The Dutch Top 100 corporate brands

by Brand Competence

This research project is supported by

GRAYDON

Association for Investment Analysts

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World Trade Centre

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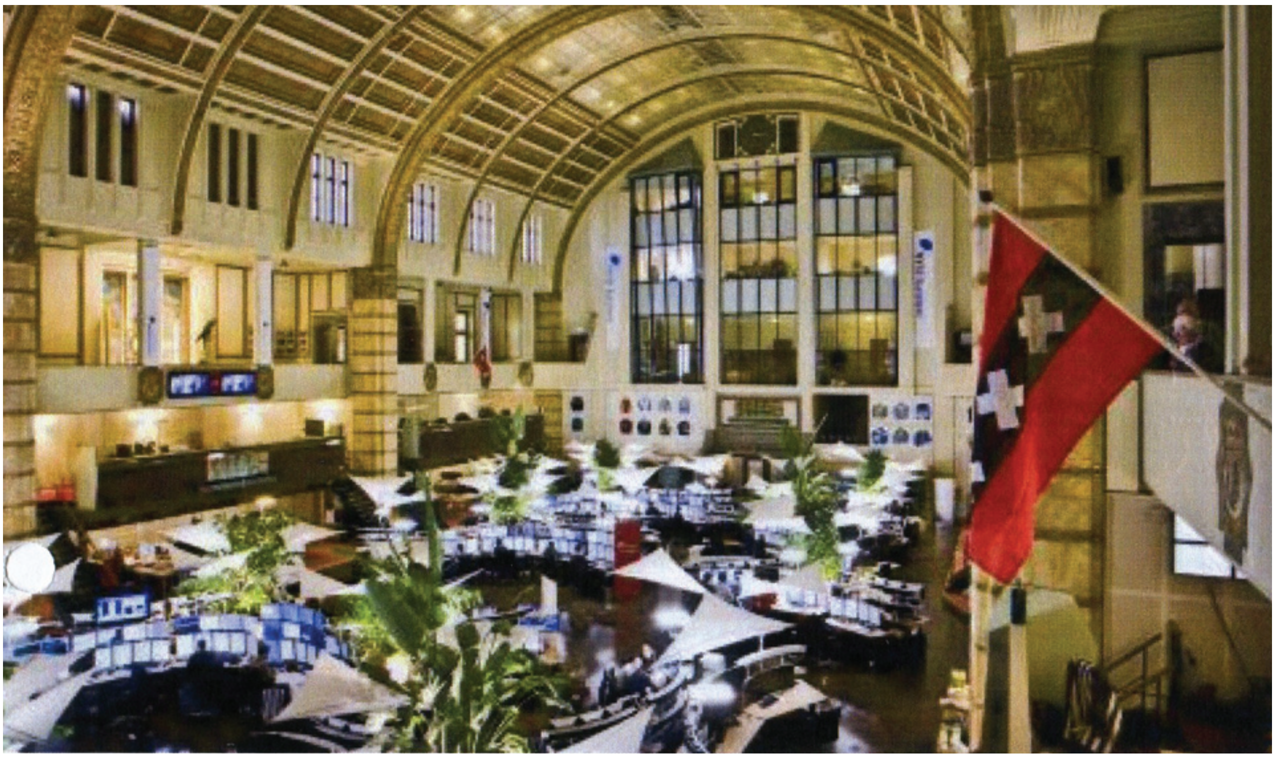

The Amsterdam Stock Market Photo by Koen Verweel (ANP)

1. Foreword

On photo: Ferdy de Smeth, left - Managing partner of Brand Competence and Pieter Paul Verheggen – Director Motivaction.
Photo by Elisabeth van Dorp – Amsterdam.

The scope of this study is to determine the effectiveness of the Dutch Top 100 corporate brands in converting favourable perceptions and behaviours into cash flows among target groups like consumers/customers, suppliers, (potential) employees and investors. For the second year in succession we were fortunate enough to work with Motivaction, which provided us with quantitative marketing data (based on their field work in April-May 2010). Meanwhile, we at Brand Competence focussed on evaluating the detailed financial information provided by Rabobank (Amsterdam), Beer & Van Stapele B.V. (Amsterdam) and by Graydon B.V.

When we initiated this study in 2009, Brand Competence selected the brands of the top 50 companies listed on the Amsterdam Stock Exchange by annual revenue, based on Bloomberg data. This year, we added the brands of the top 50 non-listed companies of Dutch origin (again by level of revenue). This list was compiled by our sponsor Graydon, which obtained the information via the Chambers of Commerce.

Our study profiles the most valuable Dutch corporate brands. More specifically, we have included both the Product Brand Portfolio value (in which parts of the corporate name could be used, of course) and the value of the corporate brand itself. The former is important vis-à-vis target groups like consumers and / or customers, while the latter relates to the position of the corporate brand vis-à-vis target groups like suppliers, (potential) employees and investors.

Each brand has been assigned a Brand Performance Score: a benchmark indicator of its marketing strength, risk and future potential. And – in cohesion with that – each brand has a Brand Value: a summary measure of its financial and marketing strength.

Valuation dates of both the 2009 and 2010 studies were ‘end of June’, when marketing studies revealed the Brand Performance Scores, while the financial input for the valuation was based on data from the fiscal years 2008 and 2009. The fiscal year of most Top 100 companies ends on 31 December. However, for some this was later, such as at the end of March. Most companies do not reveal their latest annual revenue figure before March/April of the following fiscal year. Some companies (especially non-listed firms) may even wait until the end of August when filing their annual accounts with the Chamber of Commerce.

The brand valuation methods used by Brand Competence are in line with the general accepted valuation practices for intangible assets as approved by the International Valuation Standard Committee and the ISO working group on brand valuation.

Motivaction and Brand Competence wish to thank the Dutch Association for Investment Analysts (VBA), which helped us gain good access to the target group ‘investors’.
I wish you great pleasure in reading this report and hope it provides many valuable insights.

Yours faithfully,

Ferdy de Smeth,
Managing partner of Brand Competence B.V.

2. About Brand Competence

Ferdy de Smeth set up the company De Smeth & Co. (DSC) in 1990 as the first of its kind to offer the Dutch business community **brand valuation services**. Prior to this, he studied business economics and worked at a number of marketing and advertising agencies. De Smeth thus acquired the necessary knowledge and experience in both marketing and finance to carry out brand evaluation.

In conjunction with the Erasmus University (Rotterdam) and the VU University Amsterdam (Controllers programme) he not only developed considerable know-how in the field of the financial valuation of intangible assets, including brands, but also developed know-how and conducted further research. He concluded from his studies that the source of this value lies in the competence with which brands are managed. In addition to brand valuation, De Smeth also focused on creating strategic guidelines in the field of brands. Brand Competence became the company's second trade name and attracted a large number of clients such as Unilever, Mona, CSM, Nilfisk, Philip Morris, Van Bommel, Sigma Coatings and UnieKaas.

Owing to adjustments in the regulations governing accountancy (IAS, IFRS, etc.) at the beginning of the second millennium, the financial value of brands was fast becoming a specialist area. This development prompted De Smeth to join forces with Brand Finance Plc in 2004. In cooperation with this well-known English brand valuation company, he served a large number of clients such as Zwitserleven, Deloitte, Ketel One Vodka, Laurus, Univé and Tulip Computers.

But De Smeth remained convinced that what ultimately counts is the specific competences of brand management. And having carried the baton thus far, he celebrated last spring by re-establishing the dedicated company Brand Competence.

3. About Motivaction

What moves our clients' clients? At Motivaction this is the single most important question we ask ourselves every day. Since 1984, we have been dedicated to answering this and other relevant questions for our customers. By providing them with the right answers, Motivaction helps them take the right marketing decisions, enabling them to create products, services and campaigns that have a stronger impact.

In marketing, the key question is: how do I really connect to my clients and consumers? By helping companies better understand their target groups, Motivaction helps them strengthen this connection. This, in turn, enables them to establish lasting relationships with their clients, which ultimately turns customers into fans.

Firmly rooted in the Netherlands and with more than 80 researchers, Motivaction is continually in touch with what's going on in the country's complex and dynamic society. By interpreting trends and developments in their early stages, we translate changing forces in society and make them actionable for both government and businesses. When it comes to international research Motivaction is part of GlobalNR: The Global Network for Research. This is the international network of independent research firms with representatives all over the world.

