

brandannual

THE BUSINESS AND INVESTMENT MAGAZINE

Let's celebrate!

20 years "Brand Global Summit"



presented by



BRANDS FOR LIFE

A MISSION AND A MANDATE

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INFLUENCE SOCIETY, AND IMPACT THE PLANET.**

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Brands for Life!

Komplexer werdende Märkte sowie wirtschaftlicher, kultureller und ökologischer Wandel verlangen nach immer komplexer werdender Marken-Kommunikation und integriertem Marken-Management, da der kollektive Wertewandel unserer Gesellschaft – hin zu einer sinnhaften und nachhaltigen Wirtschaft – die Erwartungshaltung der Konsumenten und aller Beteiligten in Marken stetig steigert.

Unter diesem Aspekt legen wir den Focus des diesjährigen **Brand Global Summit** auf das Thema **"Brands for Life" – Mission und Auftrag zugleich**. Dies drückt nicht nur den Zweck einer Marke aus, sondern steht auch für Engagement, Nachhaltigkeit und langfristige Beziehungen zu den Verbrauchern. Unternehmen haben die Aufgabe, Marken zu schaffen, die für die Menschen relevant sind und bleiben, die aber auch einen positiven Beitrag zur Gesellschaft leisten.

„Brands for Life“ steht für die Verantwortung von Unternehmen, Marken zu schaffen, die nicht nur erfolgreich und profitabel, sondern auch dauerhaft wertvoll für das Leben der Verbraucher sind.

Es freut uns besonders, dass dieses wichtige Thema mit dem **20-jährigen Bestehen** des Brand Global Summit zusammenfällt und wir dies mit Ihnen und unseren Partnern; der Stadt Wien mit ihrem Bürgermeister Dr. Michael Ludwig, der UNIDO, der Wirtschaftskammer Wien, Ministerien und Botschaften, Vertretern von Regionen, Städten, Unternehmen, Medienpartnern sowie unseren Beiratsmitgliedern feiern können.

Viel Spaß beim Lesen!

Increasingly complex markets as well as economic, cultural and ecological change require a complex brand communication and integrated brand management, as the collective change in values in our society – towards a sensible and sustainable economy – is constantly raising consumers' and stakeholders' expectations of brands.

With this in mind, we are focusing this year's **Brand Global Summit** on the topic of **"Brands for Life" – mission and mandate**. This not only expresses a brand's purpose, but also signifies its commitment, to sustainability and building long-term relationships with consumers. Companies have the task of creating brands that remain relevant to people, and to ensure that these brands contribute positively to society. "Brands for Life" captures the responsibility of companies to create brands that are not only successful and profitable, but also impactful in creating value in consumers' lives.

We are particularly honored that this important topic coincides with the 20th anniversary of the Brand Global Summit and we are able to share this with you and our partners; the city of Vienna with its mayor Dr. Michael Ludwig, UNIDO, the Vienna Chamber of Commerce, ministries and embassies, representatives of regions, cities, companies, media partners and our advisory board members can celebrate.

Enjoy reading!



KR DI Dr. Gerhard Hrebicek
*President European Brand Institute,
Publisher*

PHOTO: KATHARINA SCHIFFEL



Let's celebrate!

20 YEARS "BRAND GLOBAL SUMMIT"

brandannual

THE BUSINESS AND INVESTMENT MAGAZINE



86



50



102



38



■ Editorial	3
■ Forewords	6
Dr. Michael Ludwig, Mayor and Governor of Vienna	6
Gerd Müller, Director General of the UNIDO	8
Karl Nehammer, Federal Chancellor of Austria	10
Mag. Johanna Mikl-Leitner, Governor of Lower Austria	12
DI Walter Ruck, President of Vienna Chamber of Commerce and Industry	14
■ Greetings	16
Embassies of the Republic of Cuba, the Dominican Republic, El Salvador, the Republic of Guatemala, Costa Rica, Mexico, the Republic of Uruguay, the Sultanate of Oman and Italy	34
■ Initiatives	36
Celebrating 20 years of "Brand Global Summit"	36
The European Brand Institute (EBI) and the United Nations Industrial Development Organization (UNIDO) invited to the 19th Brand Global Summit at the Vienna International	38

PHOTOS: KATHARINA SCHIFFL, EBI, WWW.FREEPIK.COM, PIXABAY.COM, PHILIPP HUTTNER, MARTIN LUSSEK

Centre. The Summit explored the topic of "Brands for Impact".

■ Innovation

NOVOMATIC: A global player – through innovation and responsibility	46
LEITBETRIEBE AUSTRIA: New world of work – Building bridges for good cooperation	48
DCL & A2RL Pioneers Autonomous Drone Racing Evolution	50
The Future of Sustainable Energy	52

■ Finance

Europe's future depends on many strong and valuable Brands	54
The World Business Angels Investment Forum (WBAF)	58
DELOITTE	62
LANSKY, GANZGER, GOETH, + PARTNER	64

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APG: "Infrastructures as Brands For Life"	68
Value of Brands	70
Sustainable Brand reporting	72
■ Brands	74
Brands for Life–Brands for Sustainability	76
VIENNA: A brand of tradition	78
Regional brand management	80
2024 Bama Health and Drinking Water Industry Development Exchange Conference	82
B4C Projects by UNIDO from Indonesia, China, Uzbekistan, Venezuela and Belarus	86
Sustainable Brands	96
The important role of IPRs	100
EBI brand value study on Austrias' Top 10 brand corporations	102
The EBI Global Top 100 ranking 2024	106
China Council for Brand Development	108
Brand Standards	110
Brand Academy	112
Certified Brand: An International Seal of Quality	114

Brand new, Brand old, Beautiful Vienna

Wien als offene, internationale Stadt hat sich in den vergangenen Jahren kontinuierlich auch als beliebte Stadt für internationale Treffen etabliert. Im Herbst 2024 wird ein ganz besonderer Event in Wien stattfinden:

Anlässlich ihres 20jährigen Bestehens werden die Brand Global Summit 2024 in Wien abgehalten, was mich besonders freut, denn die Stadt leistet damit einen Beitrag, um Menschen aus aller Welt - aus Wirtschaft, Wissenschaft, Politik und Diplomatie – zusammenzubringen. Noch immer ist das persönliche Treffen, der direkte Kontakt eine wichtige Grundlage für die gute Zusammenarbeit über Ländergrenzen hinweg. Die bestehende Partnerschaft des Brand Global Summit mit der Organisation der Vereinten Nationen für industrielle Entwicklung (UNIDO) erscheint mir gerade in so turbulenten Zeiten, wie wir sie weltweit erleben, besonders wichtig. Wien punktet mit seiner reichen Geschichte, beeindruckenden Architektur und lebendigen Kulturszene, die ein Magnet für den Tourismus sind - mit 7,4 Millionen Gäste-Ankünften im Jahr 2023 konnte erneut ein Besucher*innenrekord verzeichnet werden. Der Lebensstandard in Wien ist hoch – nicht umsonst ist Wien

damit zuletzt 2023 zum wiederholten Mal von der internationalen Mercer-Studie, aber auch von Economist und Monocle zur lebenswertesten Stadt der Welt gekürt worden.

Lebenswert bedeutet nicht nur, dass die Stadt ein großes Angebot an Kulturveranstaltungen oder Sport-Events bietet, sondern auch ein hervorragendes Angebot an öffentlichen Verkehrsmitteln, leistbaren Wohnungen und riesigen Wald- und Grünflächen und natürlichem Gewässer besitzt; diese Angebote sind frei zugänglich und größtenteils kostenlos. Denn neben der Strahlkraft nach außen, ist Wien auch seinen mittlerweile 2 Millionen Bewohnerinnen und Bewohnern verpflichtet, den niederschweligen Zugang zu all diesen Leistungen der Stadt zu ermöglichen.

Ich wünsche allen Teilnehmerinnen und Teilnehmern des 20. Brand Global Summit 2024 eine spannende Veranstaltung, viele gute Gespräche und Begegnungen und hoffe, dass die Zusammenkunft der Beginn vieler erfolgreichen Aktivitäten ist. Genießen Sie die schönen Seiten Wiens und kommen Sie wieder!



Dr. Michael Ludwig
*Bürgermeister
der Stadt Wien
Mayor
of the city
of Vienna*



PHOTOS © STADT WIEN/PIID, FOTOGRAF KUNTSCHER

One of our missions is to make branding an accessible tool

Welcome to the 20th Anniversary Edition of the Brand Global Summit, themed "Brands for Life" and the Brandannual Magazine. The 2024 edition holds special significance as we also celebrate five years of fruitful collaboration between UNIDO and EBI. Since 2019, our organizations have joined hands to facilitate a large-scale public-private dialogue, raising awareness of the immense benefits that intangible assets, such as branding and intellectual property, can offer.

Together with EBI, we are united in our mission to make branding an accessible tool that plays an integral role in sustainable development initiatives at every level, all in alignment with the UN 2030 Agenda. This year, we have elevated our partnership by launching a technical assistance project in China that focuses on rural revitalization and economic diversification in Bama County. This initiative supports innovative industrial upgrading and global branding of health industry value chains.

Our approach has been honed over several years to ensure impactful management of brands and intellectual property, tailored to address the specific challenges faced by SMEs in emerging economies. Many of these businesses are eager to expand their use of umbrella branding and strengthen IP protection while overcoming barriers to accessing international markets. Through a

step-by-step methodology, UNIDO and EBI empower these enterprises to unlock their full potential, fostering innovation, competitiveness, and efficiency in the digital era.

SMEs are undeniably the backbone of economies in developing countries, driving innovation, creating jobs, and nurturing entrepreneurship. In this context, our branding strategy has become increasingly relevant and is in high demand among UNIDO Member States. By equipping SMEs to effectively communicate their value propositions and build strong brands, we enable them to compete in both local and international markets. Coupled with our digitalization-related assistance, we ensure that these businesses can leverage cutting-edge technologies to streamline operations, adopt eco-friendly practices, and enhance efficiency, all while building trust with their customers.

As we move forward, it is essential that digitalization and branding continue to work hand in hand within our technical assistance package. Together, they serve as powerful tools for driving progress through innovation and contribute to the achievement of the Sustainable Development Goals (SDGs). Thank you for unwavering commitment and collaboration in this important endeavor, and here's to the future of more impactful UNIDO-EBI initiatives!



Gerd Müller
Director
General of the
United Nations
Industrial
Development
Organization
(UNIDO)



Flexibilität führt zu einem Innovationsschub

Werte Leserinnen und Leser,

mit dem diesjährigen brandannual-Magazin vor Augen stehen wir erneut vor großen Herausforderungen, die uns in vielen Bereichen betreffen – von der Gesellschaft über die Wirtschaft bis hin zur Politik. Die letzten Jahre haben uns jedoch eindrucksvoll gezeigt, dass die geforderte Flexibilität, oft ausgelöst durch unvorhersehbare Ereignisse, zu einem zusätzlichen Innovationsschub geführt und schnelle Antworten auf drängende Fragen ermöglicht hat.

Das zeigt, dass wir gemeinsam mit Zuversicht die anstehenden Aufgaben und Herausforderungen erfolgreich meistern können. Die Sicherung und Stärkung des Wirtschaftsstandorts Österreich spielt dabei eine zentrale Rolle. Wenn wir uns zukunftsfähig aufstellen, auf qualifizierte Fachkräfte setzen und innovativ handeln, profitieren sowohl Unternehmen als auch Arbeitnehmerinnen und Arbeitnehmer

davon. Ein solches Vorhaben kann jedoch nicht isoliert auf nationaler Ebene gelingen – es muss als gemeinsames Ziel der Europäischen Union verfolgt werden. Der kontinuierliche Ausbau eines leistungsstarken, wettbewerbsfähigen und krisenfesten Wirtschaftsstandorts bildet eine solide Grundlage für den Wohlstand unseres Landes und die Stabilität unseres Sozialstaates.

Im Zentrum Ihrer Bemühungen steht die „Marke“. Es ist mir ein besonderes Anliegen, dass der Standort Österreich auch weiterhin als starkes Markenzeichen gefestigt wird. Auch in Zukunft werde ich mich für Wohlstand, Innovation und Wettbewerbsfähigkeit einsetzen, die über die Grenzen Europas hinaus Anerkennung finden. Dies gilt umso mehr im Hinblick auf das 20-jährige Jubiläum des Brand Global Summits, zu dem ich Ihnen herzlich gratuliere!



Karl Nehammer
Bundeskanzler
der Republik
Österreich
Federal
Chancellor of
Austria



PHOTOS: BKA/DUNKER, LINZ TOURISMUS/USPROVIC

Niederösterreich zu einer Marke gemacht

Marken sind Unterscheidungsmerkmale für Unternehmen, Verbände, Kundinnen und Kunden, Konsumentinnen und Konsumenten, aber auch für Gemeinden, Städte, Regionen und Bundesländer. Eine ganz besonders starke Marke ist dabei das Bundesland Niederösterreich.

Unser Bundesland ist reich an Menschen, für die Engagement, Hilfsbereitschaft, Solidarität und Nächstenliebe keine leeren Worte sind. Und der unglaubliche Zusammenhalt der Niederösterreicherinnen und Niederösterreicher hat sich auch bei der Hochwasserkatastrophe gezeigt.

Gerade in der jetzigen Situation haben wir in Niederösterreich einen Blick und ein Herz für die Sorgen jener Menschen, die am meisten unserer Hilfe benötigen. Dabei dürfen die Auswirkungen der Hochwasserkatastrophe nicht dazu führen, dass einzelne Mitbürgerinnen und Mitbürger oder ganze Gruppen am Wegrand zurückbleiben. Dabei zeigt sich auch, was Niederösterreich ausmacht und was unser Land so stark macht: das Zusammenstehen, das Zusammenhalten, das Miteinander, das Füreinander da sein und das Füreinander eintreten. Wir

brauchen gerade jetzt, in dieser bewegten Zeit, diese bleibenden und stabilen Werte, die für unser Leben und die Gemeinschaft so hilfreich und aktuell sind wie nie zuvor.

Niederösterreich ist aber auch ein beliebtes Kunst- und Kulturland, was kein Zufall ist, sondern zahlreiche gute Gründe hat: Zum einen sind wir in der Kunst und Kultur unglaublich breit aufgestellt - von der Spitzenkultur zur Breitenkultur, von der Avantgarde zur Volkskultur hat Niederösterreich ein Riesen-Potenzial an kreativen Menschen.

Zum anderen bietet Niederösterreich sehr gute Rahmenbedingungen für Kunst und Kultur. Wir verfolgen eine konsequente Kulturstrategie und investieren in die kulturelle Infrastruktur. Das reicht von unseren Leuchttürmen wie Grafenegg und der Landesgalerie bis hin zu unzähligen Projekten in unseren Regionen und Gemeinden.

Kunst und Kultur sind bei uns in Niederösterreich genauso spürbar und fühlbar wie das Miteinander. Und darauf bin ich als Landeshauptfrau von Niederösterreich sehr stolz.



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



PHOTOS: ORF/ROMAN ZACH-KIESLING, SEPA MEDIA/SEIBERL-STARK, COURTESY OF LOWER AUSTRIA

City for Living, City of Business

This year is a special one. The Brand Global Summit is taking place in our city for the 20th time. With more than 1,500 participants from over 50 countries, the summit has, over the past 20 years, developed into a cornerstone congress for brand building and development on both regional and international levels. Once again, the summit brings together international experts and consolidates knowledge with the latest developments.

"Brands For Life" is the theme of this year's congress. In my opinion, it fits perfectly with the anniversary and also with our city. As you know, Vienna has been repeatedly recognized as the most livable city in the world for many years. Together, we work hard to ensure that Vienna remains a city where living, working, and enjoying leisure time can all be done in close proximity. Vienna is a city of short distances. Vienna is a city for living.

Vienna is also a city of business. Our economic landscape is characterized by its diversity. The variety in industry sectors is as high as in the sizes of companies. This economic strength helps Vienna weather tougher times. Every year, more than 200 international companies settle in Vienna, and over 9,000 businesses are founded here annually.

Moreover, Vienna is a city of brands. Companies from Vienna manage to create strong brands, many of which have existed for years and continue to be sustainably successful. Viennese businesses skillfully combine tradition and modernity, a trait that is also reflected in the brands they create. These brands are a key factor for the business location and captivate many people both at home and abroad.

I warmly congratulate the Brands Global Summit on its anniversary and wish all participants an engaging exchange and pleasant days in Vienna.



DI Walter Ruck
*Präsident der
Wirtschafts-
kammer Wien
President
of Vienna
Chamber of
Commerce and
Industry*



PHOTOS: ÖSTERREICH WERBUNG/VOLKER PREUSSER, WKO/FLORIAN WIESER

Cuba continues to be open to the World

I have the honour, as Ambassador of the Republic of Cuba in Austria, to congratulate the European Brand Institute for holding the BRAND GLOBAL SUMMIT 2024 and in particular to celebrate the 20th anniversary of the official magazine of the summit.

Cuba continues to be open to the world and to the possibility of promoting new investments that will favour the diversification and expansion of export markets, access to advanced technologies, the acquisition of management methods, the effective substitution of imports and access to foreign financing. The country is committed to making some complementary regulations of the legal framework more flexible and eliminating internal obstacles.

Mariel Special Development Zone (ZEDM) is the first of its type in Cuba and enjoys a privileged geographic location, in the centre of the Caribbean Sea, at the crossroads of the main maritime commercial traffic routes in the Western Hemisphere. ZED Mariel provides a world class production and logistics platform which will enable an increase in national production levels, reduce import costs,

boost growth, create jobs and facilitate direct foreign investment.

Foreign investment in Cuba continues to be essential to the country's economic development. Cuba does not discriminate against investors based on the origin of capital; companies from all nations with business interests are welcome.

Havana International Fair (FIHAV) that will take place this year from November 4 to 9, 2024, is one of the most prestigious of its kind in the region. I'm pleased to extend a warm invitation to participate in its Fortieth Edition and subsequent editions. This event provides the right environment to explore new opportunities among all the actors that come together in the economic fabric of Cuban society.

I encourage all of you to discover all the opportunities Cuba has to offer. To do business in and with Cuba, and to visit our spectacular and unique Island. We are waiting for your visit with the guarantee of the daily hospitality and warmth of our people, to together explore new ways to build a more prosperous and sustainable future.



H.E.
Mr. Pablo Berti Oliva
*Ambassador
of the Republic of
Cuba in Austria*



PHOTOS: PEXELS.COM, COURTESY OF THE EMBASSY OF CUBA IN AUSTRIA

Brands for Life

To fully understand how the "Brands for Life" concept integrates into the Dominican Republic, it's important to recognize the connection with the policies implemented by President Luis Abinader in recent years. These policies support ethical and responsible business practices, focusing on benefits for social welfare.

