



STRATEGIC BUSINESS PLAN – ISO/TC 289

Executive summary

Brand is one of the most valuable assets owned by an organization. Currently, brand valuation has been conducted in many countries of the world. Due to the different brand valuation methods or standards adopted by different evaluation organizations, the results of evaluation may be lack of global comparability. Thus, it is urgent that unified international standards should be developed for brand evaluation.

Through years' exploration, brand evaluation theory system has become mature; global enterprises have accumulated plenty of successful experience in the field of brand management and evaluation; and the field has had the basis for standardization.

In January 2014, the ISO Technical Management Board established ISO/TC 289 with the provisional title of Brand Evaluation, which reflects the current work of the committee. The Business Plan is currently based on the provisional title and it will be reviewed at each plenary meeting to ensure that the Business Plan remains up to date.

The current scope of TC 289 primarily focuses on standardization in the field of brand evaluation. The main activity of ISO/TC 289 is to develop international standards supporting the international practice of brand evaluation and brand management.

In carrying out this work, the committee aims to:

- Determine, standardize and promote best practices in brand evaluation and management.
- Through the standardization of brand evaluation practices, support and reflect areas of focus for stakeholders in brand valuation and brand management.
- Establish a framework of international standards for brand evaluation applicable to all kinds of organizations.
- Promote the wide adoption of international standards for brand evaluation.
- Facilitate international communication and cooperation of the brand evaluation and management activities.

1 Introduction

1.1 ISO technical committees and business planning

The extension of formal business planning to ISO Technical Committees (ISO/TCs) is an important measure which forms part of a major review of business. The aim is to align the ISO work programme with expressed business environment needs and trends and to allow ISO/TCs to prioritize among different projects, to identify the benefits expected from the availability of International Standards, and to ensure adequate resources for projects throughout their development.

1.2 International standardization and the role of ISO

The foremost aim of international standardization is to facilitate the exchange of goods and services through the elimination of technical barriers to trade.

Three bodies are responsible for the planning, development and adoption of International Standards: [ISO](#) (International Organization for Standardization) is responsible for all sectors excluding Electrotechnical, which is the responsibility of [IEC](#) (International Electrotechnical Committee), and most of the Telecommunications Technologies, which are largely the responsibility of [ITU](#) (International Telecommunication Union).

ISO is a legal association, the members of which are the National Standards Bodies (NSBs) of some 164 countries (organizations representing social and economic interests at the international level), supported by a Central Secretariat based in Geneva, Switzerland.

The principal deliverable of ISO is the [International Standard](#).

An International Standard embodies the essential principles of global openness and transparency, consensus and technical coherence. These are safeguarded through its development in an ISO Technical Committee (ISO/TC), representative of all interested parties, supported by a public comment phase (the ISO Technical Enquiry). ISO and its [Technical Committees](#) are also able to offer the ISO Technical Specification (ISO/TS), the ISO Public Available Specification (ISO/PAS) and the ISO Technical Report (ISO/TR) as solutions to market needs. These ISO products represent lower levels of consensus and have therefore not the same status as an International Standard.

ISO offers also the International Workshop Agreement (IWA) as a deliverable which aims to bridge the gap between the activities of consortia and the formal process of standardization represented by ISO and its national members. An important distinction is that the IWA is developed by ISO workshops and fora, comprising only participants with direct interest, and so it is not accorded the status of an International Standard.

2 Business Environment of the ISO/TC

2.1 Description of the Business Environment

The following political, economic, technical, regulatory, legal and social dynamics describe the business environment of the industry sector, products, materials, disciplines or practices related to the scope of this ISO/TC, and they may significantly influence how the relevant standards development processes are conducted and the content of the resulting standards:

A brand represents the embodiment of an organization, including the quality, technology, marketing, etc. and it constitutes a core factor affecting an organization's competitive ability and is an important intangible asset, producing a far-reaching impact on the long-term and the sustainable development of an organization. As economic globalization continues, enterprises around the world have made brand management a crucial component of their management focus, influencing their market competitiveness and profit-making capacities by elevating the value of their brands. Similarly, a brand has important significance to the stakeholders including the consumers, investors and employees.

After years of explorations and practices, a relatively mature theoretical framework of brand valuation and management has been developed, enterprises around the world have succeeded in accumulating abundant useful experiences in their practical operations, creating a firm basis for undertaking standardization work in this particular field.

