

# brandannual

THE BUSINESS AND INVESTMENT MAGAZINE

presented by



**BRANDS CONTRIBUTE MORE  
TO VALUE CREATION AND  
SUSTAINABILITY THAN  
ANY OTHER ASSET**

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BRANDS  
WE TRUST**

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



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# In Brands We Trust!

## Marken und geistiges Eigentum

dominieren die globale Wirtschaft. Trotzdem sind diese, die am wenigsten verstandenen Vermögenswerte. Aber besonders die Bedeutung von geistigen Eigentumsrechten ist sowohl für die Gesellschaft als auch für die Wirtschaft in den letzten Jahren und im Zeitalter der Digitalisierung immer deutlicher geworden.

**Marken geben Orientierung**, vermitteln Werte, schaffen Erlebnisse und tragen zu unserem Wohlbefinden bei. Sie sind unabdingbar für Innovationen, neue Arbeitsplätze, mehr Effizienz und führen zu nachhaltiger Wettbewerbsfähigkeit.

**Nachhaltige Marken schaffen Vertrauen und langfristige Beziehungen und sind damit auch resilienter in Krisenzeiten.**

**Daher steht** der diesjährige Brand Global Summit unter dem Motto: „In Brands We Trust“. Internationale SpeakerInnen aus Politik, Wirtschaft und Finanzwelt analysieren die wirtschaftliche Bedeutung von Marken und zeigen auf, wie Digitalisierung und Nachhaltigkeit zu mehr Vertrauen und Kundenbindung führen.

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

**Viel Spaß beim Lesen!**

## Brands and intellectual property

dominate the global economy. Yet these, are the least understood assets. But the importance of intellectual property rights in particular has become increasingly clear in recent years and in the age of digitization for society, economy and for businesses.

**Brands provide orientation, convey values, create experiences and contribute to our well-being.** They are essential for innovation, new jobs, increased efficiency and are leading to sustained competitiveness.

**Sustainable Brands create trust and build long term relationships and are therefore more resilient in times of crisis.**

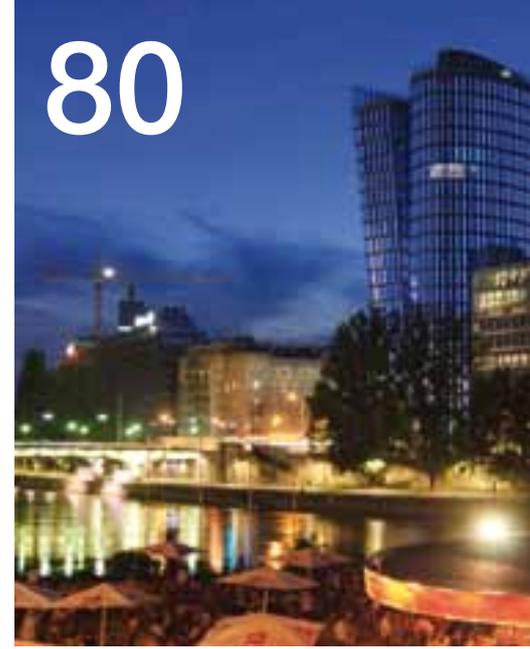
**This is why the motto** of this year's Brand Global Summit is: "In Brands We Trust". International speakers from politics, business and finance will analyze the economic significance of brands and show how digitalization and sustainability lead to trust and customer loyalty.

**My special thanks go** to the City of Vienna and its Mayor Dr. Michael Ludwig for his patronage, to our partners UNIDO, the Vienna Chamber of Commerce, ministries and embassies, representatives of regions, cities, companies, media partners as well as to our advisory board members for their good cooperation.

**Enjoy reading!**



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



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An aerial photograph of a modern city, likely Oslo, Norway, featuring a large stadium with a distinctive curved facade, surrounded by greenery and a river. The city skyline includes several high-rise buildings and a prominent tower in the distance. The text 'Successful branding accelerates business performance and competitiveness' is overlaid in white on the top left of the image.

# Successful branding accelerates business performance and competitiveness

**A**s digital technologies continue to redefine the way economies operate, intangible assets gain more ground as drivers of sustainable industrial modernization supporting a smoother digital transformation. Turning to brands and intellectual property is a great chance to shift away from growth and crisis mitigation paradigms that can only have limited impact. Approaches that draw upon the innovative and distinctive nature of intangible assets will open the pathway to new and innovative approaches. If we truly want to give the right impetus for the post-pandemic economy to be more resilient, then we need to continue taking concrete steps towards a wider, more efficient and more democratized use of intangible assets like brands and IP. Drawing on our partnerships and networks both in the public and private sector is a central factor here.

**UNIDO and EBI continue** their efforts to provide a holistic approach to using brands and IPs as strategic development tools to advance sustainable industrial development. Amongst the fruits of this cooperation has been the development of "Branding for competitiveness and sustainable growth" (B4C) service module and the organization of an annual global forum series "Brand Global Summit". Both of our initiatives provide valuable insights into how branding and brand management work. They have a direct impact on maximizing sustainability and intellectual value addition, enhancing productivity and international competitiveness.

**Seeing how successful branding** accelerates business performance and competitiveness even in challenging post-crisis conditions should motivate us to accelerate the shift to more innovation-intensive and intellectual value-added practices. However, a number of challenges involved with the widespread application of intellectual property like brands and maximizing its impact remain unsolved. To support innovation through IP protection, UNIDO and EBI have again combined their efforts with

an initiative called "Brand Global Exchange" (BGX). It will help develop an intellectual property ecosystem with easier access to intellectual property protection tools and resources for digitalization-driven industrial upgrading, modernization and branding.

**Brands and IP** play a role in achieving the Sustainable Development Goals. Successful branding means building reputations and fostering trust and credibility. As such identifying focal points, brands are increasingly expected to act responsibly and play a bigger role to help society, local communities and safeguard the environment. By taking concrete actions, brands can act as role models and produce a "spillover" effect among other companies that are encouraged to adopt such values and behavior. In this context, the Sustainable Development Goals can serve as a universal underlying concept, especially when it comes to linking branding and social and environmental responsibility with impact investment. As part of its industrial upgrading initiatives, UNIDO brings into focus innovative financing instruments, such as thematic bonds, blended finance and SDG-linked loans. These instruments help facilitate comprehensive industrial modernization, reinforce marketing and branding strategies of its beneficiary SMEs, thus enabling them to get access to credible finance mechanisms.

**UNIDO recognizes** the role of brands and IP in sustainable development and is fully committed to work with its partners to the strengthen capacities and resilience of its Member States. In doing so, we enable them access to the existing and the cutting-edge know-how so they can fully benefit from the opportunities the adoption of such tools bring. The more we improve the link between economic activity and intellectual property, and remove the obstacles to fully utilizing them, the better our chance of achieving the Agenda 2030 and fulfilling our commitment to "leave no one behind." Progress is driven by innovation and intellectual property rights safeguard innovation.



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





# Der 18. Brand Global Summit 2022

**Auch in diesem Jahr** findet der Brand Global Summit wieder in Wien statt. Als Bürgermeister der Stadt Wien freue ich mich sehr darüber, zeigt es doch auch, wie „stark“ die „Marke Wien“ im Bereich der Kongress- und Businessveranstaltungen verankert ist.

**Die „Marke Wien“ erzeugt** und transportiert sowohl bei Veranstalter\*innen wie Teilnehmer\*innen bestimmte Bilder. Nämlich Bilder der lebenswertesten Stadt der Welt, in der der Mensch im Mittelpunkt steht. Es werden Bilder einer Weltstadt generiert, in der man als Veranstaltungsteilnehmer\*in abends aus unzähligen ausgezeichneten Kulturevents wählen oder den Tag in einem der vielen Kaffeehäuser, Beisl und Restaurants ausklingen lassen kann.

**Wien als Stadt des Miteinanders** ist aber auch prädestiniert dafür, Menschen zusammenzubringen. Die Brand Global Summits liefern dazu einen wichtigen Beitrag, indem sie österreichische und internationale Unternehmen und Regionen zusammenbringen und solcherart internationale Projekte und Investments fördern. Derartige internationale Foren, in

denen Austausch und Dialog breiten Raum einnehmen, erfüllen gerade in diesen politisch, wirtschaftlich und gesundheitlich herausfordernden Zeiten eine nicht gering zu schätzende Funktion.

**Die Stadt Wien** positioniert sich in ihrem Markenauftritt auch als führende Smart City und als Stadt der Nachhaltigkeit. Erfreulicherweise liefern die Brand Global Summits wichtige Beiträge in diesen Bereichen. Durch ihre Partnerschaft mit der Organisation der Vereinten Nationen für industrielle Entwicklung (UNIDO) rückt das Thema einer globalen nachhaltigen ökonomischen Entwicklung verstärkt in das Zentrum von Fachbeiträgen und damit in das Bewusstsein der wirtschaftlichen Entscheidungsträger\*innen.

**Daher freue ich mich** als Wiener Bürgermeister ganz besonders, dass ich auch dieses Jahr gemeinsam mit dem European Brand Institute die Vienna Brand Gala im Festsaal des Wiener Rathauses ausrichten darf.

Ich wünsche allen Teilnehmer\*innen des „18. Brand Global Summit 2022“ viel Erfolg und genießen Sie die Vorzüge der lebenswertesten Stadt der Welt!



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





# Marken machen Erfolg sichtbar und schaffen Vertrauen

**Die österreichischen Unternehmen** sind die Wirtschaftsmotoren unseres Landes. Sie sind wichtige Impulsgeber und zuverlässige Partner für den Arbeitsmarkt und die Politik und tragen so maßgeblich zur Förderung des Wohlstands in Österreich bei. Die Etablierung von Marken spielt dabei eine zentrale Rolle: Sie machen Erfolg sichtbar und schaffen Vertrauen für die Zukunft. Sie stehen aber auch als Symbol für den wirtschaftlichen Leitgedanken eines Unternehmens und – viel wichtiger noch – für die Menschen, die Mitarbeiterinnen und Mitarbeiter, die dahinterstehen.

**Während die Corona-Pandemie** noch immer Kräfte bindet, stellen Energiekrise, Teuerung und Inflation sowohl die Privathaushalte, als auch Wirtschaftstreibende vor immer neue Herausforderungen. Für viele Unternehmerinnen und Unternehmer ist das eine existenzbedrohende Situation. Die österreichische Bundesregierung setzt daher in diesen schwierigen Zeiten klare Zeichen. Mit einer Fülle an Maßnahmen, vom Klima- und Anti-Teuerungsbonus

über Leistungen für Familien und finanziell schwache Gruppen, für Pensionistinnen und Pensionisten oder dem zuletzt beschlossenen Förderungspaket für Unternehmen helfen wir überall, wo Hilfe benötigt wird, um bestmöglich durch diese schweren Zeiten zu kommen. Denn für uns ist klar, dass wir die Menschen auf diesem Weg durch die Krise nicht alleine lassen werden. Unser Ziel ist es, die Wirtschaft am Laufen zu halten und die Wertschöpfung sicherzustellen.

**Die Bundesregierung** handelt stets im Sinne des Wirtschaftsstandortes und hat dabei immer das Wohl der Menschen im Blick. Denn klar ist auch: Investitionen in die heimische Wirtschaft sind immer auch Investitionen in die Zukunft unseres Landes. Das gilt insbesondere für die Bewältigung der aktuellen Krisen, wo den österreichischen Markenbetrieben eine Schlüsselrolle zukommt. "In Brands we trust" ist das Motto der aktuellen Ausgabe und ich habe vollstes Vertrauen, dass wir mit Hilfe unserer heimischen Markenbetriebe und vereinten Kräften gestärkt aus der Krise hervorgehen.



**Karl Nehammer**  
*Bundeskanzler  
 der Republik  
 Österreich  
 Federal  
 Chancellor of  
 Austria*

 Bundeskanzleramt



# Niederösterreich auf dem Weg in die Zukunft

**Marken sind ein Unterscheidungsmerkmal** für Unternehmen, Verbände, Kunden, Konsumenten, aber auch für Regionen. Eine ganz starke Marke feiert heuer 100 Jahre: Das Bundesland Niederösterreich, das sich in all diesen Jahren dynamisch weiterentwickelt hat.

**Niederösterreich hat es geschafft**, aus Herausforderungen und Umbrüchen Chancen zu machen. Dabei denke ich an den Wiederaufbau nach dem 2. Weltkrieg, den Fall des Eisernen Vorhanges, den Beitritt zur EU oder die Schaffung einer eigenen Landeshauptstadt. Aus jeder Herausforderung ist Niederösterreich gestärkt hervorgegangen. Während Niederösterreich früher als reines Agrarland überzeugen konnte, sind wir heute nicht nur Agrarland Nummer eins, sondern auch Wirtschaftsland, Tourismusland, Kulturland und Wissenschaftsland.

**Niederösterreich ist heute ein Land**, in dem sich die Landsleute wohlfühlen und

mit dem sie sich identifizieren. Über 90 Prozent der Niederösterreicherinnen und Niederösterreicher sehen das Land als einen sehr guten oder eher guten Ort zum Leben, ähnlich gut wird Niederösterreich als Ort zum Aufwachsen der Kinder oder zum Altwerden gesehen. Beim Thema „Heimat“ sind die Werte ebenfalls sehr hoch, die Niederösterreicherinnen und Niederösterreicher verspüren ein sehr hohes Heimatgefühl.

**Damit die Entwicklung Niederösterreichs** weiterhin dynamisch voranschreitet, arbeiten wir an der Landesstrategie 2030, die wir im Herbst dieses Jahres präsentieren werden. Unter dem Motto „Mein Land denkt an morgen“ erarbeiten wir langfristige Perspektiven für eine erfolgreiche Zukunft - parteiübergreifend, gemeinsam mit der Wissenschaft, gemeinsam mit internationalen Expertinnen und Experten und vor allem mit den niederösterreichischen Landsleuten.



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





# Starke Marken und hohe Qualität schaffen Vertrauen

**Bereits zum 18. Mal** geht der Brand Global Summit heuer in unserer Bundeshauptstadt über die Bühne. Er verbindet einmal mehr internationale Experten und bündelt Know-how mit neuesten Entwicklungen. Mit mehr als 1.500 Teilnehmern aus über 50 Ländern hat sich der Brand Global Summit zu einem Fixstern als Kongress für Markenbildung und -entwicklung auf regionaler und internationaler Ebene entwickelt.

**Das heurige Motto** „In Brands We Trust“ passt besonders gut zum Wirtschaftsstandort Wien und seinen Unternehmen. Gerade Unternehmen aus Wien schaffen es starke Marken zu kreieren. Eine große Zahl davon haben bereits seit vielen Jahren Bestand und sind nachhaltig erfolgreich. Wiener Unternehmen verbinden gekonnt Tradition und Moderne. Sie sind ein wichtiger Faktor für den Wirtschaftsstandort aber begeistern auch viele Menschen im In- und Ausland. Wiener Produkte und die Unternehmen, die sie herstellen, schreiben echte Erfolgsgeschichten.

**Mit dafür verantwortlich** ist auch die hohe Qualität der Produkte und Dienstleistungen aus Wien. Sie ist die Basis für das Vertrauen das den Wiener Unternehmen entgegengebracht wird und durch starke Marken unterstützt wird. Wie auch Wien selbst eine starke Marke im globalen Wettbewerb der Wirtschaftsstandorte ist.

**Der Wirtschaftsstandort Wien** hat ausgezeichnete Voraussetzungen. Er ist an die internationalen Verkehrswege bestens angebunden. Er bietet Rechtssicherheit und hervorragend ausgebildete Fachkräfte. Die starke Dienstleistungsorientierung unserer Unternehmen verbunden mit einem breiten Branchenmix und einer aufblühenden Start-up-Szene sind weitere Erfolgsfaktoren des Standorts – bei höchster Lebensqualität. Das alles sind Werte, die Vertrauen schaffen – in Wien und seine Unternehmen.

**In diesem Sinne** wünsche ich allen Teilnehmerinnen und Teilnehmern des Brand Global Summit einen fruchtbringenden Austausch und interessante Tage in Wien.



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





# The path for the development of hydrogen in Chile

**With the most powerful** solar radiation on the planet and on-shore wind speeds that compete with the off-shore potentials of other geographies, we are a country rich in renewable energies. A potential of more than 1,800 GW in renewable electricity generation has been mapped, which is equivalent to 80 times the currently installed capacity and there is a clear potential to produce and export the cheapest green hydrogen on the planet.

**Competitive green hydrogen** is an essential piece of Chile's carbon neutrality plan and its commitment to sustainable development. Up to 27% of the emission reduction required to be carbon neutral by 2050 is expected from the use of green hydrogen in different sectors.

**Likewise**, it will allow the production and export of products that in their creation emit zero carbon emissions and use zero fossil fuels, distinguishing exports as clean products for its customers. This also allows the export of renewable energy from Chile to the world, in the form of green molecules.

**Undoubtedly, this puts Chile** on the map of global energy security for several countries that seek, in an accelerated manner, clean alternatives that solve their dependence on fossil fuels and that are in line with their defined climate ambitions.

**In this context**, Chile has a solid climate regulation and a National Green Hydrogen Strategy, intending to make Chile the main producer of H<sub>2</sub>V by 2025 and the main exporter by 2030. To achieve this goal, the international promotion of this important national initiative is crucial. This is how ProChile has joined this task of internationalizing the strategy and positioning Chile as a leader in the production and export of Green Hydrogen, through a Promotion Plan that consists of 4 axes: positioning and country's image, commercial intelligence, support for the attraction of investment and commercial management.

**Today there are** more than 60 hydrogen and derivative projects in the pipeline, two trade missions have been developed with ports in Europe to promote business opportunities and collaboration and there are more than 30 commercial missions scheduled in the world.

**All of this enables** to generate synergies and project solutions related to the supply chain of green hydrogen in Chile because the country has a clear potential to produce the cheapest green hydrogen on the planet, reaching 1.3 USD/KgH<sub>2</sub> by 2030 and below 1 USD/KgH<sub>2</sub> in the long term. The production potential is greater than 160 Mton/year H<sub>2</sub>.



