

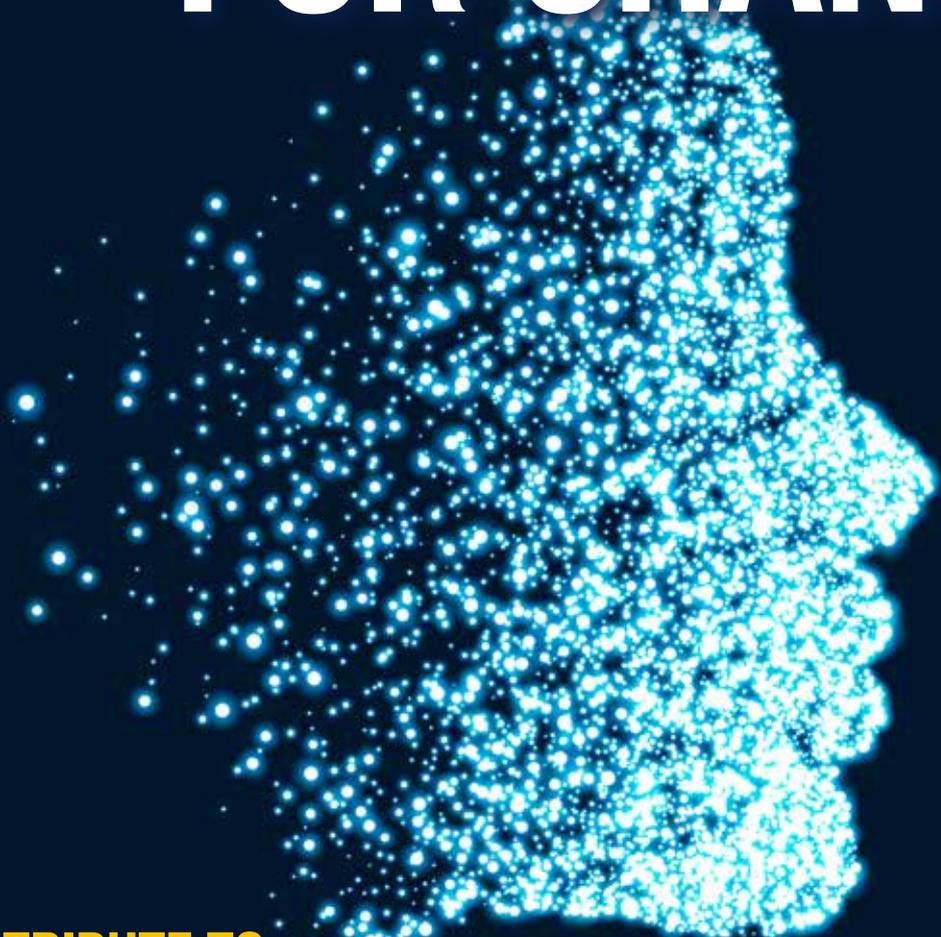
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THE BUSINESS AND INVESTMENT MAGAZINE

presented by



BRANDS FOR CHANGE



**BRANDS CONTRIBUTE TO
IMPROVED COMPETITIVENESS,
BETTER ACCESS TO GLOBAL MARKETS
AND ARE CREATING SUSTAINABLE GROWTH**

THE INDEPENDENT EXPERTS



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- ✓ Balance sheet activation & transfers
- ✓ Value optimized organizational structures
- ✓ Reporting, analysis, measurement & evaluation
- ✓ Implementation of reporting & governance systems
- ✓ Global benchmarking database in all industries



For further information on our activities and services please contact us or visit:

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Brands for Change

Die COVID-19-Pandemie hat uns sehr deutlich gezeigt, wie rasch sich Wirtschaftskrisen weltweit ausbreiten können. Daher setzen wir dieses Jahr den Schwerpunkt des Brand Global Summit 2021 "BRANDS FOR CHANGE" auf Möglichkeiten der Markenwelt auf diese Herausforderungen zu reagieren.

In einer zunehmend digitalen Wirtschaft nimmt die Bedeutung von geistigem Eigentum und immateriellen Vermögenswerten stetig zu. Aber auch regionale Marken werden an Bedeutung gewinnen, da sie lokale Wertschöpfung schaffen und somit die Resilienz gegenüber externen Schocks – gerade in Krisenzeiten – erhöhen.

Mit internationalen Speakern und unseren Partnern aus Politik, Wirtschaft und Finanz untersuchen wir bei "BRANDS FOR CHANGE" wie Marken zu mehr Nachhaltigkeit, Wirtschaftswachstum und Wettbewerbsfähigkeit beitragen, Innovationen fördern und so nicht nur einzelne Unternehmen, sondern ganze Branchen und Regionen positiv beeinflussen.

Auch dieses Jahr geht mein besonderer Dank an die Stadt Wien und ihrem Bürgermeister Dr. Michael Ludwig für seinen Ehrenschutz, sowie an unsere Partner UNIDO, Wirtschaftskammer Wien, Ministerien und Botschaften, insbesondere LAK, Vertretern von Regionen, Städten, Unternehmen, Medienpartnern sowie an unsere Beiratsmitglieder für die gute Zusammenarbeit.

Viel Spaß beim Lesen!

The COVID 19 pandemic has shown us very impressively how fast economic crises spread around the world. That's why we are focusing at this years Brand Global Summit 2021 "BRANDS FOR CHANGE" on ways, in which the brand world can respond to these challenges.

In an increasingly digital economy, the importance of intellectual property and intangible assets is constantly growing. But also regional brands will gain in importance as they create local value and thus increase resilience to external shocks - especially in times of crisis.

With international speakers and our partners from politics, business and finance, at "BRANDS FOR CHANGE" we examine how brands contribute to sustainability, economic growth and competitiveness, promote innovation and thus positively influence not only individual companies, but entire industries and regions.

Also this year, my special thanks go to the City of Vienna and its mayor Dr. Michael Ludwig for his patronage, as well as to our partners UNIDO, Vienna Chamber of Commerce, ministries and embassies, especially LAC, representatives of regions, cities, companies, media partners as well as our advisory board members for the good cooperation.

Enjoy reading!



KR DI Dr. Gerhard Hrebicek
*President BRAND GLOBAL SUMMIT,
Publisher*



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FOTOS: KATHARINA SCHIEFL, UNIDO, ÖSTERREICH WERBUNG



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Publisher/Proprietor: European Brand Institute | Börsegasse 9 | 1010 Vienna | Tel +43 1 532 1000 23 | office@europeanbrandinstitute.com | www.europeanbrandinstitute.com; Layout: „Der Herr Bertl“ OG | Maria-Tusch-Straße 8/1/14 | 1220 Vienna | Print: DI Hans A. Gruber KG, Gumpendorfer Straße 5/8, 1060 Vienna; Responsible for the content: European Brand Institute; Design concept: VIP Vision Publishers; Disclaimer: The publisher assumes no liability for the accuracy of the contents and the copyright to the photos. Typesetting and printing errors reserved. brandannual is the official medium of European Brand Institute and supports the networking concept of this platform. Cover photos: www.freepik.com



UNIDO will continue to utilize its four core functions to make the Fourth Industrial Revolution work for all.

UNIDO, together with its Member States and its international development partners, is continuing to support global efforts to overcome the pandemic's devastating socio-economic impact through inclusive and sustainable industrial development to build back better making economies more resilient in the long run. The need to find inclusive and highly customized solutions that would stop further deepening of existing inequalities between the developing and the developed world remains one of the greatest challenges. Digital transformation, on its part, raises the stakes for action that will not only reinforce solutions towards the 2030 Agenda for Sustainable Development but will also ensure that it leaves no one behind.

Seeking to accelerate progress towards the achievement of the 2030 Agenda during the pandemic, UNIDO will continue to utilize its four core functions in technical cooperation, policy analysis and advice, its norms and standard setting role, and its convening and partnership power to make the Fourth Industrial Revolution work for all. We will aim to drive our efforts to contribute to the bridging of the digital divide by boosting digital skills, creating robust ecosystems that spur innovation, fostering economic policies conducive to 4IR



and smart industrial development enabling the reinforcement of business resilience to support post-pandemic recovery.

As digitalization continues to accelerate, UNIDO, together with its long-standing partner, the European Brand Institute (EBI), are advocating for the use of innovation-intensive production and intelligent marketing, including strategic branding as a tool to advance inclusive and sustainable industrial development, in developing countries in particular. Since launching of the jointly developed service module “Branding for competitiveness and sustainable growth (B4C)”, UNIDO has successfully demonstrated the undisputed value of umbrella branding initiatives to improve product quality, leading to effective competitiveness, broader market outreach, higher investment returns, while also contributing to post-crisis resilience, recovery and sustainable development.

The B4C project portfolio is providing a selection of branding and marketing activities to support, amongst others, export-oriented light industries in Armenia; improved competitiveness of Tajikistan’s textile, embroidery and carpet-weaving sectors; technological and industrial upgrading of agro-chemical

and agro-machinery sectors in Cuba. We have also applied the B4C service module in a number of pioneering initiatives, including, inter alia, in China, where we have focused on enhancing linkages between the health industry and tourism through destination- and region- branding; and in India, building global competitiveness of the bicycle production sector through innovative industrial design and branding.

The past two years have significantly demonstrated that the international development community stands at a turning point, where it should make concerted efforts to move away from the traditional “business-as-usual” scenario. Building back better in developing countries and economies in transition does not have to be a choice between economic recovery and mainstreaming a digital, more inclusive and sustainable transformation. The UNIDO-EBI partnership in implementing the B4C service module shows that it is possible to leverage digital change for good while mitigating possible risks. UNIDO looks forward to further expanding its partnership with EBI to incorporate a strong branding component across industries and countries towards a path of increased value added and sustainability.



LI Yong
*Director
 General of the
 United Nations
 Industrial
 Development
 Organization
 (UNIDO)*





Marken schaffen Nutzen und Orientierung

Marken sind Bilder im Kopf. Und alle Unternehmen, große und kleine, müssen diese Bilder transportieren. Selbst eine Stadt. So hat auch die Stadt Wien ihren öffentlichen Auftritt und ihr Erscheinungsbild – also ihre „Marke“ - vereinheitlicht und präsentiert sich als lebenswerteste Stadt der Welt, in der der Mensch im Mittelpunkt steht. Die neue Marke soll den Bewohnerinnen und Bewohnern, den Unternehmen und Studierenden, aber auch den Wien-Besucherinnen und Besuchern Nutzen und Orientierung verschaffen.

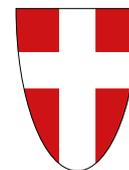
Unterstützung erfährt diese „Marke Wien“ von städtischen und stadtnahen Unternehmen, die dafür verantwortlich sind, die kommunale Daseinsvorsorge – von der Energieversorgung (Wien Energie) über den öffentlichen Verkehr (Wiener Linien) bis hin zu den kulturellen Angeboten (Vereinigte Bühnen Wien) – täglich zu „stemmen“. Damit verfügen wir über ein internationales Aushängeschild für unseren resilienten Wirtschaftsstandort und für die beliebte Tourismusdestination Wien.

Bedauerlicherweise erwies sich die Corona-Pandemie als große „Bremse“ vieler positiver Entwicklungen weltweit. Dass wir hier schon sehr früh und nachhaltig gegensteuern konnten, verdankt sich nicht nur unserem hervorragenden Gesundheitssystem, sondern auch den präzise gesetzten wirtschaftlichen Maßnahmen: 600 Millionen Euro nahm die Stadt Wien für einen „Konjunktur-Turbo“ in die Hand, dessen Spektrum vom „Gastro-Gutschein“ über den „Stolz auf Wien“-Fonds bis hin zum „Wiener Ausbildungslot“ reicht.

In diesem Zusammenhang freue ich mich als Wiener Bürgermeister natürlich ganz besonders über Marken-Events wie den „17. Brand Global Summit 2021“. Denn Foren wie dieses bieten die unvergleichliche Chance zum Networking zwischen internationalen Businessdelegationen und Vertreterinnen und Vertretern der heimischen Wirtschaft; zum Austausch von Erfahrungen und zu aufschlussreichen Diskussionen und Dialogen. Dazu wünsche ich allen Teilnehmerinnen und Teilnehmern viel Erfolg und darüber hinaus abwechslungsreiche Tage in unserer lebenswerten Stadt!



Dr. Michael Ludwig
*Bürgermeister und Landeshauptmann von Wien
Mayor and Governor of Vienna*





Gemeinsam gegen Klimawandel und für Wirtschaftsaufschwung

Die weltweite Corona-Pandemie und ihre Folgen hat uns alle – Politik, Wirtschaft und Gesellschaft – vor mannigfaltige Herausforderungen gestellt. Es wurden uns seit dem vergangenen Jahr viele, oft schmerzliche, Entscheidungen abverlangt. Dank der Impfung, die einen entscheidenden Wendepunkt in der Bekämpfung dieser Pandemie brachte, können wir den Fokus nun aber wieder auf Aufgaben richten, die ebenfalls unsere volle Aufmerksamkeit verlangen. Die pandemiebedingte Krise hat uns zudem aufgezeigt, in welchen Bereichen wir noch besser werden müssen. Hier liegt nun unsere große Chance, aus den Erfahrungen zu lernen, neue Akzente zu setzen und Veränderungen möglich zu machen.

Prioritär ist derzeit das Ziel, wieder das Vorkrisenniveau zu erreichen, also den Wiederaufbau und Wirtschaftsaufschwung bestmöglich zu nutzen und Arbeitsplätze zu sichern. Zentral ist für mich dabei besonders die Herausforderung, ambitionierte Schritte im Kampf gegen den Klimawandel in Einklang mit der Förderung von Wettbewerbsfähigkeit und Wirtschaftswachstum zu bringen

und gleichzeitig unserer sozialen Verantwortung gerecht zu werden. Um das zu meistern, benötigen wir neben den richtigen politischen Maßnahmen und Rahmenbedingungen vor allem auch Menschen mit innovativen und nachhaltigen Ideen. Aufgabe der Politik ist es, die erforderlichen Anreize und Strukturen vorzugeben, sei es auf nationaler wie auf internationaler Ebene. Gleichzeitig gilt es, eng mit der Wirtschaft zu kooperieren, die ihren Teil der Verantwortung trägt. Gemeinsam können wir es schaffen, den globalen Herausforderungen erfolgreich zu begegnen.

Der Brand Global Summit 2021 leistet mit seinen diesjährigen Themenschwerpunkten wieder einen wichtigen Beitrag zur Debatte relevanter Zukunftsfragen. Er ermöglicht den Austausch von Meinungen und Erfahrungen, die Vernetzung von Entscheidungsträgern und bietet damit eine Plattform für eine aktive Zukunftsgestaltung. Ich wünsche den Teilnehmerinnen und Teilnehmern viel Erfolg und spannende Diskussionen sowie der Leserschaft des brandannual Magazine eine inspirierende Lektüre.



Sebastian Kurz
Bundeschkanzler
Federal Chancellor

 Bundeskanzleramt



Unternehmen haben eine Verpflichtung zur Nachhaltigkeit

Eine starke Identität hält dem Wettbewerb stand, schafft Wiedererkennung und verankert sich in den Köpfen der Konsumentinnen und Konsumenten. Für jedes Produkt ist es deshalb wichtig, Aufmerksamkeit durch Botschaften auf sich zu ziehen. Leistungsversprechen und der authentische visuelle Auftritt schaffen dabei starke Identitäten. Ein Wort, eine unverkennbare Typografie, Farbcodes und Gestaltungselemente reichen oft, um eine Marke und das Vertrauen in sie abzurufen. So setzen Marken durch ihr artikelspezifisches Charakteristikum besondere Zeichen.

Auch Nachhaltigkeit ist im Sinne einer Marke nicht nur eine Option, sondern hat sich für Unternehmen zu einer Verpflichtung entwickelt. Nachhaltige Entwicklungsziele dienen der Orientierung und helfen, neue Marktchancen und Projekte im internationalen Umfeld zu erkennen, dabei tragen sie gleichzeitig zur positiven Entwicklung und zu mehr Wachstum bei. Unternehmen leisten damit einen gesellschaftlichen und ökologischen Beitrag und schaffen einen wichtigen Wettbewerbsfaktor. Investitionen

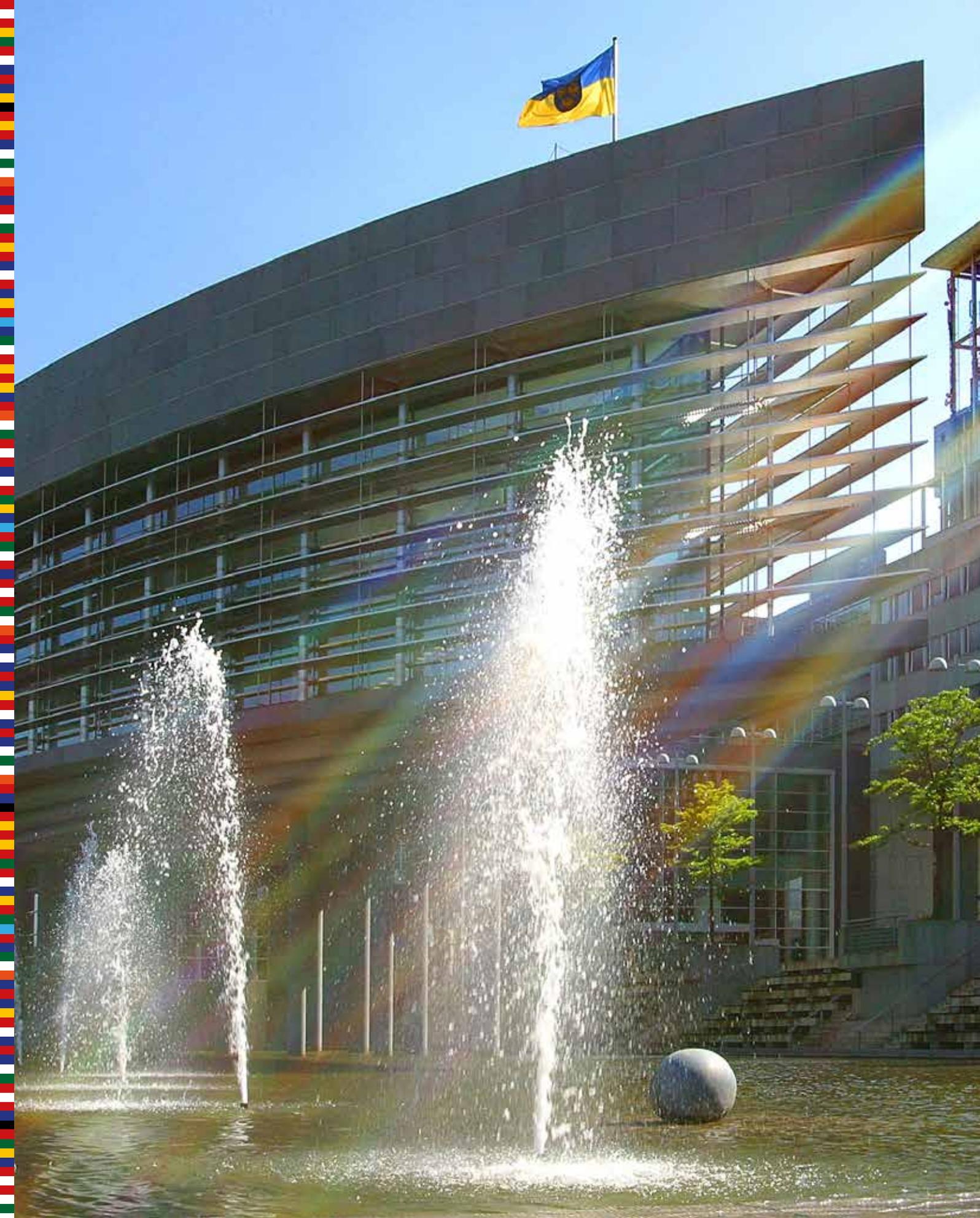
in Marken spielen daher auch gerade jetzt im Hinblick auf die Herausforderungen der durch die Covid-19-Pandemie verursachten Krise, aber auch für nachhaltiges Wachstum eine zentrale Rolle. Denn die Markenartikelindustrie ist auch ein wichtiger Arbeitgeber und leistet einen beträchtlichen Wertschöpfungsbeitrag für unser Land. Um Österreich auch künftig gezielt als attraktiven Standort zu positionieren und ein positives Investitionsklima zu schaffen, müssen bestehende Investitionshemmnisse, wie etwa zu viel Bürokratie, zu hohe Abgaben oder zu hohe Auflagen, beseitigt werden.

Marken stehen für Kontinuität, aber auch für Innovation und Veränderung und können viel dazu beitragen, damit wir rascher aus der Krise kommen. Markenunternehmen leisten einen gesellschaftlichen und ökologischen Beitrag, der mittlerweile zu einem Business-Case geworden ist. Nachhaltig wirtschaftende Unternehmen sind zukunftsfähig und tragen zur Veränderung bei. Wichtig ist, für welche Veränderung wir uns entscheiden.



Dr. Margarete Schramböck
Bundesministerin für Digitalisierung und Wirtschaftsstandort
Federal Minister for Digital and Economic Affairs

 **Bundesministerium**
 Digitalisierung und
 Wirtschaftsstandort



Im Miteinander durch die Corona-Pandemie

Die Corona-Pandemie war für uns alle und im Speziellen für unser Gesundheitssystem extrem herausfordernd. Dank der Schaffung unserer Landesgesundheitsagentur und des Miteinanders in Niederösterreich können wir sagen, dass wir besser durch die Krise gekommen sind, als die meisten anderen. Jetzt heißt es: weiterhin vorsichtig bleiben und Gebrauch von der Schutzimpfung machen, um das Corona-Virus endgültig zurückzudrängen.

Mit der Pandemie war aber nicht nur das Gesundheitssystem stark gefordert, sondern auch jede und jeder Einzelne von uns. Vor allem die Wirtschaft hat massiv unter Corona gelitten und ist im Vorjahr um 6,5 Prozent eingebrochen.

Mit dem rasanten Impffortschritt wurden nun endlich Lockerungen möglich und die Stimmung in den Betrieben und der Bevölkerung steigt wieder. Besonders erfreulich ist das von den Wirtschaftsforschern prognostizierte BIP-Wachstum im kommenden Jahr von 4,3 Prozent.

Klar war und ist für uns in Niederösterreich immer: Wer schnell hilft, hilft doppelt. Als erstes Bundesland haben wir daher im März 2020 das erste Corona-Hilfspaket geschnürt. Gerade jetzt, wo die Wirtschaft wieder anspringt, halten wir an allen geplanten Investitionen fest und bleiben als Land Niederösterreich unseren Betrieben, den Gemeinden und den Menschen in unserem Land weiterhin verlässlicher Partner.



Mag. Johanna Miki-Leitner
Landeshauptfrau
von Niederösterreich
Governor of
Lower Austria





Gestärkt aus der Krise

Der Brand Global Summit steht heuer unter dem Motto „Brands for Change“. Gerade für den Wirtschaftsstandort Wien und seine Unternehmen ist der permanente Wandel Prämisse und Chance. Der Standort besticht vor allem durch seine Vielfalt. Diese Stärke hilft ihm auch die Folgen der Pandemie gut zu verkraften.

Krisenhafte Entwicklungen wirken oft als Beschleuniger von Entwicklungen. So auch jetzt. Wir haben einen Schub in der Digitalisierung. Viele Unternehmen haben sich gerade in dieser schwierigen Situation neu erfunden, neue Produkte, neue Marken kreiert. Diesen Schwung wollen wir auch in die Zukunft mitnehmen.

Unternehmen aus Wien schaffen es immer wieder starke Marken zu kreieren. Eine große Zahl davon haben bereits seit vielen Jahren Bestand und sind nachhaltig erfolgreich. Gleichzeitig ist Wien auch ein Hotspot der Innovation und unternehmerischen Ideen. Fast ein Viertel aller Patente österreichischer Betriebe, die pro Jahr

angemeldet werden, kommen aus Wien. Auch die steigenden Gründerzahlen belegen, dass es der Wirtschaft keineswegs an unternehmerischen Ideen mangelt. Das sind Stärken, die Wiener Unternehmen auch im internationalen Wettbewerb ausspielen können. Wien ist die Gründerhauptstadt in Österreich.

Bereits zum 17. Mal geht der Brand Global Summit heuer in unserer Bundeshauptstadt über die Bühne. Er verbindet einmal mehr internationale Experten und bündelt Know-how mit neuesten Entwicklungen. Der Brand Global Summit hat sich zu einem Fixstern als Kongress für Markenbildung und -entwicklung auf regionaler und internationaler Ebene entwickelt.

