

# TOP TAIWAN GLOBAL BRANDS 2011

Ranked by brand value

Creating and managing  
brand value™

Interbrand





# CONTENTS

**2 INTRODUCTION**

**4 THE INTERBRAND METHOD  
FOR BRAND ASSESSMENT**

**6 SPOTLIGHT: HTC**

**10 TOP TAIWAN GLOBAL BRANDS 2011**

**16 FROM SUPPORTING ROLE  
TO STAR OF THE SHOW**

**18 IN THE CLOUD**

**20 AUTHORS AND CONTRIBUTORS**

**21 CONTACT US**

# TOP TAIWAN

# GLOBAL BRANDS 2011

Interbrand is delighted to partner with TAITRA and Business Next magazine to determine Taiwan's top twenty Global Brands for 2011.

Over the past year, we continue to see a vastly divergent economic environment around the world. Advanced economies remain sluggish, unemployment remains high and the Eurozone bailouts are threatening stability. However, the emerging economies are thriving with solid growth, although there are some indications of over-heating in parts of Asia with high levels of inflation.

Globally, the impact of the economic crisis is still playing on consumers' attitudes with a "value-orientated" mindset in many Western markets. However, with GDP expansion, we are also seeing an increasing number of consumers entering the middle-class in countries experiencing solid economic growth such as China, India and Brazil.

Furthermore, consumers everywhere are more vocal about their beliefs, needs and desires and have numerous channels to voice their views. The days of purchasing without afterthought are long gone – consumers hold the seat of power and often dictate what is necessary and unnecessary. Brands, more than ever, need to assess and reevaluate.

TAITRA – the Taiwan External Trade Development Council has, for several years, been encouraging Taiwanese manufacturers to develop their own branded products as a way of moving up the value chain and expanding sales in overseas markets. The more successful Taiwan companies have learned that running a branded goods business requires a different business model and competences than running an OEM business. Interbrand has been monitoring the value of the heading global Taiwan brands for nine years now. This year's Taiwan Top 20 Global Brands is proof that these initiatives are working.

Many of Taiwan's top global brands have shown astonishing growth over the last few years, and 2011 is a year of outstanding achievement by many Taiwan companies, reflecting greatly improved financial performance. A key reason for this strong performance has undoubtedly been the success of Taiwan companies in China, the fastest growing economy in the world. But for some, it is also the result of having a global strategy, and understanding the nuances required in individual markets, while retaining a single brand proposition.

Branding has been good for Taiwan companies and for the Taiwan economy. It has helped Taiwan companies headquartered in Taiwan to compete at an entirely different level, enabling them to consolidate their hard-earned reputations in many different sectors and engage directly with consumers. Many Taiwan brands have the two vital ingredients that all successful brands must have: quality and value; both factors drive reputation.

This year, the value of the Taiwan Top 20 Global Brands has grown by 40%. Five of the top ten brands are in consumer electronics, more specifically communications, software and computer hardware – proving that brands that adapt can prosper. It is just a matter of time before we see a Taiwan brand in Interbrand's Best Global Brands list.

Congratulations to each and every brand in our study. Interbrand wishes you all the success in your future brand building efforts.



**Stuart Green**  
CEO Asia Pacific  
Interbrand



### ABOUT INTERBRAND

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

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

### ABOUT TAITRA

The Taiwan External Trade Development Council, or TAITRA, is the foremost non-profit trade and investment promotion organization in Taiwan, founded in 1970. Jointly sponsored by the government and by various commercial and industrial associations, TAITRA helps Taiwan's business enterprises reinforce their international competitiveness and cope with the challenges they face in global markets. In addition, TAITRA undertakes initiatives to assist foreign businesses in establishing a wider presence in Taiwan.

Over the past decades, TAITRA has developed a well-coordinated trade promotion and information network, composed of over 600 trained specialists stationed at its headquarters in Taipei, in four local branch offices – in Hsinchu, Taichung, Tainan, and Kaohsiung, and in nearly 50 representative offices around the world.

In association with its sister organizations, Far East Trade Services, Inc. (FETS) and the Taipei World Trade Center (TWTC), TAITRA continues to do everything possible to adapt its trade promotion strategies to changing international trends and conditions. TAITRA's major functions include Market Development, Strategic Marketing, Trade Information Services, Exhibitions, Convention Services, Trade Education, and Taiwan Trade (an e-Trading Hub service).

### ABOUT TAIWAN TOP 20 GLOBAL BRANDS

Interbrand's ninth Taiwan Top 20 Global Brands ranking uses the same brand valuation methodology as our Best Global Brands report. Published annually, Taiwan Top 20 Global Brands ranks the top 20 Taiwan brands according to value and provides insight into their ability to manage brands effectively as a contributor to business performance.

An update from 2010, this year's Taiwan Top 20 Global Brands ranking incorporates the latest brand valuation methodology created by Interbrand to better reflect the factors that are reshaping the marketplace. Specifically, the brand strength components now take into consideration the proliferation of social media, corporate citizenship, audience fragmentation, the increasing role of product design and increased pressure on ROI.

Interbrand pioneered the technique for valuing brands in 1984 and has continued to improve upon our methodology and set the pace for other approaches. Our valuation techniques have long been recognized by businesses, academics, and regulatory bodies as uniquely valuable strategic tools. Our annual Best Global Brands report has been voted one of the three most influential benchmark studies by business leaders. As a firm, we have conducted over 5,000 valuations for clients around the world to provide guidance in managing their most valuable asset – their brand.

