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**Brand evaluation —**  
**Part 1:**  
**Principles and fundamentals**

*Évaluation des marques —*  
*Partie 1: Principes et fondamentaux*

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## Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see [www.iso.org/directives](http://www.iso.org/directives)).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see [www.iso.org/patents](http://www.iso.org/patents)).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see [www.iso.org/iso/foreword.html](http://www.iso.org/iso/foreword.html).

This document was prepared by Technical Committee ISO/TC 289, *Brand evaluation*.

This first edition of ISO 20671-1 cancels and replaces ISO 20671:2019, of which it constitutes a minor revision. The changes are as follows:

- The document has been renumbered as ISO 20671-1 as part of the ISO 20671 series.

A list of all parts in the ISO 20671 series can be found on the ISO website.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at [www.iso.org/members.html](http://www.iso.org/members.html).

# Introduction

## 0.1 General

Brands are one of the most valuable yet least understood assets.

A brand identifies an entity's goods, services or the entity itself as distinct from what is offered by another entity. A brand can thus be connected to an entity, a product/service, lines/portfolios of products, a city, a region, etc. The offering entity can be commercial or not-for-profit. In all cases, however, the function of the brand is to establish a distinctive identity for the entity in the market. In practice this has traditionally implied communicating the unique benefit(s) of the entity's goods or services as compared to other goods or services that might otherwise be seen as similar. This benefit(s) can be functional as well as emotional or social. Increasingly, brands also seek identification with experiences that are connected with an entity through its actions, services or other operations. These experiences go beyond the mere usage of the product or service and lead to a higher-level engagement with them. Brands ultimately exist in the minds of stakeholders as the impressions, benefits, and experiences that they associate with a good or service.

Brands have value to both, the entities that have rights to the brand and to stakeholders who value the functional/emotional/social benefits and experiences they associate with the brand. The primary purposes of a brand are to increase the total business value of the brand-using entity, reduce risk, and extend the sustainable existence of the brand-owning entity. Even though brands vary markedly in terms of the benefits or experiences that define them, it is undisputable that a strong brand can bring financial benefits. In practice, strong brands attract customers and add revenue through increased price and/or volume premiums including repeat purchase loyalty. More broadly it is also the case that brands can reduce costs and create a competitive advantage in the minds of stakeholders. A brand thus has an impact on revenue and profitability and can influence corporate value.

## 0.2 Brands as financial assets

From an entity's viewpoint, a strong brand is a valuable asset. Its value ultimately depends on the value of the brand to stakeholders. Therefore, there are two different vantage points from which an offering entity can assess the value of its brands. One is through a financial valuation approach. ISO 10668 provides more details on approaches for doing brand valuations. The second vantage point is through a non-financial evaluation approach. This document puts forth a rigorous framework for the latter and a set of principles for conducting a brand evaluation from an input/output point of view. As such, it is intended to serve as the standard for the development and implementation of other standards for brand evaluation and valuation. Since it is a meta-standard, it is anticipated that further development will result in greater precision in defining terms, measures, and processes.

## 0.3 Brand evaluation and brand valuation

Brand evaluation refers to the measurement of the value of a brand using relevant indicators of input brand development elements and output dimensions that assess the impact of the brand on consumers. Brand valuation refers to the estimation of the monetary value of a brand to a company in a transaction whether it be internal or external (as with an investment, purchase, sale or licensing agreement). It is the financial equity the company has in the brand as a transferrable asset. Brand evaluation is broader and includes non-monetary considerations.

Brand evaluation and brand valuation are related and synergetic with each other. Brand valuation is defined from the entity's point of view. Brand evaluation derives from the stakeholder's point-of-view.

This document focuses on brand evaluation but considers this within a general framework that recognizes the relationship between brand evaluation and brand valuation.

## 0.4 Brand evaluation framework

The complete brand evaluation and brand valuation framework is illustrated in [Figure 1](#). The framework has three parts. Each part calls for identifying the value of a brand in a particular way. Each part builds on the prior part in moving from evaluating the brand from the stakeholder's to the entity's

point-of-view. It identifies input elements used to develop brands and output dimensions that assess brand strength, which leads to brand performance, financial results, and ultimately brand valuation. Emphasis in this document is on the overall principle of analysing and reporting brand value and on details of the input and output components of this framework. It should be noted it is possible to consider each of the three parts of the framework separately.

