

THE PLACE BRAND OBSERVER

PLACE BRAND LEADERS YEARBOOK

2024

SHOWCASING PLACE BRANDING AT ITS BEST

CHRISTCHURCH

OUR NEW STORY

BRABANT

YOU WILL FIND IT ALL #INBRABANT

TASMANIA

QUIETLY PURSUE THE EXTRAORDINARY

NEW ZEALAND

A NATION OF BOLD INNOVATORS

DESTINATION MEKONG

A REGION OF OPPORTUNITIES

Brand Finance[®]

Title Partner

Global Soft Power Summit 2024

with

The Rt Hon Sir John Major KG CH
Former Prime Minister of the United Kingdom



Inaugurating the 5th iteration of Brand Finance's Global Soft Power Index – the world's most comprehensive research study on perceptions of nation brands, surveying opinions of 150,000+ respondents in 100+ markets on all 193 member states of the United Nations.

The Summit will also unveil the findings of new research identifying the best nations in the fields of investment, trade, talent, and tourism attraction.

Join place brand managers from around the globe to explore the role of soft power in your work and learn about best practice in your field.

Wednesday 28th & Thursday 29th February 2024

Queen Elizabeth II Centre, London, SW1P 3EE

Admission for the event is free.

Follow the QR code to
learn more and register:



#SoftPower

softpower@brandfinance.com

The Place Brand Observer celebrates and connects location champions and place changemakers.

A place brand can be worth billions. It can bring focus and discipline to everything a local, regional or national government does, from economic development, talent attraction and attracting visitors to urban design and alleviating poverty.

Places, however, are complex, disparate, and often contradictory, which makes place branding enormously challenging. When it works, we reinforce our best selves in everything we say and do. When it doesn't work, we suffer through random ideas, borrowed strategies, and bad guesses.

Place branding affects us all, as residents and as visitors, investors and business owners. That's why we keep a close eye on the development of place branding as a field of research and practice, in addition to

showcasing location strengths and opportunities.

Florian Kaefer founded TPBO in 2014. His motivation back then: to connect place brand researchers with practitioners. During his doctoral studies in New Zealand he realized that most of the insights generated through research never made it to those who would benefit the most from them. So he created PlaceBrandObserver.com as a platform for sharing knowledge and connecting researchers with practitioners.

Although the site and network have grown considerably in reach and content over the last years, the core mission remains: to connect place champions and changemakers for the benefit of economic development, community well-being and sustainability.

Join the community, follow TPBO on [LinkedIn](#).



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Dear Place Branding Enthusiasts,

As the sun sets over another vibrant year in the world of place branding, it is both a privilege and a pleasure to welcome you to the Place Brand Leaders Yearbook 2023. Join me on a journey through the heart and soul of some of the most inspiring and innovative place branding initiatives from around the globe.

In this dynamic age of interconnectedness, where borders blur and digital highways unite us in ways previously unimagined, the role of place branding has taken on a new significance. No longer confined to mere marketing campaigns, it has evolved into a nuanced and strategic endeavor, shaping destinies and defining identities.

Our exploration begins with the notion that places are not just geographical entities, but living, breathing entities with their own unique narratives. This yearbook is a celebration of those narratives – the stories of resilience, vision, and collaboration that transform cities, regions, and nations into something more than the sum of their parts.

As I reflect on the conversations, insights, and revelations shared with experts, practitioners, and visionaries, one truth emerges: place branding is an art as much as it is a science. It's the delicate dance of identity and aspiration, of tradition and innovation. It's about understanding what makes a place tick – its history, its people, its values – and projecting that essence onto a global canvas.

The pages ahead are a testament to the fact that place branding is not limited by size, industry, or geography. Whether it's a bustling, diverse metropolis embracing

sustainable urban planning, a serene coastal town reviving its cultural heritage, or a tech hub positioning itself as the next innovation epicenter – each story reveals the power of vision coupled with action.

But beyond the glossy narratives and polished presentations, place branding is about impact. It's about creating environments where people thrive, businesses flourish, and cultures intermingle. It's about enhancing the quality of life for residents and offering irresistible propositions to investors and visitors. It's about fostering a sense of pride that binds communities together and beckons the curious wanderer.

With every page you turn, I encourage you to delve into the nuances, to unearth the strategies, and to celebrate the victories. Let these stories spark conversations and kindle ambitions. Let them remind us that, in the realm of place branding, there's no blueprint for success, but there are principles that guide us – authenticity, innovation, inclusivity, and a genuine commitment to positive transformation.

On behalf of The Place Brand Observer team and Chameleon Strategies, our publication partner with this edition, I extend my gratitude to all the contributors who have generously shared their insights and experiences.

Let this yearbook be a compass, guiding you through the ever-evolving landscape of place branding. Let it inspire you to discover new possibilities, to engage in meaningful dialogues, and to chart your course towards making your place not just a dot on the map, but a beacon of aspiration and achievement.

With warm regards,

Dr Florian Kaefer

Publisher, Place Brand Leaders Yearbook 2024

floriankaefer.info



Dear Reader,

It is my great pleasure, privilege and honour to be able to introduce this brand-new first edition of the Place Brand Leaders Yearbook; the 2024 edition.

One of the reasons – I suspect – why Florian invited me to write this foreword is that this yearbook is sort-of a continuation of a tradition. The late Professor Dr Frank M. Go (my mentor) and I were commissioned in 2009 by publisher Palgrave Macmillan to co-edit a series of three place branding yearbooks: International Place Branding Yearbook 2010: Place Branding in the New Age of Innovation; International Place Branding Yearbook 2011: Managing Reputational Risk; and International Place Branding Yearbook 2012: Managing Smart Growth and Sustainability. The character of these yearbooks was very different from the one in front of you. Our yearbooks were mostly academic while Florian’s yearbook – and probable future yearbooks – are primarily done by and for practitioners. That is good news – showing how the field is advancing- and it is great to see that new life has been breathed into the idea of a place branding yearbook.

