price you're willing to pay for a stock is influenced to a great deal, by the value these analysts assign to those stocks. But those values can differ. Widely!

In mid-September 2015, using Thomson Reuters data, we analyzed the target prices of all the equity analysts following the stocks of the top 10 brands in our ranking (including megabrands like Apple, Google, and Coca-Cola). Looking at the average target price and comparing that with the minimum and maximum target prices we found that the average spread from the mean across all ten stocks was 20 percent. Looking at Apple, we found a 106 % difference between the highest and lowest target price among the 47 equity analysts that our analysis covered. The average difference between the highest and

lowest target prices across all ten stocks was 57%. That is quite a difference of opinion!

Undoubtedly, if we replicated this analysis across a broader range of stocks, from any stock market across the globe, we would find similar, and significant, differences of opinion. And yet, whilst there have been calls to restrain the more aggressive selling practices of these analysts, the entire practice and profession of equity analysis has not been called into question as a result of a lack of agreement among practitioners. Perhaps the difference is because brand valuation is newer, practiced by few and is, consequently, not adequately understood.

Valuation (of any asset or business, not just brands) is both an art and a science, based on quantitative and qualitative assessment. The science is in the measurement and the art is in the interpretation. Of course, valuing a brand is not as straightforward as valuing a tangible asset. The valuer's view on the key levers of brand value creation (in Interbrand's case, the role of the brand in driving choice (Role of Brand) and its competitive strength (Brand Strength)) will determine what will be measured, but not every firm is looking at the same factors or giving certain factors the same weight in their methodologies. With so much variation in methodology and considering all that is open to the analyst's interpretation, differences of opinion are bound to arise. Yet, it is perfectly reasonable to expect different

organizations to have their own opinions on how brands should be valued—and inevitable that people will perceive value differently.

So, if the best-known brand valuation approaches are all more or less valid, which one should you rely on? Assuming you are looking for a brand valuation to identify opportunities to unlock growth for your business, or to evaluate a potential change in brand strategy, what criteria should you use to base your choice of methodology and valuer on?

In our view, it is essential to work with a holistic, forward-looking approach that takes into consideration a wide range of data sources and inputs (rather than only relying on the “rear-view mirror” that market research delivers), considers the strength of the brand inside and outside the organization, and is capable of delivering actionable insights and a clear roadmap of quick wins and longer term activities to unlock growth. In some cases, especially the financial applications of brand valuation, it helps if the methodology followed is ISO certified and values brands using methodologies that are based on established and accepted business practices for the valuation of other assets.

The final consideration is to see how versatile the methodology is, especially in delivering value beyond the number. Because while the number itself is nice to have, what's more important for brand owners and brand managers is to know what goes into creating – and growing – that number.

tangible asset. The valuers view on the key levers of brand value creation (in Interbrand's case, the role of the brand in driving choice (Role of Brand) and its competitive strength (Brand Strength)) will determine what will be measured, but not every firm is looking at the same factors or giving certain factors the same weight in their methodologies. With so much variation in methodology and considering all that is open to the analyst's interpretation, differences of opinion are bound to arise. Yet, it is perfectly reasonable to expect different organizations to have their own opinions on how brands should be valued—and inevitable that people will perceive value differently.

So, if the best known brand valuation approaches are more or less valid, which one should you rely on?

Assuming you are looking for a brand valuation to identify opportunities to unlock growth for your business, or to evaluate a potential change in brand strategy, what criteria should you use to base your choice of methodology and valuer on? In our view, it is essential to work with a holistic, forward-looking approach that takes into consideration a wide range of data sources and inputs (rather than only relying on the “rear-view mirror” that market research delivers), considers the strength of the brand inside and outside the organization, and is capable of delivering actionable insights and a clear roadmap of quick wins and longer term activities to unlock growth.







Contributors

Ameya Kapnadak

Senior Client Director, Interbrand India

Ashish Mishra

Managing Director, Interbrand India

Carolyn Ray

Managing Director, Interbrand Canada

Deepali Shirali

Creative Director, Interbrand India

Dominik Prinz

Executive Director and Head of Strategy (NYC/SF), Interbrand

Gonzalo Brujó

Chief Executive Officer, EMEA & LatAM, Interbrand

Guido van Garderen

Strategy Director, Interbrand South Africa

Jayati Grover

Strategist, Interbrand India

Jez Frampton

Global Chief Executive Officer, Interbrand

Judy Lee

Head of Creativity & Brand, North America, Facebook

Mike Rocha

Global Director, Brand Valuation, Interbrand

Nikita Sharma

Designer, Interbrand India

Rahul Bansal

Strategist, Interbrand India

Rebecca Robins

Global Director, Marketing, Interbrand

Sachin Mistry

Design Director, Interbrand India

Special thanks to

Aishwarya Subramanian, Akanksha Mishra, Arundhati Chanda, Ashoo Advani, Hardik Foflia, Hardik Sanghvi, Kristin Reagan, Madhukar Kamath, Milind Pawar, Paola Norambuena, Pragya Archan, Ramesh Rabindranath, Sanjay Kasturi, Simrin Manwani, and to many other Interbrand employees who shared their insights, creativity, and time.

Contact us

Ashish Mishra
Managing Director,
Interbrand India
Tel India: +91 22 3308 0808
Ashish.mishra@interbrand.com

Additional information on Brands
www.interbrand.com
www.brandchannel.com

Follow us on Facebook and Twitter:
www.facebook.com/Interbrand
www.twitter.com/Interbrand

For reprint permission of this report or
its articles, please contact Ashish Mishra