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4. Why Corporate Brands are Valuable

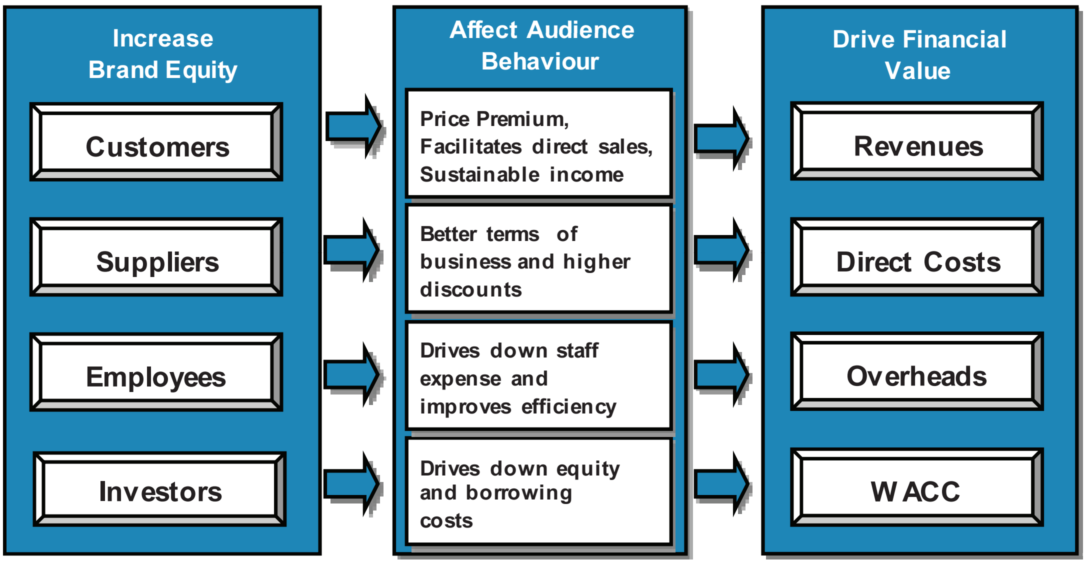
Goodwill and reputation

Only a few decades ago, financial experts looked at goodwill as a premium for good business practice, which the person selling the business received as a reward over and above the material value of his company. The buyer of the company was generally advised to write off this part of the takeover sum as soon as possible. In the mid 1980s, this perspective changed and the view then taken was that 'goodwill' represented something of real value to the operation of a business. But contrary to a company's machines, buildings, bank balances and inventory, that value was not reflected in the books. Goodwill was a hidden asset, which is why this new perspective has also been called the Hidden Asset View [1)]. Among other things, advocates of this vision described goodwill as "the favourable attitudes towards the firm". This six-word description of reputation sums it up for us. Supporters of the new theory of goodwill add that it also encompasses favourable relations with other organisations, with employees and among suppliers and others, generated by an excellent reputation, a reliable name, special know-how and so forth. In short, everything we now regard as corporate reputation or as a strong brand.

Favourable attitudes towards the firm lead to Future Economic Benefits

Using quantitative public research a company's marketing and communications experts are currently capable of determining the perceptions of, the attitudes to and the behaviour towards the company. The sum of this knowledge, attitudes and behaviour is also referred to as 'brand equity'. And corporate communication professionals know that costs incurred to develop brand equity benefit a company. Brand equity leads to economic gains or 'future economic benefits', such as an increasing number of clients, cheaper suppliers, more applicants and advantageous financing. Future economic benefits may be described as: Benefits that result from a material or immaterial asset and that may include the proceeds from the sale of goods and services as well as cost savings or other benefits derived from the organisation's use of an asset (such as a brand).
Hence a company's excellent reputation (due to a strong corporate brand) may promote both sales and margin while leading to savings in the area of direct and indirect costs and capital costs.

Figure 1



[1)] See Colley J.R. and Volka A.G. : "Accounting for Goodwill", Accounting Horizons, March 1988.

At the start of the study, Brand Competence Netherlands selected the top 50 listed companies by annual revenue.

5. Key Findings

This study profiles the **most valuable Corporate Brands in The Netherlands**. It covers the Top 100 the trade names ('handelsnamen') of companies listed on the Amsterdam Stock Exchange and of the non-listed/private owned companies. All companies were selected on the basis of revenue as ad the end of their financial year 2009.

For the second year in succession, research bureau Motivaction uncovered the detailed steps for each participating brand that lead to a 'favourable attitude toward that brand'. Our contention that these **'favourable attitudes' lead to future economic profit** will be justified in the next part of this study. The results made clear that brand preference is the basis of the corporate brand value.

While Brand Competence supports the 'Royalty Relief' method of assessing the economic value of brands, the amount of revenue a company makes is a key valuation element. Therefore, it came as no surprise that **Royal Dutch** Shell (with € 192 billion revenue, in its financial year 2009) was the one of the major contenders for the most valuable corporate brand in The Netherlands. And yet, the number two in terms of annual revenue, oil trader **Vitol** (with €99 billion revenue in 2009), is clearly not the second most valuable corporate brand of The Netherlands. That position is held by **Unilever** (with 'only' € 39,8 billion revenue). It proves the fact that revenue is an important element in brand valuation, but not the only element. Marketing strength of a brand has also an important influence.

Shell ranks first with an overall corporate brand value of € 23,9 billion and **Unilever** ranks second with a brand value of € 17,7 billion (please see table below including all 100 brands). Meanwhile **Vitol** ranks fifteenth in brand value (€ 3,8 billion). The relative difference in values lies in the marketing strength of each brand. **Vitol** is a little-known brand (only 2% added brand awareness) and does not, therefore, enjoy a preferred status or positive behaviour amongst selected target groups. **Vitol** is a typical business-to-business **(B2B) brand with low Brand Equity**, which refers to the marketing effects that accrue to a company, product or service with a well-known brand. Strong brand equity is in the higher level of 'target group's knowledge' of a brand (i.e. perception, attitude and behaviour).

Due to the financial crises most of Top 100 companies suffered a **revenue 'dip'** in the financial year 2009. All in all, revenue of the 100 selected companies was 16% lower than in 2008. The reverse was true for the 'financials' (banking and insurance companies), who experienced their dip in Q-3 of 2008. In the light of the hardly improved outlook for 2011 and future years it did not surprise us that there was **almost no difference in the total amount of corporate brand value of 2010 and of 2009**.

At the individual company level, two brands stand out. **Philips**, because it is the brand most preferred by the Young Professionals for the second year in succession. And **ABN-AMRO Bank**, for its remarkable comeback in 2010 in terms of brand equity **and** brand value.

6. The Dutch Top 100 Corporate Brands (1)

Dutch Top 100 CORPORATE BRAND	Rank 2010	Rank 2009	2010 Overall Corporate Brand Value (Eur x million)	2010 Value Product Brand Portfolio (Eur x million)	2010 Value of Corp. Brand itself (Eur x million)	2009 Overall Corporate Brand Value (Eur x million)	2009 Value Product Brand Portfolio (Eur x million)	2009 Value of Corp. Brand itself (Eur x million)
Shell	1	1	23.952	22.707	1.245	42.827	38.853	3.974
Unilever	2	4	17.720	13.643	4.077	11.900	6.236	5.664
Heineken	3	2	14.939	14.073	865	13.981	13.707	273
Philips	4	3	11.958	11.885	74	13.553	13.523	30
Rabobank	5	6	11.501	8.475	3.026	9.996	8.405	1.591
ING	6	5	11.015	10.964	51	11.145	11.003	141
Aegon	7	18	10.343	10.244	99	1.672	1.633	39
Randstad	8	7	7.702	7.693	9	8.767	8.709	57
KLM Air France	9	8	6.713	6.594	119	6.841	6.666	175
AkzoNobel	10	9	5.233	4.911	322	5.504	5.370	134
ABN AMRO	11	93	5.225	5.017	208	29	-	29
Achmea Eureko	12	74	4.957	3.705	1.252	181	-	181
Ahold	13	12	4.937	4.356	581	4.427	4.001	426
KPN	14	14	4.772	2.406	2.366	3.790	2.600	1.190
Vitol	15	10	3.849	3.849	-	5.358	5.358	-
TNT	16	13	3.649	3.374	275	4.111	3.616	495
Trafigura	17	11	2.855	2.850	5	4.604	4.602	2
CZ	18	17	2.369	2.359	10	1.681	1.675	6
Jumbo	19	15	2.233	2.233	-	1.862	1.851	10
Nutreco	20	16	1.625	1.606	19	1.775	1.760	16
Sperwer & Plus	21	22	1.568	1.567	1	1.528	1.526	1
Ned.Spoorwegen	22	21	1.561	1.509	52	1.564	1.402	162
TomTom	23	20	1.477	1.419	58	1.627	1.606	21
Menzis	24	30	1.386	1.379	7	1.248	1.243	5
Friesland Campina	25	23	1.372	1.218	154	1.515	1.429	86

The Dutch Top 100 Corporate Brands (2)

Dutch Top 100 CORPORATE BRAND	Rank 2010	Rank 2009	2010 Overall Corporate Brand Value (Eur x million)	2010 Value Product Brand Portfolio (Eur x million)	2010 Value of Corp. Brand itself (Eur x million)	2009 Overall Corporate Brand Value (Eur x million)	2009 Value Product Brand Portfolio (Eur x million)	2009 Value of Corp. Brand itself (Eur x million)
Leaseplan	26	25	1.349	1.333	16	1.393	1.372	20
Wolters-Kluwer	27	24	1.256	1.186	69	1.482	1.169	313
DSM	28	19	1.253	1.071	182	1.672	1.324	348
SNS Reaal	29	26	1.211	1.195	15	1.276	1.241	35
Essent	30	27	1.171	1.102	69	1.269	1.199	70
SHV	31	32	1.097	1.036	61	1.161	1.048	113
Douwe Egberts	32	28	1.051	742	308	1.267	762	506
BAM	33	34	991	921	70	1.019	975	45
Eneco	34	36	939	920	20	878	867	11
Vion	35	38	888	888	-	850	850	-
Delta Lloyd	36	31	885	819	66	1.180	1.120	60
ANWB	37	37	869	867	2	878	867	11
Schiphol	38	41	782	670	112	739	682	56
GasTerra	39	35	709	709	-	928	928	-
Maxeda	40	43	686	673	12	614	604	10
Sligro	41	44	611	601	10	585	577	8
Nuon Aliander	42	46	606	597	9	575	541	34
CSM	43	45	588	539	49	577	549	28
Volker Wessels	44	42	579	573	6	651	632	19
USG People	45	40	567	553	13	747	742	5
ASML	46	33	561	544	17	1.156	1.007	149
Corus	47	39	561	551	9	849	801	48
Fugro	48	64	524	230	294	267	241	26
Imtech	49	50	479	438	41	431	391	40
Daf trucks	50	29	473	468	5	1.258	1.160	98

The Dutch Top 100 Corporate Brands (3)

