

Corporate Branding: Measurement & Management

Illustration

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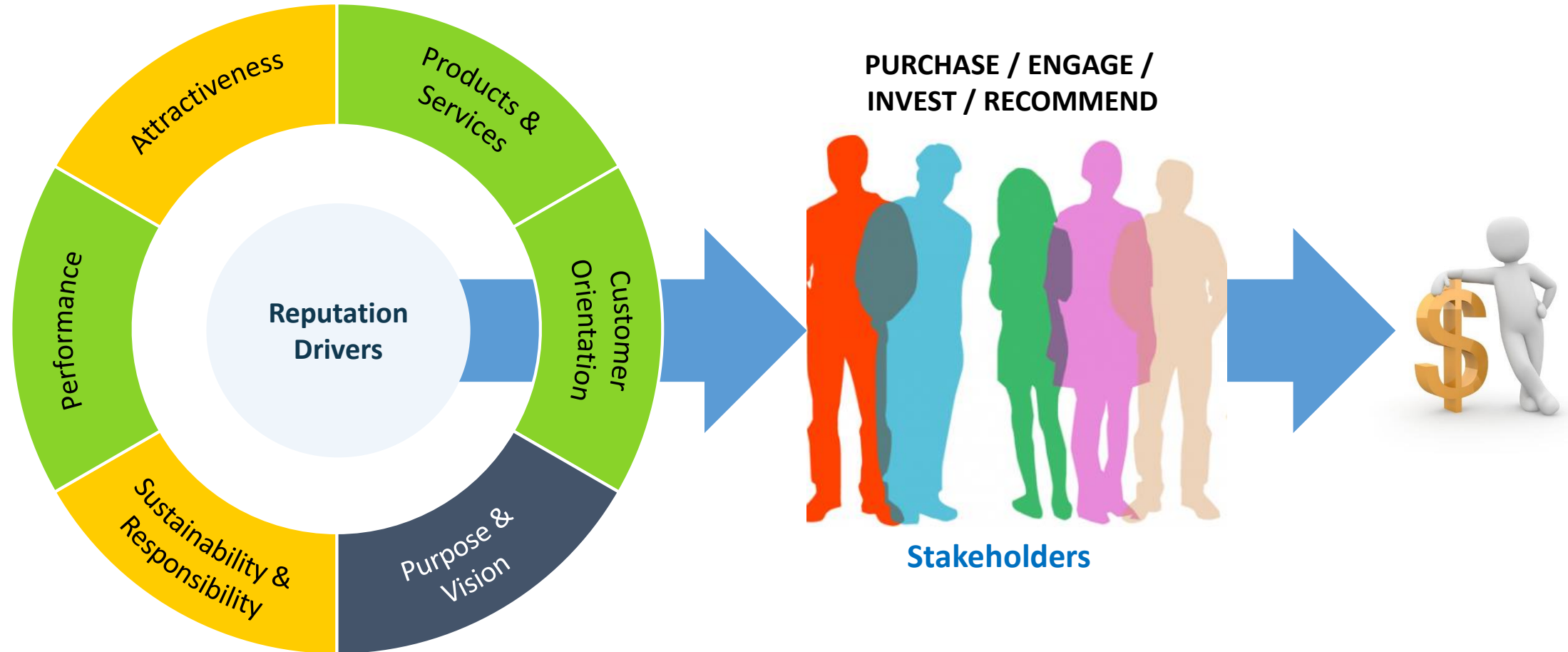
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The Big Picture: Brand Reputation → Stakeholder Behavior → Market Value

Sound empirical evidence proves impact of the corporate brand on MyCompany's financial performance



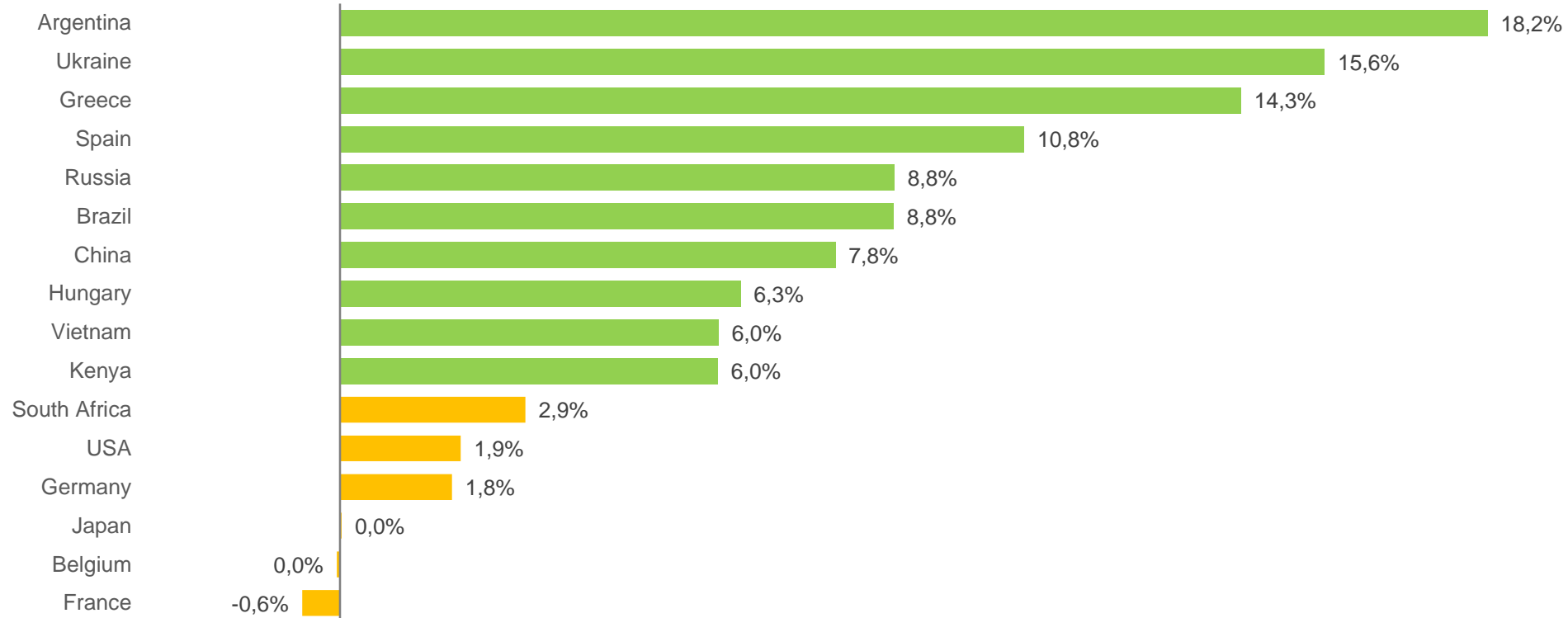
1. Overview: MyCompany's Reputation

1. Where MyCompany Stands

Competitive Position (MyCompany vs. benchmark)

