



CoreBrand

100 BRANDPOWER RANKING 2011

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2011 Brand Power Rankings Report

The Best Brands Create the Measurable Difference in the Marketplace

We see that even in a difficult economic climate, corporate brands continue to create differentiation for companies capable of leveraging that brand equity. Some companies benefit from being perceived as lower-cost alternatives within their industry while others invest in their brands to be more appealing—this results in strengthening their Brand Power.

Companies that thrive are ones who understand their markets. They actively manage their brands with course corrections when needed and are responsive to customer needs.

The following observations are organized by sector, pointing out industry trends and standout companies within the rankings.

Basic Materials Sector: Chemicals are on the rise

The Basic Materials sector shows encouraging growth, as part of the Brand Power Top 100. Of the three industries tracked within this sector, the Chemicals industry prevailed, showing a steady rise in Brand Power rankings.

Chevron (+12) (The chemicals subsidiary of ChevronTexaco), **Bayer** (+10) and **Sherwin-Williams** (+6) are leading the industry and sector in regards to leveraging their corporate brands and effectively communicating with consumers.

Energy Sector: Petroleum Refining Industry on the rise

Of the Petroleum Refining industry companies represented in the Brand Power Top 100, all three show steady growth and a rise in the rankings over the past three years.

ChevronTexaco (+19) is the biggest success within the industry, rising since 2008. **Sunoco** (+11) and **ExxonMobil** (+8) also rose.

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Financial Sector: Credit is still powerful, while debit isn't cutting it

Credit cards plateaued over the last year, after steady growth from 2008. **MasterCard** (+11) and **Visa** (+3) rose over three years.

It isn't too surprising that we don't see any banks or insurance companies represented in the Top 100, given the economic crisis of 2009.

Charles Schwab is the only company to represent the Brokerage industry in the Brand Power Top 100, turning around a strong decline. They've risen 7 ranks from 2010 to 2011, making it back onto the Top 100, albeit just barely, at rank #99.

The **NYSE** is the only strong success story for the Diversified Financials industry, rising 40 ranks since 2008 including 29 the past year alone. This clearly reflects well on their decision not to complete the merger with Deutsche Boerse.

Telecommunications Sector: AT&T continues to grow, while Verizon loses momentum

AT&T (+35) rose since 2008, and its subsidiary **AT&T Wireless** (+73) rose during that same time. This is an impressive amount of growth, especially as **Verizon** slides down the list, dropping 3 ranks since 2008.

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Consumer Staples Sector: Food and Household Products show strong growth

The Beverages industry has **Coca-Cola** as #1 in overall Brand Power rank for yet another year. **Pepsi** continues to rise steadily, going from 19th up to 11th in three years.

Conversely, **Anheuser-Busch** (-14) continues a steady decline since 2008, when they merged with InBev.

The Foods industry is the most represented industry within the Brand Power Top 100, with ten companies between ranks 2 and 61 in 2011. In the past year, there hasn't been any significant moves or shakeups.

Since 2008 though, **Nestlé** has improved the most, rising 32 ranks. **Sara Lee** (+27) and **Kraft Foods** (+21) have also shown strong growth since 2008.

Food companies represent three of the top five ranked brands with **Hershey**, **Campbell Soup** and **Kellogg's** ranked second, fourth and fifth respectively.

The Toiletries and Household Products industry was full of activity this year, with movement all across the board.

In spite of CEO challenges, **Avon Products** climbed 53 ranks in three years, 11 of those ranks earned in the last year alone. **Estée Lauder** and **Gillette** also showed steady growth, rising 6 and 20 ranks respectively since 2008.

Proctor & Gamble (-26) was hit hard, dropping over three years. The only other company to drop since 2008 was **Colgate-Palmolive**, with a mere two rank decline.

This demonstrates that even in weak economic times, consumers still remain loyal to staple brands.

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Consumer Cyclical Sector: A mixed bag of performance

The Apparel & Shoes industry was a balanced change, as three companies decline and three rose since 2008. **Fruit of the Loom** (+10), **Reebok** (+20) and **Liz Claiborne** (+30) all showed steady growth since 2008. Conversely, **Nike** (-6), **Tommy Hilfiger** (-17) and **Polo Ralph Lauren** (-10) have seen steady declines, dropping over the past three years.

In the Home Appliances industry, **Maytag** (+8) and **Whirlpool** (+5) show positive movement. **Maytag**, despite being owned by Whirlpool, has a stronger Brand Power, coming in at rank 57, while Whirlpool is down at rank 68. Maytag's Familiarity score is a few points higher than Whirlpool's, while the rest of their attributes are in very close alignment.

Black & Decker (-15), dropped quickly over the past three years. Their recent merger with Stanley Works back in 2010 has influenced the decline.