# THE INTERBRAND METHOD FOR BRAND ASSESSMENT

In order to arrive at a particular ranking, we first establish clear criteria for inclusion. This ensures we have the required information to complete the valuation and that the brands conform to the geographic or industry specific nature of the study.

For the Taiwan Top 20 Global Brands study, Interbrand formed a specific set of criteria:

- ▶ The brand owner must be a publicly traded company
- ▶ The brand has to originate from Taiwan companies, and owned by Taiwan companies or by a company headquartered in Taiwan. The reference to "Taiwan companies" also includes overseas associate companies within its group
- ▶ The brand has to have at least one-third of brand revenues generated outside of Taiwan
- ▶ The brand must have at least 20% of revenues from its own brand versus OEM

For brands that do meet the 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. This method is defined on the opposite page.

# METHODOLOGY

## FINANCIAL ANALYSIS

We begin by forecasting the current and future revenue specifically attributable to the branded products. We subtract operating costs from this revenue to calculate branded operating profit. We then apply a charge to the branded profit that is based on the capital a business spends, versus the money it makes. This gives us a business's economic earnings.

All financial analysis is based on publicly available company information. An estimate for financial reporting is established from a wide range of analysts' reports.

## ROLE OF BRAND

This is a measurement of how the brand influences customer demand at the point of purchase. This is applied to the economic earnings to arrive at the revenue that their brand alone generates (Branded Earnings). We use in-house market research to establish individual brand scores against our industry benchmarks to help us define the role a brand plays within the category. For example, we know that Role of Brand is traditionally much higher in the luxury category than in the energy and utilities sector. The brand, not the business, is unarguably the principle reason why consumers choose these goods and services.

## BRAND STRENGTH SCORES

Brand strength measures the ability of the brand to secure the delivery of expected future earnings. Brand strength is reported on a 0 to 100 scale, where 100 is perfect, based on an evaluation across 10 dimensions of brand activation. Performance in these dimensions is judged relative to other brands in the industry, and in the case of exceptional brands, relative to other world-class brands. The brand strength inversely determines, through a proprietary algorithm, a discount rate. That rate is used to discount branded earnings back to a present value based on the likelihood that the brand will be able to withstand challenges and deliver the expected earnings.

Operating Profits –  
Taxes =

\_\_\_\_\_  
NOPAT –  
WACC =

\_\_\_\_\_  
**ECONOMIC PROFIT**

Economic Profit x  
Role of Brand =

\_\_\_\_\_  
**BRANDED EARNINGS**

Branded Earnings x  
Brand Strength  
Discount Rate =



\_\_\_\_\_  
**BRAND VALUE**

## BRAND VALUE RESULTS

The parts come together so that the forecasted financial performance projects economic profits that are multiplied by the role of brand to reveal branded earnings. These branded earnings, which are based on the brand strength, are discounted back to a present value and totaled to arrive at a brand value.

A brand's value is a financial representation of a business's earnings due to the superior

demand created for its products and services through the strength of its brand.

Brand value is the absolute financial worth of the brand as it stands today. Accordingly, the brand's value can be compared to the total value of the business, for example, as it would be assessed on a stock exchange.

Brand value can also be compared to other tangible and intangible assets owned by the

business. We adjust the business's earnings based on future risk to the strength of the brand (i.e., a net present value or dollar value in today's money). In doing so, brand value becomes a key performance indicator for brand strategy and serves as the overall performance measure for all branding activity and investments.



# SPOTLIGHT: HTC

*An interview with John Wang,  
CMO of HTC*

by Jonathan Chajet

When the brand is at the heart of the company, you start to use the substance of the brand, not just the communication of the brand.





The rise of the HTC brand, from a B2B electronics supplier to global consumer brand, is nothing short of astonishing. In a few years, the company has captured a significant market share of the fast-growing smart phone category, competing with the likes of Apple, Blackberry, Nokia, and Samsung to name a few. This has fueled a 163.1% increase in HTC's brand value, and is a major reason why it now heads this year's Best Taiwan Brands list.

But HTC's success is not so surprising when you understand its path to get here. The lessons for Taiwan brands with ambitions for the global stage are loud and clear. We spoke with HTC's Chief Marketing Officer, John Wang, to understand what has propelled the company to such meteoric heights.

#### WHERE DID HTC'S MOST RECENT SUCCESS START?

"Four years ago, we committed the company to building a brand. HTC's roots are as an engineering company. Operators knew we were innovative, but consumers did not. So when we started to change, we knew we would need to transform our culture, from the top down to every employee throughout the company.

We began by formulating our brand strategy. Our competitors had many advantages. Nokia, Motorola and Sony Ericsson were better known for innovation. LG and Samsung were making good quality products. iPhone had just launched. And they all had deep distribution, long heritage and huge marketing budgets.

Ultimately, in a world where everyone was shouting, we knew we could not spend enough. We wanted to do the anti-thesis. When so many brands are bragging about themselves, no one looks different except the quiet guy. And when he finally speaks, everyone listens. This was not just good marketing; this is who we are. The vision emerged from our culture."

#### CAN YOU EXPLAIN THE MEANING OF QUIETLY BRILLIANT?

"When we looked at ourselves, we said, 'We are quiet. And we are committed to innovation.' Quietly Brilliant is about doing great things in a humble way. This has a universally good meaning around the world. It was our personality and the idea emerged naturally from there.

But we also understood that people spend \$400 to own a phone, not to own a personality. At the center of Quietly Brilliant is the consumer, not HTC. So we emphasized on the phone, and looked at the world through the consumer's eyes. When the brand is at the heart of the company, you start to use the substance of the brand, not just the communication of the brand.