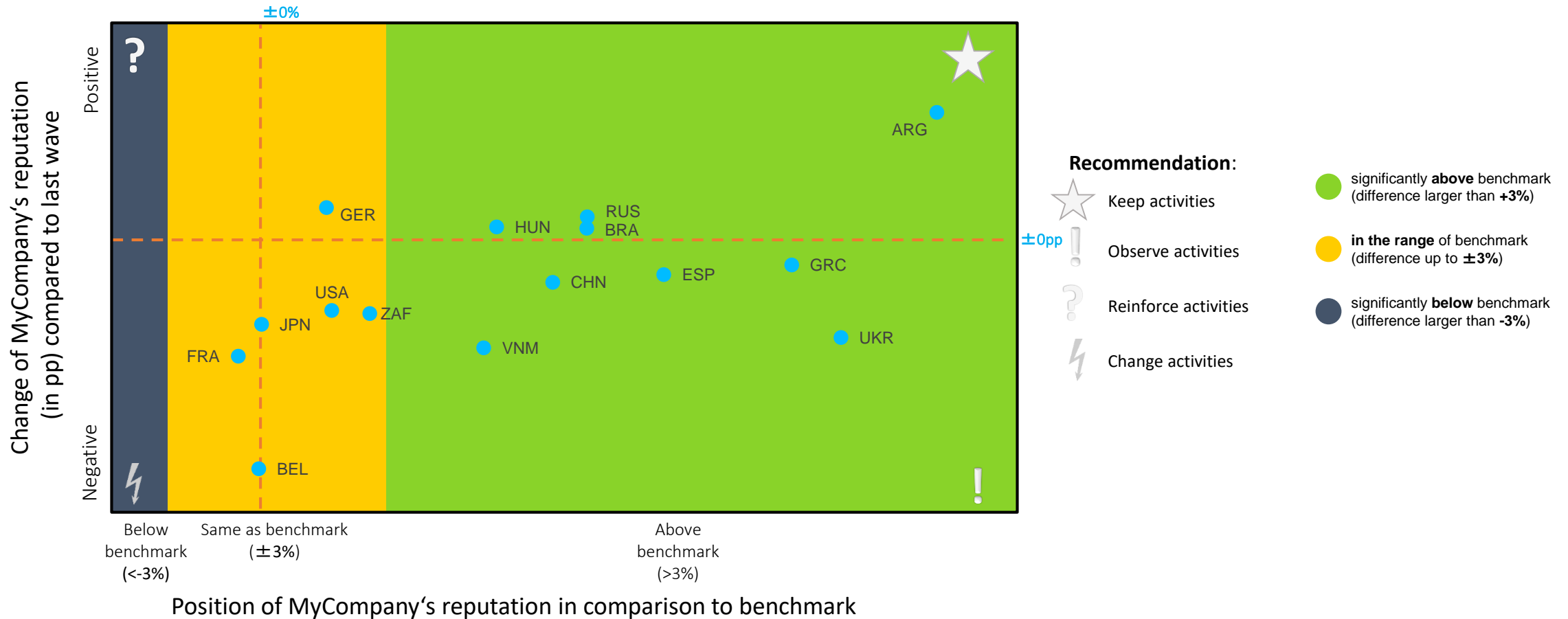
Relative Mean Values

Position Comp. to Benchmark



MyCompany Stabilizes Its Competitive Position and Is Seen Ahead of Competition in Most Countries

Global Performance Map











Interpretation aid (e.g. USA): USA has increased its reputation in comparison to last wave (y-axis) and has a better reputation (>3%) compared to its Argentinian key competitors (x-axis).

A View on the Behavioral Outcomes

Future Behavior Assessments – Top 2 Boxes

Absolute Top 2 Values

	 ARG	 BEL	 BRA	 CHN	 FRA	 GER	 GRC	 HUN
Purchase	73,0%	32,8%	81,5%	72,3%	27,7%	39,2%	60,0%	54,8%
Invest	65,4%	28,5%	78,0%	70,7%	27,3%	31,7%	52,1%	54,3%
Engage	63,4%	29,8%	74,4%	73,8%	26,2%	31,5%	51,5%	55,6%
Recommend*	47,1%	9,3%	58,2%	32,2%	9,0%	14,7%	28,7%	29,5%

