

# brandannual

THE BUSINESS AND INVESTMENT MAGAZINE

presented by



2020

# BRANDS FOR SUSTAINABILITY



**OUR FUTURE DEPENDS ON  
INTELLECTUAL PROPERTY  
AND ON STRONG AND  
VALUABLE BRANDS**

# THE INDEPENDENT EXPERTS



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# Brands for sustainability

**Anlässlich des Brand Global Summit 2020** setzen wir unseren Schwerpunkt dieses Jahr auf die ganzheitliche Sicht von Marken mit dem Thema "BRANDS FOR SUSTAINABILITY".

**Die Bedeutung von Marken** und geistigem Eigentum nimmt sowohl bei Verbrauchern als auch bei Aktionären, Investoren, Managern und Mitarbeitern von Unternehmen zu, insbesondere im Zeitalter der Digitalisierung und nach COVID 19.

**"BRANDS FOR SUSTAINABILITY"** thematisiert Marken als Schlüssel für eine nachhaltige Entwicklung, indem sie Produkte und Dienstleistungen aufwerten, die Wettbewerbsfähigkeit von Unternehmen, Organisationen, Städten und Regionen verbessern, zu mehr Exporten und leichterem Marktzugang beitragen und die Widerstandsfähigkeit der Unternehmen gegenüber externen Schocks unterstützen.

**Mein besonderer Dank geht** an die Stadt Wien und dem Bürgermeister Dr. Michael Ludwig für seinen Ehrenschatz, 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!**

**On the occasion of the Brand Global Summit 2020** we focus our attention on the holistic view on brands with this year's motto, "BRANDS FOR SUSTAINABILITY".

**The importance of brands and IP** increases among consumers as well as among shareholders, investors, managers and employees of enterprises especially in the Digitalization era and Post COVID 19.

**"BRANDS FOR SUSTAINABILITY"** highlights 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 easier market access and supporting business resilience to external shocks.

**I would particularly like** to thank the City of Vienna and the Mayor Michael Ludwig for his patronage and our partners UNIDO, Vienna Chamber of Commerce and Industry, ministries and embassies, especially LAC, representatives of regions, cities, companies, media partners and our advisory board members for the good cooperation.

**Enjoy reading!**



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



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# brandannual

THE BUSINESS AND INVESTMENT MAGAZINE

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11 Years  
BRAND [LIFE] AWARD



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# Branding for competitiveness and sustainable growth

Aligning economic growth and sustainability as a core value in economic modernization is one of society's most important yet challenging tasks if we are to safeguard our natural resources and eco-systems. UNIDO's multi-stakeholder partnership approach puts it at the forefront of efforts to integrate sustainability into the modern market economy. We are constantly seeking to better understand the new realities and identify opportunities to integrate and scale up the impact of our interventions, which enable us to develop a wide array of technical cooperation services pursuing inclusive and sustainable industrialization, in line with the 2030 Agenda for Sustainable Development.

**UNIDO's branding service portfolio** has proven to be highly effective in terms of driving sustainable modernization and improved competitiveness as it ensures intellectual value addition leading to improved market access and a steady promotion of enterprises, their products and services in both local and international markets. It has also established itself as a strategic tool helping to develop technological competencies and innovation capabilities.

**UNIDO's innovative branding service** module "Branding for competitiveness and sustainable growth" (B4C) has been launched jointly with the European Brand Institute (EBI) and is tailored to the specific needs of enterprises and industries in developing economies. It has generated a number of success stories that demonstrate the direct mid-term impact of branding on the acceleration of industrial and socio-economic growth, including job creation and poverty reduction. UNIDO's technical assistance and technical cooperation projects implemented in Armenia, Tajikistan and Montenegro show that brand management can play a role as a natural extension of industrial development that encompasses the essential dimensions of sustainability.

**UNIDO and the EBI** is beginning to accumulate a fruitful track record of cooperation, based on shared values, recognizing the role of creativity and branding as one of the many driving force towards economic growth and sustainable competitiveness. We look forward to further developing our partnership with the EBI to provide continuous support to small and medium enterprises, regions and cities in developing countries as we aim to achieve the 2030 Agenda for Sustainable Development.



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



# Sustainably successful



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



**This year, the Brand Global Summit** will be held in our federal capital for the sixteenth time. It will once again bring together international experts and combine know-how with the latest developments. With more than 1,500 participants from over 50 countries, the Brand Global Summit has become a permanent feature as the congress for branding and brand development at regional and international level.

**This year's motto**, "Brands for Sustainability", is particularly well suited to the business hub of Vienna and its companies. Companies from Vienna in particular are succeeding in creating strong brands. Many of these have been around for years and have enjoyed sustained success. Viennese companies skilfully combine tradition and modernity. They are an important factor for the business hub and also inspire many people at home and abroad. Viennese products and the companies that manufacture them write real success stories.

**At the same time**, Vienna is also a hotspot for innovation and entrepreneurial ideas. Almost a quarter of all patents filed by Austrian companies each year come from Vienna. The rising numbers of start-ups also prove that the economy is in no way short of entrepreneurial ideas. These are strengths that Viennese companies can also bring to bear in the international trend towards sustainability and the green economy.

**Vienna has excellent credentials** as a business hub, especially as a gateway to the East. It is well connected to international transport routes. The strong service focus of our companies, combined with a broad mix of industries and a flourishing start-up scene, are further success factors for the location – and all with maximum quality of life.

**With this in mind**, I wish all participants at the Brand Global Summit a fruitful exchange of ideas and know-how and an interesting time in Vienna, inspired by the motto "Brands for Sustainability".

FOTOS: CHRISTIAN SKALNIK, WIENTOURISMUS/CHRISTIAN STEMPEL

# Wien hat weltweit einen hervorragenden Ruf als Tourismus-Hotspot

Bereits zum 16. Mal findet der „BRAND GLOBAL SUMMIT“ statt – dass dieses Gipfeltreffen der großen Marken im Wiener Rathaus über die Bühne geht, erfüllt mich als Bürgermeister und Gastgeber mit Freude. Immerhin „passt“ auch das heurige Schwerpunktthema - „Destination, City & Region Branding“ - wie maßgeschneidert zu unserer Stadt.

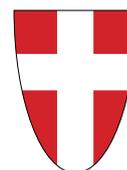
Denn zum einen hat Wien weltweit einen hervorragenden Ruf als Tourismus-Hotspot. So erzielte die Hotellerie im Vorjahr mit einem Nächtigungs-Plus von bis zu 10% neue Rekordwerte. Allein 5,2 Millionen Menschen besuchen jährlich den Wiener Stephansdom, eine unserer zugkräftigsten „Marken“. Zudem wächst auch der Kongresstourismus enorm – inzwischen ist schon jede/r achte Wien-BesucherIn ein Tagungsgast. Und um den Kulturtourismus weiter auszubauen, sind Events und (Jahres)festivals wie etwa „WienBeethoven2020“ mit unverwechselbaren „Zugpferden“ und Highlights wie der „Fidelio“-Inszenierung von Oscar-Preisträger Christoph Waltz im Theater an der Wien von großer Hilfe.

Zum anderen verfügt unsere Stadt aber auch über „Marken“, die weit über den Tourismus-Bereich hinaus „strahlen“. So findet etwa der Weg, den die Wiener Stadtregierung beim Wohnbau geht, weltweite Beachtung. Internationale Zeitungen wie „Le Monde“, der Berliner „Tagesspiegel“ oder die „Süddeutsche“ („So geht Wohnen!“) bezeichnen unser Programm des „leistbaren Wohnens“ und der „smarten“ Stadtentwicklungsprojekte als vorbildlich. Und die Leiterin des EU-Büros der internationalen Mietervereinigung in Brüssel, Barbara Steenbergen, lobt Wien als „Paradies für Mieter“. Nicht umsonst kommen immer wieder internationale Wohnbau-Delegationen, um das Wiener Modell an Ort und Stelle zu studieren.

All das sind gute Gründe, dass ich den „BRAND GLOBAL SUMMIT“ als Wiener Bürgermeister in unserer Stadt – die vom „Smart City Strategy Index“ einmal mehr zur „smartesten“ weltweit gewählt worden ist – herzlich willkommen heiße. Allen VeranstalterInnen und TeilnehmerInnen wünsche ich spannende Diskussionen und einen regen Erfahrungsaustausch!



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





# Österreich setzt verstärkt auf Innovation

**Das Jahr 2020 war** bisher ein besonders herausforderndes und wohl auch noch nie dagewesenes Jahr. Die COVID-19 Pandemie hat uns allen viel abverlangt und unser Leben radikal verändert. Umso wichtiger wird es nun sein, den Fokus auf ein wirtschaftliches und gesellschaftliches Comeback zu legen. Wir müssen jetzt auf Zukunftsthemen wie Wettbewerbsfähigkeit, Nachhaltigkeit und Digitalisierung setzen, um unseren Standort zu stärken und erfolgreich aus der Krise zu kommen.

**Ich freue mich, dass** der diesjährige Brand Global Summit 2020 hier einen wertvollen Beitrag leisten wird. Das Motto „Brands for Sustainability“ zeigt, dass ein starker Wirtschaftsstandort und Nachhaltigkeit kein Widerspruch sein müssen. Wir müssen verstärkt auf Innovation als Schlüsselfaktor setzen, um regionale Produktion zu fördern, Arbeitsplätze zu schaffen und die Folgen der Klimakrise zu bewältigen.

**Österreich geht dabei mit** gutem Beispiel voran: Im Regierungsübereinkommen haben wir festgelegt, dass Österreich bis 2040 klimaneutral sein wird. Zugleich ist

klar, dass wir die Wettbewerbsfähigkeit unserer Unternehmen fördern müssen, um Wohlstand zu erhalten und die Attraktivität des Standorts Österreich zu erhöhen.

**Die COVID-19 Pandemie hat** aufgezeigt, wie wichtige internationale Kooperation ist, sei es im Bereich Forschung, bei Reisebewegungen oder bei der Beschaffung medizinischer Produkte. Österreich ist auch deshalb so erfolgreich im Umgang mit der Gesundheitskrise gewesen, weil wir frühzeitig auf den Austausch mit ähnlich strukturierten Staaten gesetzt haben. Wir werden diesen Weg auch in Zukunft weitergehen und einen engen Dialog mit unseren Partnern setzen. Formate wie der Brand Global Summit mit ihren renommierten Vortragenden und der hochkarätigen Teilnehmerliste leisten dabei einen wertvollen Beitrag.

**Ich bin überzeugt, dass** der Brand Global Summit auch in diesem besonderen Jahr wichtige Inputs für den internationalen Diskurs liefern wird. Ich wünsche dem Organisationsteam sowie allen Teilnehmerinnen und Teilnehmern eine erfolgreiche Veranstaltung!



**Sebastian Kurz**  
Bundeskanzler  
Federal Chancellor

 Bundeskanzleramt



# Nachhaltige Marken sind der Trend der Zukunft

**Konsumentinnen und Konsumenten setzen** heute voraus, dass Marken die Harmonie zwischen ökonomischen, sozialen und ökologischen Zielen wahren. Sie unterscheiden heute nicht nur nach Preis und Qualität eines Produkts, sondern berücksichtigen bei ihren Kaufentscheidungen auch die Wahrnehmung gesellschaftlicher Verantwortung durch das Unternehmen. Darum liegt es in der Verantwortung der Unternehmen Marken zu etablieren, welche diesem Muss-Kriterium, sowohl intern als auch extern, entsprechen. Dies ist ein Gebot der Stunde und der wirtschaftlichen Vernunft.

**Die Marke repräsentiert das** Produkt aber vor allem auch den Betrieb. Damit ist Nachhaltigkeit im Sinne der Marke nicht nur eine Option, sondern hat sich zur unternehmensumfassenden Verpflichtung entwickelt. Die Unternehmen leisten einen gesellschaftlichen und ökologischen Beitrag welcher mittlerweile zu einem wichtigen Wettbewerbsfaktor, zum Business-Case, geworden ist. Auch die Investoren wissen, dass nachhaltig wirtschaftende

Unternehmen zukunftsfähige Unternehmen sind. Im Wettbewerb um die besten Köpfe ist Nachhaltigkeit ein effizientes Instrument geworden.

**Um sich auch im** internationalen Wettbewerb positionieren zu können, sehen sowohl die österreichische Außenwirtschaftsstrategie als auch das Regierungsprogramm diese Werteorientierung, die Nachhaltigkeit und die unternehmerische Verantwortung als Qualität der österreichischen Produkte und Marken.

**Beim diesjährigen Brand Global Summit** unter dem Motto „Brands for Sustainability“ können sich die wichtigsten Entscheidungsträger aus den unterschiedlichsten Branchen aus der ganzen Welt vernetzen und austauschen, um neue Visionen zu formulieren.

**Ich wünsche allen Teilnehmerinnen** und Teilnehmern erfolgreiche Gespräche in Wien tiefgreifende Dialoge sowie zukunfts-trächtige Ergebnisse im Sinne der Nachhaltigkeit, für uns und ihre Marken.



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

 Bundesministerium Digitalisierung und Wirtschaftsstandort



# Niederösterreichs Betriebe trotzen der Corona-Krise

**Die Wirtschaft, Gastronomie, Geschäfte, Friseure, Dienstleistungs-, Handels- und Industriebetriebe** sind in der aktuellen Situation ganz besonders gefordert. Umso wichtiger ist es, dass wir den Menschen beistehen und die Beschäftigten und die heimischen Betriebe unterstützen. Das Land Niederösterreich und der Nationalrat haben bereits mehrere Unterstützungspakete beschlossen, welche helfen sollen die „Durststrecke“ zu überwinden.

**Die Zahlen, Daten und Fakten** beweisen mittlerweile, dass wir auf dem richtigen Weg sind. So verzeichnet Niederösterreich nach dem Burgenland und Kärnten den höchsten Rückgang bei der Jugendarbeitslosigkeit. Auch ergeben sich für uns in Niederösterreich neue Chancen. Studien haben gezeigt, dass der Wunsch nach ruhigen Naturerlebnissen, Entschleunigung und Nachhaltigkeit ganz zentrale Zukunfts-

themen sind. Und ich bin davon überzeugt, dass Niederösterreich genau das bietet. Durch unsere günstige geographische Lage und die Schönheit unserer Landschaft können wir ganz tolle Angebote für Gäste aus ganz Österreich und aus unseren Nachbarländern anbieten.

**Eines ist ganz klar** und das ist gerade in der jetzigen Situation sehr wichtig: Zusammenzuhalten. Dabei haben wir in Niederösterreich einen Blick und ein Herz für die Sorgen jener Menschen, die am meisten unserer Hilfe bedürfen.

**In diesem Sinne hoffe** ich, dass sich die Leserinnen und Leser dieses Magazins von einer unserer ganz großen Stärken überzeugen können: Dem Miteinander des Landes mit den Wirtschaftstreibenden, den Unternehmerinnen, Unternehmern, den Mitarbeiterinnen und Mitarbeitern sowie den Betrieben.



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





# China enforces a set of rules for a fair and inclusive economic cooperation

I sincerely congratulate the publication of the yearbook "brandannual", which builds a platform for docking policies, sharing of business opportunities and the expansion of cooperations.

**Economic globalization led by** multinational corporations has been underway since the 1970s. New technologies, which essentially revolve around IT, have been developing rapidly and are bringing about a allocation of resources and production goods worldwide. The fourth industrialization is now taking place in the 21<sup>st</sup> century and is rapidly accelerating the flow of capital, the exchange of goods and the transfer of technology. The multilateral trading system represented by the WTO has emerged and enables a dynamic development in global trade. The exchange of goods passed the \$ 40 trillion mark in 2019, the international capital flow set a historic record and the FDI reached a volume of \$ 1.39 trillion. Division of labor and cooperations among the countries have emerged that could make use of their respective advantages. Developed countries focus on hi-tech industries based on their strengths in capital, technology, information and human resources, while developing countries actively undertake the

industrial transfer and are taking a big step towards achieving the goal of the sustainable development.

**China has consistently adhered** to the comprehensive deepening of reforms and expansion of opening up, chosen a development path suitable for its own national conditions and withstood the test of history. Since 2009 China has leaped to the second largest economy in the world. In 2019, China ranked first in the world with a commodity trading volume of \$ 4.57 trillion and second recording the FDI volume of \$ 140 billion. More than 800 million Chinese have got rid of poverty. Competencies mean responsibility. The current international situation is complex and challenging: Protectionism and anti-globalization are prevailing and the sudden outbreak of the Coronavirus is a new challenge for the global economy. China stands by its responsibility as a large country, is willing to safeguard the multilateral system together with EU and its member states. Led by the Belt and Road Initiative, we shall enforce a set of rules for a free, open, fair, impartial, balanced and inclusive economic cooperation and trade, establish an open global economy and build a community with a shared future for mankind.



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



# Chile



# Chile encompasses a great variety

**The current pandemic has** been a challenging test for all of us, and Chile is no exception. However, we are confident in the measures adopted by the Government, the strength of our institutions and economy, and above all, the resilience of the Chilean people. These factors will allow Chile to remain an attractive destination for trade, investment, and tourism.