**Alfredo Alejandro Labbe Villa**  
*Ambassador of El Chile to Austria*





# The Dominican economy: dynamism and resilience

**The economy of the Dominican Republic** continues to demonstrate remarkable flexibility in the face of global shocks. According to the last report on the Dominican Republic, The International Monetary Fund (IMF) points out that The Dominican economy has shown extraordinary resilience and a recovery capacity faster than expected, reaching a 12.3% growth rate by the end of 2021. The tourism industry experienced the second-best month of February in recorded history, with the arrival of 566k passengers, representing year-on-year growth of 268% and maintaining the upward trend this sector has had since September 2021. Moreover, the World Tourism Organization (WTO) has awarded a first-place recognition to The Dominican tourism industry for the reopening approach adopted after the COVID-19 crisis.

**The Dominican Republic** offers multiple investment opportunities favored by a solid legal investor framework and a set of incentives and tax exemptions that guarantee higher returns on investments,

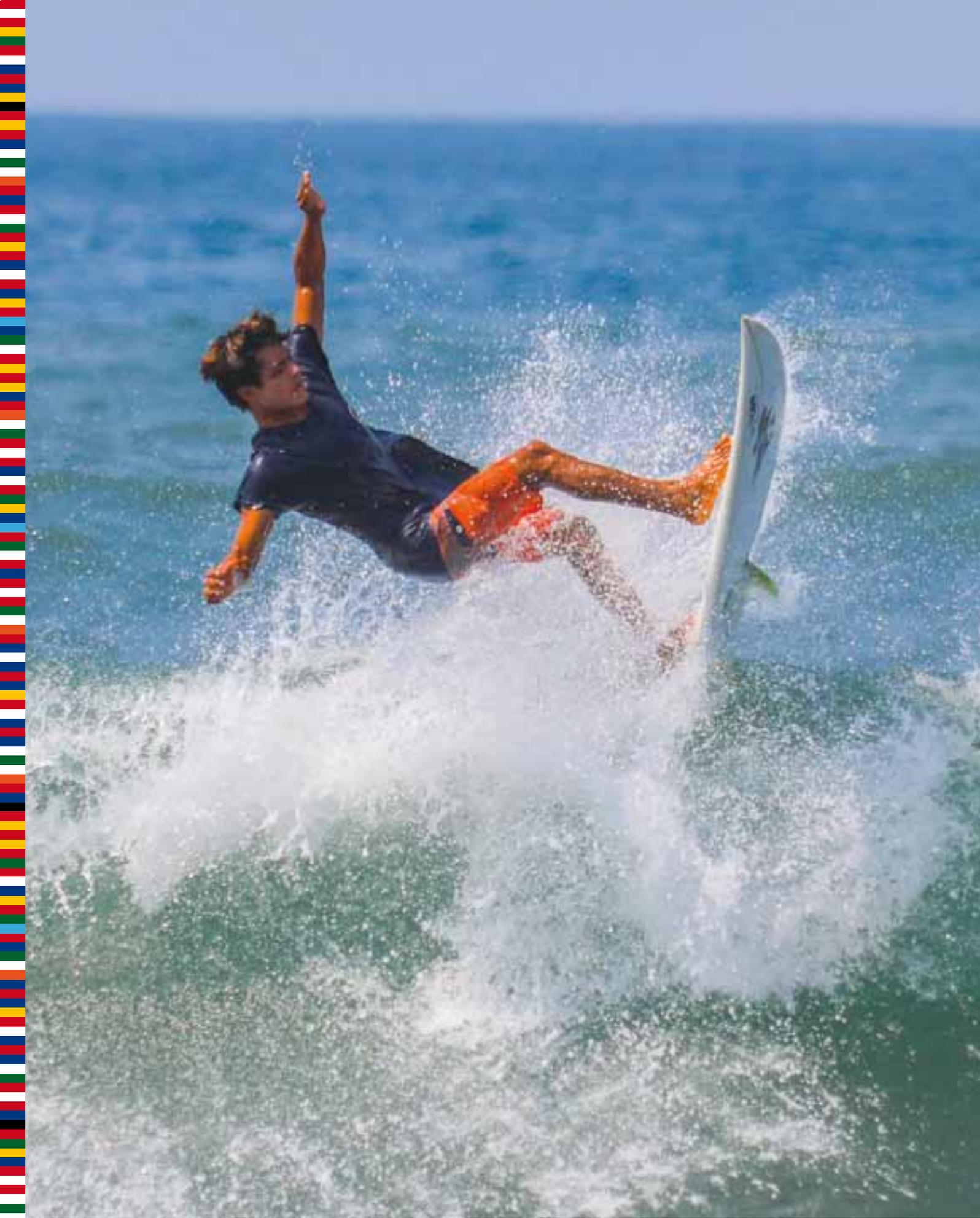
generating employment, boosting the economy, and promoting the country's development. The dynamism of the private sector, comprised mainly by small and medium enterprises responsible for job creation and increasingly export of goods and services has been pivotal in the post-Covid economic recovery.

**Its location in the very center** of the Caribbean has made the Dominican Republic a vital trade link between Europe, North America, as well as Latin-America. Furthermore, The Dominican Republic has preferential access to more than a billion consumers through free trade agreements with the United States and Central America, the European Union through the Economic Partnership Agreement (EPA), and the Caribbean States through the DR-Caricom free trade agreement. The economic dynamism and attractive business climate make the Dominican Republic an excellent destination for Foreign Investment in the Caribbean and one of the most vibrant economies in Latin America.



**Laura Faxas**  
*Ambassador of  
the Dominican  
Republic to  
Austria*





# National brands of El Salvador, a commitment to development

**Thanks to the administration** of the Government of President Nayib Bukele, El Salvador has moved towards new paths that ensure the creation of opportunities for our people, which result in the possibility of sustainable development in our country. Therefore, as a nation we have focused our strategy on the definition and positioning of national brands that have contributed to facilitate the approach of these growth options for our people.

**Among the national brands** that we keep more rooted in our hearts is: Café de El Salvador, with which we position globally the excellent quality of our beverage, whose flavors stand out thanks to the favorable climatic factors in our country for its cultivation.

**In terms of tourism**, our flagship project is Surf City, a brand that aims to consolidate a pole of economic development in the coastal area of the country, recognizing

the benefits of our beaches, the wonderful landscapes we have, the pleasant climate of our waters, as well as the competitive advantage that our waves have for the development of Surfing.

**During 2022**, Surf City was the host of the eighteenth edition of the "ISA World Junior Surfing Championship 2022", which had around 423 participants corresponding to 45 delegations; among which were some of the best emerging surf talents worldwide.

**As part of this strategy** to promote tourism, El Salvador also has the ElSalvador.travel website, where you can learn about the tourist attractions of our country.

That is why we do not give up in the search for these spaces to achieve more and better options for our people.

**El Salvador awaits you!**



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





# Costa Rica stands for sustainability and innovation

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

**From being known** as exporters of coffee and bananas, we evolved towards the manufacturing of microchips in the 1990s and then towards the export of services and advanced technology. The country thrives globally and regionally for indicators of business sophistication, creative production of goods and services, and the quality of its human resources: driven, bold and creative.

**Costa Rica has built** up a thriving high tech industry, embedded in the Global Value Chains, based on a well-established educational system and qualified workforce. By fostering scientific research, Costa Rica managed to establish a solid life science and pharmaceutical industry with more than 3500 direct employees.

This new robust ecosystem for next-wave life sciences includes +70 Medtech multinationals that have designed and produced solutions to save lives around the world.

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

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



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





# Mexico: prosperity through innovation

As the world slowly leaves behind the devastating effects of the pandemic, the need for redesigned strategies to restore supply and reconfigure global value chains is more important than ever.

In order to boost current modest growth worldwide, besides tackling the unexpected high inflation rates, States have the opportunity to redesign their strategies partnering with global agencies to find the best immediate solutions without losing sight of the long-term objectives. Mexico has reached out to the Human Settlements Program (UN-Habitat) and to the United Nations Industrial Development Organization (UNIDO) to come up with an innovative approach to attract foreign investment: "The Prospective Atlas Territorial-Industrial for Investment Attraction".

The Atlas identifies the following five manufacturing sectors which have shown stable growth rates in Mexico in recent years, have a strong innovation component, solid comparative advantages and important export numbers, facilitating their incorporation into Global Value Chains (GVC):

- 1) Wind energy: wind turbine manufacturing;
- 2) Pharmaceuticals;
- 3) Aerospace;
- 4) Agro-industrial (chocolate and vanilla); and
- 5) Petrochemical product applications.

Furthermore, the thorough analysis presented in the Atlas links these sectors with five territorial corridors in the country with enormous growth potential due to their recent economic performance, productivity levels, interconnectivity, social factors, research and scientific ecosystems and innovation rates.

In the implementation of this strategy, the Embassy of Mexico in Austria is already promoting the Atlas and its content in meetings with authorities and members of the business community of Austria, Slovakia and Slovenia, and organizing events such as the Pacific Alliance Business Forum, which will take place in Vienna on Dec 6th., 2022

This new tool, along with the vast network of Free Trade Agreements of Mexico, are generating important flows of foreign investment. The novel industrial policy is bound to deliver better local economic conditions, social inclusion and environmental sustainability; in one word: prosperity.

You can find an English summary at: [https://publicacionesonuhabitat.org/onuhabitatmexico/Resumen-Atlas\\_ENG.pdf](https://publicacionesonuhabitat.org/onuhabitatmexico/Resumen-Atlas_ENG.pdf)



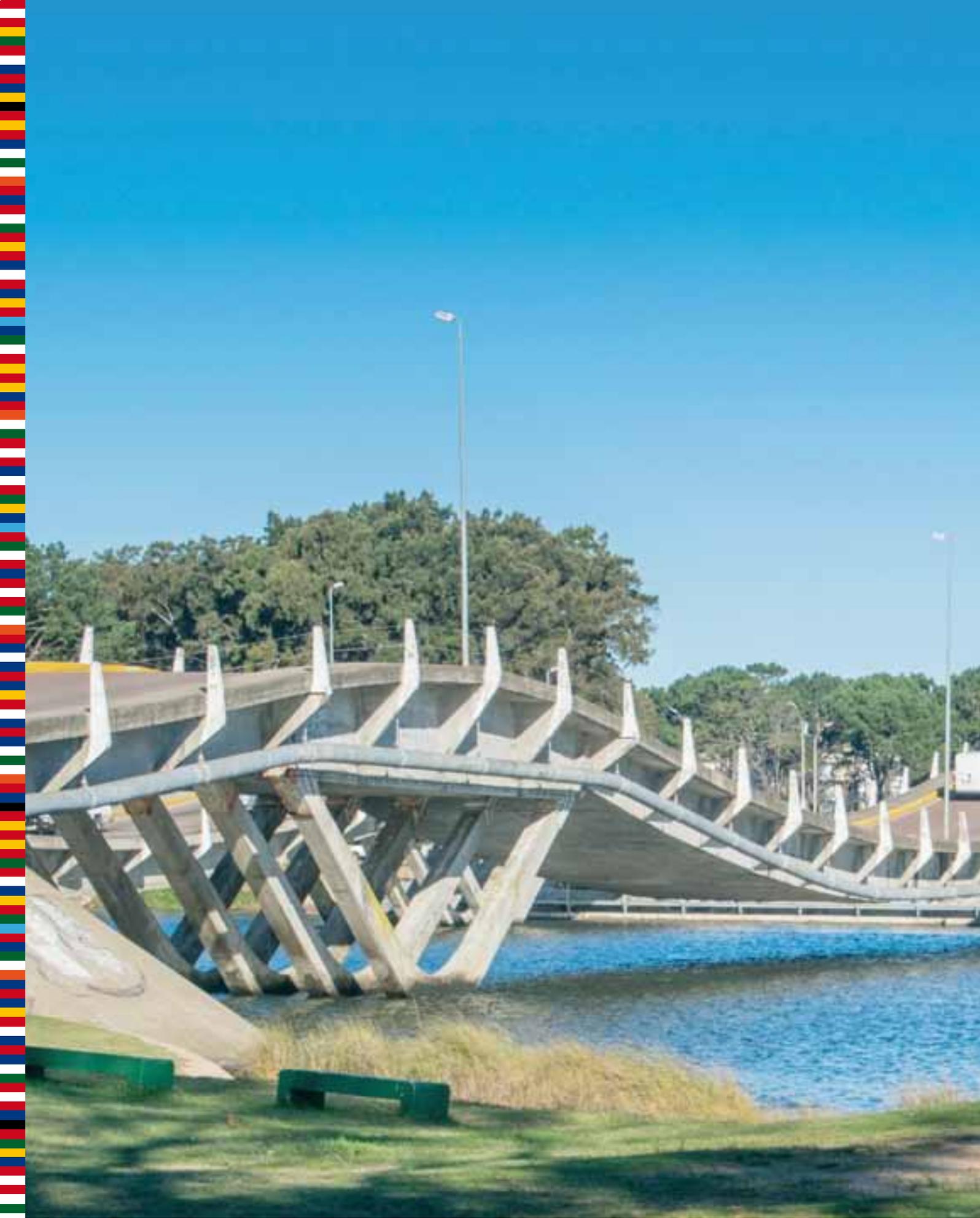
Or by scanning this QR code



**Luis Javier Campuzano Piña**

*Ambassador of Mexico to Austria and Permanent Representative to the International Organizations based in Vienna*





# “Uruguay natural”: Uruguay’s country brand, a brand to trust!

**Uruguay, an inviting** country to grow together, has a brand to empower it. The country brand belongs to all Uruguayans. Together we build it and together we enjoy its benefits.

The country brand Uruguay Natural embraces a concept that encourages tourism, investment, residency, and that promotes its products and services.

## Indeed, Uruguay is... harmony, where Nature and authenticity perfectly match

We value the authentic and natural character of the country, be it, our rivers, forests, fields and beaches, the open and friendly way of being of our people, our habits and traditions, which stand for a collective committed identity, or our valued local produce.

## Uruguay is... spirit

We are a country with a strong personality, tenacious, and willing to adapt and innovate

in order to project itself into the future, hand in hand with the next generations.

## Uruguay is... looking ahead into the future

Because of its size and demographics, Uruguay offers a much-sought human scale, a country of freedom and integration. Due to its commitment to quality, and sustainable development it is regularly chosen by visitors, investors and entrepreneurs alike.

## In sum, Uruguay is... quality of life

Why? Because it respects Nature and integrates with it in a careful and balanced way; because it seeks to develop its maximum potential without forgetting its identity and values. Because it’s a country open, stable, secure and accessible, based on mutual respect and cooperation, and caring for its people and their development.



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





# Oman Vision 2040 – a national innovation strategy

**The Sultanate of Oman** as a member state of the World Intellectual Property Organization (WIPO) and a party to several international treaties and conventions, has approved the implementation of the decisions of international agreements, and has enacted a series of local laws that promote the protection and enforcement of the Trademarks, Patents, Copyrights, Industrial Designs, and Geographical Indications. The Omani market is rich of prominent trademarks that are widely accepted by the Omani and international community. By 2022, Oman has 86289 registered trademarks, 84417 of them are local trademarks and 1872 of them are international trademarks. In addition, one Omani trademark is registered outside Oman.

**In the Global Innovation Index (GII)**, that classifies the world's economies, according to their innovative capabilities, Oman is ranked 76 out of 132 countries in 2021. Oman is witnessing a remarkable development in all aspects of sustainable

development as a result of starting to implement Oman Vision 2040. The national innovation strategy as a part of this Vision was prepared in cooperation with UNCTAD, and focuses on achieving a national economy based on innovation, in which Oman shall be ranked among the top forty innovation leading countries in the GI Index by 2030, and among the top twenty countries by 2040.

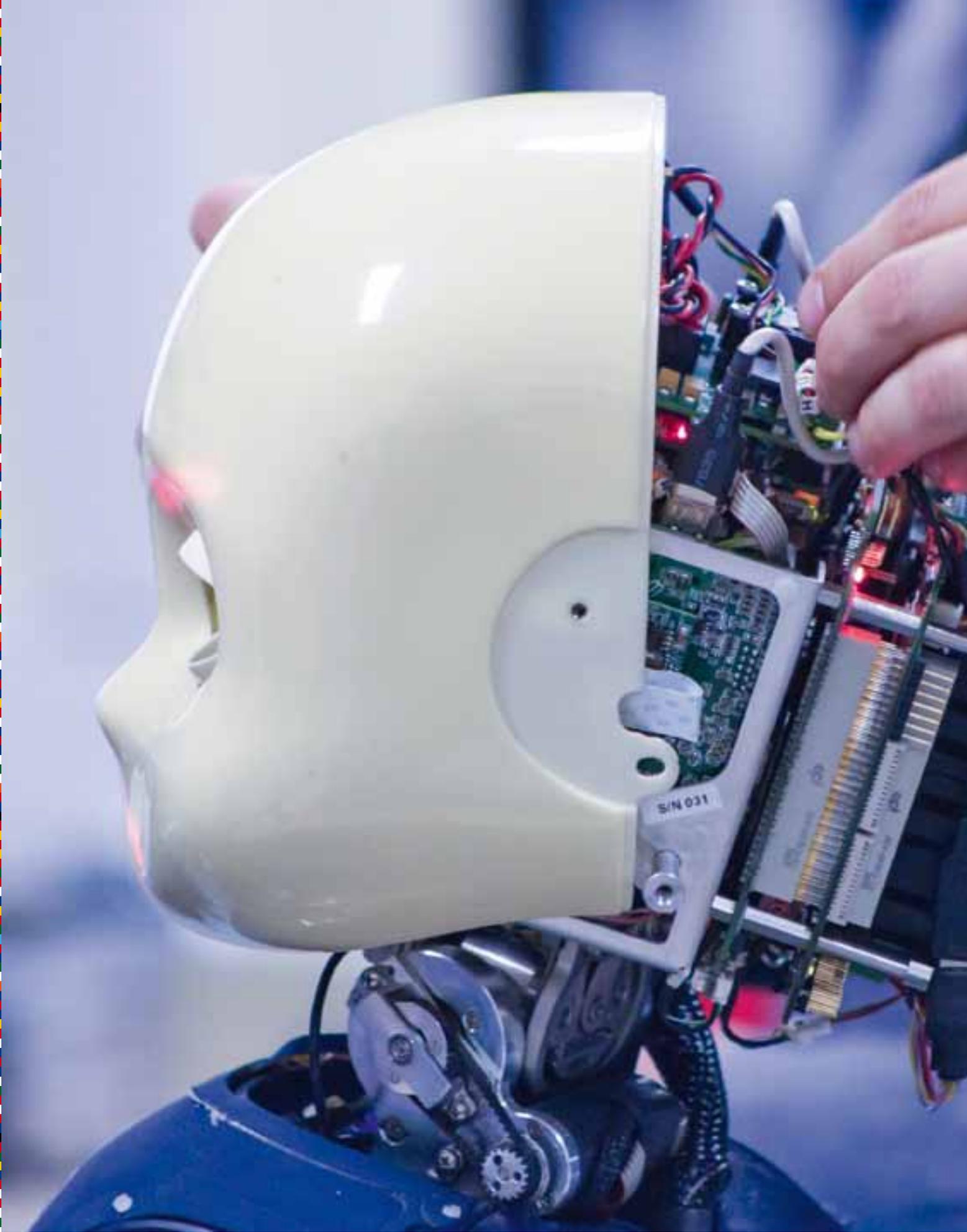
**In Oman, there are many centers** specialized in supporting innovation, these centers provide all aspects of support, facilities, and services to innovators in the areas of the Fourth Industrial Revolution through a package of support measures, and dedicate a free area to manufacture and modeling of their innovations.