Dutch Top 100 CORPORATE BRAND	Rank		2010			2009		
			Overall Corporate Brand Value	Value Product Brand Portfolio	Value of Corp. Brand itself	Overall Corporate Brand Value	Value Product Brand Portfolio	Value of Corp. Brand itself
	2010	2009	(Eur x million)			(Eur x million)		
Blokker	51	49	462	394	67	442	391	51
Hunter Douglas	52	47	438	429	9	513	505	8
Spar holding	53	51	426	426	0	415	415	0
Lanschot, Van	54	60	418	408	10	323	311	12
Océ	55	48	414	406	8	454	446	8
Schuitema	56	52	395	392	3	409	406	2
BosKalis Westminster	57	61	373	226	147	298	217	80
Sluis - Van der	58	55	343	343	-	341	341	-
Arcadis	59	63	330	282	48	288	272	15
Heijmans	60	54	316	313	3	372	369	3
Accenture	61	66	298	167	131	237	159	78
Energie Beheer Nederland	62	52	296	296	-	404	404	-
ASR Nederland	63	58	296	265	31	327	314	13
CapGemini	64	67	294	205	89	230	211	18
UPC	65	65	284	284	-	260	244	16
Telegraaf	66	61	279	272	7	308	302	6
Endemol	67	56	279	279	-	332	305	27
Pon holding	68	59	278	276	2	325	321	4
MacIntosh	69	64	276	262	15	284	267	17
Draka	70	57	240	237	3	329	327	2
Vopak	71	72	224	175	49	196	162	35
Beter Bed	72	73	188	179	9	184	177	7
Damen	73	68	186	155	31	221	207	14
ASMI	74	69	171	166	6	217	210	7
Logica	75	70	168	168	-	216	216	-

The Dutch Top 100 Corporate Brands (4)

Dutch Top 100	Rank		2010			2009		
CORPORATE BRAND	2010	2009	Overall Corporate Brand Value (Eur x million)	Value Product Brand Portfolio (Eur x million)	Value of Corp. Brand itself (Eur x million)	Overall Corporate Brand Value (Eur x million)	Value Product Brand Portfolio (Eur x million)	Value of Corp. Brand itself (Eur x million)
Ballast Nedam	76	75	152	150	2	162	155	7
Twentse Kabel	77	71	151	150	1	212	206	6
Strukton	78	80	142	142	1	130	129	1
Brunel	79	78	141	134	6	138	130	7
Staples Corp Express	80	77	132	132	-	155	155	-
Dura Vermeer	81	84	130	127	3	123	122	1
Wessanen	82	83	120	114	6	125	118	7
Wavin	83	76	114	113	0	156	155	2
Cehave	84	81	110	110	1	130	130	1
Ten Cate	85	79	108	106	2	133	130	3
Hoogwegt	86	103	107	107		-	-	-
Eriks	87	85	105	105	0	120	120	0
Greenery	88	86	104	104	1	119	118	1
Ordina	89	82	101	100	1	125	120	4
Aalberts	90	87	83	72	11	117	89	27
Delta	91	88	77	76	0	86	86	0
Gamma Holding	92	89	75	71	4	83	80	4
IHC Merwede	93	90	58	55	3	54	53	1
Deli Mij	94	91	49	49	-	48	48	-
Accell	95	94	25	23	1	23	22	1
Cosun	96	95	18	18	-	18	18	-
Flora	97	97	15	15	-	15	15	-
Woonzorg	98	98	14	14		14	14	-
Superunie	99	96	4	-	4	17	-	17
Kleurrijk wonen	100	99	3	3	-	3	3	-

7. Our Approach to Valuing Corporate Brands

Selection of the Top 100 candidates

At the start of this study in 2009, Brand Competence selected the top 50 listed companies on the Amsterdam Stock Exchange by annual revenue, based on Bloomberg data. This year we also selected the top 50 non-listed companies of Dutch origin (again by level of revenue). This list was compiled by our sponsor Graydon, which obtains this information via the Chambers of Commerce. By ‘Dutch origin’ we mean independent companies currently (wholly or partly) owned by Dutch owners or companies that have settled their head office in The Netherlands and/or who were previously Dutch-owned but are now subsidiaries of foreign companies, but who kept their ‘Dutch identity’ (i.e. name, (head) office and staff in the Netherlands). An example of the latter is the Daf truck company in Eindhoven (part of the American Paccar company), which kept its own ‘head office’, staff and plant in Eindhoven. One company that did not meet this definition was the Hagemeyer Trading Company, taken over and fully integrated into Rexell Netherlands (a similar company of French origin).

We will now present an overview of our valuation methodology.

Defining what we are valuing

- When we talk about ‘brands’, we must be clear about exactly what we mean. One of the great challenges in marketing is that there is no uniform definition of what a brand is. The term is used differently by different people to encompass a relatively broad range of assets.

- For the purpose of all Brand Competence studies, brands are defined as ‘trademarks and all associated marketing intangibles’. It is the ‘product brand’. This is the package of legal rights, also referred to as ‘a bundle of intangible assets’.

- At the other end of the spectrum, brands are defined as the whole organisation or ‘branded business’ within which the specific logo and associated visual elements – the larger bundle of ‘visual and marketing intangibles’ and all other economic profit (including ‘associated goodwill’) – are deployed. The ‘branded business’ can either be branded with the name and logo of the product brand or have its own identity through a separate trade name or corporate brand name.

- Economic profit can either be potential incremental positive earnings (price/volume premiums on revenue and/or premium profit) or cost savings realised by the branded business.

- Corporate brand stands for the trade name of the enterprise as a whole and can also be used for its product brands. Whether the corporate brand is used for all or only part of the company’s branded products depends on the selected brand architecture – the structure of brand names used for the company and its products.

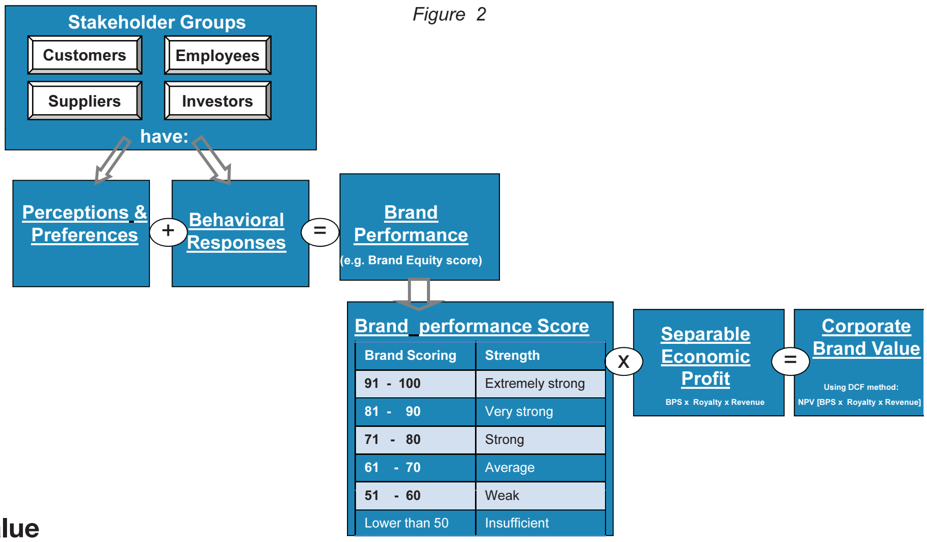
- Corporate Brand Value is the value that is attributed to the corporate or trade name of an organisation. This value attribution comes from economic profits associated with the company’s Product Brand Portfolio and the Corporate Brand itself.

Brand Valuation methodology

Brand Competence assesses the potential value of the intangible assets combined in a brand. To do so, we use the ‘economic valuation’ or Net present Value (NPV) method. The premise of value is the ‘value of the brand in use’. Brand Competence uses the ‘Royalty Relief’ method to determine the separate brand earnings. This method is based on the notion that a brand holding company owns the brand and licenses it to an operating company. The notional price paid by the operating company to the brand company is expressed as a royalty percentage of brand’s annual revenue. The brand royalty rate is set by the brands’ market strength or the ‘Brand Performance Score’ (BPS). We determined the Brand Performance Scores of the Dutch Top 100 Corporate Brands by implementing the Motivaction Market research.

The NPV of all forecast royalties represents the value of the brand to the business.
Steps in the Royalty Relief brand valuation process (see Figure 2):

Outline Brand Valuation Model



Corporate Brand Value

Corporate Brand value attribution comes from profit associated with:
- the company's Product Brand Portfolio (see a),
- the Corporate Brand itself (see b).

a) Economic profit from the Product Brand Portfolio

- Products and services associated with well-known brands are considered to be more reliable and better quality than products and services of less-known brands. When shopping, the customer/consumer more often considers the products or services of these brands than those of other brands. These branded products are part of the consumers' evoked set. These brands are also more often recommended to other consumers. Such advantages are key to their brand value.

- The concept of linking brand names and logos to products and services – i.e. 'branding' – can be executed quite differently at every company. Nevertheless, the product brand only represents value to the corporate brand when the corporate name is used as an 'endorser' to the product brand (as is the case with the 'Volkswagen Golf'). In some cases, the corporate brand is the only brand used for all the company's products and services (as is the case with Shell). Alternatively, the corporate brand may never mentioned, not even as an 'endorser' (such as Heineken's other beer brands). How corporate brands are generally used in relation to the product brand is determined in the so-called 'brand architecture' policy. Meanwhile, the proportion of the use of the corporate brand compared to the product brand(s) is called the 'brand advocacy rate' (BAR). The higher the BAR, the more value of the corporate brand is attributed to the product brand portfolio.