**Why invest in Chile?** Having become the first South American economy in the OECD, Chile has solid foundations and a dynamic business environment. Technology and integration allow Chile to be a platform country, a Latin American hub, and the gateway to the Pacific Rim. Free trade agreements with 65 markets give access to 88% of world's GDP.

**Thus, Chile has competitive** advantages and offers business opportunities to foreign investors in key sectors of the economy. It is a natural laboratory for the energy of the future, and it is at the forefront of policies for the development of sustainable energy technologies. In the mining sector, Chile is recognised as a worldwide leader. It has mineral richness (22% of the world's

copper reserves and 48% of the lithium reserves), a developed, transparent and stable market, characterized by a high degree of technological innovation and specialized human capital.

**But Chile is not** just business. Chile encompasses a great variety. You may find impressive telescopes unveiling the mysteries of the Universe and award-winning wines. Its vibrant capital – Santiago – is located at the foot of the Andes mountain chain and is only a few hours from the sea, which allows access to diverse activities. Water sports, eco-tourism, and winter sports are within easy reach. Chile's extensive territory offers wide horizons and an impressive geographical diversity that invites to explore its pristine lands.

**We are strongly convinced** that with the help of multilateralism and mutual collaboration, we can overcome this pandemic. When that moment arrives, we invite you to visit Chile, a place to build your future, where forthcoming projects can become a reality, and its magical landscapes can indulge and satisfy your wanderlust.



H.E. Gloria Patricia de Jesus Navarrete Pinto  
*Ambassador of Chile to Austria*





# Argentina: Highly creative and skilled labour for branding

It is a great honour for the Argentine Republic to be once again part of the increasingly prominent Brand Global Summit 2020, a relevant event in the premises of the United Nations Industrial Development Organisation (UNIDO).

We remain aware of the importance of branding, a key means in achieving sustainable development. Adding value to products and services is one of the top priorities of the Argentine entrepreneurship in promoting economic and social integration.

The country's high agricultural capacity has helped Argentina become one of the main food producers in the world, with large-scale agricultural and farming indus-

tries. This places us as a world-renowned brand in the export of high quality agricultural produce.

In addition to this, dynamic industrial complexes, as in the case of the automotive industry, have consolidated as the most relevant sectors concerning manufactured goods exports. Other areas, such as renewable energies, biotechnology and knowledge-based services, among others, are rapidly growing.

Argentina has highly skilled workforce acknowledged for its technical capabilities, creativity and versatility. These are key elements in the 21<sup>st</sup> century branding industry, oriented towards businesses focused on management and investment.



**Maite Fernández García**  
*Chargé d'Affaires a.i.  
 of Argentina to  
 Austria, Slovakia  
 and Slovenia.*





# Costa Rica stands for sustainability and high quality production

**Costa Rica is ready** to show how a tradition of peace, education, innovation and sustainability are fertile ground to grow and do business. Being one of the few countries worldwide that does not have military forces, a lot of resources have been dedicated to the human development. 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 resource 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. Over 90% percent of the shares of the industry are owned by public institutions to provide free public health care system. In sum, the industry has grown over 280% within the last decade.

**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 a strategic location,** Costa Rica is at the heart of the Americas, with ports in the Pacific and Atlantic coasts, and Free Trade Agreements that provide preferential access to 2/3 of the world's GDP and over 57 trade partners including USA and the EU. Costa Rica is also one of the only 3 countries in the Americas with an FTA with China. This year the country will complete the procedure to become new member of OCDE. Therefore, Costa Rica proved itself to be a top investment destination for its proven track record, stability and the most attractive tax incentive package in Latin America.



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





# Cuba's opportunities for foreign investment

I have the honor to congratulate the European Brand Institute and the United Nations Industrial Development Organization (UNIDO) for holding jointly the BRAND GLOBAL SUMMIT 2020.

It is with great pleasure that I greet the participants and organizers of this important event. I highly appreciate to address you in this year's edition of the magazine, especially to share why Cuba is an attractive place to invest.

There are a lot of advantages of investing in Cuba, taking into account its safe and transparent body of law; the Cuban highly skilled workforce; the Island strategic position at the center of an expanding market; the country's political, social and legal stability; a government policy that prioritizes investments, innovation and research.

Foreign investment in Cuba continues to be essential to the country's economic development. Important sectors such as tourism, construction, logistics, mining, energy (especially renewable) and several

agro-forestry enterprises lead the way in attracting foreign capital to investment projects.

**Cuba's Portfolio of Business** Opportunities for foreign investment includes 460 projects, 47 of them at the Mariel Special Development Zone (ZEDM). The portfolio is updated annually, as it is opened to new initiatives.

**One of the most** dynamic sectors of the Cuban economy today is tourism. Cuba has a tourism product characterized by the hospitality of its people, its exceptional natural attractions, local historic heritage, rich artistic and cultural life, and the unique healthcare situation.

**Foreign investment participation** in this sector will be directed to promoting hotels by building new facilities or rebuilding accommodations facilities, as well as the complementary infrastructures.

**Cuba is a spectacular** tourist destination and an attractive place for foreign investment.



**H.E. Loipa Sánchez Lorenzo**  
*Ambassador of the Republic of Cuba to Austria, Slovenia and Croatia and Permanent Representative to the United Nations Office at Vienna and the International Organizations based in Austria*





# Reaching sustainability through social and economic development

**We welcome the yearly** invitation received from BRAND GLOBAL SUMMIT and in a very special manner, the opportunity to present the advances that various brands of our country have developed, regarding the changes of environmental and sustainability policies in order to reverse global warming.

**This step, in many** cases has been led by public policies, and in the particular case of the Dominican Republic, the Ministry of Environment is the entity that has within its functions the promotion of the activities of preservation and the sustainable use of the environment, in the private institutions.

**In this sense, there** is an association of private companies that have joined their efforts with the aim of facilitating the incorporation of a culture of social responsibility and sustainable development in the enterprises, managing public-private partnerships to achieve a correct balance in the environmental, social and economic development for the sustainability of our country, based on the sustainability standards of ISO 2600 and the principles of the Global Pact.

**The Dominican economy grew** 5.1% in 2019, making up for the highest growth in

Latin America and the Caribbean; which is reflected in the Human Development Index (HDI), where we have advanced 8 positions in the last 7 years.

**We are the main** tourist destination of the Caribbean receiving almost 7 million tourists last year. This number was achieved, among other things, with the implementation of a program for the training of journalists and community leaders in the promotion of sustainable community tourism and tourism competitiveness strategies.

**More than ever, the** population values that its suppliers position themselves in favor of these social, political and environmental causes. As a result of these changes, both in the physical structure as well as in the production structure, we have seen a growth of 9.8% in the export processing zones in 2019.

**In regards to alternative** energy, we are proud to say that as of today we generate a total of 1,230.5 megawatts of renewable energy, which is equivalent to more than 25 percent of our national power generation, exceeding the goal established for last year.



**H. E. Lourdes Victoria-Kruse**  
*Ambassador of the Dominican Republic to Austria and Permanent Representative to International Organizations*





# Uruguay a country to work, invest and... live.

**Our country brand “Uruguay Natural”** praises the country’s attributes, in terms of quality of life; democratic and institutional stability; respect for the environment; openness, inclusiveness and accessibility; innovative development, be it – among others - in the field of renewable energies, technologies, life sciences or agribusiness; and rich cultural heritage portraying Latin-American and European roots.

**Indeed, its size and** demography, have given Uruguay the chance to create a culture based on respect and tolerance, anchored to equality, freedom and justice values, allowing it to lead most institutional quality and social development rankings.

**Generous natural resources together** with their responsible management, have paved the way for improving and adding value to products that gain global markets. Local produce like wines, beef, fruits and cheese, or less traditional ones such as caviar or olive-oil, represent our country’s renowned flavours worldwide.

**Uruguay’s growth over the** last decade is related to a steady increase in FDI flows. An enabling business environment, a solid and equitable legal framework, a free exchange

market and a national single tax system, are some of the features that make of Uruguay an increasingly sought-after destination for business and investment.

**Being the most advanced** Latin American country in ICT development, Uruguay has become a first-class business center and a platform for e-services and global services for the region and for the world. Several foreign companies have chosen Uruguay to settle down for doing business.

**Alongside with Canada, South Korea,** Estonia, Israel, New Zealand, Portugal, Mexico and the United Kingdom, Uruguay is part of the D9, the world’s most advanced countries in terms of development and e-government.

**Uruguay is a country** that also uses technology to grant access to benefits from the information and knowledge society, to all. Thanks to the pioneering One Laptop per Child initiative (2007), it became the first in the world to provide laptops to each and every child and teacher in all primary and secondary schools in the public sector.

**Coming to Uruguay is a bet on your future!**



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





# Paraguay offers a competitive, trustworthy and healthy way of production

Paraguay, in the hearth of South America, is a champion: it generates the highest percentage of renewable energy per capita in the world with hydroelectric plants like Itaipú (with Brazil) and Yacyretá (with Argentina), thus being the only country in the region that offers an environment of opportunities and competitive advantages in terms of clean electric energy and the lowest carbon footprint per/cap worldwide.

Is also one of Latinamerica's most stable economies: GDP has been increased 4,8% on average in the last decade with strong economic fundamentals, low debt together with favourable investment tax system and multiple incentives for foreign investors.

Considering the global trend to reduce carbon footprint, we are proud to present Paraguay as an strategic partner and the best place to invest and install companies and electro-intensive industries, offering a competitive, trustworthy and healthy way of production and emitting just 0.1% of the total CO2.

An example of commitment to good practices for efficient agriculture and livestock in harmony with the environment, is

the pledge to ensure a future for the jaguar including investigation, education and protocols for managing human-jaguar conflicts, highlighting the social responsibility of cattle ranching in the Chaco region.

With this kind of productive behaviour, we managed to raise production standards and today the country produces food for more than 80 million people.

Demography is also on our side: 75% of the population is under 40, so particularly higher education and innovation are the main areas that we aim to improve. The National scholarship program BECAL, provided opportunities to more than 1500 Paraguayan students to attend top universities in the world and the National Council of Science and Technology (CONACYT) has been investing to increase levels of generation and application of knowledge within the triple helix: public-private sector - academia.

We are pleased to participate at this edition and work together to share more good news about our country to bring closer austrian, european and paraguayan companies.



H.E. Juan  
Francisco  
Facetti  
Fernandez  
*Ambassador  
of Paraguay to  
Austria*





# Austria and Canada have strong brands

**I would like to** offer my congratulations on the 16<sup>th</sup> anniversary of Brand Global Summit and on the work that you have done in promoting international trade and investment. In my role as ambassador of Canada to Austria and to the Vienna-based United Nations Organizations, I understand the importance of high quality branding, especially in times when competitiveness is an important driver for success in a globalized world.

**Both Austria and Canada** have strong and positive national brands on the international stage. A country's brand affects its economy at home and its influence in the world. Canada is blessed with a spectacular natural setting that is only part of our brand. Our people and our ability to innovate are also important to who and what we are. Canada has welcomed people from all over the world who have joined their skills to create innovations that are known around the planet.

**In order to compete** and flourish, brands also need to operate in a respectful and

organized setting. Canada recognizes the importance of a rules-based global trade and investment environment as an important driver to promote economic prosperity for Canadians and our global partners. Canada is committed to modern and inclusive free trade and the Comprehensive Economic and Trade Agreement (CETA) between Canada and the European Union is an example of this.

**We are particularly proud** of its strong environmental and labour standards. CETA offers both Canadian and Austrian businesses a wealth of opportunities and the removal of duties on 98% of products that we trade, has already benefitted consumers in both countries.

#### **The Canadian Trade Commissioner**

Services supports the global efforts of our Canadian brands and we are grateful to have found good partners to work with in Austria and around the world. I wish the team and participants in the Brand Global Summit a successful conference.



**H.E. Heidi Hulan**  
*Ambassador of Canada to Austria and Slovakia and Permanent Representative to the UN in Vienna*





# Italy: A strategic crossroad

**Italy takes the crown** as the country with the most UNESCO World Heritage Sites. Italian cities are overflowing with ancient monuments and treasures, and this - combined with its world-famous art, culture, music, food, and quality goods - gives Italy an unparalleled quality of life.

**In recent years, traditional** Made in Italy sectors, like textiles and furniture, have thrived as they converted into high added-value segments, while specialized sectors like mechanical machinery, pharmaceuticals and high technology have grown into important national industries.

**In fact, not only** Italy is a land of extraordinary beauty, taste and talent, but it is also one of the world's top economies, consistently ranked in the world's top ten. It is the 2nd largest manufacturer in Europe and a European leader in the production of pharmaceutical goods.

**Located at the center** of the Mediterranean Sea, with 40 major ports and 42 airports, Italy is a strategic gateway between Europe, North Africa, and the Middle East. In addition, Italy's location, its belonging of UE, and its logistic-infrastructures make

the country the best possible location for approaching important markets as the north African countries, the Middle East, Central Europe and south-west Europe.

**After a series of** reforms implemented since 2011, Italy has now been ranked 8<sup>th</sup> globally and 4<sup>th</sup> in the EU in the "2019 FDI Confidex Index", gaining 2 ranks in a year.

**Investing in Italy means** having access to unique expertise in leading sectors, such as robotics, fashion, design and food.

**Companies operating in Italy** can also rely on extensive networks of SMEs and manufacturing clusters throughout the country, able to supply high-quality intermediate products specifically tailored to meet customers' needs in a wide range of sectors.

**Through its Foreign Direct Investment Unit, ITA (Italian Trade Agency)** facilitates the establishment and development of foreign companies in Italy, supporting investors throughout the investment life cycle.

For any assistance, write to [fdi.vienna@ice.it](mailto:fdi.vienna@ice.it)



**H.E. Sergio Barbanti**  
Ambassador of  
Italy to Austria



# Branding of industrial parks and zones for inclusive and sustainable development

by Olga Memedovic



**In the era of** the fourth industrial revolution, convergence of technologies and exponential technological progress, the ability to learn and adopt new technologies quickly and to generate innovation will undoubtedly become a key determinant of the global competitiveness of nations over the next decade. Under this newly emerging paradigm, an increasing number of countries and regions are nudged towards a more engaged stance when it comes to spatial development policy instruments to support industrial and regional economic development. They are seeking to adapt efficient ways to create a conducive business environment to spur collaborations, partnerships, innovation, and to boost productivity and economic growth.

**The fourth industrial revolution** also ushers in a fundamental shift towards flexibility, creativity and customization, highlighting unique characteristics of a particular territory and the promotional strategy thereof. Faced with new drivers of competition, countries and regions must differentiate

themselves, drawing on their specialized assets, local history, talent pool, culture and heritage. They must create an image and a brand that can be quickly and easily recognized, thereby generating pride and a feeling of being part of a community that is fostering innovation within SMEs and their clusters, interactive knowledge exchange, and development for regional innovation system building, and for respecting environmental sustainability and social inclusion.

**Specific location also becomes** the strategic level at which sectoral innovations and upgrading, and related innovation ecosystem building take place. In this context, special economic zones (SEZs); industrial parks; and science, technology and innovation parks possess the unparalleled potential to mobilize local assets and skills, and to create new activities and jobs, propelling innovation-driven growth.

**Since the mid-1980s, the** number of SEZs has grown rapidly in almost all geographical regions, with especially dramatic growth in



developing countries. To date, their number is estimated between 4,500 to nearly 10,000 by international organizations.

**If successfully implemented, such** policy tools can create positive spillovers to the rest of the economy. In supporting the formation and growth of industrial agglomerations, facilitating the clusters, building value chains and regional innovation systems and promoting new innovative industries and technologies, such designated geographical areas can be hubs to stimulate investment, innovation, technological learning, and inclusive and sustainable industrial and economic development, and to realize the Sustainable Development Goals.

**Benefiting from the technologies** and business models of the fourth industrial revolution within innovation and technology parks and SEZs, smart regions leverage opportunities of the new industrial revolution for fostering innovation, decarbonization, circular economy approaches, and human and social capital development. They can

become growth and ‘innovation poles’, spreading created prosperity from the centres of excellence to the periphery, and contributing to regional economic development and the creation of high growth regions.

**To ensure long-term sustainability** and competitiveness, strategic frameworks of smart regions should go beyond building institutions, norms and standards and infrastructure also to encompass activities related to image- and brand-identity building as important factors for attracting investment and promoting scientific and international collaborative opportunities in global value chains and innovation networks, thus creating forward linkages with the global economy. With more developing countries engaging in competition over foreign direct invest in zones and parks, there is an ever-growing need to innovate and use new approaches and branding tools to ensure their regions stand out in terms of ecosystem building, infrastructure, human skills and their attractiveness for investment, collaboration and innovation.