Several initiatives have been implemented by the Dominican government to promote responsible enterprise management, such as the provision of resources and incentives for the adoption of efficient technologies. In addition, the circular economy is being promoted by companies, who are encouraged to develop recyclable policies in order to minimize their environmental impact. It's also the objective of this strategy to enhance brand loyalty toward organizations that prioritize social responsibility. In addition, the government has established platforms for

companies to exchange best practices and collaborate on sustainability initiatives. This collaboration between various actors and economic sectors, has created an ecosystem that improves the functionality and longevity of products.

In order to compete in global markets, numerous Dominican companies have implemented technology that improves operational efficiency and minimizes their environmental impact. In addition, these companies have made significant progress in the areas of innovation and social responsibility.

Finally, the private sector has exhibited initiative by establishing strategic partnerships with universities, non-governmental organizations, and other enterprises to promote local communities and the environment through educational campaigns and reforestation projects.



H.E. Angela Mariana Vigliotta Mella
Ambassador of the Dominican Republic to Austria



PHOTOS: PIXABAY.COM, IN COURTESY OF THE EMBASSY OF THE DOMINICAN REPUBLIC

SMODA El Salvador: Creating lasting brands for life



In the heart of Central America, SMODA El Salvador has emerged as a dynamic hub of creativity and entrepreneurship, redefining the concept of "Brands for Life" in today's global market.

This initiative, launched by the National Commission for Micro and Small Enterprises (CONAMYPE), comprises a cluster of over 50 Salvadoran fashion and lifestyle brands that have rapidly gained international recognition for their innovative approach to design, functionality, and quality.

SMODA's mission is to position El Salvador as a rising star in the creative industries. What sets it apart is its holistic approach to brand building, expanding from clothing and accessories to home goods and natural cosmetics. This reflects an understanding that impactful brands must resonate across multiple facets of consumers' lives.

At the core of SMODA is a collaborative spirit. A creative committee leads the development of unified collections,

fostering a shared identity while allowing individual brands to shine. The "El Salvador Paradise" collection from 2021 exemplifies this: interweaving products that tell a compelling story of tropical life.

Its brands are rooted in El Salvador's cultural heritage, incorporating traditional techniques such as indigo dyeing and hand weaving. However, they are far from being anchored. Many members of this cluster are at the forefront of innovation, fusing traditional craftsmanship with contemporary aesthetics to appeal globally while maintaining a distinctive Salvadoran identity.

One of the most impactful aspects of SMODA is the empowerment of local entrepreneurs, particularly women-led businesses. It is transforming small enterprises into globally recognized brands, by providing support and access to international markets.

In addition to CONAMYPE's efforts, the Ministry of Foreign Affairs of El Salvador

has played a crucial role in SMODA's international projection. Through its extensive diplomatic and consular network, the Ministry has organized exhibitions and fashion shows in countries such as the United States, Spain, Morocco, and Australia. These initiatives have not only showcased Salvadoran design and craftsmanship to the world but have also facilitated valuable connections with buyers, retailers, and industry influencers on a global scale.

As SMODA grows, it faces the challenge of balancing scalability with artisanal quality. Future plans include integrating technology, developing e-commerce platforms, and strengthening sustainability initiatives.

In the vibrant colors of a hand-dyed indigo textile, the intricate patterns of a woven hammock, or the elegant lines of a modern ceramic piece, one can see the future of Salvadoran design and, perhaps a glimpse into the future of global branding itself. SMODA El Salvador is more than a

collection of brands; it's a movement, a vision, and a testament to the enduring power of creativity, collaboration, and cultural pride. Therefore, SMODA El Salvador stands as an example of brand creation that goes beyond products to tell stories, embody values, and become integral to consumers' lives.

As SMODA makes its mark on the global stage, it not only elevates Salvadoran design and craftsmanship but also sets a new standard for what it means to create brands that truly enrich and enhance people's lives. By embracing heritage and innovation, sustainability and scalability, empowering local entrepreneurs, and adopting a holistic approach to lifestyle branding, SMODA is paving the way for a new generation of brands that are consumed and lived, creating a new identity for El Salvador in the global market.

The beauties of El Salvador and its fashion awaits you!



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



PHOTOS: IN COURTESY OF THE EMBASSY OF EL SALVADOR

Guatemala's Premium Agro-Industry offers a Blend of Sustainable Flavors

Foreign trade has long been essential for human development, significantly advancing societal progress. In Guatemala, the integration of the agricultural and industrial sectors into the global market has been sustainable, thanks to the collaboration between the government, businesses, and international organizations, strengthening the resilience and sustainability of both enterprises and society.

Guatemala is committed to achieving the Sustainable Development Goals (SDGs) and the nation's strategy focuses on enhancing agricultural productivity and income levels for vulnerable groups, especially women, Indigenous peoples, and small-scale farmers. This goal aims to address food security, reduce poverty, and promote sustainable non-deforestation agricultural practices, via equitable access to land, resources, knowledge, financial services, and markets.

The agricultural industry in Guatemala has undergone a significant transformation, evolving from a commodity-based economy to one focused on value-added and specialized products to enhance competitiveness in international markets.

By 2023, the top 25 export products accounted for nearly 80% of the nation's exports, with 15 from the agro-industrial

sector, representing 47.2% of total exports. High-quality agro-industrial products, including premium coffee, bananas, and sugar, among others generated \$6.7 billion in export revenue.

The financial crisis and climate change accelerated the transformation of the food industry, pushing Guatemalans to invest in technology, innovation, and training. Women's participation has been vital, particularly amid male labor shortages. Nearly \$10 million in cooperation funds have been allocated to strengthen women entrepreneurs, who now play key roles in agro-industrial production, contributing to sustainable rural development and improving community living conditions.

Guatemala is moving towards a sustainable agro-industry that complies with international regulations, positioning women as central actors in agricultural and business development.

This process strengthens the country's competitiveness in international markets and creates a more resilient agro-industry, benefiting local communities with higher food security and quality standards. We invite you to invest in Guatemala and enjoy our agro-industrial products, known for their exceptional quality and unique flavor.



Héctor José Marroquín Mora

*Vice-Minister of Integration and Foreign Trade
Ministry of Economy of the Republic of Guatemala*



PHOTOS: IN COURTESY OF THE EMBASSY OF GUATEMALA, FREEPIK.COM

COSTA RICA stands for sustainability, innovation and excellence!



Traditionally, Costa Rica has been known for its natural beauty, its welcoming people, and as a unique destination. Costa Rica has also distinguished itself for its tradition of peace, democracy and stability. And all that remains to be true, however, Costa Rica has proven to offer so much more...a very small land, with enormous essence. essential COSTA RICA was adopted as the country's distinctive and successful brand to portray all these aspects but also Costa Rica's core values. These core values are...

... SUSTAINABILITY

Costa Rica possesses 6.5% of the world's biodiversity. Protecting its natural resources and the environment is ingrained in how Costa Ricans live, in our culture and traditions. We believe in developing and growing responsibly maintaining an equilibrium between an adequate environmental, social and financial governance.

In 2019, the country launched a National Decarbonization Plan, which sets a target of zero net emissions by 2050,

prioritizing a development model based on a bioeconomy, on green growth, and the improvement of people's quality of life and social inclusion.

Costa Rica has committed itself with the 30x30 target, which aims to protect and conserve 30% of its land and maritime territory by 2030 through protected areas and other conservation methods. Costa Rica has already 30% of its maritime territory under a protection regime; 50% of its territory covered by forests and 99% of its energy coming from renewable sources.

... INNOVATION

Costa Rica is committed with the highest international standards in a world in constant change, thinking creatively and striving to continuously evolve and transform.

It has built up a thriving high-tech industry, embedded in the global value chains. It has fostered scientific research and

managed to establish a solid life science and pharmaceutical industry, based on a well-established educational system and qualified workforce.

In responding to world trends and global digital transformation, Costa Rica has developed into a knowledge-intensive economy, exporting two-times more services than the average OECD country and it is home to 16 of the top 100 technology companies worldwide. In a world of increased digitalization, emerging technologies and the many new demands that artificial intelligence brings; the development of difficult abilities to automatize with creativity is ever more important. And a creative, innovative and fully digitized workforce has turned the country into a technological epicenter in Latin America and has consolidated it as the right choice for nearshoring in sectors such as software, data analysis, cloud

computing services, semiconductors, cybersecurity, UX/UI, as well as R&D processes.

... EXCELLENCE

Costa Rica believes in offering added value, that special feature that makes a product or service special and unique. The country relies on furthering its diverse workforce, which has made it stand up in the region in terms of the quality of its human capital. Its talented and specialized workforce is the key in our strive for excellence.

Through the country brand, Costa Rica has guaranteed that those that carry and are certified with it, represent the essential COSTA RICA values: -sustainability, innovation and excellence-, which in turn has been key in bringing social progress to our people.



Verónica García Gutiérrez
Chargé d'Affairs of the Embassy and Permanent Mission of Costa Rica in Austria



PHOTOS: IN COURTESY OF THE EMBASSY OF COSTA RICA, FREEPIK.COM

Mexico: Advantages for Foreign Industrial Investors



The favourable geostrategic location of Mexico in North America, provides essential advantages for manufacturing and service-sector companies from other regions that need to grow into the Canadian, Mexican and US markets.

In the context of low worldwide economic growth, high inflation and interest rates, and the uncertainty and economic instability triggered by current armed conflicts, Mexico provides increasingly valuable assets for global economic actors. The international economic situation has enticed export-oriented firms to find new paths for producing and investing, as well as to set strategies for partnering with local companies in new markets. These companies are re-designing their production and value chains, and identified Mexico as an ideal location for friendshoring and nearshoring ventures.

With regard to this, Mexico has developed, with the support of UN-Habitat

and UNIDO, a Prospective Territorial-Industrial Atlas for Investment Attraction that highlights five specific geographical corridors to facilitate foreign investors to identify the best place to locate their facilities. Each industrial corridor provides the specific advantages that will benefit innovative companies in five industrial sectors:

- A. Wind energy;
- B. Pharmaceuticals;
- C. Aerospace;
- D. Agro-industrial; and
- E. Petrochemical product applications.

Mexico has shown above-average growth rates in those five sectors. This outstanding performance is due to advantages for highly efficient incorporation to global value chains by means of strong technical innovation capacities, the availability of young and capable human resources, and access to important domestic and export markets. In addition, these sectors benefit from high productivity growth rates, easy interconnectivity, and the association with scientific and innovation research institutions.

The Atlas seeks to contribute to improving the well-being of the Mexican population, by increasing employment, achieving better local economic conditions, social inclusion and strengthening environmental sustainability.



Please check a summary of the Atlas scanning this QR code:



H.E. José Antonio Zabalgoitia
Ambassador of Mexico to Austria and Permanent Representative to the International Organizations based in Vienna



“Uruguay natural”: Uruguay’s country brand, a brand for life!

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.

“Uruguay Natural” recognizes and promotes sustainability practices, positioning the country as an attractive platform for developing sustainable businesses. Under LSQA quality certification, the Country Brand licensing values sustainability as a fundamental pillar for the country’s business and integral growth.

In May 2024, Montevideo hosted the fourth edition of Sustainable Brands, under the motto: “Discover, Be inspired and Take action, a Path to Regeneration”, a learning and networking event focused on sustainability practices and environmental regeneration, beyond traditional sustainability, promoting a holistic

environmental and social management approach.

Sustainable Brands Montevideo offered a unique platform for companies and organizations to discuss and promote sustainable practices at a regional level, focusing on how brands and businesses can lead the path to restoring our planet and communities.

Furthermore, our country’s commitment to sustainability has recently been institutionalized through the setting up of the National Impact Board, an inter-agency initiative for the dissemination of sustainability policies and for exploring forms of collaboration between the public and private sectors to promote sustainable development combining economic growth, social development, and environmental sustainability

The Embassy of Uruguay in Austria sincerely congratulates the European Brand Institute and UNIDO, on this 20th anniversary of the Brand Global Summit and its lighthouse publication, the BrandAnnual Magazine.



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



Visit Oman ensures exceptional Omani experiences

Oman's tourism industry is evolving, and there are some exciting developments on the horizon. Visit Oman is the Sultanate of Oman's National Operator for Travel and Tourism, established in 2021 and aims to make Oman, one of the comparative tourism destinations. It is a digital native travel booking gateway, accredited by the International Air Transport Association (IATA).

Visit Oman is working to digitize the tourism chain, and through strategic partnerships connects the entire certified Omani travel supply chain, all of which has passed a stringent quality assurance framework to ensure exceptional standards, with tourists and international travel agents and global tour operators as well as the international players in the travel industry to gain access to the business-to-business market through its dynamic digital and trusted online platform, in order to facilitate the discovery of exceptional Omani experiences by travel agents and

tourists, while enabling local companies and SMEs to share their unique offerings on the global stage.

It is not just a marketplace, it is a digital ecosystem connecting vetted travel and tourism SMEs in Oman with well-established trade partners from markets worldwide with 60+ airlines, 100+ hotels, and over 200 authentic experiences including captivating experiences crafted by local SMEs; these aren't just numbers, they represent the diversity and richness of Omani tourism, now readily accessible to the world.

Visit Oman is devoted to promoting the tourism industry in Oman and committed to pursuing the National Tourism Strategy 2040, which is being promoted by the Ministry of Heritage and Tourism, with the goal of showcasing its exceptional beauty and authenticity to the world.

www.visitoman.om



H.E. Yousuf Al Jabri
Ambassador and
Permanent
Mission of
the Sultanate of
Oman to Austria



PHOTOS: IN COURTESY OF THE EMBASSY OF OMAN. WWW.FREEPIK.COM/PHOTO CREATED BY DOSTUDIO

“Made in Italy” stands for Quality

As Italian Ambassador to Austria I am very proud to represent a country, Italy, which is so well-known all over the world for its brand “made in Italy”.

Everyone can recognize made in Italy's added value in the fields of fashion, design, automotive, furniture, and last but not least food which is one of the country's best-known symbols in the world. “Made in Italy” in food sector employs around 4 million workers with a special focus on innovation, quality and sustainability and the single brand “Italian cuisine” constitutes nearly a quarter of the national GDP.

As a brand, Italy is ninth in the world with a value of 2.18 billion euros. This represents a very important position for my country because brand value is a resource of enormous importance with positive effects on industries, SMEs and supply chains.

Some figures confirm the competitiveness of our national brand: in the first three months of 2024 Italian export reached the fourth place in the world with about 151 billion euros, making a truly record.

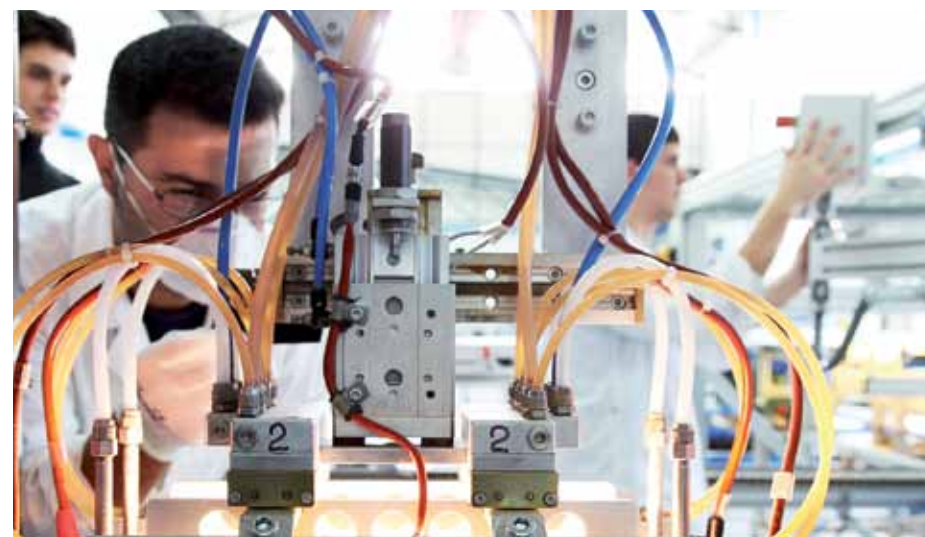
Nowadays a brand is not only an economic engine but also a vector of soft power.

Made in Italy is indeed a brand that stands for beauty, history, tradition and lifestyle and its cultural impact is unparalleled in the world. In this regard, I believe that “Brands for life” is closely related to Italian identity.

In this regard, I express my personal appreciation towards the initiative Brand Global Summit that underlines the role of brands in promoting social, environmental, and ethical topics.



H.E. Giovanni Pugliese
Ambassador of
Italy to Austria



PHOTOS: IN COURTESY OF THE EMBASSY OF ITALY

BRANDS FOR LIFE

A MISSION AND A MANDATE!

"Brands for Life" presents a dual meaning: it not only expresses a brand's purpose but also signifies its commitment to sustainability and building long-term relationships with consumers. On one hand, it reflects the task of creating brands that remain relevant and meaningful in people's lives. On the other hand, it represents the mandate to ensure that these brands contribute positively to society, sustain consumer loyalty, and adapt to changing needs.

Brands are essential for Innovation and Entrepreneurship, leading to more attractiveness for talents, loyal customers, increased and more sustainable sales, better market positions, increased exports.

Brands are 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 Life" captures the responsibility of companies to create brands that are not only successful and profitable but also impactful and enduring in creating value in consumers' lives.

PHOTOS: WWW.FREEDIK.COM



2005



2007



2014



2017



2006



2009



2008



2015



2016



2018



2010

Let's celebrate!

SINCE 20 YEARS, THE BRAND GLOBAL SUMMIT, an initiative of the European Brand Institute, has established itself as an exclusive business & networking event and promotes business contacts between Austrian and international companies and regions. It serves as a platform for thought leaders, experts and innovators to converge and explore the transformative potential of brands. The discussions, statements, and insights shared during the summit underscored the critical role that brands play in shaping a sustainable and inclusive future. Take a peek!



2010



2011



2020



2019



2012



2013



2022





“Brands for Impact”

On October 18, 2023, the European Brand Institute (EBI) and the United Nations Industrial Development Organization (UNIDO) have held the 19th Brand Global Summit. The Summit explored the topic “Brands for Impact”, highlighting branding as an effective solution to support businesses and regions, to increase productivity, diversify and to attract investments.



The gathering not only delivered a profound outlook on the challenges faced by brands and international businesses on a global scale, but also emphasized the pivotal roles of brand investment, innovation, and resilient branding strategies for sustainable growth. It offered a forward-thinking perspective on future challenges and strategies to contribute to a more impactful and positive world. The Summit brought together leading representatives from international companies and UNIDO projects, along with experts in impactful branding, the private sector, academia, diplomacy and international organizations.

They shared insights and experiences on harnessing brand management as a dynamic tool for generating multi-dimensional impact, enhancing business performance, and fortifying resilience in an era propelled by digitalization.

These efforts are central to accelerating industrial modernisation and promoting sustainable development at regional, national and international levels. The summit addressed a range of topics, including the economic contributions of sustainable brands, digital transformation, innovation, and the challenges brands face in a rapidly changing world.

