

# BRAND IMPACT INDEX

Measuring  
a Brand's Impact  
Across Three Crucial  
Dimensions

Ogilvy



BRAND

IMPACT

INDEX

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## Measuring Impact

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**Ogilvy's stated mission is to inspire brands and people to make an impact. In our paper "The Shift From Image to Impact: How Brands are Creating an Antidote to Apathy," we define why brands need to change from marketing that conjures an image to marketing that makes an impact. However, the importance of being able to measure impact cannot be understated.**

Perceptions of brand impact vary across cultures and from brand-to-brand. Impact for Apple is not the same as it is for IKEA, which will differ for Etsy—and so on.

The different aspects of impact make measuring it challenging, which is why WPP's Brand Asset Valuator (BAV)—the world's largest and longest-running brand model and database—was the ideal resource for assessing impact. BAV has captured 30 years of data on over 100,000 brands around the world on metrics that connect to current performance and future potential. Combining it with Ogilvy's own data led to the Brand Impact Index.

BAV's Brand Equity Pillars describe how well a brand is positioned for future growth, while also defining its stature and current value. Brands that score strongly on the Differentiation and Relevance pillars are more likely to be brands with momentum, while brands that are high in Esteem are more known than they are liked. The combined strength of a brand across these three pillars determines its value.

The Brand Impact Index zeros in on three ways brands can make the most impact. These three dimensions of impact—people, the planet, and performance—are closely linked with the three Brand Equity Pillars mentioned above. BAV also has 48 brand attributes, unique combinations of which led to tighter descriptions of how brands have an impact.

For instance, brands with high impact on people are acting as *personal heroes* in consumers' lives by making them better, easier, and more efficient. People are passionate for these brands and willing to spread their love for them.

Brands with high impact on the planet are acting as *citizens of the future* by making society, our communities, and the world a better place. People trust and appreciate the efforts of these brands because they are contributing to the greater good.

Impactful planet-focused brands are forward thinking and disrupt the status quo for the sake of the generations to come.

Brands with high impact on performance are acting as *MVPs* in the marketplace by having strong value propositions and momentum. Consumers are willing to pay a premium for these brands because they show what is next and transform how we think and live.

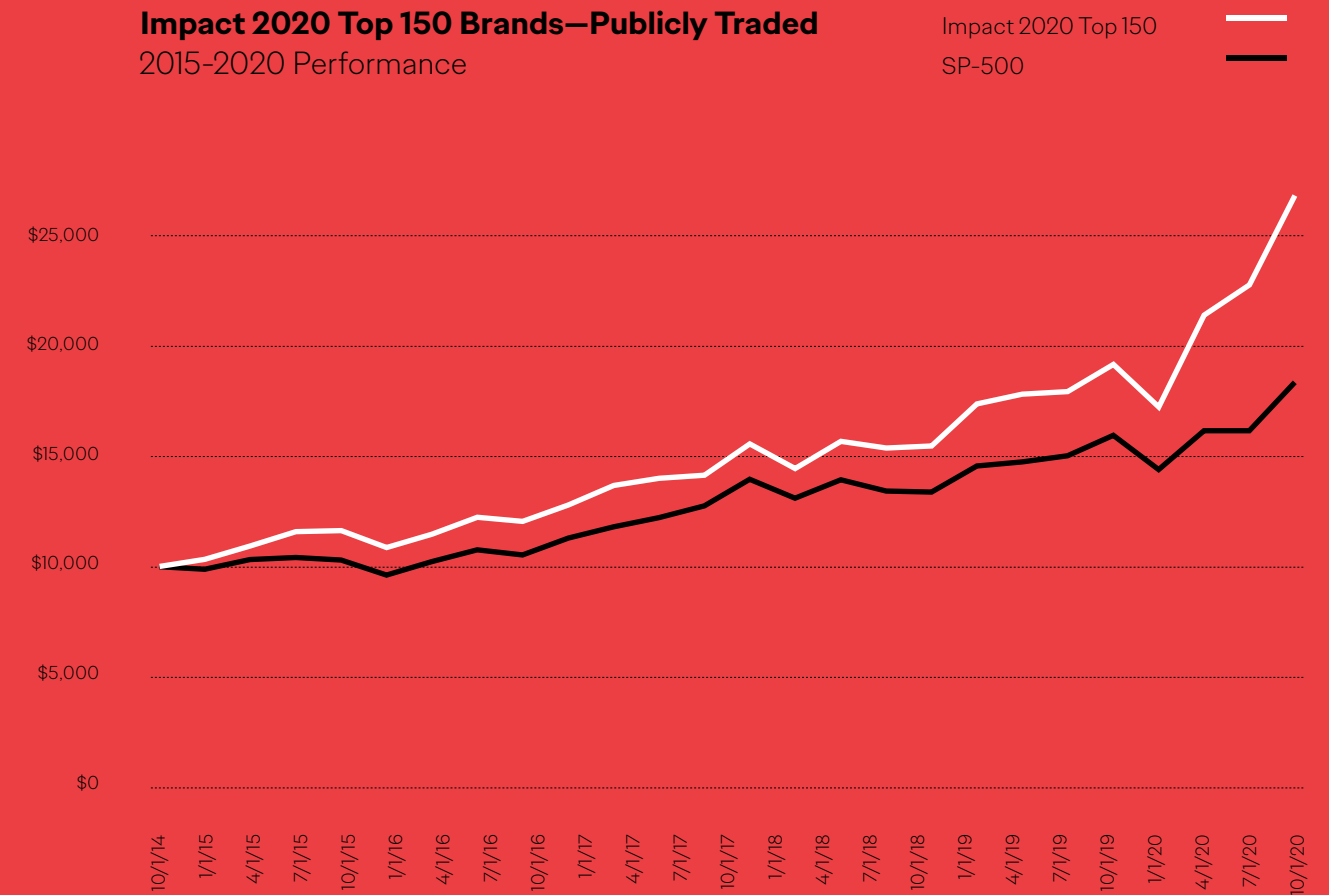
Based on its numerical score in the BAV Brand Attributes and BAV Brand Equity Pillars, each brand is given a score in People, Planet, and Performance. The weighted average of those three produces a total impact score, which is the foundation of the Brand Impact Index ranking.