- In this report we will not value each specific product brand. That would be unfeasible, as some companies have a portfolio of over one hundred product brands (Unilever, for instance, claims to have more than 400 top brands). Instead of an assessment of each product brand, we will assess the combined product brand value of each 'Operational Segment' that is included in the annual reporting in accordance with IFRS 8 (2009). Most companies segment their output according to markets to be served. Most of the time, there is a correlation between segments and branding. However, our first question concerns whether the branded product or service targets a business-to-business (B2B) - or a business-to-consumer (B2C) market. Next, we evaluate whether a market is more conducive to branding (for instance, 'soft drinks' are more conducive to branding than fresh fruit). The different Operational Segments are assessed differently as regards Brand performance and are therefore assigned different Royalty rates.

b) Economic Profits of the Corporate Brand itself

- The economic profits of the corporate brand itself are derived from stakeholder groups other than customers/consumers. These benefits come from groups like Suppliers, (potential) Employees, Investors, Government Organisations or Pressure Groups. In this report we have focused on the most important economic profits that can be derived from stakeholder groups like Suppliers, (potential) Employees and Investors. The predominant type of economic profits derived from transactions with these target groups involves **cost savings.**

- Moreover, the impact of cost savings on corporate earnings is disproportional compared to the impact of an increase or decrease in revenue. For instance, a 5% increase in earnings through cost savings could be the equivalent of a 30% increase in revenue. We therefore argue that the economic profits of cost savings are linked to additional revenue. This prompted us to introduce the 'earnings multiplier' in this multi-client brand value research. Based on a company's potential cost savings, this multiplier gives an indication of the additional revenue generated from strong corporate brand performance vis-à-vis stakeholder groups like Suppliers, Employees and Investors.

Steps in the brand valuation process

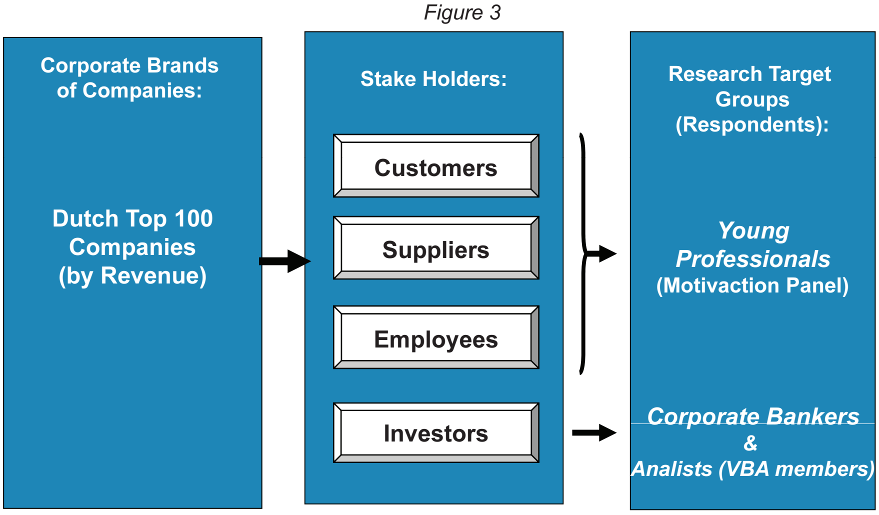
The steps in the brand valuation process are as follows:

Step 1: Select stakeholder groups (see Figure 3):

a) Representation of 'Customers', 'Suppliers' and (potential) 'Employees' by the Young Professional group from Motivaction Research,
b) Representation of the 'Investor' group by our list of corporate bankers and members of the Association for Investment Analysts in the Netherlands (VBA).

Basic set-up of marketresearch for "Dutch Top 100 Corporate Brands"

Figure 3



Step 2: Establish perception, preference & behavioural responses through market research in relation to Stakeholder Groups,

Step 3: Determine Brand Performance (the overall score on perception, preference and behaviour) for the corporate brand and the product brands,

Step 4: Transform Brand Performance into a Brand Strength Score or Rating and establish the notional Royalty Rate for the brand, by:

a) Using the Brand Performance input (from Step 3),
b) Establishing the Royalty range for the sector(s) in which the brand operates,
c) Combine previous steps (4a & 4b) to calculate the appropriate Royalty % for brand(s).

Step 5: Establish the Economic Profit from Brands, by:

a) Obtaining brand-specific Financial Data (in this case revenues per company's 'operational segments') for valuation year (i.e. 2010) and previous year,
b) Analyse actual consolidated income statements (or P&L accounts) and identify direct costs ('cost of sales'), indirect costs and financing costs (interest) to establish potential cost savings and 'translate' these data into potential revenue increase,
c) Estimate five-year financial forecast by using consensus forecast, OECD reports and GDP growth forecasts,
d) Calculate the notional future royalty income stream for the brand by using the corporate and product brand-related performance scores,
e) Control brand architecture to assess to what degree customer stakeholders groups are confronted with the corporate brand on products or services bought from the company. Establish the Corporate Brand Advocacy Rate (BAR).

Step 6: Establish Brand Value by:

a) Establishing appropriate brand discount rate by taking into account Brand Performance Score,
b) Discount future royalty stream from brand (Step 5d) to Net Present Value (NPV).

8. General Marketing Findings

Set-up of the market research and Top 100

Motivaction's first research objective was to explore and define the Brand Performance and reputation of a specified group of companies in the Netherlands. This was intended to provide Brand Competence with input for determining the eventual Corporate Brand Value. In addition, the research in itself delivered a wealth of reputation data relevant to managing the corporate image, which could be obtained separately by all the brands in this survey.These 100 corporate brands were selected from top 50 companies listed on the Amsterdam Stock Exchange and the top 50 non-listed companies of Dutch origin. The selection was based on ranking the companies based on their level of revenue on 1 January 2010 (fiscal year 2009).
The research target group 'Young Professionals' was asked to answer questions about perception, preference and behaviour as customer, supplier and employee. Young Professionals have a higher level of education (university/college), have worked for at least two to three years in companies with 25 or more employees (80% of these companies are in the B2B sector). The research target group 'Investors' (interviewed separately) consisted of debt issuers, analysts, corporate finance employees and the like, in a position to answer specific questions about financing companies.

The objective of Motivaction's research

To explore and define the following among members of the four stakeholder groups (customers, suppliers, employees and investors):

Awareness (spontaneous and added) of the 100 largest company brand(name)s; and

The perception of and the preference for the 100 largest brands;

The resulting behavioural patterns in relation to these brands;

The opinion about overall brand performance or 'Brand Equity' results from perception, preference and behavioural responses;

The Corporate Brand Performance Scores and Product Brand Performance Scores established by Brand Competence based on these 'Brand Equity' scores. These scores indicate brand strength in relation to market risks and are therefore relevant to assess the exact royalty percentages and discount rates.

Technical report
Motivaction conducted the fieldwork for The Dutch Top 100 Corporate Brands for Brand Competence research study.
Motivaction was also involved in designing the questionnaire and constructing the expert panel.
Research method
The quantitative research was partly conducted by telephone and partly as self-completion. The self-completion data collection was based on Computer Assisted Web Interviewing (CAWI). Respondents received an invitation by e-mail to participate in the research via a link to the online questionnaire.
Target group
The target group 'Young professionals' consists of Dutch people with University/Technical College level education who work in companies with at least 25 employees.
The 'Investors' are investment analysts drawn from the VBA member list.
Fieldwork
The data collection took place in weeks 16 to 22 in 2010.
Sample
A total of 764 'Young professionals' and 82 'Investors' were interviewed. 67 of the 'Investors' respondents completed the questionnaire online and 15 were interviewed by telephone.
The 'Young professionals' were recruited via Motivaction's Stempunt.nu research panel. The 'Investors' were selected from the membership list of the Association of Investment Professionals (VBA).

Perception / Brand Awareness

The first question put to the Young Professionals (YPs, representing stakeholders like customers, suppliers and employees) was whether they could name the biggest (in terms of revenue) companies in The Netherlands ('spontaneous awareness'). This was followed by a question in which we summed up the Top 100 companies and asked the YPs whether they knew these company names (i.e. 'added brand awareness'). Please see Table 2 below:

Table 2 - Young Professionals: Spontaneous Brand Awareness

Rank	Company:	2010	2009
1	Philips	64%	67%
2	Shell	55%	54%
3	Unilever	43%	37%
4	ABN AMRO	37%	0%
5	ING	36%	36%
6	Rabobank	33%	34%
7	KPN	27%	28%
8	Akzo	24%	21%
9	Heineken	22%	16%
10	DSM	21%	14%

The same question was put to the Fund Providers (representing the 'Investors' stakeholder group).
Please see Table 3 below.

Table 3 - Investors: Spontaneous Brand Awareness

Rank	Company	2010	2009)*
1	Philips	86%	83%
2	ING	85%	69%
3	Shell	85%	69%
4	Unilever	83%	69%
5	Akzo	52%	48%
6	ABN AMRO	51%	28%
7	Heineken	48%	31%
8	DSM	43%	34%
9	Ahold	42%	41%
10	Rabobank	38%	17%

)* Question about companies quoted on the Amsterdam Stock Market

First of all, we would like to point out the remarkable 'comeback' of ABN AMRO Bank in terms of spontaneous awareness among both target groups. Secondly, the overall results for spontaneous and added awareness are quite different for companies that could also be viewed as 'Business-to-Consumer' Companies (so-called B2C) and companies considered as pure 'Business-to-Business' (B2B). For the sake of completeness we note that Young Professionals could either be working for B2B companies that buy or deliver goods and services to other companies or they could be potential customers/consumers of products or services delivered by the so-called B2C companies.
If we compare the outcome of perception/awareness in relation to B2C and B2B brands we can conclude that there are four layers of brand awareness among the researched companies:

The 20 best-known corporate brands are B2C brands from the top 20 companies listed on the Amsterdam Stock Exchange. All have an added brand awareness of 100% among Young Professionals and Investors.

