

# Anatomy

Interbrand  
Best  
Global  
Brands  
2016

# of

# Growth

# Welcome to Interbrand Best Global Brands 2016

We closed 2015 with a clear understanding that the best brands in the world embody a simple and important principle in the Age of You: They move at the speed of life.

This means that the most successful brands—the ones with the most presence in people’s worlds—are designed to live in moments, even as they scale and push boundaries. These brands empathize with individual’s priorities, meeting people where they are, when they want to be met.

In 2016 and beyond, the need to connect to people, to be more personal, is a critical element of brand and business growth.

While growth is a singular goal, it’s a complex subject that can be opened up, explored, and dissected, all with the aim to accelerate and sustain it—and where better to start than with the Best Global Brands?

This year we’re going behind the Top 100 to find out how the Best Global Brands define, fuel, and sustain progress. They aren’t just charging ahead, they’re defining what growth means for their brands and businesses, and finding the best solutions means diving in to reveal the Anatomy of Growth.

A handwritten signature in black ink, consisting of a stylized 'J' and 'B' intertwined.

Jez

## Anatomy of Growth

**Jez Frampton**  
Global Chief Executive Officer

Growth is human, it's natural, and it's as vital to businesses as it is to people. But in today's global market, growth is increasingly multidimensional and holistic—it's about getting creative and strategic, and using brands to drive the development of products, services, and experiences with the customer at the core. And that takes understanding the true nature of your brand and its relationship to business growth.

Brands are the way people interact with and experience businesses. But, brands are complex because they are created by complex organizations, where it requires everyone and everything to work together in order to create—and live up to—people's expectations. When brand leads the creation of an organization-wide experience, it can be used as a strategic and driving force that brings business strategy to life.

**The brand is  
the business.  
The business  
is the brand.**

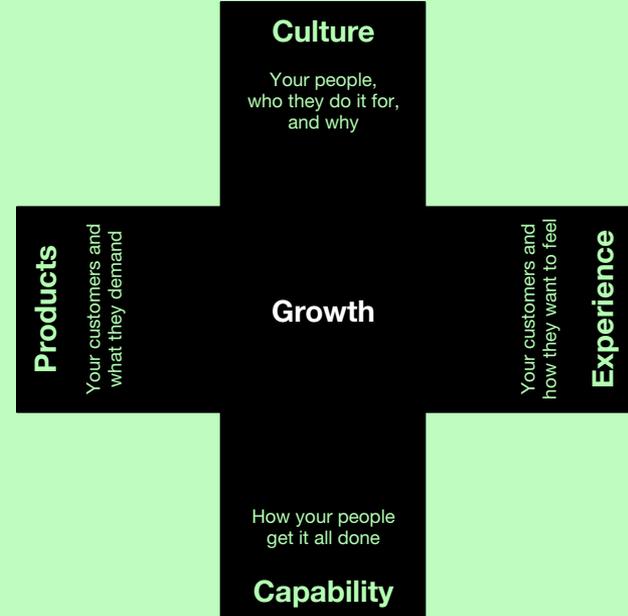
**Growth is human,  
it's natural,  
and it's as vital  
to businesses  
as it is to people**

# Growth is multidimensional

Growth encompasses both your business and your brand. It's crucial to understand both in detail, identifying what sustains them and how they work together. There are many forces at play, internally and in the market, and your brand strategy provides the means to navigate them.

By developing a holistic picture—one that includes culture, capabilities, products, and experiences—brands can overcome challenges and nurture real, lasting growth.

Though growth is natural, it's never easy. The challenge for leaders is to create the conditions, strategies, and experiences to enable growth. This is an enterprise-level undertaking in an age where internal divisions (or silos) within businesses are very much still the norm. But complexity can be countered with deep understanding.



# Growth must be cohesive

Companies have to be more comprehensive, creative, and customer-centric. The only way to navigate the multiple avenues of growth is to develop a clear and cohesive strategy that is completely designed around the customer. Growth comes from a clear strategy and exceptional customer experiences. That requires great people who work together with a powerful brand as both strategic vision and blueprint for experience.

# Use technology as a conduit

Naturally, technology has become a driver of these new products, services, and experiences, and is totally transforming business models. Technology provides greater proximity to people—it allows brands to not only connect, but to become an integral part of their customers' lives. It should be the conduit that ties together the business's products and services with the brand's experiences, and it has the potential to make seamlessness a reality.

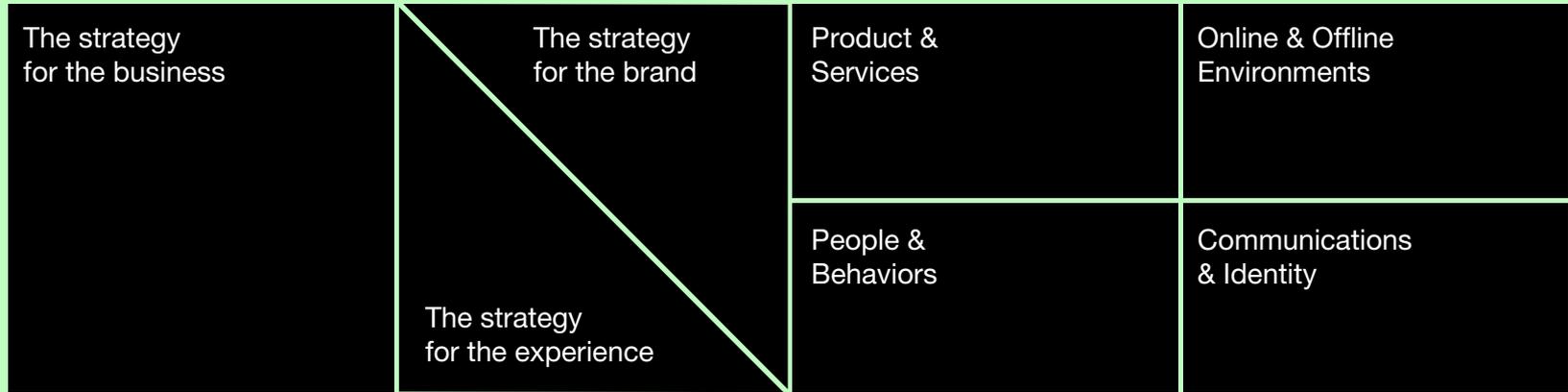
# And make human insight king

And technology is the way in. Your brand is the uniting and guiding force, but it's not just about troves of information, it's how businesses use insights to form truly human connections. And knowing that growth starts from within, it's just as important to seek human insights internally—from your people—to develop stronger cultures and better capabilities. Our people are the innovators, the doers, the passion and energy, and the fuel for growth.

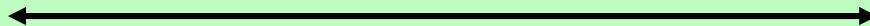
# And brands grow business grow brands

Your brand and your business interact to generate growth. Both internally and externally, the brand is the thing that people “hold on” to, aligning them within your organization and connecting them to those you’re trying to serve. Your brand is therefore a proxy for your business: it drives your market, product, and service strategy by helping to determine where and how far you can grow.

Understanding the dynamics of your brand and business is essential. Starting with the business, you have to connect the dots between your internal culture and the market and translate that proposition clearly and powerfully to customers in the market.

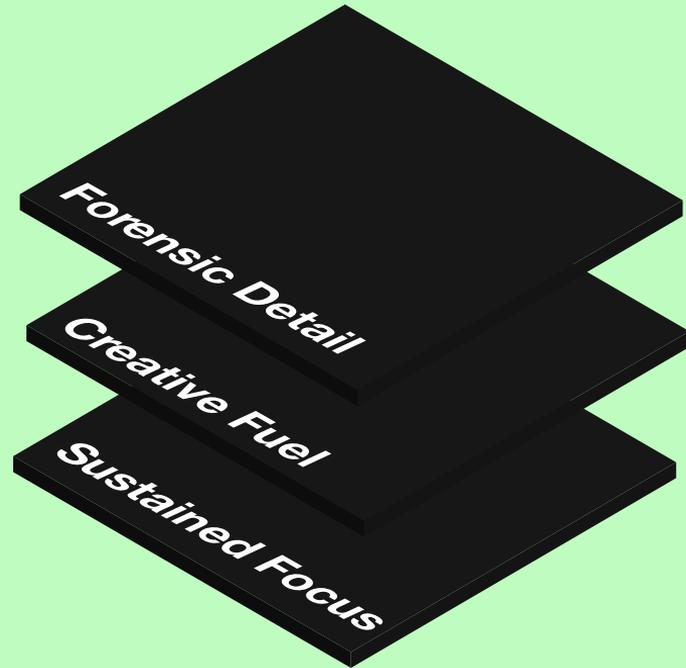


The needs of the business



The needs of customer

# Revealing the Anatomy of Growth



# Forensic Detail

Know your customer, know yourself. Taking the time to truly understand them—and how your capabilities and people serve and connect to them—is critical for real growth. And, it provides a significant advantage.