Gerhard Hrebicek, President of the European Brand Institute, summed up the summit's main theme “Brands for Impact”. In his opening remarks he emphasized “that brands hold the power to make a positive impact on society and the environment. By aligning their values with those of consumers and stakeholders, brands can forge stronger connections with their audience and distinguish themselves in a competitive market.”

The conversations addressed a variety of crucial topics, starting with a focus on the regional impact of brands. This highlighted their dual function as symbols of identity and as catalysts for sustainable development within communities. Another focal point was guiding small and medium-sized enterprises (SMEs) in leveraging branding for global expansion, featuring success stories and insights. Gender equality in brand leadership also emerged as a significant theme. The panel on brand investments introduced innovative financing models like tokenization and NFTs, illustrating how brands can secure funding for growth and development.

GOVERNANCE (ESG) PRINCIPLES IN MODERN BRAND MANAGEMENT

Experts emphasized the need for structured frameworks to smoothly transition from an ESG mind set to actionable steps within organizations. The discussions also delved into the substantial economic contribution of sustainable brands. “Intellectual



property and intangible assets from innovation processes now form a significant portion of a company's overall value, often surpassing the GDP of certain economies. Trademarks and intellectual property rights were underscored for their support to jobs, GDP, and foreign trade. The analysis based on REFINITIV data over the last decade revealed that brand value creation positively correlates with key performance indicators. It also has a notably positive impact on the entire economy by reducing the cost of debt financing. This suggests that companies with higher brand values are more secure in terms of financing. Additionally, there is a strong correlation between valuable brands and the GDP per capita of a region. The "Branding for Competitiveness and Sustainable Growth" (B4C) initiative, a joint effort by EBI and UNIDO, has showcased significant positive impacts in various projects, including notable increases in local sales, job creation, turnover, and export growth" stated Gerhard Hrebicek.

In his opening address at the Brand Global Summit 2023, Gerd Müller, General Director of UNIDO, highlighted the profound impact of technology on branding in the era of digital transformation and AI. He emphasized that this technological shift goes beyond conventional strategies, enabling brands to forge deeper connections with consumers through tailored interactions and predictive engagement. Müller underscored UNIDO's commitment to leveraging AI for sustainability and competitiveness, exemplified by initiatives like "Branding for competitiveness and sustainable growth." He also stressed the convergence of technology and creativity in intellectual property, citing UNIDO's efforts in Indonesia as a model for modernizing traditional industries. Müller concluded by affirming UNIDO's dedication to equipping developing nations with the skills and resources necessary to thrive in a rapidly changing global economy driven by digital transition.

Marco Kamiya, Chief Division of Digital Transformation and AI Strategies at UNIDO underscored in his opening remarks: "Branding is an essential development

dimension relevant to people, firms, cities, and countries. With software and digital platforms reigning in the digital era, integrated manufacturing is boosted by positioning and reputation."

BRANDS DIGITALIZATION AND INNOVATION FOR IMPACT

Alexander Biach, Deputy Director of the Vienna Chamber of Commerce and Industry underlined "the importance for brands, whether corporate, product, regional, or institutional, to adapt and evolve alongside current and future technological advancements. He cited examples such as Generative AI, the Metaverse, and Web 3.0, which are dynamic areas influencing both communications and brand management."

Marco Matteini, UNIDO expert on sustainable energy, addressed the pressing issue of climate change, underscored the urgency of the situation, noting substantial shifts in Austria's climate, particularly in its traditionally cold polar regions. Brands and companies are actively engaged in combatting this climate emergency. To this end, UNIDO collaborates closely with companies dedicated to the implementation of ISO 50001 and energy management systems. The concerted efforts of UNIDO and these companies play a pivotal role in driving forward these crucial initiatives. ESG provides evidence of firm's values and how it communicates them form the central core of its business brand.

Jagdeep Hira, Managing Director, Pakka Ltd, stated, that they strive to build a better regenerative packaging at scale while working in a circular economy.

Rene Arnold, VP Corporate Communications Deputy Huawei, emphasized the goal of making digital technology accessible to every individual, household, and organization, thereby creating a fully connected and intelligent world. He outlined Huawei's comprehensive sustainability approach, which revolves around four key strategies aimed at generating social value. These strategies encompass digital inclusion, prioritizing security and trustworthiness, environmental

protection, and promoting a healthy and harmonious ecosystem. This concerted effort by Huawei exemplifies their commitment to advancing a sustainable and technologically inclusive future.

ALTERNATIVE FINANCING TO STRENGTHEN BRAND'S IMPACT AND VALUE

Herbert Kovar, Partner Deloitte Tax pointed out the significance of immaterial property, distinguishing between technological assets, like patents, and brand value. He noted that "companies with well-established brands consistently outperform their competitors. This resilience is attributed to the enduring trust and value associated with reputable brands, which remains steadfast even in times of crisis or disruption". Kovar pointed out that in periods of inflation and under strict monetary policies, these well-established brands demonstrate remarkable resilience. Furthermore, he underscored that brand-centric companies prove to be effective instruments for leveraging brands as collateral."

Cindy Alysha Abigail, Finance expert at UNIDO, underscored the growing importance of sustainable investments. She stressed the significance of not only measuring but also effectively managing the impact of businesses for long-term sustainability. UNDP, as the UN's global development network, is dedicated to aiding Indonesia in its battle against poverty, fostering inclusive economic growth, mitigating disparities between various groups and regions, and striving towards achieving the 17 Sustainable Development Goals by 2030 throughout the country. This concerted effort reflects a commitment to sustainable and inclusive development. Daniel Horak, Co-Founder and Co-CEO of Conda, pointed out the critical role of finance options for SMEs. He underscored that two main factors significantly influence a company's success in raising funds through crowdfunding platforms: SDGs and impactful companies, and strong brands. These are key considerations for investors, with a notable emphasis on SDG-connected topics. The primary goal



is to invest in ventures that are not only financially sound but also have a positive impact. Furthermore, companies with robust brands find it considerably easier to access funds through such platforms, as a well-established brand fosters trust and adds substantial value.

The Keynote Address, "Challenges for Brands in a Fast-Changing World," was presented by Natalia Feriencikova, Attorney at Law from LGP. During her insightful speech, Feriencikova delved into the dynamic landscape of brand challenges. She commenced with a compelling quote by Charles Darwin, highlighting the cruciality of adaptability in our swiftly evolving world. Drawing from her extensive legal expertise, she recounted a brand's success story in navigating the digital terrain, emphasizing its dedication to sustainability and social responsibility. Feriencikova emphasized the pressing need to address environmental concerns, emphasizing the instrumental roles of both the EU Green Deal and the EU Taxonomy Regulation in guiding brands toward sustainable practices. She underscored the pivotal role of digital transformation, emphasizing its potential to educate, inspire, and influence. Furthermore, Feriencikova lauded "Artificial Intelligence as a transformative tool, enabling brands to gain profound insights into consumer behaviour and preferences". In conclusion, she rallied for a collective commitment to fostering a world where brands lead with purpose, championing positive global change.

BRAND'S IMPACT ON DIGITAL TRANSFORMATION & WOMEN

Following the panel discussion on "Brand's Impact on Digital Transformation and Women," expertly moderated by Francine Beleyi, Founder and Digital Strategist of Nucleus of Change, participants delved into an intriguing opportunity for brands to effect positive change. Cecilia Ugaz Estrada, Director Gender Equality and Empowerment of Women Office UNIDO, delivered a presentation on the latest report of "Gender, Digital Transformation, and Artificial Intelligence." She highlighted UNIDO's mission to ensure that both women and

men take active leadership roles and reap the benefits of industrial development. Additionally, she highlighted UNIDO's commitment to assisting member states in navigating the transformative changes occurring within the industrial sector in recent years.

Elke Pichler, Director Magnolia Tree, emphasized the role of technology as a catalyst for enhancing Brand Value and spotlighted the intersection of Women's entrepreneurship with digital and AI realms, underlining the utilization of big data for effective brand management. Elke passionately stated, "At Magnolia Tree, we firmly believe that a brand's essence lies in its values, transcending mere visibility. In this age of digital transformation, our unwavering commitment to ethical leadership and inclusivity, especially for women, isn't just a catchphrase; it's a crucial business mandate. We're wholeheartedly dedicated to empowering women leaders to become catalysts of change, leveraging digital platforms to amplify their influence and voice."

Monika Racek, CEO Admiral, addressed the topic of Employer Branding and Women, emphasizing its critical role in fostering diversity in the workplace. She underscored the significance of creating a robust employer brand that resonates with women, as it is instrumental in attracting and retaining female talent. Companies that prioritize gender equality and provide opportunities for women to thrive send a powerful message not only to their employees but also to potential applicants. Monika Racek made a heartfelt appeal to companies, stating, "Brands and companies must genuinely ensure that their commitment to gender equality is not superficial or a strategic marketing tactic, and let us truly champion authentic employer branding."

REGIONAL BRANDS, CLUSTERS AND INSTITUTIONAL BRANDING LEADING TO RURAL WEALTH

Panel Chair **Fabio Russo**, Chief SME Development and Job Creation UNIDO led the regional brands panel with best

practice examples from Armenia, Belarus, Indonesia and Venezuela.

Stefan Petters, CEO Carbotopia emphasized the untapped potential of utilizing biomass's carbon and water efficiency advantages over crude oil in refining applications. Instead of simply co-burning carbon with its extinguishing agent, water, this approach could increase its current trade value by tenfold, recovering up to 80% of biomass for the production of bio-chemicals with higher heating value. Franco Silva, representing the UNIDO IUMP Project in Venezuela, highlighted the project's core objectives. It aims to fortify the human and technical capacities of national institutions and experts in providing services related to business diagnosis, modernization, and the development of competitiveness and marketing strategies. Additionally, the project focuses on fostering inter-institutional networks, supporting business associations, and providing other essential services for the Venezuelan agro-industry sector. This initiative is pivotal in advancing rural wealth and economic prosperity in the region.

IMPLEMENTATION OF ESG AND ORGANIZATIONAL CHALLENGES

Vera Kocsis, Sales Director Refinitiv, highlighted the company's ambition to be a driving force for sustainable economic growth and a leading advocate for sustainability in global financial markets." This mission is realized through the products and services they offer, as well as their broader role in financial markets and society. Their focus is on achieving a harmonious balance between economic advancement, social inclusivity, and environmental preservation.

Jörg Spreitzer, CEO at Great Place to Work, elucidated the organization's mission to transform every workplace into an environment conducive for all employees to thrive. He highlighted their commitment to the 'Who Cares Wins' concept, aligning with the United Nations' incentive system, employing the EU's sustainability classifica-





tion for economic activities, adhering to individual country laws, and implementing their reporting system. This unwavering dedication ensures alignment with the core values that underpin this initiative. Through their Trust Index™ and assessments of corporate culture, they empower companies to fortify this facet of success through corporate culture.

René Massatti, Managing Director and Founder of Playroom–Impact, emphasized the significance of a co-creative and collaborative framework for establishing a shared understanding of complex topics. He stressed that targets and regulatory issues should be presented in an approachable manner to garner internal buy-in and stimulate a movement within the organization. For the transition from an ESG mindset to concrete actions, structured frameworks are essential to support employees in applying the insights to their daily work. He also highlighted that ESG is not merely an obligation but a pivotal leadership endeavour. The challenge lies in cultivating "sustainable sustainability" by gaining buy-in from a broad spectrum of individuals within the organization. He advocated for a collaborative and engaging approach to establish a shared consciousness around this critical issue.

CLOSING THE FUTURE OF/FOR BRANDS

During the closing panel on the future of brands and their impact, Ana Paula Nishio de Sousa, Incoming Chief of the Division of Digital Transformation and AI Strategies at

UNIDO, reiterated UNIDO's call for member states to implement practices that create substantial added value, a proven route to prosperity. She emphasized UNIDO's active promotion of inclusive and sustainable digital transformation and strategic branding. Additionally, she highlighted the crucial role of collaboration between the public and private sectors in driving substantial progress.

Gerhard Hrebicek, President of the European Brand Institute, concluded the summit by affirming the crucial role of brands. He stated, "Brands provide orientation, convey values, create experiences, and contribute to our well-being." Hrebicek emphasized that they are vital for driving innovation, generating new jobs, and enhancing overall efficiency, thereby ensuring sustained competitiveness. He illustrated how sustainability-oriented brands not only foster investments but also yield higher long-term returns. Hrebicek underscored the profound impact of sustainable brands in establishing enduring relationships and making positive societal contributions. He concluded by affirming that brands, along with intellectual property, play a pivotal role in driving economic growth.

The BRAND GLOBAL SUMMIT delivered a wealth of insights and actionable strategies for leveraging branding as a force for positive change and underscored the pivotal role of brands in advancing sustainable development and fostering societal well-being. Moreover, the summit emphasized the imperative of gender diver-

sity and inclusion in brand leadership and management.

In the evening, at the invitation of the Mayor and Governor of Vienna Michael Ludwig, the VIENNA BRAND GALA Reception took place in the Festivity Hall of the Vienna City Hall. Together with Gerhard Hrebicek, President of the European Brand Institute, Kurt Stürzenbecher, member of the Vienna City Parliament, Cecilia Ugaz Estrada, Director Gender Equality & Empowerment of Women Unit, UNIDO and H.E. Pablo Berti Oliva, Ambassador of Cuba, representing GRULAC welcomed the international guests. Spotted among the guests H.E. Laura Faxas, Ambassador Dominican Republic, Stefan Krenn and Alexandra Lindlbauer, Novomatic, Renate Altenhofer, Managing Partner European Brand Institute, Herbert Kovar, Partner Deloitte Tax, Daniel Horak, Co-Founder and Co-CEO CONDA, Vera Kocsis and Doris Ullrich, Refinitiv, Aysegül Baykal, Deputy Director Schoellerbank, Gerald Ganzger and Natalia Feriencikova, LGP lawyers, Great Place to Work-CEO Jörg Spreitzer, Charisma-Expert Sandra Soravia-Lepuschitz, Petra Kohler, Managing Director FidW, WKW, Martin Heimhilcher, Spartenobmann Information & Consulting, WKW, WKW-Vice Presidents Kasia Greco and Margarete Kriz-Zwittkovits, Francine Beleyi, Nucleus of Change, Elke Pichler, Director Magnolia Tree, IAA-Vice President Kristin Hanusch-Linser, the Ambassadors of Brazil, Cuba, El Salvador, Nicaragua, Bolivia, as well as the UNIDO Managers Ana Paula Nishio de Sousa, Fabio Russo, Farrukh Alimdjanov, and many more.





FACTS ABOUT NOVOMATIC

- Founded in 1980 by Prof. Johann F. Graf
- Europe's largest gaming technology group
- Locations in more than 50 countries
- International headquarters in Austria
- More than 25,300 employees worldwide
- Exports innovative gaming equipment, system solutions and services to more than 120 countries
- Export quota of 99 percent
- 32 technology centers in 18 countries

You can find more information at www.novomatic.com

For more information on our ESG program please visit www.novomatic.com/cr

With innovation and responsibility to a top global player

Since its foundation in 1980 by Prof. Johann F. Graf, NOVOMATIC has developed into one of the world's leading gaming technology groups thanks to sustainable growth and tireless innovation.

In the course of its committed expansion strategy, the NOVOMATIC AG Group is experiencing continuous growth and comprises around 300 subsidiaries in 50 countries. In addition to successful strategic acquisitions, the Group's stable development is also reflected in record revenues of EUR 3.2 billion in fiscal year 2023.

With 14 production sites in 11 countries and around 2,200 gaming facilities such as casinos, electronic casinos and sports betting outlets, NOVOMATIC is both a producer and an operator. NOVOMATIC's 360° portfolio ranges from technological developments and gaming highlights for gaming facilities to iGaming innovations

from Greentube, the company's digital gaming and entertainment division. The technology group, whose headquarters is based in Gumpoldskirchen, Lower Austria, where it was founded, exports its award-winning high-tech gaming equipment to more than 120 countries. 5,000 registered IP rights and around 200 new games including variants per year are proof of the company's innovative strength with 32 technology centers in 18 countries.

DEDICATED ESG PROGRAM

NOVOMATIC operates exclusively in regulated markets with a clear legal framework. The company underscores

its position as a leading provider of responsible gaming through certifications in accordance with the most stringent international standard in the area of player protection, the G4 standard of the Global Gambling Guidance Group (G4). NOVOMATIC was the first Austrian company in the industry to achieve this certification. "Going Green" is a credo within the NOVOMATIC AG Group that the company takes literally. Locations in Germany, Italy, Spain, Romania, North Macedonia, Bosnia, Poland, South Africa and Australia already use solar energy through their own photovoltaic systems. The further expansion of photovoltaic systems is progressing steadily within the Group.



The largest PV system in the Group will be put into operation at the headquarters in Gumpoldskirchen in autumn 2024, covering a total area of 20,000m². This will enable the site to cover a significant proportion of the company's annual electricity consumption without emissions. NOVOMATIC also sets international standards as an employer. With an above-average proportion of women in the Group of 53 percent, 38 percent of whom are in management positions, NOVOMATIC is well above the industry average. In addition to numerous benefits for employees, the company also offers a comprehensive training and further education program. As part of its strong commitment to sustainability, NOVOMATIC offers, among other things, an 18-month ESG trainee

program that provides insights into various specialist departments, taking into account environmental and social aspects as well as sustainable corporate management.

MULTIPLE AWARDS

Numerous employer awards such as "Leading Employer Austria" and being voted one of the "Best Employers in Lower Austria" are proof of the company's strong commitment to its more than 25,300 employees worldwide. In addition to NOVOMATIC's commitment to sustainability, both the continuous growth and the significant increase in sales were decisive for the company's outstanding 2nd place in the European Brand Institute's brand value ranking and 4th place in

/// We are convinced that sustainable brands create trust. ///

Stefan Krenn, LL. M.

Executive Board Member NOVOMATIC AG

the Sustainable Brand Ranking. "We are convinced that sustainable brands create trust. The excellent positions in the Brand Value Ranking and the Sustainable Brand Ranking not only confirm our successful corporate strategy and clear brand positioning, but also underscore our contribution to sustainable development," says Stefan Krenn, Executive Board Member NOVOMATIC AG.

New world of work – Building bridges for good cooperation

The Leitbetriebe Austria initiative focuses on mutual dialogue between employers and employees in order to promote understanding for one another within the company and to actively shape change.

The working world is changing. The aim of the initiative is to shed light on these changes and find solutions. With scientific support from the Vienna University of Economics and Business, a well-founded working group for dialogue between companies and employees was established. Subsequently, the initiative also promotes a positive positioning of the concept of work. Topics such as "Is performance

worth it?", "Work-life balance" and "Workplace of the future" are discussed in intensive discussions within focus groups and the challenges of possible solution strategies are worked out.