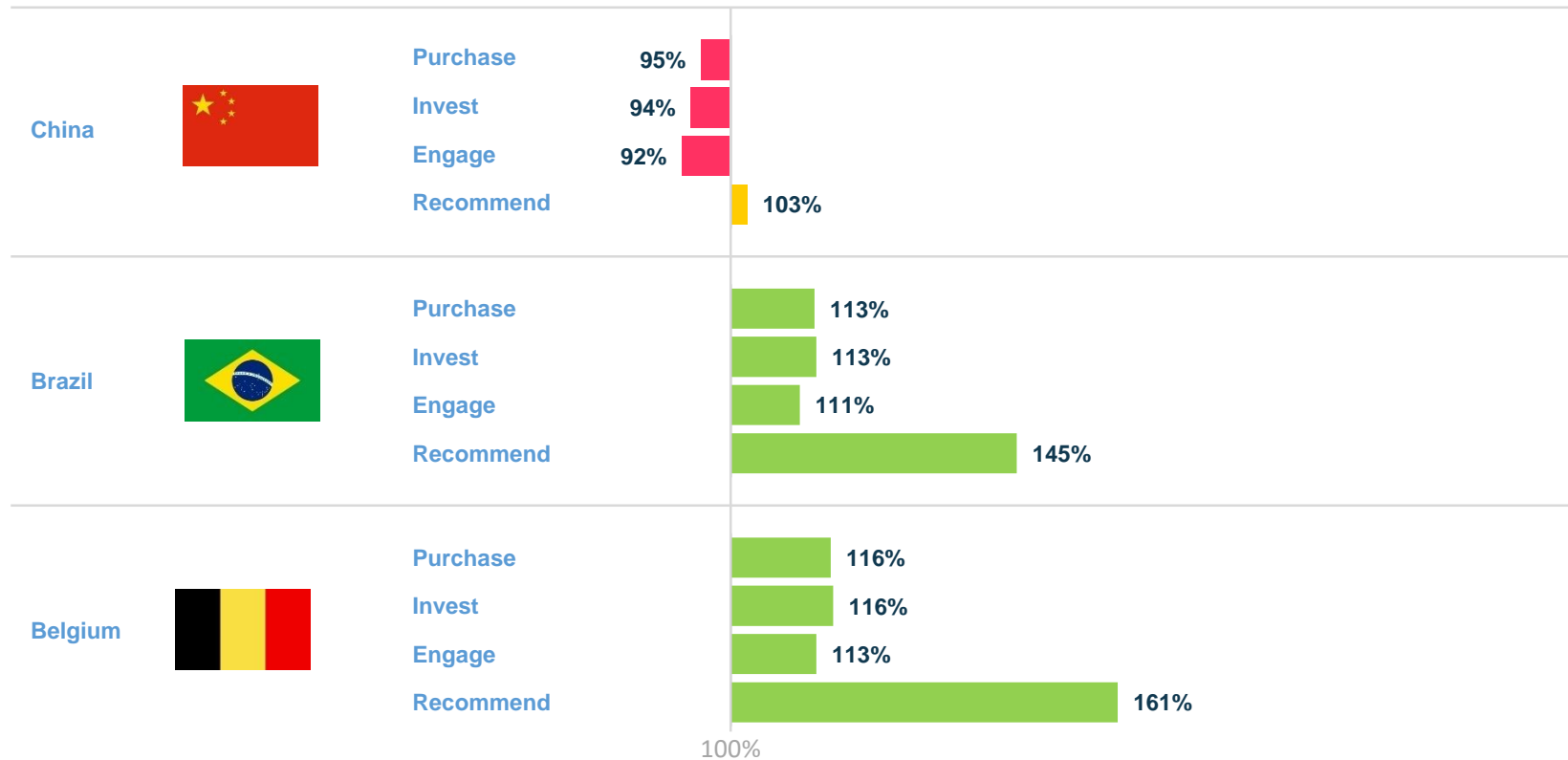
*) NPS Measurement (11 scale points)

Note: Due to country-specific differences, values should not be compared across countries.

MyCompany's Market Outcomes Are Rated Above Competitors in Latin America and Belgium but Trail Behind in China

Market Outcomes – Relative Position (MyCompany vs. Benchmark)

Relative Top 2 Values

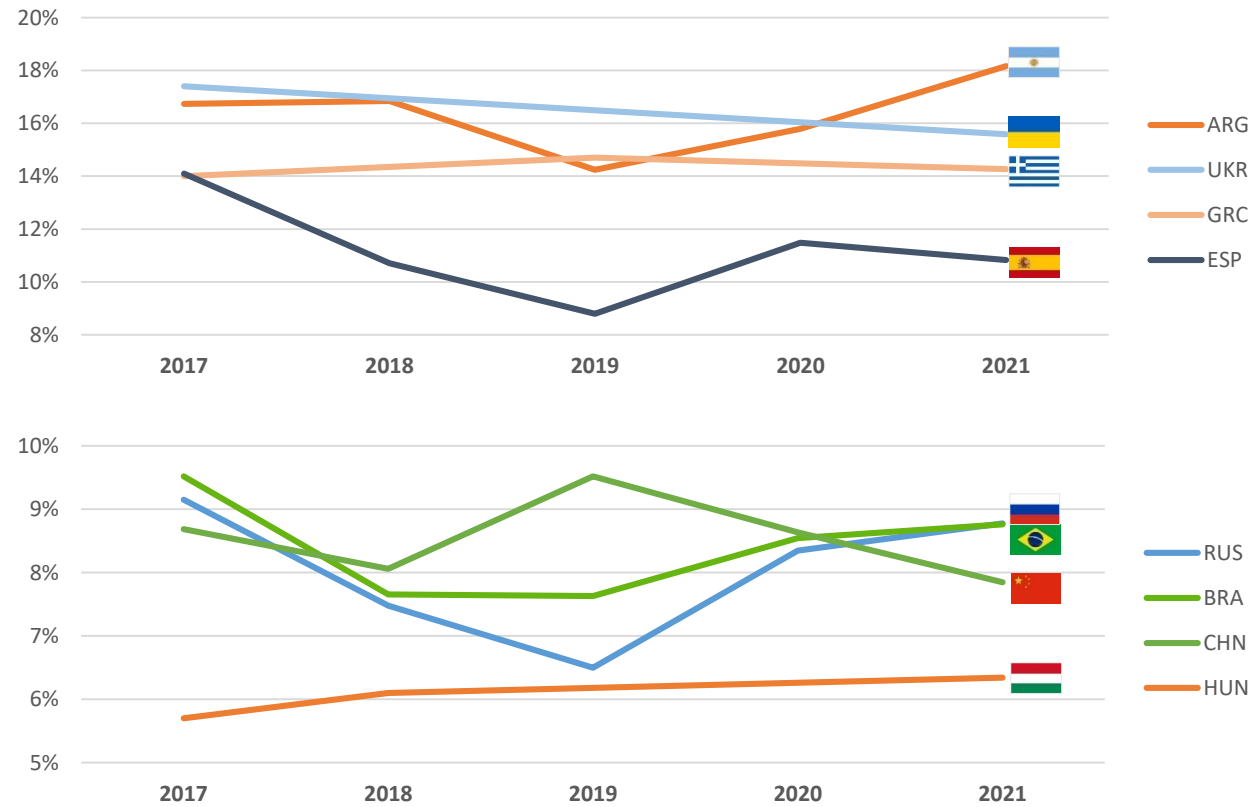


- significantly **above** benchmark (difference larger than +3%)
- **in the range** of benchmark (difference up to $\pm 3\%$)
- significantly **below** benchmark (difference larger than -3%)