Ich wünsche allen Teilnehmerinnen und Teilnehmern interessante Tage in Wien!



DI Walter Ruck
*President
of Vienna
Chamber of
Commerce and
Industry*





China's new development stage brings new opportunities for the world economy

In 2021 China has realized its first centenary goal of building a moderately prosperous society in all respects, and is advancing to the second centenary goal of fully building a great modern socialist country. Entering a new stage of development, China will stay committed to new development philosophy of innovative, coordinated, green, openness and shared development, accelerate the establishment of a new development paradigm with the domestic circulation as the mainstay while domestic and foreign circulations reinforcing each other, and promote high-quality development. All these will bring new chances for the world economy.

The Chinese economy shows strong resilience and vitality. Thanks to reform and opening-up, China has laid a solid economic foundation and gained strong risk resistance capabilities. In the first half of 2021, China's GDP expanded by 12.7%. In the context of uncertainty and imbalances of world economy recovery, the Chinese economy gives a stable boost to global recovery and growth.

China's huge market will create more

demand for all. With a population of 1.4 billion and 400 million middle-income groups, China makes one of the world's largest consumer markets. It will continuously deepen reforms, expand domestic demand, promote technological innovation and release potential of the domestic market, which will provide the world with more cooperation opportunities.

China is promoting higher-level opening-up. It keeps improving the investment and business environment, further shortens negative lists for foreign investment access, strengthens IPR protection, deepens BRI cooperation, and promotes trade and investment liberalization and facilitation. China is willing to make its market a shared market for the world.

Facing arduous tasks of fighting against the pandemic and revitalizing the economy, the world needs more solidarity and cooperation than ever. China is willing to open its door wider to share its development opportunities and strengthen exchanges and cooperation in various fields with all countries, in order to contribute to the common development of the world and the building of a community with a shared future for mankind.



Li Xiaosi
*Ambassador
of the People's
Republic
of China to
Austria*





Dominican authorities implement sustainable goals

I am pleased to present, on behalf of the government of the Dominican Republic and on my own, as the new Ambassador to Austria, my sincere congratulations to Dr. Gerhard Hrebicek and his wonderful team for the organization of the annual Brand Global Summit, an excellent scenario to publicize the results of the effective government policies implemented to overcome the challenges derived from the Covid-19 pandemic.

Prioritizing economic activity and health of the population, Dominican authorities implemented urgent and efficient monetary, fiscal, and confinement measures that, almost two years after the arrival of the virus, have led to a faster than expected economic recovery, estimating a GDP growth between 9.0% and 10.0% by the end of the current year 2021. Tourism, an important economic sector severely affected by the closure of commercial flight operations, has had a substantial recovery projecting the entry of 4.0 million tourists during the year, thanks to the protocols implemented for the entry of passengers.

As of June 2021, the construction sector had expanded by 42.2%, free zone

activities by 31.7%, and manufacturing by 14.3%. In the health sector, the right decisions made it possible to mitigate the progress of the pandemic and consequently, the gradual opening of economic and social activities, leading to the progressive recovery of almost all economic sectors.

As of the end of September 2021, out of a population estimated at 10.5 million inhabitants, 6 million people have received the first dose of vaccine, 4.8 million inhabitants are fully vaccinated with the second dose and more than half a million inhabitants have chosen to receive a third booster dose to ensure the effectiveness of the inoculation, being one of the Latin American countries that have applied the most vaccine per 100 inhabitants. It should be noted that, with the solidarity that characterizes the Dominican people, the authorities have donated more than half a million doses of vaccines to other countries in the area.

Dominican society still faces important challenges to achieve the development goals and works tirelessly expecting to achieve in the medium term to overcome the crisis.



Laura Faxas
Ambassador of the Dominican Republic to Austria





Costa Rica holds a strategic position in international trade

In a groundbreaking business world, Costa Rica is ready to show how a tradition of peace, education, innovation and sustainability is a fertile ground to grow and to do business. This is Essential Costa Rica. Costa Rica provides ideal conditions for your long-term and low risk investments, in diverse business sectors. Public and private trading partners throughout the world have discovered the competitiveness of Costa Rica as one of the most stable and reliable economies in Latin America.

Costa Rica has built up a thriving high tech industry, embedded in the global value chains, based on a well-established educational system and qualified workforce. By fostering scientific research, Costa Rica managed to establish a solid life science and pharmaceutical industry with more than 3500 direct employees. This new robust ecosystem for next-wave life sciences with +70 medtech multinationals has designed and produced solutions to save lives around the world. These companies face the challenge of constant reconversion due to the industry's accelerated global transformation, where IoT, e-health, automation and new materials will mark the coming trend.

Our country stands for sustainable, responsible and high quality production and offers industrial parks and a robust infrastructure. The country launched in 2019 a National Plan for Decarbonization which contemplates an objective that aims to modernize the industrial sector so that by 2030 business models take responsibility for their environmental impact and that by 2050 the industrial sector will rely on low-emission energy sources.

With its close proximity to the US market, a preferential access to the world and being the latest OECD member, Costa Rica holds a strategic position in international trade. Companies and investors alike benefit from the skills of our human capital and the customized educational programs to fit the need of each industry. Costa Rica offers a wide range of incentives ranging from fast track immigration procedures to online customs expedited with transparency. Therefore, Costa Rica proved itself to be a top investment destination for its confirmed track record, stability and the most attractive tax incentive package in Latin America.



Alejandro Solano Ortiz
Ambassador of Costa Rica in Austria and Permanent Representative to the International Organizations in Vienna





Colombia offers many opportunities

Despite the difficult situation the world experienced in recent months, we want to send a message of confidence to the world. For years, Colombia has been characterized as one of the countries with the greatest political stability in Latin America. It is a State governed by the rule of law, with strong democratic institutions and guarantors of citizens' rights.

Colombia is among the 30 countries that attract the highest number of investments worldwide, and is the 3rd largest investment destination in Latin America, according to UNCTAD. Our Government is a friend and supporter of foreign investment.

In 2020, Colombia officially became the 37th member of the OECD, joining other Latin American nations such as Mexico and Chile in this select group of countries. This demonstrates Colombia's interest in following international political standards in a wide variety of areas.

The World Bank forecasts economic growth of 5.9% for Colombia, surpassing the 5.2% expected for Latin America; and

the OECD raised its growth projections for Colombia to 7,6%, one of the highest in the region.

There are investment opportunities in various sectors such as infrastructure, renewable energies, agribusiness, ICT services industry, Shared Service Centers, app and software & IT, animation and audiovisual content development. Due to its richness and biodiversity, Colombia also provides opportunities for the cosmetics, chemicals, and life sciences sectors.

In the tourism sector, the country boasts a range of possibilities for hospitality and tourism projects, due to the great diversity of its regions, climates and landscapes.

You can count on the support of the Colombian Government. We are committed to business, investors, and the development of entrepreneurship, one of the keys to economic recovery and job creation. I encourage all of you to discover all the opportunities Colombia has to offer.



Miguel Camilo Ruíz Blanco
Ambassador of Colombia to Austria and Permanent Representative to the UN in Vienna





Welcome to Panama: A wonderful country that offers opportu- nities for everyone

Three million years ago, the Isthmus of Panama emerged from the sea and changed the world forever. It divided an ocean and joined two continents together, triggering one of the most important natural evolution events in the history of the world. Today, this narrow land bridge in Central America is home to more species of birds and trees than the whole of North America.

Panama is world-famous for its 48-mile canal that connects the Pacific Ocean with the Atlantic Ocean. Each year, over a million people visit the canal and are able to witness this engineering marvel at work. But Panama is much more than just a canal: it has a rich culture, breathtaking landscapes, amazing gastronomy and beautiful people. It is also a place for opportunities.

With a privileged geographical position free from natural disasters, Panama offers excellent quality of life, global quality medical

services, high technology and robust and reliable broadband communications, political and legal stability, sustainable and attractive investment regimes, commercial openness and access to important international markets. This has allowed Panama to have a world-class banking and financial center, which is home to more than 65 banks from around the world, developing transparent transactions in any currency.

Panama seeks to attract investments whose actions are aimed at consolidating our Logistics Hub, Digital Hub, Food Hub, Tourism and the portfolio of large social and economic investment projects of the Public-Private Association (PPP). We invite you to be one of the many successful companies that have established themselves in Panama using all the advantages that our country offers to place its products in international markets in an expeditious, efficient, competitive and sustainable manner. Come visit us!



Dario Ernesto Chiru Ochoa
Ambassador of the Republic of Panama to the Republic of Austria





The gateway to business in Latin America

Uruguay's regular political alternance in Government, showcases a traditional commitment to democratic values, political and social stability in the Latin American region. Indeed, the country leads regional and global indexes of democratic quality, transparency and control of corruption.

Drawing on this solid stability, Uruguay pursues a stable and cautious macroeconomic policy, which reflects in the longest period of economic growth in its history, driven mainly by continuously improved investment and competitive conditions.

Its openness to foreign investment, offers confidence, clear, consistent business rules and attractive promotional tax regimes for investors and has resulted in steadily increased FDI flows. Furthermore, Uruguay praises itself to be rated, for 6 years in a row, with the Investment Grade, something that proves into the resilience of its economy and serious policy-making.

Uruguay has carried out a remarkable true revolution in technology and digital inclusion, connectivity and fiber optics and, no less important when it comes to settling down, the recognition of Montevideo as

the city with the best quality of life in Latin America.

The country's wealth, relies on its abundance of natural resources, and on its strong commitment to the protection and preservation of the environment. Indeed, 90% of its territory is suitable for sustainable agricultural use and 98% of its energy generation is based on renewables.

Uruguay's sound labour market conditions stand out in Latin America, and allow its goods and services to integrate the ethical dimension. The country is the best ranked nation among emerging countries in ESG factors (Environment, Social, Governance) according to the index prepared by JP Morgan (J-ESG).

Because of its ease for doing business, its human talent, its quality of life, its strategic location and logistical platforms with the only Free Ports in the region, and the Free Trade Zones, that allow access to the larger regional market, and facilitates the establishment of shared services centers, Uruguay is chosen by companies around the world to pursue their business in and to the region and the world.



H.E. Mr. Juan Carlos Ojeda Viglione
Ambassador of the Oriental Republic of Uruguay to Austria





“Café de El Salvador”, pride of our land and its craftsmen

Human warmth, cool climate and high quality grains encompass the world of national coffee growing, which are now being transferred to the new “Café de El Salvador” brand, launched by the Government of El Salvador, through the Ministry of Agriculture and Livestock and promoted to the world by our Diplomatic and Consular Network.

The relaunch of our coffee brand responds to the commitment to reactivate local coffee growing, one of the agreements of the Agricultural Rescue Master Plan, specifically the Transformation Plan and Sustainable Take-Off of Coffee, a strategy promoted by the Government of President Nayib Bukele.

The government actions that are being developed contemplate the approval of a trust of \$ 640 million for the frugality of coffee, in order to provide a definitive solution to the sector.

The chain of production is made up of more than 24,000 producers who generate development opportunities in rural areas. In addition, 7% of the national territory is covered with coffee forest and shade trees, which help biodiversity.

Salvadoran coffee has positioned itself in the markets of Japan, Russia, Germany, Italy, Spain, and the United States, among others. In addition, El Salvador has the ideal geography and climate to harvest the Bourbon, Pacas, Pacamara, Catimor, Catuaí, Caticic, Caturra and Cuscatleco coffee varieties, which come from the six production ranges: Aloteppec-Metapán, El Bálamo- Quezaltepec, Apaneca-Ilamatepec, Chichontepec, Tecapa-Chinameca and Cacahuatique.

“Café de El Salvador”, simply special.



Julia Emma Villatoro Tario
Ambassador of El Salvador to Austria and Permanent Representative to UNO Vienna





Chile is “Creating Future”!

In 2020 Chile launched the “Creating Future” campaign as a branding strategy, that seeks to enhance the country’s image from the perspective of the talent of its citizens. The focus is Chileans as people who contribute to the needs of our world with creative solutions, and models of stories of resilience, perseverance, and success based on innovations.

Renewable energies. The rise of clean energies has increased the demand and development of low carbon solutions. Northern Chile has the most potent solar radiation on the planet, and Patagonia is rich in wind generation. The combined potential of more than 1.800 GW of green electricity, gives Chile massive chances to produce and export the cheapest green hydrogen on the planet.

Our Export Promotion Bureau (PROCHILE) has an active role in the implementation and internationalization of

the “National Green Hydrogen Strategy and Diplomacy”. We are attracting investments, generating business intelligence, commercial management in international negotiations, and spreading the countries strategic positioning and its Green Hydrogen potential.

Do you want to invest in renewable energies? According to Climatescope 2020, Chile is the most attractive emerging country to invest in this field due to its solid and long-term public policies, investment history in clean fuels, and its cross-cutting commitment to decarbonization.

Astronomy and stargazing. Northern Chile has over 300 days of clear skies a year, with the Atacama Desert that offers exceptional conditions for observing the universe. It is home to more than 90 international observatories, and it is ready to welcome anyone who wants to admire our skies.



**Belén Sapag
Muñoz
de la Peña**
*Ambassador of
Chile to Austria*





Promising recovery of trade flows between Mexico, Austria, Slovakia and Slovenia.

Bilateral trade flows between Mexico and Austria, Slovakia and Slovenia are rapidly recovering after a brief slowdown in 2020 and they are in fact rebounding faster than expected, providing a good business environment for investments and maintaining Mexico as top EU-LAC trading partner.

The large network of FTAs signed by Mexico has attracted the leading brands in each sector, such as Pfizer, Volkswagen, Mercedes Benz, BMW, GE, Siemens, SWARCO, AGRANA, Voestalpine, Doppelmayr, to name a few. The new USMCA is driving companies to relocate or expand their investments in the region, e.g. Salzburg Aluminum Group (SAG), Pollmann and ZKW. Also, the modernized agreement between the EU and Mexico will strengthen value chain integration and sectors such as financial services, transport, e-commerce and telecom, with the highest labor standards and protections to intellectual property, investments and environment, the latter in alignment with the Paris Agreement.

New sectors are already well established in Mexico, taking advantage the strong fintech, technology and innovative ecosystem (the largest in Latin America). Actually, Mexico's count of tech start-ups has tripled since 2010.

The economic promotion activities of the Embassy are the result of the Foreign Affairs Ministry's robust FDI attraction workplan through which the recently inaugurated office for Global Investment and UNDP designed a strategy based on Economic Diplomacy, Foreign Investment and Market Diversification, applied in six priority sectors: mobility, aerospace, agroindustry, life sciences, infrastructure, and digital industries.

Proudly, this strategy follows the principles of equality, inclusiveness, human rights and gender perspective, in adherence to the UN SDGs and Mexico's feminist foreign policy. This is surely a promising scenario for our closely linked economies.



Luis Javier Campuzano Piña
Ambassador of Mexico to Austria and Permanent Representative to the International Organizations based in Vienna





Venezuela strengthens its industrial infrastructure

It is a great honor for the Bolivarian Republic of Venezuela to participate in this edition of Brand Global Summit 2021, in order to promote and strengthen the relations of brotherhood and complementarity of Venezuela with the rest of the world, to achieve sustainable, sustained and increasing economic growth.

Venezuela moves forward

Venezuela with conscience and dedication, continues to move forward to raise production with criteria of integration, innovation and creativity, with a united and empowered working class, who day by day overcome the obstacles imposed by the criminal blockade of the United States. With our working capacities and commitment, we will advance with greater strength in the dynamization of the productive forces of the homeland.

Venezuela UNIDO

Venezuela, along with the United Nations Industrial Development Organization (UNIDO), designed a Country Program, which comprises a set of advanced strategies aimed at strengthening productive value chains in the agro-industrial area, and others prioritizes sectors, which will allow our country to advance in the diversification of the economic productive apparatus, generate value chains in the internal production of the country and technological sovereignty.

Dialogue Table

With a broad spirit of commitment, and with a focus on strengthening Venezuelan economic stability, an inclusive, open and broad dialogue table was established in Mexico between the Government and the different branches of the opposition, to open channels of contact, dialogue and negotiation with the International Community, in order to seek the lifting of the Unilateral Coercive Measures maintained by the US and its European allies on our country, which have had devastating effects on all sectors of the country, including the health sector in the midst of the pandemic that afflicts us globally.

Through these agreements, we seek the release of the assets that are illegally held abroad, which will be used to restore the social and development projects that were obstructed by this criminal blockade.

Venezuela, constitutionally proclaimed as a multiethnic, multicultural and multilingual society, develops programs for the inclusion of all, on the values of tolerance and peaceful coexistence, an integral part of the national essence.

That is why we welcome initiatives like this, with the participation of the United Nations Industrial Development Organization (UNIDO), which seek to deepen strategic relations between countries, to advance sustainable development and prosperity for all of our peoples.



Jesse Chacón
Ambassador of the Bolivarian Republic of Venezuela to Austria, Croatia and Slovakia





Think again, think Spain

Spain is one of the most biodiverse countries in the European Union. Its exceptional natural attractions go hand in hand with the cultural ones: 48 UNESCO World Heritage Sites, historical cities, monuments and leading museums.

Spain is also quality of life thanks to its open and friendly society, its gastronomy and its thriving artistic and cultural life. Moreover, Spain is among the world's top 10 safest countries according to the United Nations with an outstanding and modern health system.

But that is not all. Spain offers great business opportunities. The country has leading national and international companies, whose evolution and continuous improvement drive its innovation. Spanish products stand for design and authenticity. Cellnex, Santander, Seat, Antolín, Zara, Mango, Desigual, Meliá, NH, Cosentino or Puig are only a few of the international Spanish brands established in Austria, all of them members of the Foro de Marcas Renombradas (www.marcasrenombradas.com).

Spanish companies are rapidly gaining importance in other sectors with great potential such as biotechnology, the environment, water treatment, aerospace activity or ICTs. Some examples in Austria are Almirall, Pharma Mar or FCC Environment.

Spain is also a strategic hub with the largest network of highways and freeways in the EU, two of Europe's busiest airports, the third world's most extensive high speed rail network and is home to three of Europe's most important ports.

No wonder that Spain is one of the most attractive destinations for trade, investment and tourism with an FDI record in 2020, when it increased 10% over 2019. International investors find in Spain an attractive domestic market and a great platform for access to third markets, particularly Latin America, North Africa, the Mediterranean and the Middle East countries.

Through Invest in Spain (www.investin-spain.org) the Spanish Administration facilitates the establishment and development of foreign companies in Spain, helping and supporting investors from abroad.



**Cristina Fraile
Jiménez de
Muñana**
*Ambassador of
the Kingdom of
Spain to Austria*





Italian companies invest in green technologies

The COVID-19 pandemic has posed an unprecedented challenge and brought profound changes to the world, forcing all of us to adapt to a new way of living. Like most countries, Italy has suffered massively and paid a hefty price, especially at the beginning when it became the first Western country to experience a major virus outbreak and enforce a national lockdown. We reacted with great determination and strength; we are proud of what we have achieved together so far. The economic outlook is improving, and we expect to return to pre-pandemic activity levels by the end of next year.

Italy's ambition is to go beyond only repairing the economic and social damages of this crisis. We aspire to emerge stronger, improve our growth potential and lay the foundations for a more dynamic and sustainable economy. We have therefore taken decisive steps in this direction and are fully committed to empower our economy in the green and digital transition.

The Italian innovation system generates thousands of spinoffs and start-ups that transfer knowledge and technology to the market. The manufacturing sector,

second in Europe only to Germany, has always been one of the driving forces of the Italian economy, including innovation. The utilization rates of digital technologies in production processes reveal a significant predisposition of our companies towards new technological paradigms.

Furthermore, Italy holds a prominent role worldwide in the field of renewable energy and is leader in Europe for its efficient use of resources. Today more than 345,000 Italian companies invest in products and green technologies that aim to reduce the environmental impact, save energy and contain CO2 emissions. The new goal is to become also a European hub for green hydrogen production and distribution, thanks to its geographical position as a natural bridge between Europe and Africa.

Together with reforms Italy has introduced numerous financial incentives aimed at increasing the attractiveness of foreign direct investments, encouraging research and development, and fostering the growth of new innovative enterprises.



Sergio Barbanti
*Ambassador of
Italy to Austria*





We welcome a distinguished audience of the Brandannual.

The great coronavirus challenge has revealed the particular relevance of branding when increased competitiveness and resilience become an engine of and enabler for sustainable growth.

One of the words the Russian language has given to humanity is Sputnik, which since 1957 has stood for breakthrough, the highest scientific and technological achievements. Now it also stays for tackling the pandemic. Sputnik V, the world's first vaccine registered against COVID-19, is currently in use in over 70 countries. Thanks to the ongoing vaccination, restrictions are gradually being loosened allowing us to resume contacts.

The mutually beneficial engagement of Russian and Austrian brands, which are increasingly gaining a foothold on the Russian market, creates an interplay that strengthens companies, regions and respective branches.

For example, Kronospan is about to open its OSD-plant in Kaluga. Lasselsberger launches a new cement production in Bashkortostan. Many other Austrian

companies, whether banking giant Raiffeisen, baking enterprise Backdrin or paper group Mondi, just to name a few, continue their activity in Russia.

The cross-border interaction has not stalled either - Gazprom, OMV as well as other actors work together to secure the Russian gas supply to the European market through Nord Stream 2.

Today our common task is not just to return global economy to its pre-crisis path but to build back better. In these efforts, Russia as a responsible donor of IDA attaches great importance to partnership with the UN, including Vienna-based UNIDO. It's encouraging to note that it's the projects funded by Russia that have marked the start of formation of UNIDO's quality branding service portfolio with tangible results. UNIDO's fruitful collaboration with the EBI only enhances this performance.

Our country values its partners and stands ready to further advance constructive multifaceted cooperation in the interest of sustainable development.



Dmitrii Liubinskii
Ambassador of the Russian Federation to Austria



Mikhail Ulyanov
Ambassador, Permanent Representative of the Russian Federation to the International Organizations in Vienna



*Andreas Gnesda (Chairman of the Advisory Board of Leitbetriebe Austria)
and Monica Rintersbacher (Managing Director Leitbetriebe Austria)*

Focus on Employer Branding

Branding considerations traditionally focus on customers and the general public. However, Employer Branding is becoming more and more relevant in the increasingly difficult search for qualified employees and companies are well advised to intensely pursue what will make them attractive as employers for young people in the future.

The meaning and purpose of brand development is really quite simple: A strong brand creates trust, customers opt for the product whose brand promise appeals to them and they are prepared to reward the strong brand with corresponding prices.

So far so correct. But what good does all this do if the company can no longer competitively create its products and/or services? If it falls behind because it cannot recruit the right managers or skilled workers? The attractiveness of companies to qualified staff will become the most important success factor of all in the know-how-based, digitalised economy of the future. Accordingly, Employer Branding must shift from a secondary aspect to a central objective of future branding policy in order to position a company as an attractive employer as effectively as possible.

More than classic brand know-how is needed for effective and sustainably successful Employer Branding. It requires a thorough study of the set of values as well as the professional and personal objectives of the target group, i.e. primarily young adults who are making long-term career decisions after their initial working years and young people who will enter the labour market in the years to come.

Leitbetrieb Austria and zukunfft.lehre. österreich in cooperation with the renowned market research institute Marketagent.com laid valuable foundations with the pioneering study "Zukunft der Arbeitswelt" (Future of the Working World) (among 14 to 29 year-olds) – with quite surprising results that impressively refute the cliché of a less motivated future generation of employees. Around 80 percent aim to "exceed the boss's expectations" with their work and "continue their further training" for this purpose. Almost two thirds are even explicitly prepared to work more than is necessary ("go the extra mile").

Flexibility and recognition

The study also shows that companies must in turn do something to encourage young people to transform their generally high level of motivation into real action – and very favourably: They are by no means unfulfillable wishes, but it is also a matter of actually consistently implementing changes, many of which are already planned or partially realised.

Flexibility and recognition are clearly the top priorities. The classic eight-hour day is only moderately popular now. However, in this context, young employees do not want to work less, but they demand flexible working hours to a far greater extent than before (85 percent) and they also want more design options when it comes to their workplace (79 percent). The high value placed on the explicit recognition of the value of their work comes as a particular surprise. After all, two thirds of respondents want "regular feedback from their superiors".

Clear conclusion: If you use the opportunities for office and work organisation opened up by digitalisation, you will have a huge head start in the increasingly fierce competition for high potentials and qualified staff. A large number of further insights from the Leitbetriebe Austria study are summarised in the booklet "Zukunft der Arbeitswelt - aus Perspektive der Jugend" (Future of the Working World - from the Perspective of Youth).