CHANGE IN INCENTIVE SYSTEMS

The first focus group sponsored by ISS Austria addressed the question "Is per-

formance worth it?" and, in this context, also explored the question of future work incentives. As the evaluations have revealed, financial security remains central for employees, but non-financial aspects such as creating meaning, forming identity and work-life balance are increasingly gaining importance. There is willingness to work overtime, but this must be possible in terms of location and time.



v.l.n.r.: Jonas Puck (Univ.-Prof. International Business, WU Wien), Monica Rintersbacher (Geschäftsführerin Leitbetriebe Austria, Initiatorin Neue Welt der Arbeit), Michaela Hebein (Partnerin Agentur Kapp Hebein Partner GmbH, Initiatorin Neue Welt der Arbeit), Manuela Lindlbauer (Eigentümerin Lindlpower Personalmanagement, Initiatorin Neue Welt der Arbeit), Erich Steinreiber (CEO ISS Österreich)

PHOTOS: © CHRISTIAN MIKES, © KATHARINA SCHIFFL



v.l.n.r. Rainer Will (Handelsverband), Manuela Lindlbauer (Initiatorin), Jonas Puck (Wirtschaftsuniversität Wien), Michaela Hebein (Initiatorin), Roland Mechtler (Raiffeisenlandesbank NÖ-Wien), Monica Rintersbacher (Leitbetriebe Austria & Initiatorin) und Erich Steinreiber (ISS Österreich)

Greater flexibility in working hours and location therefore increases the incentive for employees, but also requires consideration of individual needs and available resources. As a result, companies and employees urgently need adjustments to legal frameworks, according to the central statement of this focus group's final report. A coordinated approach by individuals, companies and politicians is absolutely essential in this regard. Mental health is a future issue in the working world

The second focus group "Work-life balance", sponsored by Raiffeisenlandesbank Niederösterreich-Wien, addressed the question of how changing lifestyles and modern family models can

be reconciled with the working world. It became clear that integrated flexibility offers numerous advantages, such as increased employee retention, increased productivity and cost efficiency. A balance between professional and private demands enables both employers and employees to effectively master the challenges of the working world. At the same time, employee mental health is becoming increasingly important. The report illustrates that solutions are currently to be developed in the areas of organisational structure, compatibility, new role models and processes of corporate culture. A holistic view of people helps to transform challenges and potentials, enabling the identification of mutual solutions through a shared understanding.

ABOUT LEITBETRIEBE AUSTRIA

Leitbetriebe Austria represents the model companies of the Austrian economy and offers a unique platform for positioning as a flagship company, exclusive relationship management and trustworthy knowledge transfer. Leitbetriebe (leading companies) are companies that, apart from economic success, also assume social, environmental and socio-political responsibility. Certification as a Leitbetrieb takes place after successful completion of the specially developed qualification procedure.



www.leitbetriebe.at

DCL & A2RL Pioneers Autonomous Drone Racing Evolution

The Drone Champions League (DCL), the global leader in mixed-reality drone sports, is stepping into a new era: autonomous drone racing. Known for blending virtual and physical racing in stunning locations worldwide, DCL continues to captivate tech-savvy audiences. Now, through an exciting partnership with the Abu Dhabi Autonomous Racing League (A2RL), DCL is advancing the sport by integrating AI-powered autonomous drones, setting the stage for the future of drone racing.

REDEFINING DRONE RACING

DCL merges real and digital environments, using its advanced Digital Twin technology to recreate iconic locations with stunning detail. This unique combination of physical and virtual racing has positioned DCL as a global leader in sports entertainment. Now, the league is pushing boundaries further with autonomous drone racing, where artificial intelligence and machine learning are becoming central to the competition.

DCL X A2RL AUTONOMOUS DRONE CHALLENGE – A GROUNDBREAKING PARTNERSHIP

The DCL x A2RL Autonomous Drone Challenge marks a pivotal moment in this evolution, culminating in its main event from April 9th – 11th, 2025, at the Abu Dhabi National Exhibition Center (ADNEC). A2RL, the Abu Dhabi Autonomous Racing League, is an all-new extreme autonomous racing series aimed at advancing the capabilities of AI and autonomous technology. The Challenge will feature AI-controlled drones racing against top human pilots, offering a preview of the next phase of this thrilling

sport. This head-to-head competition between AI and humans not only redefines the possibilities of technology but also raises the stakes, showcasing the unique strengths of both and revealing how they can shape the future of drone racing together. The DCL x A2RL Autonomous Drone Challenge goes beyond racing – it highlights the real-world potential of artificial intelligence. Teams from leading universities and research institutions around the world as well as Rookie Teams will compete for a \$1 million prize, pushing the capabilities of AI-driven drones to navigate complex racecourses with precision. The event will highlight AI's potential to revolutionize multiple sectors, from logistics and healthcare to surveillance. This collaboration between DCL and A2RL advances the development of autonomous drone systems that will soon have practical applications across various industries. By integrating cutting-edge technology with its exciting sports format, DCL is playing a key role in driving innovation.

THE FUTURE IS NOW

Autonomous racing is no longer a distant vision; it is fast becoming reality. DCL's

embrace of autonomous drones signals a significant shift in the sport, where AI systems control drones through intricate courses without human intervention. Beyond the thrill of competition, these autonomous technologies hold immense potential for industries like logistics and healthcare, where speed and accuracy are critical. The DCL x A2RL Autonomous Drone Challenge will accelerate the development of these systems, showcasing how autonomous drones can transform real-world processes and bring groundbreaking solutions to life.

INSPIRING THE NEXT GENERATION

A key focus of the DCL x A2RL partnership is its commitment to fostering young talent. The event will have a strong STEM (Science, Technology, Engineering, and Mathematics) component, engaging high school students with AI and drone engineering. DCL's educational initiatives aim to empower the next generation of innovators, particularly those from underserved communities, by providing them with the skills and opportunities to succeed in fields like AI, robotics, and

drone technology.

Through these programs, DCL x A2RL ensures that the future of drone technology is shaped by talented, well-equipped young minds, prepared to lead in emerging industries.

A VISION FOR GLOBAL PROGRESS

As the DCL x A2RL Autonomous Drone Challenge approaches, excitement builds for what promises to be a transformative event. This competition will not only highlight the skill and precision of human pilots but also demonstrate the growing capabilities of AI. With DCL at the fore-

front, this event marks the beginning of a new chapter in drone racing, one where autonomous drones will revolutionize industries, solve complex challenges, and lead the way into the future of drone technology.

DCL's vision extends well beyond autonomous drone racing. The league has always sought to elevate both sports and technology, making significant strides in global development. Through partnerships with leading universities and research institutions, DCL is driving innovations in AI and autonomous systems with the potential to reshape entire industries.

From revolutionizing tourism with its immersive Digital Twin technology to redefining Drone Entertainment, DCL's innovative approach continues to break new ground. The lessons learned from autonomous racing will contribute to global advancements in technology, benefiting sectors far beyond sports. Autonomous drone racing is just the start. DCL's partnership with A2RL sets the stage for a future where AI-driven drones aren't just part of sports, but integral to industries worldwide. DCL is more than ready to lead this change.



How to focus on Sustainable Energy

Since ever Nature stores Energy building organic matter up from Carbon & Water and breaks end of life abundance down again. We Humans should learn how to keep Carbon & Water within terrestrial closed loop Circular Regeneration.

In a world grappling with Climate Change from linear Take – Produce – Use – Discard into ultimately air, resource consumption we can't wait until they deplete! Climate Change being a consequence of unprecendented atmospheric stock building of Carbon discharged or fluxed into CO₂ and Water Vapor saturation in our planet's Greenhouse Gas at the interface of Troposphere to Stratosphere. Some is needed to isolate and protect our planet from being chilled to a seasonal average day & night surface temperature of -18°C. But Global Warming is a typical example for adverse effects from too More of the Same practice.

There's a growing polarization between

"systemic pessimists" wanting to carry capacities to the limits of growth and "technological optimists" who see unlimited potential for renewable energies but fail to admit that effective energy isn't immaterial. Hence, there are planetary limits for whatever linear resource consumptions. Even an all-electric world would be utmost mineral intensive to build and needs molecules for energy storage. Neither can underground storage of CO₂ eliminate the fact that Carbon, whether of fossil or biogenic origin destroyed in a ton of CO₂ will be linearly replenished by 2½ barrels Crude Oil or needs 120% energy equivalent electricity plus Water for its resurrection with Green Hydrogen.

Nature's Carbon-Water Nexus sets planetary limits for so called renewable energies. It's like two sides of a coin—addressing one automatically affects the other. At now progressed Global Warming 80% precipitation falls on oceans meaning, only 1/3 terrestrial evaporation returns to land. Over the last 150 years the planet lost 50% of its humus by this dehydration. Linearly such soil erosion CO₂ flux averaged higher than contemporary annual fossil fuel CO₂ emissions. But the US architect and writer Buckminster Fuller once wrote: "You never change things by fighting the existing reality – to change something, create a new model that makes the existing models obsolete." He became famous for his versatile geodesic dome structure designs

resembling the C₆₀ Carbon Allotrope discovered one year after he had died in 1983.

Nature's sole heir of residual energy from ceased matter are hydrocarbons. Harnessing the potential of synthesizing crystalline Carbon by dry-spitting the Hydrogen from it, offers a most promising vision for an affordable sustainable energy future for all – [SDG7]. Carbon is any habitat's most pivotal element. Hence, "Decarbonization" is a grossly misleading term. Our world rather needs to embrace "Carbon Efficiency" to change the game, namely, to get a maximum usage value (or Energy) of any Carbon employed prior to destroying it into CO₂. As we stand at the crossroads of sustainability, we must start to embrace

PHOTO: WWW.FREEPIK.COM

a future making resource efficiency – [SDG12] the way of life. Imagine a world where any matter we use is not discarded but kept in terrestrial closed loops as a resource to be regenerated or reused.

Ironically the awareness of C₆₀ Allotropes unlocked new insights into Carbon's versatile forms and possible ways of their use. Carbotopia® developed the first continuous economically viable process to synthesize crystalline Carbon co-producing Hydrogen and first published "Nanotechnology as a useful contribution to a reduction of CO₂ Emissions" (ISSN1864-6972) in 2007. Ever since the cost per kilogram graphene like Carbon filaments recovered from one cubic meter biogas fell to ~€0.35 (<1% a barrel

crude oil price). 3kg of it can be converted at an electricity price of €110/MWhel to a kilogram CO₂-neutral Hydrogen for €1.75/kg or 3ltr renewable 2nd generation synthetic fuel for €0.80/ltr, e.g. for aviation.

Carbon Circularity unlocks 85% storage efficiency for Green Hydrogen from reusing exhaust Water of Hydrogen Fuel Cells to regenerate Synthetic Methane for dry splitting again later. The European Brand Institute offers an acquirable comprehensive Sustainability Assessment on such kind of "Low Carbon Emission Decarbonization" upon requests for quotation. So, the elements of a sustainable energy future exist, but aren't properly combined or employed yet!
www.carbotopia.org

Europe's future depends on many strong and valuable Brands

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.



/// To all start ups:
register and protect your
brands and IP rights!
The protection of brands
and IP rights is of central
importance for your
future and the
'battle for capital! ///

Dr. Gerhard Hrebicek, MBA
President European Brand Institute



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.

ALTERNATIVE FINANCING OF BRANDS AND INTELLECTUAL PROPERTY

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".



Brand Loyalty and Financial Inclusion: Bridging the Gap for a More Inclusive Economy

**An Exclusive Article for European Brand Institute
by Baybars Altuntas, Executive Chairman WBAF**

Brand loyalty, a consumer's unwavering preference for one brand over others, has long been a cornerstone of successful business strategies. Companies invest heavily in cultivating brand loyalty, believing that it not only drives repeat purchases but also creates a resilient customer base that is less price-sensitive and more likely to spread positive word-of-mouth. However, in an era where financial inclusion is increasingly recognized as a critical driver of economic growth and social equity, the interplay between brand loyalty and financial inclusion deserves closer examination. As businesses and financial institutions seek to expand their reach and serve more diverse populations, understanding how brand loyalty can either support or hinder financial inclusion is essential.

THE ROLE OF BRAND LOYALTY IN TRADITIONAL MARKETS

Brand loyalty is often cultivated through consistent quality, emotional connections, and a sense of identity that a brand fosters

among its consumers. In traditional markets, where consumers have stable access to products and services, brand loyalty can lead to predictable revenue streams and long-term profitability. Companies like Apple, Nike, and Coca-Cola exemplify how strong brand loyalty can sustain market dominance and influence consumer behavior over time.

In these settings, brand loyalty is often driven by factors such as trust, customer experience, and the perceived value of the brand. Consumers who trust a brand are more likely to remain loyal, even in the face of competitors offering lower prices or similar products. This loyalty is further reinforced by positive experiences, such as excellent customer service or product reliability, which build a sense of attachment and satisfaction. The perceived value of a brand, which can include aspects such as social status, quality, or ethical practices, also plays a significant role in fostering brand loyalty.

However, this traditional view of brand loyalty is primarily applicable to markets where consumers have stable incomes, access to information, and the ability to make discretionary spending decisions. In many parts of the world, particularly in developing economies, these conditions are not always present. This is where the concept of financial inclusion becomes relevant.

FINANCIAL INCLUSION: A PATHWAY TO ECONOMIC EMPOWERMENT

Financial inclusion refers to the process of ensuring that individuals and businesses, regardless of their socio-economic status, have access to useful and affordable financial products and services. These services include savings accounts, credit, insurance, and payment systems. Financial inclusion is not just about access to banking services; it is about enabling people to manage their money more effectively, protect themselves against economic shocks, and invest in opportunities that can improve their lives.

For the 1.7 billion unbanked individuals globally, financial inclusion represents a pathway to economic empowerment. Without access to financial services, these individuals are often trapped in cycles of poverty, unable to save securely, borrow for business investments, or insure against risks. Financial inclusion initiatives aim to bridge this gap by providing access to financial services through innovative solutions, such as mobile banking, microfinance, and digital payment systems. While financial inclusion has made significant strides in recent years, there are still considerable barriers to achieving full inclusion. These barriers include lack of financial literacy, limited access to technology, regulatory challenges, and socio-cultural factors. In this context, the relationship between brand loyalty and financial inclusion becomes particularly relevant. Brands that successfully engage with financially excluded populations can not only drive economic growth but also contribute to social equity.

THE INTERSECTION OF BRAND LOYALTY AND FINANCIAL INCLUSION

At first glance, brand loyalty and financial inclusion may seem like unrelated concepts. However, they intersect in several important ways that can either support or hinder efforts to expand financial inclusion.

Building Trust Among the Unbanked:

Trust is a critical factor in both brand loyalty and financial inclusion. For individuals who have been historically excluded from formal financial systems, trust in financial institutions is often low. They may be wary

of hidden fees, complex terms, or the risk of losing their money. Brands that can establish trust through transparent practices, clear communication, and customer education are more likely to succeed in engaging these populations.

For example, mobile money services like M-Pesa in Kenya have successfully built trust among the unbanked by offering simple, reliable, and accessible financial services. The brand's consistent delivery of value has fostered loyalty among users, who now rely on M-Pesa for a wide range of financial transactions. By building trust,



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The only entrepreneur to be granted a personal audience with President Obama at the Presidential Summit on Entrepreneurship in Washington DC. Awarded as JCI Ambassador, following Ban Ki-moon, Secretary General of the United Nations.

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).

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.

Star of the Turkish version of the television show Dragons' Den / Sharks Tank. Profiled by leading international media such as CNN International, Bloomberg, BBC.



M-Pesa has not only created brand loyalty but also contributed to greater financial inclusion in Kenya.

Leveraging Technology for Inclusion:

Technology plays a crucial role in both fostering brand loyalty and promoting financial inclusion. Digital platforms, mobile apps, and online services offer new opportunities for brands to connect with consumers, particularly in underserved markets. For financially excluded populations, technology can provide a gateway to financial services that were previously out of reach. Fintech companies, in particular, have leveraged technology to create user-friendly, affordable, and accessible financial products that appeal to the unbanked and underbanked. These companies often focus on customer experience, using data-driven insights to tailor their offerings to the needs of specific populations. As a result, they are able to build brand loyalty by delivering value in ways that traditional financial institutions may not.

Brands like Paytm in India and Alipay in China have become synonymous with digital payments and financial inclusion. By offering convenient, secure, and inclusive financial services, these brands have cultivated loyal customer bases that trust them to manage their financial needs.

Cultural Relevance and Community Engagement:

In many parts of the world, financial inclusion efforts must take into account cultural norms and community dynamics. Brands that understand and respect these factors are more likely to build loyalty among consumers who may be skeptical of outside interventions. For instance, microfinance institutions often work closely with local communities to ensure that their products and services are culturally relevant and accessible. By engaging with community leaders, offering financial education, and tailoring products to the specific needs of the community, these institutions can build trust and loyalty. This approach not only supports financial inclusion but also strengthens the brand's reputation and long-term sustainability.

Challenges and Risks: While brand loyalty can support financial inclusion, there are also risks associated with the intersection of these two concepts. For example, if a brand becomes too dominant in a market, it may stifle competition and limit consumer choice. This can lead to a concentration of power that undermines the goals of financial inclusion, which seeks to create diverse and competitive financial ecosystems.

Additionally, brands that focus too narrowly on loyalty may overlook the importance of financial literacy and education. Without proper understanding, consumers may become loyal to a brand without fully comprehending the products or services they are using. This can lead to issues such as over-indebtedness, fraud, or financial exploitation, particularly in vulnerable populations.

In conclusion, brand loyalty and financial inclusion are both powerful forces that can shape consumer behavior and economic outcomes. When aligned, they have the potential to drive significant progress

ABOUT THE WORLD BUSINESS ANGELS INVESTMENT FORUM (WBAF)

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

The four missions of WBAF are:

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



www.wbaforum.org

toward a more inclusive and equitable economy. Brands that prioritize trust, leverage technology, engage with communities, and promote financial literacy can play a pivotal role in expanding financial inclusion. However, it is essential for businesses and policymakers to recognize the potential risks and challenges associated with this intersection. By fostering healthy competition, promoting financial education, and ensuring that financial services are accessible and affordable, we can create a financial system that not only supports brand loyalty but also empowers individuals and communities. In doing so, we can build a more inclusive economy where everyone has the opportunity to thrive.

„Marken müssen digital erlebbar sein“

Die Zeiten, in denen sich Marken ausschließlich auf ihr Wachstum konzentrieren konnten, sind vorbei. Angesichts immer komplexer werdender Märkte geht es heute vor allem darum, die Konsumentinnen und Konsumenten auf den unterschiedlichsten Ebenen abzuholen. Zentraler Erfolgsfaktor wird dabei der Umgang mit der neuen Technologie Artificial Intelligence werden. Welchen Einfluss diese bereits jetzt hat und warum es ohne digitale Erlebbarkeit der Brands nicht mehr geht, erklärt Herbert Kovar, Managing Partner Tax & Legal bei Deloitte Österreich.



Marken haben es derzeit mit einer steigenden Komplexität der Märkte zu tun. Wie können Sie darauf am besten reagieren?