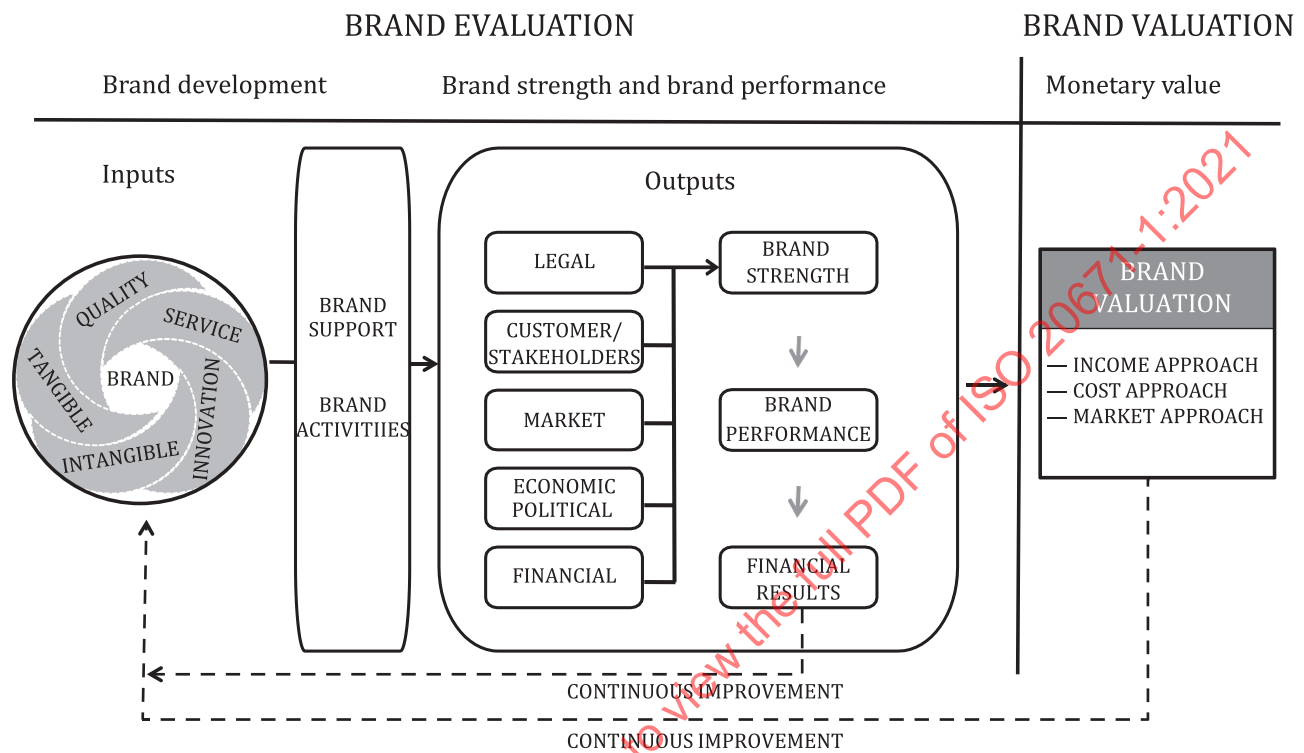


Figure 1 — Brand evaluation framework

0.5 Brand development

Brand development is based on the contribution of the five elements: tangible resources, quality, service, innovation (technology or process), and intangible resources. These five elements underlie the success of any brand, and can be (eventually) considered as causal determinants of the strength of the brand. Brand-operating entities contribute necessary input or investment in the five elements, which form the foundation of brand value. Brand value is then delivered and communicated to the market through tactical brand support and brand activities.

0.6 Brand strength and brand performance

Brand strength is the extent to which a brand is positive or negative in its potential to affect customers and other stakeholders. This can be measured in many ways. Different dimensions, such as the legal strength of the brand or its strength as measured by consumer ratings, can be used. For any one dimension there are multiple possible indicators.