Successful Employer Branding will require two equally strong approaches in the future: Designing work in such a way that it remains or becomes attractive to future generations, and active communication with potential employees – these could be harder to acquire than customers in the future.

/// **The attractiveness of companies to qualified staff will become the most important success factor of all in the know-how-based, digitalised economy of the future.** ///

Monica Rintersbacher
Managing Director
Leitbetriebe Austria

ABOUT LEITBETRIEBE AUSTRIA

Leitbetriebe Austria is an independent and cross-industry excellence platform for leading companies of the Austrian economy as distinguished by the Leitbetriebe Institute. Leading companies are pioneers in innovation and are characterised by their economic success as well as their value-oriented and sustainable corporate governance. These leading companies stand for value-oriented goals such as innovation, growth, market position and employee development with their motto: "We are a brand when we work together". Leitbetriebe Austria provides an active forum for decision-makers to communicate as equals.

LEITBETRIEBE AUSTRIA

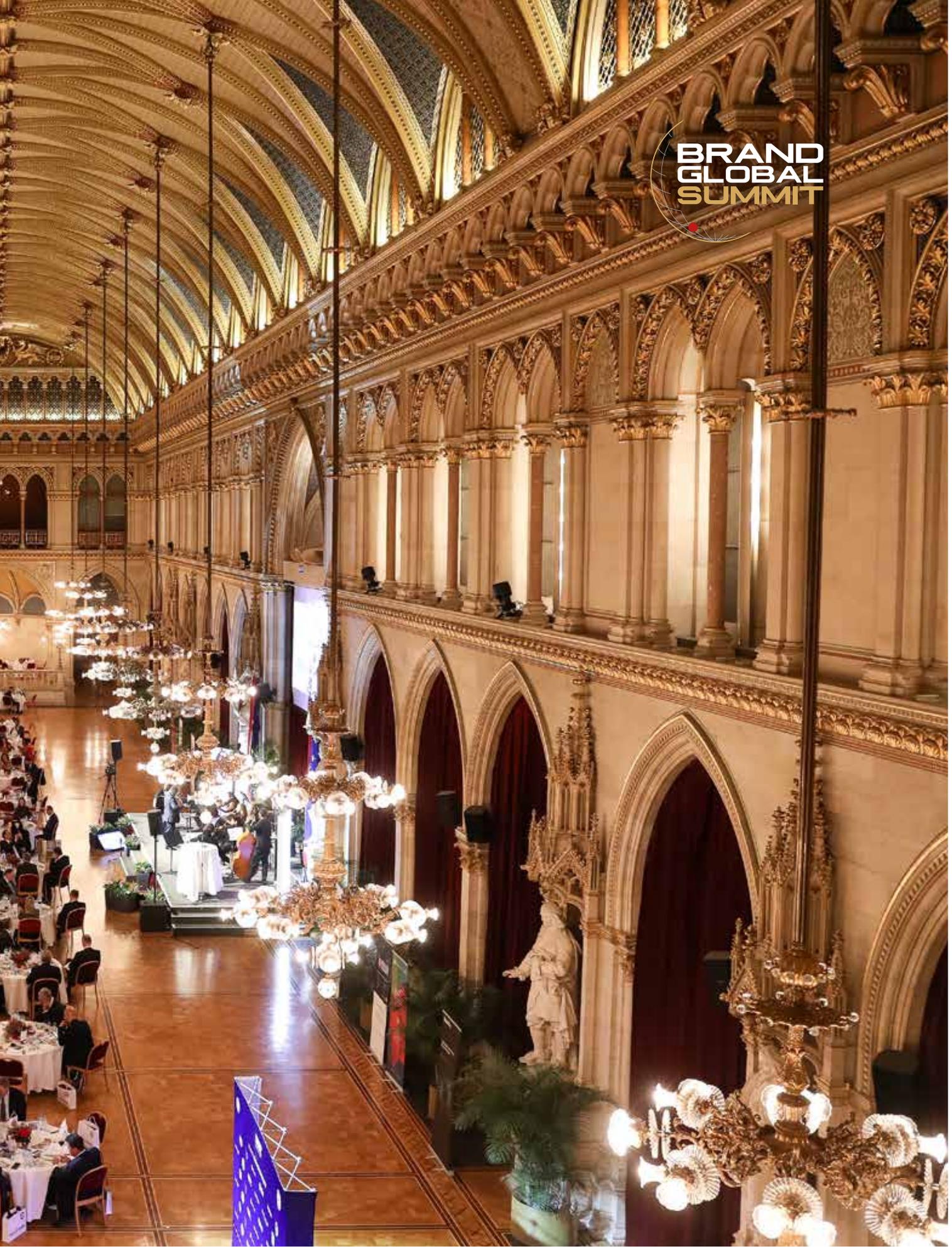
www.leitbetriebe.at



Brands for sustainability

On September 30th - October 1st, 2020 the European Brand Institute (EBI) and the United Nations Industrial Development Organization (UNIDO) jointly held the 16th Brand Global Summit. Under the motto “Brands for Sustainability”, the Summit brought together leading decision-makers from government, business, academia and international organizations.





BRAND
GLOBAL
SUMMIT

BRAND GLOBAL SUMMIT 2020 INITIATIVES



OPENING DIALOGUE

As was highlighted by Bernardo Calzadilla-Sarmiento, UNIDO Managing Director: "In the era of digitalization, global demand for quality and responsible brands is becoming increasingly important, which means that every digitalization initiative, be it on a country-, region- or enterprise- level, needs an accompanying brand initiative that can foster trust among consumers, investors and society, while also opening a development path aligned with the SDGs". Similarly, in the context of the COVID-19 crisis, branding can foster resilience and support business continuity enabling strong and well-managed brands to emerge faster from the crisis.

Company financing through brands, as well as democratisation, management and adoption of a universal evaluation approach for brands were identified among the main challenges. "It is easier than ever to become global, by going online, but that requires integrated planning and a strategic branding and digitalization initiative", suggested Austria's Federal Minister of Digital and Economic Affairs, Margarete Schramböck, who underlined that "branding for digitalization is key and comes first in all the initiatives. We must learn from the emerging digital learning and remote working arrangements and make sure that nobody is left behind when new jobs are created".

Addressing the topic of the effective use of brands, one of the major topics of the Summit, Nikolaus Hirsch, Vice President of Marketing Sales at HIRSCH The Bracelet, together with Anna Nesterova, CEO of Global Russ Trade and Alexander Biach, Deputy Director of the Vienna Chamber of Commerce and Industry shared their experience and insights on the use of intellectual property rights (IPR) across a variety of economic sectors, indicating that even during the pandemic, a well-positioned brand can only benefit businesses. "As soon as you reach out to your customer, you can create a bond and generate brand value. This is something we could use more in the future to enhance our product marketability and brand visibility". Brand Investments for Sustainability In the transition to the economy increasingly driven by intangible assets, one of the defining

investment promotion dynamics is naturally more and more associated with branding. A well-articulated brand management and image-oriented strategic thinking generates additional economic value and sustainability and therefore, can deliver long-term superior returns, reduce downside risks and volatility, while generally improving brand performance on the stock market.

During the panel discussion moderated by Weixi Gong, UNIDO Investment and Technology Promotion Division Chief, Stephan Unger, Professor at the Department of Economics and Business at Saint Anselm College in Boston, USA, explained: "A well-formulated brand identity reinforces recognition and credibility value, which enables companies to maintain loyal customer bases and high recurring sales. Such companies are underpinned by difficult-to-replicate intangible assets, which makes them stronger and more attractive for long-term investment and therefore sustainability" One of the panel's main discussion revolved around challenges branding-oriented companies have to face and tools enabling to attract investments. "Intangible-intensive companies, which are most often SMEs, routinely encounter problems with debt finance. Overcoming the barriers to lending against IP assets is essential at a national, regional and global level", commented **Herbert Kovar**, Managing Partner at Deloitte Austria. Showcasing the successful project of Milton Keynes, **Yand Wei** added: "If we can consider branding from the sustainability perspective, we can create USPs and help our cities and countries thrive for generations to come!"

Discussions held during the Brand Global Summit 2020 were moderated by Sarah Kelly, an American journalist and television news anchor, who guided the panellists through thematic sessions and ensured the smooth running of the discussion.

1) left to right: Gerhard Hrebicek, Ernst Woller, Bernardo Calzadilla-Sarmiento, H.E. Loipa Sánchez Lorenzo, H.E. Ernst Peter Brezovsky
2) Bernardo Calzadilla-Sarmiento, Sarah Kelly, Gerhard Hrebicek
3) Margarete Schramböck, Federal Minister of Digital and Economic Affairs
4) Monika Racek, Gerhard Hrebicek, Patricia Neumann

Branding for competitiveness and sustainable growth

At what extent can countries and industries adopt a branding approach making it serve as an effective tool boosting socio-economic development and attracting investors, talent and customers? The UNIDO's panel session moderated by **Farrukh Alimdjano**v, Industrial Development Officer, Innovation and Digitalization Division, explored the prerequisites for strategic brand management through a series of success stories derived from technical assistance projects implemented in Armenia, Tajikistan, Morocco, Tunisia and Namibia. Those success stories shed light on the tendency that is becoming increasingly crystallized nowadays: branding can and should be perceived as a natural extension of industrial

erate employment opportunities and raise profile even of the most vulnerable regions with relatively small-scale economies.

In this context, in partnership with the EBI, UNIDO developed a comprehensive approach "Branding for Competitive and Sustainable Growth" providing quality services within a joint, well-structured and demand-driven package tailored to the needs of enterprises or, in some instances, even those of the whole sectors and countries. This approach generated a number of success stories presented by national experts and governmental partners from beneficiary countries that served as illustrative examples of brand management



development that encompasses all the essential dimensions of sustainability. Each project example demonstrated that branding is an exceptionally efficient tool boosting socio-economic development and helping small local SMEs access new markets, gen-

for sustainability at its best thereby proving that branding is something more than just a logo, name or tagline: it is an effective tool to boost competitiveness of SMEs and enhance their market access through joint marketing and branding strategy.



- 5) *Farrukh Alimdjano*v, *Bernardo Calzadillo-Sarmiento*, *Gerhard Hrebicek*, *Herbert Kovar*
 6) *Gerhard Hrebicek*, *President EBI*, *LI Yong* DG UNIDO
 7) *Sarah Kelly*, *Weixi Gong*



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The Vienna Brand Gala Reception, taking place on the evening of September 30th 2020 at the Vienna City Hall, was organised at the invitation of the Mayor and Governor of Vienna Michael Ludwig to mark the opening of the Brand Global Summit 2020.

Among the guest were: Gerhard Hrebicek, President of the European Brand Institute; Ernst Woller, President of the Vienna City Parliament; Bernardo Calzadillo-Sarmiento, Managing Director at the Directorate of Digitalization, Technology and Agri-Business, UNIDO and H.E. Loipa Sánchez Lorenzo, Ambassador of Cuba welcomed Austrian and international guests, including: H.E. Lourdes Victoria-Kruse, Ambassador of the Dominican Republic; Ambassador Ernst

Peter Brezovsky; H.E. Justina Mutale, Africa Goodwill Ambassador; H.E. Gloria Navarrete, Ambassador of Chile; H.E. Elizabeth Bogosian, Ambassador of Uruguay; H.E. Juan Carlos Ojeda, Ambassador of Uruguay; Renate Altenhofer, Managing Partner at the European Brand Institute; Weixi Gong, Investment and Technology Promotion Division Chief, UNIDO; Bashir Conde, Farrukh Alimjanov and Carlos Chanduvi, Industrial Development Officers at UNIDO; Herbert Kovar, Partner Deloitte Tax; Alexander Biach, WKW; Peter Drobil, Bank Austria; Gabriela Stanek UNICEF, Gian Paolo Spadola, WKW; Hannes Kirchbaumer, CEO Radiant Pig; author Ranya Nehmeh; Aysegül Baykal, Deputy Director Schoellerbank; Werner Neuwirth-Riedl, Managing Director Finpoint; Bibusa Wißemann, CEO sensXafrica; Hjörtur Smarason, Founder Astronaut Leadership School S.A.L.T.; Francine Beleyi, Founder and Digital Strategist nucleus of change. The live music during the Gala was performed by the Orquesta Ibero-Americana de Viena conducted by Maestro Fernando Zonta.

- 1) The IBERO-AMERICAN ORCHESTRA of VIENNA
- 2) Gerhard Hrebicek
- 3) Georg Semler, Seiden Semler, Gerhard Hrebicek, European Brand Institute
- 4) Alexander Biach Deputy Director of the Vienna Chamber of Commerce and Industry
- 5) Francine Beleyi, Founder and Digital Strategist, nucleus of change, Bibusa Wißemann, CEO and

- 6) Ernst Peter Brezovsky, Gerhard Hrebicek, H.E. Loipa Sánchez Lorenzo, Ernst Woller, Bernardo Calzadillo-Sarmiento

“Future talk“

Panels provided the audience with dynamic solutions and a clear outlook on future brand development.

Bobby Calder, Kellstadt Professor of Marketing at the Kellogg Graduate School of Management introduced the concept of “brand purpose”, which, according to him, means “linking the brand to a purpose in a way that strengthens the brand and makes it possible for both stakeholders and shareholders to benefit from the same investment.” Monika Racek, CEO of ADMIRAL AG noted that, “having a sustainable brand is a key value driver, as it fosters trust among customers.” Andrea Gaal, member of the Supervisory Boards at Raiffeisen International, emphasized the importance of sustainable practices, inter alia, the necessity to promote more energy efficient practices, acknowledge the social impact of the industry and also raise ethical questions when it comes to applying new technologies like artificial intelligence.

Forced to question their modus operandi in the rapidly changing economic environment, many companies increasingly focus on approaches and tools associated with innovation, agility and distinctiveness. Patricia Neumann, Country General Manager at IBM Austria, described the company’s ambitions and goals: “What we try with technology is to help clients on their way and there you can combine business and sustainability to become faster, more service-orientated, more client-focused and do things that really help to solve the big problems of the world.”

In his closing remarks, Bernardo Calzadilla-Sarmiento, Managing Director, Directorate of Digitalization, Technology and Agribusiness at the United Nations Industrial Development Organization (UNIDO), said “Whether a country can reap the benefits offered by the era of digitalization, while pursuing a development path aligned with the SDGs, depends on a wide array of

factors. In this context, global consumers’ demand for quality and responsible brands is becoming increasingly important. It means that every development initiative, be it on a country-, region- or enterprise- level, based on a cluster or an individual firm,

periences. Digitalization goes hand in hand with more efficient branding, with more and more platforms enabling companies to become more proactive in their image and reputation management. However, there are still not so many businesses that are



needs an accompanying brand initiative that can foster trust among consumers, investors and society.”

He also added, “Economic actors that follow this path represent a good example of deliberate reputation management that invariably increases agility in the crisis-threatened business continuity context. Together with the European Brand Institute, UNIDO aims to support them on this path.”

Concluding the Summit, Gerhard Hrebicek, President of the European Brand Institute, said: “Brands provide orientation, support, convey values and create expe-

fully aware of the immense potential that could be unleashed by such approaches. Thus, our job is to make this system more democratic and enable wider access to branding for a larger number of economic actors, helping them to formulate their identity while reinforcing their recognition and credibility value, especially during the trying times we all live in.”

7) Bernardo Calzadilla Sarmiento, Gerhard Hrebicek

SPEAKERS' STATEMENTS

Speakers at the Brand Global Summit 2020: "Brands for Sustainability" showcased a broad spectrum of branding approaches and related challenges.



BERNARDO CALZADILLA SARMIENTO
MANAGING DIRECTOR, DIRECTORATE OF DIGITALIZATION, TECHNOLOGY AND AGRI-BUSINESS, UNIDO

"Whether a country can reap the benefits offered by the era of digitalization, while pursuing a development path aligned with the SDGs, depends on a wide array of factors. In this context, global consumers' demand for quality and responsible brands is becoming increasingly important. It means that every development initiative, be it on a country-, region- or enterprise- level, based on a cluster or an individual firm, needs an accompanying brand initiative that can foster trust among consumers, investors and society. Economic actors that follow this path represent a good example of deliberate reputation management that invariably increases agility in the crisis-threatened business continuity context."

1) Bernardo Calzadilla Sarmiento
2) Gerhard Hrebicek



GERHARD HREBICEK
PRESIDENT, EUROPEAN BRAND INSTITUTE
"Sustainable brands can enable companies to navigate steadily through the crisis and even emerge stronger from it. Investments in brands support the economic recovery from the pandemic-induced downturns, create growth and secure prosperity. According to estimates of the European Brand Institute, brands can promote investment, as they deliver long-term superior returns, reduce downside risk, are less volatile, and generally perform better on the stock market, especially in the times of crisis. Companies with strong digitally present brands have loyal customer bases and high recurring sales. They are underpinned by high-performance, difficult-to-replicate intangible assets, which makes them a good choice for long-term investors who seek to get the best possible returns."



MARGARETE SCHRAMBÖCK
FEDERAL MINISTER FOR DIGITAL AND ECONOMIC AFFAIRS, AUSTRIA
"It is easier than ever to become global, by going online, but that requires integrated planning and a strategic branding and digitalization initiative. Branding for digitalization is key, and comes first in all the initiatives. A mixture of branding and digitalization can serve as a vaccine in the form of digital learning and remote working arrangements. We must make sure that we create more new jobs taking advantage of the digital transformation and nobody is left behind."



HERBERT KOVAR
MANAGING PARTNER TAX & LEGAL DELOITTE, AUSTRIA
"A strong brand gives you the potential to sustainably generate income over a longer period of time. The COVID-19 crisis has demonstrated that strong and well-managed brands make companies more immune to temporary disruptions, thus making them more resistant to crises. This should be taken into account, especially in the financial sector: banks and regulators should pay greater attention to the fact that the value of a brand and its diligent management are very important for the successful financing."





FARRUKH ALIMDJANOV

INDUSTRIAL DEVELOPMENT OFFICER, DEPARTMENT OF DIGITALIZATION, TECHNOLOGY AND INNOVATION, UNIDO
"Branding for competitiveness and sustainable growth service module has already generated a number of success stories worldwide and across a variety of industries, with UNIDO project beneficiaries engaging in umbrella branding that leads to improved productivity, competitiveness and market-access that goes beyond national borders. Impressive results achieved within 2-3 years in such countries as Armenia and Tajikistan demonstrate direct correlation between a well-planned branding initiative and sustainable job creation, as well as overall improvement of macroeconomic indicators, including turnover, local sales and export capacity of SMEs."



EBE MUSCHILLI

ASSOCIATE INDUSTRIAL DEVELOPMENT OFFICER, UNIDO
"To promote local economic development and improve market access, UNIDO provides support to countries organizing National Contests for Typical Food Products: products that have a specific link to the culture, territory and local population. Aiming to showcase typical food products, improve product quality to meet consumer demands and facilitate market access, the National Contest of Typical Food Products, based on the Swiss model, has already been duplicated with success in Morocco and Tunisia and is currently being transferred to Egypt and Georgia. Through collective branding the contest supports countries in improving products' market position and their quality, income and job creation, while also preserving an authentic culture".



ROBERT HARUTYUNYAN

CHAIRMAN OF DEVELOPMENT ASSOCIATION OF THE LIGHT INDUSTRY OF ARMENIA (DALIA)
"Collective marketing and branding strategies have proved to be one of the major driving forces behind light industries' revival in Armenia. Creation of "5900 BC", an umbrella brand that unites garment and shoe producers, is a vivid example of how brands create prosperity for a whole sector. Joining efforts under "5900 BC" has helped to achieve increased value added, impressive KPIs and create new jobs. During the COVID-19 outbreak, the brand's impact on business continuity and enhanced resilience has come to the front: it became an indispensable tool for communication and customer outreach, networking and sales management that shifted to on-line format, taking place on digital platforms."



NIGINA IKROMI

CHAIRWOMAN, CREATIVE DEVELOPMENT OF TAJIKISTAN
"Having joined hands with the Government of Tajikistan, UNIDO supports local SMEs operating in carpet-weaving, embroidery and textile sectors with a tailor-made branding strategy that has evolved into LA'AL Textiles — a unique umbrella brand that blends traditional heritage with modern production technologies and textile trends. Over the past years, LA'AL Textiles has become a flagship of the revival and creative modernisation of the local carpet-weaving textile and embroidery techniques that are translated into unique products that capture local distinctiveness. Our experience in joint branding demonstrates that a product with appropriate Brand image has better market penetration, contributing to long-term resilience and job creation in manufacturing enterprises, as long as it continues to surpass customers' expectations in terms of quality, creativity and usability".



MICHAEL NOKOKURE HUMAVINDU

DEPUTY EXECUTIVE DIRECTOR: INDUSTRIALISATION AND ENTERPRISE DEVELOPMENT AT THE MINISTRY OF INDUSTRIALISATION, TRADE AND SME DEVELOPMENT
"UNIDO project in Namibia seeks to sustainably address the bush encroachment through promoting value-added, income, jobs and exports generating activities especially in the rural areas based on local bush resources, thus also facilitating the provision of arable land for cattle and crops farming activities. By targeting the main encroacher acacia species for the development of end-use products, "Bushtainable Harvesting", a new brand created recently for animal feed and charcoal, embodies eco-branding philosophy underpinned by the "triple-win" solutions: encroacher bush thinning, rangeland improvement and underground water replenishment, decent job generation and economic development through import substitution. Based on the responsible harvesting approach, this strong branding and marketing strategy for market-relevant and higher value added products is expected to contribute to a long-term sustainability and resilience of the first and one of its kind bush processing and production plant".



PATRICIA NEUMANN

COUNTRY GENERAL MANAGER, IBM AUSTRIA
"Brands become more and more relevant in today's economy. The IBM brand stands for values, for example 'Innovation that matters'. For more than a century, IBM has earned the trust of our clients by responsibly managing their most valuable data. For decades we followed core principles — grounded in commitments to Trust and Transparency — that guide our development and deployment of new technologies."

Brand [Life] Award – A lifetime for a Brand

Every brand itself needs personality – there are personalities behind brands. It is this people behind successful brands that we want to give a stage to.

Brands create value, not only in the minds of customers, but also for companies, their employees and society. The brand itself needs personality, but brand management also depends on personalities. These brand management personalities shape the image of the brand and this often accompanies them throughout their entire professional lives.

The aim of this award is to honour decision-makers who have demonstrated leadership, continuity and sustainability through their personal commitment and

passion for the brand and who have helped brands to achieve economic significance and a quantum of “brand power”.

Brands are the most important value factors in the 21st century and represent wealth indicators of an economy. It is the people behind successful brands who must be highlighted, because every economy needs such personalities to create long-term prosperity.

The selection is made by a top-class jury of experts, a qualified public within the framework of a transparent, comprehensible and two-stage evaluation process.

THE AWARD

The BRAND [LIFE] AWARD honours decision-makers who have made brands nationally and internationally economically relevant through commitment, passion, leadership, continuity and sustainability. It is an award for personalities who have sustainably built up valuable brands - according to the motto "a life for the brand".

The BRAND [LIFE] AWARD was established in 2009 by the European Brand Institute and is awarded once a year. The first BRAND [LIFE] AWARD was presented in autumn 2009 to Klaus Darbo for his services to the Darbo brand.



The bronze was specially designed by sculptor Iris Sageder.



Foto: BLA 2009

2009

**Klaus Darbo (†)
DARBO**



Foto: BLA 2010

2010

**Elisabeth Gürtler
HOTEL SACHER**



Foto: BLA 2011

2011

**Kurt Mann
DER MANN**



Foto: BLA 2012

2012

**Thomas Klein
ALMDUDLER**



Foto: BLA 2013

2013

**Carl Manner (†)
MANNER**



Foto: BLA 2014

2014

**Engelbert Wenckheim
OTTAKRINGER**



Foto: Katharina Schiff

2015

**Stefan Pierer
KTM**



Foto: Katharina Schiff

2016

**Josef Zotter
ZOTTER SCHOKOLADE**



Foto: Katharina Schiff

2017

**Monica Culen
ROTE NASEN**



Foto: Ludwig Schedl

2018

**Ulli Ehrlich
SPORTALM**



Foto: foto: 2019

2019

**Anette Klinger
INTERNORM**

Women: the world's largest emerging market

On October 1, 2020, the European Brand Institute in cooperation with UNIDO and partners such as ÖBB, NOVOMATIC, Wolf Theiss, DiePresse, US Embassy, invited to the 8th WOMEN LEADERSHIP FORUM for the first time at the Vienna International Centre, carried out as a hybrid event due to COVID-19.



This year's focus has been on women as the biggest market opportunity as the female economy is the largest emerging market in the world. Female leaders, experts and participants from around the globe gathered online and on site at the VIC to exchange experiences and discussed how to empower women and achieve gender equality.

