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# Brand and Valuation: Global Brands in the Past 15 years

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Using the brand value data of Brand Finance, we present a descriptive trend analysis of the top 100 global brands from 2007 to 2021. The valuation method of Brand Finance, which estimates brand values based on the royalty relief methodology, is value relevant and one of the most reliable methods for financial reporting and practical analyses. Our analysis reveals that US brands have maintained their dominant position in the global market, while Chinese brands have emerged as significant players, particularly since 2016. Brand values in the financial services sector are declining, whereas those in the retail (particularly online retailing) and media sectors (specifically interactive media) have increased in response to rapid technological development and increasing use of online communication.

**Keywords**    global brands, brand valuation, Brand Finance, intangible assets

## 1 Introduction

Brand is more than just a symbol like a logo or a slogan; it demonstrates values, trust, and relationships with relevant entities such as customers, suppliers, and employees. In general, consumers are willing to pay a premium for the products or services of well-known brands. Brand can be an important source of firms' competitive advantage, adding to their value and increasing their shareholders' wealth (see, e.g., Yeung and Ramasamy, 2008; Bharadwaj, Kapil, and Bonfrer, 2011; Kirk, Ray, and Wilson, 2013; Bagna et al., 2017; Kumar, Sujit, and Abdul, 2020). Firms with a strong brand benefit from increased strategic competitiveness, higher profit margins, and the effects of positive valuation in the financial markets. The positive rela-

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tionship between brand and stock price has been documented in prior studies (see, e.g., Madden, Fehle, and Fournier, 2006; Krasnikov, Mishra, and Orozco, 2009; Hsu, Wang, and Chen, 2013; Chehab, Liu, and Xiao, 2016).

Given the importance of brand, an attempt has been made to assess brand value, since such information is useful both internally for use by management and externally for investment and business valuation purposes (Cravens and Guilding, 1999; Salinas and Ambler, 2009). Even though brand valuation is most commonly used in mergers and acquisitions (M&A), it is also increasingly used in many other areas of business operations (Lev, 2019), such as making strategic choices, assessing marketing performance, resolving disputes, and negotiating licensing and joint-venture agreements. Assessing brand value presents numerous challenges, since brand valuations can be performed using a variety of methods, and the continued development of these is required in response to emerging demands and a changing business environment (see, e.g., Salinas and Ambler 2009; Moor and Lury, 2011).

A firm's brand value can fluctuate over time as a result of changes in the market landscape and how it implements its marketing strategy. Depending on how brand owners manage their marketing resources and ability to leverage their brand equity, their brands may be sold to potential buyers at prices above or below their actual value (Raggio and Leone, 2009). It is thus intriguing to investigate how the brand values of top global brands change over time. As a result, the primary goal of this study is to analyze the brand value data of Brand Finance over a 15-year period from 2007 to 2021 to provide a descriptive trend analysis. This relatively long period of data enables us to capture changes in global brands over that time, especially since the business environment and global competition have changed dramatically in the last decade, during which the world has witnessed numerous significant events, including the global financial crisis of 2007–2008, the European debt crisis of 2009–2010, the US–China trade dispute of 2018–2019, and the COVID-19 pandemic that emerged in 2020.

The remainder of our paper is structured as follows. The following section (Section 2) clarifies the distinctions between brand equity and brand value to pinpoint the relationship of these concepts to brand valuation, which is discussed in detail in the subsequent section (Section 3). Section 4 paints a picture of the top 100 global brands over the past 15 years, highlighting the key trends and patterns discovered at country, industry, and brand level. The final section (Section 5) summarizes these patterns and trends and discusses future research directions.

## 2 Brand Equity and Brand Value

Based on a resource-based view, brand is considered to be among a firm's most important assets (Jones, 2008). Brand building is an important strategy designed to enhance a firm's competitive advantage. For a firm to achieve superior brand performance, it is imperative for it to focus not only on adapting to the external environment but also on aligning its resources and capabilities to achieve a strategic fit (O'Cass and Ngo, 2007). With cohesive brand and marketing strategies, firms will create a more favorable brand knowledge and positioning, leading them to gain more revenue and customer loyalty (Srivastava, 2009).

In this study, it is important to distinguish between two key terms in the brand literature: brand equity and brand value. While the term "brand equity" is frequently used in the marketing literature, the term "brand value" is more commonly used in that of management and finance. On the one hand, brand equity measures how well firms distinguish their brands, in terms of brand awareness and brand associations, from their competitors (Chandon, 2003). It includes the benefits that consumers receive as a result of a brand's identity (Borkovsky, Goldfarb, Haviv, and Moorthy, 2017). Brand value, on the other hand, can be assessed from the standpoint of a company. It is frequently evaluated from a financial perspective, displaying the selling price or replacement value of a brand (Raggio and Leone, 2009). Brand owners can sell their brands at various brand values, which are determined largely by the brand's ability to leverage its brand equity. This study focuses primarily on brand value, which is inextricably linked to how firms manage their customer-based brand equity.