2. How MyCompany Developed

Yearly Progress

Relative Mean Values



Largest Improvement of Competitive Position Again in USA

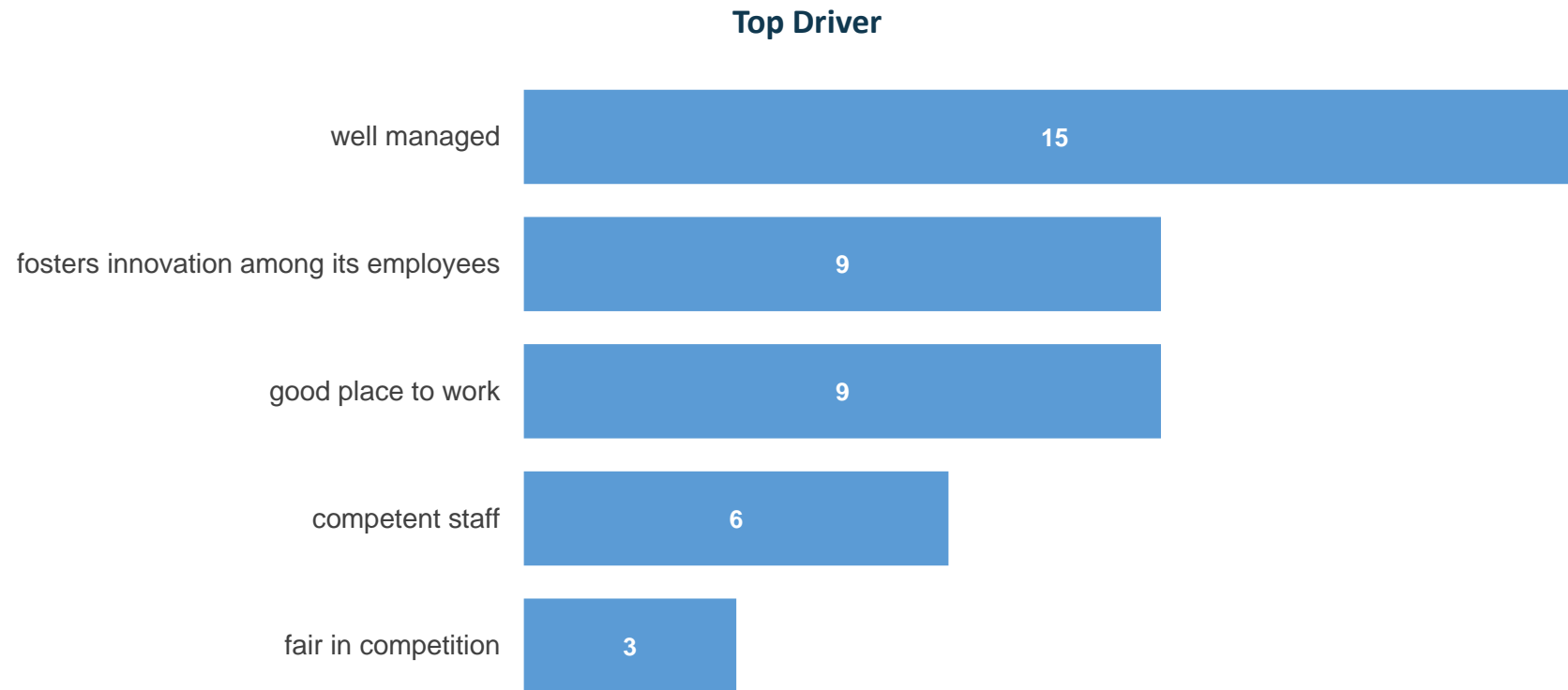
Yearly Progress by Yearly Improvement (2024 vs. 2023)

Relative Mean Values

Rank	Country	Changes in pp (2024 vs. 2023)	Position 2024	Rank 2024	Position 2023	Rank 2023
1	USA	+2,4	18,2%	1	15,8%	1
2	Hungary	+0,6	1,8%	13	1,2%	20
3	Russia	+0,5	8,8%	5	8,3%	7
4	Brazil	+0,3	8,8%	6	8,5%	6
5	Germany	+0,2	6,3%	8	6,1%	n/a
6	Greece	-0,4	14,3%	3	14,7%	n/a
7	Spain	-0,7	10,8%	4	11,5%	2
8	China	-0,8	7,8%	7	8,6%	5
9	Argentina	-1,3	1,9%	12	3,2%	15
10	South Africa	-1,4 (2021)	2,9%	11	4,3% (2021)	n/a
11	Japan	-1,6	0,0%	14	1,6%	18

3. What Drives Stakeholder Behavior

Overall Top 3 Drivers of Future Behavior



Note: The counts depicted above reflect how often a driver appeared among the top 3 drivers across countries. Top drivers thus include those with the highest frequency. For example, “well managed” featured 15 times as one of the top 3 drivers across countries. In case of a tie, the number of nominations as a top 1 driver is decisive.

Attractiveness as Key Dimension in All Countries. Sustainability and Responsibility With High Impact in Nine out of 16 Countries

Most Important Dimensions for Future Behavior

Absolute Impact

	ARG	BEL	BRA	CHN	FRA	GER	GRC	HUN
Products & Services	0,21	0,10	0,12	0,09	0,10	0,11	0,12	0,11
Customer Orientation	0,04	0,05	0,01	0,03	0,00	0,01	0,01	0,05
Purpose & Vision	0,09	0,11	0,10	0,11	0,09	0,13	0,16	0,10
Sustainability & Responsibility	0,16	0,21	0,05	0,06	0,33	0,20	0,09	0,22
Performance	0,09	0,07	0,20	0,22	0,06	0,12	0,14	0,07
Attractiveness	0,20	0,27	0,31	0,29	0,25	0,26	0,27	0,27