Women as the largest market opportunity globally

Under the motto WOMEN.FOR.PROSPERITY "What is taking so long?" Renate Altenhofer, initiator and founder of the Women Leadership Forum, welcomed the international participants on site and online: "The female economy is the world's largest emerging market. With 80% of buying decisions, this Women Emerging Market represents the largest market opportunity globally – even bigger than China and India combined." Sonja Kato, managing director of unikato, led through the day.

Women are the heart of the community

Fatou Haidara, Managing Director UNIDO, emphasized that the inclusion of women in entrepreneurial and leadership positions increases the quality and effectiveness of risk management while promoting gender equality. "Women are the heart of the community!" proclaimed Haidara. U.S. Ambassador H.E. Trevor D. Traina stated that there are many men who would appreciate to see more women in leadership positions. The Covid-19 pandemic faces women with even more challenges than before, therefore they should be supported more than ever.

Sophie Karmasin, Founder Karmasin Research & Identity, presented a recent study on stereotypes of men and women that need to be drastically changed, because an altered image could be the first step towards change and progress.



Women represent a powerful source of economic growth and opportunity. The female economy is the world's largest emerging market, representing an opportunity bigger than China and India combined. They control USD 20 trillion in consumer spending, and that figure could reach USD 28 trillion in the next five years. Investing in women can unlock infinite potential around the globe! When women are economically empowered, they re-invest in their families and communities, producing a multiplier effect that spurs economic growth and contributes to peace, stability and prosperity. However the current COVID-19 crisis shows a clear step backwards. We must not and cannot allow ourselves a "backslash" – neither economically nor socio-politically!

Renate Altenhofer

Initiator Women Leadership Forum



Nicole Smith, Director of Budget Execution at the European Commission, confirmed the need for stereotypes to be broken up and left behind. In his visionary and inspiring keynote Hjörtur Smarason, Founder and Director School of Astronaut Leadership Training S.A.L.T., spanned the bow from Iceland's first female president to the first woman to be on the moon in 2024.

Under the direction of Elisa Aichinger, Director Deloitte Consulting, Andrea Gritsch, Managing Partner Wolf Theiss Rechtsanwälte, Divine Ndhukula, Chairwoman of the National Chamber of Commerce in Zimbabwe and Bibusa Wißemann, CEO SensXafrica, discussed in the panel "Reinventing leadership for shared prosperity" why women remain a rarity in leadership positions. "The importance of gender equality in business, corporate governance and politics is underestimated and undervalued. We need to counteract this," said Elisa Aichinger.

Do it like a chameleon

Ranya Nehmeh, author of "The Chameleon Leader" gave insights into what millennials, who will make up 75% of the workforce worldwide in 2025, expect from leaders and recommendations for action which requirements leaders should meet.

Reduce biases

In the Masterclass Successful Women Entrepreneurs, Aysegül Baykal, Deputy Director for private and institutional investors-CEE at Schoellerbank, Anna Maslon-Oracz, lecturer at Warsaw University, Monika Racek, CEO of ADMIRAL Casinos & Entertainment AG, Wiebke Schloemer, Director Europe and Central Asia at International Finance Corporation and Martha Schultz, Vice-President WKÖ and Chairwoman of Women in Business Austria discussed how women gain better access to capital, markets, networks and mentoring. Monika Racek: "There aren't really legal barriers, but in fact there are



Due to the pandemic, the contributions of some speakers were presented digitally at the Women Leadership Forum



As women, we need to unlearn the social, cultural and institutional conditioning that has placed limits on our potentials. We need to learn to lead without seeking permission by mustering unshakeable self-belief and breaking down the barriers that have held us back for centuries.

H.E. Justina Mutale

Founder & CEO,
Justina Mutale Leadership Foundation,
Africa Goodwill Ambassador

cultural barriers. We live in a world in which we are surrounded by conscious and unconscious biases." Martha Schultz highlighted the importance of events like WLF: "In Austria 45% of founders are women. So it is important that we have meetings like the Women Leadership Forum so that women become visible and we have a huge network."

Silvia Angelo, board member of ÖBB Infrastruktur AG, Francine Beleyi, founder and digital strategist nucleus of change, Christiane Noll, Country Manager AvanaDACH and Silvia Rathgeb, Director University Alliances SAP, showed how women can benefit from the new digital tools in the professional world. Silvia Angelo: "Digitization could be a gamechanger for women because we usually have male-dominated jobs in infrastructure." Francine Beleyi added: "Empowering women with digital tools is really hugely important, because nowadays the digital tool is a lifeline."

In her powerful closing remarks, Africa Goodwill Ambassador H.E. Justina Mutale, CEO of the Justina Mutale Leadership

Foundation, provides valuable tips on moving forward: "More than learning what we need to do as women is unlearning: unlearning the social and cultural conditioning, as well as the institutional conditioning that has limited women's potential."

Spotted at „distance“ high-level networking:

Gerhard Hrebicek, European Brand Institute, Bashir Conde, UNIDO, Gabriela Straka, Brau Union, Brigitte Maria Gruber, Frauen Fachakademie Mondsee, BM a.D. Maria Rauch-Kallat, Claudia Cordie, Professional Women's Network, Gabriele Stanek, Unicef, Hannes Kirchbaumer, Radiant Pig, Elisabeth Schrenk, Falkensteiner, Christine Catasta, PWC, Bernadette Hawel, Women in Business Austria, Ursula Nosal, Novomatic Forum, Consulter Kristin Hanusch-Linser, Alice Burton, US Embassy, Hawa Kebe, UNIDO, amongst others.

Goodie bags powered by: European Brand Institute, Wolf Theiss Rechtsanwälte, L'Oreal, Tupperware, Kelly's, Coca Cola, maxima, etc.

WOMEN LEADERSHIP FORUM

9th WOMEN LEADERSHIP FORUM
6. October 2021
under the motto
WOMEN FOR CHANGE

www.womenleadership.at



- 1) Bibusa Wißemann, Monika Racek, Renate Altenhofer, Martha Schultz, Aysegül Baykal, Silvia Angelo, Christiane Noll (f.l.t.r.)
- 2) All participants complied with the Covid measures in an exemplary manner
- 3) Brigitte Maria Gruber, Renate Altenhofer
- 4) Silvia Angelo, Christiane Noll, Francine Beleyi
- 5) H.E. Justina Mutale, Hawa Kebe, Bibusa Wißemann



1) Elisa Aichinger, Andrea Gritsch, Bibusa Wißbemann
 2) Sophie Karmasin, Renate Altenhofer
 3) Fatou Haidara
 4) Kristin Hanusch-Linser, Hörtyur Smarason,
 Dagmar Grimus-Leitgeb, Brigitte Maria Gruber
 5) Sonja Kato, H.E. Justina Mutale

6) Silvia Angelo, Christiane Noll, Francine Beleyi
 7) Maria Rauch-Kallat, Martha Schultz
 8) Lisa Cichocki
 9) Sonja Kato, Fatou Haidara, Bashir Conde,
 Renate Altenhofer, Gerhard Hrebicek (f.l.t.r.)
 10) Martha Schultz, Aysegül Baykal, Monika Racek



“Until now building and operating Infrastructure is linked with pictures of oil-smeared men, and jobs that require physical strength. Digitization changes that and makes it easier for women to access a technology-heavy environment. That is a great opportunity for ÖBB-Infrastruktur.”

Silvia Angelo
Member of the Board
ÖBB Infrastruktur AG



“Though women have long been underrepresented in entrepreneurship, yet the number of enterprises founded by women has increased over 45 percent in 2019 and Austria's economy is becoming more and more female. Over a third of Austria's companies are managed by a woman, thus there is a lot of potential. Women are an essential part and a driving force of the economy. Therefore it is crucial to increase the importance of women entrepreneurs in public throughout the world. Networks will help to open up new opportunities, to deepen the knowledge and to boost the self-esteem of women.”

Martha Schultz
Managing Director of Schultz Company Group and Vice President of Austrian Federal Economic Chamber



“Countless external and internal factors have prevented women from rising to their full potential. But in the digital age, we no longer have to wait. We can create our own platform and connect with like-minded people who will help us carry our vision and make an impact. And for that, we got to start dreaming again.”

Francine Beley
Founder & Digital Strategist,
nucleus of change



“World Bank data shows that the world would be \$172 trillion richer if women and men were 100% equal, which would triple the world's economy. As a female manager in the European Commission, I am proud that we are committed as an organisation to valuing each other equally. This year we adopted the Gender Equality Strategy, where - among other measures - we strive to have 50% of female senior managers and 50% of female middle managers by the end of 2024. This is only the beginning. Using only half of the people, half of the ideas or half of the energy is not good enough.”

Nicole Smith
Director of Budget Execution in the Directorate General for the Budget of the European Commission



“The benefits of gender equality are plentiful: for individuals, businesses and society – still, they remain largely unused. It requires equal opportunities regarding educational attainment, economic participation and political empowerment to achieve shared prosperity.”

Elisa Aichinger
Director Deloitte Consulting





"Due to 'The great Reset' caused by Covid19, a full global women's impact solution can only be achieved by aggressively building a strong and sustainable ecosystem ensuring women's full, effective participation and equal opportunities for leadership at all levels of decision making."

Bibusa Wißemann
CEO and Founder
SensXafrica Limited



"It is taking so long as women have to start believing in themselves and their capability to drive economies to greater heights. What is needed is a total mindset shift for women to make this happen"

Divine Ndhlukula
Founder of Securico and chairperson of Zimbabwe National Chamber of Commerce (ZNCC)



"We need to identify the cultural and systematic gender walls in our society, break them down and build equality into our system. Role models are instrumental in creating a culture shift and we have a fantastic opportunity coming up: The first woman on the Moon in 2024!"

Hjörtur Smarason
Founder and Principal of School of Astronaut Leadership Training S.A.L.T.

"There are nine traits that will revamp the way we think about leadership. The CHAMELEON Leader walks us through these traits, which were identified by millennials worldwide as being their "wish list" qualities in a leader. The result is a shift in mind-set and a more visionary approach based on the notion of empowering and developing people, collaborating in an authentic way and inspiring others through action."

Ranya Nehmeh
Author "The Chameleon Leader"



"As a former tech entrepreneur and now as the U.S. Ambassador to Austria I know that the "female economy" is the largest emerging market. I fully support the U.S. State Department's initiative called "POWER," which advances and strengthens women's economic empowerment. Department of State resources will be leveraged to promote women in business and, in cooperation with the private sector, new professional networks will be established to focus on promoting women's economic empowerment in a global context."

H. E. Trevor D. Traina
Ambassador of the United States of America to Austria



"The voice of successful business women and their support to younger counterparts, along with strengthening local institutions in terms of gender and equality-focused practice, it's the way to facilitate development and fostering opportunities for women entrepreneurs. The equal society is encompassed with non-discrimination, equal treatment and equal opportunities."

Anna Masłóń-Oracz
Lecturer at Warsaw University and Warsaw School of Economics



"Integral to creating economic opportunities for women is a business (and employment) culture that responds to the professional and private challenges of female talent. Corporations must recognize the need to promote practices which advance women in their career and elevate them to the executive level. Fostering sustainable success over the course of a woman's career is key, because success in the workplace is a fundamental component of long-term economic equality."

Andrea Gritsch
Managing Partner
Wolf Theiss Rechtsanwälte

"The power and potential of technology is immense. Living in a digitized world has helped us to ease the current pandemic, but digital literacy among many women is still low. We need to ensure inclusion in education and educate men and women equally. Advancing opportunities for STEAM education, can inspire women and girls to design, shape and benefit from technological transformations and innovations changing our world."

Silvia Rathgeb
Director University Alliances SAP



"Living true diversity and inclusion are not only success factors for companies, but also the order of the day. Diverse teams perform better. Digitalization enables flexible forms of work. This benefits people in different scenarios of life because rigid structures are broken down as well as trust and responsibility take on a new dimension."

Christiane Noll
Country Manager Avanade DACH



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Mag. Renate Altenhofer
Initiatorin Women Leadership Forum
www.womenleadership.at



New Challenges demand new strategies

An affiliated partner of the G20 Global Partnership for Financial Inclusion (GPII), the World Business Angels Investment Forum (WBAF) is committed to empowering world economic development by easing access to finance and creating innovative financial instruments for entrepreneurs, startups, scaleups, SMEs and investors.

WBAF is the world's biggest organization of early-stage equity and investment markets, hosting 6 continental summits and/or 5 thematic forums every year during the World Congress of Angel Investors. The main organisation helps shape the global agenda of the early-stage equity and capital markets of the world.

WBAF acknowledges and emphasizes the importance of the many players in the startup economy—startups, scaleups, high-growth businesses, angel investors, crowdfunding platforms, incubation centres, accelerators, technology transfer offices, technoparks, innovation centres, corporate ventures, business angel networks, wealth management institutions and family offices. It advances its agenda at the G20 level through its affiliation with the G20 Global Partnership for Financial Inclusion (GPII), chaired by Queen Maxima of the Netherlands. The WBAF also hosts World Business Angel Investors Week, which is celebrated every third week of October, under a global theme.

The World Business Angels Investment Forum is committed to collaborating globally to empower the economic development of the world by fostering innovative financial instruments for startups, scaleups,

innovators, entrepreneurs and SMEs and by promoting gender equality and women's participation in all sectors of the world economy.

WBAF accomplishes its mission thanks to the participation of numerous parties and channels. These include 685 high commissioners, senior senators, senators and international partners from 127 countries; 7 country offices on 5 continents; the WBAF Business School and its more than 50 faculty members from 32 countries; the WBAF Startup Centre; WBAF Economic Development Commissions; the WBAF Research Institute; and international working committees.

The World Business Angels Investment Forum has an important new initiative—Diplomacy in Action for Entrepreneurs, a platform where policymakers, investors and entrepreneurs can share their ideas and interact with WBAF's Economic Development Commissions, who prepare reports to be presented to G20 leaders. Around 30 country presidents, prime ministers and other government dignitaries sit on the board of this initiative. WBAF also has an angel investment fund, partnerships with global institutions, and economic cooperation agreements with governments.



The World Business Angels Investment Forum has developed a certification and accreditation framework for (a) individual angel investors and (b) business angel networks. This framework is crucial for the creation of sustainable early-stage equity opportunities and an investment market for local economies. The process is operated by the WBAF QBAC Center: the Angel Investors and BANs Certification and Accreditation Center.

The World Congress of Angel Investors, held annually in February, hosts continental summits, thematic forums and numerous other events, including a Global Fundraising Stage and a World Excellence Awards ceremony.

OUR BUSINESS FIELDS ARE:

Diplomacy in Action for Entrepreneurs Initiative

Even before the COVID-19 pandemic, business transformation was a concern of big companies, but now it is imperative, and not just for large enterprises. Even the smallest companies and organisations must transform their business as a matter of urgency in order to cope with dynamics of the post-pandemic business environment. The challenge is this: Business transforma-

tion is not a cheap process. Given this situation, the World Business Angels Investment Forum invites policymakers to develop smart policies that will provide financial support to startups, scaleups, SMEs and all entrepreneurs to help them transform their business.

International Committees

WBAF Committees comprise the world leaders of the World Business Angels Investment Forum — High Commissioners, Senior Senators, Senators and International Partners who represent diverse regions and industries — who are committed to the idea that interaction between multiple stakeholders can be a positive force in creating change.

WBAF activities reported by G20

On 24 June 2020, members of the Global Partnership for Financial Inclusion (GPII) convened virtually for the second plenary meeting under the Saudi G20 Presidency. The agenda included the COVID-19 pandemic and the global economic response. At the conclusion of the second plenary meeting, the members issued a statement on the COVID-19 response, reaffirming G20's commitment under the G20 Action Plan in response to the COVID-19 pandemic. The report includes the measures and experiences of 11 countries and experiences of 9 international organisations.



ABOUT THE WORLD BUSINESS ANGELS INVESTMENT FORUM (WBAF)

As an affiliated partner of the G20 Global Partnership for Financial Inclusion (GPII), the World Business Angels Investment Forum (WBAF) is committed to collaborating globally to empower the economic development of the world by fostering innovative financial instruments for startups, scaleups, innovators, entrepreneurs and SMEs and to promoting gender equality and women's participation in all sectors of the world economy. WBAF invites you to join our global efforts to ease access to finance, promote financial inclusion, and create more jobs and social justice.

The four missions of WBAF are:

- Easing access to smart finance for entrepreneurs and angel investors
- Promoting gender equality
- Increasing financial inclusion
- Promoting digital inclusion

www.wbaforum.org



BAYBARS ALTUNTAS

Executive Chairman,

*World Business Angels Investment Forum
An affiliated partner of the G20 Global Partnership for Financial Inclusion (GPFII)*

Mr Altuntas is a former Senior Advisor to the London Stock Exchange Group (LSEG) for the Elite Programme, Executive Chairman of the World Business Angels Investment Forum (WBAF) – an affiliated partner of the G20 Global Partnership for Financial Inclusion (GPFII) chaired by the Queen Maxima of the Netherlands, President of the Business Angels Association of Turkey (TBAA), the World Entrepreneurship Forum Ambassador to Turkey and the Balkan countries, and President of Deulcom International Inc., Star of the Turkish version of the television show Dragons' Den / Sharks Tank. Recipient of the European Trade Association of Business Angels (EBAN) award for the Best Individual in Europe Globally Engaging with the Global Entrepreneurial Ecosystem in 2014 (Ireland), 2015 (Netherlands), 2016 (Portugal), 2017 (Spain) and 2018 (Bulgaria). The only entrepreneur to be granted a personal audience with former President Obama at the Presidential Summit on Entrepreneurship in Washington, DC. Developer of the world-renowned entrepreneurship theory, the Altuntas Start-up Compass Theory, researched by Sheffield University and used in numerous MBA programs. Appointed as JCI Ambassador, following Ban Ki-moon, former Secretary General of the United Nations. Profiled regularly by leading international media such as CNN International, Bloomberg, and BBC. A co-author of Planet Entrepreneur: The World Entrepreneurship Forum's Guide to Business Success Around the World, published by Wiley (2013). Author of Off the Bus, Into a Supercar! How I Became a Top TV Star and Celebrated Investor, published by Balboa Press (2014) and translated into Chinese, Croatian, Albanian, and Macedonian.

QBAC Center: Angel Investors and BANs Certification and Accreditation Center

The World Business Angels Investment Forum has developed a certification and accreditation framework for (a) individual angel investors and (b) business angel networks. This framework is crucial for the creation of sustainable early-stage equity opportunities and an investment market for local economies.

WBAF Angel Investment Fund

The WBAF Angel Investment Fund is designed to capitalise on the worldwide growth in entrepreneurial activity and venture financing for startups and scaleups and to benefit from WBAF's extensive network of global investors, including angel investors, private equity funds, co-investment platforms, wealth management institutions, family offices, VCs and acceleration centres.

Global Fundraising Stage (GFRS)

The Global Fundraising Stage is an international co-investment platform for investors, startups, scaleups and high-growth businesses which are aiming to globalise by raising funds from qualified investors. The GFRS aims to create a high-quality portfolio for angel investors, with some of the world's most promising startups, scaleups and, at the same time, create opportunities for co-investment and follow-on investments. The GFRS also connects top startups with the best angel investors, making it possible for the startups to benefit not only from the investment but also from the know-how, mentorship and the networks of qualified investors.

World Excellence Awards

The World Excellence Awards, hosted by the World Business Angels Investment Forum, salute individuals and organisations who stand out in imagining, discussing, and shaping the future of an entrepreneurial world. Open to both companies and investors, these awards seek to recognise the year's most disruptive new market entrants and provide a definitive list of the most exciting individuals and organisations to watch in the early-stage equity and capital markets space.

www.excellence.world

Economic Development Commissions

As an affiliated partner of the G20 Global Partnership for Financial Inclusion (GPFII), the World Business Angels Investment Forum (WBAF) believes that bringing together various disciplines can help us design innovative solutions to tackle the world's biggest issues such as access to finance, gender equality, ethical governance, commercialization of scientific research, business transformation and financial inclusion. WBAF has therefore developed a brand new multidisciplinary cluster framework to empower world economies and foster the business transformation of companies through global collaboration and open innovation as a response to COVID-19.

WBAF Research Institute

Reliable data is an essential dynamic for leaders of public and private organisations to steer their organisations in the right direction. Reliable data and benchmarks are key for startup economies that want to position their country, companies, organisations and other institutions as competitive. The WBAF Research Institute aims to support decision makers of early-stage equity and capital markets by providing reliable data through its extensive global network.

WBAF Business School

The WBAF Business School was established by the World Business Angels Investment Forum as a response to an increasing need for qualified investors, qualified entrepreneurs, in addition to a pressing need for more 'entrepreneurial' companies, in the ever-changing market environment of the twenty-first century. The WBAF Business School is not only for business angels. All stakeholders are welcome—entrepreneurs and SMEs, banks, financial institutions, stock exchanges, incubation and acceleration centres, and large private and public corporate entities.

Corporate Governance and SME Support Centre

Corporate governance essentially involves balancing the interests of a company's many stakeholders; these include shareholders, senior management executives,

customers, suppliers, financiers, the government, and the community. Corporate governance also provides a framework for a company to attaining its objectives. The Corporate Governance and SME Support Centre (CGSC) contributes to the WBAF Business School's goal of providing more than academic and conceptual training. It offers tangible business tools and sustainability services that will help SMEs overcome operational challenges.

WBAF Startup Center

The WBAF Startup Center was established to support the economic development of the world by enhancing the potential of individuals and providing them with all the strategic tools they need to turn their ideas into a startup venture. The Center offers a five-stage disciplinary framework for entrepreneurs from idea to startup to scaleup to the Global Fundraising Stage and on to smart finance and investment. It combines the content of WBAF Business School programmes with mentorship, coaching, advisory and consultant support to the entrepreneurs who are incubated at the Center.

www.startup.wbaforum.org

Economic Cooperation Agreements

WBAF believes that global collaboration offers a great opportunity to governments to discover the real power of startups and businesses to empower their economies through innovation, angel investment and entrepreneurship. With this in mind, the World Business Angels Investment Forum signs comprehensive economic collaboration agreements with governments to create more opportunities in their respective countries for all manner of startups, scaleups, SMEs and high-growth businesses.

World Congress of Angel Investors

An affiliated partner of the G20 Global Partnership for Financial Inclusion (GPIFI), the World Business Angels Investment Forum (WBAF) holds its annual flagship event, the World Congress of Angel Investors in February. This is the biggest global convergence of players of the early- and postearly stage equity and capital markets. The

primary aim is to shape the coming year's agenda for the world equity market.

Strategic Partners of the World Business Angels Investment Forum

Strategic Partners are some of the world's top industry leaders representing diverse regions and industries; they are committed to the idea that interaction between multiple stakeholders can be a positive force in creating change.

Institutional Members

As an affiliated partner of the G20 Global Partnership for Financial Inclusion, the World Business Angels Investment Forum interacts with leaders in all areas of society — first and foremost in business and political spheres — to help assess needs and establish goals, bearing in mind that the public interest is of paramount importance.

Investor Delegations

The World Business Angels Investment Forum organises investor delegations to emerging markets around the world to create a global communication that will lead to an increase in cross-border investments. These leaders have a sense of being called upon to seek the common good, to make a difference, and to make the world a better place for their having been here.

World Business Angel Investors Week: Angel Investors' Flagship

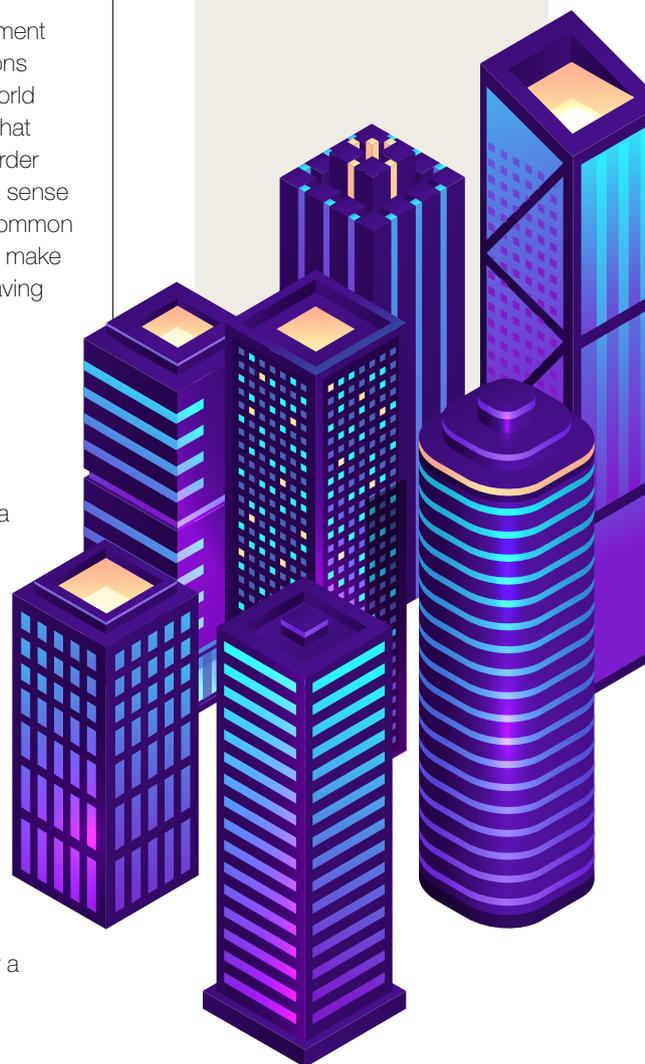
WBAF envisions World Business Angel Investors Week (WBAW) as a platform where all stakeholders pause to assess their fast-paced journey, to analyse why and how we should leverage angel investment as a must-have financial tool for boosting economies, and to reiterate how entrepreneurial ecosystems can create more jobs, more wealth and more social justice in co-operation with key players in early-stage equity markets. It is celebrated every third week of October, under a global theme.