*Smart regions as Suzhou Industrial Park leverage opportunities of the new industrial revolution for fostering innovation.*



*Social sustainability and respectful employee engagement are important criteria for certified leading companies.*

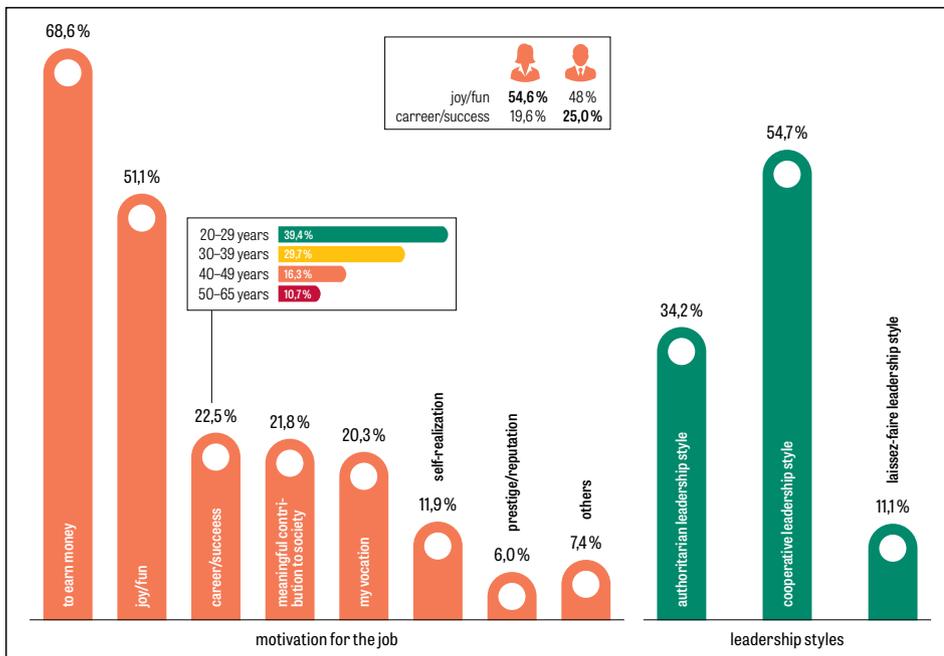
# The human side of sustainability

Austria's leading companies are developing innovative models to attract highly-qualified employees by combining social sustainability with respectful employee engagement.

Sustainability is a thread that runs through all areas of a business and its broad principles can be distilled into one key point: resource conservation. Corporate sustainability strategies typically focus on energy efficiencies, reductions in raw material consumption and space requirements for production facilities and administrative staff. It is very clear that in many ways society's interest in resource conservation and corporate cost man-

agement are running in parallel with each other. This explains why there are very few companies who are choosing to ignore this subject.

**Interrelationships between corporate/economic objectives** and social sustainability priorities favoured by society are considerably more complex, particularly in terms of the relationship between a business and its employees. Unlike issues relating to environmental protection, business priorities may not always appear to align with society's preferred courses of action. However, one core concept is becoming more widely accepted: in the same way that economics and environmental protection are no longer seen to be mutually exclusive, the long-held belief that employees and employers have opposing goals is progressively being superseded by the idea that they share common values and interests. Strong businesses do not exploit their human "resources", but appreciate that their staff are critical to their long-term success. This attitude brings major benefits because the more a business values this resource, the more valuable it becomes; in other words, the more employees are valued, the more productive they become.



**It is no coincidence** that social sustainability and respectful employee engagement are important criteria that must be met in order to become a certified leading company in Austria. It is clear to me that in these areas especially, leading companies should serve as important role models for all businesses across Austria. Leading companies are the most attractive employers in the country. Their employee satisfaction rates are significantly higher and they are also ahead of the curve in terms of employer branding, enabling them not only to attract highly-qualified employees but to retain them over the long term. This is a key issue for the future of the Austrian economy, given the increasingly severe skills shortage.

**In 2019, Leitbetriebe Austria** and market research company Marketagent conducted a research study entitled "Employee Magnetism". The aim of the study was to determine the importance of outstanding human resources management within a company, speaking in terms of employee turnover, loyalty, productivity, length of sick leave, innovativeness, etc. More than 2,000 employed individuals between the ages of 20 and 65 were interviewed. The results were unequivocal: employee investment is not a luxury that a company may or may not be able to afford; it is a critical success factor, which yields high returns and helps to make a company successful over the long term.

**It is interesting to** consider the factors that make an employer attractive. Believing that higher pay is the decisive factor is far too simplistic. Leadership style at all hierarchical levels, opportunities for creativity, flexible working hours, consideration of family needs, healthcare provision as well as opportunities for training and development are playing a more and more important role for employees. It is worth noting that job satisfaction was considered to be much more important than career success, with 51.1% choosing the former and 22.5% the latter. This demonstrates that the job role itself and a positive working environment have become the main factors that determine job satisfaction, especially in terms of long-term employee retention. Leadership style within a business also

plays an important role, with many of the respondents viewing a collaborative leadership style as particularly positive. However, just over half of the respondents judged the leadership style in their companies to be collaborative. A third pointed to an authoritarian leadership style, which only around 30% saw as positive. Employees who expect to enjoy a degree of autonomy, motivation and creativity are increasingly less likely to accept an authoritarian leadership style.

**On more detailed examination,** it can be understood that Austria's leading companies are developing completely different models that take into account their own specific situations. But one core guiding principle differentiates future-proofed companies from all others: they do not regard their employees merely as labour that perform services for money; instead, they are seen as partners who actively shape the company and help to create added value. As employees, they are a company's most valuable resource, and as people they are the most valuable resource in the world. Bearing this simple truth in mind as you run your business will assure your company's long-term success – and indeed turn it into one of the country's leading companies.

**Future-proofed companies do not regard their employees merely as labour that perform services for money; instead, they see them as partners who actively shape the company and help to create added value.**

## 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](http://www.leitbetriebe.at)



Monica Rintersbacher  
 Managing Director  
 Leitbetriebe Austria

# NOVOMATIC showcases 40 years of innovative power in London

Founded in 1980, NOVOMATIC celebrates its 40<sup>th</sup> anniversary this year, with the countdown to the festivities beginning at the world's largest gaming exhibition, ICE Totally Gaming.

The show took place in London from February 4 to 6, 2020, and it was there where one of Austria's leading companies based in Gumpoldskirchen presented state-of-the-art gaming solutions, together with content and hardware for the various segments of the international gaming industry.

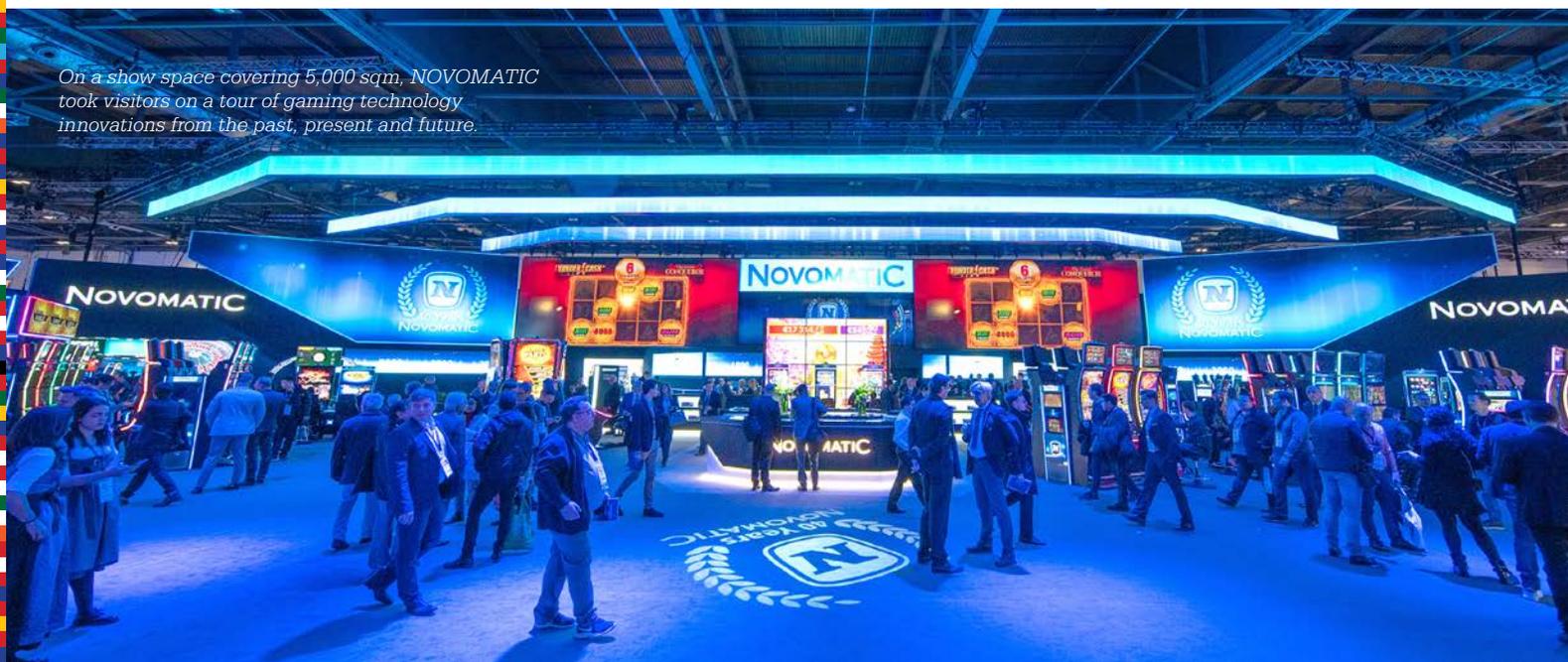
The range of products being showcased at what is traditionally the largest stand at the exhibition center reflects how NOVOMATIC has developed over the past 40 years. On a show space covering 5,000 sqm, the European market leader took visitors on a tour of gaming technology innovations from the past, present and future. The offer there ranged from various games, high-tech casino equipment, systems and cash management solutions to arcade and pub products, sports betting, as well as online, mobile and social gaming. The contents of twelve trucks had to be put together in order to master this logistical challenge. In addition to setting up more

than 200 gaming terminals and a 160 sqm LED panel, six kilometers of copper wiring and around two kilometers of fiber-optic cables were laid for the NOVOMATIC stand at this important industry trade show.

ICE 2020 was a very special exhibition for NOVOMATIC, not least because the company is celebrating her 40<sup>th</sup> anniversary this year. For this reason NOVOMATIC not only presented its product portfolio, but also showcased for customers and partners how the company has developed over the past 40 years.

Increase in revenue confirms the company's position as the market leader in Europe. While at the exhibition, representatives of the company provided an initial assessment of the past fiscal year, in keeping with tradition. It was reported that the globally active NOVOMATIC Group expects consolidated revenue of around EUR 5.1 billion for the 2019 fiscal year, as forecasted in the prior year. This means

*On a show space covering 5,000 sqm, NOVOMATIC took visitors on a tour of gaming technology innovations from the past, present and future.*





The NOVOMATIC Group (including the NOVO SWISS AG and Novo Invest GmbH) is one of the biggest international producers and operators of gaming technologies and employs around 30,000 staff worldwide.

that NOVOMATIC was able to maintain and further consolidate its position as market leader in its 40<sup>th</sup> year of existence, despite an increase in regulatory requirements in core markets such as Germany. In 2019, the number of employees in the Group around the world came to approximately 30,000, reflecting a stable development. The NOVOMATIC Group includes the figures of Novo Invest GmbH and NOVO SWISS AG, which are owned by Prof. Johann F. Graf.

**Focus remains on sports betting in the anniversary year.** In addition to growth in its core segments of gaming technology and gaming operations, NOVOMATIC continues to have high hopes for the sports betting business. With the company pursuing a strategy of international expansion in this sector and planning to build on its already strong position in Europe. At the same time, NOVOMATIC's activities as a supplier of technology in the sports betting sector are to be expanded in the US.

**Online and biometrics continue to be in great demand.** There continues to be a focus on the digital interactive segment. This has for years been one of the fastest-growing sectors, internationally speaking, in the gaming industry taking advantage of the ever more powerful mobile devices available for use by consumers. Here, the purpose of NOVOMATIC is that the customer should be able to play a game without any interruptions on

a mobile device, at a computer or at an establishment.

**When it comes to** biometric data, NOVOMATIC is one of the first gaming technology groups worldwide to have created the technical prerequisites for a biometric-based access and payment system. The patented technology is already being used on gaming machines in Europe. Customers should be able to use their biometric ID to gain access to any of the operator's gaming facilities and have game credit virtually at their disposal. The application also allows licensed operators such as ADMIRAL to implement effective player protection measures. The fingerprint thus replaces the player card, which is required in many countries.

**Emphasis squarely on targeted growth in 2020.** The NOVOMATIC Group has seen strong growth in the past, primarily through strategic acquisitions. The company now has 350 shareholdings, around 220 of which are fully consolidated in the balance sheet of NOVOMATIC AG. The focus is now on targeted further growth with the primary goal to safeguard and expand the company's position in its core markets.

## ABOUT NOVOMATIC GROUP

- Number of employees remains constant at around 30,000 (3,100 of them in Austria).
- Consolidated Group revenue remains stable at around EUR 5.1 billion.

The NOVOMATIC Group (including the NOVO SWISS AG and Novo Invest GmbH) is one of the biggest international producers and operators of gaming technologies and employs around 30,000 staff worldwide. Founded by entrepreneur Professor Johann F. Graf in 1980, the Group has locations in around 50 countries and exports high-tech electronic gaming equipment and solutions to more than 75 countries. The Group operates around 230,000 gaming terminals and video lottery terminals (VLTs) in its some 2,100 plus gaming operations as well as via rental concepts.

Through its numerous international subsidiaries, the NOVOMATIC Group is fully active in all segments of the gaming industry and thus offers a diversified Omni-channel product portfolio to its partners and clients around the world. This product range includes land based gaming products and services, management systems and cash management, online/mobile and social gaming solutions as well as lottery and sports betting solutions together with a range of sophisticated ancillary products and services.



# Brands create prosperity

European Brand Institute invited to the 15<sup>th</sup> anniversary of the Brand Global Summit under the motto "Brands create prosperity".







**For the first time** in cooperation with UNIDO, numerous leading decision-makers from business, science, international organizations, politics and diplomacy from all over the world gathered at the Brand Global Summit on April 9<sup>th</sup> and 10<sup>th</sup> 2019.

**At the opening event** on April 9 at the Novomatic Forum, Gerhard Hrebicek, President of the European Brand Institute together with Bobby Calder, Kellstadt Professor of Marketing and Tienan Li, China Council for Brand Development awarded the certificates, based on the new ISO standard 20671 to the new Certified Brands: NURI, ELK BAU and Vienna Capitals.

ronment, added: "Branding can help to enhance competitiveness and add value to the products, producer and customer. Branding can also be a strategic tool for countries to develop their technological competencies, innovation capabilities and to create new jobs and markets."

**In 5 discussion rounds** experts, such as Ernst-Peter Brezovszky, Head of UNES-CO-Unit; Waltraud Kaserer, Lenzing; Weixi Gong, UNIDO; Klaus Heidinger, Siemens; Franz Hammerschmid, ÖBB Infra; Alexandra Millonig, AIT; Vesna Vlahovic-Dasic, Coca-Cola Austria; Martin Essl, Uber; Farrukh Alimdjanoj, UNIDO; Herbert Kovar, Deloitte; Toni Cheng, Alibaba Cloud; Bobby J. Calder, Kellogg Graduate School of Management and Edgar Baum, Avasta Incorporated, discussed Brand competitiveness in a global context, economic opportunities through investment in brands as well as the correlation of brands and sustainable economic development.

**"Immaterial properties** are the value drivers of 21st century's economy. Business cases of globally successful companies are based on brands and patents. Successful clients are doing brand investments as a base to enter a proper market", described Herbert Kovar, Partner Deloitte, the goal and benefits for brand investments.



**"With the certification** of our brand, we started to see the brand as a fundamental asset of a company, where we have to invest in", explained Jakob Glatz, CEO Glatz GmbH the decision to certify his brand NURI.

**ADMIRAL introduced their** new brand ambassador David Hasselhoff, who will be in focus of their new brand campaign. Coca Cola Austria presented the brand new sustainability project "Aus Flasche werde Flasche"-the use of 100% recycled PET in Römerquelle product line.

**BRAND GLOBAL SUMMIT AT UNIDO FOR THE FIRST TIME**

**The Brand Global Summit** on April 10, 2019 at the Vienna International Centre was all about BRANDS CREATE PROSPERITY and offered the opportunity to exchange experiences, to learn from success models and interesting discussions.

**International flair in the Vienna City Hall**

In the evening the Cocktail Reception took place in Vienna's City Hall on the invitation of Mayor and Governor of Vienna Michael Ludwig. Gerhard Hrebicek, Thomas Reindl, First Chairman of the Vienna City Council, Olga Memedovic, Deputy Director UNIDO and H.E. Lourdes Viktoria-Kruse, Ambassador of the Dominican Republic, welcomed the international guests.



**Gerhard Hrebicek**, founder and president of the Brand Global Summit, remarked: "This year's motto highlights the impact of brands today and much more in the future! As brands, when proactively managed and measured, create value for companies, associations, cities, regions and economies. Integrated brand management leads to greater competitiveness, innovation and sustainable development in line with the UN Sustainable Development Goals (SDGs)".

**The host countries** Bolivia, Costa Rica, Dominican Republic, El Salvador, Cuba, Armenia and winemaker Willi Opitz invited the participants and guests to a special culinary and cultural journey with live music from the fabulous Orquesta Ibero-Americana de Viena. Tastings of regional specialties such as wine, rum, coffee and cigars created a unique atmospheric and international flair.