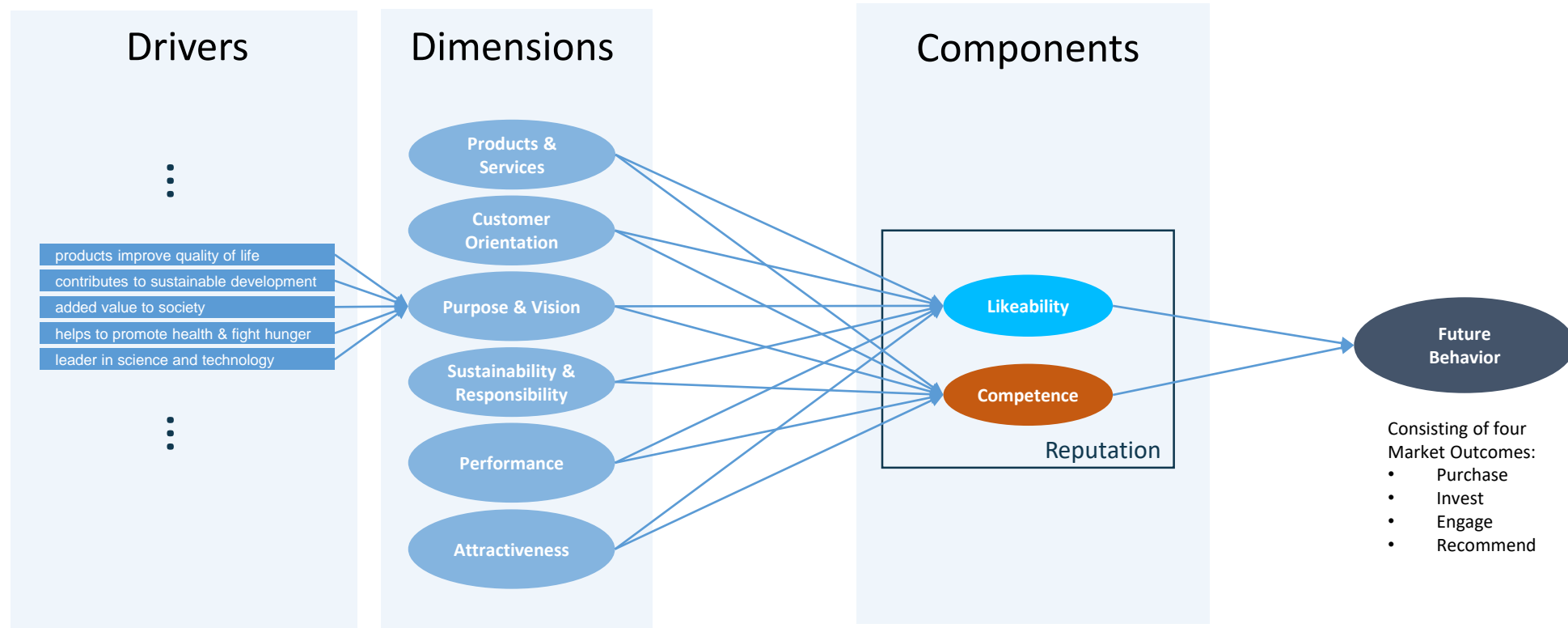
highest impact on future behavior

second highest impact on future behavior

2. Reputation Driver Analysis

Terms & Definitions

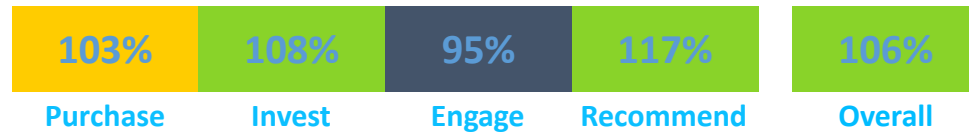
Relevant Terms for GBT Driver Analysis



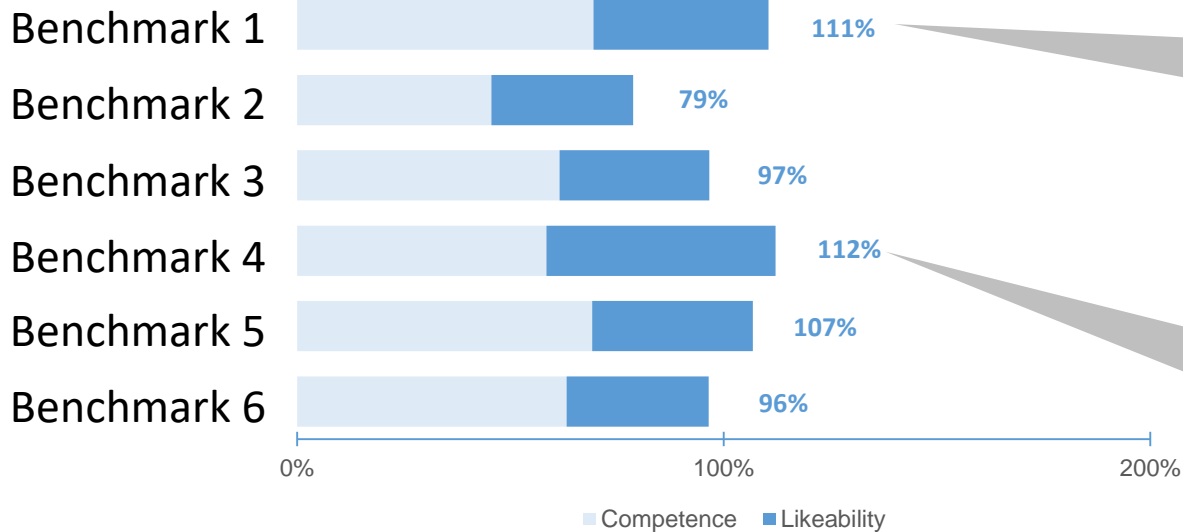
Country Overview - Interpretation aid

Country

MyCompany Market Outcomes



Reputation Scores



Interpretation aid
 Top 2 boxes of the Market Outcomes regarding MyCompany compared to the benchmark's Top 2 boxes of the Market Outcomes. The benchmark is composed of the average of the (five) relevant competitors. Market Outcomes consist of the four Future Behavior items.
A score of 106% reflects that MyCompany is judged 6% better than the average of the (five) relevant competitors.

Interpretation aid
 Top 2 boxes of MyCompany's reputation compared to the Top 2 boxes of the benchmark. The benchmark is composed of the average of the (five) relevant competitors. The reputation leverage thus reflects the relative reputation based on Top 2 boxes. **A score of 111% reflects that MyCompany's reputation is 11% better than the average of the (five) relevant competitors.**

Interpretation aid
 Interpretation similar to interpretation of MyCompany's reputation score. Here, the relevant benchmark consists of the average of the Top 2 boxes of the other (four) relevant competitors (respectively) and MyCompany.