ABOUT GPIFI

The Global Partnership for Financial Inclusion (GPIFI) is an inclusive platform for all G20 countries, interested non-G20 countries, and relevant stakeholders to carry forward work on financial inclusion, including implementation of the G20 Financial Inclusion Action Plan endorsed at the G20 Summit in Seoul. Queen Maxima of the Netherlands is the Honorary Patron of the GPIFI



www.gpfi.org



Marken – bedeutende immaterielle Wirtschaftsgüter und mehr



Herbert Kovar
Managing Partner
Tax & Legal

Bei der internationalen Etablierung und Pflege von Marken hat Österreich noch Potenzial nach oben. Dabei hat der Wirtschaftsstandort Österreich einige wertvolle Markenunternehmen vorzuweisen. Herbert Kovar, Managing Partner Tax & Legal bei Deloitte Österreich, gibt Antworten auf zentrale Fragen rund um das Thema Marken.

Warum sind Markenwerte für heimische Unternehmen wichtig?

Moderne Unternehmen in Österreich gründen sich oft auf Geschäftsmodellen, die auf traditionellen Marken beruhen. Eine etablierte Brand genießt in aller Regel Kundenvertrauen, das für den unternehmerischen Wettbewerb entscheidend ist. Erfolgreiche Markenunternehmen legen ihren Fokus auf den externen und internen Aufbau ihres Wertes. So entsteht auch innerhalb großer Unternehmen ein Zusammengehörigkeitsgefühl.

Inwiefern beeinflussen sich Digitalisierung und Marken gegenseitig?

Es zeichnet sich ein klares Bild ab: Digitalisierung und Marken stehen in einer wechselseitigen Beziehung zueinander. Klein- und Mittelunternehmer profitieren von der Digitalisierung, indem sie ihre

Dienstleistungen und Güter nun international – ohne kostspielige Vertriebsorganisationen – verkaufen können. Digitalisierung braucht Marken aber ebenso, da starke Marken im Internet Vertrauen vermitteln.

Wie hat sich die Corona-Krise auf Österreichs Marken ausgewirkt?

Die letzten eineinhalb Jahre zeigen deutlich, dass heimische Unternehmen mit gut etablierten Marken widerstandsfähiger sind und die Corona-Krise dementsprechend besser überstanden haben. Da starke Brands nachhaltige sowie langfristige Cash-Flows erwirtschaften, können sie kurzfristige Cash-Flow-Ausfälle besser ausgleichen. Sie sind damit resistenter gegen Krisen – und das ist entscheidend in diesen Tagen.

Wie unterstützt Deloitte Österreich heimische Markeninhaber?

Deloitte sieht sich als One-Stop-Shop Dienstleister. Dazu gehört die steuerliche Planung bei der Schaffung, Nutzung und Pflege von Marken durch Deloitte Tax in Österreich und weltweit. Deloitte Financial Advisory unterstützt bei der Bewertung von Marken und Lizenzen und Deloitte Legal hilft bei der rechtlichen Absicherung von Brands in Österreich und weltweit.

The background of the advertisement features a dark, moody office environment. In the foreground, a man in a dark suit is seen in profile, talking on a mobile phone. Behind him, two women in business attire are also on mobile phones. The scene is punctuated by three large, overlapping circular light effects that create a sense of depth and focus on the workers. The overall aesthetic is professional and forward-looking.

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The value of regional brands

Regional brands enhance and develop sustainability, especially in rural areas. By using regional brands, rural regions can be advertised and marketed in the best possible way. It has also been shown that the use of regional brands can support the development of society, culture, the environment and several other aspects.

However, the form and the existence of a so-called regional brand must be analyzed at this point for the time being.



Basically, the term "regional" as such is misleading. A brand cannot be applied explicitly for a certain region. Therefore, it is not possible to apply for a brand on a national level for only one federal territory. Accordingly, there are also no European brands at the EUIPO, which can be applied, as an example, only for the southern region. Regional brands are therefore not "half" brands, but rather brands which are applied for either nationally in a specific country or EU-wide, but which wish to particularly emphasize a specific region in this territory

What can be registered as a regional brand? For example, brands which only contain a word element, i.e. word brands, can be considered as regional brands. A region can also be optimally promoted in the form of a word and figurative brand. By using a particularly expressive logo, a purely figurative brand can also be protected in order to market a region. It is therefore significant for regional brands that they meet the requirements for the sign to

be capable of being a brand. This refers to the suitability to distinguish goods and services from those of other undertakings.

In relation to the term regional brand a categorization can be made between a regional resource brand on the one hand, which means the product, industry, environment, cultural and historical heritage. It displays a region which is typically associated with products or resources of that kind of region. On the other hand, regional branding can be understood as a regional place brand, which is symbolizing a variety of values of a particular territory.

What exactly is the purpose and value of using regional brands? Branding a region can be used to promote the place, products that are made in the region or its business, e.g. tourism, by applying branding principles to a certain territory. A brand thus always represents a product that aims to differentiate itself from other products that are substitutes and meet the same need.



Therefore, the key of the brand is to define a product by choosing characteristics, that make it distinctive from others.

Moreover, creation of a regional brand is an important element in fostering local competitiveness, also in relation to products or goods that compete supranationally with each other. Furthermore, the regional brand aims to combat globalization and the monopolization of individual goods by encouraging a return to regionally produced products and services. The benefit of branding a place or a region is primarily the possibility of better marketing. Through brand protection, the region can also make a name for itself across national borders. This means, it is the task of brands to market the country and its regions as a touristic location as well as to promote its products thus to carry the added value also into the surrounding and distant foreign countries. To give an example for such regional brands, one can look within Austria's borders to one of the southern

federal states: Styrian tourism had the brand "Steiermark Das grüne Herz Österreichs" (Styria The Green Heart of Austria) protected as a word and figurative brand for the European Union. The federal state, which is known for its wine, healing springs and castles, has successfully protected this special feature under trademark law: The figurative brand is registered for goods such as kernel oil, wines with the protected geographical indication "Styria", but also for services such as catering for guests as well as the operation of spa facilities and healing baths/springs. However, not only the name of the region or the logo can be registered as a regional brand. Rather, the products of this region can also be protected under trademark law. For example, the word and figurative brand "Original Wachauer Marille", which promotes the Wachau region and the products originating from this region.

To be distinguished from the regional brand, but still to be used in a similar



It is significant for regional brands that they meet the requirements for the sign to be capable of being a brand.

Mag. Daniel Söllner,
 associate at Lansky, Ganzger, Goeth, Frankl &
 Partner and active in the field of civil law
 and trademark law



context, are the so-called designations of origin. These refer to quality rules that must be fulfilled in order for a product to be given a specific designation. The similarity to the regional brand resides in the fact that the origin of a product is to be signposted by geographical indications, such as landscapes or places. Consumers are thus given an indication not of a specific company, as is usually the brand-case, but of a specific origin, which can also stand for a certain standard. The designation of origin was long prevented from registration by the requirement to maintain the availability of an indication and could therefore not be protected under trademark law. At the European Union level, however, this led to abuses, as counterfeiters were able to sell inferior products under the signs that could not be protected. In the European Union, therefore, there have been rules for the protection of designations of origin since 1992.

With regard to designations of origin at European Union level, a distinction can be made between "protected designations of origin" (PDO) and "protected geographical indications" (PGI). The PDO describes a label that may be affixed to products only if they have been produced, processed and manufactured in a defined area according to certain ordered criteria. As a consequence, when a consumer acquires a product marked with a PDO label, he

can be sure that it has been produced in accordance with the criteria of the region. A well-known example is Parma prosciutto, which can only bear the PDO label if it has also been cut in the Parma region. The PGI sets less strict criteria. When purchasing a product with PGI label, it is assured that at least one stage of production has taken place in the relevant region. It is therefore sufficient that the product has been processed there. Styrian kernel oil is one of these designations of origin within Austria.

All protected designations of origin of the Member States of the European Union are collected in the "Register of protected designations of origin and protected geographical indications". Requested registrations or amendments as well as the publication of the designations of origin are public and can be viewed by anyone in the Database of Origin and Registration. Colloquially known as the European Union Quality Register, it is maintained at European Union level by the European Commission's Directorate-General for Agriculture and Rural Development.

To conclude: Both, regional brands and designations of origin, therefore ensure that the strengths of the local regions are communicated to the outside world and help to achieve the goal of sustainable regional development in the future.

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Alternative Financing of Brands & IP



Europe's future depends on intellectual property and in particular on many strong and valuable brands that should be marketed even better. But how can brand investments be financed?



WHO BENEFITS FROM ALTERNATIVE FINANCING OF BRANDS & IP?

Investments in Brands and IP is benefiting all involved stakeholders but also provides significant impact to the Macro-Economy and the society and is therefore a contributor to the UN Sustainable Development Goals (SDG).

BACKGROUND

Investing in a Brand is not just a simple marketing effort, it is rather a 360 degree effort of the entire organisation and analysing the community, partners, market, financials, quality/service and innovation, products and legal protection (as outlined in the ISO 20671 framework). It requires therefore also a “healthy” operation to achieve its goals and not only capital but also know-how is required to be successful.

Most of the SME and Midcap companies, which are often family-owned, have spent their cash reserve to stay in business during the recent financial crisis. To receive bank loans for such investments, without sufficient collateral, remains a

challenge, especially if the investments are not solely fixed asset driven. Often the necessary brand and operational development know-how is not sufficiently available in SME and Midcap companies.

Specialized alternative financing sources can provide capital and know-how to support companies on their journey to growth and success. These Funds don't have just the financial know how but also experts in operations, brand developments and a deep understanding of markets and consumers.

BRANDS & IP AS COLLATERAL FOR FINANCING – ASSET BASED LENDING

Overcoming the barriers to lending against IP assets is attractive at a national, European and global level.

Equity investors typically invest into companies, but not into IP assets as such. The equity finance community considers the importance of IP when financing companies, however, the actual value of IP assets per se is rarely considered important. IP is usually evaluated but not

formally valued in the regular banking, venture capital or private equity sectors. The general consensus amongst those interviewed is that IP is too risky to be used as collateral for traditional loans. However, it must be noted that cases of intangible asset-based lending (IABL) have occurred in certain circumstances. Combined asset-based lending has been achieved whereby a bank provides a loan to a pension fund against tangible assets and the pension fund then provides a sale and lease-back arrangement against intangible assets. IABL from pension funds (on a sale and lease back arrangement) rather than banks, provides a route for SMEs to obtain loans that is gaining increasing attention.

One reason given for this uptake in IABL between a company and pension funds is the growing number of SMEs who have difficulties in securing bank loans.

It is usually unclear whether IP will generate benefits in the future. As a consequence, an important part of internally generated IP is not recognised in the balance sheet of an enterprise, meaning that



potential investors are not receiving some relevant information about the company.

The filing of a "management report" together with the annual report, giving detailed information about IP value, seems to be a useful vehicle to improve publicly available information on intangibles.

BENEFITS FOR BRAND COMPANIES

It is very difficult for SME and Midcap companies to receive traditional bank financing, especially if the investments are not solely fixed asset driven. Alternative financing provides Equity, operational Know-How and Brand Tools could provide through Brand Valuations and correct structuring a collateral and strengthen the balance sheet.

Investing in Brands will increase the enterprise value as the Brand value has a significant impact.

BENEFITS FOR MACRO-ECONOMY

Several studies confirm that companies with strong brands create macro-economic benefits such as higher innovation and

investments. It will also create more jobs and international and qualified employment and is encouraging exports, as it is easy to enter new markets with a strong Brand. Products are not solely driven by price but rather quality and service and create better margins. Brand companies also attract other companies, service providers and suppliers and employees.

Brand investments can accelerate existing country and regional goals and such investments can be used as a synergy or supplement for other incentives such as guarantees and grants. Studies show that Brands are more resilient to crisis and its investments support the transition to a knowledge and digital based economy.

Through the Standard ISO 20671 and the ISO 20671 Brand Certification Program it is possible to measure the success and progress and provide a transparent tool.

Brand Investments could be a part of a national growth strategy through funds or clusters and solve regional issues or challenging industries and could therefore be seen as a "problem solver".

ABOUT SDGs

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth - all while tackling climate change and working to preserve our oceans and forests.

Certainly, Alternative Financing can contribute to many of the SDGs.

Marken müssen authentisch sein



Warum brauchen Marken einen Brand Purpose und wie kann dieser gerade in der Corona-Krise Nutzen stiften?

Der Begriff **Brand Purpose** ist in aller Munde und längst nicht mehr nur ein Buzzword. Denn um sich in stark digitalisierten, von Konkurrenzdruck geprägten und häufig bereits gesättigten Märkten durchsetzen zu können, müssen Marken mehr denn je authentisch, relevant und differenzierbar sein. KonsumentInnen der heutigen Zeit suchen nicht mehr ausschließlich nach dem besten Preis-Leistungs-Verhältnis. Sie wollen sich für eine bessere Welt einsetzen und ihren Konsum und ihr Handeln entsprechend ausrichten. Aus diesem Grund sind Marken, die ihren Daseinszweck nach innen und außen transparent kommunizieren und dabei klare Haltung zeigen, gefragt. Die reine Profitorientierung kann heute nicht mehr der einzige Zweck eines Unternehmens sein. Wir sind überzeugt, dass Marken, um sich abzuheben und klar zu positionieren, Sinn stiften und authentisch Haltung zeigen müssen – kurz einen Purpose verfolgen müssen. Im Brand Purpose ist verankert, warum eine

Marke existiert und welchen gesellschaftlich relevanten Mehrwert sie bietet. Er definiert ein ambitioniertes Zielbild und beantwortet das intrinsische „Warum“ einer Marke.

Der Nutzen eines Brand Purpose ist enorm vielfältig. Er bietet Mitarbeitenden, aber auch KonsumentInnen, Orientierung, um sich mit dem Unternehmen und Produkten zu identifizieren. Außerdem weisen Purposeorientierte Unternehmen im Schnitt ein höheres Wachstum im Vergleich zu herkömmlichen Unternehmen auf. Allerdings ist die konkrete Implementierung des Purposes wichtig, dies wurde vor allem durch die Corona-Pandemie noch einmal besonders deutlich.

KonsumentInnen erwarten von Marken Solidarität und Unterstützung

Corona ist zum echten Stresstest für Marken geworden. In Krisenzeiten erwarten

KonsumentInnen sowie Mitarbeitende von Marken verstärkt relevante Informationen und Maßnahmen, die ernstgemeinte Solidarität, Unterstützung und Orientierung bieten. Marken, die diesen Ansprüchen nicht gerecht werden, gingen als Verlierer der Pandemie hervor. Nun zeigt sich, wer seinen Brand Purpose nicht nur kommuniziert, sondern darauf echte Taten folgen lässt. Nur authentisch gelebter und gleichzeitig langfristig implementierter Brand Purpose überzeugt KonsumentInnen glaubwürdig.

Allgemein scheint das Vertrauen in Marken besonders in der Corona-Pandemie sehr gelitten zu haben, wie die Havas Meaningful Brands Umfrage 2021, die während des Höhepunkts der Krise Mitte 2020 durchgeführt wurde, ermittelt hat. Demnach haben 71% der Konsument:innen wenig Vertrauen, dass Marken ihre Versprechen einhalten werden. Und nur 31% der VerbraucherInnen glauben, dass Unternehmen transparent

sind, was ihre Verpflichtungen und Versprechen angeht. Damit ist das gemessene Markenvertrauen laut der Meaningful Brands Studie auf einem historischen Tiefstand.



Abbildung 1: Ausgewählte Ergebnisse der Havas Meaningful Brands Umfrage 2021

In Krisenzeiten wird deutlich, wer wirklich seinen Purpose verfolgt

Eine der Marken, die schon seit langer Zeit ihre Haltung in der Unternehmensstrategie und Markendefinition verankert hat und diese durch konkrete Maßnahmen und Botschaften zum Ausdruck bringt, ist dm. Transparenz und Geradlinigkeit sowie sich die Probleme seiner Kundinnen zu Eigen zu machen sind tief verwurzelte Grundsätze der Drogeriemarkt-Philosophie. In der Corona-Krise hat dm entsprechend seines Purposes sehr schnell auf den Ausnahmezustand reagiert, indem der Drogeriemarkt bsw. seine Express-Abholung auf alle deutschen Filialen ausgeweitet hat. Damit war dm im Frühjahr 2020 einer der ersten Anbieter des heute üblichen „Click & Collect“-Verfahrens.

Doch was passiert, wenn Kommunikation und Handeln einer Marke nicht übereinstimmen, hat der viel diskutierte Adidas Mietstundungs-Skandal gezeigt. Einerseits kommuniziert der Sportartikelhersteller seinen Unternehmenszweck „durch Sport Leben verändern“. Dabei setzt er sich zum Ziel die Glaubwürdigkeit bei KonsumentInnen zu steigern, ihnen mehr Einflussmöglichkeiten für ein personalisiertes Konsumentenerlebnis zu ermöglichen und gleichzeitig Nachhaltigkeit zu fördern. Andererseits gab der Konzern in der Corona-Krise bekannt, die Mietzahlungen

für Filialen auszusetzen bzw. zu stunden, wie die Presse damals berichtete. Entsprechend war die Empörung der Öffentlichkeit groß und warf die Frage auf, welche Werte und Haltung die Marke tatsächlich vertritt. Und obwohl Adidas kurze Zeit später versuchte seine Entscheidungen zu rechtfertigen, sich schließlich entschuldigte und die Mieten weiterzahlte, hatte dieser Skandal starke negative Auswirkungen auf die Markenwahrnehmung und Reputation.

Fazit: Ein authentischer Brand Purpose muss gelebt werden

Es hat sich gezeigt: Brand Purpose ist nicht gleich Brand Purpose. Was sollten Sie also beachten, um Ihren Purpose in Krisenzeiten – und darüber hinaus – erfolgreich umzusetzen?

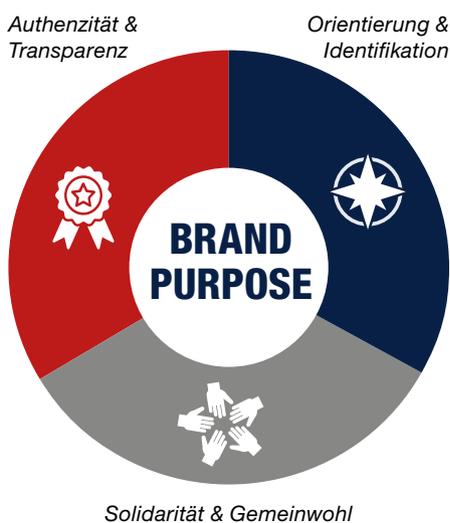


Abbildung 2: Faktoren, die einen erfolgreichen Brand Purpose ausmachen

Authentizität & Transparenz: Wie die beiden Beispiele von dm und Adidas verdeutlicht haben, muss ein erfolgreicher Brand Purpose vor allem glaubhaft sein und das Handeln transparent danach ausgerichtet werden. Dabei ist es wichtig, dass er vorbildlich von der Unternehmensführung gelebt und an jeden Mitarbeitenden weitergegeben wird, denn letztendlich ergibt sich der Purpose eines Unternehmens immer durch die Menschen, die dieses Unternehmen repräsentieren.

Orientierung & Identifikation: Marken müssen Mitarbeitenden und KonsumentInnen

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Batten & Company ist eine der führenden Strategieberatungen für Marketing & Sales, mit Fokus auf digitale Transformation und nachhaltiges Wachstum. Batten & Company ist eingebettet in das globale Kommunikationssnetzwerk von BBDO – eines der kreativsten Agentur-Netzwerke der Welt. Batten & Company steht für eine tiefe Kenntnis der lokalen Themen, eng verbunden mit der globalen Perspektive. Batten & Company begleitet ihre Kunden auf allen strategisch wichtigen Feldern kundenzentrierter Marktbearbeitung. Mit spezialisierten Beratungseinheiten für die Bereiche Innovation, Business Model Transformation und Marketing Automatisierung mit dem Fokus auf die gesamte Wertschöpfungskette.

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nen Orientierung bieten. Dies gilt umso mehr in Zeiten der Krise, in der sich immer mehr Menschen die Sinnfrage stellen. KonsumentInnen wollen Produkte von Unternehmen erwerben, die zu Ihrer Identität passen. Mitarbeitende wollen sich mit dem Handeln des Unternehmens identifizieren und das Gefühl haben, Teil von etwas Großem zu sein, auf das sie stolz sein können. Ein attraktiver Brand Purpose liefert Orientierung nach innen und außen.

Solidarität & Gemeinwohl: Die von Unsicherheiten geprägte Corona-Pandemie hat gezeigt, dass vor allem Solidarität und Menschlichkeit wichtiger denn je sind, um als Marke auch in Zukunft überzeugen und Vertrauen gewinnen zu können. In solchen Zeiten sind Menschen sehr sensibel und merken schnell, ob Marken nur an ihrem eigenen Profit interessiert sind oder sich wirklich für gesellschaftliche Herausforderungen einsetzen.

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The Bulk Service on Refinitiv Data Platform enables quants and investors to integrate vast amounts of ESG company data, measures and scores along with history for these data points into their models and analyses to create investment strategies.

Incorporate near real-time and materiality component

Refinitiv MarketPsych ESG Analytics are derived from an innovative AI-powered NLP system for extracting complex meaning from text of 2 million articles daily resulting in a simple 1-100 rating. The scores are mapped to the SASB framework, and U.N. Sustainable Development Goals (SDGs) where possible.

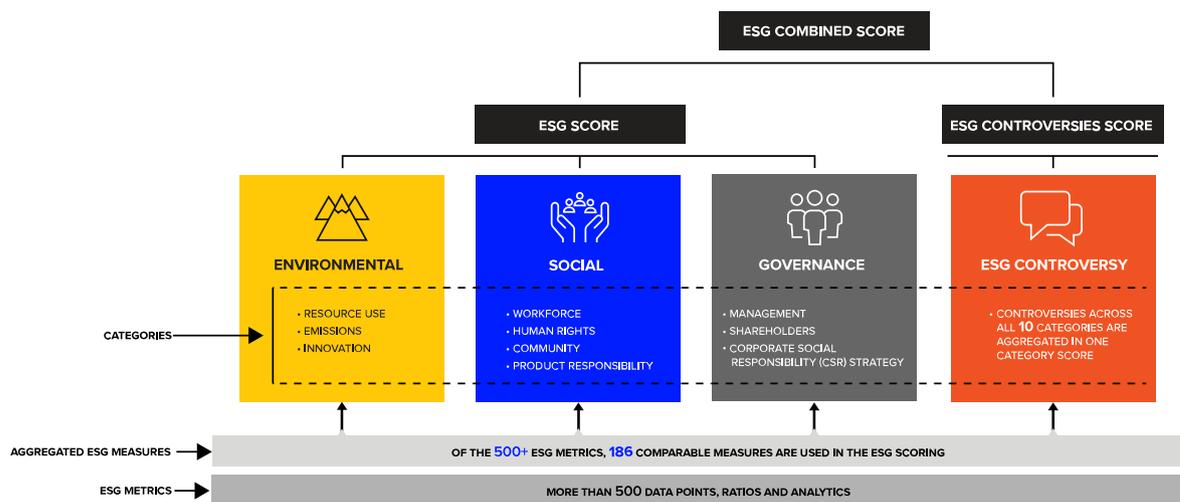
Meet regulatory or voluntary reporting requirements

Meet voluntary commitments or regulatory reporting requirements using our ESG data.