Of the eight companies represented in the Hotel & Entertainment industry, only two of them show steady improvement: **Walt Disney** (+15) and **Hilton** (+8), rising since 2008.

The Big Three networks did not fare nearly as well: **NBC** (-26), **CBS** (-28) and **ABC** (-24) all dropping considerably.

Harley-Davidson holds strong, dipping in 2010 but returning back to #3 in 2011.

Ford is the biggest success story amongst the Motor Vehicles industry, rising 11 ranks in one year. Ford is building a bank of goodwill, being the only Big 3 automaker not utilizing federal bailout funds.

Meanwhile, **BMW** (-4), **Volvo** (-4), **Toyota** (-23) and **Nissan** (-26) all declined steadily since 2008.

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Consumer Cyclical Sector Continued...

All four companies in the Publishing & Printing industry represented in the Brand Power Top 100 dropped over the past three years. **Dow Jones** (-26) and the **Weather Channel** (-35) declined significantly. The **New York Times** and **Hallmark** only slipped a couple ranks each since 2008.

McDonald's (+28) continues to grow, rising over three years. **Dairy Queen** (+47) rose even more. Dairy Queen (owned by Berkshire Hathaway) has seen impressive brand growth, based on its aggressive communications initiative and menu innovations, which introduce new and re-introduce historical favorites to boost sales.

Meanwhile, **Starbucks'** brand has been declining as its string of store closings and cost cutting initiatives remain top of mind with consumers. However, we expect to see Starbucks' brand grow in the future as the company moves aggressively into the single-serve coffee space and experiences overseas growth not just in China but also in India.

Wendy's is in the process of re-imagining its brand, which will drive capital expenditures higher in the next three to four years, but should be beneficial to the company in the long-term. This re-imagining has been overdue, as the company's brand has declined in recent years, despite having overthrown Burger King as #2 in the fast food category.

The Retailer industry has seen lots of movement over the past three years, as consumers shift to a more value-based purchasing mindset. **Wal-Mart** (+15), **Lowe's** (+5), **Home Depot** (+10), **The Gap** (+7), **Kohl's** (+25) and **J.C. Penney** (+22), show us that consumers are still spending money but are looking for cost-effective purchases to make their dollars go further. It will be interesting to see if J.C. Penney can maintain this growth momentum as a result of their new strategic branding efforts.

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HealthCare Sector: In need of resuscitation

With only three companies representing the Health Care sector in the Brand Power Top 100 the story here isn't overly encouraging. Both **Johnson & Johnson** (-4) and **Bausch & Lomb** (-24) declined steadily, dropping since 2008. There is no doubt that J&J's influx of product recalls and negative press have impacted its Brand Power.

Walgreens (+14) managed to rise over three years, despite a 3 rank dip from 2010.

Industrial Sector: Electronics continue to surge, while Transportation hits the brakes

The Industrial sector is represented by seven industries, many of which remained steady. The Electronics & Electrical Equipment and the Transportation industries are exceptions though.

The Electronics & Electrical Equipment industry, comprised of **Fuji Film** (+34), **Sharp** (+26) and **Duracell** (+31) (owned by Procter & Gamble), all rose steadily since 2008.

Yamaha (-14) saw a bit of a decline, dropping over three years—most of which occurred in the past year.

The Transportation Industry saw **UPS** (-2) slipping since 2008, dropping to rank #9. **FedEx** (-4), not far behind, dropped to land in rank #13 in 2011.

With the rising costs involved with shipping more products being shipped digitally, it'll be interesting to see how these two companies evolve to maintain relevancy.

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Technology Sector: Significant growth while Big Blue's brand struggles

Apple (+20) leads the sector, growing from 53rd up to 33rd. Apple's steady climb through the rankings over the past half a decade matches their stock performance.

Microsoft (+14) and **Dell** (+14) each grew equally over the past year. Microsoft has grown since launching their largest advertising program to support Windows 7.

IBM (-18) however, declined since 2010.

The Internet industry represented by three companies in the Brand Power Top 100 grew 19 ranks on average over the past year. These companies show the continued prominence of the virtual marketplace, as consumers increasingly turn to the internet for their purchases.

Yahoo (+46) continues to see brand growth, rising over three years, almost half of which was in the past year alone. This is despite the company's recent struggles to identify itself and mark its territory more clearly amongst its peers.

Google (+79) and **eBay** (+59) rose since 2008.

Electric Utilities Sector: A Brand Power blackout

While no company within the Electric Utilities sector managed to make it into the Brand Power Top 100 this year, we believe this sector is poised for significant growth in the coming years. It is the only sector not represented in this report.

For ranking details on any specific industry, you can contact us directly at cb@corebrand.com.

2011 Brand Power Top 100

The complete list of 2011 Brand Power Rankings appears on the following pages.