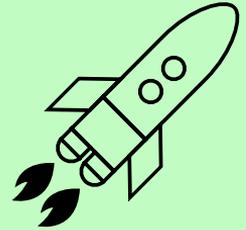
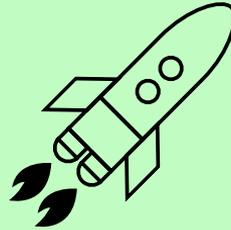
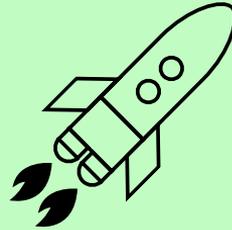
Forensic detail is what yields real, actionable insights—and how to be singularly focused on the ones that matter most. What results is a clear road map, one that's based on hard data and led by the needs of real people. A roadmap that can be easily understood and adopted by everyone in your organization, and that helps engineer and accelerate growth.



# Creative Fuel

Growth is a continuous process of curiosity, learning, and development. To generate the creative energy your business needs, your people need the permission to challenge, the freedom to try—and the courage to fail.

When employees know they can make a difference, they do. It's crucial to build the clarity, communication, and trust that fosters this thinking. Once you're able to empower individuals personally, the positive effects will ripple outward across your entire organization, to your agencies and partners, and out into the real world.



# Sustained Focus

Growing at a healthy, continuous rate takes vision underpinned by orchestration at every level—from people to processes. That demands an approach that the entire organization can align around, one that will boost brand and business performance among all teams, agencies, geographies, functions, stakeholders, and the entire brand experience.

Growth is not a statistic. It's not a number. It's ways of working, a process that's made real in the market. It's the careful governance of the people, processes, and platforms necessary to support and succeed.



**Top 100**

# Top 100

01  +5% 176,119 \$m	02  +11% 130,252 \$m	03  -7% 73,102 \$m	04  +8% 72,795 \$m	05  +9% 53,580 \$m	06  -19% 52,500 \$m	07  +14% 51,808 \$m	08  +33% 50,338 \$m	09  +18% 43,480 \$m	10  +2% 43,150 \$m	11  +12% 41,535 \$m	12  -1% 39,381 \$m	13  +6% 38,790 \$m	14  +4% 36,852 \$m	15  +48% 32,583 \$m	
16  +4% 30,948 \$m	17  -3% 26,552 \$m	18  +9% 25,034 \$m	19  +8% 23,998 \$m	20  +2% 22,681 \$m	21  -4% 22,106 \$m	22  +13% 21,293 \$m	23  +3% 20,265 \$m	24  -10% 19,950 \$m	25  -3% 18,358 \$m	26  +8% 17,834 \$m	27  +19% 16,766 \$m	28  +6% 16,134 \$m	29  +4% 15,333 \$m	30  +8% 15,089 \$m	
31  +3% 14,227 \$m	32  -8% 13,136 \$m	33  +12% 12,982 \$m	34  +17% 12,833 \$m	35  +11% 12,547 \$m	36  +2% 12,517 \$m	37  +11% 12,033 \$m	38  +14% 11,789 \$m	39  -7% 11,711 \$m	40  -9% 11,436 \$m	41  +4% 11,336 \$m	42  -2% 11,081 \$m	43  +22% 11,066 \$m	44  New 11,027 \$m	45  +1% 10,930 \$m	
46  +14% 10,579 \$m	47  -10% 10,458 \$m	48  New 10,366 \$m	49  +5% 10,276 \$m	50  +18% 9,537 \$m	51  +12% 9,528 \$m	52  +10% 9,415 \$m	53  +6% 9,385 \$m	54  -2% 9,378 \$m	55  +7% 9,197 \$m	56  +1% 8,708 \$m	57  -1% 8,413 \$m	58  +8% 8,315 \$m	59  +13% 8,199 \$m	60  +16% 7,885 \$m	
61  +13% 7,747 \$m	62  -2% 7,738 \$m	63  +21% 7,586 \$m	64  +20% 7,490 \$m	65  +2% 7,200 \$m	66  +4% 6,830 \$m	67  +25% 6,691 \$m	68  -1% 6,385 \$m	69  +12% 6,326 \$m	70  +2% 6,223 \$m	71  -9% 5,944 \$m	72  +18% 5,835 \$m	73  +5% 5,790 \$m	74  -9% 5,761 \$m	75  +2% 5,742 \$m	
76  +3% 5,736 \$m	77  +6% 5,708 \$m	78  +11% 5,696 \$m	79  +9% 5,579 \$m	80  +1% 5,527 \$m	81  -12% 5,504 \$m	82  -9% 5,425 \$m	83  -9% 5,362 \$m	84  -12% 5,290 \$m	85  +1% 5,193 \$m	86  -4% 5,148 \$m	87  +6% 5,123 \$m	88  +18% 4,986 \$m	89  New 4,909 \$m	90  +14% 4,838 \$m	
91  -8% 4,815 \$m	92  -17% 4,999 \$m	93  +1% 4,509 \$m	94  -9% 4,320 \$m	95  -5% 4,317 \$m	96  -4% 4,252 \$m	97  +0% 4,118 \$m	98  -12% 4,092 \$m	99  -2% 4,045 \$m	100  New 4,011 \$m						

**Top 10**

Top 10

Apple

178,119 \$m

Google

133,252 \$m

Coca-Cola

73,102 \$m

Microsoft

72,795 \$m

Toyota

53,580 \$m

IBM

52,500 \$m

Samsung

51,808 \$m

Amazon

50,338 \$m

Mercedes-Benz

43,490 \$m

GE

43,130 \$m

# Growth

## Hallmarks

of

### Best

### Global

### Brands

## Growth Hallmarks of Best Global Brands

Paola Norambuena  
Chief Content Officer

Among this year's Best Global Brands, we find some common hallmarks—characteristics that are helping grow brands and businesses.

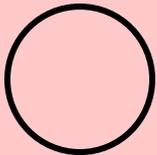
Because no matter what the path, the challenge, or the ambition, it all culminates in growth—for companies, for stakeholders, for shareholders and, when done exceptionally well, for people and for humanity.

While every brand's path is unique, those making the most impressive strides tend to defy sector norms and have a clear sense of self. They know when to build versus borrow. Their brand and business are cohesive and built around people. And they have a clear strategy for growth. That's what makes them Best Global Brands.

# A clear strategy for growth

In 2015, we experienced a significant amount of streamlining—from strategy to structure, successful brands integrated their operations for greater agility and focus. The result: unprecedented M&A and spinoff activity and restructuring.

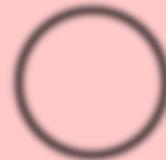
The more singular the focus of streamlined organizations, the greater their understanding of self and their clarity on what's next. Not all growth challenges are the same—whether an organization needs to scale before leaping forward, whether it needs to break a new barrier in order to expand, or whether it needs to reinvent in order to find new relevance, what Best Global Brands exhibit is the ability for deep and honest introspection. But they never get stuck there. It's about having enough understanding to ensure meaningful change and speed of action.



# The blurring of traditional sectors

Where once clear definitions between traditional sectors provided competitive guides and measures, the more that brands create or invest in seamless experiences built entirely around customers—the less clear those lines become.

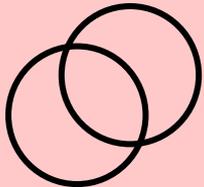
This is especially true as technology crosses every sector. As these continue to blur, traditional measures and competitive comparisons change dramatically. It becomes all the more critical that real measures come from a brand's core—from its business and brand strategy. That way, multidimensional growth is led by an understanding of a brand's own barriers versus category norm—and these barriers become a measure of limitations as well as the barometer for potential.