## 3 Brand Valuation

Recognizing brand and capitalizing on it as an intangible asset on a company's balance sheet has been an issue of discussion since the late 1980s (Salinas and Ambler, 2009). The wave of brand acquisitions, many of which were hostile takeovers, during this period brought brand valuation to public attention (Moor and Lury, 2011; Huang, 2015). According to accounting principles, only internally developed brands that are identifiable, have a determinate life, and are unrelated to the enterprise as a whole may be reported as intangible assets on a company's balance sheet (Cravens and Guilding, 1999); however, most internally developed brands do not meet these criteria and are not reported in this way. Brands acquired through the purchase of a business (i.e., M&A) typically meet all the criteria and are capitalized and amortized as goodwill. Despite the fact that brand is an important intangible asset that adds value to a busi-

ness, its value is not reflected in the balance sheet. Brand valuation is the determination of the financial value of a brand based on its current value and future prospects (see, e.g., Cravens and Guilding, 1999; Morgan, 2012), and it thus informs the market and investors about the importance of brands and the wealth of brand owners. Unlike valuation of tangible assets, brand valuation is complicated due to inconclusive agreement on the most efficient and appropriate approach to quantify the benefits of brands.

A variety of methods are widely used in assessing the value of a brand (see e.g., Cravens and Guilding, 1999; Abratt and Bick, 2003; Salinas and Ambler, 2009; Moor and Lury, 2011). The cost-based technique assesses brand value by considering all costs associated with creating a brand, from R&D and product development to commercialization and product improvement. The approach can provide a floor value for the brand, and it is applicable to assets for which a specific market does not exist (Salinas and Ambler, 2009). It does not, however, account for a brand's future prospects (e.g., brand earning potential, value added from the brand's competitive position), and it is quite difficult to capture all of a brand's historical development costs in practice. The market-based valuation method determines the value of a brand based on the estimated sales and future benefits of owning the brand by comparing transactions of similar brands in similar markets or by referencing comparable market transactions. In some cases, determining the value associated with a brand may be difficult in the absence of an actual market for brands.

The income-based valuation method focuses on a brand's different potentials and determines brand value based on future revenues that are directly derived from the brand. Various methods have been used to estimate future revenues associated with a brand, such as a price premium for a brand compared to a generic product, annual royalties associated with a brand similar in spirit to royalties in a licensing agreement, and estimation based on the strength of brand recognition (see a summary of approaches for estimating future revenues of a brand in Figure 2 and Table 3 in Salinas and Ambler, 2009, pp. 45–49). Among these methods, the royalty relief methodology is said to be a suitable choice in practice, and from an academic standpoint, the royalty relief methodology is a suitable valuation method for accounting and reporting purposes. Income-based valuation employs the discounted cash flow concept of finance, in which future cash flows associated with a brand are discounted to the present value at a discount rate. The other approaches use multiple criteria to determine brand value, such as comparing earnings with those of an equivalent unbranded product, estimation of future revenues based on accounting data or proprietary research data, the real options method, the stock price movements

method, a valuation model based on CAPM, percentage of market capitalization attributable to the brand, and cost of brand creation and development plus a percentage of historical income (see a summary of other approaches of brand valuation in Figure 3 and Table 4 in Salinas and Ambler, 2009, pp. 50–52).

There are over 50 suppliers with diverse qualifications in brand valuation in the specialist brand valuation industry (Salinas and Ambler, 2009). The three best-known specialists in brand valuation, which provide information on ranking and values of global brands annually, are Interbrand, Financial World, and Brand Finance. Interbrand is a consulting firm that conducted the first brand valuation. It has published reports on the top 100 global brands since 1992, and its data on brand value has been used in academic research such as by Johansson, Dimofte, and Mazvancheryl (2012), Chehab et al. (2016), and Kumar et al. (2020). The company assesses the value of the world's best brands based on three key components, namely a brand's profitability and strength and its role in purchase decisions. Brand profitability is a three-year weighted average of profits after taxes that takes into account only factors that are directly related to the brand's identity. A multiplier for brand value is an assigned weight based on Interbrand's guidelines, and this is determined by an evaluation of brand strength across ten aspects, namely authenticity, clarity, brand commitment, brand protection, adaptability, consistency, diversity, visibility, relevance, and understandability (Huang, 2015). Interbrand's valuation method uses market research to identify the factors that drive customer purchases as well as the role of brand in purchase decisions (Moor and Lury, 2011).

Financial World ranks the top 100 global brands based on brand value, which it calculates by multiplying a brand's tax-adjusted premium by its brand strength. The premium is estimated from the operating profit attributable to a brand when compared to an unbranded product. The Financial World method relies on experts to assess brand market performance and estimate brand earnings. Beginning with the company's sales, the experts analyze the industry-average profit margin, calculate the company's operating profit, and then estimate profits created by brand itself. Financial World assesses brand strength following the Interbrand method. Brand Finance has published annual reports on the world's strongest and most valuable brands. The royalty relief methodology is used to estimate the value of brands (Brand Finance, 2021). That is, the value of a brand is the net present value of a brand's future after-tax brand revenues. The future revenue of a brand is the implied royalty charge for using a brand. Forecast revenues of a brand are estimated as a proportion of revenues of the company that owns it by assessing historical revenues, equity analyst forecasts, and economic growth rates. The royalty

rate for the respective brand is determined by (i) the Brand Strength Index score of that brand using a balanced scorecard of relevant attributes, such as emotional connection, financial performance, and brand sustainability and (ii) the royalty rate range in a brand's sector. Brand Finance employs market analysis to identify key market variables such as population of product/service users, number of loyal customers, average consumption per user, and customer acquisition and lapse rates (Moor and Lury, 2011).