- significantly **above** benchmark (difference larger than **+3%**)
- **in the range** of benchmark (difference up to **±3%**)
- significantly **below** benchmark (difference larger than **-3%**)

Percentage values in dark blue indicate the relative position of the company compared to the respective five other main competitors regarding the top 2 boxes of the respective construct. Percentage values in bright blue indicate the share of explanation power regarding future behavior.

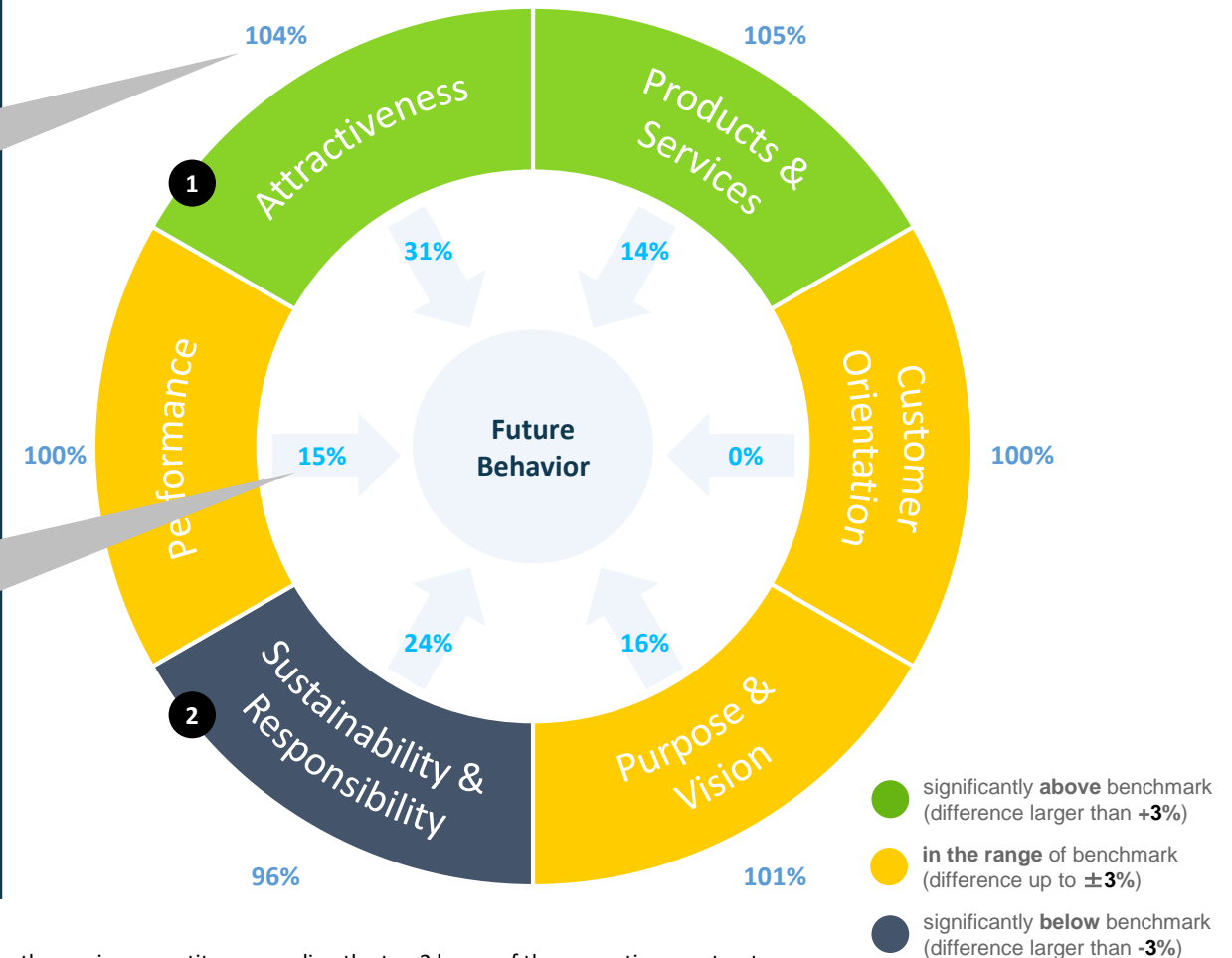
Country Overview

Country

Interpretation aid

Interpretation aid
 MyCompany's performance regarding the respective dimension (e.g. Attractiveness) relative to the performance of the benchmark (average of the relevant competitors). Values are based on Top 2 boxes.
A value of 104% reflects that MyCompany is judged 4% better than average of the (five) relevant competitors on this dimension.

Interpretation aid
 Relative impact of the respective dimension (e.g. Performance) on Future Behavior, the index of all four Market Outcomes. The values thus reflect the dimensions' importance for Future Behavior in relation to all other dimensions.
A value of 15% reflects that this driver contributes 15% of the whole explanation power (which is set to 100%) of the model at hand.



Percentage values in dark blue indicate the relative position of the company compared to the respective five other main competitors regarding the top 2 boxes of the respective construct.
 Percentage values in bright blue indicate the share of explanation power regarding future behavior.



Overview and Implications for USA

- **MyCompany clearly outperforms** the benchmark on all four Market Outcomes, especially on “Recommend”.
- MyCompany's **reputation is way ahead** of all competitors (better than in all other countries surveyed), and the lead keeps growing compared to last wave.
- **High quality, safe and innovative products** and services are **MyCompany's key assets** that drive respondents' future behavior. MyCompany's **attractive appearance** flanks the effects emerging from its products.
- An **improved perception** of MyCompany's **responsible and ethical behavior** would further extend the lead, just like the perception of MyCompany as good place to work.

Keep / Exploit

High-quality, safe and innovative products & services

Respondents like MyCompany's appearance. Keep visibility high!