# Continue to borrow from the best

Partnerships have played a vital part in the marketplace for some time. As brands and businesses move at an accelerated speed, making significant operational changes becomes harder to do and sustain. That's where partnerships are key. Far more than a mere marketing initiative, Best Global Brands continue to explore new ways to borrow from the best.

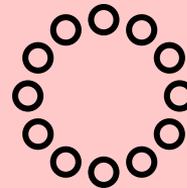
By aligning with complementary partners, as well as acquiring or embracing what others do exceptionally well, each organization can strengthen its core offering, extend its positioning, accelerate innovation, and create new experiences for customers. Selecting these partners or acquisitions takes great care, but the growth opportunity can be exponential.



# Cohesiveness for customer-centricity

We've seen how technology has paved the way for innovation. Brands across all industries are harnessing its power to create unprecedented, personal experiences—ones zeroed in on the customer.

To do so demands going beyond traditional branding activities, and instead brand must be be hardwired cohesively into a company's business systems and infrastructure. The leading and Top Growing Best Global Brands understand that branding is not an exercise in vanity, but a keen tool for business growth. That's what yields beautifully connected and intuitive experiences for real people.



**Growth is an outcome  
of a clear strategy  
and exceptional  
customer experiences**

**Top**

**Growing**

**Brands**

**Facebook +48%**

**Amazon +33%**

**LEGO +25%**

**Nissan +22%**

**Adobe +21%**

**Starbucks +20%**

**Zara +19%**

**Mercedes-Benz +18%**

**Porsche +18%**

**Huawei +18%**

**Mini +18%**

**Hermès +18%**

**adidas 16%**

**Samsung +14%**

**AXA +14%**

**Audi +14%**

**Paypal +14%**

**SAP +13%**

**3M +13%**

**Visa +13%**

**Allianz +12%**

**Ford +12%**

**Kia +12%**

**BMW +12%**

**Land Rover +11%**

**Accenture +11%**

**Hyundai +11%**

**Google +11%**

**Siemens +10%**

**Strong**

**Brands**

**Grow**

**Strong**

**Businesses**

## Strong brands grow strong businesses

**Patrick Lopez**  
Senior Principal, Analytics

**Calin Hertioga**  
Director, Brand Valuation

Interbrand's unique brand valuation methodology is a powerful tool for driving growth. At its core, there are ten Brand Strength factors that —beyond KPIs— are potential levers for brand and business growth.

But how do you activate them? Once you've assessed the performance of your brand on each factor, you can focus on the biggest opportunities and gaps to close. This helps create alignment around the quick wins and longer term activities required to grow. With knowledge, support, and a prioritized plan of action, you'll have the power to create a compelling business case for investment that puts your growth plan into action.

# Internal factors



## Clarity

Clarity about what the brand stands for is the *condition* for growth. A well-crafted, well-communicated, and shared vision of what the brand stands for, who it is targeting, and how it should be experienced is a foundational cornerstone that will ensure the whole business is pulling in the same direction to support growth objectives.



## Commitment

If you want to grow, you've got to get people to go with you. That's where commitment comes in: It's a shared belief in the brand proposition that encourages people to invest time and energy. Commitment must start at the top for it to ultimately impact behaviors across an organization. And in a world where your brand is only as strong as the experience your customers have of it, ensuring that cross-functional teams beyond marketing are committed to delivering a seamless and coherent experience across touchpoints, is more important than ever.



## Governance

Good governance is the foundation for sustained growth in your business, covering its basic requirements: skills, operating models, and processes. And because growth is continuous, *ongoing attention to effective* governance is key to keeping your brand on track across your organizations' business units and regions.



## Responsiveness

We live in a world where change happens faster than ever. Changes in customer needs, attitudes and behaviors. Changes in who we see as our competition. Changes in how we go to market. To drive growth, your organization needs to be able to anticipate changing market needs, have the agility to adapt and respond to these changes, and fuel constant innovation through dialogue with customers, employees, and partners.

# External factors



## Authenticity

Authentic brands grow fast, but you can't sustain something that isn't true. Focusing your brand around an internal truth—a well-defined story and set of values—will resonate with increasingly savvy audiences. How people experience your brand (what you “do”) should be aligned with how you communicate (what you “say”). This supports brand authenticity and binds people to your brand, engendering trust, driving choice, and supporting long-term growth.



## Relevance

To be relevant, you need to meet people's needs and desires by understanding who they are, and how they're changing. Rooted in robust insights, this understanding will help you make the right choices as you expand. Otherwise, when the market changes, you'll be obsolete.



## Differentiation

A distinctive proposition, creative expression, and unique experience set you apart from the competition—with your brand as the ultimate driver of differentiation. Unless your brand is embedded as a filter for decision-making, you risk investing heavily in the customer experience, only to result in an improved but ultimately undifferentiated experience that will eventually be matched by the competition, eliminating any hard-fought advantages and accompanying ROI. A brand that stands out will create sustainable competitive advantage and drive growth.

# External factors



## Consistency

If a brand is a promise, then lack of consistency means breaking your promises. Delivering a consistent experience for customers as they navigate across channels and touchpoints isn't easy. It requires clarity, commitment, and strong governance, but it means you'll continuously reinforce your key attributes, no matter how your touchpoints multiply.



## Engagement

Forming long-lasting, profitable relationships provides a solid foundation from which growth is easier to deliver. But it means engaging individuals, having conversations, forming emotional bonds, and fostering loyalty by keeping promises and meeting expectations.



## Presence

Maintaining presence in all aspects of people's lives is how you expand in terms of both reach and influence. Brands bring business strategy to life in a way that humans relate to. So make sure you are part of the conversation, grow your presence to grow your brand —and your business.

**The**

**Growth**

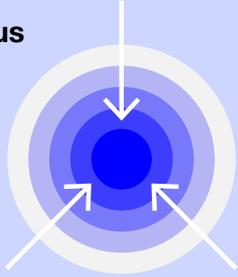
**Accelerator**

For the world's best and Top Growing brands, growth may seem in the stars, but in today's complex, customer-centric market, it takes a focused plan and decisive action to get there. Clear business strategy plus exceptional customer experience is the winning formula for growth. And while the destination is singular, the ways there can vary dramatically.

Most organizations will face similar obstacles in their lifespans: pressure from competitors, challenges from disruptors, shifting global markets, and the evolving needs of customers. When we look at the questions all companies face, some common growth challenges emerge, which require distinct, but programmatic solutions.

# Growth challenges

## Refocus



**You've grown too big or are spread too wide, urging you to refocus on your core competencies.**

Global businesses may find they've grown too big to maintain essential laser-like focus—especially those managing complex portfolios. Such companies often need to take a step back and reconsider exactly who they are, what they do best, and where they can win. Streamlining helps refocus on core capabilities and customers, to clear the barriers to growth.

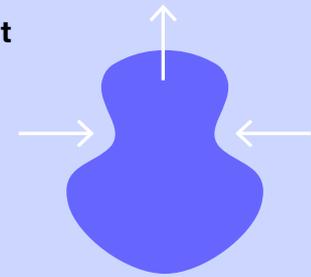
## Refuel



**You've scaled quickly, but momentum has faded and you need a boost to reach the next level of growth.**

Fast growing or breakthrough businesses can be faced with unexpected limitations, as operations, market, and customer demands become more complex. The imperative is to sustain growth—whether it's through injection of resources or a detailed plan for expansion—that's at once ambitious and sustainable.

## Reinvent



**You're feeling pressure from all sides and have to rethink your business proposition to ensure future growth.**

In some cases, established or legacy companies can lose relevance, especially when challenged by out-of-category players. These may require genuine reinvention, which won't be easy, but may be the only way to grow. Reinvention in these cases requires careful and timely orchestration.

# The Growth Accelerator

While most questions plaguing businesses at all stages can be mapped to these three growth challenges, the answers are not one-size-fits-all. Growth is personal.

The Growth Accelerator is Interbrand's proprietary solution for getting brands to the next growth phase, fast. The ability to scale to brands of all sizes is fundamental to the way the Accelerator works, because it's built to design and deliver both clear strategies and amazing customer experiences.