#### 4 Global Brands in the Past 15 Years

Evidence on which brand valuation methodology is more relevant and reliable is still inconclusive. In empirical analyses, data on brand value estimated by independent specialists, and particularly by Interbrand and Brand Finance, are widely used. Brand Finance, which estimates brand value based on royalty relief methodology, has been found to be more value relevant and has been considered by investors in their decision-making process (Bagna et al., 2017). The royalty relief methodology is also viewed by academic scholars as the suitable choice for financial reporting purposes. The Big 4 accounting firms regard this method as the most reliable one from a technical standpoint (Salinas and Amber, 2009). In this study, we use the brand value data of Brand Finance to analyze the development of international brands over the past 15 years.

Table 1 Brand value statistics of top 100 brands (2007–2021)

*Unit: million dollars*

Year	Total brand value	Mean	Median	S.D.	Maximum	Minimum
2007	1,501,954	15,020	11,268	8,247	43,146	7,386
2008	1,599,583	15,996	12,383	9,078	45,441	7,786
2009	1,218,712	12,187	9,933	6,755	40,616	6,172
2010	1,495,233	14,952	12,694	7,345	41,365	7,922
2011	1,679,776	16,798	14,805	7,448	44,294	9,283
2012	1,755,096	17,551	15,239	9,686	70,605	8,812
2013	1,893,347	18,933	16,113	11,482	87,304	9,356
2014	2,274,929	22,749	18,892	14,801	104,680	11,060
2015	2,486,505	24,865	19,650	17,610	128,303	11,958
2016	2,569,290	25,693	19,195	18,801	145,918	11,393
2017	2,870,801	28,708	21,945	19,823	109,470	13,189
2018	3,213,565	32,136	22,096	24,773	150,811	14,772
2019	3,868,715	38,687	28,688	28,834	187,905	17,399
2020	3,949,421	39,494	28,994	31,949	220,791	17,556
2021	4,138,042	41,380	29,472	40,226	263,375	17,750