**Olga Memedovic**, UNIDO's Deputy Director and Chief of Business Envi-

- 1) Gerhard Hrebicek together with Farrukh Alimdjanoj
- 2) Bobby J. Calder, Klaus Heidinger, Waltraud Kaserer, Vesna Vlahovic-Dasic
- 3) Gerhard Hrebicek, Thomas Scheriau, Jakob Glatz, ADMIRAL Brand Ambassador David Hasselhoff, Christian Trautenberger
- 4) Kristin Hanusch-Linser, Helmut Hanusch, Renate Altenhofer, Wolfgang Hötschl



# About Brand Global Summit

- 1) Orquesta Ibero-Americana de Viena
- 2) Gerhard Hrebicek, Toni Cheng, Wolfgang Hötschl
- 3) Weixi Gong
- 4) Herbert Kovar
- 5) Philipp Scholtés, Gerhard Hrebicek

European Brand Institute and UNIDO jointly hold the Brand Global Summit 2020: "Brands for Sustainability" – an event that promotes the economic and social integration, business partnerships and as a platform for exchange of the best practices and experiences to advance the economic development. It leverages the power of branding as a tool to foster Inclusive and Sustainable Industrial Development and to achieving the Sustainable Development Goals (SDGs).

Launched by the European Brand Institute in 2005, the event will be held in

October 2020 for the 16<sup>th</sup> time, gathering participants and partners through various fields of interest and from around the world.

The event is also an excellent opportunity to showcase success stories and to share experiences about utilization of branding as an effective solution to support regions to improve the quality of their products, to achieve higher productivity, to diversify, to attract investments and tourists. These measures promote competitiveness, grant access to global markets and create additional economic value, new jobs and improve overall quality of life.

**Brands contribute to competitiveness and sustainable growth, achieving the UN Sustainable Development Goals.**



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The “Branding for Competitiveness and Sustainable Growth” service provided in cooperation with European Brand Institute benefits from UNIDO’s extensive network, including foundations and companies, to harness the expertise, know-how and resources of the private sector to support development of successful brands representing locations of origin, higher value-added quality goods by manufacturers.

### Expert Panels

During the day, national and international experts present and discuss contemporary key issues that are vital to Europe’s integration and sustainable development.

### Project and Region Exhibition

Enterprises and regions present best practice projects and opportunities. This is an excellent chance to network, attract investors and to acquire new business partners.

### High Ranking Participants

CEOs, entrepreneurs, top politicians, representatives of regions, international organizations and science meet at the forum. Including side events, participants from approximately 50 different countries join each forum.

### Facts and Figures

- **Patronage:**  
Dr. Michael Ludwig, Mayor and Regional Governor of Vienna
- **President:**  
KR DI Dr. Gerhard Hrebicek, MBA
- **First Forum:**  
2005
- **Target Groups:**  
CEOs, entrepreneurs, top politicians, representatives of science, media, regions and international organizations
- **Motto:**  
Make Contacts to Contracts



9



1) Unveiling of the new ADMIRAL brand ambassador David Hasselhoff in the Novomatic Forum 2) Brand Global Summit 3) Olga Memedovic 4) Rum tasting by the Embassy of Cuba 5) Gerhard Hrebicek, Thomas Reindl, Ernst-Peter Brezovszky 6) Representatives of the Latin American and Caribbean Countries 7) Armenian Delegation 8) Martin Essl, Alexandra Millonig, Franz Hammerschmid 9) H.E. Lourdes Gisela Antonia Victoria-Kruse, Ambassador Dominican Republic 10) Robert Harutyuyan, Farrukh Alimdjano, Manuela Eyvazo, Fabio Russo, Olivier Girardin 11) Embassy of the Dominican Republic 12) Ernst-Peter Brezovszky, Olga Memedovic, Gerhard Hrebicek



# BRAND [LIFE] AWARD

MENSCH MACHT MARKE - a lifetime for the brand



1) BRAND [LIFE] AWARD winner 2019 2) Anette Klinger 3) Paul Leitenmüller, Julian Riess, Herbert Kovar, Richard Mauerlechner, Gerhard Hrebicek 4) Oliver Stamm, Monica Rintersbacher, Christoph Schuh



# Internorm boss Anette Klinger awarded BRAND [LIFE] AWARD 2019



The BRAND [LIFE] AWARD is granted to personalities who have built sustainable and valuable brands—according to the motto “a lifetime for the brand”—and have made brands nationally and internationally relevant through dedication, passion, leadership and sustainability.

This year's winner Anette Klinger, co-owner of the Upper Austrian window brand Internorm and IFN managing director, received the award from Gerhard Hrebicek, President of the European Brand Institute. She was visibly moved while receiving great applause. “At the beginning of my career, as a young woman in a male-dominated industry, I was regularly considered the assistant of my male colleagues”, mentioned Anette Klinger in her acceptance speech.

**What distinguishes the brand Internorm?** “As an Austrian family business with almost 90 years of experience and innovative strength in window construction, sustainability is more to us than just responsibility for the environment—our goal is rather to develop the family business over genera-

tions and keep on being sustainable,” so Anette Klinger's business credo.

The eulogy was held by comedy shooting star Gernot Haas, who surprised the audience with a short sketch including a parody of Gerda Rogers. The bronze statue was designed by the sculptor Iris Sageder.

Many other strong Austrian brands lined the victory of Anette Klinger and were awarded as brand ambassadors 2019: General Director of the Kunsthistorisches Museum Vienna, Sabine Haag, RAUCH Fruchtsäfte Managing Director Jürgen Rauch, Siblings Julian, Friedrich and Susanne Riess for RIESS Kelomat, S. SPITZ Supervisory Board, Walter Scherb sen. and Vienna City Marathon Mastermind Wolfgang Konrad. The certificates for the brand ambassadors were presented by the European Brand Institute Advisory Board: Paul Leitenmüller, Kristin Hanusch-Linser, Gerald Ganzger, Herbert Kovar, Philipp Bodzenta, Monika Racek and Richard Mauerlechner. Moderator of the event was Monica Rintersbacher, Managing Director and EBI Advisory Board.

On 21 November 2019, European Brand Institute invited to the 11<sup>th</sup> BRAND [LIFE] AWARD Ceremony at Novomatic Forum.



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- 1) Paul Leitenmüller, Monika Racek, Wolfgang Konrad, Philipp Bodzenta, Gerhard Hrebicek
- 2) Brand [Life] Award
- 3) Monica Rintersbacher, Gernot Haas, Monika Racek
- 4) Sabine Haag, Kristin Hanusch-Linser

AUSTRIAN  
**STANDARDS**



Driven by Making Sense

Successful branding  
needs a careful leadership  
concerning a consistent and  
contemporary transformation.

SAFETY **TRUST**  
INNOVATION  
DIVERSITY  
**100** JAHRE  
AUSTRIAN STANDARDS

# Female power goes finance

On 18 September 2019 the European Brand Institute invited 300 – mainly female – decision makers for the 7<sup>th</sup> time to the **WOMEN LEADERSHIP FORUM** at the Novomatic Forum in Vienna to discuss women's future role in the finance sector.



As part of 2019' Women Leadership Forum – which was held in cooperation with UNIDO and a.o. Hutchison Drei Austria, myWorld Austria, ÖBB, Novomatic, the US Embassy, A1, EY, AvanaDe, Wolf Theiss and Die Presse – national and international experts and female leaders discussed how and why the way of financing can benefit from a more diverse workforce, how the financial sector will change in the future, if and how women invest differently, why SheOs and SheFOs are an asset for companies and how executives use agility management to prepare for the future challenges.

Under the motto "FRAU.MACHT. FINANCE" with the focus on "Closing the gender gap and boosting women in finance", Women Leadership Forum initiator Renate Altenhofer welcomed the participants in her opening speech: "In the financial sector, women are still less represented than in most other sectors, especially in TOP management. Closing the gender gap and empowering women in finance is the key to economic growth and prosperity. We are very pleased that, together with our cooperation partner UNIDO, the seventh edition of the WOMEN LEADERSHIP FORUM has become even more international with female leaders and experts from Africa, Europe and the US! Because only if we combine our forces, we can reach the UN Sustainable Development Goals 2030." As in previous years Sonja Kato, Managing Director unikato, led through the day.



**In his refreshing** Welcome Remarks, US Ambassador Trevor D. Traina emphasized the importance of female workers and executives from his experience as a tech entrepreneur – "because companies with females in the C suite gain around 15% more profit. This forum is a reminder of what could and should change!"

**In her interesting and** important keynote speech, Anna Zelentsova, Strategic Coordinator World Bank-Russian Ministry of Finance, pointed out that 70% of humans living in poverty worldwide are women and girls. It is crucial to cancel the occupational

*/// Together with our cooperation partner UNIDO we have succeeded to host the seventh edition of WLF, with female leaders and experts from Africa, Europe and the United States to act as pulse generator with this internationally important cutting edge topic, because only if we can join forces we can meet the UN Sustainable Development Goals. ///*

Renate Altenhofer  
Initiator Women Leadership Forum



and financial restrictions for women, she said. Her appeal to all women who want to get into the C-Suite: "Put the mask on yourself first!"

**In their panel talk** *The financial sector in transition – who dominates the future?* local decision-makers and international financial experts, such as i.a. Avanade Country Manager Christiane Noll, Wolf Theiss Partner and Financial Specialist Andrea Gritsch, Lendo CEO Martin Spona, EY Innovalue Partner Julia Palte and Stanislas Zeze, CEO Bloomfield Investment Corporation explained which transition will approach to the financial sector, who will dominate the future, and what role female know-how plays.

**Agility Management Specialist** Doris Perg and Agile Coach Chris Berndt gave insights and guidance in their master class *"Agile Management in response to the Challenges of the Future"* in form

of a sketch. She explained how leaders can handle the challenges of complexity through agile and adaptive systems. The best practice case was provided by Hutchison Drei Austria Chief Product Owner Markus Pilz.

**Under the leadership of** Rita Niedermayr, Partner EY Advisory Services, the panel with Michaela Huber, member of the board ÖBB-Personenverkehr, Monika Racek, CEO Admiral, Sonja Wallner, CFO A1 Telekom Austria, Million Berhe, Head of Africa Practice, Specht & Partner, and Kasia Greco, Vice-Chairwoman for Women in the Economy Vienna discussed the topic *"Mixed Leadership: Are you ready for a SheEO or SheFO"* and argued why successful companies should focus on mixed leadership and female know-how in the C-Suite. "You have to convince male executives to bring more women into leadership positions. Mixed teams are part of the economy and society", said Sonja

**/// What you see, you can be! Role models are crucial for success. In my 30 years of business creation experience, I've seen that giving women more visibility and showing their expertise is a key factor for positive change. ///**

Selma Prodanovic

Founder & CEO 1MILLION STARTUPS





Topic II 'Mixed Leadership' – Rita Niedermayr, Sonja Wallner, Kasia Greco, Monika Racek, Michaela Huber, Million Berhe



/// It's one thing to mandate or recommend representation of women to the board level or C-Suite roles. But it's much more difficult to address the systemic inequality as it includes much more than the business world – it's broader and more complex, and with that comes a lot of polarization. ///

Kasia Greco  
Vice Deputy Head of  
Frau in der Wirtschaft Wien

Wallner, CFO A1 Telekom. Michaela Huber, Board Member ÖBB Personenverkehr, draws a similar picture: "You have to be visible whenever possible. Promoting women in leadership positions is seen by men as charity. 99% of gender equality officers are male - let's be realistic, it will be a tough fight in the future."

**About a particularly important,** often overlooked topic DAMENSACHE founder Marietta Babos spoke in her impulse statement "*prevention of old-age poverty of women*".

**In the panel talk** "*Female investors and entrepreneurial finance - do women invest differently?*", under the guidance of Sonja

Kato, experienced founders and financial experts such as Bibusa Wißemann, CEO sensAfrica Limited, ACREDIA Board Member Gudrun Meierschitz, Selma Prodanovic, Founder & CEO 1MillionStart-ups and Co-Founder investorinnen.com, AAIA Managing Director Lisa-Marie Fassl, Christine Holzinger, Managing Director 360 Business Planner and Metropole CEO Margaret Childs gave insights into the female entrepreneur landscape and pointed out whether women invest differently.

**In her MASTERCLASS:** "*The Mind Behavior Gap - Behavioral Economics: the new discipline*", Sophie Karmasin, founder of Karmasin Research & Identity, gave a representative study of the areas in which we have high social standards, but which deviate especially from our intentions. Based on the *Mind Behavior Gap Analysis*, explanations and possible measures are derived from a behavioral economic point of view.

**Inspired and full of** knowledge, the participants made new contacts while networking at the Cocktail powered by Schlumberger on ice.



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- 1) H.E. Lourdes Gisela Antonia Victoria-Kruse, Gerhard Hrebicek
- 2) Anna Zelentsova, Renate Altenhofer, Stanislas Zeze, Christiane Noll, Andrea Gritsch, Martin Spona, Julia Palte
- 3) Monika Racek, Kasia Greco, Sonja Wallner, Renate Altenhofer, Michaela Huber, Rita Niedermayr, Million Berhe
- 4) Chris Berndt, Markus Pilz, Doris Perg
- 5) Gabriela Maria Straka, Petra Grell-Kunzinger
- 6) Martina Denich-Kobula, Gabriele Windisch, Brigitte Maria Gruber, Million Berhe, Renate Altenhofer
- 7) Hava Kebe, Bibusa Wilßemann, Renate Altenhofer, Stanislas Zeze, Million Berhe, Binta Barry, Maya Stoeva, Bashir Conde



- 1) Stanislas Zeze, Anna Zelentosva, Renate Altenhofer, Gerhard Hrebicek
- 2) Livia Dandrea-Böhm, Sonja Wallner, Natascha Kantauer-Gansch, A1 Telekom
- 3) Wolf Theiss Team with Wolf Theiss partner Andrea Gritsch
- 4) Selma Prodanovic, Sophie Karmasin
- 5) Maria Rauch-Kallat, H.E. Trevor D. Traina, Renate Altenhofer
- 6) Christiane Noll, Julia Palte
- 7) Margaret Childs, Lisa-Marie Fassel, Selma Prodanovic, Marietta Babos, Gudrun Meierschitz, Christiane Holzinger, Bibusa Wißemann, Sonja Kato



*"Digitalization seems to be the mantra in most industries. Mastering the challenges and monetizing the opportunities of new technology requires continued innovation, collaboration and a diversified approach – prime time for female talent."*

**Andrea Gritsch**  
Managing Partner  
Wolf Theiss Rechtsanwälte



*"Part of the transitions process of the financial sector is a cultural change: new leadership styles, innovative ways of working, new methodologies as well as the attitude towards making mistakes and trying new things are becoming more important."*

**Julia Palte**  
Partner EY Innovalue



*"Besides me there are numerous women in C-level positions within several subsidiaries of our Group. The reason why is very simple: Mixed teams work more efficiently and achieve better results because of the interaction and combination of different skills and capabilities."*

**Sonja Wallner**  
CFO A1 Telekom Austria AG

*"Female investors might be a bit harder to attract and convince at first, but later on they are more likely to become strategic and enduring investors, not merely financial ones focusing on quick wins."*

**Gudrun Meierschitz**  
Member of the Board Acredia AG



*"The "Mind Behavior Gap" study determines individual value awareness and actual behavior. The aim of behavioral economics is to better understand people's economic actions and to support them in making the best possible decisions."*

**Sophie Karmasin**  
Founder Karmasin Research & Identity



*"We need conducive environment for women to reach leadership positions as a natural progression, at the same rate as male colleagues. Gender diversity must also include the greatest untapped resource in our society: women from diverse ethnic backgrounds."*

**Million Berhe**  
Head of Africa Practice, Specht und Partner Rechtsanwälte GmbH



*"I am convinced that if men realize that women are their best partners in the betterment of human kind, they will definitely change their attitude and fully embrace the notion of equality between woman and men."*

**Stanislas Zeze**  
Chairman of the Board of Directors & CEO Bloomfield Investment Corporation

*"The financial services sector is more competitive, high-performing and open than ever. We have to rethink the financial services business, find strategies to succeed."*

**Christiane Noll**  
Country Manager  
Avanade DACH



*"As a former tech entrepreneur, I know there is a strong business case for gender diversity. Despite this progress, women still represent only one in five positions at the top level. That is why events like the Women Leadership Forum are so important – it gives us the opportunity to work together on this challenge."*

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



*"Agile management means to leave the comfort zone of established hierarchy, and leading methods, which won't appeal to everyone at first sight but you will newly discover your position as a leader and broaden your personal horizon."*

**Markus Pilz**  
Chief Product Owner,  
Hutchison Drei Austria



*"As Leaders we need to challenge the status quo in action by first asking the questions and working together towards a full global women's impact solution and building a strong and a sustainable eco system to ensure women's full participation."*

**Bibusa Wißemann**  
CEO and Founder  
SensXafrica Limited



*"It is an undisputed fact that gender diversity leads to better results. Diverse management teams strengthen the innovative power of a company in a sustainable manner!"*

**Monika Racek**  
CEO ADMIRAL Casinos & Entertainment AG

# Towards a hyperconnected digital world

As an affiliated partner of the G20 Global Partnership for Financial Inclusion (GPII), the World Business Angels Investment Forum (WBAIF) 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.