## Data and diagnostics

Looking at both transactional and behavioral data is key to diagnosing the health of your brand and business. We do this across 10 measurable dimensions—Brand Strength—which provides a holistic analysis of your brand's performance.

Once we identify the sources of stagnation, we engage teams across functions to challenge assumptions and uncover ideas that shape your growth strategy going forward.

## Building a roadmap

This is where we draw a line between growth strategies and their manifestation in the world. That's why The Growth Accelerator is powerful: it identifies key initiatives, prioritizes budget allocation, and builds an action plan that aligns the entire organization.

This roadmap doesn't just designate, it delegates growth by making it everyone's business.

## Activating growth

A fancy roadmap won't get you far if you don't have the necessary vehicle for change. Based on the roadmap, we design signature experiences for your customers, connected across all touchpoints.

The Growth Accelerator makes growing your brand and business a more seamless—and painless—experience. It's a tailored and scalable program that can help solve any growth challenges.

**Brands are the way  
people interact with,  
and experience,  
your business**

**The**

**Defining**

**Elements**

**of**

**Experience**

# The defining elements of experience

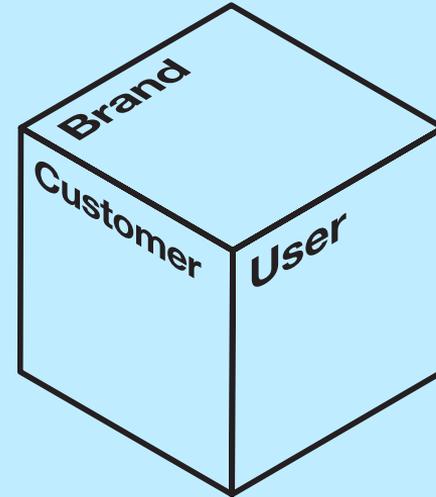
**Antoine Veliz**  
Chief Experience Officer

**Liesje Hodgson**  
Director, Strategy

“Experience” is an epic concept. Philosophers, scientists, and artists have been grappling with it for centuries. And brands today are continuing the challenge, but specifically to elevate experiences to improve relationships with customers and grow their businesses.

The following definitions are intended to simplify and ground conversations at the intersection of brand, business, and experience, breaking down the broader definition into three components: brand experience, customer experience, and user experience.

The result is a straightforward model for identifying the nature of a business’ “experience” challenge—the vital metrics, the responsible stakeholders, and the role that teams and individuals play in shaping experience at every level.



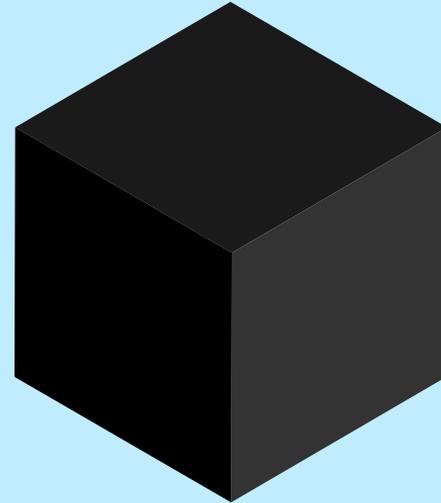
**Experience**

# Moments that leave an impression

**If you are looking to make interactions across the board feel more cohesive or trying to get teams to consider the impressions that a brand's touchpoints should leave, you're tackling a brand experience challenge.**

This relatively simple definition is intentionally absent of customer, brand, product, and business language to remind us that, as people, we have a shared, implicit understanding of the term.

“Moments” captures the temporal and sequential nature of experience, while “impression” describes the effect that ideas and interactions have on an individual.



**Experience**

# The cumulative effect of a business' customer-facing touchpoints

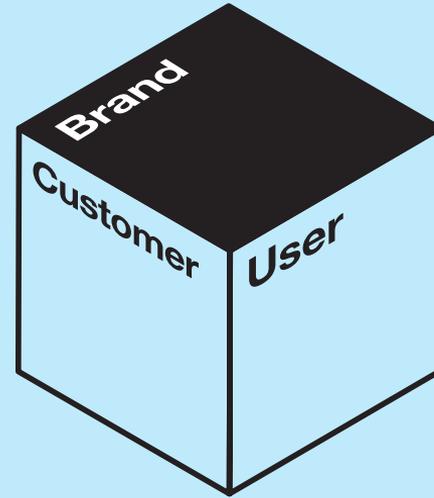
If you're looking to make interactions across the board feel cohesive, or trying to get teams to consider the impressions that a brand's touchpoints should leave, you're tackling a brand experience challenge.

Brand experience is characterized by the overall quality and effect of a business' touchpoints. Influencing and evaluating this requires a holistic look at all the products, services, environments, and communications of a business. When they are coherent, overall brand experience improves.

Given the complexity and cost of measuring across all touchpoints, channels, and audiences, the most effective way to benchmark brand experience is internally—teams should share re-usable, global resources like design systems and technology platforms to minimize design and development time.

Owners and influencers:

CTO, CMO, COO, CCO, and cross-functional teams



**Experience**

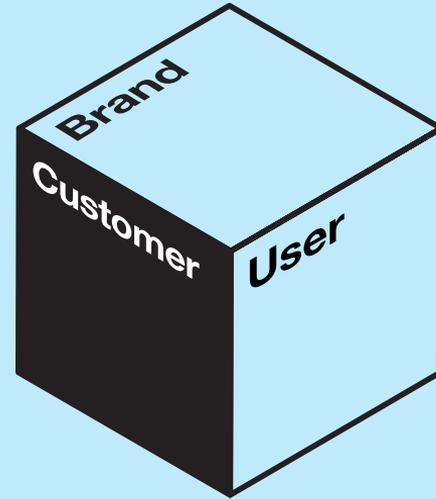
# The interactions a customer has with a subset of touchpoints

If your aim is to win over a particular audience, or make sure that a customer moves smoothly from education to sales, customer support, and product use, you're addressing customer experience.

An individual will only experience a handful of touchpoints during their relationship with a business. The ability to recognize and address the specifics of these needs, touchpoints, and expectations from one interaction to the next—determines the quality of the customer experience.

Most businesses are already using metrics like NPS or customer satisfaction surveys, but they're not often tracked by customer type, and rarely standardized across touchpoints. Instead they should be applied to every one of the priority touchpoints to determine efficacy and inform product and service roadmaps.

Owners and influencers:  
BU leadership, product and service teams



**Experience**

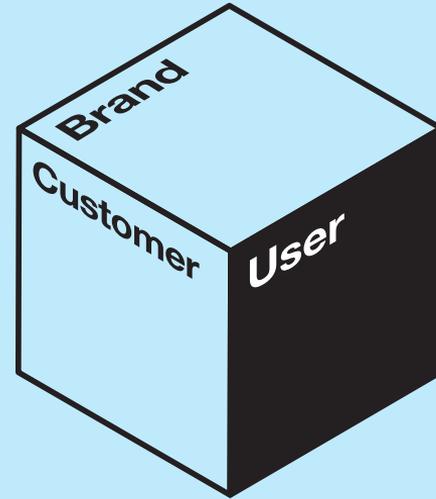
# The interactions a customer has with a specific product or service

if your goal is to introduce a new product or service, or improve the experience of an existing one, you're facing a user experience challenge.

When a customer navigates a website, talks to a service representative, or opens a box, he or she becomes a “user.” That means the quality of the user experience is defined by the accessibility and usability of each touchpoint, and the satisfaction derived through each interaction.

Depending on the nature of the touchpoint, different UX metrics apply. Metrics should capture traditional usability (i.e., time on task, success rate) and also desirability (happiness, first impression) and relevance (NPS, conversion rate, trust) to get a more rounded sense of the nature of UX challenges. A highly usable product can still be ugly—or worse, useless.