Execution is the key. In our case, we focused on quietly brilliant moments. For example, a HTC phone will ring louder when it is in a woman's purse, and will reduce its volume when she takes it out. Or when you miss a call, you can see the Facebook status next to the caller ID so the conversation starts before you return the call. It only takes one second to answer a phone, but even in that one second, HTC phones are quietly brilliant. Anyone can appreciate it."

## HOW DID YOU CREATE A BRAND CULTURE?

"When I first presented our brand strategy to a group of employees in our Seattle office, one of our long-term staff told me this was nothing new for HTC. Then I knew we had gotten it right. The brand we created came out of HTC's culture. This is the only way it could succeed. The boss can never tell someone how to innovate. Innovations are like pieces of art, where the inventors stay up all night to get it right.

Branding is not about communications. It's about the thousands of pixels in the raindrop of a weather app. HTC's brand is built on a culture that does not put the company at the center; it puts the consumer at the center.

Once the transformation took hold, it took less time than we expected. It was pretty phenomenal and completely invigorated the company. I think this is because we were set up to be a global company. From the beginning, we were built to work with global customers, to be their preferred partner. Our culture, our

The brand we  
created came out  
of HTC's culture.  
This is the only way  
it could succeed.

organization, our processes, our offices – all built around this vision. When we started to build the brand, it was easier to roll-out consistently because we were already doing it.

We do not train every employee to be Quietly Brilliant. We talk about it in interviews, but it really takes shape over time as they think about their job and their contributions. Is my idea quietly brilliant? You naturally become aware of it in everything you do. We don't need to measure it in a forceful way. The culture re-enforces it. Market response is the feedback. Everyone feels like they are part of a bigger cause."

## WHAT IS NEXT FOR THE HTC BRAND?

"The moment you try to leverage the brand, you assume it is fully defined. We still have a long way to go. Brand is respect. You have to earn it; you cannot buy it and it only emerges over a long period of time.

So for us, it is not so much about how to capitalize on this brand, but how to make it more emotional. If you go to work, and you forget your wallet, you might not go

Brand is respect.  
You have to earn it;  
you cannot buy it and  
it only emerges over a  
long period of time.



We will stay very  
focused, but you will  
see lots of innovation  
around future  
consumer needs.

home and get it. But if you forget your smart phone, you will go back.





















When consumers want to buy a smart phone today, they have many choices. We want the HTC brand to be highly differentiating. It is not about the speed of the processor or the quality of the screen. When they choose HTC, we want them to think they are buying a highly personal device. Therefore, we think of ourselves as a personal experiences company. We will stay very focused, but you will see lots of innovation around future consumer needs.”



# TOP TAIWAN GLOBAL BRANDS 2011

*A snapshot of the  
brand values for the  
20 leading brands*



<p><b>1</b>  <b>htc</b> quietly brilliant</p> <p><b>HTC</b> 3,605 \$m (104,756) Sector: Consumer Electronics</p>	<p><b>2</b>  <b>acer</b></p> <p><b>ACER</b> 1,940 \$m (56,374) Sector: Consumer Electronics</p>	<p><b>3</b>  <b>ASUS</b> Inspiring Innovation • Persistent Perfection</p> <p><b>ASUS</b> 1,637 \$m (47,571) Sector: Consumer Electronics</p>	<p><b>4</b>  <b>TREND MICRO</b> Securing Your Journey to the Cloud</p> <p><b>TREND MICRO</b> 1,217 \$m (35,349) Sector: Software</p>
<p><b>5</b>  <b>康師傅</b></p> <p><b>MASTER KONG</b> 1,190 \$m (34,585) Sector: Food &amp; Beverage</p>	<p><b>6</b>  <b>旺-旺</b></p> <p><b>WANT-WANT</b> 739 \$m (21,478) Sector: Food &amp; Beverage</p>	<p><b>7</b>  <b>GIANT</b></p> <p><b>GIANT</b> 337 \$m (9,791) Sector: Bicycle</p>	<p><b>8</b>  <b>MAXXIS</b></p> <p><b>MAXXIS</b> 335 \$m (9,741) Sector: Tire &amp; Rubber</p>
<p><b>9</b>  <b>SYNNEX</b></p> <p><b>SYNNEX</b> 317 \$m (9,208) Sector: IT Product Distributor</p>	<p><b>10</b>  <b>ADVANTECH</b> Trusted ePlatform Services</p> <p><b>ADVANTECH</b> 241 \$m (6,999) Sector: Computer Hardware</p>	<p><b>11</b>  <b>85°C</b></p> <p><b>85°C</b> 219 \$m (6,353) Sector: Retail</p>	<p><b>12</b>  <b>D-Link</b></p> <p><b>D-LINK</b> 201 \$m (5,830) Sector: Network Hardware</p>
<p><b>13</b>  <b>MERIDA</b></p> <p><b>MERIDA</b> 187 \$m (5,429) Sector: Bicycle</p>	<p><b>14</b>  <b>Transcend</b> good memories start here</p> <p><b>TRANSCEND</b> 146 \$m (4,230) Sector: Computer Hardware</p>	<p><b>15</b>  <b>CyberLink</b></p> <p><b>CYBERLINK</b> 140 \$m (4,070) Sector: Software</p>	<p><b>16</b>  <b>ZyXEL</b></p> <p><b>ZYXEL</b> 140 \$m (4,056) Sector: Network Hardware</p>
<p><b>17</b>  <b>DELTA</b></p> <p><b>DELTA</b> 139 \$m (4,053) Sector: Electronics</p>	<p><b>18</b>  <b>Uni-President</b></p> <p><b>UNI-PRESIDENT</b> 137 \$m (3,975) Sector: Food &amp; Beverage</p>	<p><b>19</b>  <b>JOHNSON</b></p> <p><b>JOHNSON</b> 137 \$m (3,971) Sector: Gym Equipment</p>	<p><b>20</b>  <b>KGI</b></p> <p><b>KGI</b> 99 \$m (2,883) Sector: Securities</p>