Herbert Kovar: Neue, digitale Kommunikationsoptionen und ein grundsätzlicher fundamentaler Wertewandel in der Gesellschaft stellen Marken derzeit vor Herausforderungen. Um künftig bestehen zu können, reicht es nicht, sich auf den Erfolgen der Vergangenheit auszuruhen. Brands müssen heute an ganz unterschiedlichen Ebenen ansetzen, um am Puls der Zeit zu bleiben. Es wird immer wichtiger, Transformationsprozesse im Markenmanagement anzustoßen, die den unterschiedlichen Anforderungen der Kommunikationskanäle Rechnung tragen – und das, ohne dabei den Markenkern der gut etablierten Brand zu beeinträchtigen.

Müssen Marken heute digital erlebbar sein?

Unbedingt – Produkte und Dienstleistungen

Herbert Kovar
Managing Partner Tax &
Legal bei Deloitte Österreich

brauchen heute einen digitalen Auftritt, der Konsumentinnen und Konsumenten anspricht. In welcher Form das passieren sollte, ist unterschiedlich und kommt auf die jeweilige Marke, aber auch den Kommunikationskanal an. Fest steht aber: Ohne digitalen Auftritt geht es heute fast nicht mehr.

Welchen Einfluss hat die Entwicklung rund um Artificial Intelligence (AI) auf Markenauftritte?

Der Einfluss von AI ist bereits jetzt deutlich spürbar. Der zukünftige Erfolg fast eines jeden Produktes oder jeder Dienstleistung wird davon abhängen, wie die Möglichkeiten von AI nutzbar gemacht werden. Daher sollte man bei der Gestaltung des Markenauftrittes schon jetzt die Dimension von AI regelmäßig mitdenken.

Wie können Marken auch in Zukunft bestehen?

Eine Marke wird in Zukunft erfolgreich sein, wenn sie es einerseits schafft, ihren Auftritt nach innen und außen flexibel an die gesellschaftlichen und kommunikativen Rahmenbedingungen anzupassen und dabei gleichzeitig in der Lage ist, ihren wesentlichen Markenkern beizubehalten.

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Factors for the Longevity of Brands

In our fast-moving times, it is of great importance to create long-lasting brands. The longevity of a brand is a key indicator of its success and importance in the market economy. Brands that last for decades have demonstrated a particular ability to adapt to changing market conditions and consumer habits. There are several factors that contribute to the longevity of a brand and are essential.

It is important for the establishment and durability of a brand to acquire trademark rights. The term of protection of the trademark regularly ends 10 years after registration / application and can be extended for further 10 years repeatedly. While trademarks can have an unlimited term of protection with regular renewal,

other property rights, such as copyrights, also offer long-term, but time-limited protection for creative works. The ongoing legal protection of the trademark plays an important role in preserving the uniqueness and originality of the brand. Another important factor is the quality of

the products or services that customers associate with brands. Companies that consistently offer high-quality products or services gain the trust and loyalty of their customers. Innovation and adaptability also play a key role. Long-lasting brands are often innovative in their field. They adapt to

technological advances and changing market requirements in order to remain relevant.

Similarly, a strong brand identity and the image of a brand are essential characteristics. A clear and consistent brand identity helps consumers to build an emotional connection with the brand. This enables brands to differentiate themselves from others and have a recognition value. Customer centricity is also crucial for the stability of a brand. Customer centricity is a corporate strategy that places the individual customer at the center of corporate value creation. This means that the main focus is not on the product and how it reaches the customer, but on the individual customer. Successful brands listen to their customers and respond to their needs and wishes. They cultivate customer relationships and create positive experiences that contribute to brand loyalty.

Global presence and cultural relevance are also essential for a brand. Brands

that successfully establish themselves on international markets demonstrate a high degree of longevity. They adapt their marketing strategies to different cultures and remain globally relevant. In addition, sustainability is playing an increasingly important role in the longevity of brands today. Companies that assume ecological and social responsibility gain the trust of modern consumers. Sustainability includes environmentally friendly production methods, responsible sourcing of raw materials, fair working conditions and commitment to social projects. Such a commitment contributes to brand loyalty and long-term success.

In summary, brand longevity depends on a combination of brand protection, quality, innovation, strong brand identity, customer centricity and global presence. Brands that successfully integrate these factors can thrive in an ever-changing market environment and remain relevant for decades. Well-known brands that have internalized these factors continue to play a significant role in the global economy today. Sustainability has

also increasingly established itself as an important factor for the long-term relevance and success of the brand, as modern consumers are placing greater emphasis on environmentally friendly and socially responsible business practices due to the changes in our society and the lifestyle we have developed.

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PHOTOS: LANSKY, GANZGER, GOETH & PARTNER, FREEPIK.COM, SEEK.COM

The new EU design law reform

The European Union has already initiated a comprehensive reform of design law in 2022 in order to adapt its legal framework to current economic and technological developments. The date of entry into force of the EU design law reform has not yet been set, but it should not be long now.

1.) Simplified application procedure for designs

One of the most important changes concerns the simplification of the application process for designs. The introduction of a fully electronic application system will speed up processes and reduce costs. In addition, it will be possible to bundle several designs in a single application, which is particularly advantageous for companies with extensive design portfolios.

2.) Extended scope of protection

The scope of protection of designs has been extended to meet the requirements of the digital economy. The term "product" now covers any industrial or craft item, regardless of whether it is physical or digital. This also includes spatial arrangements of objects, graphic works and graphic user interfaces. In particular, virtual designs, animations, maps and fonts now receive improved legal protection. Software remains excluded from design protection and continues to be protected by copyright.

3.) Increased protection against counterfeiting

The reform includes measures to strengthen protection against counterfeiting and plagiarism. This includes improved enforceability of design rights and the introduction of higher penalties for infringements.

4.) Harmonization and clarification

The harmonization of national design

law regulations with EU-wide regulations is another key element of the reform. The aim is to ensure a uniform level of protection within the internal market and to minimize legal uncertainties. In addition, various outdated definitions have been amended. The German term "Geschmacksmuster (registered design)" has been replaced by the more modern and common term "design".

5.) Repair clause and spare parts market

One particularly noteworthy aspect of the reform is the introduction of a "repair clause", which sets out new rules for exceptions to design protection for spare parts. This clause makes it possible to use spare parts for complex products, such as cars, without infringing design protection, provided they serve to restore the original appearance.

6.) Fees

The fees for the registration and renewal of an "EU design" set out in the provisional agreement have been adjusted to encourage individuals and small businesses to apply for registration of their designs.

Registration and scope of protection

Protection is only granted for features of appearance of a design that are visibly represented in the application for registration. The application must therefore contain a sufficiently clear representation of the design to enable the subject matter

for which protection is claimed to be determined. Owners of an EU design should be able to inform the public about the registration by means of a registration symbol ®. Registered EU designs are protected for five years. This protection can be extended for five years at a time and for a maximum total duration of 25 years.

Conclusion:

The reform of EU design law represents an important step towards modernizing the legal framework for designs in the EU. It creates the conditions for more effective protection of creative achievements and strengthens the EU's competitiveness in the global market.



Dr. Natalia Feriencikova

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"Infrastructures as Brands For Life"

As transmission system operator APG has been standing for the sustainability of its electricity infrastructure for decades.

Successful brands accompany us throughout our lives: products, services, or nations. They are characterized by a high, consistent, and recurring quality, they are target group-oriented in how they address people and they change their appearance or content gradually, without major disruptions. They have to constantly reinvent themselves to meet the changing demands of generations. They are effective across generations. They have a lasting effect. That is precisely why they have to act sustainably. This is the only way they will become part of a society's heritage. The electricity infrastructure

also has an impact on generations. In the period after the Second World War, power lines were built to meet the people's basic needs (e.g. light, heat) and at the same time to supply energy for production facilities (e.g. businesses and industry). In the decades of reconstruction, capacities were created that we can use today for the integration of renewable energies. Just like in the past, it is important to think in terms of generations when it comes to our electricity infrastructure and therefore to act sustainably. The infrastructure that we plan and build today has to live up to the social and economic requirements of future genera-

tions: regarding the people, the business enterprises, and the mobility that we will have in 2040, 2050, or 2060. Electricity infrastructure companies such as Austrian Power Grid, operators of other linear infrastructures, schools, and healthcare institutions all have sustainability, responsibility, and the support of people's lives in their DNA. They create the preconditions for meeting people's basic needs - for lifetimes, for generations.



PHOTOS: APG/OLAF LANG/WOLAK, WWW.FREESTYLE.COM



/// The infrastructure that we plan and build today has to live up to the social and economic requirements of future generations ///

Christoph Schuh
APG

Higher company valuations through strong brands

Brands constitute a significant portion of a company's value and contribute substantially to the economy.

Therefore, the importance of brands increases among shareholders as well as consumers, investors, managers and employees of companies.

Brands contribute 40-60% to the company's value. 87% of the value of companies in the S&P 500 Index can be traced back to intangible assets, they increase creditworthiness and enable easier equity and debt financing. Strong and valuable brands can act as collateral and provide better and easier access to finance. Many companies, but also politicians, are not yet aware of the immense economic potential that can be released through trademarks and IP rights.

BRANDS ARE ESSENTIAL ECONOMIC FACTORS

A brand is not just a logo or a mark, but an identity that distinguishes a company

and its products in the market and from the competition.

It is the public face of a company and/or its products and services and a collection of perceptions including its people, assets, products, services and behaviours. Brands, especially brands that are managed sustainably, increase the trust of customers and other stakeholders, hence the motto "in sustainable brands we trust".

The intangible assets created by innovation processes account for a large part of the value of today's companies. Brands approx. 40% of the company value on average, patents approx. 4% - why this? Because patents expire after 20 years, trademark protection can be extended indefinitely.

BRANDS ARE NEEDED IN THE DIGITAL ECONOMY

Brands offer Differentiation and build relationships in global economy.

On the one hand as a differentiator in a global market, because those who act digitally also compete globally and need a brand to stand out.

Digital technologies also enable the creation of new goods and product innovations, which lead to the emergence of new industries – and the jobs and incomes that come with them. New technologies can also increase efficiency, leading in turn to sustained competitiveness and expanding businesses.

Most developing countries are not involved, however - these new technologies are at the core of successful inclusive and sustainable industrial development. On the other hand brands create (better)

relationships in a digitized world. Brands primarily create trust among consumers, investors and society. Brands also provide orientation, support, convey values and create experiences. We feel good with brands, they contribute to our well-being.

BRANDS LAST FOREVER

Our analysis shows very clearly that investments in brands support the economic recovery from the pandemic-related downturns, create growth and ensure prosperity. Sustainability-oriented brands encourage investments, deliver higher long-term returns, reduce the risk of loss, are less volatile and generally perform better on the capital market, which also makes them a good choice for long-term investors and financiers.

INNOVATION NEEDS A BRAND

The business models of modern companies that are fit for the 21st century often are based on brands. Small and medium-sized companies in particular are showing that digitization needs brands and brands need digitization."

Trademarks, designs, geographical indications and regional marks, copyrights, recipes and others - ensure that innovations are brought to market as life-enhancing products and services. Brands and IP thus also create growth for national economies and also make a contribution to securing national economies as a whole. Specially post covid. Our studies show that only 9% of companies in Europe and 6% of companies worldwide use the current trademark and IP protection system. This means that 94% of companies worldwide are not using the existing system.



/// Our studies show that only 9% of companies in Europe and 6% of companies worldwide use the current trademark and IP protection system. This means that 94% of companies worldwide are not using the existing system. ///

Dr. Gerhard Hrebicek, MBA
President European Brand Institute

Over-reporting is not productive

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

BRAND EVALUATIONS CONSIDERING SDGS

Brand evaluations considering SDGs should be reported at least annually, ideally just before an annual planning review. In this way the brand and SDG related evaluation can be used to explain business results and assist in the planning process. More frequent reporting on key indicators is recommended to improve brand management.

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

REPORTING AND INTERFACING WITH OUTSIDE PROFESSIONALS

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

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

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

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

OUTSIDE AUDITS

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

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

THE FOLLOWING BUSINESS CATEGORIES DESCRIBE THE CURRENT

- a) Leadership Culture (equal opportunity, continuous training, Social security)
- b) Trade Practices (Carbon & Water footprint, Foreign aid) Direct Investment)
- c) Supply Chain Culture (up-through to cradle comprehensive cultural values)
- d) Annual Reporting (incl. non-financial qualitative growth indications)
- e) Risk-Management (internal Risk-Canvas transparent assessments)

ISO STANDARD:

- f) Corporate Social Responsibility (integrity and conformity to own practice)
- g) Communication (publicly paradigmatic educational setting branch standards)

PHOTO: WWW.FREESTOCK.COM



Brands

Brands are powerful economic drivers

A brand embodies the identity that distinguishes a company and its products. Companies recognize the impact that communicating Sustainability and ESG information has on their performance. In turn, brand value boosts revenues, earnings, net income, return on equity, stock price, enterprise value, and other financial ratios.

Brands for Life—Brands for Sustainability

Brands are among the most valuable yet often least understood intangible assets, playing a crucial role in generating economic value and promoting sustainability.

Many companies and policymakers still underestimate the vast economic potential that brands can unlock. It is therefore essential to explore the significant impact brands have on the economy, society, and the broader business landscape.

BRANDS ARE POWERFUL ECONOMIC DRIVERS.

A brand extends far beyond just a logo or symbol; it embodies the identity that distinguishes a company and its products in the marketplace and competition. It reflects the public's perception of a company, encompassing its employees, assets, products, services, and behaviors. Brands constitute a significant portion of a company's value and contribute substantially to the economy. The growing influence of the intangible

economy signals a shift, with intangible assets now representing a larger share of GDP than material goods—a trend that continues to grow.

THE CRITICAL ROLE OF BRANDS AND INTELLECTUAL PROPERTY

According to the EU and OECD, brands and intellectual property (IP) are increasingly central to corporate strategy. However, accurately valuing brands and intellectual property remains a major challenge in developing them as tradable assets. Despite their critical importance, understanding of intellectual property and intellectual property rights varies significantly between large and small companies. The importance of brands and IP rights

to society and the economy has become increasingly evident in recent years. EU studies show that they directly or indirectly support 35% of jobs, account for almost 39% of EU GDP, and represent 90% of external trade.

The OECD suggests that an increasing proportion of SMEs' assets are non-physical or "intangible." While these assets are often underreported in financial statements, they significantly contribute to company value. Research shows that companies with strong brands and IP rights outperform those without. They generate higher revenue per employee, employ more people, and offer higher salaries.

HIGHER COMPANY VALUATIONS THROUGH STRONG BRANDS

Company valuation hinges on performance, earnings, and financing costs. Our analysis over the past decade examined the impact of brand value on company performance, financing costs, and other balance sheet items.

Our findings confirm that increased brand value reduces a company's financing costs. Brand value is positively correlated with key performance indicators such as revenue, profit, net income, return on equity, stock price, company value, and other financial metrics. Analysts are actually very conscious of marketing spend and it does inform how they evaluate risk and the future performance for companies! Interestingly, strong brands not only enhance equity financing but also enable more favorable and cost-effective debt financing.

Given that most European companies rely heavily on debt, reducing external financing costs could significantly improve the long-term creditworthiness of the broader economy.

SUSTAINABILITY ENHANCES BRAND VALUE

To assess the sustainable impact of brand value, we analyzed its long-term effect on ESG pillar scores.



/// Sustainably managed brands increase the trust of customers and stakeholders, aligning with the principle 'in sustainable brands we trust.' ///

Dr. Gerhard Hrebicek
President European Brand Institute
WBAF Senator and Austria Country Chair
WBAF President of the Ethical Governance Committee

growth and secure economic prosperity. Sustainably managed brands increase the trust of customers and stakeholders, aligning with the principle "in sustainable brands we trust."

TRANSPARENCY IN SUSTAINABILITY INCREASES BRAND VALUE

Companies recognize the impact that communicating Sustainability and ESG information has on their performance and on the perceptions of shareholders, investors, and financing partners.

We investigated the effect of ESG reporting on the brand value of a firm and explored the drivers of brand value behind the ESG reporting. However, we found that an increased number of reports does not contribute to brand value. Over-reporting is not productive. Only a handful of significant indicators for each pillar are the drivers of brand value. In turn, brand value boosts revenues, earnings, net income, return on equity, stock price, enterprise value, and other financial ratios. Moreover, transparency in sustainability has a positive effect on credit ratings. Furthermore, our data suggest that companies leading in brand investment and sustainability outperform their peers.

Sustainability and transparency indeed pay off!



Vienna: A brand with centuries of tradition

Vienna, the capital of Austria, has been a city of imperial beauty and cultural significance for centuries. With its rich history, high quality of life, cultural heritage and numerous entertainment and leisure options, Vienna offers its residents and visitors a unique experience.

The quality of life in Vienna is recognised and appreciated worldwide. The city offers a perfect balance between urban life and natural beauty. With a multitude of green spaces, parks and gardens, Vienna offers many oases of peace and relaxation in the midst of the urban hustle and bustle. Residents appreciate being able to reach breathtaking natural areas within a short distance on foot or by public transport.

Vienna's cultural heritage is invaluable. The city is proud of its rich history, which is reflected in its beautiful buildings, impressive museums and numerous cultural events. From the magnificent Hofburg Palace to the majestic State Opera House, Vienna is a showcase, and therefore a

brand, for cultural diversity and artistic excellence.

What is less well known is that Vienna is also a city of innovation and research. With renowned universities, research institutions and companies active in a wide range of sectors, Vienna is an important centre for science and technology. The city actively promotes cooperation between science and business in order to drive innovation and develop new technologies.

The start-up landscape in Vienna is constantly growing and is characterised by a supportive infrastructure and a flourishing ecosystem for start-ups. With incubators, funding institutions and financing opportu-

nities, Vienna offers an ideal environment for entrepreneurs to turn their innovative ideas into reality.

In addition, Vienna has an excellent e-government system that makes it easier for citizens to access public services. By digitizing administrative processes and providing online services, Vienna is setting standards in efficient and user-friendly administration.

Vienna is also characterised by the excellent availability of open government data. The city makes a wide range of data and information available to the public in order to promote innovation and citizen participation.