**WBAIF has taken and** continues to take an active role during the COVID-19 pandemic. We are preparing to submit a comprehensive economic and financial support plan to the G20 leadership in order to alert policy-makers about the urgent needs of startups, entrepreneurs and investors.

**To inform this plan,** WBAIF conducted a global survey that included business owners from more than 81 countries and across multiple industries; it elicited opinions on issues in a variety of domains ranging from financing, workforce issues, business model realignment, and the nature of support that is needed during this turbulent economic period.

**We communicated the key** findings of this survey to the Saudi Arabia Presidency at the online General Assembly of GPII last week. I am now pleased to share with you the attached joint declaration of the G20 - GPII dated 26 June 2020 (G20 - GPII statement for COVID-19), which highlights the need for a collective multi-pronged effort in the upcoming months and years to boost economies.

**We are convinced that** we will be able to present a better road map of post-pandemic times for startups, scaleups, entrepreneurs, SMEs and investors if a greater

emphasis is placed on knowledge, which is central to the transition debate to a 'new normal'. We believe that simply keeping physical distance, washing hands, and staying at home is not enough to solve the challenging problems that entrepreneurs and the young generation will face after COVID-19 itself ceases to be a problem. We need better policies that are developed in the light of knowledge that can only come from the entrepreneurship and investment ecosystem.

## Expectations from governments as a response to COVID-19

The World Business Angels Investment Forum invites all governments and municipalities to consider developing smart policies to convert cities to smart cities, ease access to the internet, develop better bandwidths for faster internet connections, ease access to healthcare and financial services. Governments must invest in the digital infrastructure of their communities such as internet speed, fintech, healthcare and smart cities as a response to COVID-19.

**These all will lead** to a better digital transformation of communities, better healthcare systems, more financial inclusion and more equal opportunities in education.



## 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.*

### ■ Developing smart cities

We believe that COVID-19 demands that every municipality or government must consider converting their cities to smart cities. City authorities can make the data gathered from their own monitoring systems available on an open-source platform. Municipal and private companies could then analyse the data. Facial scanning for body temperature, but without revealing identity, could improve infection control at railway stations, airports, and at events where many people come together, such as concerts.

### ■ Providing computers

We invite all governments to provide PCs, laptops, or tablets for families who are unable to afford such items, because online education will be the new post-pandemic educational model. It is important to note that, even in the U.S., the lack of a laptop or desktop computer on which to complete schoolwork is another barrier to full participation in remote learning. Among children aged 3-18, 17% live in households without a laptop or desktop computer. At least 11 million students have no technology tool at all for online learning, and among those that do, a single device may need to be shared with siblings. Lack of access to

a computer increases vulnerability for lower-income students.

### ■ Increasing financial inclusion

There are 2 billion unbanked people in the world today. Access to finance and access to public support are almost impossible for the unbanked. Since a new paradigm for educational systems is on the way, we should accelerate the financial inclusion of these people so they can benefit from the digital transformation. Otherwise, they risk missing out on the opportunities that will present themselves in the post-pandemic era, such as online education, access to finance, access to online healthcare services.

### ■ Access to healthcare

Access to comprehensive, quality healthcare services is important for promoting and maintaining health, preventing and managing disease, reducing unnecessary disability and premature death, and achieving health equity for everyone. This healthcare topic comprises 3 components: insurance coverage, health services, and timeliness of care. When considering access to healthcare, it is important to include oral health and access to prescription drugs as well.



[www.wbaforum.org](http://www.wbaforum.org)

Post-pandemic efforts will need to focus on deploying a primary care workforce that is better distributed geographically and that is trained to provide culturally competent care to diverse populations. Monitoring the increasing use of telehealth as an emerging method of delivering healthcare should be studied carefully, since thousands in the healthcare industry have lost their lives to COVID-19 or have been severely affected by it.

■ **Increasing citizens' creativity for the social good**

Creative citizenship will be more important than ever in post-pandemic times. Policymakers should consider innovative ways of creating an environment for citizens where they can develop a promising way of thinking about the countless ways in which individuals and groups contribute valuable ideas and services and goods to communities with a common interest. We believe that freedom of speech, human rights and gender equality are three important components of creating a healthy

environment for citizens, which in turn opens the way for creative thinking. We believe the world of post-pandemic times will need more support from citizens with creative ideas if we are to turn the COVID-19 pandemic into long-term social good.

■ **Internet bandwidth**

The worldwide digital population as of April 2020 was almost 4.57 billion people, encompassing 59% of the world's population. After COVID-19, a world without internet is unimaginable, and the internet will be a pillar of post-pandemic times. Internet bandwidth will be the key driver of the quality of online education, online healthcare services and financial inclusion. We therefore invite policymakers to invest in bolstering bandwidths, which will address several items on the WBAF's current to-do list. Without good connectivity, it will not be possible to develop smart cities, provide better education, increase financial inclusion, ease access to healthcare services or increase citizens' creativity.

**BAYBARS ALTUNTAS**

*Executive Chairman,  
World Business Angels investment Forum  
An affiliated partner of the G20 Global Partnership  
for Financial Inclusion (GPFI)*

*Mr Altuntas is a former Senior Advisor to the London Stock Exchange Group (LSEG) for the Elite Programme, Ex-ecutive Chairman of the World Business Angels Investment Forum (WBAF) – an affiliated partner of the G20 Global Partnership for Financial Inclusion (GPFI) 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. De-veloper 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.*



## Impacts of COVID-19 for the startup economy

In post-pandemic times, we will increasingly use three important terms when discussing early- and post-early stage equity and capital markets: responsible finance, impact investment, and digital access to finance.

**With the world now** in the throes of a deep recession, one thing is clear: helping countries recover from COVID-19 will require billions of dollars to revive jobs and value chains, tackle systemic inequalities and promote a greener reconstruction. This will present significant opportunities for investors to innovate and finance projects that contribute to sustainable and inclusive long-term growth. Responsible finance and impact investors will be the driving force of this new investment ecosystem. Public and private partnerships (PPP) will be an a key path to recovery and reconstruction.

**WBAF invites all governments** to consider converting public finance to smart finance for the social good so that we can recover from COVID-19 in co-operation with responsible finance from impact investors and develop, together with them, co-investment funds from startup to scaleup to exit. World economies will need more responsible finance and more impact investors in post-pandemic times.

**On the other hand,** startups, entrepreneurs, scaleups, MSMEs and SMEs will have to discover innovative ways to reach angel investors and to pitch and close deals digitally. Pitching, closing deals, and monitoring investments digitally all the way to exit will be the new normal of the startup

economy. We will see more online demo days, online meetings for due diligence, online signing of deal terms, and online follow-ups after the deal is closed. WBAF estimates that every home of a startup after COVID-19 will turn to an incubation centre or a co-working space that is connected digitally to entrepreneurship and investment ecosystems.

## Towards a hyperconnected digital world

As Executive Chairman of the World Business Angels Investment Forum, I encourage G20 leaders, policymakers, academics, global thinkers, entrepreneurs and investors to consider developing a new way of thinking – the 'new multilateralism', where all stakeholders take joint responsibility for the global common good, breaking down borders and barriers and improving collaboration so as to capitalise on the momentum unleashed today for a future 'hyperconnected world'.

**COVID-19 has showed us** how the world's citizens are interconnected. If a single virus was able to shut down the world economy in 8 weeks, it can also manage the start of a more digitally connected world.

**I believe that, by** working together across borders, with a common vision, and with these smart dynamics in mind, we are well placed to bring about positive change in the global economy and to pave the way for new generations to turn the COVID-19 crisis to an opportunity for the social, cultural, humanitarian and economic development of the world.

### Resources:

<https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/a-global-view-of-how-consumer-behavior-is-changing-amid-covid-19#>  
<https://home.kpmg/xx/en/home/insights/2020/04/accelerating-digital-transformation-initiatives-in-uncertain-times.html>  
<https://www.dw.com/en/how-covid-19-could-speed-up-smart-city-visions/a-53654217>  
<https://data.oecd.org/ict/access-to-computers-from-home.htm>  
<https://usafacts.org/articles/internet-access-students-at-home/>  
<https://www.statista.com/statistics/617136/digital-population-worldwide/#:~:text=At%20most%204.57%20billion%20people%20were,percent%20of%20the%20global%20population.>  
<https://www.healthypeople.gov/2020/topics-objectives/topic/Access-to-Health-Services>  
<https://www.thersa.org/discover/publications-and-articles/reports/basic-income>  
<https://www.responsible-investor.com/articles/impact-investing-in-the-time-of-covid-19>

## ABOUT GPFI

*The Global Partnership for Financial Inclusion (GPFI) 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 GPFI*

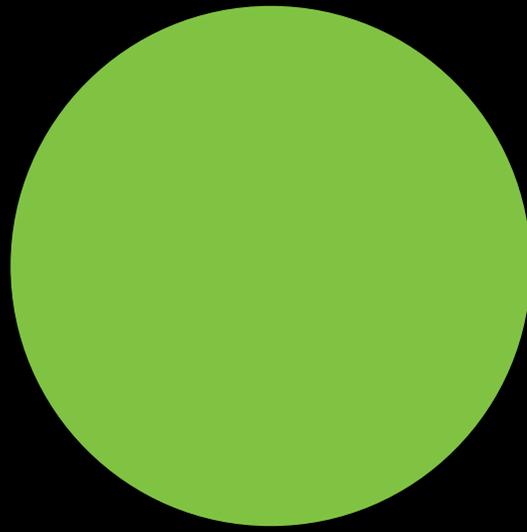


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**In a world where issues such as the dangers of climate change, scarcity of resources, polluted oceans, poverty etc. are being discussed more and more dominantly, not only in expert circles but also in civil society, companies as well have increasingly changed their focus and developed strategies to meet the challenges of our time with a contemporary perspective.**

**In the focus** of this debate is often a term that has existed in science and literature for 300 years but has entered the public debate only in the course of the last decade. We are talking about the term "sustainability", vaguely defined and given meaning by politicians, scientists and also civil society.

**The term shapes all** our lives. Whether it be in food, clothing, cosmetics or transportation, sustainability plays an increasingly important role in people's consciousness.

It is therefore only a logical conclusion that companies, as well, must ask themselves the question of how they position themselves in view of this changed "Zeitgeist" in order to achieve the most positive outcome possible - from an ecological point of view and of course also from an economic point of view. More generally speaking: How to integrate environmental sustainability into the market-economic system and still maintain economic growth.

**Trying to find answers** to environmental problems has always rather been seen as a lose proposition for entrepreneurs and the economy in general. Can you do good for the environment without weakening your business? Can you perhaps even achieve a positive outcome for your company if you follow the sustainability line in a consistent manner? To manage this, it must be clear that sustainability is nothing that can be bought. It rather must become an integral part of the company's philosophy.

# Sustainable branding – brands as “carriers for sustainability”?

**An important and indispensable** tool for this is the corporate brand. A brand is the most valuable link and the strongest bond between a company and a customer and can be considered as a key tool to achieve responsibility for sustainable consumption and production. The interdependence between customers and brands is enormous. On the one hand, customer behavior determines the success and development of the brand, on the other hand, brands influence customer behavior by having an identity-forming and a high symbolic function by showing the interests and values of the customer to the outside world. Therefore, a brand can not only be seen as an investment in marketing communication, or just a key strategy for a company to retain customers, but much more also as a trustworthy source of information and a significant, influential and awareness raising force in society.

**A great brand provides** information for the customer of what is relevant in today's

world and, therefore, establish trust between the brand community (customers) and the company, for the market to thrive and evolve in a more sustainable direction. It also creates a great loyalty and strong relationship with the customer, which leads to repeated purchasing and subsequently to a higher brand value and, logically, more value for the company itself.

**Over the last decade**, many companies have recognized the importance of focusing on the sustainability trend and have shown willingness to commit with sustainable production. An outstanding example for sustainable branding in Austria is the “JA! Natürlich” brand for organic food products, created by the REWE Group - one of the leading retail and tourism groups in Europe. “JA! Natürlich” does not only promote organic nutrition, furthermore, it portrays the importance of organic farming in general with advertisements about holidays at organic farms and with the launch of organic seeds for home gardening.



“A brand is the most valuable link and the strongest bond between a company and a customer and can be considered as a key tool to achieve responsibility for sustainable consumption and production.”

Mag. Daniel Söllner,

*associate at Lansky, Ganzger + partner  
and active in the field of civil law  
and trademark law*



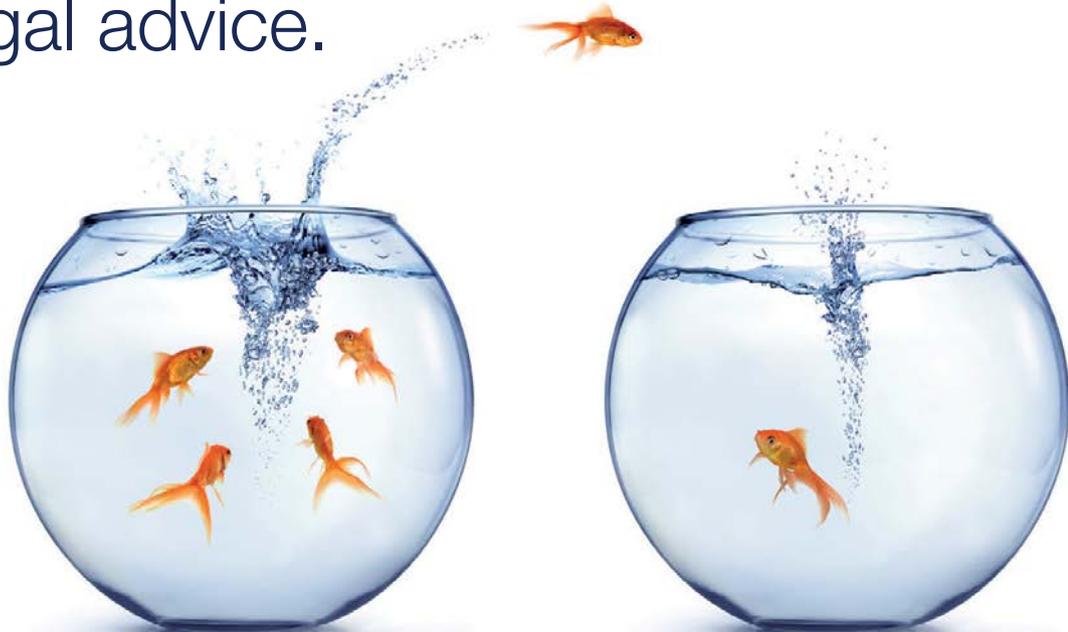
Another prominent example is the Austrian brand “Zurück zum Ursprung”, launched by the discounter HOFER in 2006. It is known for its transparency and its very high brand-related standards when it comes to organic agriculture. All products of “Zurück zum Ursprung” come from regions where all the ingredients are traditionally and originally rooted. For example, the hay milk comes from the alpine mountain regions of Murau and Kitzbühel, the grain from the granaries of Austria, for example from the famous “Weinviertel”. With fair prices for the products of domestic organic farmers and strict criteria for the conservation of ecological resources, the brand makes a positive contribution to the promotion and preservation of Austria’s rural regions.

**The examples mentioned here** are only two out of many. What a lot of them have in common is firstly that they attract a lot of public attention (such as the “Austrian Climate Care Award 2009” for the “Zurück

zum Ursprung” brand) and secondly that they are rewarded by their customers with trust and loyalty.

**The trust that brands** are able to create between the company and the customer regarding the reliability of sustainable demands can be seen as the basis for the development of a sustainable market. Since awareness of sustainability and environmental concern is growing, customers are seeking for products or brands with which they can identify themselves and their values. As already mentioned, brand equity increases with loyal customers, and these loyal customers can in fact be a trigger to enlarge the group of environmental concerned ones, which would lead to an increase of the demand for sustainable products. This again shows the interdependence and interplay of all actors with each other, which can have positive effects for all - companies, society and environment - if approached consciously.