Total value of Top 10 brands: **\$11,559** (335,851)

Total value of Top 20 brands: **\$13,103** (380,700)

Total value of brands ranked 11–20: **\$1,554** (44,849)

2011 Value US\$ millions (NTD millions) Exchange Rate: 1 USD = 29.05 NTD

# 1

HTC

htc  
quietly brilliant

A rising star in the mobile devices segment, HTC surpassed Nokia to become the third largest Smartphone maker in the world in market value, placing it only behind Apple and Samsung. Starting as an OEM business, HTC has rapidly gained consumer traction at a global level, earning it the title of the 2011 Device Manufacturer of the Year by the GSMA at the Mobile World Congress in February. HTC's tagline, Quietly Brilliant, is a core value for the brand and is well demonstrated in its brand voice. Although the company has only just begun to talk to the market, its communication is well-organized globally, relying on a minimal but highly memorable house style. Being a fast-growing company, HTC's consumer awareness is improving, and its consistent marketing worldwide has solidified its brand image. With the dramatically growing smartphone market in Asia and the increasingly popular tablet market, HTC is seeking to capture the opportunity to further promote its brand presence, engage its customers and build loyalty.

# 2

ACER

acer

Acer's IT product shipments maintained stable growth in 2010. Worldwide, Acer ranked No. 2 for both total PCs and notebook shipments. In China, the integration of Founder's PC sales division and channel immediately expanded Acer's presence; in Q4 2010 Acer ranked No. 2 for total PCs and No. 3 for notebooks in China. Acer's key priorities in 2011 are to pursue the position as a world-leading vendor of notebook PCs, further expand into key emerging markets, and boost the presence in the commercial PC space. Moreover, Acer aims to penetrate into the fast-growing smartphone market as well as the tablet PC market. Additionally Acer is aggressively developing new product innovations and styles, as seen with its win of four 2011 iF product design awards.

# 3

ASUS

ASUS®  
Inspiring Innovation • Persistent Perfection

Asus is the No.1 motherboard manufacturer in the world, and continues to expand its market share in motherboards and notebooks. ASUS's focus on innovation continues to bring the brand much glory: eight CES product innovation awards, eight "Design Oscar" from iF product-design and 45 awards with Symbol of Excellence. ASUS was awarded with 3,398 awards domestically and internationally in 2010, an average of 9.3 international awards daily. Following the surge in demand for tablet PCs in 2011, Asus promoted its brand new Eee-Pad Transformer, which could transform to notebook mode with the keyboard mobile dock and 16 hours of battery life. This product successfully resonated with customers' need for convenience and attention to fashion, therefore making it a commercial success and simultaneously promoted the Asus brand greatly. In 2010, Asus has surpassed Toshiba and Dell, and ranked top three for consumer portable PC shipments with a 28% YoY growth by 2010 Q3.

# 4

TREND MICRO

TREND MICRO™  
Securing Your Journey to the Cloud

TrendMicro is a global cloud security leader and delivers internet content security and threat management solutions for businesses and consumers. TrendMicro is now the 2nd largest content security provider with the strongest growth, and has become Asia's number one software company with a 60% market share in Japan and Taiwan. By tightly integrating with and leveraging VMware products and APIs, TrendMicro provides security and compliance solutions, the two together make a technology alliance to provide the industry's first and only agentless-anti-malware for virtualized desktops and datacenters, as well as for sales and marketing. TrendMicro is prepared to provide innovation for cloud computing, making access to information and computing power easier, faster and more affordable. TrendMicro is ambitious to become the world's number one security software company and grow with innovation.

# 5

MASTER KONG



MasterKong is a leading specialist in the production and distribution of instant noodles, beverages and baked goods in China. The Group's three main product segments have established leading market shares in certain segments of the food industry (instant noodles, ready-to-drink teas and bottled water gained 55.8%, 51.9% and 20.8% market share respectively). After years of hard work and accumulation, "Master Kong" has become one of the best known brands among consumers in China. The Group showed sufficient presence to distribute its products throughout China through its extensive sales network consisting of 548 sales offices and 89 warehouses serving 6,155 wholesalers and 73,282 direct retailers as of 31 December 2010. In 2010, the Group was named one of the 50 best listed companies in Asia by Forbes for the third consecutive year. The Group will continue to strengthen its logistics and sales system in China with target of becoming "The biggest Group for Chinese Instant Food & Beverage in the World".

# 6

WANT-WANT



Want-Want is the largest rice cracker maker globally and kid's milk maker in China. Want-Want also received "Fab 50" by Forbes Asia for the second consecutive year in 2010. In 2010, the Group effectively consolidated the customer resources and completed a nationwide exclusive distributor system. Moreover, it completed the rationalization of the process between production and sales, and also optimized the supply chain management to track the demands of customers. With 330 sales offices as basic management units, Want-Want focuses on the details of business operation and continues to develop their distribution channels on the basis of 2010 performance, so as to continue to consolidate and strengthen the "Want-Want" brand image. The Group plans to seize the opportunities of the rapidly growing beverage market in China and take advantage of the current brand and channel resources, and make it a new growth driver in the future.