**The WIPO commended** on its website many times about the Omani Innovations. In March 2022, it mentioned the Oman's innovation of a new type of bioplastic using natural ingredients, that expect to save the world from plastic pollution.



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





# Italy is much more than a cultural superpower

**Italy has always been** an indisputable source of inspiration and renowned for its contributions to the world of art, food, fashion and design. Since ancient times, Italy has been the centre of many extraordinary discoveries and inventions, and to this day it is home to the largest number of UNESCO World Heritage sites. Part of Italy's strength can be attributed to its significant heritage and to the country's ability to combine tradition and innovation over the centuries, creating a lifestyle that is coveted around the world.

**Italy is much more** than just a cultural superpower: it is a world leader in many sectors and at the forefront of innovation - even in areas that are sometimes underestimated or little known. Many, for instance, are unaware that Italy is one of the most automated countries in the world with over 5,000 companies specialized in cutting-edge technologies for the production of mechanical tools and machinery components. Or that our country's cybersecurity sector is expanding at a rate of 300%.

**Over the past five years**, Italy has shown the greatest growth in exports of pharmaceuticals across Europe and in the life sciences sector. Currently one out of every five clinical studies in the European Union is conducted in Italy.

**It is the place** where the first modern helicopter was invented and where most of the world's helicopters are built and nearly half of all superyachts are produced. Furthermore, it is a global leader in the field of renewable energy: Italy generates more than a third of its electricity from renewable sources with a very strong commitment in creating a more sustainable and ethical future according to the SDGs.

**Yet these are just** a few examples that show how creativity, innovation and quality - that are at the forefront of Italy's technological capabilities and know-how - makes our Made in Italy brand so unique all over the world.



**H.E. Stefano Beltrame**  
*Ambassador of Italy to Austria*





# Spain — a greenfield projects champion in 2021

In 2021, Spain ranked fourth in the world in terms of the most greenfield projects received from foreign direct investment, behind the United States, Germany and the United Kingdom, and ahead of powers like China, France and Japan. This is stated in the fDi Report 2022, produced by fDi Intelligence from the Financial Times Group.

Foreign direct investment (FDI) recorded some very good quantitative results in Spain in 2021. However, it is greenfield projects that stand out the most as these refer to the first investment made by a company in a country. From an economic point of view, this makes them particularly productive as they involve the construction of new facilities and the hiring of new employees.

More specifically, greenfield projects in Spain brought in capital investment of around €26.6 billion in 2021, more than double the amount received in 2020. A significant percentage of this figure was allocated to the renewable energy industry, where Spain was the largest recipient of

greenfield projects worldwide, particularly for the development of clean hydrogen.

In addition, Spain came second in the ICT and internet infrastructure sector, as well as fourth in projects involving innovation and development activities. These data reveal the high technological and innovative content of these types of projects in Spain.

According to the fDi Intelligence report, foreign investors see Spain as a destination of the future. In the field of foreign startups, it is the third largest destination for greenfield investments, behind the United States and the United Kingdom. Indeed, foreign direct investment received by Spain has not only withstood the two years of the pandemic but has managed to grow each year.

Through Invest in Spain ([www.investinspain.org](http://www.investinspain.org)), the Spanish Administration facilitates the establishment and development of foreign companies in Spain, helping and supporting investors from abroad.



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



# IN BRANDS WE TRUST

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. The value of a brand, creating it, maintaining it or, even better, growing it, is of significant importance to any enterprise that currently has, or aspires to have, brands. Brands influence customer choice, and the power of a brand's attraction influences sales today and tomorrow.

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 for Locations, Cities and Regions including regional Heritage Brands, the formation of clusters and cluster brands, business and innovation parks improve the linkages and integration of traditional and creative industries into other economic sectors such as the tourism industry (destination branding) for Regional Development.



**Investments in Brands, funding and financing create value, growth and prosperity. Brands and brand management are a prerequisite for more profitability and scalability of businesses. Brands create superior returns, reduce the downside risk, are less volatile and show better fundamental performance.\***

\*SOURCE: CREATING SUSTAINABLE BRANDS. A PUBLICATION OF EBI, 2020



BRAND  
GLOBAL  
SUMMIT

# BRANDS. FOR. CHANGE.

On October 19<sup>th</sup>, 2021 the European Brand Institute (EBI) and the United Nations Industrial Development Organization (UNIDO) jointly held the 17<sup>th</sup> Brand Global Summit. Under this years motto “Brands for Change”, the summit highlighted brands’ role as major game-changer in the context of post-pandemic economic development.

**A** brand is a name, term, design, symbol or any other feature that gives a product, service or concept an identity and distinguishes it from others on the market.

The European Brand Institute (EBI) and the United Nations Industrial Development Organization (UNIDO) have held the 17<sup>th</sup> Brand Global Summit at the Vienna International Centre and online. The Summit explored the topic of “Brands for Change”, highlighting brands’ role as major game-changers in the context of post-pandemic economic development, as well as their largely untapped potential for boosting recovery while unleashing creativity and innovation.

The Summit brought together leading branding experts and high-level representatives from governments, the private sector, academia, and international organizations. They exchanged experiences on applying brand management as a multidimensional-impact tool for improving business performance and resilience in an increasingly digitalization-driven world economy, while accelerating industrial upgrading and sustainable development at the regional, national and international levels.

“The pandemic has brought the need to reconcile digitalization with economic recovery to the fore. To meet this challenge, it will be crucial to promote innovative development tools, enhance professional skills, and create an enabling environment that drives digital, inclusive and sustainable digital transformation. Branding can play a relevant role in this process, as it can provide inclusive and highly customized

solutions, reinforce business resilience, and support post-pandemic recovery through more sustainable growth pathways,” noted Li Yong, Director General of UNIDO, welcoming the summit participants in his video address.

“Managing change, and being proactive in doing so, is a necessary prerequisite for quality improvements in the course of redefining the post-pandemic economy. Whether it will be characterized by greater sustainability and inclusiveness will largely depend on how economic actors move forward on their development pathways, to what extent they are ready to explore recovery solutions to “build back better” and embrace innovation that fosters the digital transformation,” said Bernardo Calzadilla-Sarmiento, Managing Director of UNIDO’s Directorate of Digitalization, Technology and Agribusiness. He highlighted the fact that branding has become indispensable as a driving force for change. Indeed, he said, brands hold significant potential to accelerate the shift to more innovation-intensive and intellectual value-added practices.

“Sustainable brands carried us through the crisis and will support further change. As intangible assets, brands have become more important to inclusive and sustainable development than ever. As digitalization continues to accelerate, the future will increasingly depend on strong and valuable brands. Despite their fundamental importance, the understanding of branding does differ widely among businesses, large and small. Investments in brands support economic recovery and resilience, create growth and secure prosperity for cities, regions and countries in the long run. There is a clear need to stimulate IP

GERHARD HREBICEK  
PRESIDENT, EUROPEAN  
BRAND INSTITUTE

“Sustainable brands carried us through the crisis and will support CHANGE. Against a background of accelerated digitalization, the future depends on strong and valuable brands. Investments in brands support the economic recovery and resilience, create growth and secure prosperity for cities, regions and countries. There is a clear need to stimulate IP transactions, to support IP based financing and to give companies the tools to provide information about their IP to emergence as a tradable asset class.”







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investment, support IP-based financing and give companies the tools to disseminate information about their IP, ensuring their emergence as a tradable asset class. EBI contributes to more transparency and works towards increasing confidence and certainty in Brand and IP valuations”, stated Gerhard Hrebicek, President of the European Brand Institute, in his opening remarks.

The Founder and Managing Director of FASresearch, Harald Katzmaier gave insight into the changes of traditional branding and the importance of establishing brands in the emerging industries.

Discussions held during the Brand Global Summit 2021 were moderated by Sonja Kato, komunikato & coachings, who guided the panellists through thematic sessions and ensured the smooth running of the discussion.

In his keynote *focus Vienna—visions & perspectives for sustainable brands* Alexander Biach, Deputy Director of the Vienna Chamber of Commerce and Industry provided detailed insights on the effective use of sustainable branding of the City of Vienna in order to attract new businesses and investors.

“In Europe, everyone is currently talking about the supply chain law, which fuelled a legislative debate in Austria. Brands should familiarize themselves with this relevant topic for both economic and legal reasons and prepare for existing risks in order to develop solutions for good corporate and brand governance” moderator and speaker at the panel *Global challenges for brands & international business* Julia Andras pointed out in her opening. Marco Kamiya, UNIDO spoke about successful city brand management in the post-Covid context.

1–5) The international guests experienced a wonderful evening during the Vienna Brand Gala Reception in the Festivity Hall of Vienna City Hall.

6) A special cultural atmosphere was created by the fabulous Orquesta Ibero-Americana de Viena conducted by Maestro Fernando Zonta. 7–8) The representatives of the Corps Diplomatique of Latin American and Caribbean countries presented traditional tastings of regional specialties such as wine, rum, coffee and cigars.



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UNIDO Projects "Rural revitalization and economic diversification in Bama County" and "Technological and enterprise upgrading in Cuba" were both presented in short video messages.

**Discussing brand investments for change**, moderator Weixi Gong, UNIDO opened the panel by explaining how to create sustainability through investment in brands. Herbert Kovar, Managing Partner Deloitte Tax, Stephan Unger, Professor at Saint Anselm College in Boston, USA, Dr. Barnabas Acs - Sustainable Investing & Sustainable Finance – Global Director, Sales Strategy & Execution, LSEG and Tammer Qaddumi, Partner VentureSouq discussed challenges and tools needed to better support and attract investments in and for brands. Stephan Unger elucidated

"an increasing brand value contributes to a sustainable development of a company and stakeholders benefit from it as well as it reduces significantly the cost of debt and increases revenue, income, EBIT, and the stock price. Moreover it has a positive effect on long term social responsibility." In his speech Barnabas Acs pointed out that "sustainability is the defining success factor for companies in the 21st century." Herbert Kovar continued by saying: "The Covid pandemic and post-Covid phase demonstrates that businesses with strong and well-established brands are more resilient in crises. Reason for this is the ability of a strong brand value to generate long-term and sustainable cash-flows."

The panel *innovation & brands* was moderated by Namir Hourani, Managing Direc-

PHOTOS: KATHARINA SCHIFFEL



for GMIS. The participants Tiffany Kelly, CEO, Beyond Bamboo, David Kusuma, President -Elect, WDO, Canada and Maris Orav, Communication Manager of e-Estonia discussed the synergy between brands and digitalization. In her speech she emphasized the role of national brands in influencing countries, people and private companies: "Years ago, nobody knew what or where Estonia was, or if they did, they knew it as a post-Soviet country. We started to build the brand of e-Estonia with the aim to tell the story of one of the most digitally advanced countries in the world. "

**The best practice examples** were presented by: Cornelia Großmann Associate Partner Batten & Company who addressed multicultural challenges in brand management; Bernd Wegenstein and Barnabas

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Asc from LSEG talked about data as the gold of the future; Elena Marinina, Deputy Head, Roscongress showed the Russian perspective on brands & investments; Philipp Bodzenta, Director Public Affairs & Communications Coca-Cola pointed out sustainability as a joint effort and Christoph Schuh, Head of Corporate Communications Austrian Power Grid gave insights on sustainable brand management of an infrastructure company.

**The panel brands for resilience & growth –B4C projects**, led by Farrukh Alimdjano, Industrial Development Officer at UNIDO, showcased multiple success stories and shared experiences on the use of brands as an effective solution to create job, improve the quality of products and services, achieve higher productivity, support economic diversification, and to attract investment. Sharaddha Srikant, Projects & Partnerships Coordinator, UNIDO presented two projects from India: "Development and adoption of appropriate technologies for enhancing productivity in the Indian bicycle and bicycle parts sector" and "Firm-level demonstration of technologies and productivity enhancement for the pulp and paper industry". Takhmina Karimova, Co-founder and Director, "Ozara" introduced a project from Tajikistan: "Industrial modernization and competitiveness improvement of carpet weaving and embroidery/textile sectors" and Saten Khoshoyan, Deputy CEO, "Melante" presented an Armenian project: "Improving

- 1) Carlos Chanduvi-Suarez, Pia Maria Wieninger, Gerhard Hrebicek
- 2) Marco Kamiya, H.E. Juan Carlos Ojeda Viglione, H.E. Belén Sapag Muñoz de la Peña, Farrukh Alimdjano
- 3) Michael Hiegetsberger, Andre Kaydan, Renate Altenhofer
- 4) Sonja Kato Harald Katzmaier, Bernardo Calzadilla-Sarmiento, Gerhard Hrebicek
- 5) H.E. Jesse Chacon
- 6) Alejandro Rivera Rojas
- 7) Alexander Biach

Competitiveness of Export-Oriented Industries in Armenia through modernization & market access".

**In the future outlook**, which focused on challenges in financing, governmental support, subsidies, H.E. Julia Villatoro Tario, Ambassador of El Salvador to Austria highlighted the importance of establishing brands in Latin America and the Caribbean countries order to strengthen the economy and help to sustain employment.

**In his closing remarks**, Bernardo Calzadilla-Sarmiento commented on the 2030 Agenda: "We maintain the framework and our determination to move on and to use any possible tools to achieve the SDGs". In the final round Harald Katzmaier stated that there are a lot of opportunities in the regional scale and a cohesive brand strategy on the local markets is needed, as brands are stabilizers in a dysfunctional environment" Concluding the Brand Global Summit 2020, Gerhard Hrebicek sum-

# Statements

## Speakers'

marized his final thoughts: "Through digitalization every small company becomes a global player. We should really enable them to use these tools of branding, so we have to democratize this system and provide a broader access for everyone".

**In the evening**, at the invitation of Mayor Michael Ludwig, the Vienna Brand Gala Reception took place in the Festivity Hall of Vienna City Hall. Together with Gerhard Hrebicek, President of the European Brand Institute, the Member of Vienna Parliament Pia Maria Wieninger, UNIDO Executive Alejandro Rivera Rojas and the Dean of the LAC countries Ambassador H.E. Jesse Chacon welcomed the international guests.

**The international guests experienced** a special cultural atmosphere, created by the classical concert from the fabulous Orquestra Ibero-Americana de Viena conducted by Maestro Fernando Zonta. International flair once again permeated the Festivity Hall during the traditional tastings of regional specialties such as wine, rum, coffee and cigars by the representatives of the Corps Diplomatique of Latin American and Caribbean countries.

**Spotted among the guests:** H.E. Laura Faxas (Ambassador Dominican Republic); H.E. Veselin Šuković (Ambassador Montenegro), Renate Altenhofer (Managing Partner European Brand Institute), Herbert Kovar, Partner Deloitte Tax, Location Attorney Alexander Biach, WKW, Bernd Wegenstein (Managing Director Refinitiv), Cornelia Grossmann (Associate Partner Batten & Company), Peter Drobil (Bank Austria) and Gabriele Stanek (Unicef), Gian Paolo Spadola, Head of Marketing WKW, Aysegül Baykal, Deputy Director Schoellerbank, ÖBAG-CEO Christine Catasta, Gerald Ganzger, Julia Andras and Ronald Frankl, LGP Rechtsanwälte, weekend Managing Director Richard Mauerlechner, Philipp Bodzenta, Coca Cola, Leadersnet-CEO Paul Leitenmüller, the Ambassadors of Uruguay, Chile, Cuba, Costa Rica, Nicaragua, Venezuela, El Salvador, as well as the UNIDO Managers Weixi Gong, Marco Kamiya, Farrukh Alimdjano, and many more.