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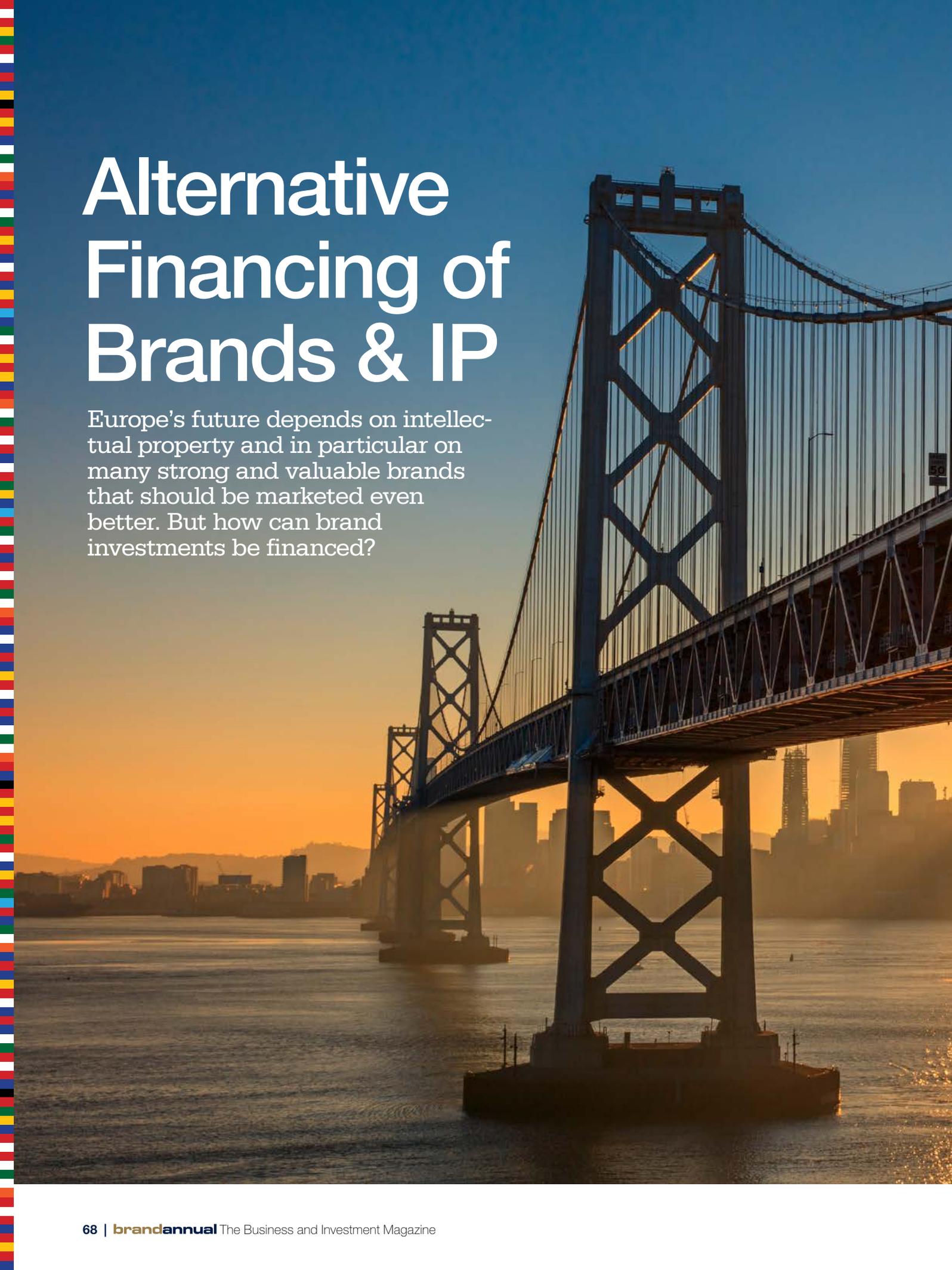
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# Alternative Financing of Brands & IP

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.*

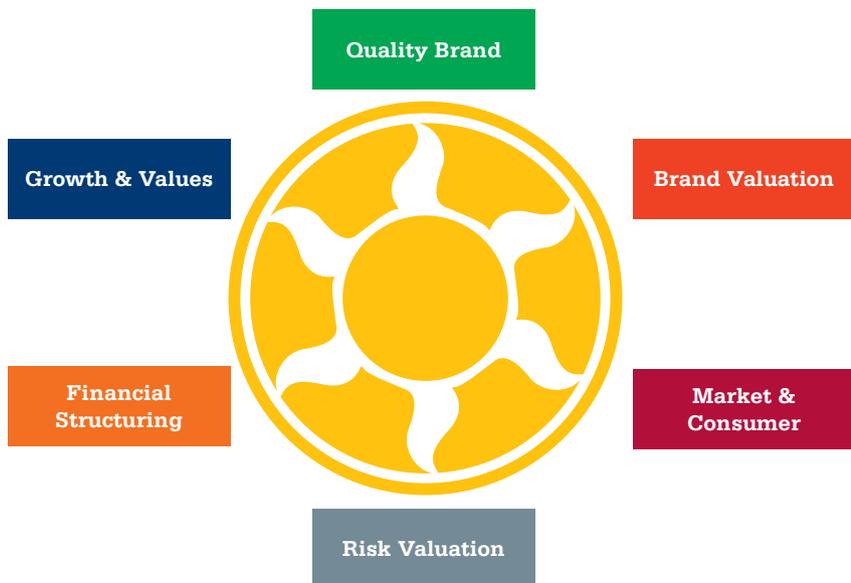
*Certainly, Alternative Financing can contribute to many of the SDGs.*

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SummerLight

CAPITAL PARTNERS





# Brand Reporting

**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.

Standards such as ISO 10668 Monetary Brand Valuation and the two ÖNORMEN ON A 6800 brand valuation and ON A 6801 patent valuation have been developed for the valuation of intangible assets.

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 aspiring 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.

Therefore, the profession of tax accountants and auditors is also required for corporate transactions regarding intangible assets, in particular brands and their valuation and reporting.



**30**  
**SEPTEMBER**

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

# IBEROAMERIKANISCHER ORQUESTERVEREIN WIEN

im  
**RATHAUS WIEN**

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 2020.



#### 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  
[wien@orquestaiberoamericana.org](mailto:wien@orquestaiberoamericana.org)





# Brands are the most valuable but least understood assets



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. 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. Sustainable brands build our future!

# The value of regional brands

**Brands are rapidly becoming the decisive competitive instrument in tourism.**

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.

In individual European countries, such as Finland, Switzerland, Luxembourg, Sweden, Denmark and Austria, companies make the largest contributions to the respective national economy and are thus also world leaders in the ratio of brand value to gross national product. This path should also be transferred to other countries.

## **INTEGRATED BRAND MANAGEMENT FOR CITIES AND REGIONS**

City and 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.

City and 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 Brand strategies and management systems.

A movement toward Integrated Reporting (IR), presents a way for regions to develop their own approaches to analysing and reporting their brand and in doing



so to advance the practice. IR requires only a general framework like ISO 20671 for evaluating and analysing brands, not a commitment to a specific model used across regions. A framework for additional reporting should be consistent using standardized nomenclature, definitions and methods of calculation in order to be transparent for internal and external reporting.

The ISO 20671 framework is a way to start creating supplemental information that helps cities and regions understand and report their brands and their impact on success.

## **CHALLENGES FOR THE TOURISM INDUSTRY**

Brands are rapidly becoming the decisive competitive instrument in tourism.

Consumers are increasingly choosing those offers in which they can be certain that the services, outdoor experiences and



also the welcome from the local population are of a high quality and worth the price paid.

**At the same time**, tourist destinations and the providers of tourist services are increasingly confronted with changes in guest expectations and requirements, and increasing competition at home and abroad. A lack of attention to brand issues now could have serious consequences later in terms of loss of image and falling income.

**Implementing a new system** in the destination brand management will inevitably require a resource input in the first year but after this the system will be in place and should be used automatically by the destination. It is a strategic step for a destination and will of course involve an investment of time and resources. However, this investment is counter-balanced by the benefits brought to the sustainability of the destina-

tion brand, in terms of increased consumer satisfaction, and an improved competitive standing for the destination, in other words bringing a good return on investment.

#### **BRANDS NEEDED IN THE DIGITAL ECONOMY**

Beyond investment and finance-marketing alignment, recognizing brand value is important in light of the evolving digital transformation of organizations. Brands are increasingly linked to digital ecosystems and many leading brands are platform brands. The boundary between brands and consumers has always been conceptually challenging and managing brands becomes even more complex with digital transformation.

**The issues will not** get any less complicated. Acceptance of brands as assets and integrated management based on ISO 20671 needs to happen sooner rather than later.

### **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*



# Europe and its region brands

Europe is full of famous international and historic tourist and region brands. Famous Regions such as Champagne, the Alps, Tuscany, 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.

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*



# 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

**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.*



Sommertage an der Alten Donau

# Vienna: Shaping up for the next decade

Nowadays cities worldwide are known to vie for talent, tourists, and investors.

Every metropolis aims to define its individual identity and unique points of sale in this global competition.

At the same time, a city's lifestyle is influenced and transformed over time by changes in different fields of life, including work, leisure, cultural communities, and immigration. The image of a city is composed of various facets, ranging from landmark buildings, cultural assets, and historic events to (state-of-the-art) technologies or events.

Vienna has a worldwide reputation for its art and culture scene, for its imperial heritage, sweet pastries and Heurigen taverns, Viennese waltz and Lippizaner horses. The

city's new "Visitor Economy Strategy 2025" has been placed under the motto "Shaping Vienna" and profoundly redefines the very concept of travel and its impact on the destination. It prioritises sustainable development and a healthy balance between the needs and requirements of local residents and visitors. Its main focus is on added value for the city, its population, and local businesses.

**Sustainable urban development** requires a comprehensive approach that embraces all aspects of a city, placing citizens at the very centre. Decisions taken must be future-proof, with decision-makers considering all dimensions of sustainability –economic, social, cultural and environmental. Consequently, sustainable urban development is a multi-faceted challenge that involves various fields of action. Developing new buildings and creating attractive business locations are part of this task, but so is the provision of transport and mobility services that are environmentally friendly, socially equitable, and compatible with the urban setting.

Vienna already counts among the world's most successful cities when it comes to key indicators like infrastructure, innovation, or quality of life. It is essential to maintain and consolidate this status. In line with its ambition to sustain excellent perspectives for its population, the Austrian capital has committed to the "smart city" concept of an intelligent, sustainable, opportunity-oriented urban centre. The focus is on keeping up and further improving the city's strong ecological, economic and social credentials. This, in turn, will require effective answers to major phenomena like climate change, new technologies, urban growth, and higher life expectancy.

The city has also drawn up a new innovation strategy to make sure Vienna remains a strong driver of economic growth. The



City of Vienna constantly strives to simplify processes, optimise services, promote innovative developments, and develop public infrastructure in all fields.

**Under the title “VIENNA 2030 – Economy & Innovation”,** the new strategy is focused on “smart solutions for life in the 21st-century city” and on the city’s role as a “metropolis of health” to underscore the enormous potential of these fields in Vienna. Businesses, research institutes and the Vienna City Administration join forces to develop cutting-edge solutions for excellent healthcare and quality of life, and to make sure these solutions are affordable and climate-friendly. After all, we are convinced that solutions like this will be dearly needed in all cities worldwide.

The process of implementing the strategy has already started in Vienna. Seestadt Aspern, one of the largest urban expansion areas in Europe, is a best-practice model for the clever combination of resource-efficient development, housing, and jobs. The City of Vienna has made a point of connecting the project area to the public underground network and promoting smart transport solutions in general. Once completed, Seestadt Aspern will provide new homes for 20,000 residents, to be matched by an equal number of new jobs in the area.

The city’s current school building programme is yet another example for practice-oriented innovation: Vienna has pledged to build 11 new education campuses by 2023. In total, the new facilities are slated to comprise over 600 additional rooms for education and training, many of which have already been completed. Of course energy efficiency and direct access to public transport are essential prerequisites for the new campus locations. In the healthcare sector, Vienna relies on exemplary municipal services and excellent research centres. On this solid basis, the city is taking several steps to further boost its innovative capacity in future, such as expanding new research infrastructure and systematically facilitating the marketing authorisation of new medical drugs and products.

Based on the successful pilot project “Smarter Together” implemented in Vienna’s working-class district of Simmering,



projects for a climate-friendly city will be launched in other parts of Vienna and implemented in cooperation with local residents and businesses. This is a special challenge we have pledged to accept. CO2 neutral refurbishment of the city’s older building stock is part of this integrated process, but it also includes local mobility solutions, freight transport logistics, and public space design in general. The process relies on new framework conditions designed to favour innovation in areas like building materials, urban greening and shading, and to allow for scalable business models for the local and circular economy.

**The new strategy “VIENNA 2030 – Economy and Innovation”** goes hand in hand with the “Smart City Wien Framework Strategy” and a number of further strategic documents. It provides excellent opportunities for science and research, but also for start-ups and for the local business community. Innovation and networking are the keys to ensuring Vienna will have retained its position as a world leader for economic performance and quality of life in 2030.



**Viennas project**  
*“auto.Bus - Seestadt” is intended to enable a leap in quality for the operation of future autonomous bus routes through planned technological innovations.*



**An increasingly digital economy is dominated by intellectual property and intangible assets.**

“In an increasingly digital economy, intangibles rule” stated Gerhard Hrebicek, President European Brand Institute on the occasion of Brand Global Summit 2020

**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.

**BRANDS CONTRIBUTE MOST**

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 Offi-

# Brands & IP - the future after the crisis



cers) 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.

/// **Strong brands, especially sustainable brands, have proven to be a bulwark in the crisis. Those brand companies that have already developed value-oriented and sustainable strategies for more resilience and social cohesion seem to be better equipped for a potential economic downturn and external shocks and act as a social link.** ///

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](http://www.europeanbrandinstitute.com)



**FREEDOM OF THOUGHT**



**INTELLECTUAL PROPERTY**

# The important role

**As intellectual property (IP) and intellectual property rights (IPRs) play an increasingly important role in corporate strategy, the accurate valuation of IP remains a major obstacle to their emergence as a tradable asset class.**

**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 Property 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.



THINK OUTSIDE THE BOX



CREATIVE IDEA

# of IPRs

## 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 separa-

ble 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 2019

# Strong brands stand for sustainability



1) *Raphaela Fremuth, Christoph Schuh, Gabriela Straka, Monika Racek, Gerhard Hrebicek, Michele Haindl, Bernardo Calzadilla-Sarmiento, Herbert Kovar*  
 2) *Gerhard Hrebicek mit Bernardo Calzadilla-Sarmiento*

After the opening by Dr. Monika Racek, CEO of ADMIRAL and European Brand Institute President Dr. Gerhard Hrebicek, Bernardo Calzadilla-Sarmiento, Director of the Department of Trade, Investment & Innovation UNIDO held his keynote address and highlighted the successful partnership of European Brand Institute and UNIDO and the joint program "Branding for Competitiveness and Sustainable Growth" (B4C). "Branding can also be a strategic tool for countries to develop their technological and innovation skills, increase competitiveness and create new markets. Developing products and services that are rooted in territorial capital and being supported by local organizations that work together under a common vision are the key elements of a successful and sustainable branding process!", said Calzadilla-Sarmiento. "The partnership between EBI and UNIDO promotes the competitiveness of private companies, improves market access through coordinated marketing and realization of a common brand strategy and contributes to sustainable growth."

Moderated by Gerhard Hrebicek, President European Brand Institute, sustainable brand experts Raphaella Fremuth, External Communications & Public Affairs Coca Cola HBC Austria, Stefan Grafenhorst, Head of Sustainability & CR Greiner AG, Michele Haindl, Marketing QimiQ, Mag. Herbert Kovar, Partner Deloitte Austria, Mag. Christoph Schuh, Head of Communications & Reputation Management APG AG and Mag. Gabriela Maria Straka, Head of Communications, PR & CSR Brau Union Österreich AG explained why a strong brand should stand for sustainability and why it is important to maximize the value and sustainability of companies through effective and efficient brand management and promote brand investment.

"It is important to follow the concept of the circular economy and cooperate within this value chain", Gerhard Hrebicek opened the talk. "Sustainability is in the QimiQ DNA, all our products are made without palm oil and stand for anti-food wasting! Our local production also saves a lot of logistics and transport costs", Michele Haindl, Marketing

QimiQ pointed out. Christoph Schuh, Head of Communications & Reputation Management APG AG, stated that infrastructure must be constantly improved in order to guarantee a secure and sufficient power supply for the society. "At the end of the day APG is committed to serve society. We have an ambitious road ahead of us because we do not yet have the resources for our goals! Of course, solar energy is a big topic because we want to come mainly through renewable energy by 2030."

**Stefan Grafenhorst considered sustainability** as a team effort: "We have to engage more people in the area of sustainability and, above all, replace old and dirty business models with clean and recyclable variants to stimulate sustainable consumption!" Herbert Kovar hit the same line: "Cooperation with other companies is essential! A combination of top specialists who act in concert is crucial. The brand value rises through a sustainable economy - so who wants to realize SDGs, must increase the brand value." Gabriela Maria Straka, saw big brands as having responsibility: "The consumer recognizes how a brand is oriented. At Brau Union we are ready to produce 70% of our products

CO2 neutral! The reusable idea works in Austria!" Raphaela Fremuth was convinced that the consumer expects big brands to operate sustainably. "Well meant does not mean well done, it is important to see the different competences regarding sustainability."

**CERTIFIED BRANDS**

Mag. Andreas Hämmerle, CFO Trenkwalder Group, and Michele Haindl, Marketing QimiQ, received the "Certified Brand" certificates for their companies. Trenkwalder Group and QimiQ went through an objective evaluation process, confirming all stakeholders that the brand management is capable implemented according to the highest standards of brand management. "Everyone must be aware of the importance, certifications are essential, so the customer sees what has been done to act in a sustainable and forward-looking manner", stated Michele Haindl, convinced of "Certified Brand".

It is important to follow the concept of the circular economy and cooperate within this value chain.