Our Portfolio Analytics tool available in Refinitiv Workspace and Eikon, helps you measure and report on aggregated ESG scores or the carbon footprint of your portfolio.

Our ESG data and analytical tools help to identify funds with strong ESG practices and screen through funds on a given ESG criteria across the Refinitiv Lipper database.

Our ESG Cloud API allows you to review 80% of global market cap, ensuring you are reporting on regulatory issues relating to your portfolio.



Sustainable Brand Reporting

Current ISO standards of good practice Brand Management provide indications for Sustainability in the ISO 20671 input element Innovation as well as in the output Customer/Stakeholder Dimensions as perceivable brand image

Brand and SDG Evaluation process and reporting

Brand evaluations considering SDGs. Brand evaluations considering SDGs should be reported at least annually, ideally just before an annual planning review.

In this way the brand and SDG related evaluation can be used to explain business results and assist in the planning process. More frequent reporting on key indicators is recommended to improve brand management.

Ideally, brand health indicators should be updated often and reviewed by brand management. An estimate of Brand Strength and resulting Brand Value, if possible, may be especially useful in making brand investment decisions.

Reporting and Interfacing with outside professionals

Because 80% of the company value is not on the balance sheet, the value of a company increasingly exceeds the book value as presented in annual financial statements. The reasons for this increased valuation are the unrepresented capacities and capabilities that a company has created—its intangible assets.

For investors, directors or management, these future intangible assets, and brands in particular, must be part of what is measured and managed. Their influence on the economic and financial value must be presented and developed sustainably.

For reporting, external reporting models such as the ISO 20671 framework, the Integrated Reporting Framework and the GRI model of the Global Reporting Initiative have been developed to enhance pure financial reporting.

In particular, the ISO 20671 framework reinforces the understanding of brand management and bridges the gap between economic/financial value and non-financial assets, especially brands. This aspect should be taken into account by tax consultants and accountants so as not to be reduced to a minor role that only focuses on the 20% of the value of a company/organization.

Outside audits

An outside audit can ensure that requirements and guidelines are examined and determine whether they meet the required standards.

Audits can provide the initiators of continuing improvement changes with important feedback on the effectiveness of their measures.



The illustration features a central laptop with a large, light blue screen displaying abstract data patterns. To the left, a person's arm in a blue shirt is visible. Surrounding the laptop are various 3D data visualizations: a bar chart with three blue bars of increasing height, a red bar chart with three bars of increasing height, and a circular diagram with a red arrow pointing clockwise. A red speech bubble with three white dots is positioned above the laptop screen. The background is white with light blue geometric shapes and lines.

**THE FOLLOWING
BUSINESS CATEGORIES
DESCRIBE THE CURRENT
ISO STANDARD:**

- a)** *Leadership Culture (equal opportunity, continuous training, Social security)*
- b)** *Trade Practices (Carbon & Water footprint, Foreign (aid) Direct Investment)*
- c)** *Supply Chain Culture (up-through to cradle comprehensive cultural values)*
- d)** *Annual Reporting (incl. non-financial qualitative growth indications)*
- e)** *Risk-Management (internal Risk-Canvas transparent assessments)*
- f)** *Corporate Social Responsibility (integrity and conformity to own practice)*
- g)** *Communication (publicly paradigmatic educational setting branch standards)*



**Brands are more
valuable than ever!**



People don't have relationships with products, they are loyal to brands. Brands can live forever and definitely much longer than products. The brand makes a company and its products or services recognizable to the world and creates a lasting and therefore valuable impressions on the customer's mind.

Region brand management

Region branding is a crucial success factor in today's competitive market, yet many regions struggle to create a strong regional brand.

Regions and cities are in competition for investors and skilled personnel, for tourists and residents. If a specific region is not visible, it will be overlooked. State governments, business development agencies and others benefit from a more attractive brand profile and better brand recognition. The result is changing the way one views regions and cities—their brands and their markets.

Region branding is a crucial success factor in today's competitive market, yet many regions struggle to create a strong regional brand. Creating a strong profile requires focus. Branding can strategically manage and shape a region's image; therefore, a clear concept of what the region stands for and its future vision is essential. The brand promise needs to be relevant to the target group and the core concepts need to be credible.

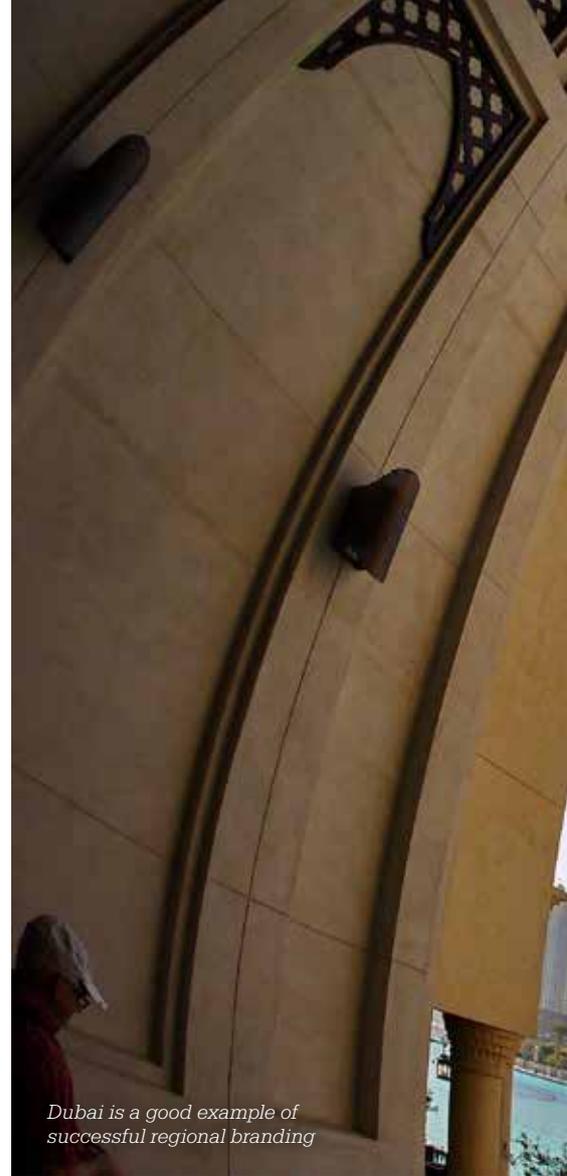
Both academia and field experts offer evidence that in the long run, destinations are more likely to be successful and their growth sustainable with an integrated brand management strategy rather than one-off marketing campaigns.

Effective brand management not only creates more competitive regions and cities, but also increases innovation and civic engagement, leading to a healthier local economy. A comprehensive brand strategy is an effective economic development tool to attract human capital, foreign direct investment and tourism.

Region brand management

The struggle for attention and preference is not limited to commercial goods and services; it applies equally to geo-political entities.

It is invariably related to the notion that regions compete with other regions for people, resources, and business. The



Dubai is a good example of successful regional branding

global competition of cities is estimated to host 2.7 million small cities/towns, 3,000 large cities, and 455 metropolises.

Destinations, cities, regions or countries could be considered as region brands. Region branding can be defined as the process employed by public administrations to intend to create regional brands. It aims to affect the perceptions of a region and position it favourably in the minds of the target groups.

City branding refers to all the activities that are undergone with the purpose of turning a city from a location into a destination. City branding is often confused with city marketing. The difference comes from the fact that marketing uses consumer wishes and needs as its guiding principle for the operations of an organization, whereas in the case of branding a chosen vision, mission and identity play that role.



City branding creates a single brand for the city and extends it to all its offerings and interactions. From a customer point of view, this creates a unique picture of the city at every level of interactions.

Region branding is a process made up of several sub-processes. Unlike branding simpler entities like a product, service, company, person or classical subjects of branding, region branding, and in particular nation and city branding, is a complex process derived from the great diversity of stakeholders in the process.

Region branding can even be considered as a “governance strategy” for regions managing their most important asset—their region brand. In this regard, many public administrations are starting to implement region brand strategies and management systems.

INTEGRATED BRAND MANAGEMENT FOR CITIES AND REGIONS

Results in:

- *Increased competitiveness, innovation & civic engagement*
- *Positive impact on investment, inhabitants and tourism*
- *Higher returns in real estate, infra & events*
- *New sense of purpose & direction for inhabitants, businesses and institutions*

/// **Brand is the art of being Number 1 in customers' minds. Brand management is the ability to turn it into value.** ///

Dr. Gerhard Hrebicek
Chair of the ISO Development Committee on Brand Evaluation (ISO 20671), Chairman of the Committee for Brand and Patent Valuation of ASI, Certified Legal Expert for Austrian Courts





FOTO: PIXABAY

Europe has strong regional brands

Europe is full of famous regions such as the Alps, Tuscany, Champagne, Danube, etc. but of course also cities like Paris, London, Helsinki, Barcelona and Vienna.

As regional brand but also PGI example probably the most famous consumer good of Europe – the region of Champagne is famous for its sparkling wine. The name of the region became the brand of the best category of sparkling wines. Moët – the most valuable Champagne brand.

BRANDS CREATE PROSPERITY FOR CITIES AND REGIONS

Brands are key intangible assets, the economic value of intangible assets is increasing relative to physical assets.

European Brand Institute studies proofed, that the value of the top 10 brands of a European country correlates positively with the GDP per capita of this country; meaning the higher the value of the brands of a country, the higher the GDP per capita of this country, bringing more prosperity to the

country. Or in short: valuable brands create wealth for your country.

Brands are an underutilized vehicle for the economic development of smaller and medium-sized organizations, cities and destinations, and economically underdeveloped regions.

There is a need to develop new approaches to analyzing and reporting the true value of brands. Branding is an investment that creates financial value and drives an organization's growth.

With the new international Standard ISO 20671 brand owners have a globally applicable and accepted approach to managing, monitoring and reporting their brands! These Certified Brands create value and prosperity.



A GEOGRAPHICAL INDICATION (PGI)

is used on products that have a specific geographical origin and possess qualities or a reputation attributable to that geographic origin.



PROTECTED DESIGNATION OF ORIGIN (PDO)

is used to describe a product originating in that region, of which the characteristics are essentially due to a particular geographical environment.

INTEGRATED BRAND MANAGEMENT FOR CITIES AND REGIONS

REGION BRAND

The region brand will transfer the image of the region to its brands and products. This will generate cost savings and synergetic effects in marketing and advertising. In addition, it will increase the willingness to be part of the regional brand experience.

REGION BRAND

REGIONAL PRODUCT BRANDS

LEADING COMPANY BRANDS

CITIZENS & STAKEHOLDERS

BRAND CERTIFICATION

To ensure a coherent brand image of the region product brands and company brands have to act upon defined principles. The ISO Brand Certification aims to strengthen the region brand by introducing the latest international standards to the brands of the region.

© European Brand Institute

WIEN 2030 – Wirtschaft & Innovation



Die Wiener Wirtschafts- und Innovationsstrategie

Wien baut bis 2030 sechs internationale Spitzenthemen entlang von zehn Handlungsfeldern auf. Die Stadt Wien hat diese Strategie im Jahr 2019 im Auftrag von Wirtschaftsstadtrat Peter Hanke gemeinsam mit Unternehmen, SozialpartnerInnen, Wissenschaft und BürgerInnen erarbeitet. Klar ist, dass Wien sich zu Ressourcen- und Klimaschutz, Lebensqualität und Innovation bekennt, die Stadt ist verpflichtet sich auch den Sustainable Development Goals. Nicht umsonst wird Wien gerne als Weltmeisterin in Sachen Lebensqualität und Smart City genannt – beste Voraussetzungen für die Wirtschaft am Standort.

Die WIEN 2030 Spitzenthemen geben Antworten auf die großen Herausforderun-

gen der kommenden Jahre, ihr Fundament sind bereits bestehende Wiener Stärken – sie werden zu Markenzeichen der Region:

- Smarte Lösungen für den städtischen Lebensraum des 21. Jahrhunderts
- Gesundheitsmetropole Wien
- Wiener Digitalisierung
- Smarte Produktion in der Großstadt
- Stadt der internationalen Begegnung
- Kultur- und Kreativmetropole Wien

Seit Ende 2019 wird die Strategie durch WIEN 2030 Leitprojekte unter breiter Beteiligung systematisch entwickelt und umgesetzt. Bis heute wurden schon mehr als 70 Leitprojekte ins Leben gerufen, die das enorme Potential für Beschäftigung, Wertschöpfung und Innovation am Standort heben.



1



2



3



4



5

Der Vienna Economic Council (VEC), unter dem Vorsitz von Wirtschaftsstadtrat Peter Hanke, trifft Entscheidungen über inhaltliche Schwerpunkte und berät die Stadt Wien in wirtschaftspolitischen Fragen. Das WIEN 2030 Kernteam bündelt Initiativen und schafft Austausch über Organisationsgrenzen und Themen hinweg. Das WIEN 2030 Projektteam in der Stadt Wien Abteilung Wirtschaft, Arbeit und Statistik koordiniert die Strategieumsetzung.

www.wien.gv.at/wien2030

Autor: Gerrit Thell ist Ökonom und leitet in der Stadt Wien – Abteilung Wirtschaft, Arbeit und Statistik die Strategieumsetzung von Wien 2030 – Wirtschaft & Innovation.

- 1) Museum Albertina
- 2) Dachwohnungsansicht Kunst Haus Wien, Architektur Friedensreich Hundertwasser
- 3) Wiener Seife Manufaktur – Schneidemaschine
- 4) Sobieskikplatz im Wiener Schubertviertel
- 5) Andaz Vienna Am Belvedere, Aurora Rooftop Bar



Sustainable Brands

Brands that create infrastructures or represent public institutions are particularly committed to sustainable brand management and thus create lasting trust in society.

Brand management as such has sustainability written in its DNA. It does not require short-term decisions but an effective brand strategy which serves the long-term corporate purpose. Particularly brands that represent infrastructure facilities or public amenities are obliged to pursue a sustainable brand management strategy, such as power plant operators, hospitals, educational institutions, universities, and linear infrastructures, among them transmission grid operators in particular. These facilities were established to provide services for generations. A train station, for example, is intended to offer public services for decades just like the train tracks that lead to and from it. The oldest pylons of the Austrian transmission grid operator APG “have already clocked” 70 or 80 years of service and still ensure a reliable and secure electricity supply from Lake Constance to Lake Neusiedl. These physical infrastructure elements persist for generations and thus effectively create trust. Trust through providing services for the society, industry, commerce and the economy. “(Wo)men” trust the doctors in a hospital, the teachers at a school or kindergarten, the expert knowledge of universities, the operators of public transport services as well as the producers of energy/electricity and grid operators. This trust is crucial for the high profile of a brand and vice versa. This is a correlation that always has to be taken into account when it comes to the brand management of public organizations, institutions or enterprises, a cycle which promises sustainable success.

BRANDS FOR RESILIENCE AND GROWTH

Every society has its central public infrastructure assets which are particularly challenged in times of crises and whose value does not only arise from economic aspects. Nevertheless they have sustainable effects on the national economy. The past 18 months of corona crisis have evidenced this most drastically, with the mobility, energy and health sectors as obvious examples. An independent European pharmaceutical and health industry is the precondition for fighting a pandemic. Lacking production capacities on the European continent, e.g. regarding personal protective equipment (e.g. masks) have had a detrimental effect on the European society and economy in the first phase of the pandemic. To be able to seize the energy transition as an opportunity for growth we need strong and sustainable infrastructures to achieve the set goals. A provider of data/server services needs strong transmission grids just like commercial operations that in the future intend to power their production exclusively with electricity. Both have to be able to rely on the upstream infrastructure. A person who can effectively rely on someone or someone's services over a longer period of time will come to trust. And trust is the crucial factor for positioning a brand successfully. The brands of these institutions or facilities are thus the basis for growth, wealth and development of our society.

Medizin braucht Strom.

Austrian Power Grid
www.apg.at

Österreich
braucht
Strom.





Sustainable brands built our future

Brands are an essential component for sustainable growth of companies

As a result of growing global competition and ever shorter periods of the supremacy of products with the inbuilt latest technology, the contribution of the brand to its owners will continue to increase. The brand is just one of several factors that provide a stable competitive advantage.

Despite the commercial importance of brands, their management still lags behind that of their tangible counterparts. A number of techniques have been developed for managing production, that measure and analyze every detail of the manufacturing process using sophisticated computer systems.

Brand investments and their results are not followed in detail nearly as much as investments in other assets. As the

importance of intangibles to companies increases, managers will inevitably need to install more value-based brand management systems that can align the management of the brand asset with that of other corporate assets and provide more reliable indicators on the contribution of a brand to the overall business performance.

Intangible assets are recognized as highly valuable goods in economic activities. Brands & IP are probably the most valuable and still the least understood intangible assets, creating economic value and sustainability.

HOW CAN BRANDS CONTRIBUTE?

Brands contribute more to shareholder value creation than any other asset –



tangible or intangible, therefore the importance of brands increases among shareholders as well as among consumers, investors, managers and employees of enterprises.

Within the framework of responsible corporate management and a transparent pursuit of corporate development in the sense of good corporate governance, corporate strategies, brands as well as their influencing factors play a significant role. As an intangible asset, the value of brands will become one of the most important indicators of relevance to the balance sheet and a tool for financial investments. The ability to measure and grow the contribution of brands has emerged as a critical issue for investors, CEOs, CFOs,

entrepreneurs and an opportunity for CBOs (Chief Brand Officers) and CMOs (Chief Marketing Officers). Precisely for this reason, there is a need to value brands reliably.

HOW BRANDS CREATE VALUE?

A brand is not just a logo or a trademark but an identity that distinguishes a business and its products in the marketplace and from the competition. It is the public face of a company or region and/or its products and services and a collection of perceptions, including its people, assets, products, services and conduct. A company's or region's brand makes it recognizable to the world and creates a lasting and therefore valuable impression on the customer's mind.

Understanding how sustainable brands are built, how they can be measured, managed and reported on, and how they can be secured and used as a business asset are essential for companies and professionals.

Gerhard Hrebicek

The “©EBI - 12 reasons 4 sustainable brands Compass” illustrates the contribution of brands and brand management to improved competitiveness, greater access to global markets and additional value creation:



© 2020 European Brand Institute

These four focus areas prove the relevance of brands and demonstrate the contribution to competitiveness and sustainable growth:

■ **Brands as the key for sustainable development**

adding value to products and services, improving competitiveness of companies, organizations, cities and regions, contributing to increased exports and market access, linkages with innovation and creativity, supporting business resilience to external shocks.

■ **Brands for Locations, Cities and Regions**

including regional "Heritage" Brands to improve the linkages and integration of traditional and creative industries into other economic sectors such as the tourism industry (destination branding), usage of Protected Designation of Origin and Protected Geographical Indication; regional Brands as contribution for the Regional Development.

■ **Brands for companies, SMEs and for internationalization**

improving competitiveness for companies and SMEs, formation of clusters, business and innovation parks, Innovation and Entrepreneurship, leading to more attractiveness for talents, loyal customers, increased and more sustainable sales, better market positions, increased exports, new segments and markets.

■ **Brand investments, funding and financing**

Value, growth and prosperity can be created through investment in brands and brand management as a prerequisite for more profitability and scalability of businesses. Brands enable superior returns, reduce the downside risk, are less volatile and show better fundamental performance. Consider impact investing to fund the achieving of UN SDGs and to create sustainable growth.

ABOUT EUROPEAN BRAND INSTITUTE

The European Brand Institute (EBI), partner of UNIDO, is Europe's leading institute for the evaluation of intangible assets. The key activities emphasize on brand value and patent value. Through ongoing research and participation in the international standardization of brand and patent valuation - especially the ISO standards on brand evaluation - as well as advisory and consulting services in the areas of brand corporate finance, balance sheet activation, implementation of brand measurement and reporting, brand management education as well as for investments in brands, EBI contributes to sustainable development in Europe and globally. EBI and its brand valuation company are the only ones worldwide being certified according to ISO 20671, 10668:2010 and ÖNORM A 6800 to ensure that the valuations are in line with generally accepted principles and standards and to increase confidence in the quality of our valuations, and are offering the "ISO Certified Brand" program for companies, regions and managers.



www.europeanbrandinstitute.com

The important role of IPRs

Due to rapid digitalization intellectual property (IP) and intellectual property rights (IPRs) play an increasingly important role in corporate strategy.



FOTO. WWW.FREEPIK.COM/CREATED BY FREEPIK

The intangible assets created through the processes of innovation represent a major share of the value of today's businesses.

Despite their fundamental importance, the understanding of IP and IP rights does, however, differ widely amongst businesses large and small.

There is a clear need to increase market actors' confidence and certainty in IP valuation methods as a way to stimulate IP transactions, to support IP based financing and to give companies the tools to provide information about their IP. This will also allow investors to better understand the business and the value of the company itself and even to provide decision makers with the required information to decide whether to enforce or to license IP.

Today, Brand & IP valuation of a company's assets is an opinion, at a particular point in time – similar in many respects to the way that a legal opinion is given.

The ISO brand (e) valuation standards have been issued during the last years

THE EUROPEAN VIEW

The importance of intellectual property rights (IPR) to society and the economy has become increasingly clear in recent years.

They support directly or indirectly 35% of jobs, almost 39% of the EU's GDP and 90% of external trade.

According to latest studies, large companies are four times more likely to own IP rights than smaller companies - 40% of larger firms have registered rights, compared with 9% of SMEs. They also show that companies that own IP rights perform better than those that do not.

Businesses that own Intellectual Prop-erty Rights generate more revenue per employee than those that do not, have more employees and pay higher salaries to their workers and that this relationship is particularly strong for SMEs.

EU ACCOUNTING RULES

- 1) Not all intangible items (e.g. intellectual property, brand names) meet the definition of an intangible asset, i.e., identifiability, control over a resource, and existence of future economic benefits or service potential.

If an item within the scope of this rule does not meet the definition of an intangible asset, expenditure to acquire it or generate it internally is recognised as an expense when it is incurred.

- 2) An asset is identifiable if it either:
 - (a) Is separable, i.e. is capable of being separated or divided from the entity and sold, transferred, licensed, rented, or exchanged, either individually or together with a related contract, identifiable asset or liability, regardless of whether the entity intends to do so; or
 - (b) Arises from binding arrangements (including rights from contracts or other legal rights), regardless of whether those rights are transferable or separable from the entity or from other rights and obligations.
- 3) A binding arrangement describes an arrangement that confers similar rights and obligations on the parties, as if it were in the form of a contract.
- 4) An entity controls an asset if the entity has the power to obtain the future economic benefits or service potential flowing from the underlying resource and to restrict the access of others to those benefits or that service potential. The capacity of an entity to control the future economic benefits or service potential from an intangible asset would normally stem from legal rights that are enforceable in a court of law. In the absence of legal rights, it is more difficult to demonstrate control. However, legal enforceability of a right is not a necessary condition for control because an entity may be able to control the future economic benefits or service potential in some other way.



Sustainable Brand Talk on the occasion of World IP Day 2021

On 26 April 2021, on the occasion of World Intellectual Property Day, the European Brand Institute invited to the Sustainable Brand Talk, which was due to the current situation broadcasted via live-stream from the APA Press Centre.

Every year on 26 April, World Intellectual Property Day (#WorldIPDay) is celebrated to highlight the importance of intellectual property rights. Following this year's theme "IP & SMEs: Taking your ideas to market", the Sustainable Brand Talk explored the role of intellectual property (IP) rights in promoting innovation and sustainability.

"An increasingly digital economy is dominated by intellectual property and intangible assets, especially strong and valuable brands" explained Gerhard Hrebicek, President European Brand Institute in his opening statement. "Brands and IP rights are the most valuable and still least understood assets today. Many companies, but also politicians, are not yet aware of the immense economic potential that can be unleashed by brands and IP rights," he pointed out.

The keynote speech was given by Bernardo Calzadilla-Sarmiento, Managing Director, Directorate of Digitalisation, Technology and Agri-Business UNIDO on "Creating Sustainable Brands". "Today, the desire to set positive actions in the world is also reflected in companies and their brands. Brands are integral to innovation, helping companies adapt "4IR" technologies, embrace digitalisation and help us achieve the 2030 Agenda, and can therefore be key to sustainable growth, with shining examples of sustainable job creation, exports, value creation and rapid return on investment," he illustrated with success stories from Tajikistan, Montenegro and Armenia.

In the following expert talk chaired by Sonja Kato with Philipp Bodzenta, Coca-Cola, Christoph Schuh, APG, Andrea

Scheichl, Austrian Patent Office, Herbert Kovar, Deloitte Austria and Gerhard Hrebicek, European Brand Institute on the topic of "Democratizing and Promoting IP leading to Sustainable Brands", the importance of intellectual property rights for promoting innovation and creating sustainable brands was discussed.