PHOTOS: WWW.FREEPIK.COM, RAWPIXEL ON FREEPIK

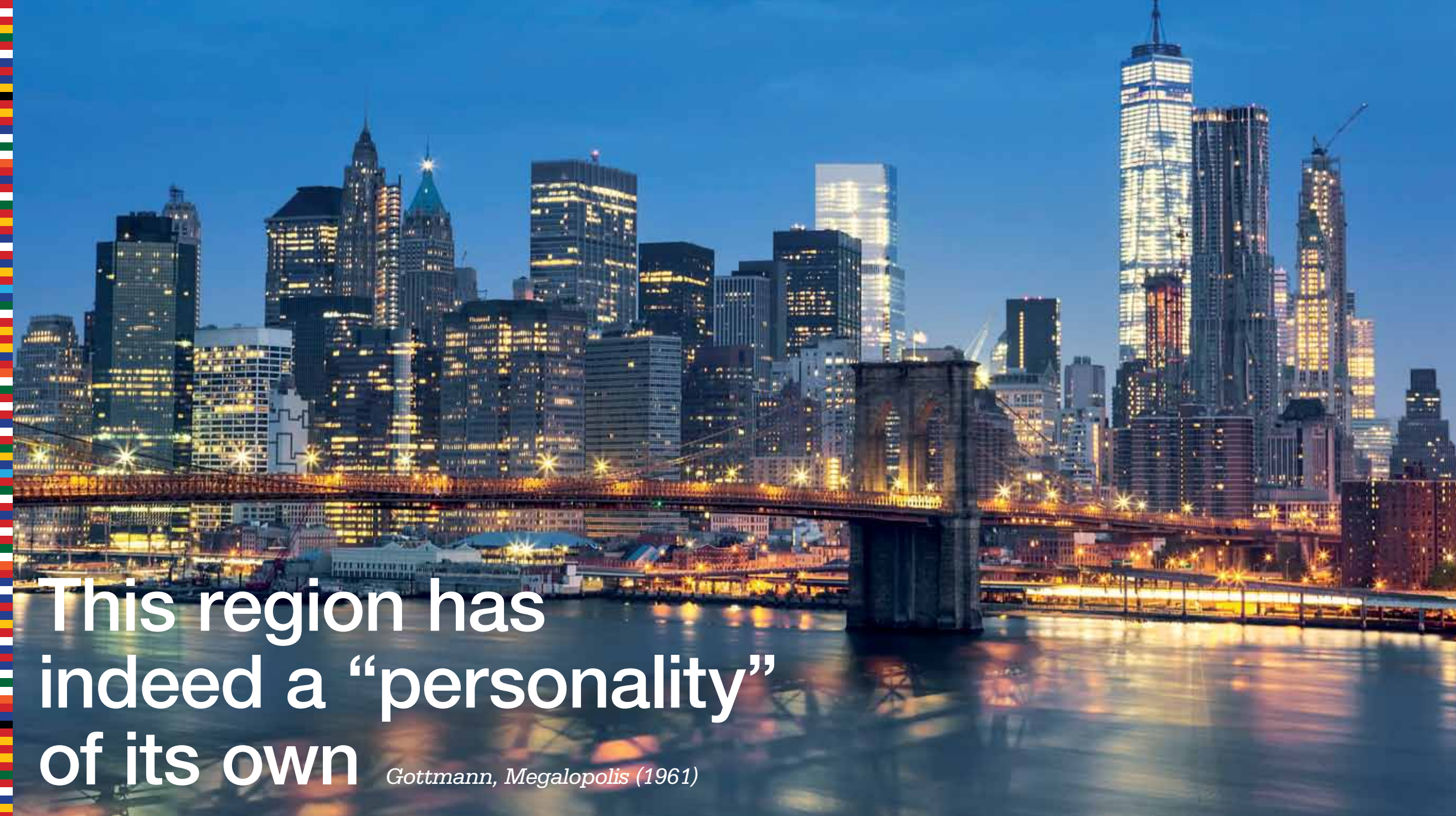


Vienna is also a top destination for congresses and tourism. With modern congress centres, a variety of cultural attractions and excellent infrastructure, Vienna is a popular location for international events and visitors from all over the world.

Overall, Vienna is a city that is known not only for its high quality of life, cultural heritage and green spaces, but also for its innovative strength, advanced e-government and, of course, its congress and tourism appeal. The city combines tradition and modernity in a unique way and offers

an unrivalled quality of life. Vienna has been an international metropolis for centuries and is well worth discovering.

Elisabeth Unger,
City of Vienna, Municipal Department for Economic Affairs, Labour and Statistics



This region has indeed a “personality” of its own

Gottmann, Megalopolis (1961)

Regional development means the economic, ecological, social and cultural further development of a region. It must be adapted to social changes and is therefore an open process that constantly requires new solutions.

The struggle for attention and preference is not limited to commercial goods and services; it applies equally to geo-political entities. It is invariably related to the notion that regions compete with other regions for people, resources, and business.

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

essential. The brand promise needs to be relevant to the target group and the core concepts need to be credible. Both academia and field experts offer evidence that in the long run, destinations are more likely to be successful and their growth sustainable with an integrated brand management strategy rather than one-off marketing campaigns.

Effective brand management not only creates more competitive regions and cities, but also increases innovation and civic engagement, leading to a healthier local economy. A comprehensive brand

strategy is an effective economic development tool to attract human capital, foreign direct investment and tourism.

REGION BRAND MANAGEMENT

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

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

It is invariably related to the notion that regions compete with other regions for people, resources, and business. The global competition of cities is estimated to host 2.7 million small cities/towns, 3,000 large cities, and 455 metropolises.

Destinations, cities, regions or countries could be considered as region brands. Region branding can be defined as the process employed by public administra-

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

tions to intend to create regional brands. It aims to affect the perceptions of a region and position it favourably in the minds of the target groups.

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

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

CITY BRAND MANAGEMENT

City branding refers to all the activities that are undergone with the purpose of turning a city from a location into a destination. City branding is often confused with city marketing. The difference comes from the fact that marketing uses consumer wishes and needs as its guiding principle for the operations of an organization, whereas in the case of branding a chosen vision, mission and identity play that role. City branding creates a single brand for the city and extends it to all its offerings and interactions. From a customer point of view, this creates a unique picture of the city at every level of interactions.

Regional management deals with new challenges

2024 Bama Health and Drinking Water Industry Development Exchange Conference



Representatives from Hechi City, Bama Yao Autonomous County, Medical University and EBI

On 24 September 2024, UNIDO and the European Brand Institute (EBI) supported the 2024 Bama Health & Drinking Water Industry Development Exchange Conference, a side event organized by the People's Government of Hechi City and the People's Government of Bama Yao Autonomous County. This event was held as part of the 21st China-ASEAN Expo and China-ASEAN Business and Investment Summit, which took place in Nanning, Guangxi, from 24 to 28 September 2024.

The conference gathered national health industry leaders alongside international experts, scholars, and entrepreneurs from the health and drinking water sectors to exchange best practices at both national and global levels. It focused on promoting Bama's health and longevity brands, devel-

oping sustainable strategies for the growth of Bama's health and drinking water industries, and advancing the message: "Bama: Leader in Healthy China for the New Era."

EBI President Gerhard Hrebicek delivered a keynote speech on "Branding Strategies for BAMA," where he introduced the umbrella brand strategy aimed at positioning the BAMA region as the "World's Longevity Village," and becoming a renowned health tourism destination. He emphasized the role of global branding and innovative upgrades to health industry value chains in accelerating rural revitalization and economic diversification. In addition, "EBI Brand Strategy Workshops" were conducted with representatives of selected drinking water and healthy food producers in BAMA county.

PHOTOS: EBI

In 2022 the capital region of France – Ile-de-France – had, by far, the largest regional economy (€783 billion of GDP), followed by the northern Italian region of Lombardia (€440 billion) and the southern German region of Oberbayern (€320 billion)*.



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.



Vienna will position itself as the world's leading healthcare metropolis by 2030. This international branding triggers enormously positive economic effects for the location and gives people the security of living in the most livable city in the world through the supply offers.

Alexander Biach
General Director SVS
(Social Security Institute
for the Self-Employed)

Some of Europe's regions are not only among the world's most popular travel destinations, but are also home to some of the world's most valuable enterprises. As regional brand but also PGI example probably the most famous consumer good of Europe – the region of Champagne is famous for its sparkling wine. The name of the region became the brand of the best category of sparkling wines. Moët – the most valuable Champagne brand.

BRANDS CREATE PROSPERITY FOR CITIES AND REGIONS

Brands are key intangible assets, the economic value of intangible assets is increasing relative to physical assets. European Brand Institute studies proofed, that the value of the top 10 brands of a European country correlates positively with the GDP per capita of this country; meaning the higher the value of the brands of a country, the higher the GDP per capita of this country, bringing more prosperity to the country. Or in short: valuable brands create wealth for your country.

Brands are an underutilized vehicle for the economic development of smaller and medium-sized organizations, cities and destinations, and economically underdeveloped regions. There is a need to develop new approaches to analyzing and reporting the true value of brands. Branding is an investment that creates financial value and drives an organization's growth.

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

PHOTOS: EBL ÖSTERREICH WERBUNG



Strong Partner for Sustainable Business



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Sustainably Audible

The economy and the working world are undergoing change. WIFI Vienna is supporting this transformation process with educational offerings and editorial channels. Would you like to contribute your experiences? Then feel free to share your expertise with us, through the podcast, the magazine, or in the courses at WIFI Vienna.

For more information, contact:
97@wifiwien.at



Sustainable Education*

Sustainable business requires rethinking and adapting across all areas of a company. In this context, ESG & Sustainable Finance play a particularly important role. The continuing education programs of FHWien der WKW offer practical and efficient tools for implementation in companies.



Sustainability Service*

The Sustainability Service of the Vienna Chamber of Commerce addresses the individual concerns of its members, ranging from environmental law issues to recommendations for sustainable business practices and funding opportunities. As part of OekoBusiness Vienna, special sustainability consultations like „SolarFit!“ or the „SME Sustainability Compass“ are supported.



Energy, mobility, real estate, and circular economy are key issues for the Viennese economy in the transformation process. In our brochures, we take a detailed look at trends, standards, best practices, and exemplary cases at the location.

VIENNA green
economy insights*



Legal Obligations?

Online service for currently relevant legal regulations on sustainability. Get a quick overview for your business!

Online guide
for sustainability
regulations*



*Further information is only available in German.



MyNyale umbrella brand

A trailblazer for gender equality and environmental stewardship in West Nusa Tenggara, Indonesia

In

August 2024, the UNIDO-supported component of the UN Joint Programme “Accelerating SDGs Investment in Indonesia”

launched “MyNyale” umbrella brand marking a major step forward in supporting micro-, small-, and medium-sized enterprises (MSMEs) and promoting sustainable practices within the region’s entrepreneurial community active in jewelry and textiles production, as well as agrifood.

With this initiative, UNIDO aims to build a strong market presence for companies united under the umbrella brand, helping their products reach regional, national and international markets while driving a paradigm change towards sustainability in line with the UN Agenda 2030. Inspired by the legend of Princess Mandalika, MyNyale offers a unified platform for collective marketing and exports, quality assurance and MSME support services. With its tagline “My Impactful Choice,” MyNyale champions sustainability considerations and conscious consumerism among broader public, while empowering companies to optimize and harmonize their operations, establish stronger linkages with the tourism sector, create new jobs, diversify the

economy and attract more investments.

In the jewelry sector, MyNyale produced collections in collaboration with local artisans featuring a range of handcrafted items made from sustainable materials such as repurposed shells, locally sourced South Sea pearls, reclaimed metals, and other environmentally friendly alternatives. In the agrifood sector, MyNyale offers a diverse selection of fresh produce and processed foods derived from Lombok’s abundant agricultural resources, prioritizing low-input and organic farming methods while preserving traditional agricultural practices. In the textile sector, MyNyale presents a selection of woven goods, including home décor and fashion accessories, crafted from locally sourced, eco-conscious materials, promoting the growth of women-led enterprises.

One of the flagship examples of impactful change driven by the project comes from the traditional textile sector. Deeply rooted in Indonesia’s cultural heritage, it faces numerous hurdles amidst rapid industrialization and commercialization, notably in competing against mass-produced textiles dominating the global market. This struggle is compounded by a dwindling number of



PHOTOS: UNIDO



artisans, with younger generations showing little interest in the labor-intensive methods of traditional weaving. Nowadays, fewer young girls are interested in learning how to produce weavings due to the lengthy production time, which can take 15 to 30 days to produce a piece of fabric depending on the types of motifs and yarns used.

A beneficiary of UNIDO's support under the ASSIST programme, Seni Kreatif company exemplifies the challenges within this sector. Employing 500 women weavers in Lombok, it underwent a transformative journey thanks to strategic solutions introduced by UNIDO which led to remarkable improvements in product design, quality, and market reach.

This initiative paved the way for business expansion under the MyNyale brand. This efficiency translated into increased production capacities and incomes for the women weavers, thereby contributing to their economic empowerment. Seni Kreatif's success story underscores the potential for sustainable and community-centered development, serving as inspiration for female entrepreneurs in traditional sectors. **Local communities have largely** embraced the umbrella branding initiative, recognizing its contribution to sustainable development and cultivation of an ecosystem where tradition, innovation and sustainability converge. A strong support from the local government, hotel and tourism associations, supermarket chains, as well



as financial institutions, highlights a shared commitment between the public and private sectors to support this vital step in strengthening the local economy, empowering artisans and farmers, and promoting environmentally friendly business practices. The initiative is celebrated not just for its economic impact but also for its role in preserving cultural heritage and fostering community-driven development.

UNIDO's initiatives, like the ASSIST programme, continue to pave the way for inclusive and sustainable growth, aligning with broader goals of gender equality and environmental stewardship. Through tailored assistance programs and strategic interventions, UNIDO remains committed to fostering job creation, inclusivity, and sustainable socio-economic development in Indonesia and beyond.



Bama's path to international health tourism

By capitalizing on its pristine environment, mineral-rich water resources, and centuries-old heritage of traditional medicine, the county of Bama built a reputation as a wellness retreat

Over the past 10 years, Bama, renowned for its high population of centenarians and positioned as a model region for rural development within China, has successfully transformed into a sought-after destination for health tourism, attracting visitors eager to uncover the secrets behind its residents' extraordinary lifespans. By capitalizing on its pristine environment, mineral-rich water resources, and centuries-old heritage of traditional medicine, the county built a reputation as a wellness retreat. Bama's story is emblematic of China's broader strategy of leveraging its natural assets to drive rural revitalisation, positioning health tourism as a pillar of local economic development.

A key factor in this transformation is Bama's "longevity spring water" believed to contribute to the health and longevity of its population. This water, drawn from unpolluted mountain sources, is thought to have antioxidant properties, enhancing its appeal to health-conscious visitors. Bama's "longevity water" gave rise to a number of local bottled water brands that capitalize on its reputed health benefits.

Water producers in the region have made

significant progress in recent years, with some companies emerging as pioneers in the high-and-mid-end mineral water market. These leading producers have established state-of-the-art facilities, ensuring top-tier quality control and adopting industry certifications, such as ISO standards for quality management and food safety. They have also developed robust marketing strategies and comprehensive service networks that extend across much of the country, focusing particularly on local markets.

Despite these advancements, the industry remains largely a patchwork of smaller players. While a few producers have successfully carved out their niche and strengthened their market presence, the sector is still dominated by many smaller companies that struggle to establish cohesive branding identities. This fragmentation often leads to low-price competition, highlighting the need for greater collaboration and innovation within the industry to enhance overall competitiveness.

Such water and agri-food producing companies also have significant potential to be more effectively integrated into broader health industry value chains but require tar-

geted support to strengthen their international market positioning. Assistance from UNIDO helps these companies harmonize their marketing and branding approaches, benefitting from joint competitive advantages unlocked through an umbrella brand. Access to detailed insights into promising international markets enables them to strategically expand and diversify their offerings, boosting their visibility in global health and wellness market segments.

To catalyze Bama's emergence as a prominent player in the global health industry drawing international visitors, UNIDO provides a refined toolkit for SME development to enhance their productive capacities and market performance while fostering linkages with the tourism sector. These efforts encompass supportive actions leading to improved quality, safety and innovation, as well as resource efficiency and optimized costs, ensuring a shift towards environmental practices. Additionally, the project drives value addition and competitiveness through strengthened capacities in innovative industrial design, branding and marketing. This approach is designed to align Bama's priority product lines with international quality standards and strategically position them to meet the expectations and technical requirements of target export markets. Seeking to maintain the sustainability momentum generated by the project, UNIDO focuses on reinforcing the necessary infrastructure and technical expertise, providing institutional support to local producers.

In accordance with the national vision of positioning Bama as a "Green and Environmental Protection Exemplary City" and capitalizing on its "blue zone" reputation associated with longevity, UNIDO also supports health and water industry stakeholders in international visibility by organizing global fora.

On 24 September 2024, UNIDO and EBI supported the 2024 Bama Health & Drinking Water Industry Development Exchange Conference as a side event organized by the People's Government of Hechi City and People's Government of Bama Yao Autonomous County, during the 21st

China-ASEAN Expo and China-ASEAN Business and Investment Summit taking place in Nanning, Guangxi, on 24-28 September 2024.

The conference brought together national leaders in the health industry alongside international experts, scholars, and entrepreneurs from the health and drinking water sectors to share best practices both nationally and globally. It aimed to showcase Bama's health and longevity brands, develop new strategies for the sustainable growth of Bama's health and drinking water industries, and promote the key messages of: "Bama: Leader in Healthy China for the New Era", "Bama: The Best Place for Natural Wellness", and "Bama Water: The Best Water". Such global fora initiatives are designed to establish the health industry as a strategic pillar for Hechi, position Bama as a leading health hub in Guangxi, and accelerate the development of the "Six New Hechi."

The next edition of the conference is planned to adopt a roadshow format and will be organized in Vienna as part of UNIDO's Bridge for Cities forum, aiming to ensure a broader promotion of Bama as health and wellness destination in the EU and globally.

Looking ahead, UNIDO project emphasizes the need to reinforce and harmonize brand identity and reputation management by helping local producers meet inherent consumer expectations towards wellness improvement effects of the "Made in Bama" products, thereby also promoting its wider recognition as an international healthcare and wellness tourism destination.



Unlocking value addition in Uzbekistan's textile and garment industry

Uzbekistan's textile industry, with its storied heritage tracing back to the era of the Great Silk Road, is presently a major player in global cotton production: as the world's third-largest exporter of cotton, the country has seen its textile sector flourish in recent years, driven by sweeping reforms and growing international recognition. Shifting away from the traditional focus on raw cotton exports, Uzbekistan is now intent on creating higher-value-added products that not only boost economic growth but also provide critical income opportunities, particularly for low-income populations in rural areas.

To tackle developmental challenges, such as weak linkages between raw material suppliers and finished product manufacturers, inefficient production management and outdated technology, the government has initiated an ambitious restructuring program, grouping companies into clusters. The adoption of cluster management has expanded production facilities, strengthened the raw material base, and increased the proportion of competitive, export-oriented goods. However, despite these advances, significant gaps persist in key areas such as product development, design, and marketing. The industry is still in dire need of refined skills in consistent branding, customer communication, and business networking—all essential for adding value to its products

and capturing a larger share of the global market. In terms of market promotion, Uzbekistan's textile and garment industry finds itself in a unique paradox: boasting an impressive foundation of high-quality raw materials and an enviable reputation for its premium cotton and woven fabrics, the country has comfortably secured its place in markets across the CIS region, particularly in Russia, Belarus and Kazakhstan. Renowned for its superior quality, Uzbek cotton has long been the industry's signature, setting its products apart from competitors. Yet, despite these advantages, many producers remain anchored in their comfort zone, focusing predominantly on basic cotton and woven fabric-based items. The potential to expand and diversify into more profitable, high-end product niches remains largely untapped, as companies, lacking sufficient information on market requirements and expectations, as well as domestic expertise in design and marketing, are hesitant to move beyond the familiar terrain.