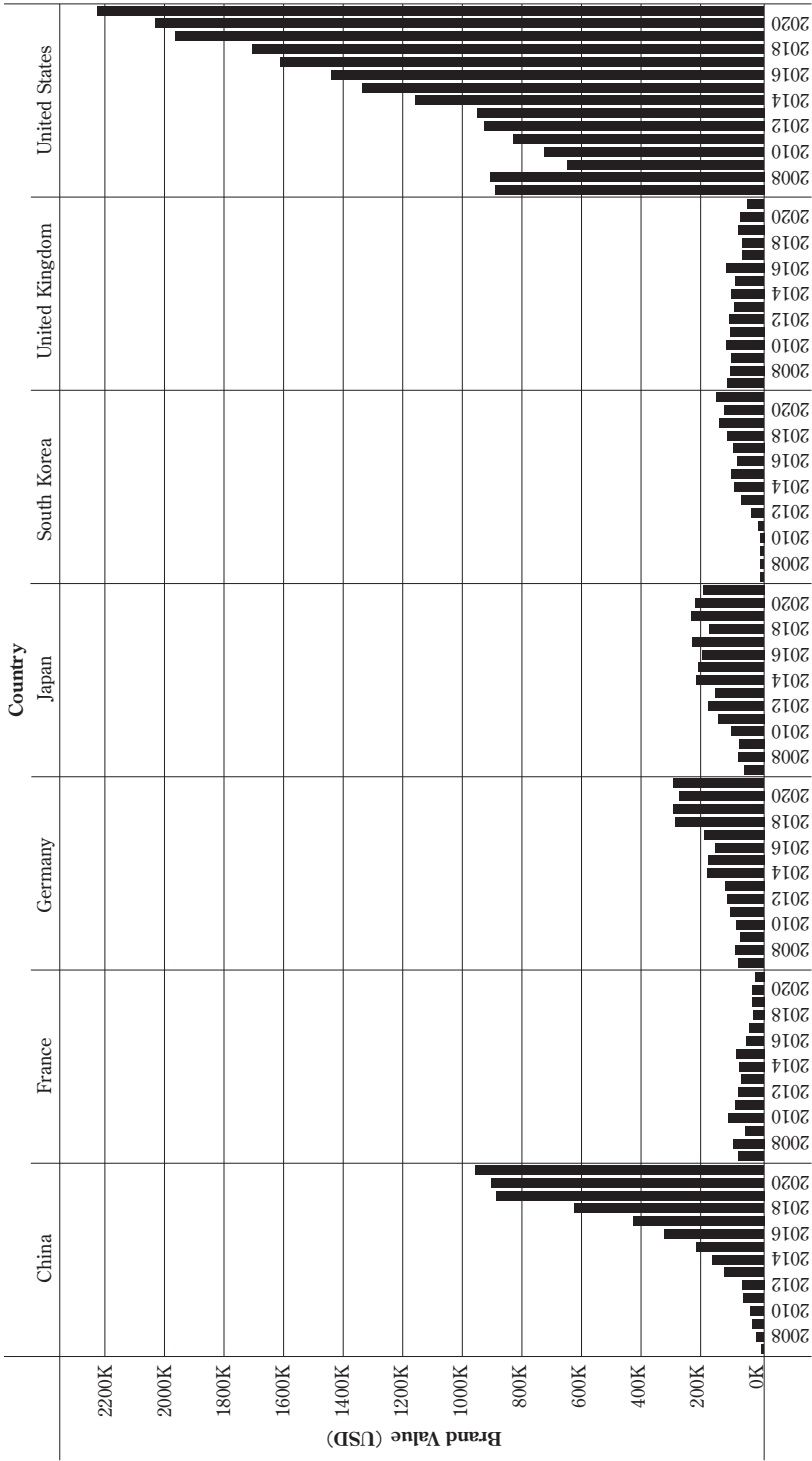
As shown in Table 1, the values of the top 100 global brands have increased every year with an average annual growth rate of 8%. The total value of the world's top 100 global brands has increased from 1.5 trillion US dollars in 2007 to over 4.1 trillion US dollars in 2021. The value of the top 100 global brands has exhibited a significant decline of about 24% in the period following the global financial crisis in 2007–2008. As expected, international brands with countries of origin that suffered detrimental effects from the global financial crisis were affected the most. More particularly, US and European brands experienced more loss in brand value during this time period. In 2009, the US brands in the top 10 global brands, including Google, Microsoft, HP, Coca-Cola, General Electric, and IBM, experienced a decline in their brand value ranging from 17% to 32%; only Walmart, the retail business, experienced an increase in brand value (4%) during the global financial crisis. The adverse effects of this period on brand prospects were felt across industries. Brands in most sectors, including heavy industry (e.g., computer equipment, electronic and electrical equipment, and automobiles), consumer products and services (e.g., apparel, tobacco, food and beverage, personal products, and restaurants), financial services (e.g., banking, insurance, securities and brokerage, and personal credit), retail, media, logistics and transportation, software, solutions and professional services, and conglomerates experienced a significant drop in their brand value during the global financial crisis. For example, HSBC, a multinational bank, saw a 28% drop in its brand value; Google, an interactive media and services company, experienced a 32% decline in its brand value; Microsoft, a software and solutions firm, saw a 31% decrease in its brand value; and Coca-Cola, a food and beverage company, experienced a brand value decline of 28%. Over this time period, only companies in the energy and utilities and the pharmaceuticals sectors experienced an increase in their brand values. At the time of writing, the effects of the COVID-19 pandemic have not yet been reflected in the brand value data. It will be interesting to see how the global pandemic affects brand prospects in different industries and how the brand strength of the country of origin can mitigate the adverse effects of the global pandemic on brand value.

Taking a closer look into the country of origin of the top 100 global brands (see Table 2 and Figure 1), four prominent trends emerge from the data. First, while American brands have historically dominated the global market, their dominance has waned over time. In 2007, American brands accounted for 60% of the total value of the top 100 global brands; by 2021, that figure had dropped to just 53%. Similarly, in 2007, there were 53 US brands among the top 100 global brands; by 2021, the number had fallen to 45. Second, China has emerged as a new and powerful player in the global market. From only one brand (China Mobile) in the top 100 global

Table 2 Top 100 brands by country of origin (2007–2021)

	China	Japan	South Korea	France	Germany	United Kingdom	Other European countries	United States	Other countries
<i>No. of brands in top 100</i>									
2007	1	6	1	7	6	10	15	53	1
2008	3	7	1	7	7	8	16	50	1
2009	4	8	1	6	9	13	11	45	3
2010	4	8	1	9	7	11	15	42	3
2011	5	11	1	7	7	9	11	44	5
2012	6	12	2	6	8	11	5	46	4
2013	9	12	2	5	7	10	8	41	6
2014	10	12	3	5	8	10	8	42	2
2015	10	12	3	6	7	9	6	44	3
2016	14	10	3	4	6	10	5	47	1
2017	16	10	3	3	7	7	6	48	0
2018	20	7	3	2	10	7	6	45	0
2019	21	9	4	2	8	7	5	42	2
2020	22	7	3	2	7	7	5	44	3
2021	23	6	4	2	8	6	4	45	2
<i>Brand value in million dollars</i>									
2007	11,018	71,367	16,537	90,293	81,351	149,832	171,591	902,580	7,386
2008	30,080	92,694	13,971	106,143	88,820	142,954	190,382	922,748	11,792
2009	43,303	89,062	13,541	67,742	74,212	147,701	103,350	655,579	24,223
2010	52,447	110,558	18,925	119,863	86,027	166,505	163,871	740,791	36,244
2011	76,142	157,554	21,512	96,685	105,856	157,863	147,475	844,730	71,957
2012	81,825	185,150	48,006	87,150	111,982	177,225	74,016	933,762	55,978
2013	136,169	166,983	78,677	79,943	112,163	172,702	108,046	960,124	78,541
2014	178,604	230,888	109,272	90,085	164,291	186,797	124,716	1,164,435	25,841
2015	230,632	226,390	113,187	96,349	159,645	174,764	98,927	1,346,375	40,235
2016	335,945	209,210	94,530	60,806	151,250	195,198	84,290	1,424,373	13,688
2017	438,397	243,285	106,038	53,685	182,746	146,802	110,504	1,589,343	–
2018	637,855	186,915	126,840	43,178	261,522	156,338	108,174	1,692,743	–
2019	897,689	249,461	156,586	46,195	263,754	184,228	103,340	1,930,503	36,958
2020	918,938	235,338	136,159	41,287	243,881	190,363	100,287	1,998,208	84,960
2021	969,139	207,998	165,350	37,214	261,327	151,956	81,183	2,205,113	58,762