Improvement Options

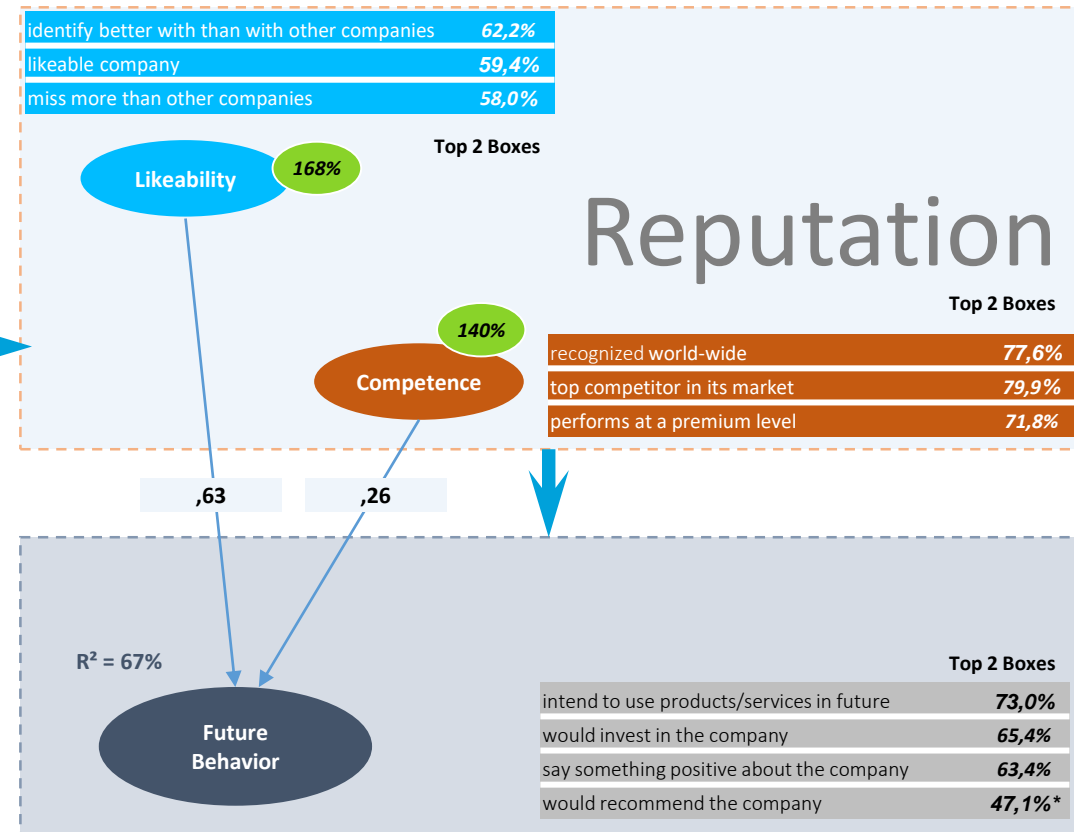
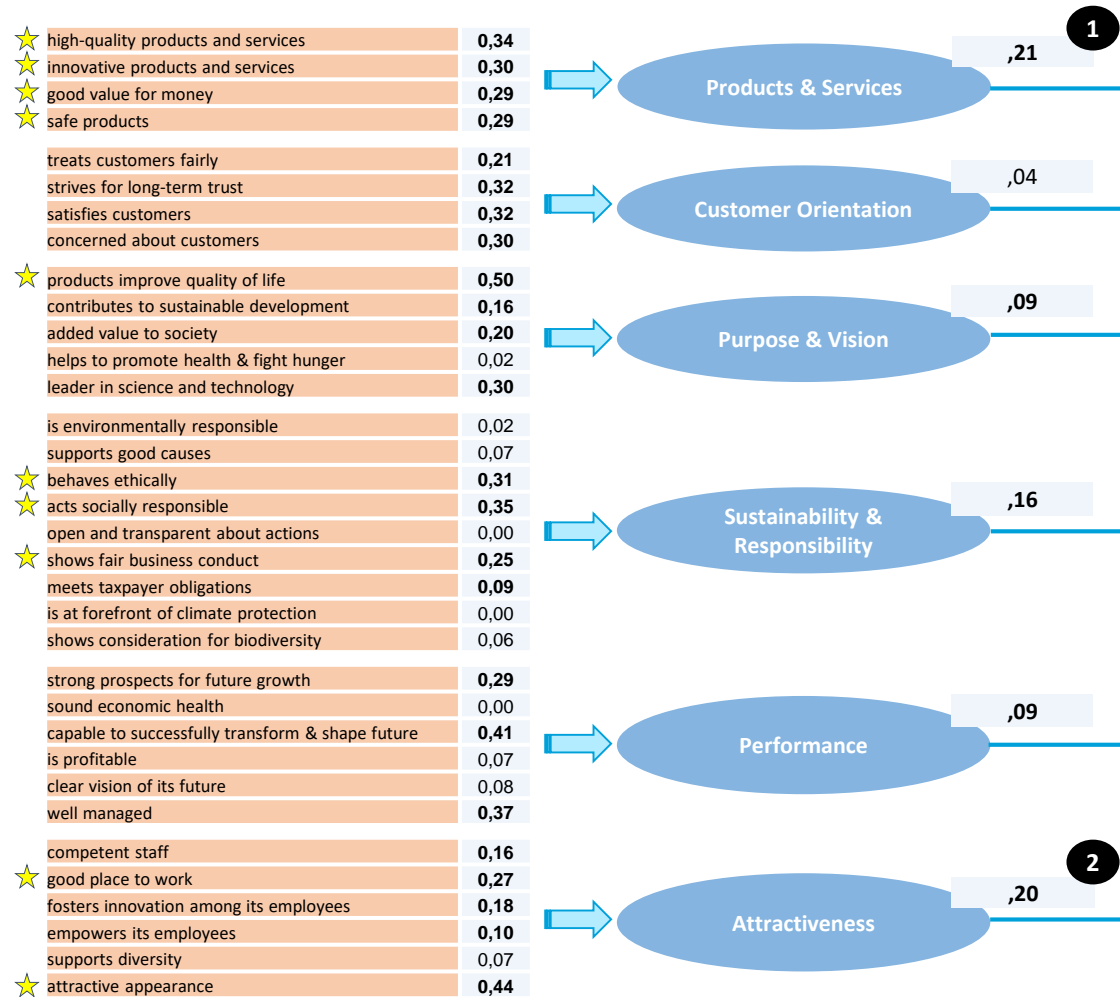
Communicate responsible and ethical behavior.

Position MyCompany as good place to work.