**SHRADDHA SRIKANT**  
PROJECTS & PARTNERSHIPS COORDINATOR,  
UNIDO

*"UNIDO has been working with several manufacturing industries in India, with the objective of enhancing their competitiveness in domestic and global markets. Technical cooperation projects for the Indian bicycle and paper industries, for instance, have focused on a combination of meso and micro-level interventions that aim to equip the main stakeholders of these industries (nodal technical institutions, firms, industry associations) with the necessary exposure to best available technologies, best practices and market trends, combined with focused support for technology adoption and process upgrading as per needs of different markets and regulatory frameworks. These interventions are expected to aid higher firm-level innovation and productivity, enabling such firms, especially MSMEs, to position and brand themselves as leading suppliers of diverse, high-quality and value-added products."*



**CHRISTOPH SCHUH**  
HEAD OF COMMUNICATION AND REPUTATION MANAGEMENT,  
APG—SUSTAINABLE BRAND MANAGEMENT OF AN INFRASTRUCTURE COMPANY

*"The Corona crisis has shown that infrastructure companies and non-profit organizations have sustainability in their DNA. Their services, which are provided over generations, automatically build trust and thus consistent branding."*



**FARRUKH ALIMDJANOV**  
INDUSTRIAL DEVELOPMENT OFFICER,  
DEPARTMENT OF DIGITALIZATION, TECHNOLOGY AND INNOVATION, UNIDO

*"Embracing the influence of digital transformation, UNIDO's "Branding for competitiveness and sustainable growth" module provides a timely response in terms of facilitating a country-, region- or enterprise-level transition to a more robust and competitive digital presence underpinned by strategic brand management. To date, the module helped target beneficiaries maximize intellectual value addition, enhancing their productivity, international competitiveness and market outreach."*

**JULIA ANDRAS**

MANAGING PARTNER/HEAD OF LIGATION  
LANSKY, GANZGER, GOETH, FRANKL &  
PARTNER LAW ATTORNEY

*"In Europe, everyone is currently talking about the supply chain. A law that will come into force in Germany as early as 2023 has also fueled the legislative debate in Austria. Therefore, brands should familiarize themselves with this relevant topic for both economic and legal reasons and prepare in good time. In this way, existing risks can be uncovered and solutions for good corporate and brand governance can be developed."*



**BERNARDO CALZADILLA-SARMIENTO**

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



*"Managing change, and being proactive in doing so, is a necessary prerequisite for quality improvements in the course of redefining post-pandemic economy. Whether it will be characterized by greater sustainability and inclusiveness will largely depend on how economic actors move forward on their development pathways, at what extent they are ready to explore recovery solutions to "build back better" and embrace innovation that fosters the digital transformation."*

*"Sustainability is the defining success factor for companies in the 21st century."*



**BARNABAS ACS**

SUSTAINABLE INVESTING  
& SUSTAINABLE FINANCE –  
GLOBAL DIRECTOR,  
SALES STRATEGY  
& EXECUTION, LSEG

*"Sustainability is the defining success factor for companies in the 21st century."*



**WEIXI GONG**

INVESTMENT AND TECHNOLOGY  
PROMOTION DIVISION AND COORDINA-  
TOR, UNIDO INVESTMENT AND  
TECHNOLOGY NETWORK

*"UNIDO projects with a branding component have demonstrated direct impact on superior investment returns for the businesses that follow the path of digitalization-based branding, thus additionally proving its value as an efficient tool that minimizes crises-related constraints and enhances post-crisis resilience."*



**TAKHMINA  
KARIMOVA**

CO-FOUNDER  
AND  
DIRECTOR,  
"OZARA" LLC

*"We know that Brand is one of the key aspects for product promotion. But promotion of a brand requires significant investments of financial and human resources. For small companies with limited resources, the best option for promoting their products may be a trade consortium with a National brand, which will help them jointly promote products both in domestic and international markets."*



**ANDREA  
SCHEICHL**

VICE-  
PRESIDENT,  
AUSTRIAN  
PATENT  
OFFICE

*"Super brands are not only robust to change. They are the advocates of cultural, social and technological change."*



**LI YONG**

DIRECTOR  
GENERAL, UNIDO

*"The pandemic has brought the need to reconcile digitalization with economic recovery to the front. To meet this challenge, it will be crucial to promote innovative development tools, enhance professional skills, and create an enabling environment that drives digital, inclusive and sustainable digital transformation. Branding can play a relevant role in this process, as it can provide inclusive and highly customized solutions, reinforce business resilience, and support post-pandemic recovery through a more sustainable growth pathways."*



**STEPHAN UNGER**

PROFESSOR  
DEPARTEMENT  
OF ECONOMICS  
AND BUSINESS,  
SAINT ANSELM  
COLLEGE,  
BOSTON, USA

*"An increasing Brand Value contributes to a sustainable development of a firm by lowering significantly the financing costs of a firm. Stakeholders benefit from an increase in Brand Value as it reduces significantly the cost of debt and increases revenue, income, EBIT, and the stock price. Moreover it has a positive effect on long term social responsibility. The significant reduction of financing costs allows a collateralization of Brand Value."*



**HERBERT KOVAR**

PARTNER  
DELOITTE TAX

*"The Covid pandemic and Post-Covid phase demonstrates that businesses with strong and well established brands are more resilient in crises."*



# WOMEN are powerful drivers of ECONOMIC CHANGE

## WOMEN LEADERSHIP FORUM

On October 6<sup>th</sup>, 2021, the 9<sup>th</sup> WOMEN LEADERSHIP FORUM, was held at the UNIDO headquarters by the European Brand Institute in cooperation with UNIDO and partners such as: ÖBB, A1 Telekom, DiePresse, US Embassy, Refinitiv. Due to COVID-19 this year's event again was held as a hybrid one.

Last years focus was on women as strong drivers of economic change shaped by the fourth industrial revolution. The forum aimed to show that positive change is possible when passion leads the way.

Female leaders, experts and participants from all over the world met online and at the Vienna International Centre to exchange experiences and discuss how to strengthen the role of women and achieve gender equality.

### STRENGTHENING FEMALE LEADERS AS CATALYSTS FOR CHANGE

Under the motto "WOMEN.FOR.CHANGE - passion into action!", Renate Altenhofer, initiator and founder of the Women Leadership Forum, welcomed the international participants\* on site and online: "In our fractured world, marked by the ongoing pandemic, digital transformation and trouble spots, where women are currently once again being set back light years in their development, it is even important to empower female leaders to become catalysts for change." Sonja Kato, Managing

Director of communication & Coaching, once again led the day with aplomb.

### DIGITALIZATION AS A BOOST FOR WOMEN EMPOWERMENT

Dejene Tezera, Director Agri-Business UNIDO emphasized that "digitalization and technological advancement are helping women around the world to strengthen their role as drivers of sustainable development and economic change." Mario Mesquita, Chargé d'Affaires of the U.S. Embassy in Vienna stated that the digital revolution is opening up new opportunities to achieve gender equality.

UNIDO Goodwill Ambassador Veronika Peshkova saw "COVID-19 as an unexpected accelerator of digital transformation."

### CLOSING THE CONFIDENCE-GAP

Led by moderator Sonja Kato, Eser Sevinc Manav, Coca Cola, Cornelia Grossmann, Batten & Company, Eva Buzzi, Rail Tours Touristik, Sonja Wallner, A1 Telekom and Monika Racek, Admiral explored the ques-



/// *The Fourth Industrial Revolution changes our way of life at an exceptional rate; Artificial intelligence, big data, etc. are improving women's participation in economic life and enhancing their empowerment. Digital technologies could help women access new markets, work flexibly and access finance. It is therefore important to create an ecosystem beneficial to the development of women's leadership and economic empowerment. This year's forum aims to highlight women's contribution as powerful drivers of change in numerous industries, showing that positive change is possible when passion leads the way. ///*

Renate  
Altenhofer  
Initiator Women  
Leadership Forum



tion of which management skills will be essential in the C-suite under the motto "Women on the rise - the modern leadership".

### INNOVATION - INVESTMENT - INFORMATION

In the masterclass on greentech, Ulrike Rabmer-Koller, Managing Director Rabmer Group gave insight into which measures need to be taken to achieve the climate goals: "Climate change is one of the biggest challenges for our future. By using

green technologies and making changes in our own world, we can achieve our goals."

**Chaired by Elisa Aichinger**, Partner Deloitte Consulting, the panel "Smart Financing – Investing in and with women" featured Kyla Tennin, WBAF Board Member, Valerie Neim, CEO Brazza Transactions, Aysegül Baykal, Deputy Director for Private and Institutional Investors-CEE at Schoellerbank, and Christian Vancea, Co-Founder essentio, who explored how "Smart Financing" can be used to provide



*"The fourth industrial revolution brings great opportunities for women thanks to technological advancements. However, these technologies, such as AI, big data, further digitization of private and professional life, need to be developed and applied in a way that actually considers female needs. It is imperative to ensure technologies empower everyone equally."*

**Natascha Kantauer-Gansch**  
CCO Consumer A1 Telekom



*"Smart capital is smart finance, but is different from crowdfunding, venture capitalists, angel investors, etc. Smart finance includes receiving finances, know how assistance from the funder, mentorship from the financier, etc. Smart finance is critical for entrepreneurs to startup and even scale because most entrepreneurs carry innovation. Most significantly, innovation brings in opportunities for tax, new jobs, economic development."*

**Kyla Tennin**  
World Business Angels Investment Forum G20 Partner

- 1) Hava Kebe
- 2) Cornelia Großmann
- 3) Million Berhe
- 4) Vera Kocsis
- 5) Cecilia Ugaz Estrada
- 6) Sonja Kato



*"We need to use new technologies properly to support women and advance diversity. Whether it's an evolution or revolution doesn't matter. We live in an age of change. We need to drive the change to be able to shape and not be driven by it. The age of digitalization has the potential to become the age of women. We just have to tackle it."*

**Christiane Noll**  
Country Manager Avanade DACH



*"Climate change is one of the biggest challenges of our future. Joint actions have to be taken to achieve the climate targets. For me the drippl's - innovation, investments & information are key for a successful green transformation. By using Green Technologies and making changes within our own worlds, we can reach our goals."*

**Ulrike Rabmer-Koller**  
Managing Director Rabmer Gruppe

*"The COVID-19 is becoming an unexpected accelerator of the digital transformation of industries with a risk to further increase inequalities between those who have the skills to adapt and those who do not. And the issues of gender -balanced economic development becomes extremely important."*

**Veronika Peshkova**  
UNIDO Goodwill Ambassador



*Leadership is also a matter of attitude. Most women do a very good job but invest less in their self-confidence. For strengthening sovereignty we need to empowering each other and trust in what we do. We have to believe in ourselves - that's self leadership ... and self leadership is the basis for being a good leader and live good leadership.*

**Sonja Wallner**  
CFO A1 Telekom

*"Leadership is not about being the best, but to make everyone else feel better."*

**Valerie Neim**  
CEO of Brazza Transactions





Eser Sevinc Manav



Christian Vancea, Aysegül Baykal, Elisa Aichinger

During the past eighteen months, every business has been forced to respond to changing markets and new working practices. Navigating uncertain times requires the courage to confront traditional perspectives and the confidence to pursue new approaches. Diverse leadership teams enhance agility, resilience and innovation. All of these attributes are and will be crucial in tackling the challenges this global pandemic presents.

Elisa Aichinger  
Partner Deloitte Consulting



Michaela Buttazzoni,  
Elisabeth M. Edhofer



Renate Altenhofer



Ulrike Rabmer-Koller



Lithuanian delegation

access to capital for innovative start-ups and especially female founders.

Carina Zehetmaier, Women in AI Austria, Loubna Bouarfa, CEO OKRA, Natascha Kantauer-Gansch, CCO Consumer A1, Christine Antlanger-Winter, Country Director Google Austria, Rui Pedro Silva, CIO ERIKS and Vera Kocsis, Sales Director Refinitiv showed very impressively how women are shaping the digital transformation in the field of Big Data, Artificial Intelligence, 5G and cloud technology in the context of the 4th Industrial Revolution.

In her closing remarks, Sonya Janahi, board member of the Chamber of Commerce Bahrain and founder of Maya La Chocolaterie, gave an insight into how women empowerment is lived in Bahrain.

Sighted at the high-level networking with distance among others: game changer Claudia Winkler, co-founder good, agile management expert Eva-Maria Ayberk, who also held a masterclass, Gerhard Hrebicek, European Brand Institute, Bashir Conde, UNIDO, Brigitte Maria Gruber, Frauen Fachakademie Mondsee, former minister Maria Rauch-Kallat, Claudia



*"Technological progress is a constant in the evolution of our work environment. Given the rapid developments in the field of AI and automation, deeply human elements of our work, such as creativity, innovation and understanding of complex relationships, are becoming more and more essential. We as women can contribute particularly to shaping a more inclusive future."*

**Christine Antlanger-Winter**  
Country Director Google Austria



*"In the current industry setup, women are still evaluated for promotion based on their past performance, while men with their future potential. Up until now, women worked very hard, compromised a lot compared to men to free themselves from prejudices on their ability-to-do and potential. Now world is changing; women in business creates a new market, a new channel for the world's economy: Women get higher education, women participate more and more in the global workforce, we see more women in top executive positions or among entrepreneurs. So, for organisations/ companies, it is now very crucial to understand and satisfy the expectations of both genders to create value. And this seems only possible, if you can pioneer, prioritize and mirror gender diversity in your own company. While companies should provide women the right development opportunities to make best use of their potential; woman on the other hand should really want this challenge; she should not be shy or afraid and she should demand, get, earn what she deserves."*

**Aysegül Baykal**  
Deputy Director Private and Institutional Investors-CEE, Schoellerbank



*"The fourth industrial revolution is characterised by a fusion of technologies that is blurring the lines between the physical, digital and biological spheres."*

**Loubna Bouarfa**  
CEO & Founder OKRA



*"Be a first rate version of yourself, not a second rate version of someone else." If you follow this quote of Judy Garland and focus on your personal skills and talents you will find yourself in business heaven rather than ending up "somewhere over the rainbow."*

**Eva Buzzi**  
Managing Director Rail Tours Touristik GmbH



*"The fourth industrial revolution is characterised by a fusion of technologies that is blurring the lines between the physical, digital and biological spheres."*

**Houda Chakiri**  
Assistant Professor of Computer Science Al Akhawayn University Founder Enhanced Technologies



*"When an opportunity for growth arises, women tend to focus on the risks, not on the opportunities. Confidence in one's own potential is about consciously shifting this focus and embracing the ambiguity of never being "fully ready" for the next career step."*

**Cornelia Großmann**  
Associate Partner Batten & Company GmbH

*"The production and consumption of food is one of our basic necessities, but our globalized economy has repressed local structured circular economies. Based on the idea of 'from farm to fork', markta.at connects conscious consumers with regional food producers directly and creates a path to reinvent our food systems."*

**Theresa Imre**  
Founder markta



*"In today's volatile business reality, diversity and inclusion is more important than ever. Yet measurable progress in increasing workplace diversity and inclusion remains slow. The reasons why are as varied as the potential solutions. However, most can agree that diversity is good for business. Automation and digitalization can offer opportunities to build on the diversity of our identities and the wealth of our cultures and traditions."*

**Vera Kocsis**  
Sales Director – Enterprise, CEECIS & MEA Refinitiv



*"Time for discussion is over, we need to set examples, because examples shape reality."*

**Claudia Winkler**  
Co-Founder good



**"NEW MANAGEMENT. JUST AGILE. NO HYPE."**

*Much is said about agile organizations and agile leadership as a new way forward in today's dynamic environment. But little of it gets through in practice. Highly hyped agile transformations either get stuck or fail completely. It doesn't have to be. Because it is not far from a pitfall to a success in agility if you know the way. In an interactive session you can benefit from my know-how and many years of experience in the practical implementation of agile transformations. And be prepared that something new can arise."*

**Eva Ayberk**  
New Management Expert & Consultant



1



2



3



4



5

- 1) Breaks gave an opportunity for interesting discussions
- 2) Dejene Tezera
- 3) Mario Mesquita
- 4) Elisa Aichinger
- 5) Loubna Bouarfa

Cordie, Professional Women's Network, Julia Andras, LGGFP Rechtsanwälte, Michaela Buttazzoni, BDO, Richard Mauerlechner, weekend Verlag, Philipp Bodzenta, Coca Cola, Monica Rintersbacher, Leitbetriebe Austria, Beatrice Schobesberger, Erste Bank, Alice Burton, US Embassy, Bettina Rieger und Dominik Renner, essentio, Susanne Reisinger-Anders, Amcham Austria, Doris Ullrich, Refinitiv, Andrea Fuhrmann, Savencia Fromage, Hawa Kebe, UNIDO, and many more.



**Goodie bags powered by:** European Brand Institute, Guerlain, Tupperware, Coca-Cola, Kelly's, maxima, Sheconomy etc.

**WOMEN LEADERSHIP FORUM**

10th WOMEN LEADERSHIP FORUM  
20. September 2022  
under the motto  
**WOMEN.FOR.SUSTAINABILITY**  
[www.womenleadership.at](http://www.womenleadership.at)

PHOTOS: KATHARINA SCHIFFEL, COURTESY OF SPEAKERS

# MANAGEMENT-LEHRGANG FÜR FRAUEN MIT POTENTIAL

**Start: März 2023 | Schloss Mondsee**  
**Anmeldung: [www.frauenfachakademie.at](http://www.frauenfachakademie.at)**



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**Mag. Renate Altenhofer**  
Initiatorin Women Leadership Forum  
[www.womenleadership.at](http://www.womenleadership.at)

# From brand product to employee brand

Brands sell products and ensure good prices – but today it is no longer enough for strong brands to support sales. At a time when the race to find the brightest minds has become a decisive issue for the future, their role in recruiting success is almost just as important. The current study “The future of work 2.0” is thus also a guide for the future-oriented brand policy of sustainably successful companies.

Brands have been fulfilling their classic function for longer than the term “brand” has existed: Making products distinguishable from those of competitors, building confidence in the seller, securing sales and also creating added value in the sense of a higher achievable price if possible.

A contemporary brand strategy continues to pursue these goals, but not just these goals. Another function has rapidly gained in importance in the time of a structural shortage of employees and skilled workers: To interest people in the company as a possible employer, to convince them

that it corresponds to their idea of an attractive workplace and that this workplace also allows an all-round satisfactory work-life balance at the same time. Or to put it in a nutshell: Production and “producing” people become the focal point of branding instead of the product.

This poses new challenges for companies in general and their communication and marketing departments in particular. Strong brands must also be loaded with new, additional content to attract not only consumers but also potential employees to the company and to retain existing staff in the long term.

The study “The future of work 2.0” by Leitbetriebe Austria and zukunft.lehre.österreich very clearly shows these new aspects of a future-oriented brand profile – a strong employer brand must stand for what is important to young people aged between 14 and 29 in their work and in their company.