Gerhard Hrebicek  
President European Brand Institute

FOTOS: CHRISTIAN MIKES

- 1) Herbert Kovar, Michele Haindl, Raphaela Fremuth, Stefan Grafenhorst, Gabriela Maria Straka, Christoph Schuh
- 2) Strong Brands
- 3) Certified Brand – Michele Haindl
- 4) Certified Brand – Andreas Hämmerle und Gerhard Hrebicek



# Branding solutions across countries and industries

In the age of intensified competitive pressures that push countries towards innovation-intensive production and wider export outreach, intelligent marketing and branding approaches have been increasingly used by many developing and emerging economies to promote inclusive and sustainable industrial development (ISID).

As it provides local SMEs with intangible assets in the form of recognition leverage and new ways of adding economic value, branding can serve as a tool for developing countries to integrate into global value chains, which are increasingly at stake through to the changes in global production systems caused by the pandemic<sup>1</sup>. In the context of COVID-19, its impact on the workplace and connected acceleration of digitalization, branding has provided companies with a level of resilience and an opportunity to establish a more robust digital presence.

UNIDO supports countries in their pursuit of sustainable and inclusive economic growth through industrial upgrading. Among its available tools UNIDO has used branding activities, which have proven to be successful in helping companies access new markets, increase their productivity and competitiveness, and create jobs. Teaming up with the European Brand Institute (EBI), the two institutions combine and showcase UNIDO's technical cooperation expertise for establishing brands, with EBI's leading brand evaluation and brand certification to a wider audience. This holistic view on branding is deeply shared by both parties, exploiting the synergies brought by EBI's brand evaluation and management with UNIDO's reach through technical cooperation projects. The growth-inducing potential of branding can

be further expanded in an increasingly digital era in which global market recognition and visibility are key. Combining UNIDO's expertise in technical cooperation and EBI's extensive knowledge in brand evaluation and certification enables strategic cooperation between the two institutions.

**The 15<sup>th</sup> ICONVIENNA:** Brand Global Summit 2019 - "Brands Create Prosperity", co-organized by UNIDO and the EBI, benefited from synergies enabled by this unique partnership. The summit was a momentous event in an inspiring environment, enabling 300 participants from companies, academia and organizations to gain insights into the most innovative branding practices, including country-specific and public sector-specific aspects of branding.

**Against this backdrop,** in partnership with the EBI, UNIDO's Department of Digitalization, Technology, and Innovation developed a state-of-the-art service module "Branding for Competitive and Sustainable Growth". The module outlines UNIDO's services for maximizing value addition through intellectual property creation, enhances productivity and international competitiveness, within a demand-driven package. UNIDO has worked with companies, industries, regions and countries to support their strategic brand management. UNIDO's branding related projects in Armenia (5900BC), Tajikistan

1) <https://www.unido.org/stories/managing-covid-19-why-poorer-countries-may-drop-out-industrialization>



(LAAL Textiles) and Montenegro (Delicious Montenegro) are major success stories, which demonstrate the effectiveness of an umbrella branding approach.

**The UNIDO-EBI partnership has** expanded beyond joint events and has grown into a significant force for the promotion of branding as an innovative tool for competitiveness and sustainable develop-

ment. The Memorandum of Understanding signed on 16 March 2020 by Mr. Li Yong, UNIDO Director General, and, Mr. Gerhard Hrebicek, President of the European Brand Institute is a testament to the shared values between the two institutions and their commitment to their efforts in strengthening capacities among countries, industries and SMEs to benefit from the opportunities of branding.



*Since 2016 UNIDO is supporting the Cuban government in its efforts to ensure food security.*

### Cultivating growth in Cuba

One of the most significant constraints holding back agricultural productivity in Cuba is linked to the limited availability of fertilizers. Cuba has abundant natural resources, as well as human capital. Yet, the lack of infrastructure and absence of technological upgrading hampers productivity in the agricultural sector. In this context, the country is facing a major challenge related to agricultural reform, as it plans to update the prevalent agricultural model, based on best practices in production, quality control, distribution and application of fertilizers.

Since 2016, UNIDO has been implementing a project that focuses on technological upgrading Cuban enterprises operating in the agro-chemical and agricultural machinery production sub-sectors. A series of interventions eventually ensured the necessary optimization within the calcium nitrate production process – an indispensable fertilizer for plant nutrition. The project contributed and supported advancements

in organic liquid fertilizers in Cuba, in the form of CBFERT – an innovative eco-fertilizer developed by a local agrochemical institution, the Chemical Engineering and Research Centre (CIQ) – which has been recognized as an agrochemical breakthrough for its technical relevance and efficiency in addressing the country's key food security issues. Tested over multiple staple crops, CBFERT application resulted in up to 65% yield increase compared to international reference samples. Notably, liquid fertilizers are considered very efficient, allowing precise dose measurement and application. Acknowledging its quality and impressive yield effects, the Ministry of Agriculture has requested to increase the production of CBFERT to meet national demand.

Amid COVID-19 related disruptions, refurbishment works for the Calcium Nitrate Plant progress, while CBFERT fertilizer has seen a 975% rise in production from January to June 2020. Currently, UNIDO supports CBFERT's rebranding to enhance its export potential. The project



envisages to meet 90% of local demand for liquid fertilizers and to boost agricultural productivity, thereby reducing the country's dependence on food imports for local consumption as well as for its ever-increasing number of tourists, in support of the Government's development priorities.

### Bushtainable Harvesting – sustainable solutions for animal feed and charcoal production

In Namibia, one of the driest countries in sub-Saharan Africa, agricultural activities are crippled by bush encroachment – a form of land degradation that is most prevalent in arid and semiarid rangelands. This phenomenon is associated with high densities of the Acacia- and Sickle-bush that grow at the expense of grass and herbs, covering 26-30 million hectares of Namibian land and impeding efficient agriculture, livestock and water management.

Despite its negative effects, bush encroachment opens a window of oppor-

tunity: when processed, invasive bush biomass can serve as a sustainable resource for animal feed, charcoal production, the food industry, and energy production. Sustainable bush harvesting enables a stable food supply through agro-processing, increased resilience of farmers to droughts, and reduces poverty levels due to employment generation effects. UNIDO's project "Promoting sustainable bush-processing value chains in Namibia" pursues this objective by unlocking the local economic potential through developing value chains around sustainable harvesting of encroacher bushes.

The project follows three approaches: reducing invasive bush species through a selective thinning process, while investigating technology solutions for producing value-added products based on local bush biomass, as well as appeal to local demands and habits through branding. In a pilot facility for processing biomass, developing market-relevant recipes of animal feed and charcoal is based on data obtained from bush species' nutritional values as well as feeding trials, which will help optimize the processing facility. Based on extensive research and testing, experts have discovered a new formula for bush-based animal feed. Its innovative design and development process is represented by the recently acquired brand "Bushtainable Harvesting".

By targeting the main encroacher species, Acacia, for the development of end products, "Bushtainable" embodies eco-branding underpinned by the "triple-win" solution: encroacher bush thinning, rangeland improvement and underground water replenishment, resulting in enhanced economic development opportunities for Namibia.

Using branding strategically can create economic value and guides countries on an innovative path towards achieving the 2030 Agenda and its Sustainable Development Goals. Innovative eco-fertilizers in Cuba, sustainable bush processing in Namibia, traditional crafts and light industries in Tajikistan and Armenia, prove that branding is a useful tool for development that creates impact.





# Branding for competitiveness and sustainable growth



**Against the backdrop of accelerated globalization and intensified competitive pressures, enhancing export-competitiveness through various strategies and policies has become a central focus of governments of developed and developing countries alike.**

FOTOS: STRAJNIGORSTRAJIN.RU, DEPARTMENT OF TRADE, INVESTMENT AND INNOVATION (ITI), VIENNA INTERNATIONAL CENTRE, UNIDO PROJECT TEAM

**Recently, branding has become** an important strategy tool to enlarge export market shares. The scope of the branding strategy has expanded from corporate to national and regional brands, to include brands like “Made in Asia” or “Made in Europe,” in which these different brands interactively promote one another.

**Just as with building** corporate brands, creating and sustaining national and regional brands calls for large involvement of all stakeholders (public and private), and for considerable investment in an image-building strategy and in research on external perceptions of national and regional products and their quality. But this strategic tool is also not free from exposure to the risk of failure. The recommended route to follow is to start from sector- or firm-led branding and then slowly continue to national and regional brand development (for example, from BMW or Mercedes Benz [corporate brand] to German [national] cars [sectoral] brand). Most importantly, increasing competitiveness is more than just rising export growth or gaining market share. It involves achieving competitiveness enhancement not through the “low road” of

cutting wages, devaluing exchange rates and disregarding labour or environment regulations — all incompatible with sustained growth — but through following the “high road” of competitiveness, the road of productivity enhancement. The high road consists of building capabilities to acquire and use new technologies to efficiently produce and trade diversified products in the quantity and quality high enough to support higher wages and national income.

**Own brand manufacturing, which** is usually the most profitable segment of a global value chain, calls for market, technological competencies and innovation. Development of enterprises aiming to reach this segment of the market requires capability enhancement through expanding functional responsibilities, from original equipment manufacturing to including some responsibility for own design and manufacture, driving the firm to then market its own designs under its own brand and reach the own brand manufacturing position. This is the path followed by East Asian electronics firms. They have moved from being the original equipment manufacturers, or full-package

suppliers, producing entirely according to the specifications of contracting firms, to being own designers and manufacturers, followed by own brand manufacturing, a full-fledged firm that produces its own line of branded products.

**For the producers of** branded products (e.g. Nestle in the food value chain), it is of the highest importance to capture much value added from the R&D during product development and from marketing; therefore, producers are keen to maintain the value of the brand and to avoid copying, through intellectual property protection. Their strong market position is the result of global brands and brands for a specific market or region.

**An innovative technical service** “Branding for Competitive and Sustainable Growth” within the UNIDO TIII Service Portfolio aims to address the increasing demand for technical support that boosts the competitiveness of private sector enterprises and enhances market access through coordinated marketing and implementation of a joint branding strategy. This new module provides unique services within a joint, well-structured and



1,2,4) Four “5900BC” fashion collections with more than 200 new models of garments were produced.

3) The “LA’AL Textiles” brand was formed in 2015 by nine enterprises, producing three carpet and home textile collections.

demand-driven service package tailored to countries’ requests and adapted to their specificities, which contributes to UNIDO’s ability to supply innovative, diversified and interrelated quality services for inclusive and sustainable industrial development.

**Furthermore, this module also** benefits from the partnership with the European Brand Institute (EBI), which is one of Europe’s leading platforms of brand value with 20 years of proven experience in brand and intellectual property valuation. Jointly with partners, UNIDO will guide beneficiary companies to maximize value and sustainability, increasing brand efficiency and effectiveness aiming to improve their brand’s financial performance and create value for business and jobs for the economy.

**The EBI, jointly with** a global team of brand management experts, developed a Certified Brand Seal of Quality that is an international standard for increasing the

efficiency of value driven brand management, which is manifested in the new ISO 20671. The Certified Brand Programme based on ISO 20671 “Brand Evaluation” has been developed for the measurement, management and reporting of brands. The new global certification programme is a framework that defines the dimensions for holistic brand management and enables working efficiently to increase the brand value. 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.

**The seal of approval**, which is valid for three years, demonstrates the quality standard of the brand and creates the basis for ongoing improvements, process optimization and future-proofing of the company. The Certified Brand Seal of Quality leads through a multi-stage process, which is defined by the brand certification scheme based on ISO 20671.

**In partnership with the EBI**, UNIDO’s “Branding for Competitive and Sustainable Growth” module delivers know-how about better management of the brands according to the latest ISO standards, and organizes trainings for managers and coaches in the various countries and business segments aiming to contribute to the brand value and economic growth.



## Success Story

# TAJIKISTAN

## Industrial Modernization of Carpet Weaving, Embroidery and Traditional Textiles in the Republic in Tajikistan



The UNIDO technical cooperation project, with an overall budget of USD 1.2 million and funded in equal shares by the Government of the People's Republic of China and the Russian Federation, has focused on modernization of the pilot manufacturers of carpets and home textile products in Tajikistan.

### MAIN APPROACH

This two-year project provided assistance to nine beneficiary manufacturing enterprises to improve productivity and quality, develop new designs for home textiles, accessories and carpet collections, looking for potential clients and preparing offers for them.

### IMPACT AND RESULTS

The UNIDO project generated new jobs in less than 2 years with more being created within all beneficiaries of the UNIDO project. The project pilot beneficiary enterprises established business contracts for production of carpets and home textiles with international hotel chains (such as Serena Hotels), international hypermarket and retail networks (such as Auchan and JYSK), gastronomy centers and chains, supermarkets and other partners.

### FACTS AND FIGURES

- As part of 40 "on the job trainings" and "coaching" sessions, more than 535 experts gained skills on all stages of product production, including on client discussions, the design process, raw material selection, calculations, advertisement, negotiation, production process monitoring, quality control and delivery.
- As part of this project, the "LAAL Textiles" brand was formed in 2015 by nine enterprises, producing three carpet and home textile collections that were presented at more than 16 national and international exhibitions. Creation of a unique Tajik brand "LAAL Textiles" contributed to collective marketing activities aiming to facilitate improved market access for Tajik products to local, regional and international markets.
- Out of 68 well-known Tajik brands considered at the national Pick of Glory competition, "LAAL Textiles" was selected as the Brand of the Year 2017. "LAAL Textiles" was also named the Best National Brand for its Contribution to Sustainable Industrial Development in Tajikistan and to the creation of new jobs, as well as facilitating expanding exports of Tajik products.





## Success Story

# MONTENEGRO

## Enhancing the Competitiveness of Local SMEs in Montenegro through Cluster Development



UNIDO recognizes that linkages between agriculture and the tourism industry can help producers access new markets and generate new income and employment opportunities. At the same time, UNIDO recognizes that food and gastronomy are an essential component of the tourism industry and one means of showcasing authentic local culture or heritage. In addition, both sectors can greatly benefit from synergies with the creative industries. In order to help disadvantaged regions of Montenegro to capitalize on their gastronomic wealth, UNIDO assisted in developing the 'Delicious Montenegro' brand. The idea is to unite different agri-food producers under one umbrella brand and to foster linkages and local networks with gastronomy and the tourism sector ensuring social inclusion and reducing tourism leakage. The 'Delicious Montenegro' brand can help promote market access for wine, fish and olive oil clusters and raise the profile of Montenegro as a travel and tourist destination.

### KEY FEATURES OF THE INITIATIVE

UNIDO has adopted an integrated approach. The project is articulated into several interlinked activities:

- Definition of brand elements and communication channels and promotional

materials: brochure, roll-ups, posters, tags, flyers, website, etc.;

- Tourist trail development (olive oil trails to link to tourism in the regions of Bar and Ulcinj, and to help the cluster tap into the significant competitive advantage of Montenegro's rich olive oil cultural heritage);
- National and international trade fair participation (the 'Delicious Montenegro' concept has been presented at the Slow Food Network's 'Terra Madre Salone Del Gusto' in Turin—one of the most important events dedicated to food and gastronomy);
- Targeted technical and vocational trainings in business management and marketing;
- Training on the UNIDO cluster development approach for local government staff and business support associations;
- Adding value to quality products through certification;
- Engaging producers to co-develop a new brand of Montenegrin ancient olive oil;
- Creation of wine routes to promote Montenegro's autochthonous wine varieties;
- Establishment of public-private partnership platforms.





## Success Story

# ARMENIA

## Improving Competitiveness of Export-Oriented Industries in Armenia through Modernization and Market Access

The two-year pilot phase UNIDO technical cooperation project, with an overall budget of USD 1 million has focused on upgrading of pilot textile and garment producers, as well as enhancing the capacities of technical support institutions in Armenia.

During this phase, UNIDO trained more than 440 experts of the eight Armenian garment producers and created a new brand "5900BC" joining these enterprises for collective marketing activities and presentation of unique and innovative garment collections. Four "5900BC" fashion collections with more than 200 new models of garments were produced and exhibited at 4 international and 3 national exhibitions. A fashion school was established, which issues international diplomas in the garment design. One of these collections was spotlighted at a fashion show during the UNIDO's 50<sup>th</sup> Anniversary Celebration Week in Vienna in November 2017.

As a result of the first phase of the UNIDO Project, Armenian garment manufacturers were able to:

- Increase their technical and production potential
- Improve the design and quality of products

- Establish business partnerships with the largest garment manufacturers and retailers in the region.

In 2017, UNIDO and the Government of Armenia launched a second phase of this project with the financial support of the Russian Federation. Aiming to boost the country's textile, garment, leather and shoe sectors; this phase of the project expected to be implemented within three years and being expanded to cover industrial operators of the Armenian shoe and garment value chains. The productivity and competitiveness of 15 garment producers and 10 shoe manufacturers are to be enhanced, while business networking and institutional partnerships between shoe and garment producers and designers are to be promoted.

### FACTS AND FIGURES

So far, as part of both project phases, UNIDO facilitated job creation with an increase of 62 per cent in garment producers and 11 per cent in the shoe manufacturing enterprises, while in 2016–2018 the turnover of beneficiary enterprises increased by 92 per cent, exports of goods nearly tripled (+196%), whilst employment at the beneficiary SMEs almost doubled (+91%).