Possible indicators of each dimension for assessing brand strength are detailed in this document. In assessing the value of a particular brand, it is necessary to select indicators that are appropriate and relevant to that brand. Different indicators and weights might be used, for example, for fast moving consumer goods versus luxury services versus industrial goods versus destination cities.

Brand performance evaluates the brand's impact in the market. For instance, a strong brand might have a weak impact in a market category if other purchase factors are more important than the brand. A weaker brand might have a greater impact if other purchase factors are not important. (The level of competition would be an example of other purchase factors.)

Evaluating brand performance requires an in-market comparison or simulated market test to estimate the extent to which a selected measure of brand strength translates into a different level of sales or acceptance. The second part of the framework, the middle section of [Figure 1](#), calls for determining brand performance as a measure of the extent to which brand strength is correlated with or affects brand performance in a market test appropriate to the brand. In other words, brand performance provides an estimate of the extent to which brand strength affects market level customer/stakeholder behaviour. This can also include measures of financial results.

## 0.7 Brand valuation

Brand valuation reflects the process of assessing the monetary value of a brand. Brand strength and performance can be applied to a financial cash flow metric such as sales velocity or margin levels in order to attribute a brand's contribution to cash flow. This provides a final measure of monetary brand value. Thus, a brand performance assessment naturally feeds into a monetary brand valuation.

## 0.8 Continuous improvement

Continuous improvement is informed by changes in brand evaluation results between two periods. Presently brands are too often taken as incidental business expenses necessary for the sake of having a name, a logo or a trademark. Brands can be proactively managed and measured at least annually to increase entity value. Therefore, brands shall be managed using this brand evaluation document to increase entity value as established by improvements in brand strength and brand performance and ultimately indicators of financial results.

For organizations that seek to increase brand value, brand evaluation thus creates a feedback loop for the continuous improvement of a brand that leads to greater value for the entity over time. By investing (changing the composition and level of brand input elements) based on such feedback, brands can be improved to provide greater benefits and better experiences to customers and other stakeholders and higher returns on the brand asset to the entities which use and own the brand. This document therefore constitutes a basis or departure point for high-level corporate planning and governance, including best practices for brand management.

The principles of this framework also apply to external investors and lenders. By evaluating brand strength, brand performance, and financial results, targets can be defined not only for the internal planning process but also for investors and lenders who realize the importance of brands as valuable assets.

The three-part framework recognizes that any brand evaluation is complex and multidimensional, and it constitutes information for multiple uses. Moreover, brand evaluations for some purposes may be restricted to brand strength. Improvements to brand strength can be identified through continuous measurement of the relationship between brand input elements and the dimensions that make up brand strength. In this framework, however, brand strength is a first step in evaluating brand performance, the impact of the brand in the market, where other variables such as competition can affect outcomes. Brand performance can in turn be used as part of a method for determining a monetary brand valuation.

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# Brand evaluation —

## Part 1: Principles and fundamentals

### 1 Scope

This document specifies the fundamentals and principles for brand evaluation, including an integrated framework for brand evaluation containing necessary brand input elements, output dimensions and sample indicators.

This document can be used in internal and external brand evaluation.

### 2 Normative references

There are no normative references in this document.

### 3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <https://www.electropedia.org/>

#### 3.1

##### **brand**

intangible asset, including but not limited to, names, terms, signs, symbols, logos and designs, or a combination of these, intended to identify goods, services or entities, or a combination of these, creating distinctive images and associations in the minds of *stakeholders* (3.1.2), thereby generating economic benefit/values

#### 3.1.1

##### **entity**

individual or group of people structured as a sole-trader, corporation, company, joint venture, not-for-profit organization, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private, that owns and/or has the legal ownership or legally/contractually authorized rights to use and/or promote the *brand* (3.1) in the *category* (3.1.3) for some economic or societal benefit

#### 3.1.2

##### **stakeholder(s)**

person(s) or discernible group(s) of individuals that can affect, be affected by, or perceive itself (themselves) to be affected by a *brand strength* (3.2)

#### 3.1.3

##### **category**

segment of the market, economy or society where discernible goods or services associated with the *brand* (3.1) are offered