Owners and influencers:  
Product and service teams



**Experience**

**High-**

**touch**

**Experiences**

**Beyond traditional retail, brands are building next-level, high-touch customer experiences.**

## High-touch experience

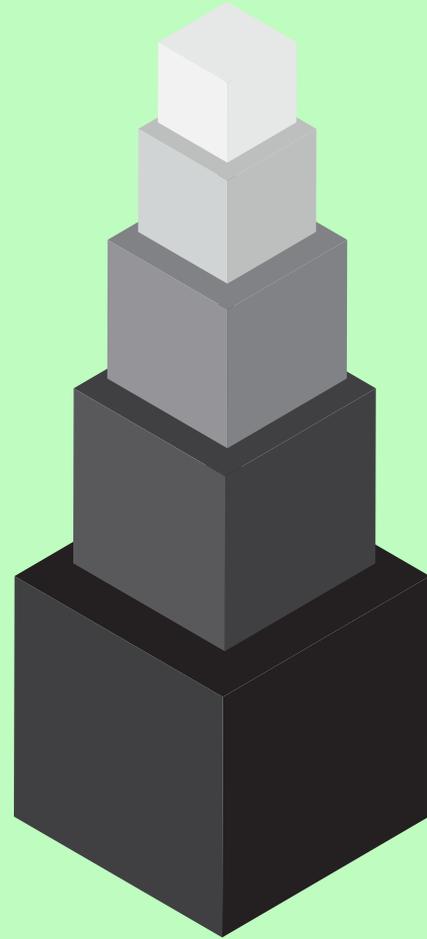
**Adam Shilton**  
Associate Director HMKM

**John Michael O'Sullivan**  
Design Team Leader HMKM

It's been over two decades since the first online transaction was made. Since then, the e-commerce realm has boomed beyond all imagining. We're now purchasing everything, from the coffee we drink to the cars we drive, at the touch of a button. In the race to adapt and survive, retailers on both sides of the digital divide have to rewrite the rules of customer engagement from the ground up.

For all its advances and innovations, the one thing e-commerce hasn't replicated is the core of the physical shopping experience: interacting and engaging with products in the real world. It's not enough for a retailer to be a faceless entity behind a computer screen. Customers crave physical touch and peer-to-peer interactions, so that they can fully engage with brands. What's clearer than ever is that technology is simply a tool for retail brands. The real-world customer is still king—and how they experience the brands that they choose has never been so important.

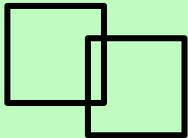
**As the best brands  
in the world are  
showing, it's time to  
break out of the box.**



# Clicks and mortar

As clicks and mortar collide, the brands that thrive are those that deliver fully-rounded customer experiences. Retailers need to be brave, repurpose merchandising space for digital engagement, and replace conventional branding with experiential moments. Synergy is key—a unified story should be replicated in stores, online, and throughout all marketing activities.

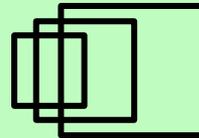
Detroit-based Breakthrough Brand Shinola has parlayed a passion for American craftsmanship into a successful global retail model—one anchored by a powerful narrative, conveyed seamlessly across all touchpoints. Best Global Brand Amazon is taking a page from this book, having unveiled its first retail brick-and-mortar location in Seattle.



# When virtual becomes a retail reality

2016 will be remembered as the year the world went wild for Pokémon GO. And it could also be the year that virtual experiences finally hit the retail mainstream. This summer, eBay partnered with Australian retailer Myer to launch what it's called “the world's first virtual department store,” merging convenience and immersive experience.

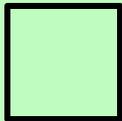
While virtual shopping technology is still too new and too niche for any sales figures to be accurately measured, it's a space that's grown significantly over the past year, as brands create partnerships that translate into immersive narratives and shopping experiences.



# The in-store experience

Many traditional brick-and-mortar brands are embracing the idea of the “experience store”—a space where customers can engage directly with the brand, without necessarily shopping for the product. Samsung’s Manhattan flagship, Samsung 837, is a spectacular case in point. Billed as a cultural destination and digital playground, it immerses the customer in a dynamic, personalized, multilevel universe.

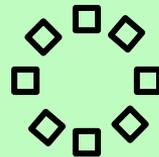
On a smaller scale, new names are experimenting with retail spaces that are solely about the brand experience, and not resorting to traditional retail cues. For audio label Sonos, which has opened up highly-considered listening studios in Los Angeles and London, the high touch is all about building brand connections.



# Your brand, their pocket

Whether focusing on online or physical spaces, the key is to connect all touchpoints, allowing for seamless interaction between person, product, and brand. Ease of access and smoothness of delivery are key in today’s omni-channel world. With approximately two billion consumers carrying smartphones, delivering a connected shopping experience is the key to creating customer loyalty—but brands must be strategic.

Zara, one of apparel’s biggest success stories, focuses on the basics. Its online platform is a simple, streamlined extension of the brick-and-mortar experience, where it concentrates efforts. Zara’s growth model is based on a clear understanding of how its customers shop.



**10 Years**

**of**

**Growth**

**2016**

**1,796 \$b**

**2015**

**1,715 \$b**

**2014**

**1,600 \$b**

**2013**

**1,501 \$b**

**2012**

**1,385 \$b**

**2011**

**1,258 \$b**

**2010**

**1,203 \$b**

**2009**

**1,158 \$b**

**2008**

**1,214 \$b**

**2007**

**1,166 \$b**

**Bold Strategy, Exceptional Experience**

**Embedding design  
thinking – the discipline  
and the craft – unlocks  
new opportunities,  
builds empathy,  
and unites people.**

## **Bold strategy, exceptional experience**

**Paul Hoskins**  
General Manager, Interbrand Melbourne

If you look at the Top Growing brands this year, it's clear that design is at the heart of their businesses—utilizing a streamlined and responsive operating model designed to reduce hierarchy, increase transparency, and encourage individual autonomy and experimentation.

This commitment to new, responsive ways of working, paves the way to better products and exceptional experiences: ones that are truly human-centered, that make life easier, that create an emotional connection and transform the mundane into the highly desirable.

The way to get from bold strategy to exceptional experience is by design.

# Five paths to exceptional experience

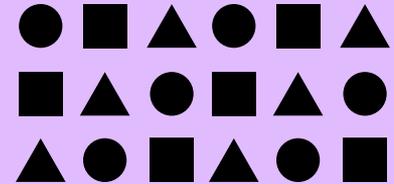
## 1. Shaping new behaviors

Tolerance for poor experiences is ever decreasing, while willingness to adopt new behaviors is exponentially increasing. As thousands of new startups spawn new products and platforms, companies are continually under pressure to reimagine their experiences. Asking users to learn new behaviors in order to get the most out of the experience would traditionally be a barrier, but for the digital generation, the sense of learning and discovery is all part of the charm.



## 2. Creating connected ecosystems

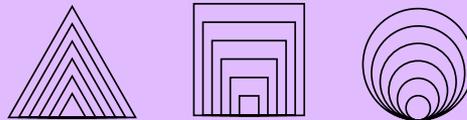
Technology brands have also set a new benchmark when it comes to creating deeply integrated and connected experiences across their products or services. In these cases, design ideology is applied to iterating and improving the strength of the underlying platform that binds the ecosystem. All products orbit around this, connected seamlessly by a single user ID and familiar experience patterns. Access to third party products and services is also effortless, keeping users perpetually within the ecosystem.



### 3. Innovating on purpose

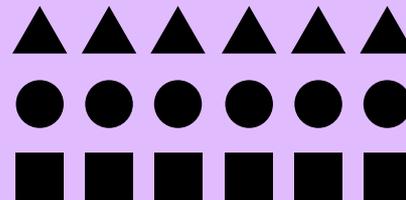
Having a clear purpose is one thing, but making it an integral part of your innovative value proposition, experience, and product offering is when the real magic happens.

Design can play a role from the very beginning; helping you get to the heart of problems and challenge traditional ways of solving them. And purpose-led design doesn't have to stop at a product or experience, it can also lead to radical business model innovation.



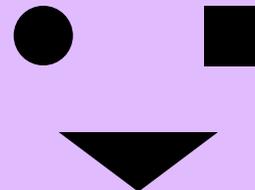
### 4. Iterating always

The best businesses continually look to improve experience, often one feature at a time. And since few can afford the money—or time—for protracted research and development, a state of perpetual beta is the new normal. A design mindset is what makes an iterative approach both viable and a source of growth. In fact, the art of incrementally perfecting products is just as important as designing breakthrough products or experiences.



