



# Kako do vrednosti blagovne znamke?



cati



TRŽENJSKE, MEDIJSKE,  
DRUŽBENE RAZISKAVE IN  
SVETOVANJE D.O.O.



**Zenel Batagelj**  
(zenel@cati.si)



- ▶ Doba “neotipljivega”, “mehkega”
- ▶ Sistemi mehkih kazalnikov se počasi že uvajajo
- ▶ Veliko je govora o CRM, socialnem kapitalu podjetij
- ▶ Veliko je govora o intelektualnem kapitalu
- ▶ Veliko se govori o oglaševanju, o njegovi učinkovitosti, o (blagovnih) Znamkah
- ▶ O vrednotenju Znamk pa le sem ter tja...



**...morda tudi zato ker,  
ne obstaja model ali  
meritev, za katero ne  
bi obstajala kritika**

# Interbrand - prvih 10 Znamk



## The Global Brand Scoreboard

RANK	2003 BRAND VALUE \$BILLIONS	2002 BRAND VALUE \$BILLIONS	PERCENT CHANGE	COUNTRY OF OWNERSHIP	DESCRIPTION
<b>1 COCA-COLA</b>	70.45	69.64	+1%	U.S.	<u>New variations</u> such as Vanilla Coke and a lemon-flavored diet drink helped the soft-drink icon remain bubbly.
<b>2 MICROSOFT</b>	65.17	64.09	+2	U.S.	The software giant shifted its advertising to build the brand, not just sell products, at a time when most rivals were suffering.
<b>3 IBM</b>	51.77	51.19	+1	U.S.	<u>Big Blue gained recognition</u> in new markets, partly thanks to an \$800 million marketing campaign pushing e-business on demand.
<b>4 GE</b>	42.34	41.31	+2	U.S.	Getting double-digit growth is harder, but in tough times, the brand that Edison built held its own.
<b>5 INTEL</b>	31.11	30.86	+1	U.S.	With Intel Inside and <u>Wi-Fi out to take over the world</u> , the chipmaker's Centrino wireless notebook package delivered a powerful punch.
<b>6 NOKIA</b>	29.44	29.97	-2	Finland	Still the world's leading mobile-phone maker, <u>Nokia faced stiff challenges</u> from fast-riser Samsung and a growing crop of operator-branded phones.
<b>7 DISNEY</b>	28.04	29.26	-4	U.S.	Not the Happiest Place on Earth as Disney Stores were up for sale, ABC overhauled prime time, and travel woes sapped theme parks.
<b>8 McDONALD'S</b>	24.70	26.38	-6	U.S.	<u>Mixed-up orders and dirty restaurants hurt the brand</u> . Now business is recovering somewhat behind a renewed focus on service and salads.
<b>9 MARLBORO</b>	22.18	24.15	-8	U.S.	<u>Under siege from smoking bans and lawsuits</u> , the Marlboro Man was looking like a fugitive.
<b>10 MERCEDES</b>	21.37	21.01	+2	Germany	The luxury auto maker crafts the sumptuous sedans the rich and famous love to buy—and <u>ordinary consumers dream of owning</u> .

► [http://www.brandchannel.com/images/home/bgb\\_2003.pdf](http://www.brandchannel.com/images/home/bgb_2003.pdf)

# THE 100 TOP BRANDS

Here's how we calculate the power in a name

To rank the world's 100 most valuable global brands, we set three hurdles that all contenders have to meet to merit consideration. First, they must have brand values greater than \$1 billion. They also have to be global in nature, meaning they must derive at least a third of their sales from outside their home countries and have significant distribution throughout the Americas, Europe, and Asia. Finally, they must have publicly available marketing and financial data. That excluded some big brands, such as Visa International, the BBC, and Mars.

How do you place a value on a brand? Some attempts rely on little more than opinion polls or ad spending. *BusinessWeek* selected Interbrand's method because it values brands the same way analysts value other assets: on the basis of how much they're likely to earn in the future. Those projected

profits are then discounted to a present value based on how risky the projected earnings are—that is, the likelihood that they will, in fact, materialize.