The top brand will come as little surprise: Amazon. There is little doubt that Amazon has had an enormous impact on the world.

Creating an index is one thing. Validating it is another task entirely, and for that we turned to market returns. From 2015 through 2020, the brands that appear at the top of the Brand Impact Index track very closely with high performance and returns in Standard & Poor's index.

Other major brands round out the top 5—Google, Apple, Disney, and Microsoft—but

Impact 2020 Top 150 Brands—Publicly Traded  
2015-2020 Performance



there are definite surprises throughout the top 50. Brands like Yeti, LEGO, KitchenAid, and Alienware all scored high on the Brand Impact Index, showing that impact can be achieved by brands of all sizes.

That's because there are multiple paths to making an impact. Impact can be measured culturally and by category, and it can vary across audience cohorts. A brand like Diesel, for example, ranked highly on the Brand Impact Index for those under 35,

even though it scored slightly lower for all adults. Diesel is an impactful brand, and the Brand Impact Index helps contextualize its impact. For a brand, this can help influence marketing strategies for the better. Armed with the knowledge of where you're most making an impact—and where you're not—and with whom can influence everything from media spend to more precise demographic targeting and the types and tone of messages that a brand should embrace.

**Being a top People Impact brand leads to a three-fold increase in preference among consumers due to stronger consumer advocacy.**

Marketing that positively affects People Impact presents the brand as a personal hero to people. People Impact brands create products, services, and experiences with empathy, putting consumers and their needs and wants at the center. Campaigns created with this mindset in the past have been found to be very effective.

PEOPLE  
IMPACT

## Dove Reverse Selfie

**Dove’s Real Beauty platform has been the foundation of campaign after campaign that put women and girls—and their self-worth—first.**

Recently, the brand launched “Reverse Selfie,” which took on the harms that social media can bring to young girls—particularly, the practice of heavily editing selfies for social media. Central to the campaign was a 60-second film highlighting the false and unrealistic nature of the beauty ideals perpetuated by the advertising industry and the media.

“Reverse Selfie” shows how a brand lives its values and becomes a cultural leader. Dove takes a stand on something many girls likely do and helps them resist the pressure. That takes a lot of courage, but the brand has built up the necessary credibility with its audience because of its long-term commitment to the issue. This is how a brand shifts preference and earns designation as a brand that makes an impact on people—a brand that shows empathy, includes all, and acts as a companion.



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## AeroMexico DNA Discounts

**AeroMexico wasn't afraid to tap into political and social culture with its "DNA Discounts" campaign. Their authenticity resonated powerfully.**

The campaign began with the realization that many U.S. citizens didn't even realize they had Mexican heritage. Activating this idea, the brand offered people DNA tests and offered a ticket discount that matched the percentage of Mexican heritage they had. People who didn't know they were, say, 11% or 24% or 38% Mexican could fly across the border to their semi-homeland for a cheaper rate.