### 5. Humanizing the machine

As technology brands continue to dominate the Best Global Brands report, an ever-increasing investment in big data, machine learning, and data-driven automation is evident. While the focus on “bots” and artificial intelligence is also intensifying, it's increasingly clear that technology is no substitute for human compassion. Technology is a tool helping companies innovate and build deeper relationships with customers —it's augmenting, not usurping reality.



**Top Ten  
Growing  
Sectors**

# Retail

**Automotive**

**Technology**

**Financial  
Services**

**Alcohol  
Media**

**Electronics**

**Logistics**

**Sporting  
Goods**

# Luxury

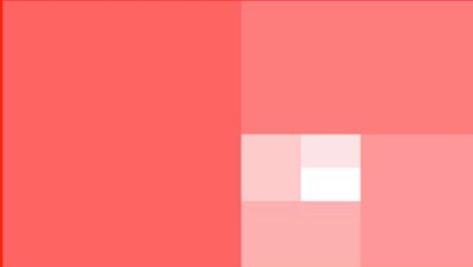
**Growth story:  
3 brands**

**+18.8%  
brand value**

**4.5% of table at  
81,308 \$m**

# Retail

The Best Global Brands Top Growing Sector is retail, represented by **Amazon, eBay** and **IKEA**. Amazon (+33%) is the number 8 ranked brand and one of this year's Top Growing Brands. But brands from all sectors are thinking about how to bridge the divide between online and physical experiences, well beyond traditional retail.



“Synergy is key—a unified story should be replicated in stores, online, and throughout all marketing activities. And brands should embrace the opportunity to create unforgettable, individual, remarkable experiences, in both the physical and digital realms.”

**John Michael O’Sullivan**  
Design Team Leader  
HMKM & Adam Shilton,  
Associate Director, HMKM

With Dior as a new entrant in 2016, and Hermès (+17%) as the Top Growing Brand in the sector, luxury is one of the Top Growing Sectors. Despite some declines, luxury businesses continue to work through an industry-wide reset and evolve their growth strategies.

**Growth story:  
8 brands**

**+10.4%  
brand value**

**4.2% of table at  
75,492 \$m**

# Luxury

“2016 is the year that marks the luxury reset—a reset first signaled by recent dips in brand values... And yet, certain brands have quietly been asserting sustainable growth, as the reset is demarcating the separation of “luxury” from “excellence” and driving companies to look seriously at the entire brand experience as a growth engine for their businesses.”

**Rebecca Robins**  
Global Director

“With the rising focus on health and fitness [and] while partnerships continue to be a platform for growth, the top players have to be more strategic to stay ahead of rising competitors, connect more closely with new audiences, and take advantage of rising global markets.”

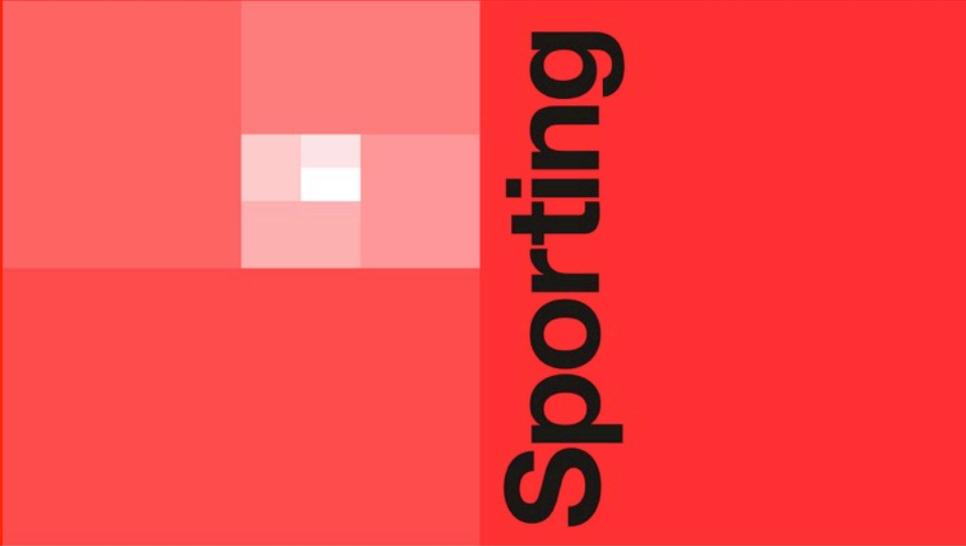
**Andrew Martschenko**  
Senior Director, Strategy

**Growth story:  
2 brands**

**+10.2%  
brand value**

**1.8% of table at  
32,919 \$m**

With Adidas (+16%) as the Top Growing Brand in the sector, and Nike (+9%) one of the Top 20 brands, affinity sporting brands continue to expand and drive engagement. While passion for healthy, active lifestyles continues to rise, these brands build connections to expand their influence within popular culture.



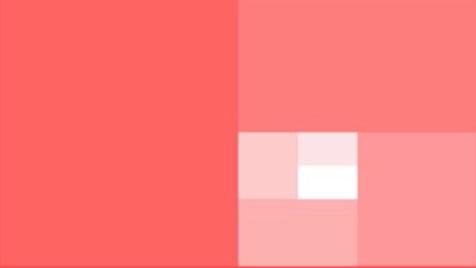
**Sporting**

Auto is the one of the most dominant sectors on this year's table—made up of many Top Growing Brands—with Toyota and Mercedes-Benz in the Top 10, and growth for Nissan (+22%), Mercedes-Benz (+18%), Porsche (+18%), Audi (+14%), Ford (+12%), Kia (+12%), BMW (+12%), Land Rover (+11%), and Hyundai (+11%). And Tesla debuts as a 2016 New Entrant. While these brands are rising, the focus is on sustaining growth as the way the world thinks about cars evolves.

**Growth story:  
15 brands**

**+9.5%  
brand value**

**14.28% of table at  
256,604 \$m**



**Automotive**

“One of the most profound shifts we’re seeing is that car companies are moving from a brand selling products to a brand providing services... shifting from OEMs to experience-centric brands.”

**Daniel Binns**  
Managing Director, NY/SF

“As internal product innovation slows down for some, we’ve seen a large shift in the landscape, with brands developing a reliance on developer communities, active followers, and influential acquisitions in order to grow their offerings. Technology brands are expanding further into people’s lives—and deepening their roots.”

**Johnny Trinh**

Associate Technology Director

Technology is, not surprisingly, the most dominant sector, with four brands in Top 10: Apple, Google, Microsoft, Samsung. It also features some of the Top Growing Brands, with Facebook (+48%) as the Top Growing Brand in 2016, followed by Adobe (21%), Huawei (18%), Samsung (14%) and SAP (+13%), and number 2 ranked Google at (+11%). Tech companies are looking without to grow within.