# 7

GIANT



For the past 39 years, Giant continues to grow and hold the brand proposition of "Giant Cycling World" - sharing the passionate, healthy, happy and low-carbon emission culture of bicycle riding. Giant places strong focus on R&D and product designs to meet customers' needs. In 2010, Giant combined elements of sports, leisure and fashion and provided various stylish yet high performance products that differentiate the brand from others. This was applauded by the media and designers. The complicated "Giant Advanced Technology" has been used since 2008, and in 2010, extended to the new product Cyclocross with much functionality to meet various needs at the same time. The electronic bicycle Twist Esprit won the Eurobike Award in 2010 and Giant continues to co-operate with the Netherland bicycle team Rabobank and won the 3rd place of 2010 Tour of France. Also the Liv/giant is making significant progress, opening stores in many cities such as Taipei and Beijing in order to strengthen the brand image amongst female customers.

# 8

MAXXIS



Maxxis manufactures and sells tires for the auto, bus, truck as well as the global industrial tire market. With the increasing raw material cost and tightening purchasing power, many competitors have shut down factories while Maxxis continues on with their plan to open new factories in Chongqing, Taiwan and Xiamen. The company continuously focuses on innovation and makes superior quality and customer satisfaction as their priority goals. Apart from many international rental companies as business partners, Maxxis also signed new contracts with Mercedes-Benz in China, Nissan in Mexico and three other Indian automobile companies. By far Maxxis has become the 10th largest tire manufacturer in the world and is promoting its new brand PRESA to differentiate and gain more market share.

# 9

SYNNEX



After more than 30 years of experience in IT distribution business, Synnex continues to grow in the emerging markets, especially taking advantage of the rising domestic consumption in China. For its market development strategy, Synnex is adopting multiple brands in various categories, expanded to related multiple industries. Geographically, the brand is in over 30 countries and 300 cities globally, with more than 80 thousand clients. Overall, it is now the largest in Asia and top three worldwide in this business. With the high flexibility derived from the effective operating network and proposition of "Chosen by Synnex", the company successfully expressed its strong management concept of becoming the most reliable bridge connecting manufacturers and clients. Synnex now enjoys its wide coverage of large cities in China, and plans to expand to the 4th tier small cities or towns in the near future, so as to further strengthen its standing.

# 10

ADVANTECH

Trusted ePlatform Services



Founded in 1983, Advantech is a leader in providing trusted, innovative products, services, and solutions. The company's mission is to "Enable an Intelligent Planet", with Automation and Embedded computing products and solutions that empower the development of smarter working and living. Apart from the "Niche— SBU Cluster" growth model that contributes more than 30% of the revenue, Advantech is developing the "Business Leadership Model", making each business department an independent unit to generate revenue. Advantech is also creating new business plan proposals to double the profit and double the number of SBUs to 50 by 2015. The specifics involve putting more emphasis on the Greater China region and expanding gradually in the world in order to enhance its brand.

# 11

85°C



As Taiwan's largest coffee, cake and bread compound catering channel supplier, 85°C's main objective is providing good quality delicious food at low price. 85°C has market share of 9.84% and 1.97% for coffee in Taiwan and China, plus 3.35% and 5.57% for bread in these two regions respectively. The company takes advantage of the reinforcement of brand personality through the disbursement of consistent information through the entire marketing promotion. 85°C realized the importance of innovation and developed 36 beverages, 63 types of cake and almost 100 types of bread. In addition, the brand enjoys high brand awareness and makes its presence felt with 329 stores in Taiwan, and 204 stores in China even with only a few months of initialization. Plus, 85°C successfully communicates the brand to the public, through an exclusive cooperation with Taiwan High Speed Rail to sell the bread on the train, with daily sales of 2000 pieces of bread.

# 12

D-LINK



D-Link is one of the leading networking brands in the SOHO/SMB segment, and has remarkable market share worldwide with a majority of people having unaided awareness for D-Link. D-Link strives to live up to its motto "Building Networks for People", with its rigorous infrastructure, responsible fiscal policies, and trustworthy brand image globally. These factors, coupled with ongoing technical innovation, consistent product quality, and excellent operational efficiency helped D-Link to maintain stable revenue growth. D-Link retained its No.1 position in the small business market based on enterprise Ethernet switch ports shipped with a worldwide market share of 38.5% in 2010. In the midsize and large enterprise market for 2010, D-Link's market share based on ports shipped reached 13.2%, ranking third place worldwide. D-Link remains a leading brand of global consumer networking products for the digital home while the design community has acknowledged D-Link's innovation with multiple awards and distinctions.

# 13

**MERIDA**



As one of the largest bike manufacturers in the world, Merida first entered the European market in 1986 in Norway and has continued to expand its international business to build its global network. In 2006, Merida's sales covers 54 countries, now the brand reaches every corner of the world. Merida is dedicated to proprietary brand management. Besides supporting the advertising expenses of Merida subsidiaries, it advertises through international media to create a strong brand image. Merida loves competition, is successful in sport and in business due to its passionate dedication and outstanding product quality. As a result, Merida has the world's most successful racing team - Multivan Merida Biking Team which has won the UCI world ranking No.1 five times. In addition, Merida sponsors European national teams and all kinds of other cycling activities to re-enforce its international brand image.