**The result is very clear:** When asked about the importance of different areas of life, Family / partnership (86.7 % indicated very high or high importance), Hobbies/ leisure time (85.3 %) and Friends (81.7 %) occupy the three top spots by a wide margin – all of these are aspects of private life that do not depend on the level of pay, but very much on the organisation of work: Therefore, flexible organisation of work that accommodates family life, working time arrangements that do not interfere with private interests and which allow for a variety of social contacts to be maintained are absolute key factors.

The importance of work ranks only slightly behind the top three at 76.9 %.

When asked what is important to young people in their careers, regular further training is the top priority and almost as many respondents indicate that a good work-life balance is more important to them than professional success in the sense of a career – this also allows important conclusions to be drawn for building a brand profile as an attractive employer.

## MOTIVATORS FOR APPLYING TO A PARTICULAR EMPLOYER

Unsurprisingly, a good salary is the main reason to apply to an employer. Flexible working hours, the possibility of a four-day week and work content are other crucial motivators. These criteria are usually more important for women.





Study presentation together with the z.l.ö. – I.t.r. Mario Derntl (z.l.ö. - zukunft.lehre.österreich.), Monica Rintersbacher (Leitbetriebe Austria), Andreas Gnesda (Leitbetriebe Austria), Robert Machtlinger (FACC AG), Günther Ofner (Flughafen Wien AG)

## IMPORTANCE OF THE FOLLOWING ASPECTS WHEN CHOOSING AN EMPLOYER

An interesting area of activity and salary prospects are equally important for the final decision when choosing an employer. more important for women.



However, sustainably successful companies will not only have to take these preferences into account factually, but they are also required to actively communicate these in terms of "Employer Branding". Certifications, rankings on rating portals, conventional media communication, social media activities, etc. offer opportunities here. Companies cannot afford not to take advantage of all these opportunities to become a brand that

stands for the future of work, for which qualified employees are happy to work and which encourages people to see their workplace as more than just a job.

Unsurprisingly, a good salary is the main reason to apply to an employer. Flexible working hours, the possibility of a four-day week and work content are other crucial motivators. These criteria are usually more important for women.

## ABOUT LEITBETRIEBE AUSTRIA

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



www.leitbetriebe.at



# Who benefits from Alternative Financing of Brands & IP?

PHOTO: PIXABAY





**Europe's future depends on Intellectual Property and in particular on many strong and valuable Brands that should be marketed even better. But how can Brand investments be financed?**



## 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”.



## 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.*



# Unlocking the potential for innovation through business and digital transformation

**While the world strives to contain the pandemic, entrepreneurs, startups, and SMEs do whatever they can to maintain continuity and ensure survival. In the long term, however, such responses will not be enough. Companies need to grow and thrive in the post-pandemic world, so we must move swiftly to create pandemic-proof organisational models.**

To survive in 'the new normal', and that is, in the post-pandemic business environment, entrepreneurs, startups, SMEs, and governments all need to develop competencies in business and digital transformation. Business transformation requires a completely new approach to harmonising the mindset and skills of founders, entrepreneurs, and policymakers.

**New ventures and enterprises** are obliged to rethink their business models and strategies. Developments in technology, the current deglobalization trend, and the world's ever-changing demographics create challenges and disruptions in many areas of life. It is only by embracing creativity, innovation and an entrepreneurial mindset that companies can transform their business models and reshape their strategies in a way that allows them to identify new opportunities in the post-pandemic era we are about to enter.

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

dynamics of the post-pandemic business environment.

Surveys reveal that most small companies and entrepreneurs in the startup economy are suffering financially. Their plight will become even more serious if they have not been able to complete their business and digital transformation before the 'new normal' sets in.

**The challenge is this:** Business transformation is not a cheap process. How realistic is it to encourage entrepreneurs to invest in business transformation when they are struggling just to meet their short-term expenses?

Given this situation, the World Business Angels Investment Forum invites policymakers to develop smart policies that will provide financial support to startups, scaleups, SMEs and all entrepreneurs to help them transform their business. WBAF believes that more public-private



partnerships (PPP) should be mobilised for this purpose. And governmental recovery plans need to include financial support for entrepreneurs' business transformation efforts.

**Governments must be alerted** to the fact that unless small companies receive financial support for transforming their business, they will not be able to survive in post-pandemic times. This means their capacity to create more jobs and social wealth for economies will be lost. Entrepreneurs in post-pandemic times need much more than a clever idea to succeed – they need a complex set of skills and funding to develop, execute, and succeed in order to take their idea to market. The best form of early-stage finance is when one combines finance, know-how, mentoring, and networking. These are the components of smart finance, which gives entrepreneurs and

SMEs much better prospects of success in post-pandemic economies. WBAF's digital ID card programme supports entrepreneurs, investors, mentors, consultants, faculty members and university students by providing valuable resources, including toolkits, quality education, international business mentoring, global networking, and opportunities to pitch online to investors.”

**The World Business Angels Investment Forum** believes that by drawing on various disciplines, we can design innovative solutions to some of the world's biggest issues — access to finance, gender equality, ethical governance, commercialization of scientific research, business and digital transformation, and financial inclusion. This collaborative approach of the WBAF Digital ID Card programme will have a multiplier effect on world economies.’

## ABOUT THE WORLD BUSINESS ANGELS INVESTMENT FORUM (WBAF)

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

*The four missions of WBAF are:*

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



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

# World Business Angel Investors Week

World Business Angel Investors Week 2022, coordinated globally by the World Business Angels Investment Forum – an affiliated partner of the G20 Global Partnership for Financial Inclusion (GPMI) – is a global platform from which to campaign for solutions to such critical issues and other worldwide concerns at the United Nations, the European Union and in G20 countries and regional and local economies.



The ultimate aim of the World Business Angels Investment Forum (WBAF) is to ease access to finance for entrepreneurs, startups and SMEs, promote gender equality, increase financial inclusion and promote the importance of digital inclusion for world economies. With 1,368 partners in 132 countries, WBAF contributes to the development of world economies through its various initiatives, including the WBAF Business School, Global Startup Investment Promotion Agency WIPA, the WBAF Publication House, and the WBAF Angel Investment Fund. It has 8 country and 2 city offices in 8 countries across 4 continents.

The World Business Angel Investors Week 2022 welcomes more than 200,000 entrepreneurs, startups, SMEs, investors, innovators, policymakers and thought leaders from around the world – all online. An affiliated partner of the G20 Global Partnership for Financial Inclusion (GPMI), the World Business Angels Investment Forum issues commemorative stamps to memorialize significant events and themes of widespread global appeal and the significance of the Week. You can follow the Week's events, all free of charge, from here: [www.angelsweek.org](http://www.angelsweek.org)

The World Business Angel Investors Week, coordinated globally by the World Business Angels Investment Forum, is envisioned as a unique platform where all stakeholders pause to assess their fast-paced journey, to analyse why and how we should leverage angel investment as a must-have financial tool for boosting economies, and to reiterate how entrepreneurial ecosystems can create more jobs, more wealth and more social justice in co-operation with key players in early-stage equity markets. This week-long event is an open

platform for connecting, learning, sharing, exhibiting inventions and innovations, and exchanging know-how that promotes entrepreneurship and angel investment ecosystems. It is celebrated every year under a global theme.

**GLOBAL, CONTINENTAL, AND COUNTRY CHAIRS 2022:** Baybars Altuntas, Executive Chairman of the World Business Angels Investment Forum, has been announced as the Global Chair of the Week 2022. Altuntas says, "World Business Angel Investors Week 2022 will be a great platform from which to campaign for solutions to critical issues and worldwide concerns at the United Nations, the European Union and in G20 countries and regional and local economies," adding that "The ultimate goal of the Week's keynotes, discussions, presentations, and workshops is to agree on a common roadmap for entrepreneurs, startups and SMEs that will enable them to emerge from this pandemic period even stronger than they were before."

**The Continental Chairs of the World Business Angel Investors Week 2022 are:** Continental Chair for Europe, Prof. Rudy Aernoudt (Belgium); Continental Chair for Africa, Folashade Ambrose (Nigeria); Continental Chair for Asia, Derik Kim (South Korea); Continental Chair for North America, Dr. Ingrid Vasiliu-Feltes (United States); Continental Chair for Latin America & the Caribbean, Sandra Glasgow (Jamaica); and Regional Chair for MENA, Feryal Nass (Bahrain).

**Global Theme 2022:** Business Transformation for Post-Pandemic Economies  
While the world strives to contain the pandemic, entrepreneurs, startups, and

# BUSINESS TRANSFORMATION FOR POST-PANDEMIC ECONOMIES

SMEs do whatever they can to maintain continuity and ensure survival. In the long term, however, such responses will not be enough. Companies need to grow and thrive in the post-pandemic world, so we must move swiftly to create pandemic-proof organisational models.

To survive in 'the new normal', that is, in the post-pandemic business environment, entrepreneurs, startups, SMEs, and governments all need to develop competencies in business transformation. Business transformation requires a completely new approach to harmonising the mindset and skills of founders, entrepreneurs, and policymakers.

With this in mind, the stakeholders of the World Business Angel Investors Week, scheduled for 20–26 June 2022, have agreed on the theme for this year's Week: Business Transformation for Post-Pandemic Economies.

## WORLD BUSINESS ANGEL INVESTORS WEEK: ANGEL INVESTORS' FLAGSHIP

During World Business Angel Investors Week, partners host events and exhibitions related to that year's theme. These event partners are individuals and organizations from various sectors who volunteer to share their insights on angel investment, the startup economy, financial inclusion, gender equality, entrepreneurship, and innovation to audiences and collaborators in various sectors. To recognise and highlight the global entrepreneurship ecosystem's multi-lingual and multi-cultural business character, some events and activities are conducted in the local language.



**BAYBARS ALTUNTAS**

*Executive Chairman, World Business Angels Investment Forum – An affiliated partner of the G20 Global Partnership for Financial Inclusion (GPII).*

*Former Senior Advisor of the London Stock Exchange Group (LSEG), Executive Chairman of the World Business Angels Investment Forum (WBAF) – an affiliated partner of the G20 Global Partnership for Financial Inclusion (GPII) chaired by the Queen Maxima of the Netherlands, and President of Deulcom International Inc., Star of the Turkish version of the television show Dragons' Den / Sharks Tank. Recipient of the European Trade Association of Business Angels (EBAN) award for the Best Individual in Europe Globally Engaging with the Global Entrepreneurial Ecosystem in 2014 (Ireland), 2015 (Netherlands), 2016 (Portugal), 2017 (Spain) and 2018 (Bulgaria). The only angel investor to be granted a personal audience with former President Obama at the Presidential Summit on Entrepreneurship in Washington DC. Appointed as JCI Ambassador, following Ban Ki-moon, former Secretary General of the United Nations. Profiled regularly by leading international media such as CNN International, Bloomberg, BBC. A co-author of Planet Entrepreneur: The World Entrepreneurship Forum's Guide to Business Success Around the World, published by Wiley (2013). Author of "How I Became a Top TV Star and Celebrated Investor", published by Balboa Press (2014) and translated into Chinese, Croatian, Albanian, and Macedonian.*

## WBAF COMMEMORATIVE STAMPS

The World Business Angels Investment Forum issues commemorative stamps for events and themes of widespread global appeal and significance. In considering subjects for commemorative stamps, the WBAF Advisory Committee, guided by 6 basic criteria, reviews and assesses proposals. The World Business Angels Investment Forum is the exclusive and final authority in determining both the subject matter and the design of its commemorative stamps.

## QUICK FACTS

**Celebrated in 132 countries** across 5 continents, the World Business Angel Investors Week 2022 welcomes more than 200,00 participants from around the world. These include 320 keynote speakers, 765 distinguished panel speakers, speeches by 12 presidents, 6 prime ministers, and 32 ministers.

To follow all the Week's events, free of charge, go to [www.angelsweek.org](http://www.angelsweek.org)

# Secure Power Supply as Social Value

**Climate-friendly energy supply is one of the central issues of the future. The Austrian Power Grid AG is aware of its responsibility as a key player and, with its electricity grid, is the backbone of Austria's power supply.**

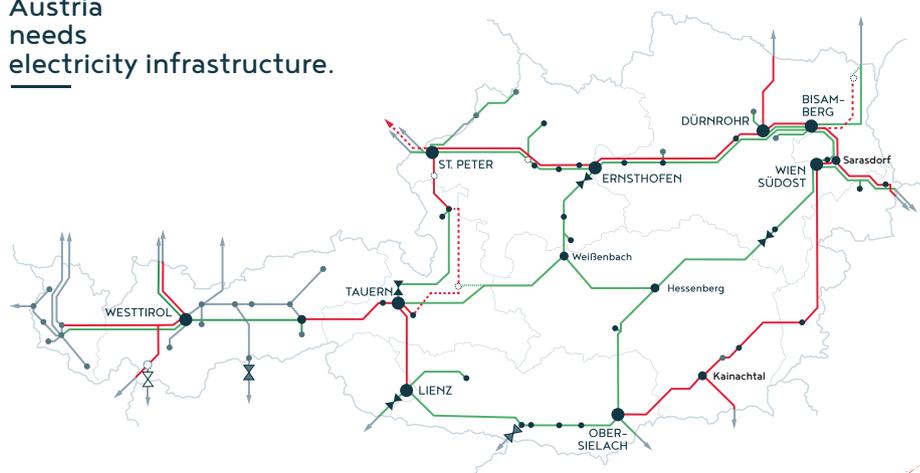
In times of various crises it is very evident how valuable a secure power supply is for a country as business location and place to live as well as for its prosperity. Also in 2021 APG's staff of approximately 700 specialists were able to achieve a 99.99% security of supply with their expertise. Like in previous decades the power supply infrastructure in Austria thus proved to be a reliable cornerstone for its society, fulfilling its responsibility in line with its social mandate. With our investments in our transmission grid we are contributing to laying the foundations for achieving a safe and secure transformation towards a sustainable energy system, the electrification of businesses, industry and society, as well as the integration of all players in the energy system by means of digital platform technologies. Until 2032 more than 28,000 jobs all over Austria will be in/directly secured and a gross value added of approximately 2.1 billion €, as

well as a total fiscal effect of 985 million € will be attained. This means we are not only creating the infrastructure necessary for the energy transition and a secure power supply in the future, but we also serve as backbone of our digital society for future generations.

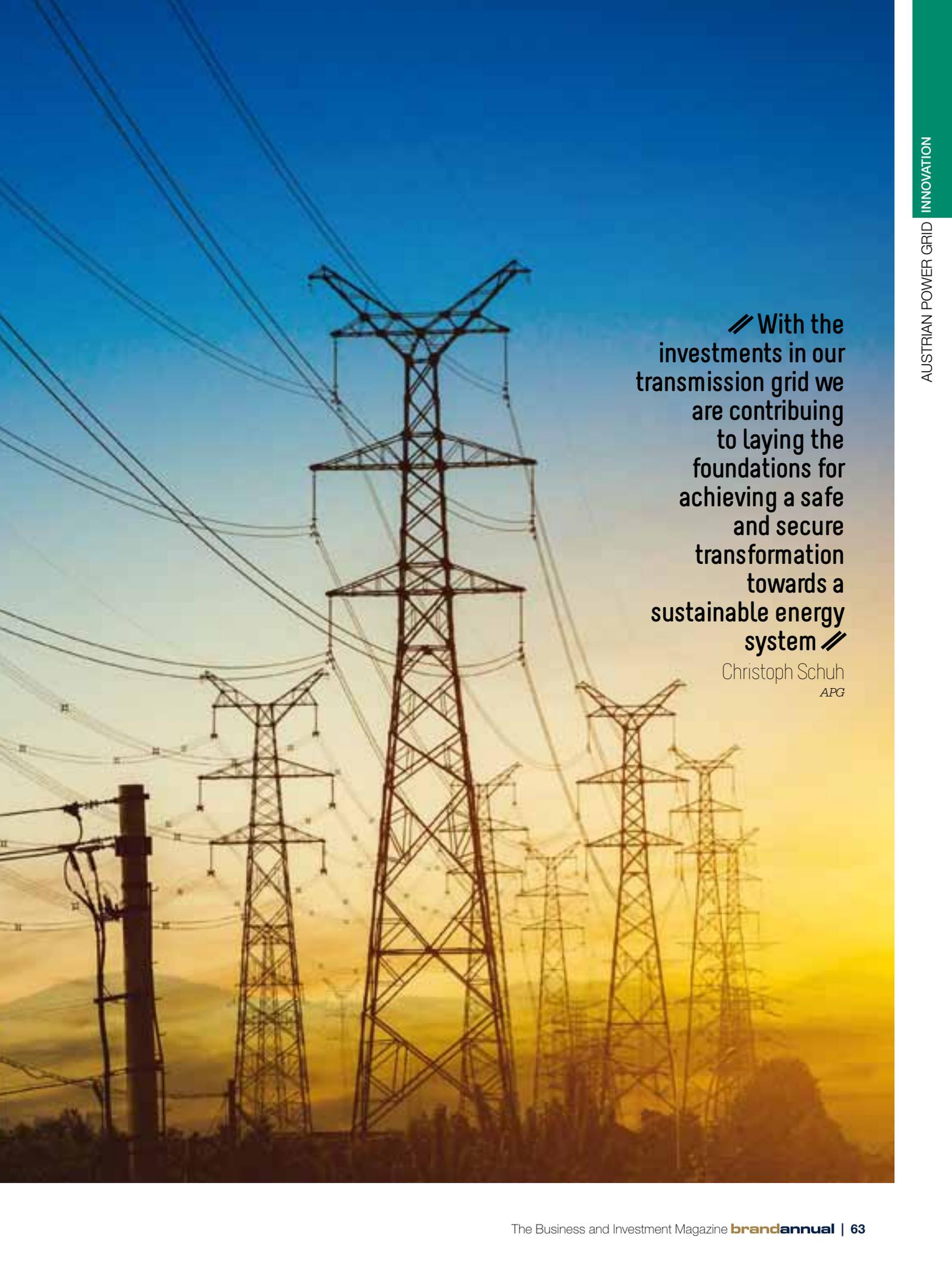
Infrastructures like APG's infrastructure create a certain economic value due to their long-term resilience. Therefore they are an integral component of a prospering, future-proof and innovative location. Trust in the quality of the service over decades is the indicator for the relationship between the infrastructure operator and the customers. The longevity, sustainability and quality of a service are the key features of a successful brand. Infrastructures are not always attractive but they are indispensable and thus collective fixtures of a modern location. In infrastructure brands we trust!



