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## ICM Advisors Experience in Brand Value Management

### ICM ADVISORS EXPERTISE

ICM Advisors has significant capabilities in **Brand Value Management** in terms of marketing, industry and financial expertise of its advisors and business analysts and in terms of industry-accepted practices integrated with innovative proprietary valuation methodologies and Competitive Intelligence systems.

ICM Advisors:

- has conducted over 700 brand, technology intangible and IP asset valuations in many consumer and industrial sectors for different purposes such as valorisation opportunities, securitized borrowing, licensing, M&A proposals, market entry strategies and brand promise delivery assessment;
- has developed strong experiences and insights in the so-called Made in Italy sectors (food & beverage, furniture, apparel, jewellery, leather products) by creating the first Italian brand database (Brand Intelligence System™) composed of over 1.000 SMEs (30 to 300 Million Euro turnover);
- has developed a methodology (Brand Equity Score™) to assess the brand current and potential value, based on market attractiveness, brand positioning and differentiators, business impact, market image and brand management practices;
- offers, as the first advisory firm in Europe, brand valuation services for financing solutions in cooperation with leading financial institutions and investors;
- leverage the capabilities of ICM Research the dedicated Competitive Intelligence unit of ICM International that has the state-of-the-art processes, tools, information and data bases to deliver high-value added CI services. Hundreds of studies, reports and recurring monitoring have been delivered for different business and technology needs.

### SERVICES

ICM's Brand Value Management Services includes:

- Brand Industrial and Financial Valuation
- Brand Valorization Strategy
- Brand Financing & Monetization

The Brand Value Management process is tailored against objectives, scope and timing. Companies are facing many business issues and BVM services provide a powerful framework for strategic decision-making.

### BRAND INDUSTRIAL AND FINANCIAL VALUATION

ICM Advisors helps clients to understand the brand by creating a business, marketing and financial model that defines the brand's current and potential value.

Robust brand valuation methodologies and practices are now widely recognised by the business and financial community. Nevertheless Brands, Intangible and IP assets require highly specialized knowledge -and represent ICM's core expertise.

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To ensure defensible, accurate valuations ICM Advisors employs standard financial valuation methodologies recognized by the financial communities integrated by proprietary state-of-the-art IP equity measurement methodologies. Since the foundation we significantly invested in specific valuation methodologies by intangible asset class to integrate and strengthen the industry recognized financial valuation practices.

ICM innovated the brand valuation practice by introducing a formal assessment and valuation of Branded business, Intangible Asset Portfolio and Brand Promise Delivery (customer/channel experience field analysis).

ICM valuation process and details are tailored against objectives, scope and timing. Companies are facing many business issues and brand valuation provides a powerful framework for strategic decision-making.

The brand valuation process is supported by extensive business/marketing research and competitive intelligence carried out by our ICM Research & Competitive Intelligence Unit.

Our valuation process includes:

- Industry/segment competitive analysis
- Branded business Valuation (business model, value drivers, business and financial performance, business/enterprise value sizing)
- Meaningful competitive benchmarking (costs/investments structure analysis against key competitors, marketing investments, distribution strategies, communication strategy)
- Intangible Asset Portfolio Identification (marketing assets, technology assets, reputation, operating model assets, Intellectual Property Rights) and economic valuation
- Brand business/marketing valuation through our proprietary **Brand Equity Score**®
  - Attractiveness of the industry/segment (size, growth, opportunities, competitive intensity, innovation)
  - Brand Positioning and Differentiators (price/quality, consumer and channel experience with key field analysis, brand strategy, longevity)
  - Business Impact (profitability, market share, price premium)
  - Market Image/Customer Franchise (awareness, loyalty, relevance, perception)
  - Brand Management Practices in place (development strategy, marketing budget, brand architecture, brand management competencies, legal protection)
  - Brand Potential (extension, licensing, co-branding, JVs)
- Final brand financial valuation discounted by the Brand Equity Score

## BRAND VALORIZATION STRATEGY

ICM works with companies to organize and manage their offerings, with the overall objective of maximizing strategic leverage and increasing the value of the brand portfolio.

Establishing a strong, defensible brand positioning and identity is a key challenge for the business management. ICM Advisors works with clients to define, differentiate and position brands to maximize customer relevance and competitive differentiation.

The key issues addressed by ICM are:

- What is the brand equity today? What are the relative strengths to leverage or gaps to fill?
- What are the rational and emotional benefits sought and key decision drivers among target customers?
- How are competitors positioned? What “white space” positioning opportunities exist?

- How does the brand strategy translate into a brand action plan, including the creative brief, communication plans and touch point strategy?
- How should we monitor and measure brand performance over time?
- What improvement opportunities within the current brand architecture strategy and framework exist to better align with the marketplace?
- Should the company use a master brand strategy or compete via individual brands and sub brands?
- How many brands should be supported, and through what means?
- Are there any gaps in the current portfolio and how should these be addressed?
- How should a newly acquired brand be integrated into the existing brand portfolio?

An internal and external brand valuation using our Brand Equity Score™ methodology is performed to confirm the current image and generate potential identity and positioning platforms. Alternative positioning statements are developed and optimized with Customer Experience field analysis to maximize relevancy and differentiation.

Positioning and promoting a distinctive brand promise is not enough. Companies must also deliver on it. The proof of the brand is in the customers' experience. What a company promise is either confirmed or denied in every interaction.

The Branded Customer Experience assessment allows companies to gain insight into the collective experiences of the brand. ICM Advisors provides a Customer Experience Valuation for the critical experience touch-points considered most important to consumer cluster (experiential needs, wants & lifestyle)

## **BRAND FINANCING & MONETIZATION**

Brands are not only a decisive factor for the owning companies, but also for financial or strategic investors.

More businesses are finding that their most valuable asset is their intellectual property portfolio, and they want to take advantage of these values in financing transactions. Commercial lenders have responded to that demand with an increased willingness to include intellectual property assets (brand, patent, copyright, know-how...) as loan collateral.

We help clients to exploit the financial potential of the brand and address potential investors. Our independent valuations provide clients the opportunity to secure finance against their brand, intangible assets and intellectual property.

The ICM's brand valuation and due diligence services support the investors in identifying the brand's potential for future growth, identify potential brand risks, analyse and judge on the brand management processes and help defining the most promising brand strategies.

Specific services include:

- Brand Asset-Backed Lending
- Licensing contracts design and audit
- Royalty Rate Analysis
- Securitisation of Licensing portfolios
- IPO support

Jointly with leading financial institutions, ICM Advisors is the first European firm that provides financial solutions based on Intellectual Property Assets.

ICM provides advisory services concerning corporate funding instruments by using Intellectual Property Assets, such as trademark, patents and copyright, and supports firms in opportunities' valuation (identify assets, rating service, funding macro-sizing and benefits), assets valuation (due diligence, risk assessment, underwriting conditions, financial instruments choice), best-deal support (relationship with financial operators, credit insurance, covenants negotiation...) and asset value monitoring during the contract period.