The campaign kicked off with a funny video, showing Americans learning in real-time that they had some level of Mexican heritage. The video captured the cultural zeitgeist and became a viral sensation. The campaign helped shift preference among consumers, with the brand proving to people that it understood the society and culture they were living in and empathized with them—and thus proved its People Impact bona fides.



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**Making an impact on the planet is a noble goal for any brand, and brands that have the top Planet Impact are likely to see 1.5 times higher perceptions of leadership among consumers. They'll be viewed as brands with a strong future focus.**

If a brand scores low on Planet Impact, it's likely to be seen as a brand that isn't doing much to differentiate itself from others. But having a strong Planet Impact will engender positive consumer perceptions. Brands that score high on Planet Impact are the types of brands that can affect policy and drive change in society.

PLANET

IMPACT



## Dove CROWN Act

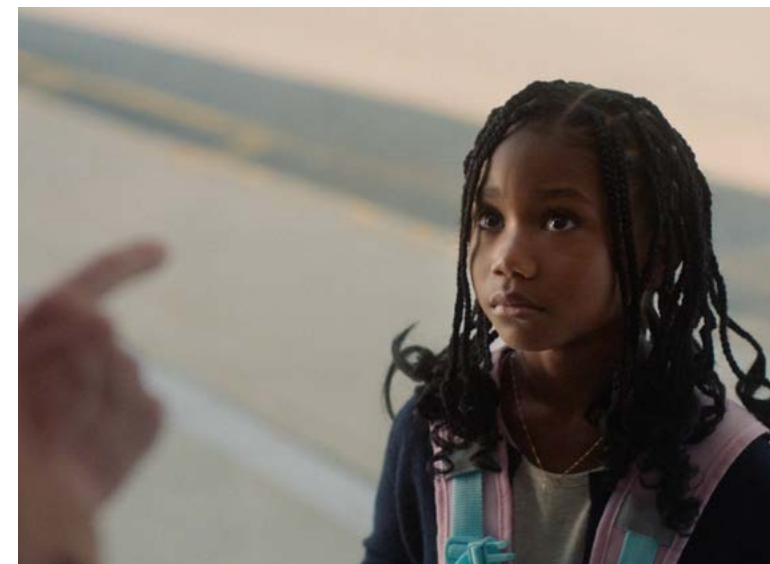
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**Dove, as its Campaign for Real Beauty shows, is unafraid of standing up for its values, and that goes far in terms of a brand making a legitimate impact on the planet. Aside from marketing campaigns, Dove is also committed to doing the work to create change, exemplified by its advocacy of the Creating a Respectful and Open World for Natural Hair—or CROWN—Act.**

Dove co-founded the CROWN Coalition with the intent of advancing anti-hair discrimination legislation throughout the United States, at both the state and federal levels, and making it illegal to discriminate based on hair texture and hairstyle.

This is an issue that mostly affects women of color, and Dove's efforts on this end prove that the brand has focused its energies on being a brand that values inclusivity over exclusivity. The CROWN Act and associated initiatives bolsters the perception of Dove as a brand that cares about the planet and is committed to creating actual change to improve it. Brands that want to impact the planet would be well served following Dove's lead, seeing the value in going beyond conventional marketing to using status and power to create policies that change conditions for people and the planet.