## Austria needs electricity infrastructure.



FOTOS: APG, WWW.FREEPIK.COM/CREATED BY EVERING\_TAO



/// With the investments in our transmission grid we are contributing to laying the foundations for achieving a safe and secure transformation towards a sustainable energy system ///

Christoph Schuh  
*APG*

# Marken – bedeutende immaterielle Wirtschaftsgüter im globalen Wandel

/// Eine etablierte Brand genießt in aller Regel Kundenvertrauen, das für den unternehmerischen Wettbewerb entscheidend ist. ///

Herbert Kovar  
Managing Partner  
Tax & Legal  
bei Deloitte  
Österreich

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

## Warum sind Markenwerte für heimische Unternehmen wichtig?

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

ihres Wertes. So entsteht auch innerhalb großer Unternehmen ein Zusammengehörigkeitsgefühl.

Doch darf der Nutzen für Unternehmen in neu entstehenden Geschäftsfeldern nicht vergessen werden.

## Inwiefern beeinflussen sich Digitalisierung und Marken gegenseitig?

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

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

## Wie hat sich die Corona-Pandemie auf Österreichs Marken ausgewirkt und wie wird sich die Ukraine-Krise auswirken?

Die letzten zweieinhalb Jahre zeigen deutlich, dass heimische Unternehmen mit gut etablierten Marken widerstandsfähiger sind und die Krisen entsprechend besser überstehen können. Da starke Brands nachhaltige sowie langfristige Cash-Flows erwirtschaften, können sie kurzfristige Cash-Flow-Ausfälle besser ausgleichen. Sie sind damit resistenter gegen unerwartete krisenhafte Entwicklungen – und das ist entscheidend in diesen Tagen.

## Wie unterstützt Deloitte Österreich heimische Markeninhaber?

Deloitte sieht sich als One-Stop-Shop-Dienstleister. Dazu gehört die steuerliche Planung bei der Schaffung, Nutzung und Pflege von Marken durch Deloitte Tax in Österreich und weltweit. Deloitte Financial Advisory unterstützt bei der Bewertung von Marken und Lizenzen. Deloitte Legal wiederum hilft bei der rechtlichen Absicherung von Brands sowohl in Österreich als auch auf globaler Ebene. Im Rahmen dieser Dienstleistungen wird besonderes Augenmerk auf die sich verändernden Rahmenbedingungen im globalen Wandel gelegt.



## One-Stop-Shop für heimische Markeninhaber

Von der steuerlichen Planung beim Schaffen, Nutzen und bei der Pflege von Marken bis hin zur Bewertung und rechtlichen Absicherung.

Wir unterstützen Sie bei der Realisierung Ihrer Ziele in den Bereichen Wirtschaftsprüfung, Steuerberatung, Rechtsberatung, Consulting, Financial Advisory und Risk Advisory.

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# „In Brands We Trust“ – the functions of trademarks

"Our favorite cookie should taste and look the same as always." — with these words Gerald Ganzger described the functions of brands well at this year's brand value study. A registered trademark has various functions. With a registered trademark, the associated trademark functions are also legally protected. This circumstance arose from the case law of the European Court of Justice (ECJ) and has also been continuously developed by the ECJ.



While at the beginning only the so-called function of origin of the trademark was legally protected, the ECJ, in particular in its decision C-487/07 of 18th June 2009, expressly mentioned further trademark functions (including the trust function of the trademark), which are also legally protected. In this context, there is also being talked of the so-called function doctrine.

## The function of trust of a trademark ("Vertrauensfunktion")

We all associate a certain expectation of consistent quality with a specific trademark. The function of trust (also called quality or guarantee function) legally protects exactly that: The trademark should enable the trademark owner to arouse and ensure the expectation of a certain, constant quality and characteristics in the

prospective customers or buyers of his goods or services.

The function of trust is basically very similar to the function of origin - both guarantee consumers the identity of origin of the goods or services marked with the trademark and enable them to distinguish products from products of other origin without any risk of confusion. The function of trust, however, goes beyond the function of origin. While the function of origin means an origin-related guarantee of the identity of origin in the sense of a uniform responsibility for control, thus the origin from own production, the function of trust also guarantees the absence of changes in the quality of the goods or services in the subsequent stages of distribution. This is made clear by the following illustrative example:



**If a product is manufactured** by a third party and falsely labelled with the specific foreign trademark and thus incorrectly identified as a trademarked product to that effect (counterfeit trademarked product), this affects the origin function of the trademark. If, on the other hand, an original branded product is repackaged or subsequently altered by a third party, this affects the trust or guarantee function of the trademark.

#### **Further functions of a trademark**

In addition to the function of trust, a trademark also has other legally protected trademark functions. Some of these are explained in more detail below, although this list is by no means exhaustive.

#### **The function of origin ("Herkunftsfunktion")**

According to the historical, legal under-

standing, the function of origin is one of the main functions of trademarks. In this sense, trademarks identify and indicate where (from which "source") the goods or services originate or to whom they are to be attributed. In this context, the ECJ also often speaks of trademarks serving to guarantee the origin of goods or services. The origin function of trademarks is thus always impaired if the impression could arise in the minds of interested parties or customers that the goods or services of a third party originate from the trademark owner's company.

**In the recent past**, however, the classic function of origin of trademarks has changed to the effect that it is no longer primarily a question of the origin of the goods or services from a particular business, but rather of the attribution (in the sense of responsibility) to a partic-



## ///... the function of origin is one of the main functions of trademarks. ///

Mag. DANIEL SOELLNER

*Associate, specialized in trademark and media law.*

*He also advises in the fields of civil law and litigation.*

ular trademark owner. The current legal understanding of the function of origin is therefore primarily in the direction of product responsibility of the trademark owner.

### **The distinguishing or individualising function (“Unterscheidungs- oder Individualisierungsfunktion“)**

The distinguishing function is already a basic function of trademarks because only distinctive signs can be registered as trademarks. A sign that has no distinctive character and thus cannot serve to distinguish goods or services cannot be registered as a trademark.

**The distinguishing function** is thus also one of the main functions of trademarks. In particular, trademarks should make it possible to individualize goods or services out of the anonymity of the market. They are intended to guarantee the identity of origin of the goods or services designated by trademarks to interested parties or customers, in that the trademarks make it possible to distinguish the

goods or services from goods or services of a third party without any likelihood of confusion.

### **The advertising function (“Werbefunktion“)**

The so-called advertising function of trademarks is also recognized by the case law of the ECJ. The trademark owner regularly wants to use his trademark for advertising purposes in order to inform interested parties or customers about his goods or services and to convince them to buy them. The interest in advertising with trademarks is therefore legally protected.

**An encroachment** on the advertising function of another's trademark always occurs if the trademark owner's possibility to use the trademark as an element of sales promotion or an instrument of commercial strategy is impaired. A prerequisite for the infringement of the advertising function of trademarks is that the trademark owner is actually restricted or hindered in his own advertising activities.

# Thinking outside the box is not just a phrase, but rather our approach to legal advice.



**“Grow your market share. Leave protecting your business to us.”** That is what lawyers usually say. At LANSKY, GANZGER, GOETH, FRANKL + partners we do not limit ourselves to presenting legal issues. Native language experts, lawyers and advisors from more than 20 nations bring the necessary skills to the table to solve a wide range of problems in day-to-day business life. Our geographic reach extends to Southern Europe, into the CIS area, and Asia.

## WE PROVIDE ADVICE ON:

- Company formation and M&A
- Setting up sales structures
- Labour law issues
- Market launch of products and services
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VIENNA

BRATISLAVA

NUR-SULTAN

SKOPJE

# Stability and Sustainability in the investment community

Nowadays responsible investors evaluate companies using ESG criteria as a framework to screen investments or to assess risks in investment decision-making.



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**As regulation tightens** and social pressure increases, ESG has become a priority for global companies as they build their supply chains in a sustainable manner. Regulations and public pressure continue generating further demand for ESG investment data and initiatives applicable to public companies across several industries.

**According to the Refinitiv ESG Trends Report 2021**, the future looks bright, with an unprecedented 30 trillion-dollar wealth transfer—which will land in the hands of (mostly) millennials, who have shown themselves to value sustainable and socially responsible investments.

**The pandemic has exposed** the cracks and societal issues in our system. In doing so, it refocused our attention on each of the different facets of ESG. Current investment strategies don't take into consideration the nonfinancial impacts of climate change and other ESG issues. The key, moving into the new decade, will be to create forward looking climate risk models based on past physical risks.

**We can see four major ESG trends** that are predicted for the next five years. Regulations and public pressure will continue generating further demand for ESG investment data and initiatives applicable to public companies in several industries, including the supply chain and logistics sectors. Information and reporting requirements are expected to become stricter, as enforcement actions related to ESG compliance will become more effective and specialised than in the previous three years (2019-2021).

**This period has seen regulations** include the EU's Directive on Mandatory Environmental and Human Rights Due Diligence and Germany's Corporate Due Diligence Act. Finally, we believe that boards will continue empowering compliance officers and investing more in their compliance departments by delegating tasks related to formulating and implementing effective ESG policies and processes.



/// **The future looks bright, with an unprecedented 30 trillion-dollar wealth transfer—which will land in the hands of (mostly) millennials, who have shown themselves to value sustainable and socially responsible investments.** ///

Dr. Barnabas Acs  
- Sustainable Investing  
& Sustainable Finance  
- Global Director,  
Sales Strategy  
& Execution, LSEG





# DIGITAL TRANSFORMATION

## the way we have to go.

The interest in digital transformation has increased dramatically and received a huge boost from Covid 19. Take any company and you will find that digital transformation is at the top of the priorities.

The problem, however, is that this topic is so broad that most managers don't go into depth when discussing it. And this is mainly because the term "digital" can have very different meanings for different people. It can mean anything from the introduction of new technologies to automated operations. In addition, the term transformation is a synonym for change. How can you define something that means „change“?

### Today, industry dynamics and

ever-changing consumer behavior are the two biggest external factors driving digital transformation. You can see how everything is changing, how the world is exchanging pen and paper for a tablet, how processes are becoming more and more digital, and how buyers are buying more and more digitally and demanding digital products. This is a problem for many small and medium-sized companies because they did not digitize in time and now suddenly realize that they are missing it. Thanks to recent advances in the digital world, consumers expect every business to have some form of digital presence, and this expectation is the biggest factor forcing businesses to modernize their operations and interact with customers digitally. For companies, adapting digitally is no longer a nice to have, it has become a necessity. However, the steps involved in digital transformation, and developing a modernized company around any business idea, with-

out an experienced partner can be very challenging. This is why the team around Essentio made this topic their mission.

**Essentio is an independent** company builder, with a team of experienced entrepreneurs and innovators based in Vienna and Graz. The team around Essentio not only enables existing companies to discover their unique competitive advantages by creating innovative ventures outside the narrow confines of their business operations but also helps corporates, start-ups, and solopreneurs in their journey from an idea to a functioning digital product and business.

**Derived from the Latin** word „essentire“ (making real), the whole DNA of Essentio is about making ideas become reality. As a company builder Essentio accompanies its customers during the whole journey from the idea stage to the validation and implementation of new business models. Their range of services includes all services from business model development and innovation consulting to UI/UX design and prototyping of digital solutions aimed at a specific target group. Instead of tinkering with concepts for ages, the team of Essentio prefers a hands-on mentality to quickly implement a digital prototype with real users. Using the available resources as efficiently as possible while ensuring constant quality is the top priority.

**The mere fact that** digital transformation is still in its infancy in German-speaking countries and that terms such as web 3.0, Blockchain, Tokens, and NFTs are used in

newspapers and articles daily nowadays and yet very few know what the terms are about, clearly shows what potential there is in the market for those who proactively deal with these topics at an early stage. With all the "new" terms around the topic of digital transformation and the fast-paced development of technologies, it is understandable that a lot of people ask themselves while hearing of a term like "web 3.0", what is that actually? and what happened to web 1.0 and web 2.0? and how is all that different from the internet I use on daily basis?

**In Web 1.0** it was possible for the first time to consume content online like e.g. e-mails or read texts on websites, while with Web 2.0 it was possible for the everyday user to create content and share and communicate through social media like Facebook, Twitter, etc. Meanwhile, Web 3.0 enables digital ownership.

This probably sounds very strange for many people, digital ownership, why do you need that? But especially as an entrepreneur or brand, this is the future. Gen Z & Gen Alpha have grown up using the Internet daily, for them it is normal to have a digital world in addition to the real world.

**Now many wonder how** to become part of this advanced digital world. This is quite simple, the tool for this is the blockchain, an international operating system on which programs run that can no longer be changed and this is the safest technology when it comes to ownership, copyright, or proof of authenticity.

**Large corporates, like Louis Vuitton,**

Gucci or 'Der Kuss' by Gustav Klimt are already doing it and have entered the digital world through NFT campaigns. The signature example of how to create NFT campaigns for new revenue streams as a brand or even as an association is the organization WWF from Germany, who raised a substantial amount of funds by selling NFTs of endangered animal species. At the same time each buyer of an NFT has received a unique image of the animal from an artist, which really exists only once. What big brands or the WWF does is important for every company and every brand, to grow in a stable and sustainable way in the future. The step into the new digital world is inevitable because the future customers are already there. The goal of Essentio is to bring companies and brands into the digital world and create new revenue streams and sustainable growth, which is now more important than ever.

**But not only the** Web3.0 will bring sustainable growth for your business. Also, to work together and support others will help you to have a sustainable growth in your company. During the pandemic a lot of new entrepreneurs entered the industry and found the time to make their ideas become reality.

In the past, we have already scouted more than 30 000 start-ups all over the world and created an own accelerator program to support them while growing their business around their ideas. You can say, entrepreneurship is anchored in our DNA, which is why we also invest in start-ups to support good entrepreneurs in building their businesses: With the UK-based Smart Impact Group, we are a shareholder in ten

emerging and promising startups, which we support with our know-how on their way to success. Stack and Pynk are two particularly successful companies that are doing great under the guidance of Smart Impact Group: Stack, a web browser, conveniently stacks web apps for easy access at any time. The revolutionary fintech community app Pynk enables crowd investing in the easiest way possible.

**With our company Essentio**, we want to bring entrepreneurs together, support each other and help other businesses to go the step in the new digital world with alternative financing, with the worth of brand and the customers and employees of the future. Let's build together the bridge between the real world and the new digital world.

**Christian Vancea / CEO/ Co Founder**

**Essentio:** *„It is not about pitting the old world against the new world but finding the most efficient combination for a sustainable growth in the future.“*

**Dominik Renner / CEO / Co Founder**

**Essentio:** *„We want to bring digitalization and the benefits in a more easy and secure way to companies and support great ideas of upcoming entrepreneurs and hidden champions.“*

**Bettina Rieger / Member of the advisory board OPREM GROUP:**

*"During the pandemic, digitalization and entrepreneurship became more important than ever. While at the same time new technologies around Web 3.0 are becoming more and more popular. The international ecosystem of the OPREM GROUP with all its associated companies is the perfect partner for your*

*business and for all topics related to the digital world. This is the way for sustainable growth for companies and brands in the future."*

**More information you can find on our websites:**

**essentio.com**  
**opremgroup.com**

**Essentio and Smart Impact Group** are part of the OPREM GROUP ecosystem which is based in Vienna, Graz, Innsbruck, Frankfurt, Zürich, London and Dubai.

**Together with the other** companies, luna agency – a worldwide event and social media specialist, Hackabu Growth Consulting – the leading growth marketing agency focussing on data and performance driven sales and marketing and Burning 7 – which combines design and content in all formats and operates the online products FOOGOO – an online cookbook with star and hobby chefs and boutgamers the number one gaming platform in Austria, Germany and Switzerland, stay tuned there is more to come.

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HACKABU



FOOGOO



# Sustainable Brand Reporting

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

## BRAND AND SDG EVALUATION PROCESS AND REPORTING

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

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

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

## REPORTING AND INTERFACING WITH OUTSIDE PROFESSIONALS

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

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

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

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

## OUTSIDE AUDITS

An outside audit can ensure that requirements and guidelines are examined and determine whether they meet the required standards. Audits can provide the initiators of continuing improvement changes with important feedback on the effectiveness of their measures.





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

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

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# Increasing Start up Company Valuations through Creating Valuable Brands

Brands are probably the most valuable and still the least understood intangible assets, creating economic value and sustainability. The European Brand Institute conducted an analysis which tests the effect of brand value creation on the financing costs of a firm, as well as on other financial statement components.

Brands contribute more to shareholder value creation and company valuations 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. Especially in the area of growth capital and digital business models the issue of financing based on equity and debt capital is very important. Strong and valuable brands can act as collateral and enable better and easier access to finance.

## HOW BRANDS CREATE VALUE

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

Brand value is a term which comprises the combination of various factors such as the trademark logo, name, recognition, and reputation. Certain factors of a brand value such as the recognition, association of the logo and the name with certain ideas or branded statements or visions, are long-lasting in the memory of an investor and cannot easily be eradicated.

## THE IMPORTANT ROLE OF BRANDS AND INTELLECTUAL PROPERTY (IP)

As intellectual property (IP) and intellectual property rights play an increasingly important role in corporate strategy, the accurate valuation of IP remains a major obstacle to their emergence as a tradable asset class. The intangible assets created through the processes of innovation represent a major share of the value of today's businesses. Despite their fundamental importance, the understanding of IP and IP rights does, however, differ widely amongst businesses large and small.

The importance of intellectual property rights 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.

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.

OECD sees an increasing proportion of the assets owned by SMEs are non-physical or "intangible". While they are seldom recognized in company accounts, these intangibles are major contributors to business value. The assets have been demonstrated by many studies to be

closely associated with high levels of growth (in both turnover/profitability and employment). Investment in intangibles is therefore desirable for individual SMEs, driving competitive differentiation and merger/acquisition activity, as well as for national economies.