### 3.2

#### **brand strength**

non-monetary, point-in-time calculation of relevant *dimensions* (3.4) and *indicators* (3.6) of a *brand* (3.1), which illustrates the perceived competitive strength, compared to its competitors amongst *stakeholders* (3.1.2)

### 3.3

#### **brand performance**

evaluation of the *brand's* (3.1) impact in the *category* (3.1.3) as established by a *market test* (3.3.1) of its *brand strength* (3.2)

#### 3.3.1

##### **market test**

research activity conducted in a *category* (3.1.3) amongst *stakeholders* (3.1.2) to assess the impact of *brand strength* (3.2) on *brand performance* (3.3)

### 3.4

#### **dimensions**

consistent group of validated indicator *categories* (3.1.3) or *indicators* (3.6) that make up a component of *brand strength* (3.2)

### 3.5

#### **elements**

discernible components of a *brand* (3.1) comprised of tangible, intangible, quality, service and innovation components

### 3.6

#### **indicator**

validated metric that is measurable as part of the *market test* (3.3.1) and informs the *brand strength* (3.2), *brand performance* (3.3) or *brand valuation* (3.9) exercise

#### 3.6.1

##### **indicator category**

set of consistent and dependent *indicators* (3.6) that can be represented as a single *dimension* (3.4)

#### 3.6.2

##### **measure**

piece of information or data that is regularly and reliably collectible and can be represented as a numerical metric

### 3.7

#### **brand evaluation**

measurement of *brand strength* (3.2), *brand performance* (3.3) and financial results using relevant *elements* (3.5) and *dimensions* (3.4)

### 3.8

#### **brand value**

worth of a brand as an asset for an entity

### 3.9

#### **brand valuation**

measurement of monetary brand value at a point-in-time

## 4 Principles of conducting a brand evaluation

### 4.1 General principles

The evaluator assesses the brand on both elements and dimensions using the relevant indicators and justifies their inclusion and relevance to the brand.

The internal or external evaluator conducts a brand evaluation using the framework and principles contained in this document.

The evaluator has an obligation to justify the strength of the indicator, the sources of data that inform it, the frequency of data accessibility and its limits in reflecting the contribution of the dimension toward brand value.

When necessary, independent experts shall be drawn upon to aid in an objective audit of the indicators.

Furthermore, the evaluation shall reflect the following principles:

- The brand evaluator shall be conscious of the fact that different stakeholders may have different importance, represented by relative weight, for the elements and dimensions, and have differing, representative indicators that are used for evaluating the specific stakeholder group.
- The brand evaluation shall be conducted using the multiple elements and dimensions and conscious of differing perspectives. Different elements and dimensions may use different methods to evaluate the impact of the elements and dimensions with the relevant stakeholder group. Qualitative analysis methods and quantitative analysis methods may both be used in the process of brand evaluation.

## 4.2 Transparency

Brand evaluation processes shall be transparent. This requirement includes disclosure and quantification of evaluation inputs, outputs, assumptions and risks.

## 4.3 Consistency

To achieve comparable results in an evaluation, the methodology used for the evaluation shall be consistent. If the methodology shall be changed, changes shall be noted and the ability to compare results explained.

## 4.4 Objectivity

The evaluation shall be performed free of partiality.

# 5 Brand evaluation fundamentals

## 5.1 General

The fundamentals of brand evaluation focus on evaluating brand value using both elements and dimensions, thereby determining brand strength, brand performance, and financial results. Elements determine the input which the brand operating entities allocate to the brand, while dimensions measure the external reactions to the brand.

Applicable indicators shall be determined, e.g. according to company size, particular type of brand, purpose of the brand evaluation, different external regulating environment. Each of them may require a different type of analysis. They shall be compared with major competitors or alternative brands.

Lists of indicators for elements and dimensions for different types of brands are provided in [Annex A](#).

## 5.2 Elements

### 5.2.1 General

Elements refer to internal allocations to activities or resources influencing brand value, mainly in perspectives of tangible, quality, service, innovation, and intangible elements.

### 5.2.2 Tangible elements

Tangible elements refer to identifiable and directly measurable resources which are controlled by the entity. Indicators of these elements include, e.g. material resources and financial resources.