Technology

**Growth story:  
14 brands**

**+8.3%  
brand value**

**34.7% of table at  
623,190 \$m**

**A Growth Engine  
Built from Within**

# A growth engine built from within

**Stephan Gans**  
Chief Strategy Officer, North America

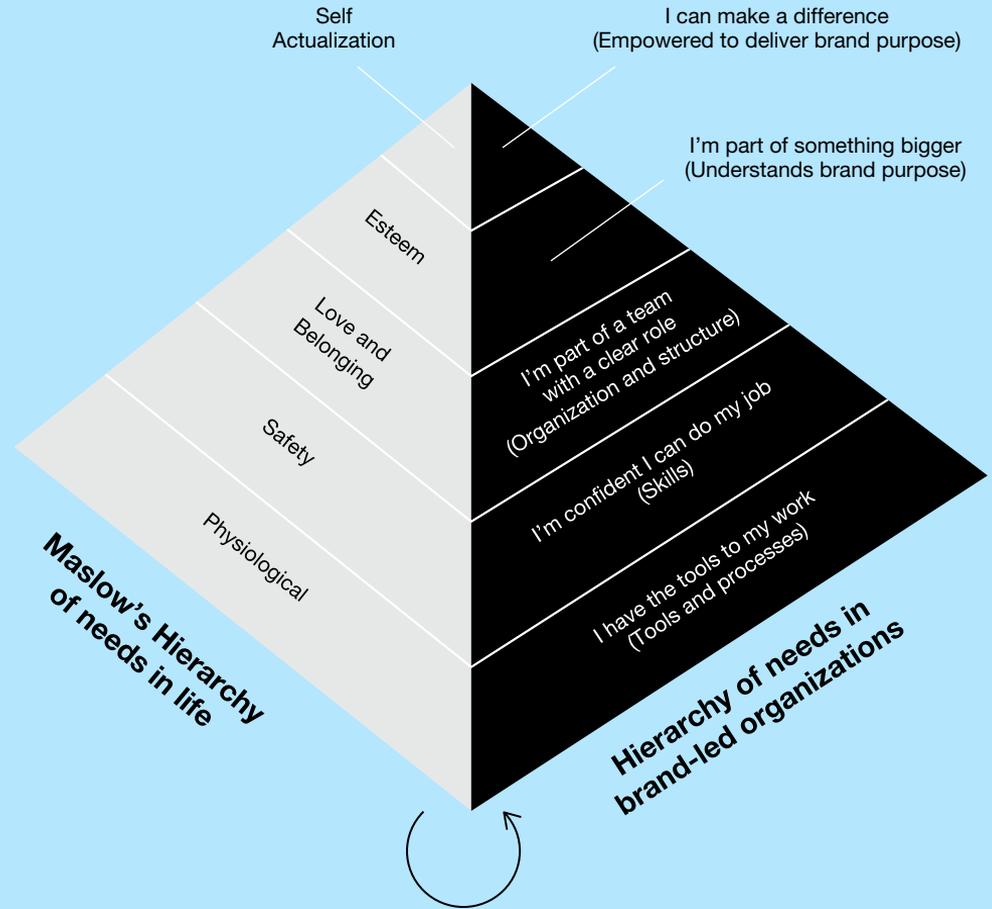
Organizations need to constantly optimize their ways of working with people to sustain growth.

How are the world's biggest and best brand marketing teams creating an internal, foundational understanding of what they need to do to fuel growth? It starts with people.

A business is made up of real people, ones who have needs that, in turn, shape the needs of a business.

Maslow's Hierarchy is a well known illustration of the needs that motivate human beings, from the most fundamental to the most complex. If this full range of needs isn't met, our ability to be happy and successful is impeded.

Happiness and success are crucial to people's natural development—and the same applies to your business and marketing organization.



To fully leverage the potential of employees for growth, they need to have all of their needs met. Tools and clear processes are as essential as food and water. But, as in Maslow's hierarchy, the final stage is the most difficult and complex to attain: the empowered feeling of being able to make decisions and having a real, personal impact on brand and business growth.

Over the past decades, it has become clear to more and more leaders that investing in employee brand engagement correlates with expanding and improving business outcomes, but they are too-often limited to training programs alone.

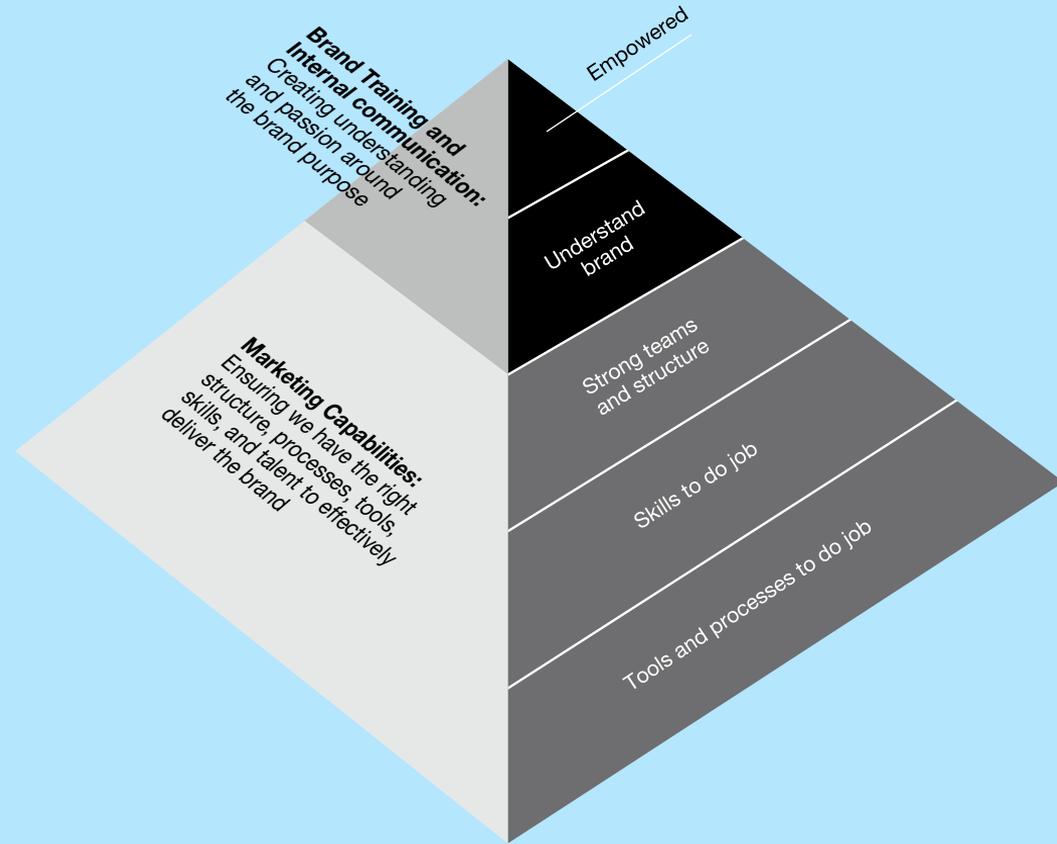
Investing in these programs alone only addresses the top two levels of the pyramid, without addressing foundational needs.

A short term surge of inspiration then collides with the hard reality of the actual workplace. In large, global brand and marketing organizations, lack of clarity around processes and responsibilities—and the resulting mismatches between skills and roles—are the rule, not the exception.

As a result, the investment in internal communication campaigns and brand training have a very low return on investment, and often lead to cynicism instead of a renewed energy.

To ensure your brand can drive growth and foster integration across company silos, internal communication and brand training needs to be accompanied by marketing capability building: Creating the role clarity, tools, ways of working, and processes that people need to be successful, feel grounded, and be effective in their work.

Nurturing and leveraging your brand as a sustained growth-driver for your business is crucial. Only investing in the top of the pyramid and assuming those efforts will “trickle down” is not enough to meet the thorny challenges of the daily life of a brand leader or marketer in today’s complex organizations.





# **The Alpha of Cohesiveness**

# The Alpha of Cohesiveness

**Josh Feldmeth**  
Chief Executive Officer, North America

The fastest growing businesses in the world, and the strongest brands, are those with the most cohesive business systems.

These networks, like those of Apple and Amazon, deliver seamless, intuitive, and distinctive experiences while driving revenue growth and customer lifetime value.

It is also a sharp departure from what traditionally passes as “branding.” We can no longer think of brands in terms of identities and campaigns. Brands emerge from collective experiences, and the strongest brands are built through the most cohesive businesses.

These companies are in the vanguard of performance, achieving what we call the Alpha of Cohesiveness.

# Growth and cohesiveness

Businesses that deliver cohesive brand experiences— product ecosystems, consistent touchpoints, and a common story or narrative—generate more growth relative to the industry benchmark.



# Ecosystems of value

Apple shows how ecosystems drive value. Analysts have often pointed out that “Apple has superior products.” While true, this opinion undersells the brilliance of Apple’s functionally-integrated model. Its software, hardware, and touchpoints are connected not just by beautiful design aesthetics, but by a level of interoperability that justifies the Apple premium and discourages defections to another platform.

And the more data you share, the more personal it becomes—adding new devices is painless and the thought of switching increasingly unpromising. Apple is the Alpha of Cohesiveness in full effect.

# Ecosystem product effects

Products are designed based on user needs, across multiple touchpoints. Software and hardware are integrated, allowing a degree of personalization and predictive analytics. Working together with a services layer, the products create a complete platform that is responsive to user data and grows in value over time.

Two best-in-class examples of product ecosystems are Amazon Prime and GE’s Predix. Amazon Prime links buying products with video, music, cloud storage, logistics, and personal recommendations. In the industrial sector, Predix is connecting industrial assets and using data to deliver real-time insights for optimizing operations.