"The importance of IPRs for society and economy has become increasingly obvious in recent years. In the EU for example, you directly or indirectly fund 35% of jobs, almost 39% of EU GDP and 90% of external trade. According to recent studies in the EU, large companies are four times more likely to own intellectual property rights than smaller companies - 40% of larger firms have registered rights. 91% of SMEs in the EU and an estimated 94% worldwide do not own registered trademarks, patents and designs. The challenge therefore is to make this system more democratic and allow wider access for a larger number of companies," stated Gerhard Hrebicek.

Andrea Scheichl, Vice-President of the Austrian Patent Office, defines an enormous need to catch up and drew attention with dismal facts: "International studies show: Only 9% of all small and medium-sized enterprises in the EU own trademarks, patents and designs. If you look at patents alone, only 0.8% of all small and medium-sized enterprises in the EU do own one. Far too few!" she said while referring to the services offered by the Austrian Patent Office for start-ups and SMEs: "With free trainings in our IP Academy and special offers for start-ups and SMEs, such as the Patent Cheque or the Fast Track Trademark, we make it easier for them to access protection for their innovations."

"The Corona pandemic shows: companies with strong and well-established brands are more resilient in the crisis. The reason for this is the ability of strong brands to generate long-term and sustainable cash flows. Therefore, these companies can compensate better for short-term, crisis-related cash flow shortfalls," Herbert Kovar, Partner Deloitte Tax Austria, is convinced. "Austria should promote intangible assets such as brands. The business models of modern companies that are fit for the

21st century are often based on brands. Small and medium-sized enterprises in particular show that digitalisation needs brands and brands need digitalisation."

Christoph Schuh, company spokesman for APG, impressively demonstrated the important responsibility of public sector enterprises, especially in times of crisis: "Sustainability and safety are central values and important needs of our society, especially in the present. Companies or institutions of the public sector are reliable cornerstones in overcoming past and current crises. Their IPs count for generations and create trust. Therefore, these brands are or act naturally sustainable and in the service of society."

Philipp Bodzenta, Director of Public Affairs at Coca-Cola, is convinced that sustainable brands have a responsibility to society. "Every innovation has its origins in the past. This means that for a brand that has to reinvent itself again and again, it needs a sustainable, authentic history in order to be able to act innovatively," states Bodzenta. Only recently, under his leadership, the "RecycleMich" app initiated by Coca-Cola was launched, which successfully combines digitalisation and collaboration.

"Our analyses show very clearly that investments in brands support economic recovery from pandemic-related downturns, create growth and secure prosperity. Sustainably oriented brands promote investments, deliver higher returns in the long term, reduce the risk of loss, are less volatile and generally perform better on the capital market, which also makes them a good choice for long-term oriented investors and capital providers," Gerhard Hrebicek concludes.



The importance of IPRs for society and economy has become increasingly obvious in recent years. Our challenge therefore is to make the funding systems more democratic and allow wider access for a larger number of companies.

Gerhard Hrebicek



1) Farrukh Alimjanov, Gerhard Hrebicek, Bernardo Calzadilla-Sarmiento.
2) Herbert Kovar, Deloitte



Branding in the post-pandemic world: how to boost economic recovery while unleashing creativity and innovation



The COVID-19 pandemic and the ongoing economic turbulence have created unprecedented challenges for developed and developing countries alike, inducing devastating impact on all levels of activity ranging from small and medium-sized enterprises (SMEs) looking for ways to keep their businesses afloat to governments struggling to get key industrial sectors back on track. The gradual recovery, largely led by the EU, the US, China and several other countries, has in some instances surpassed expectations, although stark differences continue to be observed between regions and industries. As the international development community continues to explore recovery solutions on the scale between “business-as-usual” and “building back better”, this situation still holds significant potential in terms of accelerating the shift to more innovation-intensive and intellectual value-added practices, which will not only be decisive for tackling the immediate challenges, but also impact the future of promoting inclusive and sustainable industrial development (ISID).

Against this backdrop and benefiting from synergies unleashed within the long-standing partnership between United Nations Industrial Development Organization (UNIDO) and European Brand Institute (EBI), “Branding for Competitive and Sustainable Growth” (B4C), jointly developed service

module, further expanded its thematic and geographical coverage drawing upon UNIDO’s extensive technical cooperation expertise for upscaling umbrella brands and EBI’s pool of knowledge in brand evaluation and brand certification.

To date, the “B4C” module has served as an indispensable competitiveness and market access improvement component integrated into UNIDO’s modernization and industrial upgrading projects, maximizing value addition through intellectual property creation, while also enhancing productivity, generating employment opportunities and boosting business performance within a tailor-made technical assistance targeting SMEs, industries, regions and countries. With the ever-accelerating digitalization becoming one of the most important determinants of the present-day development landscape and shaping intangibles-oriented mindsets, the B4C module provides a timely response in terms of facilitating a country-, region- or enterprise-level transition to a more robust and competitive digital presence. As the question of how to increase agility in the crisis-threatened development context comes up to the surface, B4C, to a significant extent, represents a shift away from classic growth and crisis mitigation paradigms, opening the path to discovering approaches and tools

associated with innovation, creativity and distinctiveness.

Brands as a key resilience force in the era of digitalization: textile and garment industries

Recurring quarantines and distancing measures, shrinking customer demand, disrupted supply chains and shutdown of offline sales channels – the impact of the COVID-19 pandemic has exposed textile and garment industry to a truly devastating distress. Amidst the imposed restrictions, UNIDO project beneficiaries in Armenia and Tajikistan found themselves to be well-equipped to instantly adopt digital know-how and grab online opportunities reorienting their sales promotion activities to social media marketing tools, e-commerce and online B2B platforms. This swift reorientation helped maintain business continuity by receiving production orders and signing contracts with new partners both domestically and abroad. “LAAL Textiles” and “5900BC”, two original umbrella brands established and nurtured within UNIDO technical assistance projects, were at the heart of strategically planned on-line presence initiatives leading to a wider market outreach and more direct access to customers.

Blending tradition and rich heritage with innovativeness and modernity for high-performing home textiles and fashion brands in Armenia and Tajikistan

Since 2014, UNIDO has been supporting Armenia in the revitalization of its garment industry by strengthening technical and managerial capacities of Armenian light industry manufacturers through the project "Improving competitiveness of export-oriented industries". As a result of the project support, Armenian textile and leather manufacturers united under the "5900BC" brand increased their technical and production potential leading to numerous fashion collections with improved design and quality that opened access to international markets through participation in numerous specialized exhibitions, fairs and B2B events. Aiming, above all, to strengthen the supply side at the enterprise level, the project created a pool of expertise well-versed in the fashion industry and its modern trends. National and international experts teamed up to provide regular consultations on such topics as improvement of productivity and business performance, product design and modelling in compliance with modern market requirements, development and implementation of marketing and branding strategies for competitive products that are able to generate additional value added and conquer new markets.

To address the emerging needs of Armenia's textile and garment industry during the pandemic, UNIDO project provided support to beneficiary enterprises placing particular emphasis on online marketing, thereby giving them extensive opportunities to learn how to use digital technologies and maintain business continuity when conventional marketing channels become limited or unavailable. Drawing lessons from the pandemic, the project ensured that the "5900BC" brand producers strengthen their positions in local and international markets by efficiently using digital business tools, including social media marketplaces and E-commerce platforms to minimize crisis-related constraints. This also implies adopting a new market outreach vision underpinned by a strong brand identity with high-recognition value, customer trust and a robust network of business partnerships.



Success Story

TAJIKISTAN



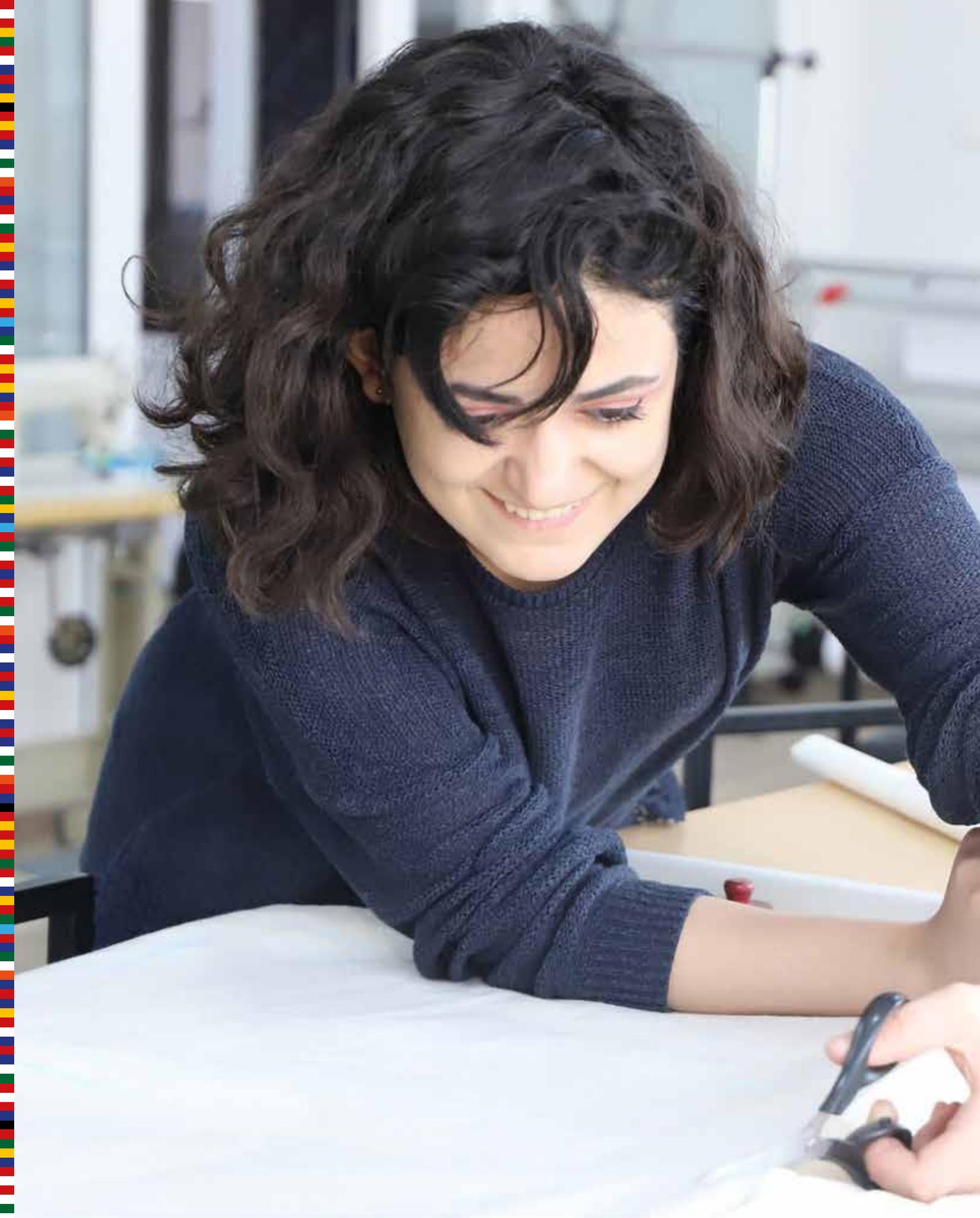
In Tajikistan, UNIDO has been implementing a project that focuses on industrial upgrading and modernization of carpet-weaving, embroidery and traditional textile sectors. During the project's initial implementation phases, an umbrella brand "LA'AL Textiles" was created bringing together 9 enterprises with specialization in home textiles, hand-woven and machine-woven carpets. In the following years, "LA'AL Textiles" collections that have inherited a blend of well-preserved traditions in carpet-weaving and embroidery with modern home deco trends, were showcased at numerous national and international exhibitions winning customers' hearts in Tajikistan and beyond. In 2019 and 2020, the project continued to expand covering wider geographical area and developing modernization plans for 11 newly joined beneficiaries that subsequently embarked upon the project-guided industrial upgrading, increasing their competitiveness and enhancing product quality

FOTOS: UNIDO

to gain access to new markets with the support of the reinforced national expertise.

Over the past two years, the project's activities related to the umbrella branding were largely modified to help beneficiaries navigate through the crisis, focusing more on approaches and tools associated with alternative marketing and business performance optimization solutions. Specifically, with the project support, the official "LA'AL Textiles" website was launched providing information about the brand, its history and values. The website also hosts an on-line store enabling brand promotion and commercial activities to be organized and managed in a centralized way. Additionally, the project saw "LA'AL Textiles" expand its presence on social media business platforms, including Instagram and Facebook, making its home deco products available worldwide and enabling direct interactions with followers and potential customers.





Success Story

ARMENIA

Similarly to the project in Armenia, UNIDO's capacity-building programs for national expertise with a focus on e-commerce and branding, as well as online participation in specialized exhibitions and B2B meetings have become priority support areas. In order to ensure a long-term sustainability of "LA'AL Textiles", the project has recently facilitated the official registration of the first-of-its-kind export consortium enabling beneficiary companies to embark upon a larger scale export and investment promotion. The next step will be the establishment of a specialized light industry training and service center that will serve as full-fledged industrial platform with production corners for: textile products, jewelry, leather and textile accessories, carpet weaving and product design development.

Keeping a strong focus on socio-economic dimension and development of human capital, both projects' ultimate aim is to ensure that, by embracing the digital transformation, beneficiary enterprises operating under umbrella brands will continue expanding visibility and building credibility in the digital realm, with the aim of preserving businesses continuity and maintaining jobs even amid such turbulent times. Going digital also means becoming

more flexible and laying a solid foundation for dealing with external pressures in the future owing to a wider market outreach potential, as well as a growing customer base and business networking opportunities.

Both textile and garment industry upgrading projects with a strong focus on branding and marketing, generated superior returns of investment, as was estimated against the initial funding provided by the projects' Donor – Russian Federation. In addition to export revenues, local sales and value-added, budgetary gains were ensured as a result of tax revenues from supplementary sales, incomes and exports. In less than 3 years, the project in Armenia generated additional taxes of over USD 4.7 million estimated against USD 2.5 million received initially. In Tajikistan, the project cost of USD 1.9 million was recovered with additional tax income of over USD 4.1 million within the project period of only 4 years, which, in sum, demonstrates the investment promotion potential of the strategic brand management.





Success Story

World-level branding of health industry related value chains in China

In recent years, the healthcare industry in China, one of the country's so-called "three big mountains", has been developing in line with the global trend towards linking social progress with healthcare sectors of the world economy, which is accompanied by the emergence of new technologies in medical tourism, retirement healthcare, balanced nutrition, rehabilitation and fitness. However, China has been struggling to promote its healthcare resorts internationally, ensuring a well-branded representation of SMEs in niche industries amid a highly competitive international environment. Among these clearly formulated national development priorities, special hopes are placed in the development of medical and healthcare tourism and in accelerating sub-regional and regional cooperation, which is expected to support sustainable poverty-reduction combined with rural revitalization.

The Bama Yao Autonomous County, in this sense, has become a perfect candidate for pioneering a development model that benefits from its exceptional longevity and ecological resources. Once one of the most poverty-stricken areas in China, it has managed to develop a sustainable tourism industry specializing in healthcare and related products – the core of the region's poverty-alleviation efforts that now boasts an impressive number of SMEs with established brand identities in drinking water, camellia oil, hemp seed oil and Bama Xiang pig production. However, despite this overwhelming variety, local SMEs lack consistency and collective approaches in brand management and coordinated positioning, which results in limited brand recognition and market occupancy of the local products leading to low-price competition in the region.





Against this backdrop, UNIDO brings into focus the importance of strengthening the healthcare industry by raising the county's profile through improved collective brand performance leading to rural revitalization via inclusive and sustainable economic diversification. Aiming to preserve and reinforce the region's healthcare industry potential, the new project will accelerate market outreach and PR efforts to promote Bama's healthcare products, services and related industrial models regionally and internationally, in line with the national strategy of positioning it as a Green and Environmental Protection Exemplary City" and benefiting from its "blue zone" reputation associated with longevity.

On the practical side, the project focuses on food and other health industry value chains, improving capacities of local SMEs to enable high quality production of safe origin-linked goods that meet technical requirements and demands of potential export markets. The project will also reinforce brand reputation management by helping local producers meet inherent consumer expectations towards wellness improvement effects of the "Made in Bama" products, thereby also promoting its wider recognition as an international healthcare and medical tourism destination.

Combined with a comprehensive capacity-building approach enabling local tourism industry operators to offer high quality services, the intervention will contribute to accelerated employment and income generation. Becoming one of the key determinants of higher value-added products and services, the project's branding component will assist in unleashing the upscaling potential of Bama's rich natural heritage and establish widely recognized local brand identity as "Bama Longevity Healthcare" and "Water of Life" International Tourism Zone, thereby strengthening local value chains, increasing value-added retention and maximizing socio-economic gains. As part of the Bama umbrella brand's outreach effort, the project will support the



organization and conduct of several international global forums, including the "World Health Forum" and the "Global Drinking Water Forum" tentatively taking place in the first quarter of 2022.



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OKTOBER
19:00h.
RATHAUS WIEN
Friedrich-Schmidt-Platz 1,
1010 Wien



IBEROAMERIKANISCHER
ORQUESTERVEREIN WIEN
im
RATHAUS WIEN



CLUB
IBERO
AMERICANO
de VIENNA

under the artistic direction of / unter der Leitung von
Maestro **Fernando Zonda**

DAS IBEROAMERIKANISCHE ORCHESTER WIENS IM KONZERT
Neue Chance, sich dieses junge Orchester anzuhören, dessen Repertoire ausschließlich
aus iberoamerikanischen Stücken besteht.

The Ibero-American Club in Vienna composed of Ibero-American Countries and the Instituto Cervantes in the Austrian capital, join to develop cultural programs, has the honor to present the Ibero-American Orchestra with a Chamber format, composed of musicians from Ibero-American countries, under the direction of Fernando Zonda, whose main objective is the interpretation and dissemination of music from composers from the twenty-two Ibero-American countries.

The IBERO-AMERICAN ORCHESTRA of Vienna is pleased to perform in the emblematic building of the Vienna City Hall – on the occasion of BRAND GLOBAL SUMMIT 2021.



MUSIC REPERTOIRE:

Danza Paraguaya (Agustín Barrios Mangoré) / **La cumparsita** (Matos Rodriguez) / **Me llaman la primorosa** (M. Nieto/ G.Giménez)
/ **Oblivion** (Astor Piazzolla) / **Tico tico non Fubá** (Zequinha Abreu) / **Mini Vals** (Rafael Bullumba Landestoy)
/ **Conga de Fuego nuevo** (Arturo Márquez)



Kontaktiere uns via E-Mail
viena@orquestaiberoamericana.org

Chinese brands keep growing fast

China Council for Brand Development (CCBD), the only national social organization approved by the State Council and the Ministry of Civil Affairs, focuses on brand theory study, formulation of international and national standards, publicity of brand evaluation, professional and technical training, international cooperation, etc.

In 2013, CCBD was the first to propose the "Theory of Brand Value Development" with the five elements of "Quality, Service, Technological Innovation, Intangible Elements and Tangible Elements" as the evaluation index, which has been recognized and supported by countries all over the world.

To be scientific, impartial, transparent and admitted China Council for Brand Development (CCBD) is the only national brand-related organization that has acquired permission from State Council and approval from Ministry of Civil Affairs of the PRC and is under the direct administration of General Administration of Quality Supervision, Inspection and Quarantine of the PRC (hereinafter referred to as "AQSIQ"). Adopting the system of council, CCBD is a non-profit social organization constituted voluntarily by enterprises, public institutions, social groups and individuals that are relevant to brand development. Mr. LIU Pingjun, member of the national committee of CPPCC and

former deputy director of AQSIQ, acts as the president of CCBD.

CCBD is mainly engaged in brand theory study, formulation of international and national standards, publicity of brand value evaluation, brand fostering consultation, professional and technician training, brand exhibition, international cooperation and exchange, etc.

CCBD has been focusing on brand evaluation, which is currently its important undertaking, in the principle of "To be scientific, impartial, transparent and admitted". Brand evaluation is an important action to generate positive energy for Chinese brands, improve their international influence and propel them to go global.

Standards lay foundation for brand-building

One of "the three transformations" in brand activities is transforming Chinese products to Chinese brands. This process requires correct understanding of





*Minister Chen Gang,
Liu Pingjun (President CCBD),
Gerhard Hrebicek (President EBI)*



5th ISO Plenary Meeting 2018, Milano

brand connotation, meaning the quality, style and virtue of a brand and denotation, referring to cultivation, marketing and evaluation of brands. For achieving these goals standards should be recognized and applied as the basis and embodiment of a brand. These standards deter-

mine the quality of brand products and services leading to a progressive and operable approach in standardization.

CCDB pays attention to the development and implementation of standards for brand products and services so as to

consolidate the foundation of the brand and make them a symbol for the brand. Along with the development, standards need continuously revision in terms of brand innovations and development, so that the brands and standards enter the market synchronously.

Brands create values but need standards to measure them

Brands drive shareholder value through brand assets and brand performance and the contribution of the brand to its owners will continue to increase. For that purpose, it is necessary to amend accounting standards

According to ISO 20671 and ISO 10668 brands are defined as intangible assets, 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 thereby generating economic benefit/values.

This standard ISO 20671- part 2 distinguishes between and expands on the family of ISO brand related standards including ISO 10668 (2010): Monetary Brand Valuation and ISO 20671: (2019) Brand Evaluation – Principles and Fundamentals. It offers an approach to identify and implement these two ISO standards based on the needs and objectives of the organizations with a process over time acknowledging that operating entities change and grow over time.

This definition emphasizes that brands are not physical or objective entities. A

brand is an idea in the mind of consumers. The organization does not own the brand, but it does have control of it. Having control of a resource that leads to the expectation of future economic benefits is the International Accounting Standards Board's accounting definition of a financial asset.

Intangible assets are now the key to economic growth and increasing corporate value. Unfortunately, as with intangible assets generally, it has historically been very difficult assign a value to brands or identify the metrics for brand management and reporting.

BRANDS EXIST IN THE MINDS OF CUSTOMERS

Names, symbols and the like are just ways of referring to brands, ideally in a way that itself influences how consumers think about the brand. The brand, however, is the ultimate meaning, or the idea, of the product in the consumer's head. It is how the consumer thinks about the product, what he or she believes to be true about it.



© European Brand Institute

A brand is thus subjective, not objective. The key point to realize is that it is the consumer who owns the brand. The brand exists in the consumer's mind.

Although brands are created by tangible investments in advertising and other marketing activities, the resulting brand is the idea or meaning that is created in the consumer's mind. It is an intangible asset. Beyond this, and unlike software or patents, a brand only exists as a subjective state in the consumer mind. From a company's point of view, the question becomes, how do you assess the value of a brand when brands are so intangible as to be essentially subjective.

The latest international standards set rules for the assessment of brand management and the monetary valuation – for something that exists in the consumer's head.

To do this we have to first evaluate the strength of the brand according to the latest international standards. These standards specify the different kinds of indicators of brand strength that can be used to evaluate the power of the brand idea or meaning in the consumer's mind. Many indicators have been developed by marketers and used to measure brand strength. A simple one would be to ask consumers which brand in a category they would pick if they could have any of them regardless of price.

The final step in determining the value of a brand is to relate the evaluation of the brand to one or more metrics of financial performance. The performance on financial cash flow determines the monetary valuation of the brand.

ISO 10668: Monetary Brand Valuation is a valuation process representing a point-in-time financial value of the brand that can enable an organization to report this value. ISO 10668 compliant brand valuations can be used to convey the financial value of a brand to external audiences such as investors, tax authorities, and prospective buyers or licensees of the Brand.

ISO 20671: Brand Evaluation – Principles and Fundamentals is a process standard that a Brand-owning entity applies internally or with the support of an external brand evaluator. It provides a framework for evaluating an operating entity's brand over time with a focus on the customer and other relevant stakeholders. One potential use of this standard is to support management and the marketing function, determine the allocation of funds for investment with the objective of developing Brand(s), and serve as the basis for external reporting of brand performance.

The value of a brand for a company can thus be measured even though brands are inherently intangible and subjective. For such measurements to be accepted and implemented, however, standards must be implemented so that measurements are consistent and comparable across organizations and over time.

The implementation of these international standards is the key to being able to treat brands as intangible financial assets so that they may be fully taken into account in corporate governance and in transactions among companies as well as in investment decisions.

As the importance of intangibles to companies increases, managers will inevitably need to install more value based brand management systems that can align the management of the brand asset with that of other corporate assets.