The brands ranking from 21 to 70 are B2C as well as B2B companies; they have added brand awareness of between 60% to 100%.

The brands ranking from 71 to 95 all belong to B2B companies with an added brand awareness of between 20% and 60%.

Finally, there is a group (ranking from 96 to 110) of very little known company brands, with awareness levels below 20%. It should be noted that we had a group of 10 'spare brands' in case non-awareness occurred.
Please see Table 4 below.

Table 4: Hardly known companies by Young Professionals - 2010 (Lower than 20% added awareness)	
Flora	19%
IHC	13%
Accell	13%
Deli Maatschappij	12%
Kleurrijk Wonen	11%
Plukon	10%
Sluis Groep (Van der)	9%
VION	7%
Jan Snel	6%
Hoogwegt	5%
Woonzorg Entsen	4%
Consun	4%
Vitol	2%
Aliance Heathcare (Unichem)	1%
Cefetra	1%

Brand awareness was essentially a non-issue among the Investors target group; all top 100 companies scored between 90% and 100% on added awareness. Investors are very familiar with the top 100 companies because they (like to) do business with them.

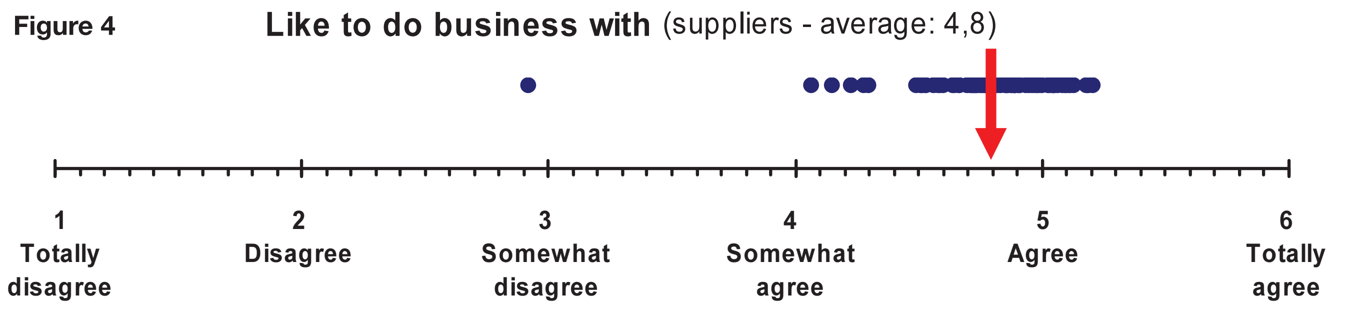
Perception / Proposition Awareness

Young Professionals were also asked about the branch to which a company they knew belonged. In this survey, we applied the branch names used by the Amsterdam Stock Exchange (FD list). A point of interest in this regard is that the branches assigned by the Amsterdam Stock Exchange are insufficiently made clear. However, it could be an indication for quite a few brands that their company's proposition awareness is too low. Again, Investors knew every branch to which a company belonged.

Preference / Appreciation

Young Professionals were then asked about their preferences and attitudes towards the companies they knew by (brand) name. These questions were in fact 'statements' with which they could:
1. Totally disagree, 2. Disagree, 3. Slightly disagree, 4. Slightly agree, 5. Agree or 6. Totally agree (i.e. on a scale of 1 to 6). Respondents could rate their attitude towards other relevant 'statements' with a score from 1 (very low) to 10 (very high). For instance, the Young Professionals were given a statement like: "As a supplier I like to do business with (name of company)". Their answers are illustrated in Figure 4 below.

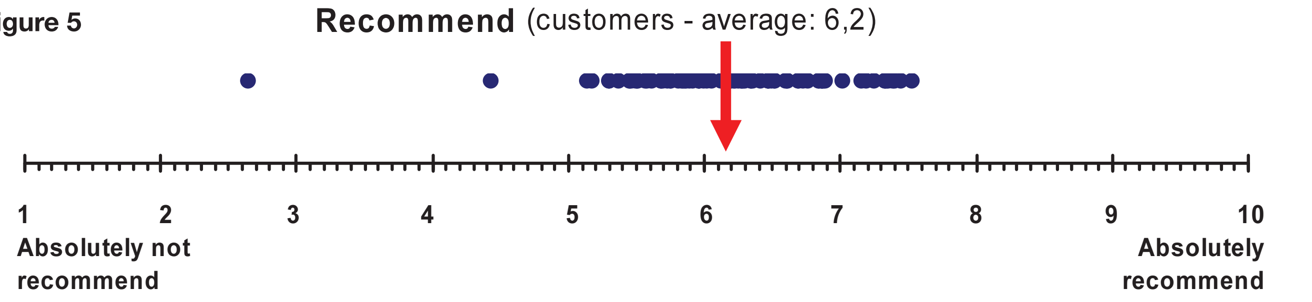
Figure 4



On average, therefore, Young Professionals agreed with this statement 'in their role of Supplier'; their average score was above 3.5. Only one of 100 companies included in this survey (represented by the blue dots in this graph) is excluded (i.e. respondents indicated their unwillingness to do business with them).

As an example of how the 1 to 10 scale works, the Young Professionals' responses to the statement: "As a customer, I like to recommend (name of company) to others" are illustrated in Figure 5 below.

Figure 5



In their role as satisfied or dissatisfied customers, Young Professionals are not highly motivated to recommend the Dutch Top 100 companies to others. A score of 6.2 (on average) is sufficient for a recommendation, but not quite convincing. Some of the responses (again, represented by blue dots) even indicate they would not recommend the company (lower than 5.4), while others show they would highly recommend a company (a score of 7.6).

In addition to the 'recommendation to others' question, Young Professionals were also asked about their opinion of the 'quality of the products or services' of the Top 100 companies and about their reliability. Or they were asked to express their brand preference. By weighting the responses to these questions, we were able to compile an overall opinion about companies with which they wanted to do business. In Table 5 we list the top 10 preferences.

Table 5: CUSTOMER Preferences 1 to 10

		Highest preferred companies by Young Professionals:	Weighted responses to questions about Preference towards Products & Services of the Top 100 Companies:	
Rank 2010	**Rank 2009**	**Company**	**2010**	**2009**
1	1	Philips	4,81	3,78
2	n.a.	Douwe Egberts	4,80	-
3	3	Ahold	4,79	3,53
4	n.a.	KLM Air France	4,79	-
5	5	Unilever	4,70	3,43
6	n.a.	Friesland Campina	4,67	-
7	4	Heineken	4,64	3,53
8	n.a.	ANWB	4,63	-
9	2	TomTom	4,62	3,60
10	n.a.	Schiphol	4,60	-

Note: In 2009 the top 50 companies listed on the Amsterdam Stockmarket were surveyed. Therefore Douwe Egberts, KLM, etc are not apllicable (**n.a.**).

We did the same for the other stakeholder groups (i.e. Suppliers, Employees and Investors). See Tables 6, 7 and 8 below.

Table 6: SUPPLIERS Preferences 1 to 10

		Highest preferred companies by Young Professionals:	Weighted responses to questions about preferred clients:	
Rank 2010	**Rank 2009**	**Company**	**2010**	**2009**
1	4	Unilever	4,72	4,06
2	5	Shell	4,72	4,05
3	1	Philips	4,69	4,14
4	n.a.	KLM-Air France	4,66	-
5	n.a.	Rabobank	4,65	-
6	8	Akzo	4,63	3,89
7	n.a.	Douwe Egberts	4,60	-
8	n.a.	Schiphol	4,59	-
9	14	Fugro	4,59	3,79
10	n.a.	Volker Wessels Stevin	4,57	-

Table 7: EMPLOYEE Preferences 1 to 10

		Highest preferred companies by Young Professionals:	Weighted resonses to questions about prefered Employers:	
Rank 2010	**Rank 2009**	**Company**	**2010**	**2009**
1	14	Fugro	4,10	3,26
2	1	Philips	4,04	3,96
3	3	Unilever	4,04	3,72
4	n.a.	Rabobank	4,03	-
5	n.a.	KLM-Air France	3,94	-
6	2	Heineken	3,92	3,80
7	5	TomTom	3,92	3,59
8	n.a.	Douwe Egberts	3,91	-
9	10	AkzoNobel	3,87	3,38
10	7	Ahold	3,86	3,56

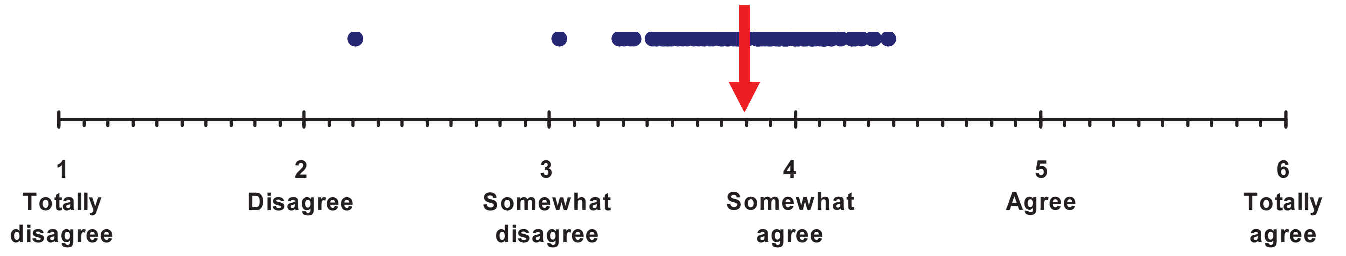
Table 8: INVESTORS Preferences; Rank1 to 10

		Most preferred companies by Investors:	Weighted responses to questions about preference for companies to be funded with equity or debt n = 72 / Scale 1 - 6:	
Rank 2010	**Rank 2009**	**Company**	**2010**	**2009**
1	1	Shell	5,50	5,75
2	n.a.	Rabobank	5,48	-
3	2	Unilever	5,48	5,62
4	4	Philips	5,35	5,44
5	9	Ahold	5,33	5,14
6	n.a.	Douwe Egberts	5,25	-
7	3	Heineken	5,24	5,57
8	5	Akzo	5,10	5,23
9	17	Imtech	5,03	4,74
10	7	DSM	4,96	5,21

Behaviour / Offer of special conditions

We assumed that well-regarded and highly appreciated companies could reasonably anticipate positive behaviour towards their organisation (please see Figure 1). From the responses of the Young Professionals, we concluded that this is indeed true in most cases. For instance, the Young Professionals were asked to evaluate to the following statement: “As a supplier, I am willing to offer special conditions (e.g. discounts, shorter delivery time) to (name of company)”. Their answers are illustrated in Figure 6 below.