# A common narrative

Much has been made about increased transparency and authenticity in businesses today, but there is more at play here than simply being more open and honest. Belief systems have power, and organizations that offer a powerful story, brought to life through the behavior of their people and products, generate a higher level of loyalty and emotional engagement.

Good examples of the power of narrative are BMW and Goldman Sachs. BMW remains committed to transparency across the supply chain, and its head of brand has insisted that marketing must be about “[a truth well told](#).” Goldman Sachs has built a sustainable business model around the quality of its people and shared values.

# Cohesive, connected experiences

Connected experiences require alignment across sales channels, customer support, and every branded touchpoint. It requires discipline—delivering high functioning touchpoints has become the table stakes for winning over increasingly sophisticated customers. True cohesiveness connects high-utility touchpoints, making them interoperable and distinctively branded.

Adobe has transformed its business model into a cloud-based platform serving marketers and creatives, with embedded analytics and social functionality. Thompson Reuters is migrating along a similar path, where touchpoints must be individually useful while enabling collectively more powerful experiences.

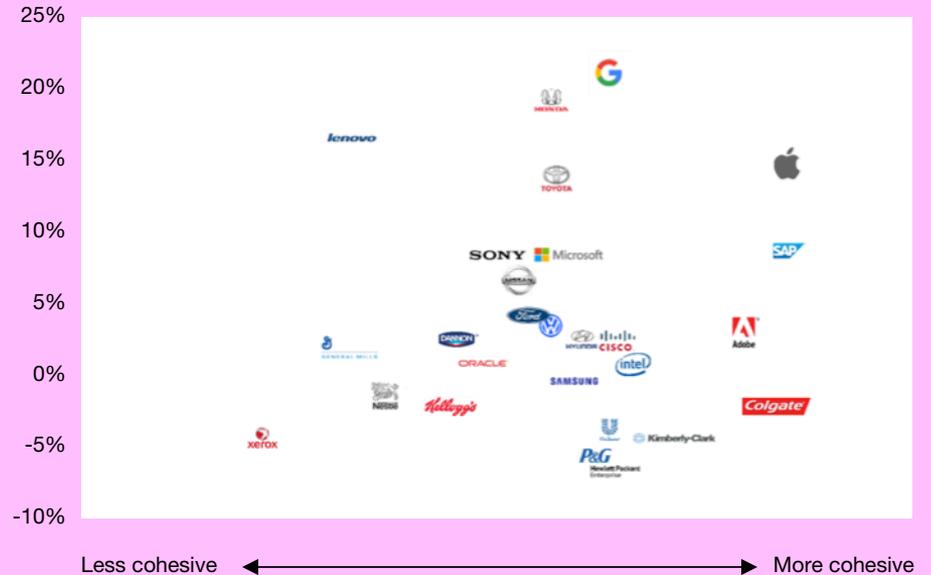
# Cohesiveness drives demand

Based on Interbrand's analysis, cohesiveness correlates with business growth. Customers reward cohesive businesses through increased use.

Each of the Best Global Brands is a benchmark for the strength of both its value proposition and the relationships its company is able to sustain. However, even within this group, the companies with higher degrees of functional integration and cohesive experiences generate higher levels of growth.

Customers demand seamless, frictionless, and responsive experiences. The reward for the cohesive business will be greater product use and long-term loyalty to the brand.

2012-15 Revenue CAGR



# Best

# Global

# Brands

Methodology

# Best Global Brand Methodology

Having pioneered brand valuation in 1988, we have a deep understanding of the impact a strong brand has on key stakeholder groups that influence the growth your business, namely both current and prospective customers, employees, and investors. Strong brands influence customer choice and create loyalty; attract, retain, and motivate talent; and lower the cost of financing. Our brand valuation methodology has been specifically designed to take all of these factors into account.

A strategic tool for ongoing brand management, valuation brings together market, brand, competitor, and financial data into a single framework within which the performance of the brand can be assessed, areas for growth identified, and the financial impact of investing in the brand quantified.

For a more in-depth view, visit [bestglobalbrands.com](https://bestglobalbrands.com)

## Mike Rocha

Global Director, Brand and Business Valuation

### Financial data



Thomson Reuters and company annual reports

### Consumer goods data



Canadean (brand volumes and values)

### Social media signal



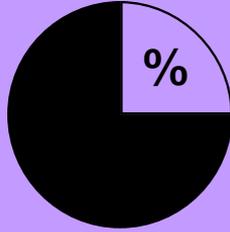
Twitter



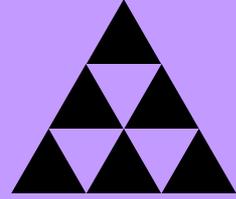
Social media analysis by [Infegy](https://infegy.com)



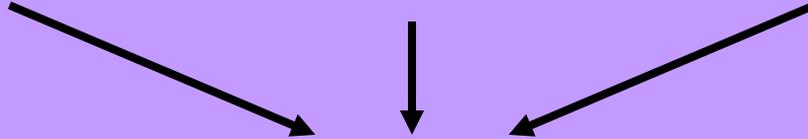
**Financial  
Forecast**



**Role of  
Brand**



**Brand  
Strength**



**Brand  
Value**

**Interbrand  
Best  
Global  
Brands  
2016**

# Contact us

Would you like to know more? Please reach out to our global executives.

## **Jez Frampton**

Global Chief Executive Officer  
Email [jez.frampton@interbrand.com](mailto:jez.frampton@interbrand.com)  
Phone +44 207 554 1183

## **Andrea Sullivan**

Chief Marketing Officer  
Email [andrea.sullivan@interbrand.com](mailto:andrea.sullivan@interbrand.com)  
Phone +1 212-798-7510

## **North America**

### **Josh Feldmeth**

Chief Executive Officer  
North America  
Email [josh.feldmeth@interbrand.com](mailto:josh.feldmeth@interbrand.com)  
Phone +1 212-798-7770

## **Asia-Pacific**

### **Stuart Green**

Chief Executive Officer  
Asia-Pacific  
Email [stuart.green@interbrand.com](mailto:stuart.green@interbrand.com)  
Phone +65 6534 0567

## **EMEA & LatAm**

### **Gonzalo Brujó**

Chief Executive Officer  
EMEA & LatAm  
Email [gonzalo.brujo@interbrand.com](mailto:gonzalo.brujo@interbrand.com)  
Phone +34 91 789 30 01

## **For any media or brand queries**

### **Paola Norambuena**

Chief Content Officer  
Email [paola.norambuena@interbrand.com](mailto:paola.norambuena@interbrand.com)  
Phone +1 212 798 7590

# About us

At Interbrand, we believe that growth is achieved when an organization has a clear strategy and delivers exceptional customer experiences. We do both, through a combination of strategy, creativity, and technology that helps drive growth for our clients' brands and businesses. With a network of 29 offices in 22 countries, Interbrand is a global brand agency, and publisher of the highly influential annual [Best Global Brands](#) and [Breakthrough Brands](#) reports, and Webby Award-winning [brandchannel](#).

For more information, please visit [Interbrand.com](#) or follow Interbrand on [LinkedIn](#), [Instagram](#), [Twitter](#) and [Facebook](#).

For more on Best Global Brands:

[bestglobalbrands.com](#)

Or follow the conversation #BGB2016

For the latest branding news and in-depth coverage:

[brandchannel.com](#)

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# How to work with us

At Interbrand, we're committed to helping organizations of all shapes and sizes grow their brands and businesses. If you'd like to get a conversation started, here's a few ways to do so:

## **Growth Benchmark Study**

In partnership with Harvard, Interbrand is conducting a Growth Benchmark Study, designed to identify what the Top Growing Best Global Brands are doing well to drive their business growth. You will receive a diagnostic that compares your organization and practices to those of industry leaders.

## **Growth Starter Session**

Book a private, complimentary session with Interbrand to get an initial growth assessment. You'll work with a leading Interbrand team to design a high-level roadmap. We utilize our Brand Strength Factors—an essential part of our Brand Valuation methodology—and our Growth Accelerator to customize the session, and activate your growth agenda.

To participate in the Growth Benchmark Study, to ensure you are on the list for published results, or to book a Growth Starter Session, please contact Andrea Sullivan: [andrea.sullivan@interbrand.com](mailto:andrea.sullivan@interbrand.com).

**Interbrand**