### 5.2.3 Quality elements

Quality elements refer to resources allocated to quality commitment, quality management and perceived quality. Indicators of these elements include, e.g. quality management system implementation, process documentation and qualified quality managers.

### 5.2.4 Innovation elements

Innovation elements refer to resources allocated to innovation activities. Indicators of these elements include, e.g. innovation capability, sustainability and effectiveness.

### 5.2.5 Service elements

Service elements refer to activities which aim to satisfy the needs of customers and enhance brand perception and engagement. Indicators of these elements include, e.g. service capability and service effectiveness.

### 5.2.6 Intangible elements

Intangible elements refer to intellectual, strategic and cultural resources. Indicators of these elements include, e.g. history, heritage/tradition, brand positioning and personality, brand image, human resources and knowledge management.

## 5.3 Dimensions

### 5.3.1 Legal dimension

Legal dimension refers notably to the brand's status of protection and the scope of brand rights and their ownership. Indicators of this dimension include, e.g. assessments of trademarks, trade names, copyrights, patents, Internet domains, and other intellectual property related aspects.

### 5.3.2 Customer/other stakeholder dimension

Customer/other stakeholder dimension refers to both, the psychological and behavioural perception and response. Other stakeholders also may play an important role in brand evaluation, such as employees, trade/supply chain partners, investors, banks, government, media, community.

Indicators of this dimension include for example, how customers/stakeholders think and feel about the brand and how they discuss it in positive or negative ways, customer/stakeholder actions that reflect positive or negative reactions.

These indicators often require direct measurement with customers through market research regarding the functional, emotional, and/or experiential qualities associated with the brand.

### 5.3.3 Market dimension

Market dimension refers to the actual status of the market and opportunities for the development of a brand and the structural limitations that market conditions may impose.

Indicators of this dimension include for example, market size, number of competitors, strength of competition, competitive innovation, distribution channels, the favourable or unfavourable market forces or trends that affect a brand due to specific market conditions, market potential and internationality.

### 5.3.4 Economic and political environment dimension

Economic and political environment refers to the macro environment in which a brand is operating. This dimension includes the indicators of favourable or unfavourable external forces or events outside of the market itself. This includes for example, trade agreements and government monetary policies that may positively or negatively affect the performance of the brand.

### 5.3.5 Financial dimension

Financial dimension refers to the financial status and the financial potential of a brand. This information is often derived from profit and loss accounts and balance sheets or other financial reports of companies, cities or regions. Indicators of this dimension include, e.g. profits, cost savings, margins, income, brand investment, volatility, revenue, cash-flow, GDP, ROI and payback period, channel investments and risk rates.

## 6 Brand evaluation considerations

### 6.1 Personnel

A period of relevant professional experience for a qualified brand evaluation manager and qualified brand evaluator is required before brand evaluators/managers and brand valuers independently take responsibility as specified in this document.

### 6.2 Practices and processes

The brand evaluator is responsible to:

- Identify the relevance of elements and dimensions, and monitor and measure their indicators.
- Identify which indicators are valid and which are not.
- Disclose the rationale for the selection of/exclusion of measurable indicators and their assembly.
- Disclose the calculation of any specific formula used to calculate an indicator, and when appropriate a sensitivity analyses to the main parameters used in the evaluation models.
- Identify the nature and frequency of monitoring and reporting of the indicators.
- Disclose the assumptions in case an indicator is prohibitive to measure.
- Describe the context in which the evaluation is carried out.

The entity shall retain appropriate documented information as evidence of the results.

### 6.3 Brand evaluation audit

A brand evaluation audit establishes or validates the minimum practices to conduct a brand evaluation for a specific entity. The entity may conduct audits at planned intervals or as required.

A brand evaluation auditor confirms the integrity of the brand evaluation system, its compliance with this document and/or reviews whether the brand evaluation practices of the entity are effectively implemented and maintained.

### 6.4 Data sourcing

The evaluator shall make sure that the data required for the evaluation are available in an adequate form and quality with a commercially reasonable effort and relating to competitors. The data shall either be provided by the brand's owner or by qualified external parties.

In the course of the evaluation, all the input data and assumptions shall be checked for relevance, consistency, accuracy and validity at the evaluation date.