Figure 6: Special conditions (e.g. discount) (suppliers - average: 3,8)



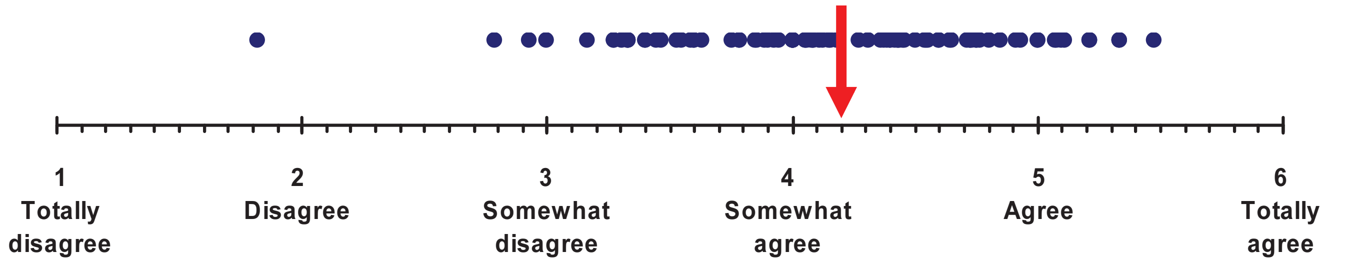
On average, therefore, Young Professionals agreed with this statement ‘in their role of Supplier’. Some of the 100 companies (again, depicted by blue dots), were excluded, i.e. respondents did not agree with the statement about offering special conditions to these firms.

Another question put to the Young Professionals concerned their attitude towards working for the specified companies. The outcome showed that most respondents were positive about the idea of working for a majority of the Top 100 companies. However, they were clearly negative on another (behavioural) aspect; their responses ranged from ‘Totally disagree’ to ‘Disagree’ to the statement “As an Employee of (name of company), I would initially be willing to take a lower salary”.

Preference and Behaviour / Investors

In our survey, the target group ‘Investors’ was asked different questions with regard to preferences and behaviours. For instance, Investors were asked to evaluate the following statement: “Without any doubt I would grant company … (brand name) a loan”. Figure 7 below illustrates the responses to this question.

Figure 7: No problem to grant a loan (investors - average: 4,2)



In their role of ‘Debt Supplier’, the Investor group agreed, on average, with that statement. However, some of the 100 companies were excluded, i.e. respondents did not agree to the idea of providing loans to these companies. Other statements submitted to the Investors dealt with risk and investment in company shares and/or the terms of credit (e.g. issuing debt at a lower interest rate to well-known companies).

The advantage of being well-known.

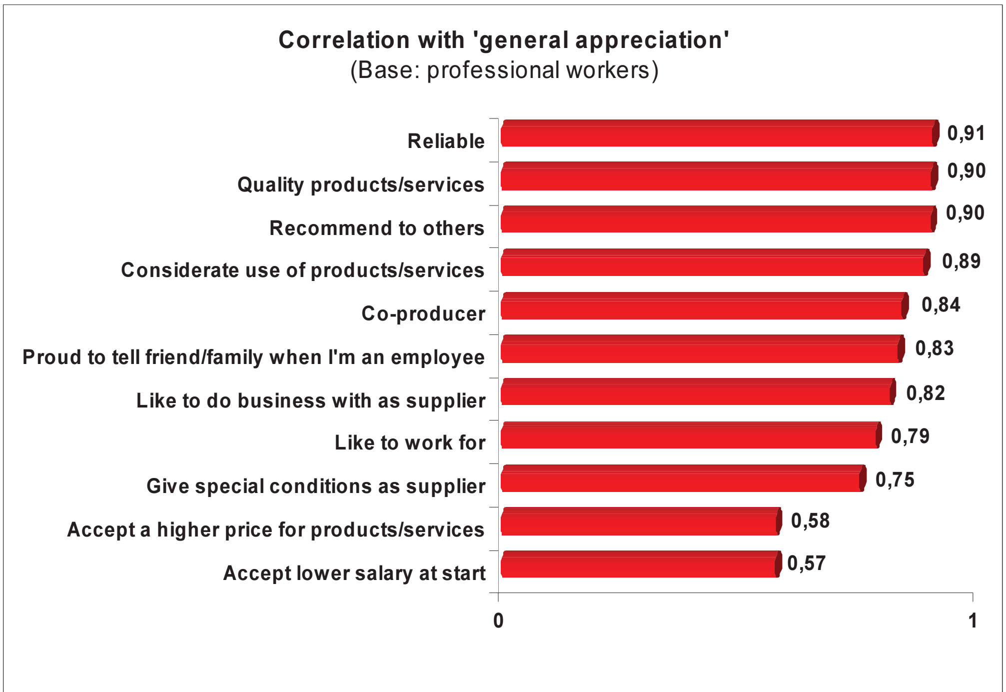
Overall, we can conclude that most well-known companies have certain advantages. In general they benefited from:

- a higher general appreciation;
- a greater likelihood of being recommended to others;
- suppliers that are willing to grant better terms of business (faster delivery / more discounts).

Relationship between appreciation and behaviour

Our contention is that ‘Favourable attitudes towards the firm’ lead to ‘Future economic benefits’. These benefits come both via the customer stakeholder group as well as favourable behaviour from suppliers, employees (and potential employees) and investors. Our market research with Motivaction found a relationship between perception and behaviour. This relationship applied in the case of both Young Professionals and Investors. The scope of this study is to determine the effectiveness of corporate brands in converting favourable perceptions and behaviours into cashflows among target groups like customers suppliers and investors. Motivaction found a correlation between appreciation and all of the behavioural aspects (all with an R-squared of more than 0.8), see figure 8:

Figure 8: Correlation with ‘general appreciation’



Motivaction concluded that for Young Professionals a higher general appreciation means:

- greater frequency of recommendation;
- perception of the company as more reliable;
- people like to do business with the company;
- people believe the company stands for quality products and services;
- people like to work for the company.

Relationship between Appreciation and statements on Preference and Behaviour

The Investor target group showed a strong relationship with the general level of appreciation (R-squared all greater than 0.8).

Therefore, when a company is highly appreciated, it can generally be said:

- People are pleased to be doing business with you;
- Shares in your company will be kept for a longer period;
- Your company is able to grant credit at better terms;
- Shares in your company will be seen as a safe investment;
- It is easier to get a loan.

9. General Financial Findings

1) Shell is the most valuable Dutch corporate brand

Those familiar with the 'Royalty Relief' valuation method, will understand that the relative high revenue generated by the Royal Dutch Shell company is one of the reasons that its brand is valued as the number one Dutch corporate brand. Shell reported overall revenue of almost € 192 billion in 2009, while the number two Dutch corporate brand – Unilever – sold goods for € 39,8 billion in that year. Yet, the difference between the corporate brand values of these two companies is remarkably smaller than the differences in revenue.

These relative small differences can be explained by four factors:

- Due to its 'upstream' activities Shell characterises itself as a business-to-business (B2B) rather than a business-to-consumer (B2C) company;
- Because of this distinguishing marketing characteristic, oil companies have lower minimal and maximal royalty rates (over revenue) than food and beverage companies;
- In addition, a lower brand performance score (BPS), in combination with lower royalty rate, lead to lower brand income (brand's cash flow) and thus to a lower present value (NPV) of the Shell brand, compared to brands like Unilever or Heineken;
- Nevertheless, Shell's high brand advocacy rate (BAR = 100%) can somewhat compensate for these differences with Unilever (with a BAR of 20%).

2) Revenue among all Top 100 Dutch companies fell 16% between financial years 2008 and 2009

- Due to the financial crises, most of Top 100 companies experienced a revenue 'dip' in the financial year 2009 and not in 2008. Banking and insurance companies had their dip in Q-3 of 2008, while most manufacturing companies were able to compensate losses thanks to their full order books at the end of 2008. The reverse occurred among the 'financials' in the beginning of 2009, while manufacturers were hit by a weaker Euro, in the same time.

3) Corporate brand value did not grow between 2010 and 2009)[1]

- By June/July 2010, GDP growth rate forecasts and OECD expectation where onnly a little better than a year before (+ 0,5%). Therefore, expected brand income grew not as fast as previous years.

4) On average 90% of the 'Overall Corporate Value' consists of the product brand(s) portfolio value.

- When we compare the total of the Product brand portfolio value (of all Top 100 companies together) with the total value of Corporate brand itself we see that the share of the Product brand portfolio Value is 90% of the Overall Corporate value. Yet, there are many individual differences at company level. For instance at KPN the portfolio related value versus Corporate value itself is 50% -50%,. There are many reasons behind these differences in value shares. It can be due to the differences in savings capacities each individual company has. It can also result from the differences in royalty rates, because of differences in brand performance per target group or from the differences in brand architecture. Each company has its favourable or unfavourable situations that influence its corporate brand value.