# 14

**TRANSCEND**



Founded in 1988, Transcend offers the widest range of memory products, including flash memory cards, USB flash drives, MP3/MP4 players etc. Transcend gradually shifted to building its own brand from competing in the OEM business 22 years ago. Today, Transcend has become a global leading memory module and flash product brand with 13 branches and over 2200 employees worldwide. Transcend is the No.1 brand of Flash memory cards and No.1 brand of memory modules in Taiwan according to NOVA's 2010 survey. In order to focus on uplifting the user experience while still maintaining product quality, the brand spirit of "Good Memories Start Here" has been implemented into the entire company. Transcend hopes to create a new corporate image that makes itself a synonym for customer-oriented products and services. Leveraging its superior product quality and excellent customer service, Transcend has an enormous base of loyal customers worldwide.

# 15

**CYBERLINK**



The CyberLink brand operates in the software market, specializing in digital entertainment and multimedia solutions. Since its establishment in 1996, CyberLink has strived to accomplish its mission to advance and invent video and audio technology for the enjoyment of people. The company's objective is to become the world's leading company in the field of digital entertainment and multimedia solutions in terms of: business model, technological superiority and innovative ingenuity. CyberLink has worldwide presence in North America, Europe and the Asia Pacific region, including Japan. In the near future, CyberLink will focus on the affordability in 3D, high-definition hardware and media, including both for media playback and content creation, and therefore strengthen the brand's leading position globally.

# 16

**ZYXEL**



As a world-class networking solutions company, ZyXEL is committed to providing innovative and reliable Internet solutions that enable people to stay connected with all possible innovations anytime, anywhere. ZyXEL is the first choice for many major tier-one service providers to connect over 400,000 medium-sized businesses and 70 million end users, through its 30 subsidiaries and branch offices worldwide, as well as local channels in more than 150 markets. In the past 20 years, ZyXEL has kept its promise and realized its brand values: innovation and superiority. With a total of 22 world firsts, one per year in average, along with technology or product launches, ZyXEL always keeps its promise on the value of innovation to all stakeholders. Today, ZyXEL branded products and solutions can be found easily in the Internet-connected world – all without boundaries.

# 17

**DELTA**



Delta, a forty-year old brand, has been the world's leader in power supply and various electronics fields. Delta has won numerous awards and has accumulated valuable brand asset over the years. Most of its business units have been running branded business over the years. However, Delta has publicly claimed in 2010 as the "Brand Inauguration Year." It is Delta's commitment to move from components to system/solution, and from "Delta inside" toward "Delta outside." Delta will make greater efforts for stronger brand recognition by customers. Toward that goal, in 2010, a centralized brand management office was formed at a corporate level to consolidate all the branding activities across all business units in Delta. With a mission "To Provide Innovative, Clean and Energy-Efficient Solutions for a Better Tomorrow", Delta focuses on a continuous innovation and has become a global leader in a range of products. In 2010, Delta received the Forbes Asia "Fabulous 50" Award, as it has for several consecutive years.

# 18

**UNI-PRESIDENT**



Uni-President, one of the largest food and beverage brands in Taiwan, is growing its market presence in the Asian region. Uni-President has been awarded "Excellence Price" by China Credit Information Service in 2010 for consecutively entering into Top 100 Taiwan enterprises for the past 40 years. Meanwhile, the company has been ranked No.2 as "Taiwan Most Respectable Enterprises" by Wall Street Journal Asia. This year Uni-President also gained "Positive" credit rating from "Stable" by Taiwan Rating, a Standard & Poor's ratings partner. The Group plans to stick to its own developing concepts and make reforms in the next three years: focus on specifics and to differentiate in various markets. For instance, with its newly promoted "Chinese Pickle" instant-noodles, Uni-President successfully captured customers with certain flavor preferences. Putting the emphasis on producing food and beverage with "Love And Care", Uni-President is stepping forward into the global market.



# 19

JOHNSON



Founded in 1975, Johnson has been focusing on the health and medical science business for more than 30 years, with its operation in more than 60 countries. Johnson has diversified with its four brands for different segments: Johnson, Matrix, Vision and Horizon. Its sub brands and various products have captured numerous awards, such as Taiwan Excellence Silver Awards 2011 and International Design Excellence Award, 2010. Johnson has also been frequently involved with CSR activities. Johnson cooperated with Standard Chartered Bank for the program 'Relay of Hope, Help with visual limitations' in 2008. The group has also won the title of Asia's Best 200 under a billion by Forbes Asia in 2006.

# 20

KGI



KGI was founded as a securities firm. It is now expanding geographically but still focused on its core securities business. KGI Securities is one of the best local investment banks in Taiwan and has expanded its businesses into the Asia-Pacific region, with two major focus markets in the Greater China and ASEAN. By means of further diversification in geographies and in financial products/services, KGI tries to work toward becoming the top-tier investment bank in the Asia-Pacific region. The company is recognized by the international financial media ASIAMONEY magazine as the top 10 investors across the globe alongside major competitors such as Morgan Stanley, BOA Merrill Lynch and J. P. Morgan. Going forward, KGI is expected to benefit from the positive economic growth in Greater China and Asia, and the possibility of opening up of securities related business in China under ECFA.



# FROM SUPPORTING ROLE TO STAR OF THE SHOW

by Christina Chen

With the global economy on a roller coaster track, the competition for consumers is getting more intense. Taiwan brands are beginning to shine through to consumers, at just the right time.

Asia has historically been the factory to the world, with its competitive cost structure and ability to produce high quality products, but have largely been hidden from the consumer's view. A handful of Korean and Japanese brands have made the transition, and been recognized by Interbrand as Best Global Brands, in part because of their commitment to innovation and continued R&D spending.