# Positive energy for Chinese brands

CCBD is mainly engaged in brand theory study, formulation of international and national standards, publicity of brand evaluation, professional and technical training, international cooperation, etc.

## 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".

5<sup>th</sup> ISO Plenary Meeting 2018, Milano

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

CCBD 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.

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



# Brands for value and sustainable growth

Brands are one of the most significant but least understood assets for companies and economies.

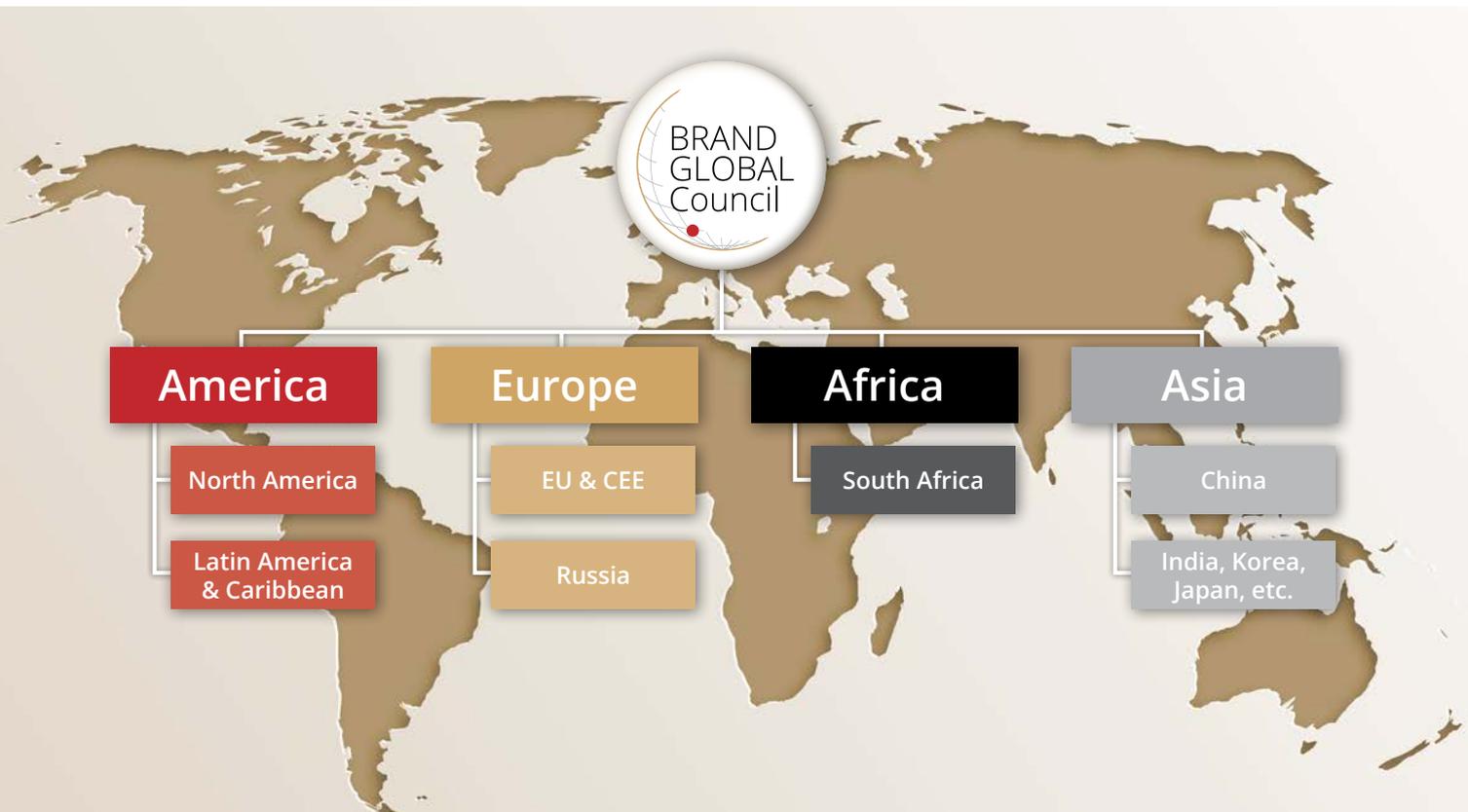
**Consumers buy brands, not products.**  
The best brands today are meaningful in the lives of consumers. They are much more than products, names, advertising, etc.

**Brands create prosperity for economies.**  
Strong brands create wealth, jobs and growth and should be viewed as an economic asset. As brands play an important role in economic development BGC will assist smaller and medium-sized organizations, cities and destinations to be able to utilize the benefits of brands.

**As an NGO and global think-tank,** the BGC represents the interests of brands, the most important assets for businesses

and economies, with the aim of communicating and promoting the business and social value of brands and their contribution to prosperity. The goal is to help organizations realize and increase the value of their brands.

**In addition, it creates** an important link to international brand-related organizations. The location with Vienna as headquarters was deliberately chosen due to the geopolitical situation between America and Asia, the neutrality and security of Austria, existing locations of international organizations such as UN, OPEC, OSCE as well as the resulting experience in international congress tourism and the historical bridging function.





Carlos Chanduvi, Bobby Calder, Gerhard Hřebíček, Pingjun Liu

## ABOUT BRAND GLOBAL COUNCIL

*The Brand Global Council is a think tank that shares know-how and idea generation of international brand-experts.*

*It is a global council of countries, organizations and professionals working to improve and communicate to all stakeholders the value of brands and their contribution to overall economic and societal wellbeing and inclusive, sustainable development.*

As the first standard worldwide for brand valuation was developed in Vienna, this underlines the leadership of this City of the subject. Therefore BGC is dedicated to the implementation of international standards for brands especially those for brand valuation and evaluation and will cooperate and liaison with other international organizations to achieve this purpose.

- EUROPEAN INITIATIVE
- RUSSIAN INITIATIVE
- ASIAN INITIATIVE
- CHINESE INITIATIVE
- AFRICAN INITIATIVE
- NORTH AMERICAN INITIATIVE
- LATIN AMERICA & CARIBBEAN INITIATIVE

## Activities of BGC

The BGC's main areas of activity include the development and introduction of brand standards and certifications, the development of international events and management training, as well as the promotion of alternative forms of financing for brand companies and cooperation initiatives between and within the regions. The Brand Global Council, serves as global forum for coordination, know-how exchange, idea generation and development of collaborative initiatives and projects. All activities are directed to enabling organizations to report and benefit from the value of their brands and to making brand value a means of economic development.

## Initiatives

Increased concern for and understanding of brand value can be a tool for the economic development of smaller and medium-sized organizations, cities and destinations and economically underdeveloped regions. In order to create awareness and assist organizations around the world, regional brand initiatives will be developed. They are meant to communicate and demonstrate both the business and societal value of brands.

# Brand Standards – key to brands as assets

**Brands as intangible assets are the key to economic growth and increasing corporate value.**

To start with, we must realize that since the 1990s investment in intangible assets (such as- R&D, software, human resources and brands) has exceeded that of tangible assets. The intangible asset value component of the S&P stock index grew from 17 percent in 1975 to 87 percent in 2015.

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.

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

## HOW CAN YOU CREATE MORE VALUE WITH A STRONG BRAND?

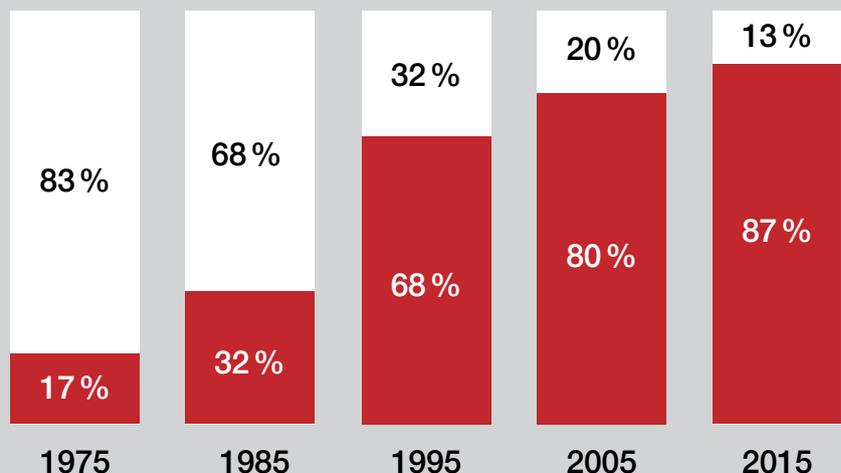
### COMPONENTS OF S&P 500 MARKET VALUE

The Trend is moving from tangible to intangible assets

Therefore a different/ additional way to manage your balance sheet is required

Have the brand as one of your cornerstones in your strategic thinking

■ Intangible Assets  
■ Tangible Assets



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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.

**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.

Dr. Gerhard Hrebicek, MBA  
Chairman Brand Global Council

/// **The implementation of international standards is the key to being able to treat brands as intangible assets.** ///





# Brand value increases company value

The European Brand Institute (EBI), Europe's leading research institute, emphasizes on brand and patent value.



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.

# Around the world

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.

## UNIDO General Conference, Abu Dhabi

The 18<sup>th</sup> session of the United Nations Industrial Development Organization (UNIDO) General Conference took place from 3<sup>rd</sup> November to 7<sup>th</sup> November, providing the Organization clear indications under the new Abu Dhabi Declaration, to accelerate inclusive and sustainable industrial development (ISID) for the realization of the 2030 Agenda by strengthening partnerships with the private sector and harnessing the potential of Fourth Industrial Revolution technologies.

Gerhard Hrebicek, President European Brand Institute, participated as a speaker as part of a highly-rated discussion panel on Young Entrepreneurs as Drivers of Innovations and Job Creation for Competitive and Resilient Economies.

Gerhard Hrebicek 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. Since becoming a specialized agency, the UNIDO General Conference was hosted away from its Vienna Headquarters only three times: in Bangkok, Thailand (1987); in Yaoundé, Cameroon (1993); in Lima, Peru (2013); and now in Abu Dhabi, United Arab Emirates (2019). The General Conference will be preceded by UNIDO's Least Developed Countries (LDCs) Ministerial Conference, which will also be hosted in Abu Dhabi.

UNIDO and the UAE have a long-standing partnership and both serve as co-chairs for the Global Manufacturing and Industrialisation Summit (GMIS), the world's first cross-industry platform that gathers leaders from public and private sectors as well as civil society to harness the Fourth Industrial Revolution's transformation of manufacturing to the regeneration of the global economy.





## Guest Lecture in Toronto

*On June 20<sup>th</sup> 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.*



## Sustainable Development Goals (SDGs) play an increasingly important role in sport

*At the European Handball Championship in January 2020, 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 of sustainability. In this way, spectators, players and other stakeholders become ambassadors and at the same time addressees of the sustainability goals.*

*Gerhard Hrebicek, President of the European Brand Institute provided live support for the European Handball Championship as an EHF partner.*



## 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 – held at Fairmont Monte-Carlo from the 13<sup>th</sup> until the 15<sup>th</sup> November 2019, made Monaco a 'world hub' gathering major investors and partners to debate and network.*

*The aim is to support companies worldwide—particularly those in developing countries and countries with economies in transition, with the primary objective of maximizing companies' value and sustainability through effective and efficient brand management and to promote the investment in brands. The signing ceremony was witnessed by high-level representatives of UNIDO and FEMOZA at the Fairmont Monte Carlo.*

*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.*

*Bearing in mind that all devices used must be in line with sustainable development goals, the free zones 'ecosystem' management needs to provide transparency and supply chain traceability to comply with rules and legal framework. Maintaining brand confidence, moreover, is pivotal to create prosperity and closer relationship with customers and other partners. All that attracts talented people and guarantees better performances making free zones more resilient in time of crisis, as stressed by Gerhard Hrebicek, President of the European Brand Institute.*

*EBI will deliver a masterclass on Smart Investment Strategies in Brands for Better Company Valuations at the World Congress 2020 of the World Business Angels Investment Forum, which will take place on 17–18 February 2020 at Swissotel The Bosphorus Istanbul.*



## 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.*



FOTOS: FREEPIK.COM, EUROPEAN BRAND INSTITUTE, FEMOZA

# Brand Academy

**Learn how to evaluate and professionally manage, measure and report brands.**

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 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 more than 20 years of proven experience in brand & IP valuation, European Brand Institute is serving as a certified legal team of experts.

## STUDY PROGRAMMES

The Brand Academy specialist study program focuses on brand management issues facing organizations and their related corporate identity, value, image, and reputation. With option of vocational courses.

[www.brand-academy.org](http://www.brand-academy.org)



### CERTIFICATION

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



### POSTGRADUATE

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



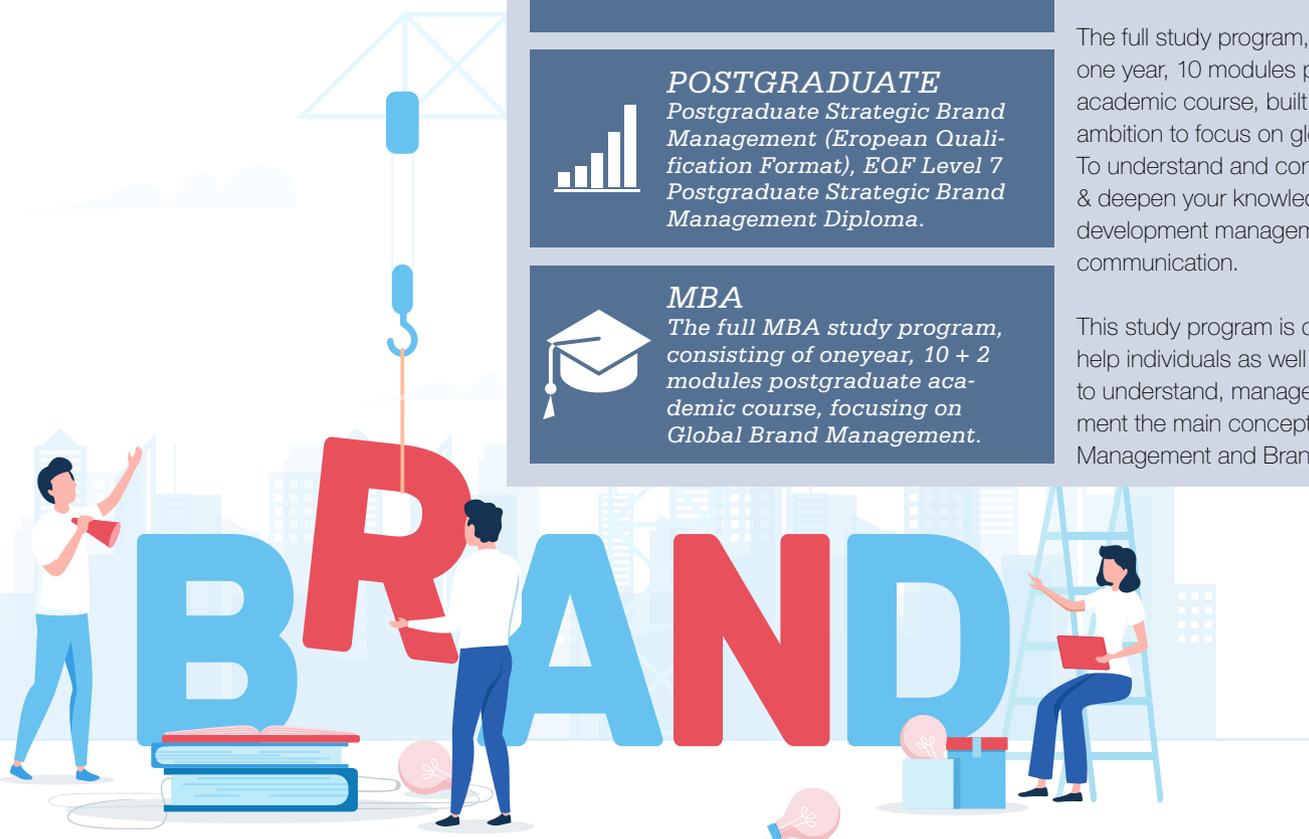
### MBA

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

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

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.

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](http://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 Brand: An international seal of quality

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

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

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.

## FUTURE FIT WITH INTERNATIONAL BRAND CERTIFICATION

*The Certified ELK BAU, Nuri and Vienna Capitals are managed according to the new ISO standard 20671 in order to keep them fit for the future.*

*"With the certification of our brand, we started to see the brand as a fundamental asset of a company, where we have to invest in", explained Jakob Glatz, CEO Glatz GmbH the decision to certify his brand NURI.*



Certified Brands: Gerhard Hrebicek, Thomas Scheriau, Jakob Glatz, ADMIRAL Ambassador David Hasselhoff und Christian Trautenberg



CERTIFIED  
**BRAND**

ISO 20671

THE INTERNATIONAL SEAL OF  
QUALITY FOR VALUABLE BRANDS

TRIGGERS IMPROVEMENTS IN BRAND MANAGEMENT  
LEADING TO VALUE CREATION.



[www.certified-brand.com](http://www.certified-brand.com)

# VALUE TO BRANDS



Europe's independent brand & IP institute

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