In recent years, relevant international organizations, countries and regions have been carrying out a large amount of work in the area of brand evaluation and over the years a series of regulations and standards have been developed and publicized. In 2007, the International Organization for Standardization (ISO) set up the Brand Valuation Project Committee (PC 231) and in 2010 formally issued the ISO 10668: 2010 Brand Valuation — The Requirements for Monetary Brand Valuation. ISO 10668 has been warmly welcomed and actively adopted by all the member countries and relevant countries and organizations have been carrying out the work of brand valuation in accordance with this international standard. According to the ISO 10668 framework, some countries have been taking positive moves to conduct nationwide practices in brand evaluation. Based on the equation and conversion of the ISO standards, those enterprises have not yet had a clear understanding about various factors affecting the value of a particular brand and they have demonstrated a strong need for ways to enhance the value of their brands.

As a result, it is imperative to set up a comprehensive system of international standards comprising of the fundamental and principle standards, evaluation methods standards, and standards regarding the guidance of implementation.

The increasing international utilization of brand evaluation is creating an urgent need for internationally recognized and accepted standards.

There are many interested stakeholders in this area including:

- Consumers
- Brand owners
- Government organizations
- Third-party institutions, etc.

Brand evaluation operates in a complex environment reflecting the different approaches in many countries. The information from different countries is to be completed as the Business Plan is reviewed periodically.

2.2 Quantitative Indicators of the Business Environment

The following list of quantitative indicators describes the business environment in order to provide adequate information to support actions of the ISO/TC:

2.2.1 Standards Collection by country (national standards)

The following are the number of standards of brand evaluation in some different countries:

Table (1)

	Country	No. of standards	ISO 10668 or Equivalent	National standard or document (except ISO 10668)
1	Austria	1	0	1
2	China	4	1	3
3	Denmark	1	1	0
4	France	1	1	0
5	Germany	2	1	1
6	Italy	1	1	0
7	Russia	2	0	2
8	UK	1	1	0
9	USA	0	0	0
	Total	13	6	7

2.2.2 Related references

The following are the standards or regulations related to the measurement approaches of brand value:

Table (2)

	Source	Documents
1	ISO	ISO 10668-2010:Brand Valuation-Requirements for monetary brand valuation
2	ASI	ÖNORM A 6800: Valuation of the Intangible asset“brand”
3	SAC	GB/T 29188-2012 Brand Valuation-Multiple-Cycle Excess Earnings Method
4	International Valuation Standards Council (IVSC)	Proposed New International Valuation Standards (2010)
		Technical Information Paper (2011)
5	The European Group of Valuers' Associations	European Valuation Standards:7th edition (2012)
6	Uniform Standards of Professional Appraisal Practice	Uniform Standards of Professional Appraisal Practice (2008)
7	American Society of	ASA Business Valuation Standards (2008)
8	American Institute of Certified Public Accountants	US GAAP Codification Enhanced (2009)
9	International Accounting Standards Committee	International accounting standards - 38 Intangible Asset
		IFRS: Interpretation and Application of International Financial Reporting Standards (2013)
10	Brand Finance	Brand finance- brandirectory (Online Glossary)
11	National Association of Certified Valuators and Analysts	Professional Standards (2011)
12	RICS (Royal Institution of Chartered Surveyors)	Valuation Standards 6th edition (2011)
	Total No. of documents	16

3 Benefits expected from the work of the ISO/TC

The following benefits are expected through ISO/TC 289 activities:

-To allow member countries around the globe to share our research findings and practical experiences in the field of brand evaluation, to help enterprises undertake their brand management more effectively and promote the sustainable development of those enterprises, and to provide consumers and other stakeholders with greater added value;

-To standardize the conduct of brand valuation and provide guidance to the enterprises regarding how to enhance their brand strength and brand value;

-To promote the establishment of a globally unified system of brand evaluation to facilitate the management and measurement of brand assets.