With its proven expertise in transforming the textile sectors of Armenia and Tajikistan, UNIDO is uniquely positioned to tackle the challenges facing Uzbekistan's textile and garment industry. The project's vision is straightforward yet ambitious: to enhance the industry's competitiveness and drive value addition through improved production and business management, the introduction of strategic marketing and

branding, and broader market outreach to capture more high-end segments.

Amidst the challenges related to insufficient design and marketing acumen, many Uzbek textile producers are intuitively exploring innovative avenues to engage with a broader customer base domestically and abroad. Showrooms showcasing the craftsmanship of local artisans and indie brands are springing up, serving as trendy hubs that connect traditional skills with younger people's tastes. In parallel, a growing number of designers and creators are embracing social media to reach new audiences by sharing behind-the-scenes glimpses of their creative processes and cultural inspirations. Yet, despite these efforts, their branding identities often remain fragmented and inconsistent, lacking the cohesive narrative needed to truly captivate and sustain international customer base. This disconnect underscores the pressing need for strategic support in branding and marketing to unify and amplify their voices on the international stage.

Amid this dynamic textile industry community, the project works with a pilot group of beneficiary enterprises that are eager to step outside their comfort zones and willing to invest their time and human resources into comprehensive coaching aimed at implementing a marketing strategy centered around a harmonized collective brand concept. Ultimately, this

approach will allow them to leverage their collective strengths while maintaining the integrity of their distinctive brands that are already established in the market.

Through comprehensive market intelligence aimed at identifying development gaps and opportunities, the project generates a demand-driven action plan to competitively position selected textile and garment products within local, regional, and international markets. As a result, the beneficiary enterprises will benefit from an industrial upgrading strategy that encompasses customized modernization, industrial design, market promotion, and branding, along with strengthened inter-sectoral networking and the establishment of new business partnerships.

Acknowledging their struggles with limited awareness of market dynamics and a lack of soft skills for negotiating with larger and more demanding buyers, textile companies have enthusiastically embraced this opportunity. By forming vibrant creative clusters, they are ready to collaborate to enhance their production and business management capabilities while infusing their product offerings with more diverse, high-quality, and trendy designs, all reinforced through thoughtful and bold branding.

Revitalizing Venezuela's Panela Production

Next steps in building Building a new brand identity

Venezuela's agro-industrial sector is undergoing a significant transformation, thanks to UNIDO's Industrial Upgrading and Modernization Programme (IUMP Venezuela) implemented since 2020 with financial support of the Russian Federation. The project is dedicated to enhancing productivity, efficiency, and competitiveness across key agro-industrial value chains, including maize, beans, soybeans, rice, and sugar cane. Through the adoption of smart agriculture practices, farmers are equipped to optimize resource use, reduce environmental impact, and increase yields. By integrating advanced technologies in processing and value addition, the project not only improves product quality and extends shelf life but also ensures that consumer demands are consistently met. Moreover, the initiative emphasizes inclusivity, fostering community development and expanding agro-industrial activities, particularly in vulnerable regions.

At the center of this revitalization is panela, a cherished staple made from evaporated sugar cane juice, known for its deep traditional roots and nutritional value. Traditionally produced in artisanal mills with outdated methods, many panela producers have long faced challenges that limit its market potential,

including inconsistent quality, inadequate packaging, and a lack of branding.

2023 marked a turning point for Venezuelan panela producers, particularly those in Moco, Trujillo State. One of the standout innovations is the creation of granulated panela, a new product that aligns with modern consumer preferences for healthier, natural sweeteners. To support the development of this new product, UNIDO launched the "Modernization, Capacity Building, and Brand Development in Panela Production" initiative, overseeing the procurement of modern equipment like stainless steel pails for cleaner and more efficient production, as well as a packaging machine to ensure a more presentable, market-ready product appearance.

In addition, to modernizing the panela production process, a key focus has been the creation of an umbrella brand — a crucial step in boosting Venezuela's panela-based products' market competitiveness. Emergence of a thoughtfully selected brand name, accompanied by a logo that captures the product's deep cultural roots, represents a significant leap in positioning panela as a premium product, both domestically and internationally.

This branding initiative is not only aimed at building consumer loyalty and



broadening market access, but also empowers producers through knowledge transfer activities, equipping them with essential expertise in intellectual property management and regulatory compliance. By implementing Good Manufacturing Practices (GMP) and offering technical training, the project aims to standardize panela quality across producers, ensuring a consistently safe product for consumers.

The impact of these efforts is already evident. Producers, like Agroturismo Vichu C.A., are spearheading the branding initiative, inspiring others to join in and take advantage of this opportunity. This branding effort goes beyond traditional marketing strategies, promoting a commitment to sustainability and ESG (Environmental, Social, and Governance) principles, ensuring that the brand also aligns with global standards of sustainability, offering a product that resonates with conscious consumers and supports the economic resilience of Venezuelan communities.

The project's ripple effect extends far beyond increasing the annual incomes of panela producers, as it is set to transform entire communities by creating new economic opportunities, particularly through the development of tourism around the panela production process. By turning the traditionally overlooked process of panela-making into a focal point for agrotourism, the initiative invites visitors to experience the rich heritage and craftsmanship behind one of Venezuela's most beloved products.

With granulated panela producers expanding their market reach and a bold new brand in place, the future of Venezuela's panela industry looks brighter than ever. UNIDO's project is not just about modernizing production—it's about empowering local communities, enhancing food security, and preserving Venezuela's rich cultural heritage while unlocking new opportunities for sustainable economic growth.

Institutional branding for a smooth transition to Industry 4.0 in Belarus

In 2020, UNIDO launched a project to promote the uptake of the Fourth Industrial Revolution technologies in the Brest Region of Belarus to support SMEs' transition to smart manufacturing and encourage innovation in the region. The project established 4IR Demonstration and Innovation Center in the Brest Science and Technology Park. After upgrading the premises, finalizing procurement and the installation of state-of-the-art equipment, new challenges emerged: how to present the center to potential customers? Developing the center's brand was the solution the project turned to.

The brand development team faced 3 main tasks:

- improve the visual identity of the center,
- clearly demonstrate the center's innovative nature ,
- link the center to its historical heritage: prior to 1991, in the center premises were the Brest Electro-Mechanical Plant, famous for its innovative products and known widely as Workshop16.

Thanks to the highly professional work of brand-developers, the 4IR Center's new branding met all requirements and was well received by the management of the Brest Science and Technology Park and, most importantly, by its existing and new residents.

Today, the Workshop 16 brand has not only become a symbol of the 4IR Demonstration and Innovation Center, but of Brest city as a whole, and is even known in many countries within the Eurasian Economic Union (EAEU). **Based on this success-story**, the fruitful cooperation between UNIDO and Belarus continued. At the end of 2023, a project to promote the uptake of the Fourth Industrial Revolution technologies in the Mogilev Region was launched. The new project aims to increase productivity and competitiveness of local companies by establishing the Innovation Hub, consisting of two parts: 4IR Center for Innovative Production and 4IR Learning and Digital Platform including a virtual technopark, marketplace, and educational platform.

The project team set an ambitious task for the brand developers to build an institutional brand which:

- makes frontier technologies attainable, familiar and ready-to-use,
- links the Innovation Hub with its host organizations (Technopark Mogilev and Belarusian-Russian University) and highlights its origins: Mogilev city,
- clearly demonstrates its innovative and unique offerings.

The result presented by UNIDO's Branding Team exceeded all expectations. A lion was chosen as the main symbol, which is a reference to the city of Mogilev, at the same time

the lion demonstrates strength. The frame, like an opened book, is a reference to the signil of the Belarusian-Russian University and the power of knowledge. The pose of the lion itself and its illustration speak of the power of innovation. We believe that this brand as well as the Innovation Hub will make a significant contribution to innovative development and a smooth transition to 4IR of the Mogilev region and Belarus



SUSTAINABLE Brands

Sustainable branding has become a crucial component of modern business. In a world where issues such as the dangers of climate change, polluted oceans and poverty are dominantly being discussed, companies have increasingly changed their focus and developed strategies to meet the challenges of our time with a contemporary perspective. As a result of growing global competition and ever shorter periods of the supremacy of products with the inbuilt latest technology, the contribution of the brand to its owners will continue to increase. The brand is just one of several factors that provide a stable competitive advantage.

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

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

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

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

HOW DO BRANDS CONTRIBUTE?

Brands contribute more to shareholder value creation than any other asset – tangible or intangible, therefore the importance of brands increases among shareholders as well as among consumers, investors, managers and employees of enterprises. Within the framework of responsible corporate management and a transparent pursuit of corporate development in the sense of good corporate governance, cor-

porate strategies, brands as well as their influencing factors play a significant role.

As an intangible asset, the value of brands will become one of the most important indicators of relevance to the balance sheet and a tool for financial investments. The ability to measure and grow the contribution of brands has emerged as a critical issue for investors, CEOs, CFOs, entrepreneurs and an opportunity for CBOs (Chief Brand Officers) and CMOs (Chief Marketing Officers). Precisely for this reason, there is a need to value brands reliably.

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.



build
TRUST!

In today's markets, consumers — but also producers — are increasingly seeking to buy products that align with their values and environmental concerns.

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:

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.

/// Nowadays it is essential for enterprises and professionals to understand how sustainable brands are built and how they can be measured, managed and reported on. It is as important as to secure brands and use them as business assets. ///

Dr. Gerhard Hrebicek



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.

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Intellectual property (IP) is increasingly central to corporate strategy.

The importance of brands and IP rights to society and the economy has become increasingly evident in recent years. EU studies show that they directly or indirectly support 35% of jobs, account for almost 39% of EU GDP, and represent 90% of external trade.

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.

EU ACCOUNTING RULES

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

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

- 2) An asset is identifiable if it either:
 - (a) Is separable, i.e. is capable of being

separated or divided from the entity and sold, transferred, licensed, rented, or exchanged, either individually or together with a related contract, identifiable asset or liability, regardless of whether the entity intends to do so; or

- (b) Arises from binding arrangements (including rights from contracts or other legal rights), regardless of whether those rights are transferable or separable from the entity or from other rights and obligations.

- 3) A binding arrangement describes an arrangement that confers similar rights and obligations on the parties, as if it were in the form of a contract.

- 4) An entity controls an asset if the entity has the power to obtain the future economic benefits or service potential flowing from the underlying resource and to restrict the access of others to those benefits or that service potential. The capacity of an entity to control the future economic benefits or service potential from an intangible asset would normally stem from legal rights that are enforceable in a court of law. In the absence of legal rights, it is more difficult to demonstrate control. However, legal enforceability of a right is not a necessary condition for control because an entity may be able to control the future economic benefits or service potential in some other way.

PHOTO: WWW.FREERIK.COM



Awareness of sustainability increases the value of brands

The European Brand Institute (EBI) has conducted its Austrian Brand Value Study for the 21st time and identified the most valuable brand corporations. The results were presented to media representatives and brand managers on June 26th, 2024.

According to Gerhard Hrebicek, President of the European Brand Institute and author of the study, "This year's growth in brand value among the TOP 10 brand companies and in the overall population is driven in particular by an increased awareness of sustainability. ESG reporting is not only becoming an obligation, but also a strategic opportunity. Our studies show a strong correlation between a company's sustainability practices and its brand equity and overall financial performance".

The European Brand Institute's studies on sustainability and brand equity have been recognized as "groundbreaking" by the Financial Management Association, a leading industry association. The integration of sustainability (ESG) metrics into brand equity reporting and general performance reporting provides a holistic view of a company's long-term success," explains Gerhard Hrebicek.

HIGHER COMPANY VALUATIONS THROUGH VALUABLE BRANDS

Brand value correlates positively with several key performance indicators such as sales, profit, net profit, return on equity, share price, enterprise value and other financial indicators.

The ten most valuable Austro brand corporations together are worth more than EUR 38.2 billion, with an overall positive brand value development of +2.7%. The gaming technology group NOVOMATIC (+8.7%) and Pierer Mobility (+8.5%) recorded the highest relative brand value growth, followed by ÖBB (+4.1%).

SUSTAINABILITY STRENGTHENS BRAND VALUE

The Sustainable Brand Rating, which was carried out for the fifth time, showed that the corporations that were analyzed were able to improve their scores and

PHOTOS: MARTIN LÜSSER

that investments in sustainability have an impact. "Companies recognize that disclosing sustainability and ESG information has a positive impact on their performance and perception by investors and financing partners. Our results show that ESG values correlate positively with brand value. This shows that a company's socially responsible behavior towards society and stakeholders increases brand value," says Gerhard Hrebicek.

The industry leaders are:

ÖBB	(Transport/AAA)
APG	(Utilities Infrastructure/AAA)
Verbund	(Energy Supplier/AAA)
Erste Group Bank	(Finance/AAA)
Rotes Kreuz	(Health & Social /AAA)
ORF	(Media/AAA)

For the fifth time in sequence, ÖBB is Austria's leading brand company in the area of sustainability, followed by Erste Group Bank and NOVOMATIC. Especially in difficult times, it is clear that public brand companies in systemically important sec-



tors, such as APG (Austrian Power Grid) and the Red Cross, are an indispensable pillar for the economy and society.

The Red Bull group recorded an increase in brand value of EUR 580 million (+3.2%) in 2023 thanks to record sales in almost all target markets and increased brand investments. With a brand value of EUR 18.979 billion, Red Bull is the only Austrian company in the GLOBAL TOP 100 to lead the ranking of the most valuable domestic brand companies unchanged and is

Years ago, we started to focus on the topic of responsibility as an essential brand core. We are delighted that this sincere implementation now is resonating in terms of brand value.

Monika Racek,
CEO Admiral Casinos & Entertainment

approaching the EUR 19 billion mark for the first time.

The high level of innovation, outstanding product performance, successful international expansion and top commitment confirmed by international ESG rating agencies once again brought Europe's leading gaming technology group NOVOMATIC an increase in brand value of +8.7% to EUR 3.745 billion, once again confirming NOVOMATIC as Austria's second most valuable brand company.





/// Sustainable action really does pay off in the development and management of brands. It increases the value of the brands and therefore also the economic value of the value of the company.///

Gerald Ganzger,
Managing Partner Lansky, Ganzger, Göth & Partner

Austria's most popular grocery retailer, the SPAR Austria Group, is setting new standards in retail with sustainable projects. The company was able to further extend its market leadership, successfully continue its expansion course in all business areas and maintain its podium position with brand value growth of +3.4% to EUR 2.600 billion.

Austria's most valuable luxury goods group, Swarovski, fell back to 6th place despite slight brand value growth of +0.4% and a brand value of EUR 2.178 billion.

ÖBB, Austria's largest and most valuable mobility and logistics company, recorded an increase in brand value of +4.1% and achieved 4th place with a brand value of EUR 2.264 billion. As a pioneer in the areas of innovation and sustainability and as a major employer, ÖBB is continuously working on the future of the mobility and energy transition. An impressive 360-degree brand staging and initiatives such as the Green

Marketing Award impressively underline this commitment.

Austria's most valuable and sustainable financial services brand, Erste Group Bank, moved up to fifth place with a brand value increase of +1.0% and a brand value of EUR 2.191 billion. The Raiffeisen Banking Group also recorded a slight increase of +0.3% and maintained 7th place with a brand value of EUR 2.042 billion.

Austria's leading energy supply company VERBUND was able to look back on a successful business performance despite challenging conditions and recorded an increase in brand value of +2.3% to EUR 1.609 billion. The 2030 strategy for implementing the energy transition is already having a positive impact.

Despite a difficult market environment, which led to a decline in brand value of -15.1%, the mineral oil company OMV held



AUSTRIAN BRAND VALUE STUDY 2024 BRANDS

its ground in 9th place with a value of EUR 1.283 bn. Investments in the circular economy and sustainable projects are expected to act as a positive growth driver in the future.

With a brand value increase of +8.5% to EUR 1.251 billion, the globally active mobility group Pierer Mobility completes the TOP 10, thanks to a strong premium brand portfolio, global brand positioning, innovation and strategic partnerships.

For the twenty-first time, the Austrian Brand Value Study 2024 identified those domestic corporate brands from the "trend-TOP500 of Austria's top-selling companies" of June 2024 that are more than 45% of which are in Austrian ownership and whose brand value was determined according to the current international standards ISO 10668 and ISO 20671. The TOP 10 Austrian brand companies are published; the analyses were carried out on the basis of over 180 Austrian brand companies in 16 industry segments.

SUSTAINABLE BRAND RATING AUSTRIA
The European Brand Institute has once again evaluated the contribution of brands to sustainable development in

Austria in the sectors: Transportation, Utility Infrastructure, Energy, Health and Social Infrastructure, Finance, and Media in 4 categories: Brand Leadership, Product/ Services, Social Responsibility and Investment in Austria. The criteria catalog with 52 indicators, derived from the UN Sustainable Development Goals (SDGs) of Agenda 2030 and ISO 20671, was evaluated using the "EBI Scoring Model" and converted into a "Sustainable Brand Rating". In addition, Austria's most valuable brand companies were also examined for sustainability and externally perceived sustainable action.

/// We are currently experiencing a global phenomenon: traditional business models are coming to an end and new ones are emerging. Corporations with well-positioned brands are finding it much easier to successfully master this transformation process. Thanks to their strong brands, they are trusted more than their competitors, especially by stakeholders in the financial sector. ///



Herbert Kovar
Managing Partner Tax,
Deloitte Austria

SUSTAINABLE BRAND RATING AUSTRIA 2024

SUSTAINABLE BRAND STUDIE

DIE 10 WERTVOLLSTEN MARKENUNTERNEHMEN IM SUSTAINABLE BRAND RATING IM VERGLEICH ZUM MARKENWERT 2024

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

Das European Brand Institute hat den Beitrag der Marken gemeinwirtschaftlicher Unternehmen und Organisationen* zur nachhaltigen Entwicklung in Österreich in 6 Branchen: Verkehr, Versorgungsinfrastruktur, Energieversorger, Gesundheits- und Sozialinfrastruktur, Finanzen und Medien in 4 Kategorien untersucht.