If data are lacking or are of insufficient quality, the evaluator shall make estimates and assumptions for individual categories in exceptional cases. At any rate, these estimates shall be clearly declared and documented in the course of the evaluation.

## 6.5 Brand evaluation results

The results of the brand evaluation exercise can be referred to as a point-in-time representation of brand strength based on applying appropriate and relevant indicators.

As indicated in the discussion of dimensions, it is recommended that brand evaluation reporting be considered within the context of the broader market and the competitive brands. This can be done by either direct comparison of the data, normalizing the information against a simple scale, e.g. to a brand strength indicator, or another method that has been agreed upon between the evaluator and the brand using entity reviewing and applying the findings.

Potential applications of this brand evaluation can take the form of an indicator scorecard, scenario analysis framework, brand-tracking program, or as an input to an analysis of brand performance and brand valuation. Additionally, it can be applied to any other purpose deemed useful by the evaluator and the brand using entity.

The audiences for a brand evaluation report can include, but are not limited to, brands using entity management, employees, shareholders, investors, licensees, general public disclosure, etc.

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## Annex A (informative)

### Examples of indicators for elements and dimensions

Tables A.1 to A.4 give examples of indicator categories to illustrate the elements and dimensions of brand evaluation. Each indicator category can be analysed with specific indicators. The evaluator shall decide which indicators apply, e.g. for small and medium size enterprises (SME) vs. large companies, city brands or any other types of brands. The examples are given for companies and cities and regions.

**Table A.1 — Indicators for elements for companies**

Elements	Examples of indicator categories	Examples of specific indicators
<i>Tangible</i>	<ul style="list-style-type: none"> <li>— Material resources</li> <li>— Financial resources</li> <li>— Brand investments</li> <li>— Legal protection</li> </ul>	<ul style="list-style-type: none"> <li>— Land, equipment, raw materials and natural resources</li> <li>— Liquidity</li> <li>— Marketing budget</li> <li>— Legal costs</li> <li>— Long-term brand investment</li> </ul>
<i>Quality</i>	<ul style="list-style-type: none"> <li>— Quality commitment</li> <li>— Quality management</li> <li>— Customer involvement</li> <li>— Perceived quality</li> <li>— Price quality relationship</li> </ul>	<ul style="list-style-type: none"> <li>— Quality management system implementation</li> <li>— Process documentation</li> <li>— Qualified quality managers</li> <li>— Price elasticity of demand</li> </ul>
<i>Service</i>	<ul style="list-style-type: none"> <li>— Service offerings</li> <li>— Service capability</li> <li>— Service effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>— Number of services</li> <li>— Number of qualified persons for services</li> <li>— Service responsiveness</li> <li>— Customer service satisfaction</li> </ul>
<i>Innovation</i>	<ul style="list-style-type: none"> <li>— Innovation capability</li> <li>— Innovation effectiveness</li> <li>— Sustainable development</li> <li>— Market research confirmed customer need</li> </ul>	<ul style="list-style-type: none"> <li>— R&amp;D spending</li> <li>— Numbers of patents/new products/new markets</li> <li>— Qualified research employees</li> </ul>
<i>Intangible</i>	<ul style="list-style-type: none"> <li>— Cultural resources</li> <li>— Intellectual resources</li> <li>— Strategic resources</li> </ul>	<ul style="list-style-type: none"> <li>— Company history/heritage/tradition</li> <li>— Brand strategy (brand positioning personality, image, campaign, etc.)</li> <li>— Human skills</li> <li>— Knowledge management</li> <li>— Reporting</li> </ul>