To start the process, Interbrand first figures out what the brand's overall sales are. (The brand may be almost the entire company, as in the case of McDonald's Corp. For others, such as Marlboro, it may be just a portion.) Next, with the help of analysts from J.P. Morgan Chase & Co., Citigroup, and Morgan Stanley, Interbrand projects net earnings for the brand. It then deducts a charge for the cost of owning the tangible assets, on the theory that whatever income is generated beyond that cost is due to intangible factors. This is the economic value added by things like patents, customer lists, and, of course, the brand.

The next step is to winnow the earnings generated by the brand from the

earnings generated by other intangibles. For example, are people buying Shell gasoline because of the brand name or because the gas station is conveniently located? Interbrand uses market research and interviews with industry executives to sift through those variables.

The final phase is to analyze the strength of the brand to figure out how risky those future brand earnings are. To calculate the brand's strength, Interbrand looks at seven factors, including the brand's market leadership, its stability, and its ability to cross geographic and cultural borders. The risk analysis produces a discount rate that is applied to the brand earnings to come up with a net present value. *BusinessWeek* and Interbrand believe this figure comes closest to representing the true economic value of that complex array of forces that make up a brand.



- ▶ **Vodilnost (leadership)** 25%  
tržni delež – absolutni in relativni, struktura trga
- ▶ **Stabilnost (stability)** 15%  
zgodovina, sedanost in napovedi
- ▶ **Trg (market)** 10%  
struktura konkurence, trend
- ▶ **Mednarodni doseg (reach)** 25%
- ▶ **Trendi** 10%
- ▶ **Trženjska podpora (marketing support)** 10%  
kvaliteta in kontinuiranost vseh aktivnosti
- ▶ **Pravna zaščita (legal protection)** 5%



- ▶ **Prevzemi in združevanja podjetij / Znamk**
- ▶ **Sistematizacija portfolija Znamk**
- ▶ **Določevanja sredstev za trženje**
- ▶ **Strateško trženjsko planiranje in spremljanje uspešnosti Znamk**
  
- ▶ **Licenciranja, franšize**
- ▶ **Odnosi z investitorji**



1. Najprej so bili finančni modeli za potrebe trgovanja
2. Kasneje modeli osredotočeni na potrošnika in želijo tudi razumeti (!), kaj vpliva na vrednost
3. Kombinirani modeli
4. Modeli, ki dajejo relativne ocene vrednosti znamk in ne absolutnih





- ▶ The sum of all distinguishing qualities of a brand, drawn from all relevant stakeholders, that results in personal commitment to and demand for the brand; these differentiating thoughts and feelings make the brand valued and valuable.
- ▶ [http://www.brandchannel.com/education\\_glossary.asp](http://www.brandchannel.com/education_glossary.asp)



- ▶ Je faktor razlikovanja ponudbe
- ▶ Zmanjšuje tveganje, kar je osnova za izgradnjo odnosa
- ▶ Zmanjšuje napor potreben pri odločanju
- ▶ Socialna funkcija - omogoča izražanje pripadnosti, tudi prestiža
- ▶ Prek uporabe določenih Znamk izražamo svoje vrednote



- ▶ **Večji promet**
- ▶ **Manjše stroške**
- ▶ **Večje profite**
- ▶ **Večje omejitve pri vstopu konkurence**
- ▶ **Večjo zvestobo na nivoju Znamke**
- ▶ **Povečuje stabilnost**
- ▶ **Večjo zvestobo na nivoju lastnika Znamke (če je povezava vidna)**
- ▶ **Omogoča širitev Znamke**
- ▶ **Olajšuje distribucijo**



- ▶ Osredotočeni naj bodo na trajne prednosti
- ▶ Biti morajo relevantni – dejansko naj vplivajo na prodajo in profit
- ▶ Morajo biti veljavno izmerljivi
- ▶ Relevantni morajo biti za različne  
Znamke iz različnih kategorij

▶ Aaker



**...uporabljeni modeli  
naj bi vsebovali  
spoznanja zadnjih  
nekaj prosojnic**



- 1. Zvestoba**
- 2. Vodilnost / Kvaliteta**
- 3. Asociacije / Diferenciacija**
- 4. Prepoznavnost**
- 5. Delovanje trga**