Figure 1 Brand value of top 10 brands of selected countries (2007-2021)



brands in 2007 (accounting for just 1% of the total value of the top 100 global brands), there were 23 Chinese brands in 2021 (accounting for about 24% of the total value of the top 100 global brands) in various sectors including banking (Agricultural Bank of China, Bank of China, China Construction Bank, China Merchants Bank, and ICBC), insurance (China Life and Ping An), online retailing (Alibaba.com, JD.com, Taobao, and Tmall), real estate and construction (CSCEC, Country Garden, and Evergrande), energy and utilities (PetroChina, Sinopec, and State Grid), food and beverage (Moutai and Wuliangye), interactive media and services (Tencent and WeChat), and electronic and electrical equipment (Huawei).

Third, European brands, including those from the UK, France and Germany, have lost their global market positions over time, from a peak of 42 brands accounting for 36% of the total value of the top 100 global brands in 2010 to 20 brands accounting for 13% in 2021. Among them, French brands have dropped from 9 brands (BNP Paribas, Société Générale, and AXA in the financial services sector, EDF and GDF Suez in the utilities sector, in addition to Christian Dior, L'Oréal, Carrefour, and Orange) accounting for 6% of the total value of the top 100 global brands in 2010 to just 2 brands (Orange and Total) accounting for just 1% in 2021. German brands have done well in maintaining their position in the global market, accounting for an average of 6% of the total value of the top 100 global brands, particularly in the automobiles industry (Mercedes-Benz, Porsche, BMW), in which the country is quite competitive. Even though the number of UK brands in the top 100 global brands has not changed significantly (10 brands in 2007 and 6 brands in 2021), their share of the total value has fallen from 10% in 2007 to 4% in 2021.

Fourth, two key East Asian players (Japan and South Korea) have developed differently. Until 2015, Japanese brands had increasingly become stronger in the global market, with 12 brands accounting for on average 10% of the total value of the top 100 global brands during 2007–2015. Japanese brand dominance in the international market has shown a prominent decline, with only 6 brands accounting for 5% of the total value of the top 100 global brands in 2021. Interestingly, Japanese automobile companies (Honda, Toyota and Mitsubishi Group) and conglomerate firms (Mitsui Group and Sumitomo Group) still hold a strong position in the global market. Since 2015, Japanese brands in the electric and electronic industry (Canon, Hitachi, Panasonic, Sony, and Toshiba) have become less competitive and largely dropped out of the top 100 global brands list. South Korean brands, on the other hand, have gradually established their position in the global market; from only one brand (Samsung Group) accounting for 1% of the total value of the top 100 global brands in 2007, there were 4 brands (Hyundai

Group, LG Group, Samsung Group, and SK Group) accounting for 4% of the total value in 2021.

We have witnessed changes in the global market over the past years. Brand positioning is evolving in response to the fast-moving nature of today's markets. New technologies have destroyed the competitiveness of some brands (e.g., Nokia) but created a new playing field for emerging brands (e.g., Alibaba.com, Amazon, and WeChat). Brands develop regardless of product or sector specificity, and competition is extended across the value chain and beyond traditional market boundaries (Moor and Lury, 2011). For example, rapid changes in technology and more intense competition in the telecommunications market were important forces behind the merger of Bell Atlantic Corporation and GTE Corporation in 2000 to form Verizon, a new US brand in the global communications business. We have looked at the industries of the top 100 global brands (see Table 3) and found interesting trends.

First, the number and share of financial services brands in the top 100 global brands have steadily declined, from 26 brands accounting for 24% of the total value of the top 100 global brands in 2007 to 16 brands accounting for 14% of the total value in 2021. Among them, the position of brands in the banking and insurance sectors has weakened the most. As of 2021, five Chinese banks and five US banks (Bank of America, Citi, Wells Fargo, Chase, and JP Morgan) were among the top 100 global brands, with four Chinese banks (ICBC, China Construction Bank, Agricultural Bank of China, and Bank of China, ranked 8th, 11th, 19th, and 25th, respectively) ranking higher than all of the banks from the US. The three insurance businesses in the top 100 global brands in 2021 were Ping An (China), China Life (China), and Allianz (Germany), with estimated brand values of 54,579 million, 22,578 million, and 20,204 million US dollars, respectively. US brands VISA, American Express, and Mastercard hold a strong position in the personal credit sector, with a combined brand value of 69,184 million US dollars in 2021.