2011 Brand Power Rankings Report

Company	2011 Rank	2010 Rank	10-11 Variation	2008 Rank	08-11 Variation	Industry
Coca-Cola	1	1	0	1	0	Beverages
Hershey	2	2	0	4	2	Food
Harley-Davidson	3	5	2	3	0	Hotel & Entertainment
Campbell Soup	4	3	-1	5	1	Food
Kellogg	5	7	2	10	5	Food
Johnson & Johnson	6	4	-2	2	-4	Medical Supplies & Services
Bayer	7	10	3	17	10	Chemicals
Hallmark Cards	8	6	-2	6	-2	Publishing & Printing
UPS	9	9	0	7	-2	Transportation
Colgate-Palmolive	10	8	-2	8	-2	Toiletries, Hshld Prdcts
PepsiCo	11	13	2	19	8	Beverages
American Express	12	11	-1	11	-1	Diversified Financial
FedEx	13	12	-1	9	-4	Transportation
Walt Disney	14	17	3	29	15	Hotel & Entertainment
Wal-Mart Stores	15	18	3	30	15	Retailers
BMW	16	14	-2	12	-4	Motor Vehicles
Gillette	17	22	5	37	20	Toiletries, Hshld Prdcts
McDonald's	18	24	6	46	28	Restaurants
Honda	19	19	0	16	-3	Motor Vehicles
Land O'Lakes	20	16	-4	13	-7	Food
MasterCard	21	20	-1	32	11	Diversified Financial
Visa	22	15	-7	25	3	Diversified Financial
Revlon	23	21	-2	34	11	Toiletries, Hshld Prdcts
General Electric	24	25	1	26	2	Electronics, Elec. Equip.
General Mills	25	26	1	23	-2	Food

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Company	2011 Rank	2010 Rank	10-11 Variation	2008 Rank	08-11 Variation	Industry
Quaker Oats	26	23	-3	28	2	Food
Volkswagen	27	29	2	21	-6	Motor Vehicles
Microsoft	28	42	14	57	29	Computer Software
Estée Lauder	29	31	2	35	6	Toiletries, Hshld Prdcts
Starbucks	30	28	-2	14	-16	Restaurants
Volvo	31	30	-1	27	-4	Motor Vehicles
Sony	32	32	0	22	-10	Electronics, Elec. Equip.
Apple	33	53	20	95	52	Computers & Peripherals
Lowe's	34	39	5	39	5	Retailers
Fruit of the Loom	35	37	2	45	10	Apparel, Shoes
Barnes & Noble	36	34	-2	36	0	Retailers
Del Monte Foods	37	40	3	42	5	Food
Toyota	38	36	-2	15	-23	Motor Vehicles
AT&T	39	43	4	74	35	Telecommunicators
Duracell	40	47	7	71	31	Electronics, Elec. Equip.
Avon Products	41	52	11	94	53	Toiletries, Hshld Prdcts
Mattel	42	35	-7	31	-11	Hotel & Entertainment
Target	43	41	-2	40	-3	Retailers
NBC	44	27	-17	18	-26	Hotel & Entertainment
Yahoo	45	61	16	91	46	Internet
Eastman Kodak	46	67	21	70	24	Scient, Photo, Cntr Eq
Anheuser-Busch	47	38	-9	33	-14	Beverages
Nestlé	48	51	3	80	32	Food
L'Oréal	49	46	-3	55	6	Toiletries, Hshld Prdcts
Home Depot	50	49	-1	60	10	Retailers

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American Greetings	51	53	12	79	28	Packaging
CBS	52	33	-19	24	-28	Hotel & Entertainment
Hilton Hotels	53	54	1	61	8	Hotel & Entertainment
Boeing	54	45	-9	56	2	Aerospace
Exxon Mobil	55	57	2	63	8	Petroleum Refining
Dell	56	70	14	116	50	Computers & Peripherals
Maytag	57	59	2	65	8	Home Appliances
Bed Bath & Beyond	58	44	-14	38	-20	Retailers
Sara Lee	59	64	5	86	27	Food
Gap	60	62	2	67	7	Retailers
Kraft Foods	61	66	5	82	21	Food
Wendy's	62	55	-7	50	-12	Restaurants
Black & Decker	63	50	-13	58	-15	Home Appliances
Nike	64	60	-4	58	-6	Apparel, Shoes
Ford Motor	65	76	11	66	1	Motor Vehicles
IBM	66	48	-18	20	-46	Computers & Peripherals
Procter & Gamble	67	58	-9	41	-26	Toiletries, Hshld Prdcts
Whirlpool	68	71	3	73	5	Home Appliances
Reebok	69	74	5	89	20	Apparel, Shoes
Dow Jones	70	69	-1	44	-26	Publishing & Printing
Bausch & Lomb	71	56	-15	47	-24	Medical Supplies & Svcs.
Google	72	93	21	151	79	Internet
Yamaha	73	65	-8	59	-14	Electronics, Elec. Equip.
Fuji Photo-Film	74	87	13	108	34	Electronics, Elec. Equip.
AT&T Wireless	75	88	13	148	73	Telecommunicators