## ▶ Zvestoba

- **Struktura porabnikov - zvestih, “switcherjev” in neuporabnikov**
- **“Price-premium” – koliko so pripravljene plačati potrošniki več zaradi Znamke**
  - enostavna anketna vprašanja o ceni,
  - trade-off analize kot sta Conjoint ali BPTO)
- **Zadovoljstvo in priporočanje**

## ▶ Percepcija vodilnosti / kvalitete

- **glede na konkurenco, stalnost kvalitete**
- **glavna Znamka, popularnost, inovativnost...**



## ▶ Acociacije / diferenciacija

- Vrednost - Vrednost za vložek
- Elementi osebnosti Znamke, zanimivost Znamke
- Odnos do lastnika Znamke
  - npr. Znamko izdeluje proizvajalev, ki mu zaupam

## ▶ Prepoznavnost

- Priklic v kategoriji in splošna prepoznavnost

## ▶ Delovanje trga

- Tržni delež
- Tržne cene in distribucija





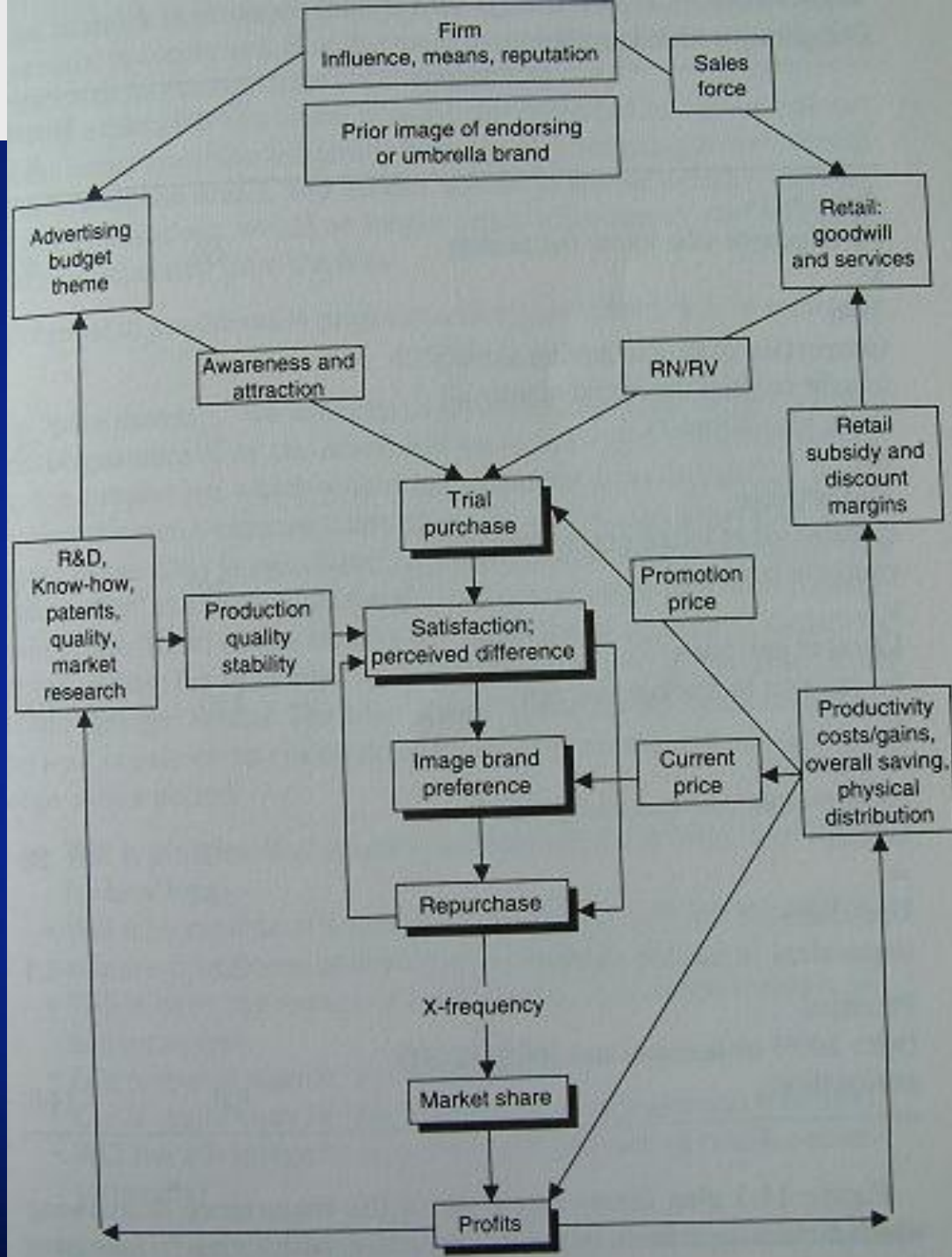
- ▶ **Prepoznavnost**
  - % populacije, ki pozna Znamko
- ▶ **Preizkus**
  - % med zgornjimi, ki so že preizkusili
- ▶ **Poraba**
  - % od tistih z izkušnjo, ki uporabljajo
- ▶ **Stopnja porabe**
  - v odnosu na celoten trg
- ▶ **Dostopnost**
  - % populacije, ki lahko najdejo Znamko
- ▶ **Tržni delež**
- ▶ **Potencial**