4 Representation and participation in the ISO/TC

4.1 Membership

(a) Currently ISO/TC 289 consists of 11 Participating ISO Member Bodies and 26 Observer Member Bodies. These are:

Table (3)

Participating Member Bodies			
Austria	Barbados	Canada	China
France	Iran, Islamic Republic of	Italy	Mexico
Russian	United Kingdom	United States	
Observer Member Bodies			
Bahrain	Colombia	Costa Rica	Cyprus
Czech Republic	Finland	Germany	India
Israel	Japan	Korea, Republic of	Malaysia
Malta	Netherlands	New Zealand	Poland
Portugal	Romania	Saudi Arabia	Singapore
Slovakia	Spain	Sri Lanka	Switzerland
Thailand	United Arab Emirates		

(b) The participation represents the following regional representation:

Table (4)

Region	Participating (11 NMBs)	Observer (26 NMBs)
Africa	0%	0%
Asia	18.18%	46.15%
Europe	45.46%	42.31%
America	36.36%	7.69%
Oceania	0%	3.85%

(c) Liaison establishment

Relevant and potential organizations and groups for liaison with ISO/TC 289 are:
 Internal Liaisons

Table (5)

Reference	Title
ISO/TC 210	Quality management and corresponding general aspects for medical devices
ISO/TC 225	Market, opinion and social research
ISO/TC 228	Tourism and related services
ISO/TC 251	Asset management
ISO/TC 262	Risk management
ISO/TC 290	Online reputation

4.2 Analysis of the participation

From the above distribution in Table (3), P-members include 2 Asian countries, 5 European countries, 4 American countries. European countries are highly represented in the committee, but till now there is no P-member from Africa and Oceania in this field.

There are 12 Asian countries participating as either participating or observer members in the committee. In Asia, both the government and the public are realizing the need for greater support of the standardization of brand evaluation.

It is important to broaden the involvement of other countries considering the global use of brand evaluation, as their participation is still limited. Possible reasons could include a lack of resources such as finances for traveling costs, the limited number of national experts and relevant and updated information. Their active participation in ISO/TC 289 will be encouraged.

ISO/TC 289 will continue to liaise with related organizations.

5 Objectives of the ISO/TC and strategies for their achievement

5.1 Defined objectives of the ISO/TC

ISO/TC 289 aims to develop unified international standards for brand evaluation and management, and contribute to best brand building practices. The work of the Committee will reflect the objectives of the ISO's Strategic Plan:

- Determine, standardize and promote best practices in brand evaluation and management.
- Through the standardization of brand evaluation practices, support stakeholders in brand valuation and brand management.
- Establish a framework of international standards for brand evaluation applicable to all kinds of organizations.
- Promote the wide adoption and implementation of brand evaluation international standards.
- Facilitate international communication and understanding of the brand evaluation and management activities.

5.2 Identified strategies to achieve the ISO/TC's defined objectives

Priority and road map

The series of brand evaluation and management standards will consist of fundamental and principle standards, evaluation methods standards, and standards regarding the guidance of implementation.

Working methods

Phased approach

Phase I develop the fundamental and principle standards on brand evaluation.

Phase II develop any agreed methods and guidance standards.

Specialization and cooperation

In view of the standardization field of TC 289 covers various countries and industries, involving in various development conditions of different countries, in order to ensure the reasonability and applicability of standards, the committee appeals to each member body to promote the work with enthusiasm.

Encourage the participation of enterprises

Enterprise is an important stakeholder of brand evaluation; therefore in addition to existing experts from research institutes, consultants, the committee should encourage more enterprises or brand owners to participate in the process of standards development.

Inheritance and development

Building on the existing achievements, ISO/TC 289 was established to deepen and enrich the connotation of brand evaluation and to study the factors which influence brand value.

Use of the ISO deliverables

ISO 10668 provides the basic principles of monetary brand valuation.

ISO 20671 is the meta standard for brand evaluation.

6 Factors affecting completion and implementation of the ISO/TC work programme

- None

7 Structure, current projects and publications of the ISO/TC

Information on ISO online

The link below is to the TC's page on ISO's website:

[ISO/TC 289 on ISO Online \(https://www.iso.org/committee/5065082.html\)](https://www.iso.org/committee/5065082.html)

Click on the tabs and links on this page to find the following information:

- About (Secretariat, Committee Manager, Chair, Date of creation, Scope, etc.)
- Contact details
- Structure (Subcommittees and working groups)
- Liaisons
- Meetings
- Tools
- Work programme (published standards and standards under development)

Reference information

[Glossary of terms and abbreviations used in ISO/TC Business Plans](#)

[General information on the principles of ISO's technical work](#)