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

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

DIE 4 KATEGORIEN

- BRAND LEADERSHIP
- SOCIAL RESPONSIBILITY
- PRODUCT/SERVICES
- INVESTMENT

TOP 3 INDUSTRY LEADERS

VERKEHR			MEDIEN		
1	ÖBB	AAA	1	ORF	AAA
2	VIE	AAA	2	STYRIA MEDIA GROUP	AA+
3	SPRINGER LINEN	AA+	3	MediaPrint	AA+

VERSORGUNGS-INFRA			GESUNDHEIT & SOZIALES		
1	APC	AAA	1	ÖSTERREICHISCHES ROTES KREUZ	AAA
2	austro-energiefest	AA+	2	Caritas	AAA
3	WIENER NETZE	AA+	3	volkshilfe.	AA+

ENERGIEVERSORGER			FINANZEN		
1	Verbund	AAA	1	ERSTE Group	AAA
2	ENERGIEAG	AA+	2	UNIQA	AAA
3	SPRINGER ENERGIE	AA+	3	VIG	AAA

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The EBI GLOBAL TOP 100 Ranking 2024

1st Apple, 2nd Google, 3rd Microsoft, Europe's LVMH Group in 6th place, NVIDIA show highest brand value growth and ranks 9th for the first time

According to the European Brand Institute's GLOBAL TOP 100 Brand Corporations 2024 Ranking, US brand corporations dominate the global brand landscape. US tech giant APPLE remains the most valuable brand corporation worldwide with EUR 417.007 bn (13%), followed by Google (Alphabet Inc.) with EUR 362.101 bn (+19%) and Microsoft with EUR 330.270 bn (+37%) in third place.

Study author Gerhard Hrebicek, President of the European Brand Institute: "With average brand value growth of +17% for the GLOBAL TOP 100 BRAND CORPORATIONS, 2023 was a very good year. While TOP 10 brand companies in the IT&Tech (+33%) and retail (+20%) sectors recorded the highest growth, consumer goods brand corporations posted a decline of 2% in brand value growth."

■ **US car group Tesla** further extended its lead in the automotive sector with EUR 65.767 bn (+3%/global rank 12), followed by Toyota with EUR 52.686 bn (+29%/global rank 19). The US giant Berkshire Hathaway gains +22% in brand value and leads the financial services industry segment with a brand value of EUR 61.270 bn (ranked 15th globally).

■ **Europe's most valuable** brand corporation French LVMH Group falls to 6th place worldwide with a brand value of EUR 148.242 bn (+9%/global rank 6), followed by the Swiss number 1 Nestlé EUR 46.780 bn. (-5%/global rank 24) and the French Christian Dior EUR 39.791 bn (+7%/global rank 28). Red Bull, Austria's only brand

corporation in the GLOBAL TOP 100, is in 94th place with EUR 18.979 bn (+3%) in the ranking.

■ **France, the world leader** in the luxury segment, confirms its role as Europe's brand hotspot with a total value of the TOP 10 brand companies of EUR 339 bn. Germany's TOP 10 brand companies, led by Deutsche Telekom, are worth EUR 238 bn and Switzerland's EUR 144 bn, the Dutch TOP 10 are worth EUR 153 bn, led by consumer goods giant Unilever.

■ **China's ALIBABA Group** is in 7th place in the GLOBAL TOP 100 ranking with EUR 105.355 bn (-6%). One of the world's largest internet groups Meta climbs up to 5th place with a brand value of EUR 186.567 bn (+146%), NVIDIA climbs into the TOP 10 with a gigantic brand value growth (+424%/global rank 9).

■ **USA dominates the GLOBAL TOP 100** with 58 (+1) brand corporations, with a value share of 64%, Europe has 27 (+/- 0) with a further declining value share of 16,4%, while Asia with 16 (-1) and a value share of 13,7% falls back slightly.

RANKING: <https://www.europeanbrandinstitute.com/brand-rankings-1/>
THE GLOBAL TOP 100 BRAND CORPORATIONS RANKING BY THE EUROPEAN BRAND INSTITUTE HAS ANALYZED MORE THAN 3,000 BRAND COMPANIES AND THEIR BRANDS IN 16 SECTORS BASED ON THE LATEST ISO STANDARDS. DATA BASED ON FISCAL YEAR 2023. FINANCIAL DATA SOURCE: LSEG DATA.

GLOBAL TOP 100



BRAND CORPORATIONS 2024

European Brand Institute GLOBAL TOP 100 Ranking: 1st Apple, 2nd Google, 3rd Microsoft, Europe's LVMH Group in 6th place, Meta and Nvidia show highest brand value growth.

GLOBAL TOP 10 BRAND CORPORATIONS

RANK	BRAND CORPORATION	SEGMENT	COUNTRY	BRAND VALUE 2023*	+/-
1 (1) ↔		IT & Technology	USA	417.007	+13%
2 (2) ↔		IT & Technology	USA	362.101	+19%
3 (3) ↔		IT & Technology	USA	330.270	+37%
4 (4) ↔		Retail	USA	286.456	+39%
5 (8) ↑		IT & Technology	USA	186.567	+146%
6 (5) ↓		Luxury	France	148.242	+9%
7 (6) ↓		Retail	China	105.355	-6%
8 (9) ↑		Retail	USA	87.808	+26%
9 (100) ↑		IT & Technology	USA	87.015	+424%
10 (11) ↑		Consumer goods	USA	66.817	+1%

*Data based on fiscal year 2023 in billion EUR | financial data source: LSEG data

The GLOBAL TOP 100 BRAND CORPORATIONS RANKING by the European Brand Institute has analyzed more than 3,000 brand companies and their brands in 16 sectors based on the latest ISO standards. Data based on fiscal year 2023, financial data source: LSEG data.

GLOBAL TOP 100
EURO 5,042.895 bn
average 17%

USA

Brand Value: 3,220.017
Value Share: 64%
Quantity Share: 58
in bn EUR

EUROPE

Brand Value: 825.911
Value Share: 16,4%
Quantity Share: 26
in bn EUR

ASIA

Brand Value: 693.383
Value Share: 13,7%
Quantity Share: 16
in bn EUR

EUROPE TOP 10 BRAND CORPORATIONS IN GLOBAL TOP 100

1.	6.		France Luxury
2.	24.		Switzerland Consumer goods
3.	28.		France Luxury
4.	31.		Belgium Consumer goods
5.	36.		Germany Telco
6.	40.		Netherlands Consumer goods
7.	42.		Germany Business services
8.	46.		France Consumer goods
9.	49.		France Luxury
10.	52.		Spain Retail

Chinese brands make significant impacts in international markets

The success of Chinese global brands lies in their ability to offer meaningful differentiation and engage deeply with consumers. Brands that can innovate and adapt to changing consumer preferences will continue to thrive in the competitive global market.

The past years have shown that Chinese businesses have demonstrated the importance of building and maintaining a resilient brand, particularly when faced with uncertainty and global challenges, such as retail and supply chain disruptions, inflation, rising energy costs, and the resurgence of COVID-19 restrictions.

The China Council for Brand Development (CCBD) is mainly engaged in brand theory study, formulation of international and national standards, publicity of brand evaluation, professional and technical training, international cooperation and others.

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 has been focusing on brand



/// In China, brands need to establish sustainable systems tailored to the markets to promote an environmentally friendly economy. ///

Lynn Zhang,
managing director of Kantar
China

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

STANDARDS LAY FOUNDATION FOR BRAND-BUILDING

One of "the three transformations" in brand activities is transforming Chinese products to Chinese brands. This process requires correct understanding of 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 continuous revision in terms of brand innovations and development, so that the brands and standards enter the market synchronously.



5th ISO Plenary Meeting, Milano



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

Brand standards ensure consistency

Brands create values but need standards to measure them. A consistent brand – with well used brand standards – protects internal and external investments.

Brands are created to reflect the value of a company and to appeal to its customers. By that, brands drive shareholder value through brand assets and brand performance. Because the contribution of the brand to its owners shall continue to increase, it is necessary to amend accounting standards to measure that.

According to ISO 20671 and ISO 10668 brands are defined as intangible assets, including but not limited to names, terms, signs, symbols, logos and designs, or a combination of these, intended to identify goods, services or entities, or a combination of these, creating distinctive images and associations in the minds of stakeholders thereby generating economic benefit/values.

This standard ISO 20671- part 2 distinguishes between and expands on the family of ISO brand related standards including ISO 10668 (2010): Monetary Brand Valuation and ISO 20671: (2019) Brand Evaluation – Principles and Fundamentals. It offers an approach to identify

and implement these two ISO standards based on the needs and objectives of the organizations with a process over time acknowledging that operating entities change and grow over time. This definition emphasizes that brands are not physical or objective entities. A brand is an idea in the mind of consumers. The organization does not own the brand, but it does have control of it. Having control of a resource that leads to the expectation of future economic benefits is the International Accounting Standards Board's accounting definition of a financial asset.

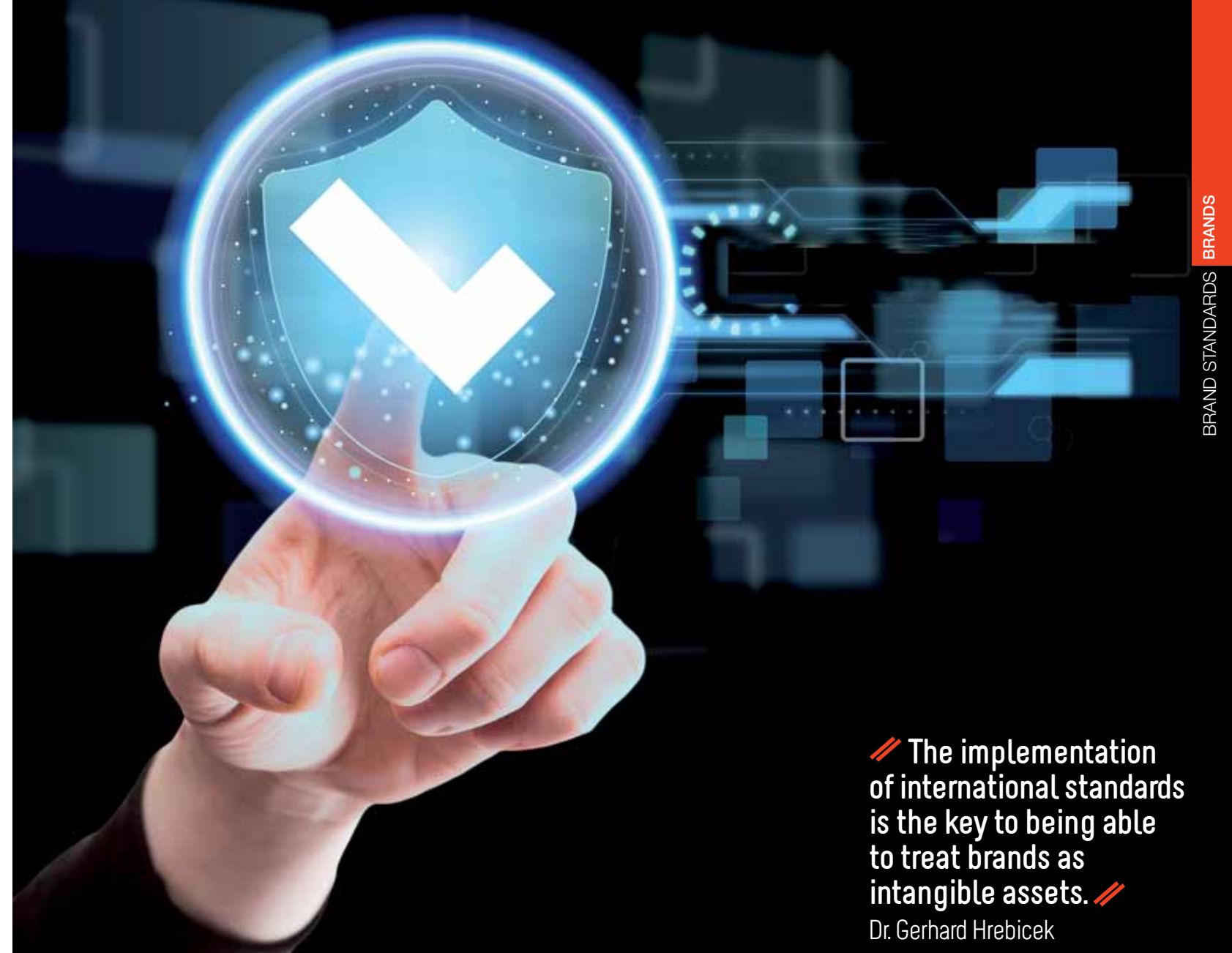
Intangible assets are now the key to economic growth and increasing corporate value. Unfortunately, as with intangible assets generally, it has historically been very difficult assign a value to brands or identify the metrics for brand management and reporting.

Brands exist in the minds of customers. Names, symbols and the like are just ways of referring to brands, ideally in a way that itself influences how consumers think

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

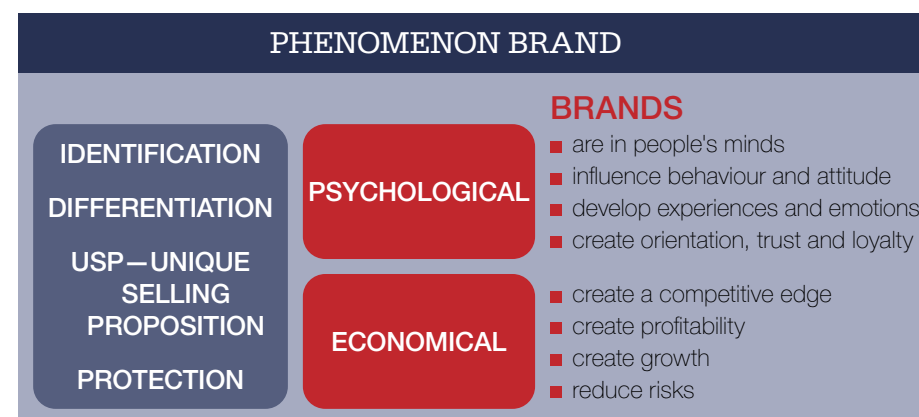
The latest international standards set rules for the assessment of brand management and the monetary valuation—for something that exists in the consumer's head.

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



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

Dr. Gerhard Hrebicek



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

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

ISO 20671: Brand Evaluation – Principles and Fundamentals is a process standard that a Brand-owning entity applies internally or with the support of an external brand

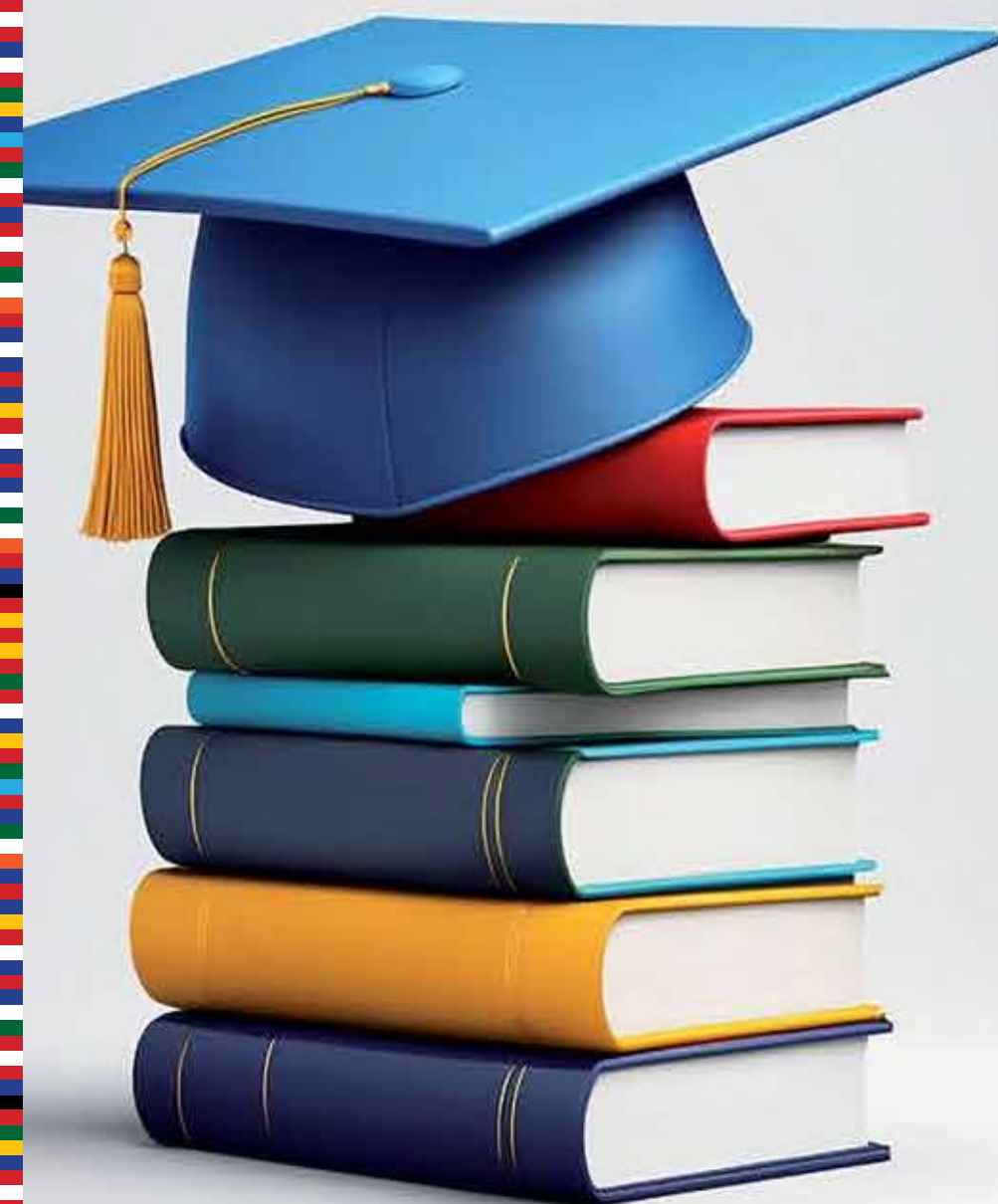
evaluator. It provides a framework for evaluating an operating entity's brand over time with a focus on the customer and other relevant stakeholders. One potential use of this standard is to support management and the marketing function, determine the allocation of funds for investment with the objective of developing Brand(s), and serve as the basis for external reporting of brand performance.

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



Join the Brand Academy

With its Brand Academy the European Brand Institute is offering a value-based brand management training, focused on brand management, brand development and brand evaluation, based on the latest ISO standards.



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.

We offer workshops and training courses in the increasingly important field of brand management and leadership. By taking studies through the Brand Academy you will learn how to evaluate and professionally manage, measure and report Brands.

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

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

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

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



Live a Brand Life – Join the Brand Academy

in cooperation with



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





Brand is the art of being number one

Certified Brands comply with international standards for holistic brand management, thereby increasing the brand's competitiveness.

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.

How to become a Certified Brand?
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.

Why become a Certified Brand?
Brands as distinguishing features and essential value factors are of great impor-

tance 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.

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.

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.

PHOTOS: CHRISTIAN@MAC.COM, WWW.FREEPIK.COM



**THE INTERNATIONAL SEAL OF
QUALITY FOR VALUABLE BRANDS**

**TRIGGERS IMPROVEMENTS IN BRAND MANAGEMENT
LEADING TO VALUE CREATION.**



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VALUE TO BRANDS



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