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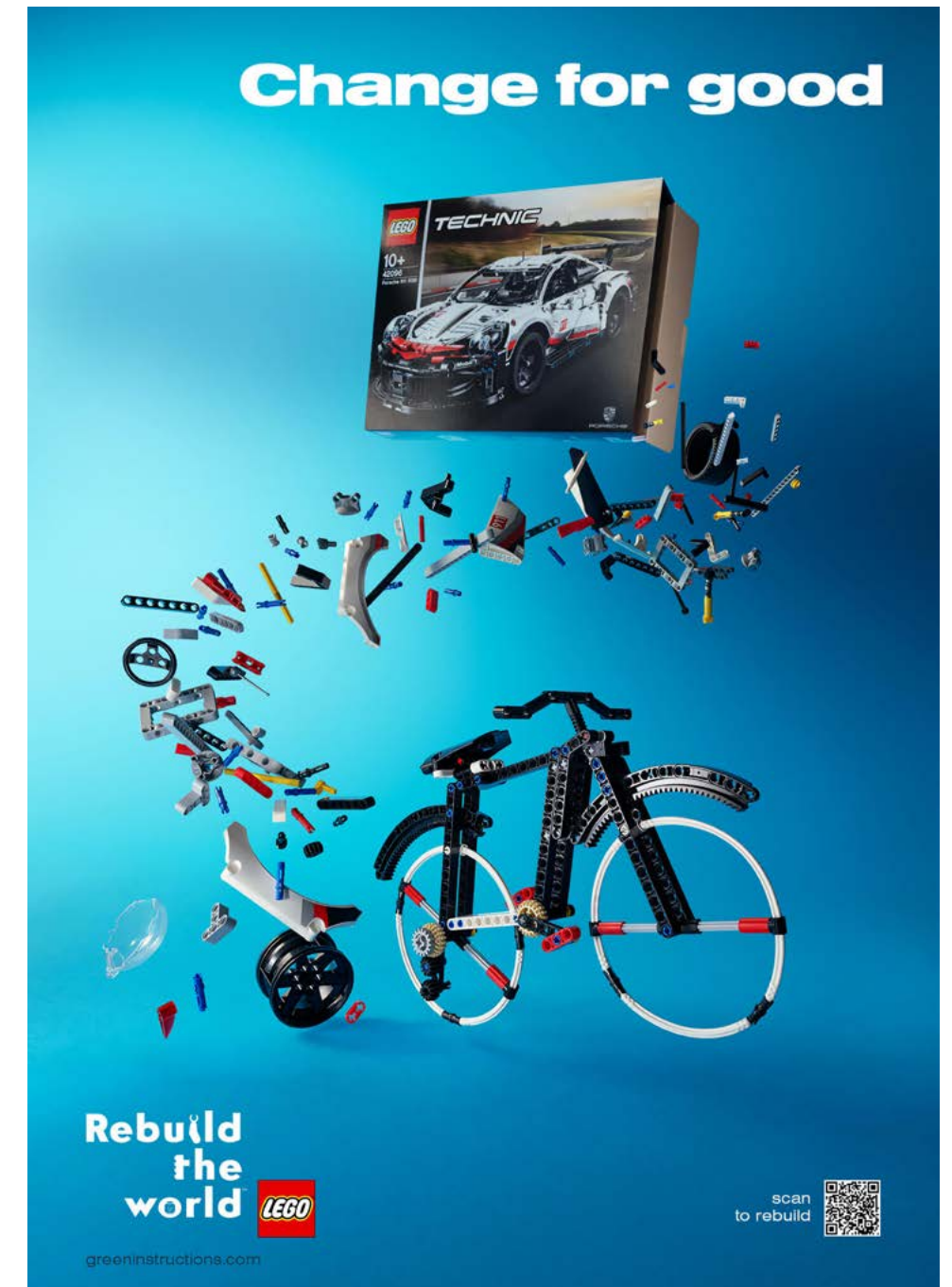
## LEGO Green Instructions

18 **Coal produces nearly 80% of Poland's energy. Unsurprisingly, the country has some of the most polluted air in Europe, but there is zero education in schools about this important issue.**

LEGO, as part of its new global "Rebuild the World" positioning, wanted to create a Polish expression of this ambition, aimed at the nation's growing younger population. The result was "Green Instructions," which repurposes existing LEGO sets into greener creations. The campaign uses LEGO bricks as a language of communication with the next generation—turning one generation's cars into the next's bicycles or scooters, planes

into electric trains, and coal mines into electricity generating windmills.

LEGO rates highly for Planet Impact, and a campaign like Green Instructions shows why. Here, the brand is using its stature as a top education and play brand to fill a gap which institutions have left open. In the process, it endeared itself to eco-conscious parents eager to improve the world for their children and also planted a flag for those very kids who doubtlessly will remember what LEGO taught them about sustainability. That's how a brand builds Planet Impact and, in turn, positions itself for growth.



**Then, there's Performance Impact, something that every company wants their brand to have. Not only will being a top Performance Impact brand help financially, but it also leads to 1.8 times higher consumer perceptions of being "the best."**

Brands that score on the lower end of Performance Impact tend to lose their differentiating identity in the culture, while many of the top Performance Impact brands tend to be perceived as best and most innovative in class.

# PERFORMANCE IMPACT

## IBM Hello, My Name is Watson

**IBM's AI-powered Watson is an example of Performance Impact in action. IBM was a brand known for innovation in technology and computing, but against a backdrop of groundbreaking technologies like smartphones, the brand knew it needed to prove it was still capable of major innovation.**