**It follows** that better availability of debt-based finance should unlock more growth and enable firms to invest and innovate. While intangible assets have relevance across a range of funding types and purposes, such as grants, soft loans and equity instruments, market failures and hence the rationale for policy intervention are most apparent when it comes to debt financing.

**A steadily increasing number** of countries, particularly in Asia, have gone further and set up special schemes to address the challenges associated with collateralizing intangible assets. In certain cases, "ringfenced" funds have been established by development banks; in others, combinations of subsidies and guarantees have been used to encourage private sector engagement.

## HIGHER COMPANY VALUATIONS THROUGH STRONG BRANDS

For the valuation of a company financing costs are crucial.

Most financing activities are conducted via external capital. The costs of financing takes into account the existing target capital structure and shows through which channels the company is receiving its financing and how much it has to pay for it.

**Since most European companies** are financed through debt capital, a reduction

in financing costs would have a significant positive impact on long-term borrowing capacities of the whole economy. The European Brand Institute conducted an analysis which tests the effect of brand value creation on the financing costs of a firm, as well as on other financial statement components. In particular, we focus on the cost of debt financing channel and find a stronger cost-reduction effect of brand value on cost of debt than on the costs of equity financing.

**This implies that other** target capital structure components offset the cost-reduction effect of brand value on cost of debt. Moreover, the effect appears to be more sustainable than through other financing channels.

**Brand value correlates positively** with several important performance indicators like revenues, earnings, net income, return on equity, the stock price, enterprise value, and other financial ratios. The positive impact of Brand Value on cost of debt and financing is interesting because strong brands prove to enable better equity financing and also better and cheaper financing with debt capital.

**Our data currently allows** confirmation of this and the conclusion that companies leading in brand investment do perform better and show higher company valuations.

We can see that Brand value mostly affects sectors which are more dependent on individual consumer behavior, rather than on corporate business structures, than other sectors. These sectors are Financials, Healthcare, Logistics, Telecommunication, Textiles, Apparel & Luxury Goods, and Travel.

/// **Our findings support the hypothesis that an increase in brand value lowers the financing costs of a firm and therefore also increases the company valuation.** ///

Dr. Gerhard Hrebicek, MBA  
*President European Brand Institute*  
*WBAF Austria Country Chair*

**Further, we find that** brand value elevates debt levels due to increased business operating activities. However, since the increase in brand value lowers the financing costs at the same time, this debt becomes serviceable and thus, contributes to a sustainable long-term development of the company.

## CHANGE IS INEVITABLE

**There is a powerful** reason to believe that change is inevitable which implies a substantial growth potential of the intangible economy. Intangibles have long surpassed tangibles as a percentage of GDP and are increasing in all developed countries. Beyond this, investment in brands may increasingly separate leading high profit companies from laggard companies.

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





**Brands become more  
and more valuable!**



**Brands are an instrument for the economic development of every enterprise and organization, city and destination and economically not well developed region. In new markets with a growing middle class, the value of brands will continue to grow.**

# Vienna—a brand for millennia

For over 2,500 years, Vienna has been a hub between cultures and a center of trade.

Even back in those days, the Danube was an important trade route between Central Europe and ancient Greece and thus a transport route for goods, but also for ideas.

Long before Vienna echoed to the sound of violins and pianos, there was a fortified Celtic settlement. As early as 200 BC, the peaceful relations between the Celts and Rome led to good trade relations. In the 1st century AD, the Romans established a legionary camp here called Vindobona. At its height, over 30,000 people lived here - a colourful mixture of Romans, locals and immigrants from all parts of the empire. In the Middle Ages, Vienna's economic base was in the equally balanced trade relations between West and East, North and South as well as in winegrowing. Later, the imperial city of Vienna developed into the prosperous capital of a major European power. So one can truly say Vienna has been a brand for trade and cultural exchange for millennia.

Today, Vienna is known internationally for its imperial heritage, music and cultural attractions, culinary culture (Mehlspeisen - Viennese desserts and Heurigen -

traditional Viennese wine taverns) and as a green city, but also as a location for international organizations and congresses. But Vienna offers so much more than the philharmonic and schnitzel - it is also a hub for innovation, tech and a rich breeding ground for startups.

## VIENNA: A STARTUP CITY THAT IS QUICKLY SCALING UP

The city shines with four home-grown tech unicorns - Tricentis, BitPanda, Go-Student and TTTech - as well as booming sectors in the life sciences, additive manufacturing and creative industries. As the tech and science sectors grow, so do network effects and economies of scale.

Vienna is hard at work supporting the local startup ecosystem, particularly through the Vienna Business Agency, which provides startups and other businesses with consultations, training as well as funding - including special funding packages for startups. At the same time, the Vienna Business Agency helps international companies and expatriates get started in Vienna and supports them in finding suitable commercial and industrial real estate and networking with relevant local actors.

These initiatives are given a further boost by ViennaUP, the start-up festival initiated by the Vienna Business Agency. This year, from 27 May to 3 June, around 10,000 people from 67 countries attended more than 60 events organised by local and international programme partners throughout the city. The ViennaUP festival programme is developed directly by the Viennese startup community for an international target group and, unlike other startup festivals, takes place in a variety of locations, from university halls to the Hofburg to an old bread factory that has been



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converted into a residential and commercial space. International interest has been great and is growing: This year, 228 startups from all over the world applied for the Startup Package Vienna for a cost-free trip to get to know the local ecosystem.

**Conclusion? Vienna is a** growing hotspot for economic, technical and social innovation and ViennaUP'22 is the best format to showcase Vienna and its economic potential to an international audience.

- 1.) *Manufacturing day*
- 2.) *Beachclub "Hermanns" at the danube*
- 3.) *Worldcup*
- 4.) *InnoDays28*
- 5.) *Creative days Vienna 2022*

# How to create region brand management

**An effective region brand management not only creates more competitive regions and cities, but also increases innovation and civic engagement.**

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

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.

## 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



# Successful region management pays off

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.

/// The origin of brands is an important competitive advantage in our global economy. This is especially true for cities and regions. ///

Alexander Biach

*Deputy director Vienna Chamber of Commerce & Industry & Vienna business location advocate*

## INTEGRATED BRAND MANAGEMENT FOR CITIES AND REGIONS

### Region Brand

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

Region Brand

Regional product Brands

Leading company Brands

Citizens & stakeholders

### Brand Certification

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



### 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.*

# The important role of IPRs

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

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

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

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

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

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

## THE EUROPEAN VIEW

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

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

According to latest studies, large com-

panies 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.



FOTO: WWW.FREEPIK.COM, IMAGE BY PIKISUPERSTAR



## EU ACCOUNTING RULES

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

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

- 2) An asset is identifiable if it either:
  - (a) Is separable, i.e. is capable of being separated or divided from the entity and sold, transferred, licensed, rented,

or exchanged, either individually or together with a related contract, identifiable asset or liability, regardless of whether the entity intends to do so; or

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

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

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



# SUSTAINABLE BRANDS CREATE PROSPERITY

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?

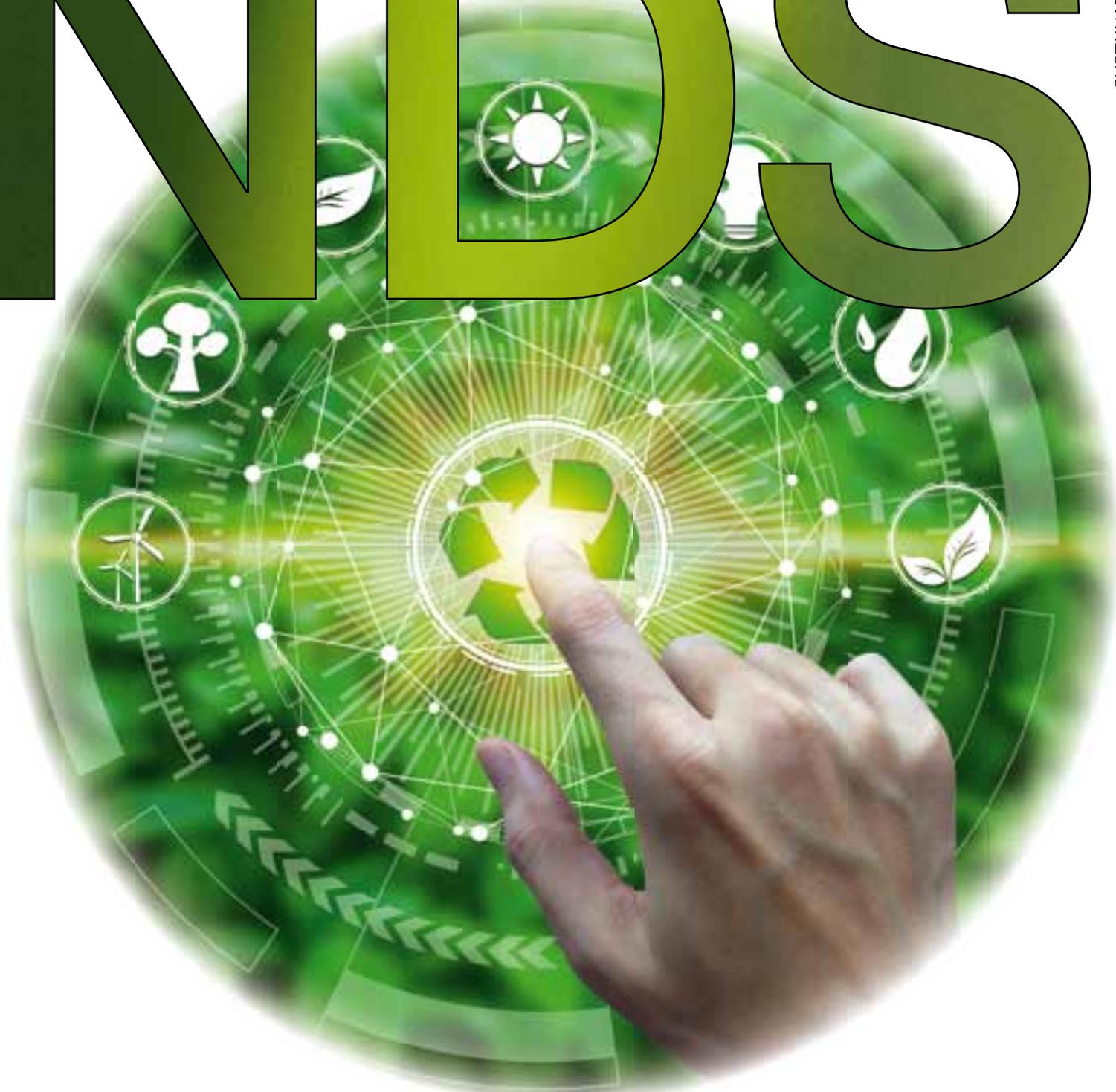
Brands contribute more to shareholder

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

**As an intangible asset,** the value of brands will become one of the most important indicators of relevance to the balance sheet and a tool for financial investments. The ability to measure and grow the contribution of brands has emerged as a critical

# NDS



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.

/// To understand how sustainable brands are built and how they can be measured, managed and reported on, nowadays is essential for companies and professionals. It is as important as how brands can be secured and used as business assets. ///

Dr. Gerhard Hrebicek



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

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

- **Brands as the key for sustainable development**  
adding value to products and services, improving competitiveness of companies, organizations, cities and regions, contributing to increased exports and market access, linkages with innovation and creativity, supporting business resilience to external shocks.
- **Brands for Locations, Cities and Regions**  
including regional “Heritage” Brands to improve the linkages and integration of traditional and creative industries into other economic sectors such as the tourism industry (destination branding), usage of Protected Designation of Origin and Protected Geographical Indication; regional Brands as contribution for the Regional Development.
- **Brands for companies, SMEs and for internationalization**  
improving competitiveness for companies and SMEs, formation of clusters, business and innovation parks, Innovation and Entrepreneurship, leading to more attractiveness for talents, loyal customers, increased and more sustainable sales, better market positions, increased exports, new segments and markets.
- **Brand investments, funding and financing**  
Value, growth and prosperity can be created through investment in brands and brand management as a prerequisite for more profitability and scalability of businesses. Brands enable superior returns, reduce the downside risk, are less volatile and show better fundamental performance. Consider impact investing to fund the achieving of UN SDGs and to create sustainable growth.





### ABOUT EUROPEAN BRAND INSTITUTE

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

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

# APA-PRESSEZENTRUM

## Strong Brands stand for Sustainability

On the occasion of World Intellectual Property Day, April 26<sup>th</sup>, the European Brand Institute invited high-class experts to the APA press center to discuss the importance of Intellectual Property Rights.

Every year on April 26<sup>th</sup> World Intellectual Property Day (#WorldIPDay) is celebrated to highlight the importance of intellectual property rights. In keeping with this year's theme, "Innovating for a better future," the Sustainable Brand Talk explored the role of intellectual property (IP) rights in promoting innovation and sustainability.

"The global economy is dominated by intellectual property and intangible assets, especially strong and valuable brands" explained Gerhard Hrebicek, President European Brand Institute in his opening statement. "IP rights, especially trademarks are the most valuable and still least understood assets today," he indicated.

The expert talk chaired by Sonja Kato with Julia Andras, LGP Law Attorneys, Valerie Höllinger, Austrian Standards Institute, local attorney Alexander Biach, Vienna Chamber of Commerce, Herbert Kovar, Deloitte Tax Austria and Gerhard Hrebicek, European Brand Institute on the topic of "Innovating for a better future" explored the question of how brands and IP rights can

spur innovation and economic growth, be used as collateral for alternative forms of financing and why tokenization will shape the capital market in the future.

"The importance of Intellectual Property rights for society and the economy has become increasingly clear in recent years. Sustainable brands and Intellectual Property (IP) are essential for innovation in companies, because: Innovation needs brand and brands need innovation. Intellectual property rights such as trademarks, patents, designs, geographical indications and regional brands, copyrights, recipes and others ensure that innovations are brought to market as life-enhancing products and services," explained Gerhard Hrebicek.

"Standards and innovations go hand in hand. Standards innovate and innovations need standards. Every standardization process is a trend preview - it is always about topics and technologies of the future. In order to develop state-of-the-art or at the cutting edge of technology, knowledge of standards is essential. They serve as a

PHOTOS: PEKABAY, KATHARINA SCHIFFEL



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5

- 1) Valerie Höllinger,  
Managing Director  
Austrian Standards Institute
- 2) Bettina Rieger  
Managing Partner Essentio
- 3) Dr. Gerhard Hrebicek  
President European  
Brand Institute
- 4) Sonja Kato  
Business Coach and anchorwoman
- 5) Herbert Kovar  
Managing Partner Tax & Lax  
Deloitte Austria



Alexander Biach  
Deputy director Vienna Chamber of Commerce & Industry  
& Vienna business location advocate



/// Brands and intellectual property are among the most important assets of a company. A successful brand creates trust and ensures a sustainable and long term customer base. ///

Julia Andras  
Managing Partner LGP attorneys



springboard and are innovation drivers," said Valerie Höllinger, Managing Director Austrian Standards Institute, underlining the importance of standards in the innovation process.

"Sustainability means that business models are successful even if the general conditions in an industry or even the entire global economy change. If this is adequately communicated through the brand, higher creditworthiness, better access to customers, resources and - increasingly important - appropriately qualified personnel are ensured," Herbert Kovar, Partner Deloitte Tax Austria, is convinced.

"Brands and intellectual property are among the most important assets of a company. A successful brand creates trust and secures a sustainable and long-term customer base. The legal protection of trademarks and intellectual property rights is therefore a necessary measure to ensure economic success," Julia Andras, Managing Partner LGP Law Attorneys indicated.

"The origin of brands is an important competitive advantage in our global economy. This is especially true for cities and regions. My goal as a location lawyer is not only to make Vienna known as a city with a rich cultural heritage, but to actively position it as a health metropolis in the heart of Europe" affirmed Alexander Biach, Deputy Director of the Vienna Chamber of Commerce.

"The WICU ring or portable intensive care unit is the medical key to a healthy, long life. Through permanent intensive monitoring of all vital parameters, the wearer of the WICU ring is informed in time about any health disorder and thus receives all possibilities of timely intervention," Reiner Grünter, founder of WICU presented his vision of how to save lives with the use of nanotechnology in the healthcare sector in the form of the WICU ring.

"A brand (or IP) is one of the most important corporate assets. It is important to increase this in the long term and securely, and blockchain technology with all its possibilities can support us in this in a secure way", Bettina Rieger, Managing Partner



(f.l.t.r): 1) Herbert Kovar, Valerie Höllinger, Julia Andras, Dr. Gerhard Hrebicek, Bettina Rieger and Sonja Kato

Essentio presented how blockchain technology can be used to tokenize the asset brand and thus create an alternative financing instrument for brands and IP rights.

"Brands and IP rights can serve as collateral for financing. In one of our recent studies, we see that strong tokens also pay less interest. Increasing the availability of alternative forms of financing based on the monetary valuation of trademarks and IP rights would unlock more growth and enable companies to invest and innovate even more. This is especially true for innovative companies, which usually have few tangible assets but are relatively rich in innovations and IP rights," Gerhard Hrebicek concludes.



Hiroshi Kuniyoshi  
Deputy Director  
General UNIDO

# The importance of Branding in the post-pandemic world

**The COVID-19 pandemic and the ongoing economic turbulence have created unprecedented challenges for developed and developing countries alike, inducing devastating impact on all levels of activity ranging from small and medium-sized enterprises (SMEs) looking for ways to keep their businesses afloat to governments struggling to get key industrial sectors back on track.**



**T**he gradual recovery, largely led by the EU, the US, China and several other countries, has in some instances surpassed

expectations, although stark differences continue to be observed between regions and industries. As the international development community continues to explore recovery solutions on the scale between “business-as-usual” and “building back better”, this situation still holds significant potential in terms of accelerating the shift to more innovation-intensive and intellectual value-added practices, which will not only be decisive for tackling the immediate challenges, but also impact the future of promoting inclusive and sustainable industrial development (ISID).