Second, the growth of the retail sector in terms of both the number and share of the top 100 global brands from 9 brands accounting for 8% of the total value of the top 100 global brands in 2007 to 12 brands accounting for 17% of the total value in 2021 is attributable to the growth of online retailing, including the 2nd ranked US brand, Amazon (brand value of 254,188 million US dollars), and particularly online retailing in China (Taobao (brand value of 53,335 million US dollars), Tmall (brand value of 49,179 million US dollars), Alibaba.com (brand value of 39,156 million US dollars), and JD.com (brand value of 23,539 million US dollars)). US brands (Walmart, Home Depot, Lowe's, Costco, CVS, Target) continue to dominate global brands in the traditional retail sector, with a combined brand value of 252,994 million US dollars in 2021.

Table 3 Top 100 brands by industry (2007-2021)

	Energy & utilities	Heavy industries	Automobiles	Consumer products & services	Financial services	Retail	Media & entertainment	Telecoms	Professional services	Conglomerate	Others
<i>No. of brands in top 100</i>											
2007	4	16	8	17	26	9	6	9	4	7	2
2008	5	15	7	13	24	12	6	8	6	7	4
2009	6	15	9	13	21	12	6	10	7	8	4
2010	6	14	8	12	25	11	4	11	5	9	3
2011	7	14	7	10	26	12	3	9	5	10	4
2012	8	14	7	6	23	13	4	9	7	13	3
2013	8	12	8	6	27	11	3	12	8	11	2
2014	8	12	7	7	22	12	4	12	7	13	3
2015	8	13	7	9	20	10	6	14	6	11	3
2016	8	12	7	8	20	12	7	11	7	10	5
2017	8	14	7	9	18	11	8	10	8	9	5
2018	7	16	10	10	17	8	10	10	8	7	7
2019	6	15	9	9	19	8	9	10	7	11	6
2020	8	15	8	10	19	10	8	8	7	10	5
2021	7	15	9	9	16	12	8	7	8	11	7
<i>Brand value in million dollars</i>											
2007	49,230	263,202	112,749	286,318	363,599	124,508	95,311	114,908	87,384	94,097	23,395
2008	58,904	281,520	106,480	238,365	341,697	171,185	105,359	134,139	121,747	105,200	41,467
2009	64,435	187,606	97,260	167,095	213,452	148,841	69,210	135,535	106,133	93,468	32,938
2010	71,058	218,069	113,427	186,157	349,436	165,510	70,074	172,379	98,500	133,578	30,473
2011	93,566	243,589	126,533	154,342	424,287	191,496	71,594	171,417	115,169	166,234	48,082
2012	115,925	286,937	129,932	115,954	355,570	206,976	84,467	185,119	145,532	220,542	38,074
2013	132,340	297,827	157,804	123,529	425,597	212,899	85,445	203,224	160,038	225,304	27,144
2014	136,928	362,244	179,456	145,458	417,646	254,686	120,756	302,371	180,265	310,509	44,067
2015	155,994	403,481	187,817	230,994	408,710	248,376	171,352	372,338	169,733	274,575	50,951
2016	152,329	408,087	186,464	216,130	440,552	288,877	225,655	348,667	181,268	224,817	82,907
2017	190,103	439,191	215,458	213,486	448,872	354,843	297,128	375,096	219,521	242,083	90,478
2018	193,914	548,247	286,128	243,274	514,254	337,223	398,140	379,981	237,393	225,422	135,717
2019	207,397	628,824	307,140	259,990	683,018	452,609	477,697	401,640	281,765	323,041	152,734
2020	287,005	628,024	311,941	300,955	685,422	525,318	500,886	305,435	280,297	309,910	126,168
2021	232,139	753,835	343,275	280,354	571,056	690,368	523,513	281,510	307,220	326,603	171,443

IKEA, a Swedish retailing brand, has been ranked in the top 100 global brands in every year except for 2009–2010, with a highest rank of 42nd in 2017 (brand value of 24,119 million US dollars).

Third, as the use of social media has grown and communication channels have shifted from traditional media (e.g., TV and newspapers) to internet-based media, brands in the interactive media and services sector have gained more influence in the global market, from 2 brands (Google, Yahoo) accounting for 2% of the top 100 global brands in 2007 to 5 brands (Google, Facebook, Instagram, Tencent, WeChat) accounting for 10% in 2021. More specifically, the brand value of Google has risen considerably from 25,687 million US dollars (ranked 15th in the top 100 global brands) in 2007 to 191,215 million US dollars (ranked 3rd in the top 100 global brands).

Fourth, the significance of the food and beverage sector has declined over time, both in terms of the number and share of the top 100 global brands from 8 brands (Budweiser, Coca-Cola, Heineken, Kellogg's, Kraft, Nescafe, Pepsi, and Stella Artois) accounting for 9% of the top 100 global brands in 2007 to 5 brands (Coca-Cola, Moutai, Nestle, Pepsi, and Wuliangye) accounting for 3% in 2021. The values of US beverage brands Coca-Cola and Pepsi have shrunk considerably from 43,146 million US dollars (ranked 1st) and 23,948 million US dollars (ranked 19th) in 2007 to 33,166 million US dollars (ranked 39th) and 18,365 million US dollars (ranked 95th), respectively, in 2021. Two Chinese liquor brands, Moutai and Wuliangye, emerged in the list of the top 100 global brands in 2018 and 2020 with brand values in 2021 of 45,333 million US dollars (ranked 27th) and 25,768 million dollars (ranked 61st), respectively.