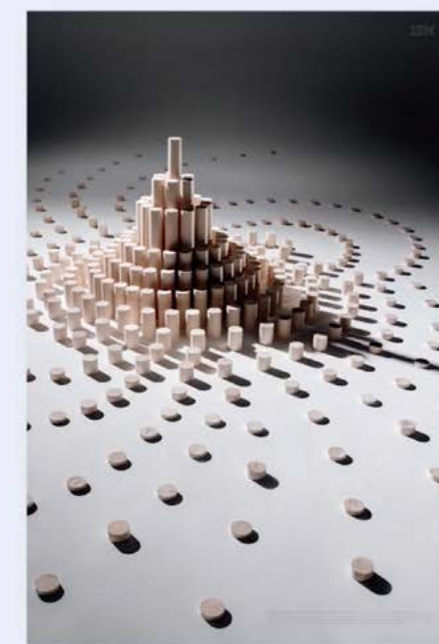
While Watson may have gained fame by competing on Jeopardy!, its true value to the brand is as a stake in the ground, an innovative, flagship product that sets the brand apart from its competitors. And, interestingly enough, the product has to contend with an image issue—many people looked at advanced AI like Watson as a harbinger of the end of the human race.

IBM built the idea around the fact that Watson helped humans, not hurt them—that humans could achieve their full potential with Watson's help. The brand was able to show that its flagship technology was unlike anything else businesses, and the people who make those businesses work, could find anywhere else.

The "Hello, My Name is Watson" campaign increased Watson's use by developers by over 900% and raised business leaders' preference for IBM's new portfolio. In addition, the campaign helped drive \$900 million in "new IT" revenue.



*Through Cognitive Eyes*  
Ruslan Khasanov + IBM Watson



*Organizing Chaos*  
Craig Cutler + IBM Watson

## Samsung Foldables

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**It seemed for a while like the smartphone had reached its peak, particularly in terms of physical design and capability. Despite this, Samsung knew there was more to create.**

The brand thought about how they could set themselves apart from Apple and be perceived as a leader and innovator in the space. The brand achieved this ambition by focusing on products and experiences that make a meaningful difference in people's day-to-day lives.

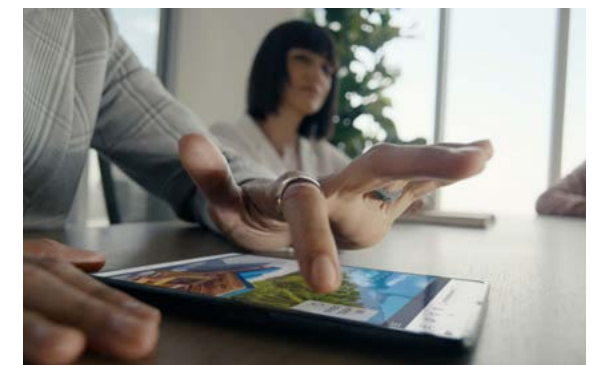
Samsung's foldable phones are a chief example of this approach. Samsung definitely drew interest by creating the foldables, but soon that interest waned as people didn't understand the purpose behind a foldable

phone. The brand needed to find an interesting way to make the phone feel relevant.

Launched in 2018, Samsung's foldable phones reached levels of adoption that suggest real utility for people—and thus, staying power. The marketing changed from focusing on the specs and tech behind the device to what you could do with it, homing in on use cases, experiences and outcomes. The results were massive—Samsung sold out the Galaxy Z Fold3 in many markets, with sales in the U.S. growing 40-fold.

Samsung's bet that there was still room for smartphone innovation paid off. The brand has proved itself a viable leading innovator, with its product development and marketing geared towards creating impact.

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## Finding Your Brand's Impact

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**While a brand can still generate meaningful impact even if its strength lies in just one of the three dimensions, the stronger a brand is across all three, the more impact it creates. And, crucially, the perceptions of the brand increase across the board.**

Brands which perform most strongly in the Index as People brands will find themselves in position to earn consumer advocacy. Planet brands may be viewed as future-focused, better set up for success down the road. And brands that are high in Performance will earn higher market value and be viewed as successful, leading brands.

But scoring on the Brand Impact Index isn't an end in and of itself. The Brand Impact

Index contextualizes how different brands are making an impact and aids brands in understanding their strengths and weaknesses. It helps brands understand the importance of impact and how it must now take precedence over a brand's image. Brands today must deliver impact if they're to satisfy consumers' emerging needs and drive performance.

That's why brands that score highly in People, Planet, and Performance Impact are more likely to be successful over time. Brands are now judged more by their actions than their words, by the difference they make in people's lives, and by the meaningful contribution they make to the world. Hiding behind an image is more than ineffective; it's become impossible.



**Ogilvy inspires brands and people to impact the world, creating iconic, culture-changing, value-driving ideas for clients since David Ogilvy founded the company in 1948.**

With experts across the globe in Public Relations, Advertising, Health, Experience, and Consulting, Ogilvy operates and innovates at the intersection of talent and capabilities to bring forth world-class creative solutions for its clients.

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