Table A.2 — Indicators for dimensions for companies

Dimensions	Examples of indicator categories	Examples of specific indicators
<i>Legal</i>	<ul style="list-style-type: none"> <li>— Extent of protection</li> <li>— Brand registrations/trademarks (in different levels: local, national, international)</li> <li>— Extent of use</li> </ul>	<ul style="list-style-type: none"> <li>— Trademarks registered/non registered</li> <li>— Trademark classes</li> <li>— Ownership and limitations</li> <li>— Domain registrations/Number of top-level domains</li> <li>— Registered patents</li> <li>— Number and type of regulations</li> </ul>
<i>Customer/Stakeholders</i>	<ul style="list-style-type: none"> <li>— Brand awareness</li> <li>— Brand image</li> <li>— Social media engagement</li> <li>— Brand customer relations</li> <li>— Brand preference</li> <li>— Behavioural response</li> <li>— Customer loyalty</li> <li>— Social/ecologic responsibility, Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>— Aided awareness</li> <li>— Website hits, visits, search volume/downloads</li> <li>— Signups for email permissions</li> <li>— Social media likes/followers/subscribers</li> <li>— Customer satisfaction</li> <li>— Net promoter score</li> <li>— Number of conversions</li> <li>— Number of loyal customers</li> <li>— Number of new customers</li> <li>— Number of drop-out customers</li> </ul>
<i>Market</i>	<ul style="list-style-type: none"> <li>— Market size</li> <li>— Market share</li> <li>— Change of total market</li> <li>— Segmentation</li> <li>— Competition/differentiation</li> </ul>	<ul style="list-style-type: none"> <li>— Market size in volume/value</li> <li>— Market growth</li> <li>— Market potential</li> <li>— Market/media exposure</li> <li>— Distribution channels</li> <li>— Number of direct competitors/peer group</li> <li>— Internationality</li> </ul>
<i>Economic/ Political Environment</i>	<ul style="list-style-type: none"> <li>— Legal environment</li> <li>— Regulations</li> <li>— Economic indicators</li> <li>— Governance</li> </ul>	<ul style="list-style-type: none"> <li>— Security</li> <li>— Number of regulations</li> <li>— Unemployment rate</li> <li>— Entry barriers</li> <li>— Labour shortages</li> <li>— Potential risks</li> <li>— Trade agreements</li> </ul>

Table A.2 (continued)

Dimensions	Examples of indicator categories	Examples of specific indicators
<i>Financial</i>	<ul style="list-style-type: none"> <li>— Profits</li> <li>— Cost savings</li> <li>— Margins</li> <li>— Income</li> <li>— Brand/marketing investment</li> <li>— Volatility</li> </ul>	<ul style="list-style-type: none"> <li>— Revenue</li> <li>— Cash flow</li> <li>— Year-over-year cost per unit</li> <li>— Operating contribution</li> <li>— Earnings before interest and taxes (EBIT)</li> <li>— Channel investments</li> <li>— Cost of capital rate</li> <li>— Return on investment (ROI)</li> <li>— Risk rate</li> </ul>

Table A.3 — Indicators for elements for cities and regions

Elements	Examples of indicator categories	Examples of specific indicators
<i>Tangible</i>	<ul style="list-style-type: none"> <li>— Investment/financial resources</li> <li>— Tourism infrastructure</li> <li>— Healthcare infrastructure</li> <li>— Safety infrastructure</li> <li>— Education infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>— Government spending</li> <li>— Number of inhabitants</li> <li>— Number of hospital beds/hotel rooms/schools/universities</li> <li>— Marketing and communication spending</li> <li>— Cultural infrastructure</li> <li>— Reception capacity</li> <li>— Road/air/rail access and capacity</li> </ul>
<i>Quality</i>	<ul style="list-style-type: none"> <li>— Quality of infrastructure</li> <li>— Quality of services</li> </ul>	<ul style="list-style-type: none"> <li>— Number of doctors/1 000</li> <li>— Police/1 000</li> <li>— College/university spots/1 000</li> <li>— Primary education spaces/1 000</li> <li>— Quality of life</li> </ul>
<i>Service</i>	<ul style="list-style-type: none"> <li>— Service offerings</li> <li>— Service capability</li> <li>— Service effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>— Customer service satisfaction</li> <li>— Number of qualified persons</li> <li>— Service access</li> </ul>
<i>Innovation</i>	<ul style="list-style-type: none"> <li>— Innovation capability</li> <li>— Innovation effectiveness</li> <li>— Intellectual property</li> <li>— Sustainable development</li> </ul>	<ul style="list-style-type: none"> <li>— Number of new companies</li> <li>— R&amp;D spending</li> <li>— Number of trademarks/patents registered</li> <li>— Position in international rankings</li> <li>— Qualified research and development employees</li> </ul>