MyCompany's Reputation & Future Behavior: Driver Analysis



USA



★ Stars indicate Top 10 drivers (cf. next slide).
 Bold types indicate significance.
 * NPS Measurement (11 scale points)

MyCompany's Reputation & Future Behavior: Top 10 Drivers



USA

Rank	Impact on Future Behavior	Position Comp. to Benchmark	Driver	Corresponding Dimension
1	9,2%	● 13,3%	Well managed	Performance
2	7,5%	● 15,8%	high-quality products and services	L Products & Services
3	6,5%	● 12,0%	innovative products and services	L Products & Services
4	6,3%	● 10,8%	safe products	L Products & Services
5	6,2%	● 12,3%	good value for money	L Products & Services
6	6,0%	● 6,6%	acts socially responsible	L Sustainability & Responsibility
7	5,6%	● 7,4%	good place to work	Attractiveness
8	5,3%	● 6,5%	behaves ethically	L Sustainability & Responsibility
9	4,8%	● 9,0%	products improve quality of life	Purpose & Vision
10	4,2%	● 3,9%	shows fair business conduct	L Sustainability & Responsibility

● significantly **below** benchmark (difference larger than -3%)

● **in the range** of benchmark (difference up to $\pm 3\%$)

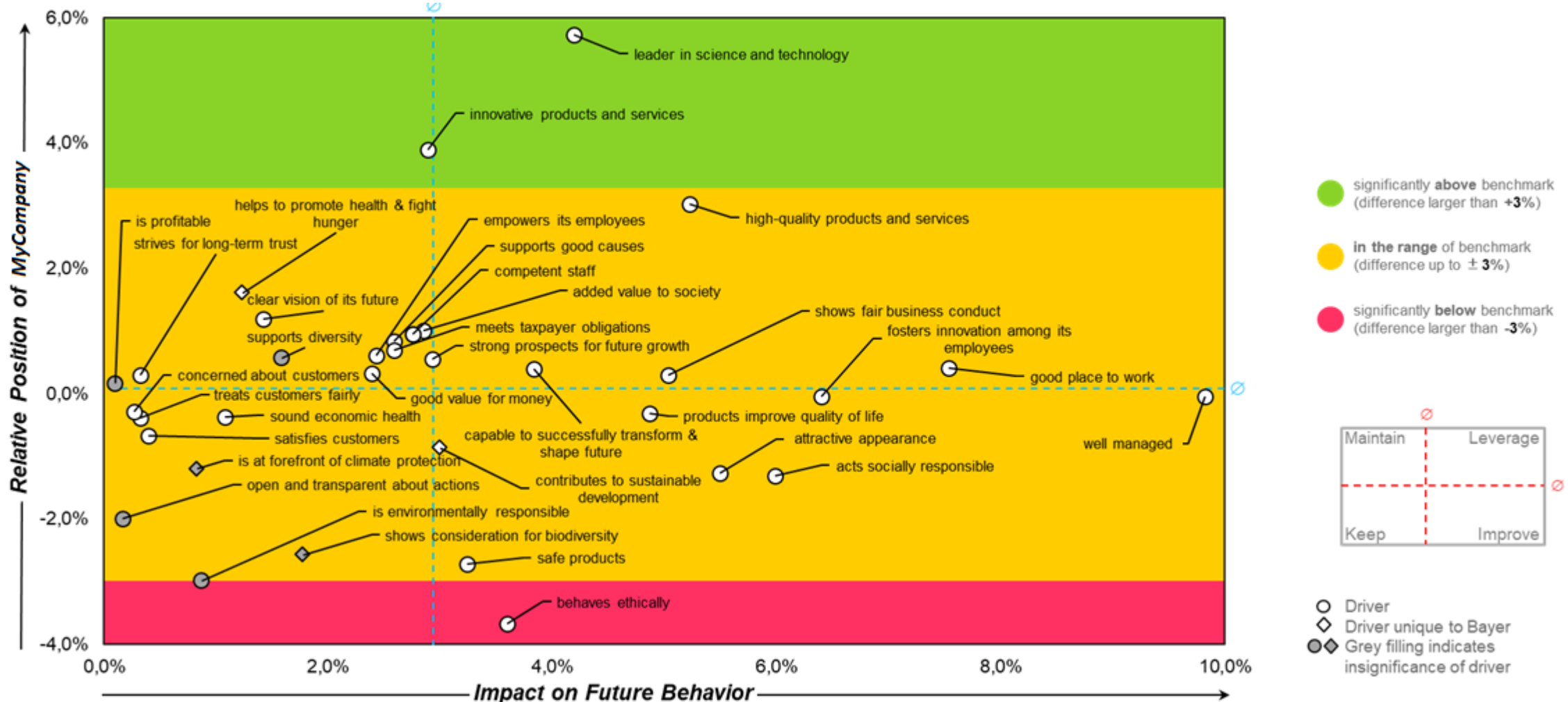
● significantly **above** benchmark (difference larger than +3%)

C Dimension influences Future Behavior mainly via **Competence**

L Dimension influences Future Behavior mainly via **Likeability**

Interpretation aid "Impact on Future Behavior": Considering that the absolute values of all recorded drivers determine future behavior to 100%, the proportion that can be attributed ceteris paribus to the dimension "attractive appearance" is 9,2%.

MyCompany's Reputation & Future Behavior: Impact Performance Map



MyCompany's Reputation & Future Behavior: Change of Top 10 Driver's Impact and Performance



USA

Rank 2021	Driver	Impact Δ 2024 vs. 2023 (pp)	Performance* Δ 2024 vs. 2023 (pp)	Dimension
1	Well managed	● n/a	● n/a	Performance
2	high-quality products and services	● n/a	● +6,7	Products & Services
3	innovative products and services	● n/a	● +2,9	Products & Services
4	safe products	● n/a	● +4,8	Products & Services
5	good value for money	● n/a	● +4,6	Products & Services
6	acts socially responsible	● n/a	● n/a	Sustainability & Responsibility
7	good place to work	● n/a	● -0,6	Attractiveness
8	behaves ethically	● n/a	● +2,2	Sustainability & Responsibility
9	products improve quality of life	● n/a	● +0,8	Purpose & Vision
10	shows fair business conduct	● n/a	● n/a	Sustainability & Responsibility

*) Compared to benchmark (average of relevant set)

● significant decrease compared to 2020 (difference larger than -3pp)

● change in the range of $\pm 3pp$ compared to 2020

● significant increase compared to 2020 (difference larger than +3pp)

Backup

The PLS Model

USA