- ▶ **Kako je z resursi...**
  - Za razvoj za stalni razvoj izdelkov
  - Za trženjske aktivnosti
- ▶ **Kaj se bo zgodilo z odnosom...**
  - Do potrošnikov
  - Do trgovcev in drugih pomembnih javnosti
- ▶ **Kaj se dogaja z našo kategorijo?**
- ▶ **Kdo je možna nova konkurenca in kako resno obravnavajo naš trg?**
- ▶ **Ali obstajajo značilnosti malih trgov?**



# Vrednost Znamke Vpetost Znamke in lastnika





- ▶ **Koliko bi nas stalo, da pridemo do Znamke z istimi elementi uspešnosti**
- ▶ **Primer “price-premium” ocene:**
  - **Osnova je razlika med ceno, ki jo dosežemo z Znamko in ceno, ki jo ima generični proizvod**
  - **Razliko množimo s prometom**
  - **Promet se ocenjuje za naslednjih pet let, pri čemer upoštevamo ocene prodaje**
- ▶ **“Price-premium” je v mešanih modeli le eden izmed indikatorjev**



- ▶ **Problem vrednotenja znamk je lahko kompliciran**
- ▶ **Mehkim elementom se ne moremo izogniti**
- ▶ **Poglobljena analiza kategorije in trga z vidika potenciala je nujna pri večjih Znamkah**
- ▶ **Izgleda celo, da je vrednost Znamke iz različnih perspektiv različna**