Fifth, while the share of conglomerates in the top 100 global brands has been relatively stable on aggregate, detailed data indicate that the US conglomerate General Electric's brand has experienced a significant decline in value from 31,850 million US dollars (ranked 7th) in 2007 to 18,028 million US dollars (ranked 97th) in 2021. Meanwhile, other countries' brands have gained value over time. Samsung Group's brand has grown from 16,537 million US dollars (ranked 30th) in 2007 to 102,623 million US dollars (ranked 5th) in 2021. The brand value of Siemens Group, a German conglomerate, has more than doubled from 10,363 million US dollars (ranked 60th) in 2007 to 20,646 million US dollars (ranked 81st) in 2021. TATA Group's brand value has increased threefold from 7,386 million US dollars (ranked 100th) in 2007 to 21,283 million US dollars (77th rank) in 2021.

As the total value of the top ten brands accounts for one-fourth of the top 100 brand values, we examine the development of these brands (see Table 4). In line with our earlier findings,

Table 4 Top 10 brands (2007-2021)

Rank	2007		2008		2009		2010		2011	
	Brand	Value	Brand	Value	Brand	Value	Brand	Value	Brand	Value
1	Coca-Cola	43,146	Coca-Cola	45,441	Walmart	40,616	Walmart	41,365	Google	44,294
2	Microsoft	37,074	Microsoft	44,501	Coca-Cola	32,728	Google	36,191	Microsoft	42,805
3	Citi	35,148	Google	43,084	IBM	31,530	Coca-Cola	34,844	Walmart	36,220
4	Walmart	34,898	Walmart	39,001	Microsoft	30,882	IBM	33,706	IBM	36,157
5	IBM	34,074	IBM	37,949	Google	29,261	Microsoft	33,604	Vodafone	30,674
6	HSBC	33,495	General Electric	36,122	General Electric	26,654	General Electric	31,909	Bank of America	30,619
7	General Electric	31,850	HSBC	35,456	HSBC	25,364	Vodafone	28,995	General Electric	30,504
8	Bank of America	31,426	HP	34,109	Vodafone	24,647	HSBC	28,472	Apple	29,543
9	HP	29,445	Nokia	33,116	HP	23,837	HP	27,383	Wells Fargo	28,944
10	Marlboro	26,990	Citi	27,817	Toyota	21,995	Toyota	27,319	AT&T	28,884

Rank	2012		2013		2014		2015		2016	
	Brand	Value	Brand	Value	Brand	Value	Brand	Value	Brand	Value
1	Apple	70,605	Apple	87,304	Apple	104,680	Apple	128,303	Apple	145,918
2	Google	47,463	Samsung Group	58,771	Samsung Group	78,752	Samsung Group	81,716	Google	88,173
3	Microsoft	45,812	Google	52,132	Google	68,620	Google	76,683	Amazon	69,642
4	IBM	39,135	Microsoft	45,535	Microsoft	62,783	Microsoft	67,060	Microsoft	67,258
5	Walmart	38,320	Walmart	42,303	Verizon	53,466	Verizon	59,843	Verizon	63,116
6	Samsung Group	38,197	IBM	37,721	General Electric	52,533	AT&T	58,820	AT&T	59,904
7	General Electric	33,214	General Electric	37,161	AT&T	45,410	Walmart	56,705	Samsung Group	58,619
8	Coca-Cola	31,082	Amazon	36,788	Amazon	45,147	Amazon	56,124	Walmart	53,657
9	Vodafone	30,044	Coca-Cola	34,205	Walmart	44,779	McDonald's	52,909	China Mobile	49,810
10	Amazon	28,665	Verizon	30,729	IBM	41,514	General Electric	48,019	Wells Fargo	44,170

Rank	2017		2018		2019		2020		2021	
	Brand	Value	Brand	Value	Brand	Value	Brand	Value	Brand	Value
1	Google	109,470	Amazon	150,811	Amazon	187,905	Amazon	220,791	Apple	263,375
2	Apple	107,141	Apple	146,311	Apple	153,634	Google	188,512	Amazon	254,188
3	Amazon	106,396	Google	120,911	Google	142,755	Apple	140,524	Google	191,215
4	AT&T	87,016	Samsung Group	92,289	Microsoft	119,595	Microsoft	117,072	Microsoft	140,435
5	Microsoft	76,265	AT&T	82,422	Samsung Group	91,282	Samsung Group	94,494	Samsung Group	102,623
6	Samsung Group	66,218	Microsoft	81,163	AT&T	87,005	ICBC	80,791	Walmart	93,185
7	Verizon	65,875	Facebook	76,526	Facebook	83,202	Facebook	79,804	Facebook	81,476
8	Walmart	62,211	Verizon	62,826	ICBC	79,823	Walmart	77,520	ICBC	72,788
9	Facebook	61,998	Walmart	61,480	Verizon	71,154	Ping An	69,041	Verizon	68,890
10	ICBC	47,832	ICBC	59,189	China Construction Bank	69,742	Huawei	65,084	WeChat	67,902