Dr. Gerhard Hrebicek, MBA
Chairman Brand Global Council

Our Brand ambassadors create awareness worldwide

The European Brand Institute (EBI), Europe's leading research institute, emphasizes on brand and patent value. Representatives of the European Brand Institute act as ambassadors on various occasions to communicate the importance of brand awareness. Take a glance on some of these activities.



Through our research and participation in the international standardization of brand and patent valuation and especially the new ISO on brand evaluation, as well as our advisory and consulting services, we contribute to a sustainable development in Europe and globally.

Value to brands -

Why is branding so important today?

Brands are quality features and value factors. It's not a secret anymore that brands are more important than the products and services themselves. According to our researches, the brand value is worth about 40% of the company value – and the trend is rising!

Many entrepreneurs do not even know that they have a brand. One of the objectives of EBI is to increase awareness of those intangible assets. This is valid for large, medium and small businesses. A well-managed brand creates trust, confidence and

customer loyalty, remains in the minds of customers and can become a symbol of a specific lifestyle.

Which advantage do companies

derive from knowing their brand value?

The trend of asset value development in business today is moving away from tangible to intangible assets. Value-oriented management should therefore focus primarily on intangible assets – as the brand. Consumers don't have a relation to products but are loyal towards the brand!

As an intangible asset, the value of the brand also becomes one of the most important balance sheet-relevant indicators. This information is of central interest for investors and financiers, who are already increasingly recognizing the benefits of a strong brand: increased profitability and lower risk. By using the latest ISO standards we contribute significantly to the growth of brand value.

Some excerpts from our participations

UNIDO General Conference, Abu Dhabi

Gerhard Hrebicek, President European Brand Institute, participated as a speaker at the 18th session of the United Nations Industrial Development Organization (UNIDO) General Conference in Abu Dhabi as part of a highly-rated discussion panel on Young Entrepreneurs as Drivers of Innovations and Job Creation for Competitive and Resilient Economies.

He shared valuable insights as president of the European Brand Institute with more than 20 years of experience in supporting companies to maximize the value and sustainability through effective and efficient branding. "Young entrepreneurs should think about their brand and invest in it as brands last forever!", he stated.



Guest Lecture in Toronto

Gerhard Hrebicek, President European Brand Institute, held a Guest Lecture at the University of Toronto and gave valuable insights about branding due to more than 20 years of experience in supporting companies to maximize their brand value and sustainability through efficient branding.



Mission Qatar

Introducing the services of European Brand Institute and Summerlight Capital Partners to the Middle East. Business-appointments with companies and investors (Qatar Financial Center, Brand Qatar, Qatar Airlines) and a highlight meeting with H.E. Sheikh Faisal Bin Qassim Al Thani, Chairman and CEO of Al Faisal Holding and Austrian Ambassador to Qatar H.E. Dr. Willy Kempel.



World Free & Special Economic Zones Summit – SU-MEET in Monaco

Dr. Gerhard Hrebicek, President European Brand Institute, was part of an expert panel at the World Free & Special Economic Zones Summit – SU-MEET which made Monaco a 'world hub' gathering major investors and partners to debate and network.

The panels offered a set of qualified round tables, best practice exchanges and key speeches focused on most relevant criticalities. Public and Private Financial Partnerships (PPP), smart zones, industry 4.0, digitalization, Blockchain technologies, innovative business models, Belt & Road initiatives, logistics network have received specific attention.



Sport can raise awareness for sustainability

Gerhard Hrebicek, President of the European Brand Institute provided live support for the European Handball Championship as an EHF partner. At this sport event, Grundfos and EHF showed that a La-Ola-wave can also be used to draw attention to SDG No. 6 (clean water and sanitary facilities) and 13 (climate protection). With its wide reach, the world of sport is a factor that should not be underestimated in order to raise awareness for sustainability. In this way, spectators, players and other stakeholders become ambassadors and at the same time addressees of the sustainability goals.





(f.l.t.r.) Gerald Ganzger, Gerhard Hrebicek, Karin Seywald-Czihak, Herbert Kovar

Brand beats Crisis

For the 18th time, the European Brand Institute (EBI) conducted its Austrian Brand Value Survey and identified the most valuable brand companies. The results were presented to media representatives and brand managers on June 30, 2021.

According to study author Gerhard Hrebicek, President of the European Brand Institute, "2020, marked by the global pandemic, was a difficult but also positive year. The brand value development of the TOP10 most valuable brand companies in Austria with -1.4% loss compared to -6.6% GDP decline represents a thoroughly strong position of the brand companies. Sustainable brands have emerged stronger from the crisis. Countercyclical investments in brands support the "Post Covid-19 Recovery".

The total value of the ten most successful Austrian brand corporations is worth more than EUR 33.5 billion, but shows a very mixed picture in terms of brand value development, ranging from -20% to +15%. As the fastest-growing brand corporation in 2021, Austria's leading energy company Verbund moved up to 8th place with +14.9% brand value growth and a brand value of

EUR 1.342 billion thanks to its sustainable innovative strength, while Austrian oil company OMV recorded a decline of -16% with a brand value of EUR 1.241 billion and takes 9th place.

Red Bull still on expansion course

The energy drink giant Red Bull was able to increase earnings in the Corona year 2020 thanks to new target markets and its brand value rose by another +5.8%. In addition, the growth and investment plans for 2021 are promising. With a brand value of EUR 15.988 billion, Austria's only GLOBAL TOP100 brand company is the undisputed leader in the ranking of the most valuable domestic brand companies.

Although the global player NOVOMATIC gaming technology group suffered significant revenue losses in its anniversary year 2020 due to Corona, it was able to defend

FOTOS: KATHARINA SCHIFFL, © ÖBB, JAK WERTH

its second place with a brand value of EUR 2.968 billion (-16.3%) thanks to Group-wide sustainable efficiency enhancement measures and innovative strength. With the receipt of a sports betting license in Germany from ADMIRAL, growth in the online segment, and international awards - such as "Casino Supplier of the Year" for the third time in a row, and TOP rankings in international ESG ratings - the world's leading full-service provider in the gaming industry appears well equipped for the future.

Still under pressure, Austria's most valuable luxury goods group Swarovski suffered a brand value decline of -20.8%, but still holds third place with a brand value of EUR 2.741 billion.

Austria's biggest retailer SPAR Österreich Gruppe defied the crisis, continued its expansion course with the second highest brand value growth (+8.8%) and continues to succeed in 4th place with a brand value of EUR 2.341 billion.



Herbert Kovar,
Managing Partner Tax & Law,
Deloitte Austria

/// Companies with strong and well established brands are more resilient in a crisis because strong brands generate long term and sustainable cash flows. Therefore, these companies are better able to compensate for short term, crisis related cash flow shortfalls. ///

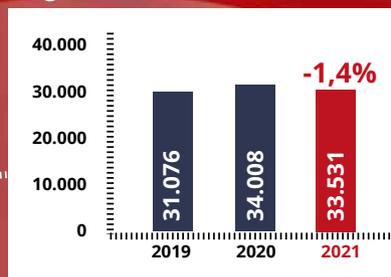
TOP 10 BRAND CORPORATIONS AUSTRIA 2021

(2020/-)	RANK	BRAND CORPORATION	BRAND VALUE*	+ / -
(1/-)	1.	Red Bull	15.988	↑ 5,8%
(2/-)	2.	NOVOMATIC	2.968	↓ -16,3%
(3/-)	3.	SWAROVSKI	2.741	↓ -20,8%
(4/-)	4.	SPAR	2.341	↑ 8,8%
(7/+2)	5.	ÖBB	1.967	↑ 2,9%
(5/-1)	6.	ERSTE Group	1.956	↓ -7,4%
(6/-1)	7.	Raiffeisen	1.915	↓ -7,1%
(9/+1)	8.	Verbund	1.342	↑ 14,9%
(8/-1)	9.	OMV	1.241	↓ -16,0%
(10/-)	10.	XXXIutz	1.062	↑ 4,9%

Markenwert in Mio. EUR im Vergleich zum Vorjahr *

ÖSTERREICHISCHE MARKENWERT STUDIE

Entwicklung Markenwert TOP 10 Vergleich 2019-2021



Growth Leader TOP 10 Brand Corporations 2021 relativ

1.	Verbund	+14,9%
2.	SPAR	+8,8%
3.	Red Bull	+5,8%

Growth Leader TOP 10 Brand Corporations 2021 absolute in Mio. EUR

1.	Red Bull	+881
2.	SPAR	+190
3.	Verbund	+174

(c) 2021 European Brand Institute

/// 'Sustainability', which is so important for all of us, must also be supported by an appropriate brand development and brand management. However, for a brand to fulfill this task, it must also be 'sustainable' itself and this is only guaranteed if the brand is registered. ///



Gerald Ganzger,
Partner at Lansky, Ganzger,
Goeth, Frankl & Partner



ÖBB—sustainable and future-oriented

ÖBB, the most valuable domestic mobility and logistics service provider, further increased its brand value by +2.9% to EUR 1.967 billion and moved up to 5th place. Austria's largest climate protection company once again confirmed its pioneering role with innovative branding, numerous product innovations, such as the expansion of the Nightjet route network and the solar power plant offensive, as well as stringent implementation of the Group-wide communications strategy under the motto "We connect the future", which, in addition to high growth rates on all social media channels, focused on customer orientation and the strong employer brand.

Traditional retail banks were under pressure in the crisis year 2020 due to pandemic-related fears for the future, but could recover. Erste Group Bank remains Austria's most valuable financial services brand with a brand value of EUR 1.956 billion and scores well in sustainability, social banking and diversity, but suffered a brand value loss of -7.4%, resulting in 6th place. The Raiffeisen Banking Group also suffered a drop of -7.1% to EUR 1.915 billion in brand value due to the challenging environment and takes 7th place.

The third-largest furniture group in the world, XXXLutz Group, continues to grow and was able to increase by a whopping +4.9% in the Corona year, completing the TOP10 with a brand value of EUR 1.062 billion.

Sustainable Brand Rating Austria

The European Brand Institute has repeatedly assessed the contribution of brands to sustainable development in Austria in the 5 sectors: transport, utility infrastructure, energy, health and social infrastructure, finance, and retail and media in 4 categories: Brand Leadership, Product/Services, Social Responsibility and Investment in Austria. The catalog of criteria with 52 indicators, derived from the UN Sustainable Development Goals (SDGs) of the Agenda 2030 as well as ISO 20671, was evaluated with the "EBI Scoring Model" and transformed into a "Sustainable Brand Rating". In cooperation with the course in advertising and brand management at St. Pölten University of Applied Sciences, Austria's most valuable brand companies were also examined for the first time in terms of sustainability and externally perceived sustainable action.

ÖBB scored top rankings in the categories Product/Services, Social Responsibility and Investment for Austria and is Austria's leading Sustainable Brand, followed by Verbund and Erste Group Bank.

Furthermore, the Corona crisis has impressively shown that especially public and sustainable brands, such as APG (Austrian Power Grid), as well as brand companies of system-relevant industries, such as ORF and Spar, have proven resilience and represent an indispensable basis for the economy and society.

Finally Gerhard Hrebicek, author of the survey, President European Brand Institute, expert for brand and patent valuation and ISO Chairman shows the following insights and potentials for Austria's brand corporations:

- 1. strong brands, especially sustainable brands** prove to be a bulwark in the crisis.
- 2. the Sustainable Brand Rating**, which was carried out for the first time, shows that investments in sustainability pay off.
- 3. brands can be seen as substantial assets** and used as collateral for bank financing. Both fiscal and financing frameworks, as well as subsidies and programs of this kind, already exist in Asia. Austria and Europe would be challenged to also develop a Sustainable Brand Program to secure and stimulate the economy.
- 4 With ISO 20671 and ISO 10668**, globally valid and accepted guidelines are available for evaluating the brand as an asset and thus also as a basis for financing.



Andreas Matthä
CEO ÖBB

/// The good placement in the ranking and the top position in the Sustainable Brand Ranking are both: a success and a mission. That shows that with credible communication on the topic of climate protection we can strengthen the ÖBB brand. We will certainly continue to follow this path in the future. ///



SUSTAINABLE BRAND RATING AUSTRIA 2021

SUSTAINABLE BRAND STUDIE

DIE 10 WERTVOLLSTEN MARKENUNTERNEHMEN IM SUSTAINABLE BRAND RATING IM VERGLEICH ZUM MARKENWERT 2021

SB ² RANK	UNTERNEHMEN	SEKTOR	SB ² SCORE	BV ³ RANK
1	ÖBB	VERKEHR	AAA	5
2	Verbund	ENERGIE	AAA	8
3	ERSTE Group	FINANZEN	AAA	6
4	Raiffeisen	FINANZEN	AAA	7
5	OMV	ENERGIE	AA+	9
6	SPAR	RETAIL	AA+	4
7	SWAROVSKI	LUXURY	AA+	3
8	NOVOMATIC	GAMING	AA+	2
9	XXXLutz	RETAIL	AA	10
10	Red Bull	CONSUMER	AA	1

Das European Brand Institute hat den Beitrag der Marken **gemeinwirtschaftlicher Unternehmen und Organisationen*** zur nachhaltigen Entwicklung in Österreich in **5 Branchen: Verkehr, Versorgungsinfrastruktur, Energieversorger, Gesundheits- und Sozialinfrastruktur, Finanzen** sowie die system-

relevanten Branchen **Handel und Medien** in **4 Kategorien** untersucht.

Im Rahmen der **Sustainable Brand Studie**** wurden erstmals auch Österreichs wertvollste Markenunternehmen auf Nachhaltigkeit bzw. extern wahrgenommenes nachhaltiges Handeln untersucht und dabei ein „Sustainable Brand Ranking“ erstellt.

DIE 4 KATEGORIEN

BRAND LEADERSHIP

PRODUCT/SERVICES

SOCIAL RESPONSIBILITY

INVESTMENT

Der Kriterienkatalog mit 52 Indikatoren in 4 Kategorien, abgeleitet aus den Agenda 2030 SDGs sowie ISO 20671, wurde ausgehend vom Durchschnitt A (Average) mit AAA (Above Average) AA (Slightly Above Average) bis BA (Slightly Below Average) BBA (Below Average) im Vergleich zum Wettbewerb untersucht, mit dem „EBI Scoring Model“ bewertet und in ein „Sustainable Brand Rating“ übergeführt.

* Unternehmensauswahl basierend auf VÖWG in Kooperation mit FH St. Pölten, Lehrgang Werbung und Markenführung, Jänner 2021

SB² Sustainable Brand
BV³ Brand Value



INDUSTRY LEADERS

VERKEHR

ÖBB	AAA
-----	-----

VERSORGUNGS-INFRA

APC	AAA
-----	-----

ENERGIE

Verbund	AAA
---------	-----

FINANZEN

ERSTE Group	AAA
-------------	-----

MEDIEN

ORF	AAA
-----	-----

GESUNDHEIT & SOZIALES

ÖSTERREICHISCHES ROTES KREUZ	AA+
------------------------------	-----

HANDEL

SPAR	AA+
------	-----

www.europeanbrandinstitute.com

The EBI GLOBAL TOP 100 Brand Corporations 2021

The new European Brand Institute Report “EBI GLOBAL TOP 100 Brand Corporations 2021” finds US-Tech Brand Corporations most valuable, online retailers are on the rise.

APPLE remains the most valuable brand corporation worldwide at EUR 273.72 bn (+13%), with online-retailer Amazon.com EUR 194.65 (+39%) in second and Alphabet Inc. (Google) EUR 190.46 bn (+8%) third. China's ALIBABA Group climbs up to 5th rank with EUR 97.62 bn (+21%). Europe's most valuable brand corporation LVMH Group ranks 6th worldwide. Growth leader remains US automotive brand corporation Tesla showing the highest growth with more than 43%.

French LVMH Group remains Europe's most valuable brand corporation, representing brand values of EUR 87.55 bn (-3%/global rank 6), followed by Swiss No.1 Nestlé EUR 44,15 bn (-7%/global rank 19) and Belgian Anheuser Busch InBev EUR 29,86 bn (-19%/global rank 31).

Gerhard Hrebicek, President European Brand Institute: “GLOBAL TOP 100 show

a brand value increase of +1,3%. TOP GROWING SEGMENTS: Retail (+20%) and IT & Technology (+11%) whilst Industry (-23%) and Telco & Financial Services (-9%) are shrinking. US brand corporations are dominating with 46 (-1) amongst GLOBAL TOP 100 representing a value share of 61%, Europe represents 33 (+1) (value share 20,4%) with French Luxury leading, whilst Asia catches up with 20 (0) (value share 18,2%).

The GLOBAL TOP 100 BRAND CORPORATIONS RANKING of the European Brand Institute has analysed more than 3,000 brand corporations and their brands in 16 industries, based on the latest ISO standards. Data based on fiscal year 2020 or 2020/2021, financial data source by REFINITIV an LSEG company.

www.europeanbrandinstitute.com/brand-rankings/



GLOBAL TOP 100



BRAND CORPORATIONS 2021

GLOBAL TOP 10 BRAND CORPORATIONS

RANK	BRAND CORPORATION	SEGMENT	COUNTRY	BRAND VALUE 2021*	+/-
1 (1) ↔		IT & Technology	USA	273.718	13%
2 (4) ↑		Retail	USA	194.648	39%
3 (2) ↓		IT & Technology	USA	190.459	8%
4 (3) ↓		IT & Technology	USA	178.586	19%
5 (6) ↑		Retail	China	97.642	21%
6 (5) ↓		Luxury	France	87.550	-3%
7 (8) ↑		IT & Technology	USA	76.203	15%
8 (10) ↑		Retail	USA	63.840	7%
9 (9) ↔		Consumer goods	USA	61.703	-6%
10 (7) ↓		Telco	USA	60.864	-20%

*Data based on fiscal year 2020 or 2020/2021 in billion EUR | financial data source: REFINITIV an LSEG company

AMERICA

Brand Value: **2,140.501**
Global Share: **61,4%** (60,9%)
Quantity Share: **47 (-1)**

EUROPE

Brand Value: **712.696**
Global Share: **20,4%** (21,8%)
Quantity Share: **33 (+1)**

ASIA

Brand Value: **635.214**
Global Share: **18,2%** (17,3%)
Quantity Share: **20 (0)**

SEGMENTS RISING

Retail +20%
IT & Technology +11%

SEGMENTS SHRINKING

Telco & Financial Serv. -9%
Industry -23%

USA

TOP SEGMENT (TS):
IT & Technology

2.127.026
+2,6%

CHINA

TS: Financial Services

445.298
+6,5%

GLOBAL TOP 100
3.488.411
+1,3%

TOP 5 GROWTH LEADER

	USA Automotive	+43%
	USA Retail	+39%
	JAPAN Telco	+25%
	JAPAN Games	+24%
	CHINA IT & Technology	+23%

EUROPE TOP 10 BRAND CORPORATIONS IN GLOBAL TOP 100

1.	6.		FRANCE Luxury
2.	19.		SWITZERLAND Consumer goods
3.	31.		BELGIUM Consumer goods
4.	32.		FRANCE Luxury
5.	34.		U.K. Consumer goods
6.	35.		GERMANY Telco
7.	38.		GERMANY Automotive
8.	45.		GERMANY Automotive
9.	49.		U.K. Consumer goods
10.	51.		GERMANY Business services

We love Brands

By taking studies through the Brand Academy you will learn how to evaluate and professionally manage, measure and report Brands.

The Brand Academy was founded from an idea to share the knowledge of independent brand & patent valuation experts and consultancy. We started our program creation and development in cooperation with the European Brand Institute (EBI) as Europe's leading platform of brand value. With 20 years of proven experience in brand & IP valuation, European Brand Institute is serving as a certified legal team of experts.

The Brand Academy is designed to provide value-based brand management training focused on brand management, brand development and brand evaluation based on the latest ISO standards. We offer workshops and training courses in the increasingly important field of brand management and leadership.

The Brand Academy specialist study programme focuses on brand management issues facing organizations and their related corporate identity, value, image, and reputation. Strategic Brand Management has a specialist focus on corporate brand but also examines the importance of product and services branding. At the strategic brand level, you will study a wide range of corporate brands from a variety of sectors (private, public, regional, international and not-for-profit) including company start-ups, SMEs, multi-nationals and across sectors and cultures. Significantly, you will also study how corporate brands are a key facet of an organization's overall corporate strategy.

In particular, the programme will: Offer frameworks for understanding issues related to Brand evaluation at the corporate level (including corporate finances, communications, corporate branding, corporate identity, corporate image, and corporate reputation); Provide an in-depth understanding of the implementation issues associated with the development of the corporate marketing mix; Help prepare you for employment by developing a sound understanding of corporate level brand evaluation in context; Help equip you with a strong foundation and professional skills for advancing into academic research or professional practice in the corporate brand management field.

The aim of this programme is to provide you with a sound knowledge and understanding of the theories that underpin corporate brand management and to help equip you with practical skills and tools to apply corporate brand management in practice. Graduates of this programme can look forward to a wide range of career opportunities within a variety of sectors. In particular, this degree will help prepare you for roles in Strategic Brand Management & Brand Evaluation.

www.brand-academy.org



CERTIFICATION

Continual professional development program, professional certification based on ISO 20671 Brand Evaluation Standard.

This as well as companies to understand study program is designed to help individuals stand, manage and implement the main concepts of Brand Management and Brand Evaluation.



POSTGRADUATE

Postgraduate Strategic Brand Management (European Qualification Format), EQF Level 7 Postgraduate Strategic Brand Management Diploma.

The full study program, consisting of one year, 10 modules postgraduate academic course, built from an ambition to focus on global brands. To understand and connect cultures & deepen your knowledge of the development management and communication.



MBA

The full MBA study program, consisting of one year, 10 + 2 modules postgraduate academic course, focusing on Global Brand Management.

This study program is designed to help individuals as well as companies to understand, manage and implement the main concepts of Brand Management and Brand Evaluation.



BRAND ACADEMY

Live a Brand Life – Join the Brand Academy

in cooperation with



www.brand-academy.org

The Brand Academy is designed to provide value-based brand management training focused on brand management, brand development and brand evaluation based on the latest ISO standards. We offer workshops and training courses in the increasingly important field of brand management and leadership. As continual professional development program, we offer we offer Study Programmes in accordance with ISO 20671 Brand Evaluation Standard.

167
LESSONS

157
TESTS

35
MODULES

in accordance with



ISO 20671

Certified Brands create value and prosperity.

Developed under the lead of the European Brand Institute, the Certified Brand Seal of Quality is the tool for measuring and reporting of brands.



Branding is an investment that creates financial value and drives an organization's growth. But there is a need to develop new approaches to analyzing and reporting the true value of brands.

Gerhard Hrebicek



What are Certified Brands?

The Certified Brand Seal of Quality is the first international seal whose award is based on an objective evaluation standard. The Certified Brand program was developed in cooperation with Austrian Standards International and is based on the latest ISO standards. The Certified Brand Seal of Quality shows that the brand is managed according to the global framework.

Certified Brand is based on the know-how and over 20 years of relevant experience of the European Brand Institute and a global team of brand management experts. Together, they have developed ISO 20671 for increasing the efficiency of value driven brand management.

The companies, regions and associations awarded with the Certified Brand Seal of Quality work on their future fitness in accordance with the highest standards of brand management in order to trigger improvements and increase the value of their brand.

Why become a Certified Brand?

Brands as distinguishing features and essential value factors are of great importance for small as well as for large companies, regions, associations, their customers and stakeholders, and the global economy. According to the latest studies of the European Brand Institute, the brand value represents on average around 40% of the company value - and the trend is rising!

Therefore, the ISO 20671 „Brand Evaluation“ has been developed for the

measurement, management and reporting of brands. The new international standard is a framework that defines the dimensions for holistic brand management and enables companies, regions and associations to work efficiently to increase the brand value.

During the Certified Brand Process trained independent auditors accompany the company, region or association to guarantee a comprehensive quality standard and a clear documentation of the company's competences.

Make valuable brand quality visible

- The Certified Brand Framework introduces the company to all dimensions of holistic brand management and reveals the strengths, weaknesses and potentials for improvements.
- The Certified Brand Process triggers improvements in brand management leading to value creation and provides valuable input to strengthen the company's leadership.
- The Certified Brand Certificate and Seal of Approval increases the status among partners and investors.



CERTIFIED
BRAND

ISO 20671

THE INTERNATIONAL SEAL OF
QUALITY FOR VALUABLE BRANDS

TRIGGERS IMPROVEMENTS IN BRAND MANAGEMENT
LEADING TO VALUE CREATION.



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VALUE TO BRANDS



Europe's independent brand & IP institute

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