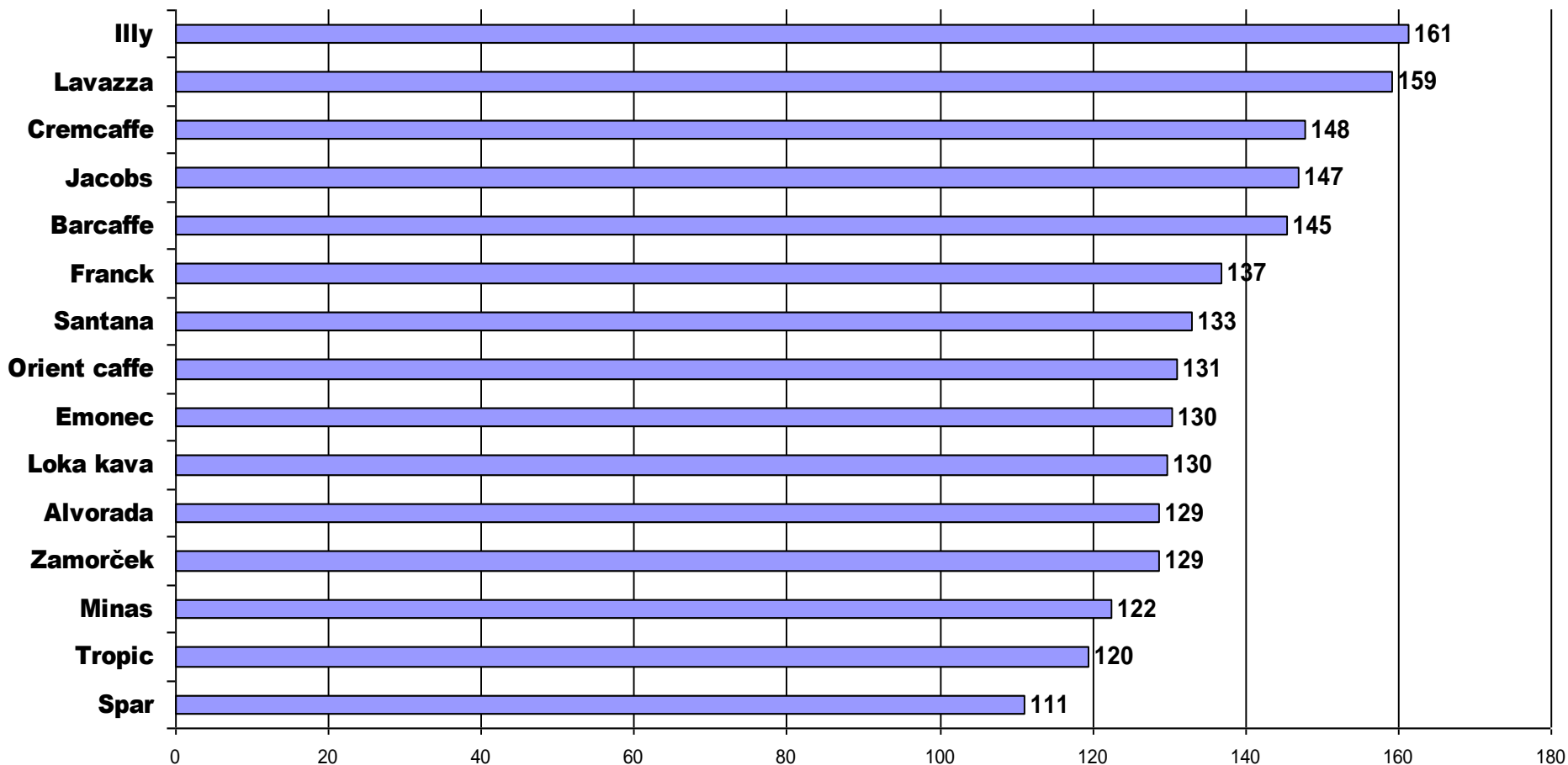


- ▶ **Iskanje cenejših alternativ za določevanje dodane vrednosti, ki jo prinese Znamka**
  - Različice BPTO ali
  - Uporaba enostavnih vprašanj kot je “Koliko ste pripravljeni plačati za...”
- ▶ **Določitev manjšega nabora elementov uspešnosti Znamke**
- ▶ **Določitev “Uteži” pomembnosti elementov**
- ▶ **Testiranje na različnih kategorijah – kava, OTC..., v različnih državah in prek samoanketiranja**

# Primer cen pri kavah



Koliko ste pripravljeni plačati za 100 g kave...



vir: spletna anketa, n=350 uporabnikov interneta, 21.9.2003

Prezentacija je dostopna prek [www.cati.si](http://www.cati.si)

*Hvala!*

▶ cati

▶ TRŽENJSKE, MEDIJSKE,  
DRUŽBENE RAZISKAVE IN  
SVETOVANJE D.O.O.

▶ *Zenel Batagelj*  
([zenel@cati.si](mailto:zenel@cati.si))





- ▶ **Interbrand TOP 100**  
[http://www.brandchannel.com/images/home/bg\\_b\\_2003.pdf](http://www.brandchannel.com/images/home/bg_b_2003.pdf)
- ▶ **Aaker (1991): Managing Brand Equity, Free Press**
- ▶ **Kapferer (1992): Strategic Brand Management, Free Press**
- ▶ **Keller (1998): Strategic Brand Management – Building, Measuring..., Prentice Hall**
- ▶ **BBDO (2002): Brand Equity Review, <http://www.bbdo.de>**