Brand value in million dollars



US brands have long been dominant players in the global market, accounting for the majority of the top ten global brands. Of these, Microsoft and Walmart, in particular, have seen their brand values grow from 37,074 million US dollars and 34,898 million US dollars in 2007 to 140,435 million US dollars and 93,185 million US dollars, respectively, in 2021. HP, IBM, General Electric, and Coca-Cola have seen their run in the top ten global brands list end in the last decade. HP was ranked among the top ten global brands until 2010, IBM until 2014, and General Electric until 2015. Note that Coca-Cola was ranked as the number one global brand in 2007 and 2008; however, its ranking has since declined, and it has not been a top ten global brand since 2014. Google has a very strong brand position, consistently ranking in the top three in most years. Apple has been in the top ten global brands list since 2011, ranking first from 2012 to 2016 and remaining in the top 3 from 2012 to 2021. Apple's brand value has increased considerably from 29,543 million US dollars (ranked 8th) in 2011 to 263,375 million dollars (ranked 1st) in 2021. Similarly, Amazon entered the top ten global brands list in 2012, with a brand value of 28,665 million US dollars (ranked 10th); its brand value has increased over time, and it entered the top three global brands for the first time in 2016 with an estimated brand value of 69,642 million US dollars (ranked 3rd). During the period of 2018–2020, Amazon ranked first among the top ten global brands, and in 2021, it ranked second with a brand value of 254,188 million US dollars. Facebook entered the top ten global brands list in 2017 (ranked 9th with brand value of 61,998 million US dollars), and it remained in 7th position from 2018 to 2021. The estimated value of the Facebook brand in 2021 was 81,476 million US dollars. AT & T was in the top ten global brands from 2014 to 2019, with its brand value increasing from 45,410 million US dollars (ranked 7th) in 2014 to 87,005 million US dollars (ranked 6th) in 2019. Similarly, Verizon has been ranked among the top ten global brands since 2013 (ranked 10th with a brand value of 30,729 million US dollars). By 2021, its brand value had increased to 68,890 million US dollars (ranked 9th).

Foreign brands from the United Kingdom, Japan, South Korea, Finland, and China have the potential to become top ten global brands. More specifically, HSBC and Vodafone (both UK brands) were on that list from 2007 to 2012. Toyota (a Japanese brand) was ranked 10th in 2009–2010. Samsung Group (a South Korean brand) has been in the top ten global brands list since 2012, ranking second from 2013 to 2015. Brands from China have shown good prospects and appeared in the top ten global brands list since 2010. These brands are from the financial services sector (ICBC, China Construction Bank, and Ping An), telecoms sector (China Mobile and Huawei), and the interactive media and services sector (WeChat).

## 5 Conclusion

This study looks at the positioning and development of global brands as valued by an independent brand valuation specialist, Brand Finance, over the last 15 years. At country level, while US brands have maintained their global market dominance, they have been challenged by brands from emerging markets such as China. As China has become more developed and increasingly open to international trade and business, its brands have become globally recognized across sectors such as banking, insurance, online retailing, interactive media and services, and liquor. The rise of Chinese global brands reflects the ongoing trend of the US and China competing to become the world's dominant leader in economic, political, and technological developments (Tellis, 2019). Both countries will continue to nurture and invest in their businesses and innovations to give their respective companies and brands a competitive edge on a global scale.

At both industry and brand level, some brands appear to have created more value than their counterparts in other industries. Two factors may be contributing to the rise in the value of such brands. The first is their ability to deal with digital disruption, while the second is their ability to combine product scarcity with cultural heritage. Based on our trend analysis, brands in the former category, which are more agile in their digital transformation, will continue to achieve higher brand value. For example, brands in the traditional retail sector, such as Walmart, Home Depot, and Costco, continue to grow as a result of their ongoing digital transformation strategy. Brands in the online retail sector, such as Amazon, Taobao, and others, will continue to benefit from increased brand value as they continue to invest in their digital capabilities. Despite the fact that the overall value of financial services brands has continued to decline, we believe that some brands that successfully fine-tune their digital strategy and offer more innovative financial products on digital platforms will eventually be able to restore their brand value on a global scale. It is also interesting to see the rise of two Chinese alcohol brands, Moutai and Wuliangye, in the top 100 global brands in this study. Their success is partly due to the scarcity of their product and production process, as well as their strong ties to their national culture and heritage.

Future research might look into the relationship between brand value and a company's ability to adapt to change in the digital landscape. It may also be interesting to investigate the association between brand value and specific marketing strategies and implementation (e.g., communications strategy, brand story-telling, brand linkages to cultural heritage, and engagement

in corporate social responsibility). Additionally, future research could also look into the association between brand values and macroeconomic indicators or other organizational variables, such as sectoral growth, share prices, and cultural dimensions.

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