Taiwan's brands are taking notice and also making the move from original equipment manufacturer (OEM) to own brand marketing (OBM). This year's ranking is proof that Taiwan brands are increasing their stake and elevating their place in the world of brands through brand development and design innovation.

## WHY OBM?

Unlike the OEM strategy that focuses on B2B audiences and emphasizes functional needs in communications, the OBM strategy targets end-users and focuses on the emotional needs of the consumers. By developing their brands, companies create an identity that differentiates them from competitors and deepens relationships with their target audiences. Consumers today want more personalized products and services, they want the next best thing and they want choice.

Creating an OBM strategy is about far more than communications. It requires investments in people, R&D, distribution, customer service, website – and yes, advertising. When brands do this, they increase the value they deliver at every touchpoint in the customer experience, and enhance their ability to attract, win and retain customers for the long-term.

Evolving into an OBM is a strategic choice. As with any business decision, there are a number of factors to consider besides cost - company size, expertise, level of commitment, timing, market trends and industry development.

For many companies, this survival of the business depends on this decision. They often struggle to see the benefits of investing the time, money and manpower into a strategy that doesn't guarantee immediate results. What many of these businesses fail to realize is that brand development isn't always a costly endeavor. It is just as often about better utilizing what you are already spending.



## WHERE IS TAIWAN IN ALL OF THIS?

Across Asia, countries like China, Malaysia, Vietnam, Philippines and Singapore are making the push for local brands to move from OEM to OBM. Some Taiwan brands are moving up the value chain as well. HTC ranked #1 in our Top Taiwan Global Brands, has seen its brand value increase of 163.1% from 2010.

And if 2011 is any indication, the future looks bright for Taiwan. The country has been recognized on the international design stage; taking home 93 prizes at the Germany-based 2011 iF Product Design Award, which is regarded as the “Oscars” in the design world, and 92 honors at the 2011 Red Dot awards for product design, more than any other Asian country. This may be a direct result of the government’s sponsorship of design institutes to increase design output, expand the design talent pool and enhance the visibility of local brands.

It also reflects Taiwan’s innovative mindset, which is changing the way some executives are thinking about branding. Taiwan brands like HTC understand the power of branding, whereas many other Asian brands still see branding as a logo and advertising. Branding goes far beyond the exterior image; it is the emotional and economic relationship the brand has with the consumer.

Asus, another Taiwan brand which has become one of the world’s largest manufacturers of mobile PCs, has invested heavily in brand design. They have teamed up with world-renowned designers Karim Rashid and David Lewis, chief designer of Bang & Olufsen to give the brand a distinctive look and feel.

Both HTC and Asus rank #1 and #3 respectively on this year’s Top Taiwan Global Brands. They are consumer-driven companies that are maneuvering through their markets with a solid grasp of global trends, unique products, and an innovative, design-oriented mindset. To have all the elements in place is not an easy feat, but a few Taiwan brands have proven it to be attainable.

## MARRYING DESIGN WITH STRATEGY

The seamless interplay of strategy and design is essential to establishing a unified brand voice. Creating a meaningful experience for the consumer is about knowing what the brand stands for, why that is valuable and making sure it is delivered through every product and service interaction. For consumer electronics manufacturers, the actual design of the product or service is a major attraction

point for consumers. From that point forward, an emotional connection forms, creating a dialogue with consumers that matures into loyalty to the brand and value to the brand owner.

Leading business schools like Stanford and INSEAD are placing greater importance on design and incorporating it into their courses. This push within mainstream business academia proves that design plays an important role in the business world. Company’s must think beyond logo and advertising to build a differentiated brand image; they must consider every detail of the company – vision and values, company practices, employee hiring – to truly uncover and deliver on its differentiation in the market.

These are the best practices of companies that have made the transition from OEM to OBM. A few Taiwan brands are starting to get it right – creating a balance between brand development, design innovation and manufacturing – and helping to elevate their stature on the world stage. We expect to see even more examples from the island in the future.

# IN THE CLOUD

by Christina Chen

For many, information and time have become two of the world's most precious commodities. Both are highly sought after and can't always be conventionally bought.



Cloud computing has become a necessity for businesses and households alike. This technological advancement refers to the delivering and receiving of information in the form of software, documents, photos, music, movies – any type of information that can be shared virtually. This new method of computing is increasing the flow of information, connecting people and helping brands extend their reach.

## THE CLOUDS ARE ALL AROUND US

Companies like Facebook, Google+, Gmail, Twitter, YouTube, Flickr, Delicious and eBay are just a few cloud computing examples that are increasingly present in our daily lives. Not only are these companies changing the way we communicate with each other, they are changing the way brands communicate with their consumers.

## WHAT DOES THIS ALL MEAN?

Waning are the days of PC-based computing, where data is stored and shared by individual devices like desktops, laptops and flash drives. Today, one has the ability to access data – whether their own or someone else's – through a virtual network as long as there is Wi-Fi connection.

As a result, businesses can increase their capacity without having to invest in new infrastructure and train new personnel. Colleagues in Tokyo can work with their counterparts in New York City on the same project through screen sharing in real time. Families can share photos and videos of their experiences without having to run to visit the post office and wait days and weeks at a time.

## THE PITFALLS

Many are fearful of embracing the world of cloud computing. Security concerns are a major deterrent - the idea of putting all of your information in the virtual world for all to see with a password and a click is daunting. We often hear stories of hackers, computer glitches and the likes – how can you be 100% sure you are protected?