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Company	2011 Rank	2010 Rank	10-11 Variation	2008 Rank	08-11 Variation	Industry
Liz Claiborne	76	84	8	106	30	Apparel, Shoes
New York Times	77	73	-4	75	-2	Publishing & Printing
Nissan Motor	78	75	-3	52	-26	Motor Vehicles
Sunoco	79	79	0	90	11	Petroleum Refining
ChevronTexaco	80	85	5	99	19	Petroleum Refining
Chevron	81	82	1	93	12	Chemicals
Polaroid	82	96	14	119	37	Scient, Photo, Cntr Eq
Samsung	83	99	16	123	40	Semiconductors
Sharp	84	90	6	110	26	Electronics, Elec. Equip.
Tommy Hilfiger	85	77	-8	68	-17	Apparel, Shoes
Verizon	86	80	-6	83	-3	Telecommunicators
Polo Ralph Lauren	87	83	-4	77	-10	Apparel, Shoes
Weather Channel	88	68	-20	53	-35	Publishing & Printing
Reynolds & Reynolds	89	89	0	107	18	Office Equipment
Kohl's	90	101	11	115	25	Retailers
Sherwin-Williams	91	97	6	97	6	Chemicals
Marriott International	92	81	-11	49	-43	Hotel & Entertainment
eBay	93	114	21	152	59	Internet
Goodyear Tire & Rubber	94	92	-2	87	-7	Rubber & Plastics
Dairy Queen	95	109	14	142	47	Restaurants
J. C. Penney	96	95	-1	118	22	Retailers
Walgreen	97	94	-3	111	14	Pharmacy Services
New York Stock Exchange	98	127	29	138	40	Diversified Financial
Charles Schwab	99	106	7	62	-37	Brokerage
ABC, Inc.	100	72	-28	76	-24	Hotel & Entertainment

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Methodology

CoreBrand tracks the corporate brands of 1,000 companies within 54 industries.

The Corporate Branding Index® is comprised of ten sectors:

- Basic Materials
- Consumer Cyclicals
- Consumer Staples
- Energy
- Finance
- Healthcare
- Industrials
- Technology
- Telecommunications
- Utilities

Corporate Branding Index®

- Each year we conduct 10,000 telephone interviews among business leaders to measure their perceptions of some of the world's best corporate brands.
- Respondents are business decision-makers from the top 20% of U.S. businesses.
- This senior business audience (VP level and above) represents the investment community, potential business partners and business customers across 54 key industries.
- 400 respondents rate each company per year.
- We collect financial performance data and communications investment information to understand the support behind and impact of these brands.

The Brand Power Measurement

- Respondents are first asked to rate their Familiarity with a series of companies.
- Scores are a weighted average of the top three responses.
- Respondents who have a qualified level of Familiarity are then asked to rate their Favorability of those companies across 3 dimensions.
- Overall Reputation, Perception of Management and Investment Potential attributes provide insight to the source of favorable/unfavorable impressions.
- Scores are a weighted average of the top three responses to create a measure of Favorability.
- Familiarity and Favorability data are combined to create Brand Power, a single measure of the size and quality of a corporate brand.
- This number provides a single measure of the size of a company's audience and its disposition towards the company.

The Brand Power Rankings

- The Brand Power rankings are based on the 2011 top-scoring brands.
- The 2010 and 2008 rankings are included for comparison purposes.

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Headquartered in New York, and with offices in Los Angeles and Minneapolis, CoreBrand helps organizations improve brand performance, reputation and image by measuring, defining and leveraging their brands. Building solid marketing strategies driven by constituency insight is integral to everything we do. It's through well-conceived and executed research that we gain this knowledge. Through qualitative studies and quantitative research, we structure analysis to meet the special needs and requirements of each client.

The full spectrum of CoreBrand's capabilities include:

- **Intelligence:** In addition to Brand Power rankings, we also handle: Business process, culture and communications measurement, qualitative and quantitative research, benchmark tracking, brand equity valuation, ROI projection and custom modeling
- **Strategy:** Vision development, positioning, brand platform, architecture development and naming
- **Communications:** Corporate and product brand identity development, including logo, visual systems, messaging, guidelines, digital asset management, implementation, interactive and multimedia branding
- **Management:** Management consulting, brand culture evaluation, alignment and training, online brand asset management tools, employee engagement and training

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Creating the measurable difference

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