- In addition, it is clear that that little known companies (see table 4 at General Marketing Findings) do not have any corporate brand value themselves, because they lack the 'favourable attitudes towards their firms'. This includes the fact that potential staff does not know them, so the company has to advertise or pay high fees to head hunters. And they may have to put more effort into supply chain activities to get the best quality at relative low prices, etc.

[2]) Remember that Valuation date is 'end of June' 2010 and 2009.
And that the brand value was based on financial data of previous fiscal years (so, 2009 and 2008).

5) Inconsistency in ‘Operational Segmentation’

- Not every company has yet implemented the new IFRS rules for ‘Operational Segmentation’. Some maintain the former segments (from financial 2008). Others – especially the non –listed companies – did not change anything at all. This was another complicating factor.

6) ‘Leaps in ranking’

- The ‘financials’ in particular made progress or ‘leaps’ in brand value ranking; Aegon moved up from 18th to the 7th place this year, while Achmea Eureko went from 74th place to 12th. But the biggest leap in the ranking was made by ABN AMRO; it went from 93 in 2009 to 11 this year. We already mentioned this bank’s stellar performance when we discussed the General Marketing Findings in Chapter 8.

The last two general financial findings are not real findings at all, but rather general questions or research objectives for the coming years.

7) Are we assessing the value of the corporate trade name or of the self generated ‘goodwill’?

- Can the ‘overall corporate brand value’ be compared with company’s self generated ‘goodwill’? In principal, the answer to this question should be no because there may be a many more elements of ‘goodwill’ aside from the trade name and the trade mark. These include assembled workforce, ongoing training programs and favourable government relations. And, on top of this, if the company were sold it could get an extra premium for the shareholders.

  Yet, if we consider the corporate brand as a ‘bundle’ of intangible assets and associated ‘goodwill’ there is an argument for classifying this value as self generated ‘goodwill’.

8) Could ‘Overall Corporate Brand Value’ exceed the Enterprise Value?

- In theory this is possible. A study conducted five years ago by PriceWaterhouseCoopers revealed that managers thought that the value of a (product) brand could be worth 67%, on average, of the enterprise value. In a similar study five years earlier, managers thought that it would ‘only’ be worth 56% of that value. The Coca Cola brand was estimated at more than 85% of the enterprise value. However, we are not only measuring the brand value of a single product, but of a entire portfolio and, on top of that, we also assess the value of the corporate brand itself (vis à vis target groups like suppliers, employees and investors). Based on this, we conclude that the Overall corporate brand value could, to some extent, exceed the enterprise value. However, we do not think it is realistic to believe that Overall corporate brand value could be double or triple the enterprise value.

10. The Dutch Top 10 Corporate Brands Profiled

(Numbers in EUR x Million) / Values as at 1/1/ 2009 / Market Research data from April-May 2010

1. Royal Dutch Shell Plc.

Overall Corporate Brand Value:	€ 23.952
Product Brand Portfolio Value:	€ 22.707
Value Corporate Brand itself:	€ 1.245
Corporate Revenue 2009:	€ 191.950
Corporate Brand Performance Score (on a scale 0 – 100):	95
Corporate Brand Royalty Rate:	0,97 %
Product Brand Performance Score (on a scale 0 – 100):	66
Product Brand Royalty Rate:	0,83%
Brand Advocacy Rate (BAR):	100%

Royal Dutch Shell is the largest Dutch enterprise listed on the Amsterdam Stock Exchange. It is also one of the biggest (Fortune Top 500) companies in the world.

Yet, the company has a totally different approach to branding compared to Unilever. Shell is what we call a 'monolithic brand', covering the majority of 'up-stream' and 'downstream' activity.

The oil giant must manage its brand both as a corporate brand and a product brand in B2C as well as B2B markets – quite a challenge!

Starting in 2010, Shell split its Operational Segments into **Upstream** and **Downstream** activities (according to its 2009 annual report).

2. Unilever N.V.

Overall Corporate Brand Value:	€ 17.720
Product Brand Portfolio Value:	€ 13.643
Value Corporate Brand itself:	€ 4.077
Corporate Revenue 2009:	€ 39.823
Corporate Brand Performance Score (on a scale 0 – 100):	100
Corporate Brand Royalty Rate:	2.99 %
Product Brand Performance Score (on a scale 0 – 100):	94
Product Brand Royalty Rate:	2.88%
Brand Advocacy Rate (BAR):	20%

Unilever claims to meet consumers' everyday needs for nutrition, hygiene and personal care with brands that help people feel good, look good and get more out of life. Their strong portfolio of food, home and personal care brands is trusted by consumers all over the world. We found proof of this in our survey, where 13 of Unilever's product brands achieve annual revenue of € 1 billion or more. Unilever's Top 25 Product Brands account for 70% of sales.

Unilever splits its business into **four Operational Segments:**

(1) Savoury, Dressings and Spreads with the following top Product Brands: Knorr, Flora/Becel, Blue Band/Rama and Hellman's,
(2) Ice Cream and Beverages with Lipton and Hearth brand ice creams,
(3) Personal Care with Axe/Lynx, Dove, Lux, Rexona, and Sunsilk,
(4) Home Care with OMO, Persil Automatic, Surf and many other strong detergent brands.

For the past couple of years, the Unilever corporate brand has been used as an endorsement for the Product Brands.

3. Heineken N.V.

Overall Corporate Brand Value:	€ 14.939
Product Brand Portfolio Value:	€ 14.073
Value Corporate Brand itself:	€ 865
Corporate Revenue 2009:	€ 14.701
Corporate Brand Performance Score (on a scale 0 – 100):	97
Corporate Brand Royalty Rate:	4,87 %
Product Brand Performance Score (on a scale 0 – 100):	93
Product Brand Royalty Rate:	4.71%
Brand Advocacy Rate (BAR):	100%/20%

Heineken is among the world's largest independent breweries. The multinational was named after its founding family, which still controls the majority of its equity.

The company's strategy is aimed at being a leading brewery in each of the geographic regions in which it operates: Western, Central and Eastern Europe, Africa and the Middle East, the Americas and Asia Pacific.

Heineken's **segmented reporting** (IFRS 8) is presented only in respect of **geographical segments**. Aside from these geographical segments, Heineken's brand portfolio strategy is clear: the principle international product brand is of course Heineken – the jewel in its crown. Alongside the Heineken brand, the company tries to position a premium (national) brand in each market (e.g. Amstel, Maes, Murphy's, Tiger, Bintang and Zywiec). In addition, the company has strong regional and local brands as well as specialty beers.
Over 80% of its sales are from beer. The other 20% are from soft drinks and mineral water.

4. Royal Philips Electronics N.V.

Overall corporate brand value:	€ 11.958
Product brand portfolio value:	€ 11.885
Value corporate brand itself:	€ 74
Corporate revenue 2009:	€ 23.189
Corporate brand performance score (on a scale 0 – 100):	98
Corporate brand royalty rate:	2.96 %
Product brand performance score (on a scale 0 – 100):	96
Product brand royalty rate:	2.92%
Brand advocacy rate (BAR):	80%

Since Philips was founded by two brothers – Anton and Gerard – in 1891, the company has developed numerous inventions. It is one of the largest patent owners in the world, with more than 50,000 patented products. Examples of inventions from the last five decades include the music cassette, the home video recorder and the CD, to name a few. Yet in many instances, competitor brands claimed success with these innovations. Nowadays, Philips is far more brand-oriented. The company's current brand promise is: "Philips empowers people to benefit from innovation by delivering on our brand promise: Sense and Simplicity."
Its strategy is aimed at fuelling growth by making Philips the leading brand in health and well-being. The company claims to be market leader in sectors such as home healthcare, lighting, cardiac ultrasound and patient monitoring systems. Its brand must be managed in both the B2C and B2B segments.

Philips' **operational segmentation** is: healthcare products, consumer lifestyle products and lighting products.

5. Rabobank Group N.V.

Overall Corporate Brand Value:	€ 11.501
Product Brand Portfolio Value:	€ 8.475
Value Corporate Brand itself:	€ 3.026
Corporate Revenue (Total Income) 2009:	€ 11.867
Corporate Brand Performance Score (on a scale 0 – 100):	98
Corporate Brand Royalty Rate:	3,95%
Product Brand Performance Score (on a scale 0 – 100):	92
Product Brand Royalty Rate:	3,80 %
Brand Advocacy Rate (BAR):	80%/20%

Rabobank Group is an international financial services provider operating on the basis of cooperative principles. It offers retail banking, wholesale banking, asset management, leasing and real estate services. Its focus is on all-finance services in the Netherlands and on food and agribusiness internationally. Rabobank Group is comprised of independent local Rabobank branches plus Rabobank Nederland, its umbrella organisation, and a number of specialised subsidiaries. The group entities maintain strong mutual ties. Rabobank Group's total employee base numbers about 59,000 FTEs, who serve about 9.5 million clients in 48 countries.

The Rabobank Group splits its business into the following 'operational segments':

- Domestic retail banking (brands: Rabo, Obvion, Bizner)
- Wholesale banking and international retail banking (brands: Bank BGZ, ACCbank)
- Asset management and investment (brands: Robeco, Sarasin, Schretlen)
- Leasing (brand: De Lage Landen, Athlon, Freo) Insurance (brands: Rabo, Interpolis, Eureko)

6. ING Group NV

Overall Corporate Brand Value:	€ 11.015
Product Brand Portfolio Value:	€ 10.964
Value Corporate Brand itself:	€ 51
Corporate Revenue (Total Income Bank + Total Income Insurance) 2009:	€ 49.596
Corporate Brand Performance Score (on a scale 0 – 100):	88
Corporate Brand Royalty Rate:	1,44 %
Product Brand Performance Score (on a scale 0 – 100):	79
Product Brand Royalty Rate:	3,4% / 1,4%
Brand Advocacy Rate (BAR):	100%/20%

ING is a global financial institution of Dutch origin, offering banking and insurance services to consumers and businesses. Although the recent financial crisis has damaged trust in the banking and insurance industry in general, ING's reputation remains relatively strong. The Motivaction research was encouraging for ING's ambition to maintain its image as an excellent and trustworthy financial institution.

