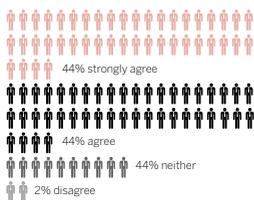


**_BRAND
CAP.**

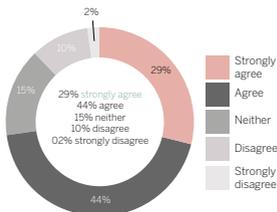
Branding in the boardroom: Part 2

In order to understand how the brand agenda is perceived, owned and prioritised within the boardroom, we commissioned research with our specialist research partner Populus. They polled and interviewed a range of board directors, who sit on an average of 2.9 boards and represent global, publicly quoted organisations with over 1000 employees across a variety of sectors. The evidence suggests a story of two halves.

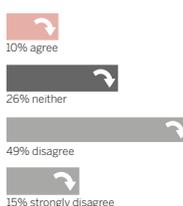
The CEO is a visible champion of brand within the organisation



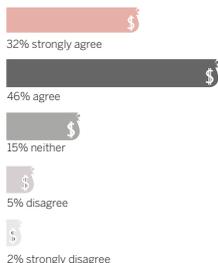
Brand strategy is synonymous with business strategy



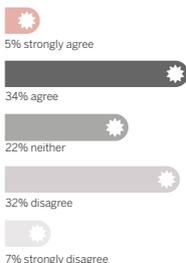
Brand is widely acknowledged as an efficient and effective way of reducing costs



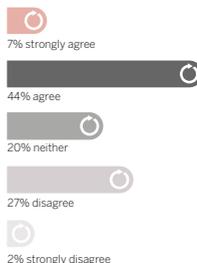
Brand is widely acknowledged as an efficient and effective way of reducing costs



Brand metrics are an important element of how senior executives are remunerated



Brand is widely regarded as the most important and sustainable asset in the organisation



Boardrooms are talking about brand

Evidence suggests that brand does not seem to be regarded any longer as just the province of the marketing department – our respondents claimed it is discussed, in varying degrees, on the agenda of most boardrooms, with 88% of our sample agreeing that their CEO is a visible champion of the brand within their respective businesses. Brand is also widely acknowledged as a means of increasing revenue for the organisation (78%) and 73% of participants believe that brand strategy is synonymous with their business strategy.

Talking doesn't necessarily translate into action

Whilst brand is being talked about, there is also evidence suggesting that it could be activated much further within the business. To create a brand shaped business that is going to generate the most value, brand should be an element of every key decision – only one third of participants believe that brand is often considered as an element in every key decision made concerning business operation. 39% of participants believe brand

metrics are an important element of how senior executives are remunerated – yet from our research into FTSE 100 companies, only 14% of remuneration reports mention brand as an element of senior executive remuneration. In addition, the understanding of brand's role in the financial performance of businesses could also be strengthened. Whilst brand is acknowledged as a revenue generator, only 10% of respondents believe brand is an efficient and effective way of reducing costs within the business, and half of participants believe brand to be the most important and sustainable asset within the business.

Overall, it is promising to see that the boardrooms of big, international companies are talking about brand, but the evidence suggests that further action is required to help embed brand within businesses to fully maximise its role in driving financial performance. This requires using brand as the central organising principle, in tandem with business strategy, to add competitive advantage to every aspect of business. The result is a high-performing, brand shaped business.

Some key findings from our research are highlighted above.