**Against this backdrop and** benefiting from synergies unleashed within the long-standing partnership between United Nations Industrial Development Organization (UNIDO) and European Brand Institute (EBI), “Branding for Competitive and Sustainable Growth” (B4C), jointly developed service module, further expanded its thematic and geographical coverage drawing upon UNIDO’s extensive technical cooperation expertise for upscaling umbrella brands and EBI’s pool of knowledge in brand evaluation and brand certification.

**To date, the “B4C”** module has served as an indispensable competitiveness and market access improvement component integrated into UNIDO’s modernization and industrial upgrading projects, maximizing value addition through intellectual property creation, while also enhancing productivity, generating employment opportunities and

boosting business performance within a tailor-made technical assistance targeting SMEs, industries, regions and countries. With the ever-accelerating digitalization becoming one of the most important determinants of the present-day development landscape and shaping intangibles-oriented mindsets, the B4C module provides a timely response in terms of facilitating a country-, region- or enterprise-level transition to a more robust and competitive digital presence. As the question of how to increase agility in the crisis-threatened development context comes up to the surface, B4C, to a significant extent, represents a shift away from classic growth and crisis mitigation paradigms, opening the path to discovering approaches and tools associated with innovation, creativity and distinctiveness.

## **BRANDS AS A KEY RESILIENCE FORCE IN THE ERA OF DIGITALIZATION: TEXTILE AND GARMENT INDUSTRIES**

**Recurring quarantines and distancing** measures, shrinking customer demand, disrupted supply chains and shutdown of offline sales channels – the impact of the COVID-19 pandemic has exposed textile and garment industry to a truly devastating distress. Amidst the imposed restrictions, UNIDO project beneficiaries in Armenia and Tajikistan found themselves to be well-equipped to instantly adopt digital know-how and grab online opportunities reorienting their sales promotion activities to social media marketing tools, e-commerce and online B2B platforms. This swift reorientation helped maintain business continuity by receiving production orders

PHOTOS: UNIDO





and signing contracts with new partners both domestically and abroad. “LA’AL Textiles” and “5900BC”, two original umbrella brands established and nurtured within UNIDO technical assistance projects, were at the heart of strategically planned on-line presence initiatives leading to a wider market outreach and more direct access to customers.

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

**To address the emerging** needs of Armenia’s textile and garment industry during the pandemic, UNIDO project provided support to beneficiary enterprises placing particular emphasis on online marketing, thereby giving them extensive opportunities to learn how to use digital technologies and maintain business continuity when conventional marketing channels become limited or unavailable. Drawing lessons from the pandemic, the project ensured that the “5900BC” brand producers strengthen their positions in local and international markets by efficiently using digital business tools, including social media marketplaces

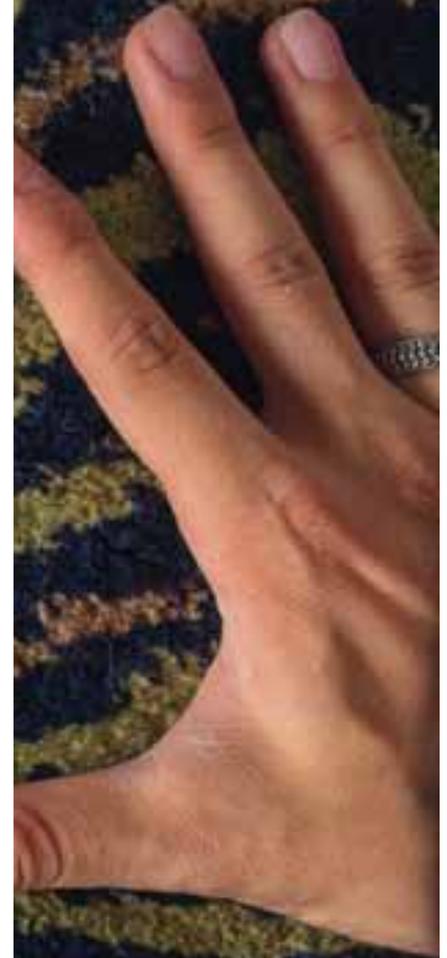
and E-commerce platforms to minimize crisis-related constraints. This also implies adopting a new market outreach vision underpinned by a strong brand identity with high-recognition value, customer trust and a robust network of business partnerships.

## SUCCESS STORY

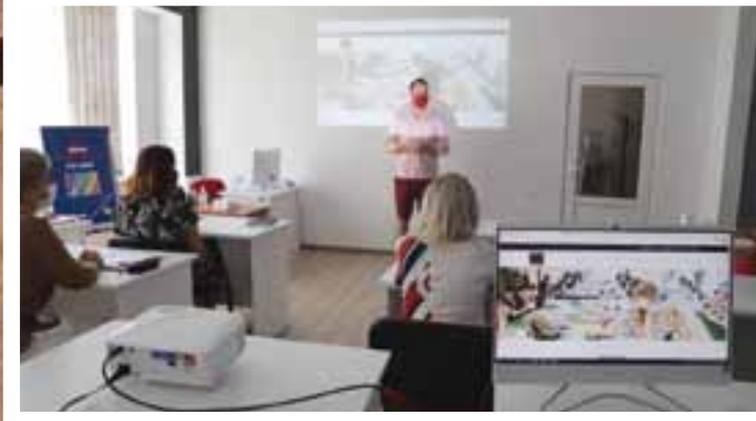
**In Tajikistan, UNIDO has** been implementing a project that focuses on industrial upgrading and modernization of carpet-weaving, embroidery and traditional textile sectors. During the project’s initial implementation phases, an umbrella brand “LA’AL Textiles” was created bringing together 9 enterprises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

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





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



## SUCCESS STORY

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

**Keeping a strong focus** on socio-economic dimension and development of human capital, both projects' ultimate aim is to ensure that, by embracing the digital transformation, beneficiary enterprises operating under umbrella brands will continue expanding visibility and building credibility in the digital realm, with the aim of preserving businesses continuity and maintaining jobs even amid such turbulent times. Going digital also means becoming more flexible and laying a solid foundation for dealing with external pressures in the future owing to a wider market outreach potential, as well as a growing customer base and business networking opportunities.

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

project cost of USD 1.9 million was recovered with additional tax income of over USD 4.1 million within the project period of only 4 years, which, in sum, demonstrates the investment promotion potential of the strategic brand management.

## WORLD-LEVEL BRANDING OF HEALTH INDUSTRY RELATED VALUE CHAINS IN CHINA

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

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



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

**On the practical side,** the project focuses on food and other health industry value chains, improving capacities of local SMEs to enable high quality production of safe origin-linked goods that meet technical requirements and demands of potential export markets. The project will also reinforce brand reputation management by helping local producers meet inherent consumer expectations towards wellness

improvement effects of the "Made in Bama" products, thereby also promoting its wider recognition as an international healthcare and medical tourism destination.

**Combined with a comprehensive** capacity-building approach enabling local tourism industry operators to offer high quality services, the intervention will contribute to accelerated employment and income generation. Becoming one of the key determinants of higher value-added products and services, the project's branding component will assist in unleashing the upscaling potential of Bama's rich natural heritage and establish widely recognized local brand identity as "Bama Longevity Healthcare" and "Water of Life" International Tourism Zone, thereby strengthening local value chains, increasing value-added retention and maximizing socio-economic gains. As part of the Bama umbrella brand's outreach effort, the project will support the organization and conduct of several international global forums, including the "World Health Forum" and the "Global Drinking Water Forum" tentatively taking place in the first quarter of 2022.





The longevous of Bama



# Innovation is key to a Brand

Chinese businesses are placing growing importance on brands, a new study says, as they move away from a focus on price and address the challenges posed by a consumer society and overseas expansion.



*Minister Chen Gang, Liu Pengjun (President CCB),  
Gerhard Hoffmann (President FBI)*

**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 institu-

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

## 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.

CCDB pays attention to the development and implementation of standards for brand products and services so as to consolidate the foundation of the brand and make them a symbol for the brand. Along with the development, standards need continuously revision in terms of brand innovations and development, so that the brands and standards enter the market synchronously.

/// **Market share, market size and significant sales revenue may keep a brand widely known for a while, but it is continuous innovation that keeps a brand in the market’s sight in a fast-changing world. ///**

CCDB Report

tions, 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 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.

# In Brands We Trust - Brand Creates Trust

For the 19<sup>th</sup> time, the European Brand Institute (EBI) conducted its Austrian Brand Value Survey and identified the most valuable brand enterprises. The results were presented to media representatives and brand managers on June 29<sup>th</sup>, 2022.

According to study author Gerhard Hrebicek, President of the European Brand Institute, "2021 was another challenging year, marked by the ongoing global pandemic. Sustainable brands emerged stronger from the crisis year as beneficiaries, because especially in the current dynamic they create trust and higher customer loyalty."

The ten most valuable Austrian brand enterprises are together worth more than EUR 34.6 billion, but show a very mixed picture in terms of brand value development with a range from -25% to +14%. The highest brand value growth in 2022 was recorded by the energy suppliers OMV (+14.6%) and Verbund (+10.3%), followed by Erste Group Bank (+8.4%).

## RED BULL OUTPERFORMS ALL WITH EUR 16.961 BILLION BRAND VALUE

The Red Bull empire was able to further increase earnings in 2021. Thanks to the excellent sales development in almost all target markets, a successful expansion strategy coupled with consistent cost management and the continuation of brand investments as well as the roll out of the

ORGANICS by Red Bull range, the enterprise once again increased its brand value by more than EUR 972 million (+6.1%). In addition, the growth and investment plans for 2022 are promising. With a brand value of EUR 16.961 billion, Austria's only GLOBAL TOP 100 brand enterprise is the undisputed leader in the ranking of the most valuable domestic brand corporations.

Despite the difficult business environment caused by the pandemic in 2021, Europe's largest gaming technology group NOVOMATIC was able to consolidate its second place with a brand value of EUR 3.033 billion (+2.2%) thanks to its innovative strength, consistent pursuit of sustainability goals, and efficiency enhancement measures, and also moved up to AAA and fourth place in the Sustainable Brand Ranking. This is impressively confirmed by numerous international awards and TOP rankings in renowned ESG ratings and the internationally highly recognized G4 player protection certification.

**TOP 3 RANKING FOR SPAR**  
The domestic retailer giant SPAR Austria Group was able to further expand its

market leadership despite pandemic-related challenges, successfully continues its expansion course in all business areas and heads onto the podium for the first time with +3.9% brand value growth and EUR 2.432 billion brand value.

**Austria's most valuable and sustainable** financial services brand Erste Group Bank was able to move up to 4<sup>th</sup> place with a brand value increase of +8.4% and a brand value of EUR 2.121 billion and scores well in sustainability, social banking and diversity, as evidenced by numerous renowned ESG ratings. The Raiffeisen Banking Group also increased its brand value by +5.0% and held 7<sup>th</sup> place with a brand value of EUR 2.011 billion.

### ÖBB: SUSTAINABLE AND FUTURE-ORIENTED

Under the motto "TODAY. FOR TOMORROW. FOR US.", ÖBB, Austria's largest climate protection company and most valuable domestic mobility and logistics provider, was once again able to increase its pioneering role as an investment and innovation driver and thus



important stimulus for the economy with innovative brand staging and numerous product innovations, increasing its brand value by +5.5% to EUR 2.075 billion and successfully maintaining its 5<sup>th</sup> place.

Still under pressure, Austria's most valuable luxury goods group Swarovski again suffered a sharp decline in brand value of -25.2%, falling to sixth place with a brand value of EUR 2.051 billion. The transformation process that has been launched has

/// The motto of our press conference this year, "In Brands We Trust", underlines the importance of the "guarantee or trust function" of brands. We all associate established brands with ideas about quality and characteristics. Our favorite cookie should taste and look the same as it always has. ///

Gerald Ganzger,  
Partner Lansky, Ganzger,  
Göth, Frankl & Partner

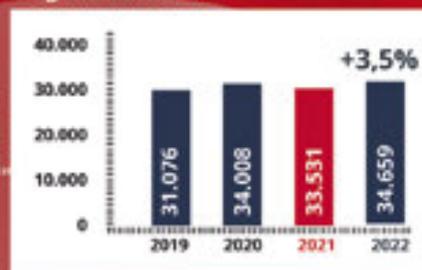
## TOP 10 BRAND CORPORATIONS AUSTRIA 2022

RANK	BRAND CORPORATION	BRAND VALUE	+ / -
1.	Red Bull	16.961	↑ 6,1%
2.	Novomatic	3.033	↑ 2,2%
3.	SPAR	2.432	↑ 3,9%
4.	ERSTE	2.121	↑ 8,4%
5.	ÖBB	2.075	↑ 5,5%
6.	SWAROVSKI	2.051	↓ -25,2%
7.	Raiffeisen	2.011	↑ 5,0%
8.	Verbund	1.481	↑ 10,3%
9.	OMV	1.422	↑ 14,6%
10.	XXXL	1.073	↑ 1,1%

Markenwert in Mio. EUR im Vergleich zum Vorjahr \*

## ÖSTERREICHISCHE MARKENWERT STUDIE

Entwicklung Markenwert TOP 10 Vergleich 2019-2022



Growth Leader TOP 10 Brand Corporations 2022 relativ

1.	OMV	+14,6%
2.	Verbund	+10,3%
3.	ERSTE	+8,4%

Growth Leader TOP 10 Brand Corporations 2022 absolute

in Mio. EUR	
1.	Red Bull +972
2.	OMV +181
3.	ERSTE +165

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(f.l.t.r): Herbert Kovar, Kristin Hanusch-Linser, Gerhard Hrebicek and Gerald Ganzger



/// **Now brands have to show attitude and prove their social contribution in the change.** ///

Kristin Hanusch-Linser  
Vice President IAA Austria

not yet borne fruit, with pandemic-related sales slumps and continued strong competition in the crystal components sector reinforcing the downward trend.

**Despite the pandemic, the** third-largest furniture group in the world, XXXLutz Group, was able to gain +1.1% and completes the TOP10 with a brand value of EUR 1.073 billion.

### SUSTAINABLE BRAND RATING AUSTRIA

The European Brand Institute has repeatedly assessed the contribution of brands to sustainable development in Austria in the sectors: transport, 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 as well as ISO 20671, was evaluated with the "EBI Scoring Model" and transformed into a "Sustainable Brand Rating". In addition, Austria's most valuable brand companies

were also examined for sustainability or externally perceived sustainable actions.

#### The sectors leaders are:

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

**ÖBB is once again** Austria's leading sustainable brand, followed by Erste Group Bank and Verbund. Furthermore, the crisis has shown that especially public brand companies of system-relevant industries, such as APG (Austrian Power Grid), Rotes Kreuz (Red Cross) or ORF (Austrian Broadcasting Corporation) have proven resilience and represent an indispensable basis for economy & society.

**Gerhard Hrebicek, author of** the study, President European Brand Institute, expert for brand and patent valuation and ISO Chairman shows the following insights and



# The Importance of Brand Standards

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.

Brands create values but need standards to measure them. 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 expecta-

tion of future economic benefits is the International Accounting Standards Board's accounting definition of a financial asset.

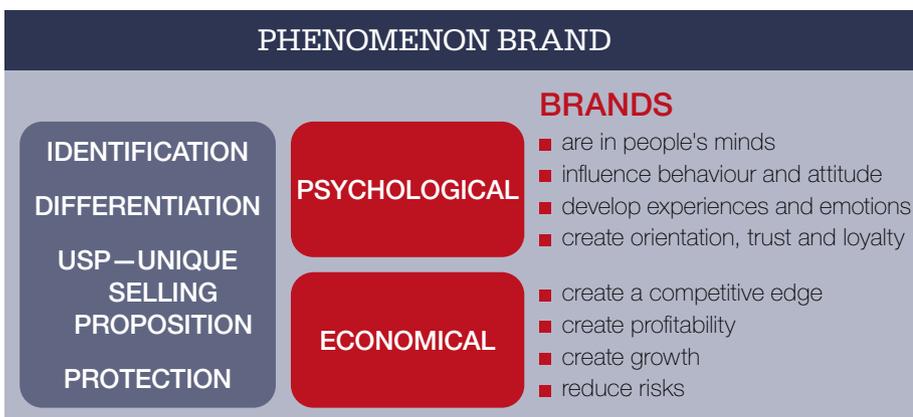
Intangible assets are now the key to economic growth and increasing corporate value. Unfortunately, as with intangible assets generally, it has historically been very difficult assign a value to brands or identify the metrics for brand management and reporting.

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

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



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

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

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

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

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

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

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

Dr. Gerhard Hrebicek



# How to build Brands

The Brand Academy is designed to provide value-based brand management training, focused on brand management, brand development and brand evaluation, based on the latest ISO standards.

The Brand Academy was founded from an idea to share the knowledge of independent brand & patent valuation experts and consultancy. We started our program creation and development in cooperation with the European Brand Institute (EBI) as

Europe's leading platform of brand value. With 20 years of proven experience in brand & IP valuation, European Brand Institute is serving as a certified legal team of experts.

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.

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

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

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



## CERTIFICATION

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



## POSTGRADUATE

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



## MBA

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

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

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

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



# BRAND ACADEMY

Live a Brand Life – Join the Brand Academy

in cooperation with



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

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

167

LESSONS

157

TESTS

35

MODULES

in accordance with



ISO 20671

# Make Brand Quality visible & measurable

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

/// A company that is not certified can only claim to own quality. A company that is certified can prove this quality. ///

Dr. Gerhard Hrebicek



**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.

#### What are Certified Brands?

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

#### Why become a Certified Brand?

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

Therefore, the ISO 20671 „Brand Evaluation“ has been developed for the measurement, management and reporting of brands. The new international standard is a framework that defines the dimensions for holistic brand management and enables companies, regions and associations to work efficiently to increase the brand value.

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.



CERTIFIED  
**BRAND**

ISO 20671

THE INTERNATIONAL SEAL OF  
QUALITY FOR VALUABLE BRANDS

TRIGGERS IMPROVEMENTS IN BRAND MANAGEMENT  
LEADING TO VALUE CREATION.



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

# VALUE TO BRANDS



Europe's independent brand & IP institute

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