ING Group splits its service into banking services (most under ING brand) and insurance services (also under ING brand as well as the Nationale Nederlanden brand).

7. Aegon NV

Overall Corporate Brand Value:	€ 10.343
Product Brand Portfolio Value:	€ 10.244
Value Corporate Brand itself:	€ 99
Corporate Revenue 2009:	€ 46.409
Corporate Brand Performance Score (on a scale 0 – 100):	98
Corporate Brand Royalty Rate:	2,96 %
Product Brand Performance Score (on a scale 0 – 100):	96
Product Brand Royalty Rate:	2,92%
Brand Advocacy Rate (BAR):	80%

As an international life insurance, pension and investment company, Aegon has businesses in over twenty markets in the Americas, Europe and Asia. Aegon companies employ approximately 31,500 people and serve over 40 million customers across the globe. The European branch of the company was formed in 1983 as a result of the merger between two Dutch insurance companies: AGO and Ennia.

Aegon companies in the United States can trace their roots back to the mid-nineteenth century. In July of 1999, Transamerica became part of the Aegon Group. Transamerica is one of the best known names in the US financial services industry. Aegon is committed to its core businesses (Operational Segments): life insurance, pensions and investments.

8. Randstad N.V.

Overall Corporate Brand Value:	€ 7.792
Product Brand Portfolio Value:	€ 7.693
Value Corporate Brand itself:	€ 9
Corporate Revenue 2009:	€ 12.400
Corporate Brand Performance Score (on a scale 0 – 100):	98
Corporate Brand Royalty Rate:	2.96 %
Product Brand Performance Score (on a scale 0 – 100):	96
Product Brand Royalty Rate:	2.92%
Brand Advocacy Rate (BAR):	90%

Randstad is the world's second-largest provider of staffing and other HR services. Randstad was founded in the Netherlands in 1960 by Frits Goldschmeding and has steadily grown and expanded ever since. Following this year's merger with Vedior, Randstad is ranked number two in the world in terms of revenue and operates in over 50 countries, representing more than 90% of the global HR services market.

Randstad has number one or two positions in Belgium, Canada, Germany, India, Luxembourg, the Netherlands, Spain, Poland, Portugal, and the south-east of the United States. Founder Frits Goldschmeding, who is still active on the company's Supervisory Board, was one of the industry pioneers in the field of temporary work over 50 years ago. His company still considers its corporate mission to shape the world of (temporary) work. Randstad's strategy is based on four building blocks: strong concepts, best people, excellent execution and superior brands.

The company's services are aimed at: staffing (through its corporate brand and the product brand Tempo Team), recruitment, search & selection of professionals including HR Solutions (through its corporate brand and several other product brands like Yacht, Saphire, Expectra and Hill McGlynn) and Inhouse Services (only via the corporate brand).

Royal Dutch Airlines

9. AirFrance-KLM S.A.

Overall Corporate Brand Value:	€ 6.713
Product Brand Portfolio Value:	€ 6.594
Value Corporate Brand itself:	€ 119
Corporate Revenue 2009:	€ 20.994
Corporate Brand Performance Score (on a scale 0 – 100):	94
Corporate Brand Royalty Rate:	1,44 %
Product Brand Performance Score (on a scale 0 – 100):	96 / 56
Product Brand Royalty Rate:	1,46% / 1,07%
Brand Advocacy Rate (BAR):	100% / 80%

The Air France-KLM group, born of the merger between Air France and KLM in 2004, is building its development on the complementary between the two airlines in their three principal businesses: passenger transportation, cargo transportation and aeronautics maintenance and overhaul services. The Group has world-ranking positions in each of its businesses. Air France-KLM is a European leader in passenger transportation, which represents around 80% of its revenues. The Group is global leader in cargo transportation, its second business with 12% of revenues. On the aeronautics maintenance market (5% of revenues), Air France-KLM ranks number two amongst the multi-product players world-wide. With operations in every continent, the Group has more than 100,000 employees.

The Air France-KLM group splits its business into the following 'operational segments' (revenue: € x billion):

Passenger:	€ 16,27
Cargo:	€ 2,44
Maintenance:	€ 0,96
Others:	€ 1,33

AkzoNobel

Tomorrow's Answers Today

10. AkzoNobel

Overall Corporate Brand Value:	€ 5.233
Product Brand Portfolio Value:	€ 4.911
Value Corporate Brand itself:	€ 322
Corporate Revenue (Total Income) 2009:	€ 13.893
Corporate Brand Performance Score (on a scale 0 – 100):	96 / 53
Corporate Brand Royalty Rate:	2,85 %
Product Brand Performance Score (on a scale 0 – 100):	96 / 53
Product Brand Royalty Rate:	2,81% /1,83%
Brand Advocacy Rate (BAR):	80%

AkzoNobel makes and supplies a wide range of products in paints, coatings and specialty chemicals.
It is the world's largest global paints and coatings company, with many leading paintbrands in Western European B2B and B2C markets. It also supplies industries worldwide with quality ingredients for 'life's essentials'.
The 2009 revenue totaled €13,9 billion.
AkzoNobel's headquarters are based in Amsterdam. World wide, AkzoNobel has over 60,000 employees.
In early 2008 AkzoNobel acquired ICI, which had – among others – the well known Dulux brand in its portfolio.

In 2008 AkzoNobel launched its new corporate brand (shown above), which included a new set of company values, a powerful new logo and a commitment to delivering its corporate slogan Tomorrow's Answers Today.

AkzoNobel's **operational segmentation** is (Revenue 2009, € x million):

Decorative paints:	€ 4.677
Performance Coatings:	€ 4.038
Specialty Chemicals:	€ 5.209

11. Additional Research Opportunities

Is your company mentioned in this Dutch Top 100 Corporate Brand list?

If so, as a follow-up the companies researched in this project (the Dutch Top 100 Corporate Brands) can be provided with additional results from the existing research material.

Based on the results of the 2010 joint Brand Competence and Motivaction research, we can provide your company with:

A. Company Report 2010, which consists of the specified marketing data on your company, marketing data of a selected peer group, additional financial analysis by Brand Competence of your company (and peer group) and/or additional SSPS analyses of the marketing data.

B. Company Report 2010 '**Extra**', that is comprised of the above report with additional SSPS analyses on the marketing data and additional financial analyses. These may include valuation per brand, corporate cost savings opportunities and the like.

C. **Repeat** of Top 100 Corporate Brands research project in **2011**.
Field work is planned for April/May 2011, with the end report to be published at the beginning of June 2011. The same companies will be invited to participate in this survey. In addition to this year's target groups (i.e. the Young Professional and the Financials) the companies themselves will be questioned about their brands. The direct results of this survey will only be used in the general report on a consolidated level (not per brand). However, individual companies will receive detailed reports about their brand values. Participating companies will also receive details on the direct responses from respondents during the market research.

Start of German Top 100 Corporate Brands research Project (per July 2011):
Similar set-up to the Dutch Top 100 (e.g. similar research target groups), but focused on German companies, to include:
- German Top 50 listed companies,
- Another 50 largest unlisted German companies will be invited to take part in the research.

To request additional research opportunities / (annual) follow-up research please contact:
Ferdy de Smeth, Tel. +31 (0)20 - 516 05 47 or desmeth@brandcompetence.com.

12. About VBA, Association of Investment Analysts

VBA was founded as the Association for Investment Analysts in 1961, and now represents the interests of a wide range of investment professionals. Approximately 1,000 members are active in various disciplines of the financial world, ranging from major banks and institutional investors to small stock-broking firms and private fund managers.

They key objective of VBA is to promote the quality and integrity of investment professionals in the Netherlands. By organising meetings, courses and seminars, publishing “VBA Journaal” and “VBA Katernen” as well as providing the opportunity to participate in VBA committees, VBA acts as a unique knowledge platform. VBA has its own code of conduct for members.

Since 1978, the postgraduate VBA programme has been provided under the auspices of VBA. It is renowned, both nationally and internationally, as one of the best investment courses available. Starting in September 1999, this postgraduate programme has been offered by the Vrije Universiteit in Amsterdam. VBA members who have completed the postgraduate programme may use the title RBA (Registered Investment Analyst).

VBA is affiliated with EFFAS/ACIIA, the European Federation of Financial Analysts Societies. EFFAS maintains contacts with similar federations around the world.

Association for Investment Analysts

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13. About Graydon

Graydon Nederland BV is a Dutch organization by origin (1888). In the more than a hundred years of our existence, we have developed into one of the foremost providers of credit management services.

We serve more than 11 thousand clients in the Netherlands and abroad in the fields of company information and collection. Our exceptionally extensive databases contain a wealth of information about more than 2 million companies. Our database is constantly updated 24 hours a day, so that we can continuously inform our clients about developments and the latest state of affairs. Our information therefore forms a reliable foundation for responsible credit management in every organization.

Graydon Nederland BV is a subsidiary of the Graydon Holding NV international organization. This group promotes itself as a powerful, professional partner in the field of credit management and database-related marketing information. The parent company, Graydon Holding NV, is supported by the three largest credit insurance companies in Europe. The Graydon group employs a total of more than 500 people.

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Disclaimer

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14. Contact information

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