The advantage of cloud computing is the ease of information sharing, which also happens to be the greatest disadvantage. We live by the laws of the country we hold citizenship but what happens in the virtual world where there are no borders? The PEW Research Center conducted a survey last year indicating that, by 2020, cloud computing will dominate the desktop. Information is a precious resource for which individuals are always willing to pay a premium or attain by non-traditional means. With blurred laws - or the lack thereof - in the virtual world and an impending domination over the desktop, cloud computing can be a risky business.

As the number of cloud computing users increases the demand for a higher bandwidth will also increase. Is the virtual world ready for this? This is good and bad for consumer electronic manufacturers. Companies that operate server networks will see an increase in revenue, whereas PCs manufacturing companies are likely to see a decrease in sale – the extent of the dip is still unknown. A number of Taiwan's brands have fallen in ranking from last year, it is unknown how much of it is due to the increase in demand for cloud computing, but it is safe to say they have been impacted.

## WHERE DOES TAIWAN STAND WITH ALL OF THIS?

PQI, one of the consumer electronics brand in the storage and memory device business, announced last year that they will be developing new server memory modules in response to the increased demand for cloud computing. Many Taiwan brands are likely to follow suit. To satisfy consumers and stay relevant, many businesses will need to revisit their branding and redefine their positioning. PQI and other electronic manufacturing companies have an opportunity to embrace the cloud and invest more in their server manufacturing business.

In April 2010, Taiwan's government announced a \$24 billion Cloud Computing Industry Development Program to help local technology companies compete in an ever-changing world. Taiwan is looking

to become a hub for cloud computing technology – with a huge manufacturing industry and an inexpensive supply of servers, storage networks and other hardware equipment for cloud computing data centers. The Program includes investments in R&D and establishing a cloud computing industry alliance which the government sees as an investment for the future.

Cloud computing can be an opportunity for Taiwan companies that can properly rebrand themselves and expand their consumer base through product development and partnerships. Microsoft has joined Taiwan's cloud initiative and opened a cloud computing center in a joint effort with the Economics Ministry and two Taiwan manufacturing giants. They have also partnered with Chunghwa Telecom, Taiwan's largest phone company to allow the carrier to use their operating system for its cloud computing applications. These companies are redefining the customer experience and creating brand loyalty for whatever the future might hold.

## CLOUDS WILL CONTINUE TO ROLL IN WHILE THE DESKTOP STANDS TALL

In spite of the indications from the PEW Research Center study, we cannot ignore the functionality, efficiency and speed which desktops provide. Until portable devices like mobile phones, smartphones and tablet computers evolve into an all-encompassing device for users of all types – desktops are not going anywhere.

Governments like Taiwan will keep pushing forward with their initiatives. Companies like Microsoft and Chunghwa will develop their brands to fit with changing consumer needs, while others like Facebook and Twitter will present new ways for brands to express and communicate with consumers. Cloud computing is a global trend that will continue to gain momentum, and create many new challenges – and opportunities – along the way.

# AUTHORS AND CONTRIBUTORS

**STUART GREEN**



As CEO Asia Pacific at Interbrand, Stuart manages Interbrand's business interests across the Asia Pacific region. Stuart consults and advises clients' senior management teams, including CEOs and their boards, on strategies for developing and exploiting their brand portfolios, believing that Interbrand's diverse and collective thinking should create clear value for them.

**JONATHAN CHAJET**



Jonathan is Executive Director, Brand Strategy for Interbrand in the Asia-Pacific region. Jonathan's primary role is to deliver strategic solutions to clients' global and local branding issues. He is also responsible for the continuous enhancement of Interbrand's strategic products and services in the region to better cater to clients' branding challenges and demands.

**JULIAN BARRANS**



Julian is Managing Director of Interbrand Singapore. His experience spans more than 25 years and he has worked in advertising across many categories, as well as marketing and innovation on the FMCG client side, and B2B global marketing. Julian brings together his considerable brand skills and experience to help clients drive growth and profitability.

**PRITHI MANIAN**



As a strategy consultant, Prithi focuses on developing and executing research and analytics projects to inform brand strategies. With experience in four diverse markets – India, the Middle East, the Americas and Asia, Prithi has interacted with global and regional clients and helped uncover key insights for them via creative qualitative techniques and quantitative analyses.

**CHRISTINA CHEN**



Christina is a consultant in the Strategy team and works on projects throughout Southeast Asia and across various industries. With her background in Finance and global experiences in the US and China, Christina applies her knowledge and creates innovative and cross-cultural branding solutions for clients.

Special thanks to the rest of the Interbrand team who contributed their skills across multiple disciplines: **Nik Stucky, Thomas Chen, Eric Shao, Derek Huang, Vicki Lai, Marcel Wijnen, Marisa Sim, Henrique Aguiar** and **Kenny Tiang**.

# CONTACT US

## Interbrand

General and media enquires:

**Stuart Green**

CEO – Asia Pacific

Interbrand Singapore

Tel: +65 6534 0567

[info@interbrand.com.sg](mailto:info@interbrand.com.sg)

Additional information on brands

[www.interbrand.com](http://www.interbrand.com)

[www.brandchannel.com](http://www.brandchannel.com)

## TAITRA

Taiwan External Trade

Development Council (TAITRA)

5–7 Fl., 333 Keelung Road, Sec. 1

Taipei 11012, Taiwan

Tel: 886-2-2725 5200

<http://www.taitra.org.tw>

Branding Taiwan Website:

<http://brandingtaiwan.org>



**Interbrand** Creating and managing  
brand value™

[www.interbrand.com](http://www.interbrand.com)