This yearbook has some great case studies in it. Some of the places represented are already famous in themselves, some less so; others are showing that they have been successful in raising their profile and how they did it. It is also good to see that the complexity of place branding is represented in these cases. They talk about the importance of having an online brand platform with resources for stakeholders. The importance of stakeholders and collaboration; and to create programmes for organising such collaboration including

potential licensing programmes, are emphasised. Research and image measurement are highlighted as important ways in which to be accountable for public resources spent. There is a lot of talk about technology, but also an appropriate focus on sustainability, which is encouraging; and it is about ‘doing business’ and ‘talent attraction’, as much as tourism, which reflects place branding’s complexity appropriately.

Therefore, I wish you great pleasure in reading this re-invigorated yearbook. Its production quality is beautiful and the content inspiring.

Best regards,

Dr Robert Govers

Senior Partner at Anholt & Co.

Chairman, International Place Branding Association (IPBA)
Chief Co-Editor, Journal of Place Branding and Public Diplomacy



Dear Readers,

Place branding is based on the idea that locations, cities, and regions can have a distinct branding that provides residents and visitors with a promise about the values and culture of the place. It is a strategic approach aimed at shaping a specific geographical location's identity, image, and reputation, whether it's a city, region, or even a nation.

This concept has emerged as a critical tool for promoting destinations, attracting tourism, investment, and talent and fostering a sense of pride and community among residents. Place branding goes beyond conventional marketing; it involves creating a unique story and identity that reflects a place's distinctive cultural, historical, and economic attributes.

In an increasingly competitive and interconnected world, places must distinguish themselves to stand out in a global marketplace. Place branding is about crafting a compelling narrative that resonates with local and external audiences, fostering a positive perception of the place, and positioning it as a desirable destination for visitors, businesses, and residents.

We at Chameleon Strategies have worked with destinations and regions to create distinct brands and messages. Our focus lies in positioning places as tourism destinations. However, a balanced tourism

strategy always includes building a place brand for all, who live, work, and visit a destination. While growth is important to gain benefits from tourism, conservation and preservation must go together. Locals are only happy hosts when they have a sense of pride in their hometowns and see a sustainable future for their families and communities through welcoming guests.

At Chameleon Strategies, we have worked with regional brands consisting of many very distinct cultures and communities, such as the Mekong, Tumen, and Silk Road regions. And with individual countries and cities, that want to stand out and create unique selling points to attract visitors and talent. In our position as a board member of the UN World Tourism Organization Affiliate Members, we experience the struggle many destinations have in finding themselves and creating unique place brands.

We found that places are a network of overlapping groups, that follow their passions and that by recognizing them and engaging them based on their passions, we can build flourishing and resilient communities, welcoming visitors to share their passions. The goal of a destination brand must be to create win-win situations that create value for visitors, as well as residents, investors, and organizational partners.

I am personally excited about the first Place Brand Leaders Yearbook and congratulate the showcases for their great work and for being inspirational for other places to focus on creating places to live, visit, and do business in a sustainable way for us and future generations.

With warm regards,

Dr Jens Thraenhart

Founding Partner & CEO, Chameleon Strategies

chameleonstrategies.com



THE KEY TO PLACE BRAND MANAGEMENT

I am thrilled to share a few thoughts for this foreword of the Place Brand Leaders Yearbook's first edition, celebrating some of the world's most vibrant place brands. Brand Finance is proud to support this publication as the title partner, believing it will benefit the entire place branding community.

Next to exchange of knowledge among peers, there is one thing we can rely on with full certainty – that measurement is the key to management. This fundamental principle has underpinned our work of measuring stakeholder perceptions and brand value for nearly 30 years. Just like learning from best practice, discovering the insights that measurement offers facilitates a more impactful strategic management of place brands.

Over the years, Brand Finance has amassed expertise which has empowered many strategically aware place brand leaders to rise above the challenges they face, as well as to demonstrate the value of their work to politicians and investors who hold the purse strings.

As testament to our commitment to methodological transparency and technical professionalization of the field, we have also been sharing our research through public studies.

Since its inception, the Global Soft Power Index has become the industry's most comprehensive research study, which in 2024 will rank all 193 member states of the United Nations for the first time, thanks to an unprecedented survey of 150,000+ respondents across 100+ markets.

Soft Power, the intangible force that shapes a place's impact on the international stage, relies on perceptions which build the reputation and influence of places. It is the lever that places pull to attract investments, foster trade, entice talent, and allure tourists. Yet, until recently, it has remained a nebulous concept, difficult to grasp and quantify.

The Global Soft Power Index is the first study to not only measure Soft Power based on a perceptions survey but also to cover practically the whole world in terms of both brands ranked and markets surveyed. It leverages the diversity of perspectives and experiences that our global reach affords, ensuring that the data we collect and analyze is not just credible but also comprehensive.

We are excited to be replicating this model to rank the world's best city brands in our Brand Finance City Index – published for the first time in 2023 – and to extend this study in the years to come to cover more city brands in regional rankings across all continents.

As we embark on this new phase of our journey, we invite you to join us and our keynote speaker – Sir John Major, Former Prime Minister of the United Kingdom – at the upcoming Global Soft Power Summit on 28th and 29th February 2024 in London or online. This time, we will focus specifically on the role of Soft Power in attracting investment, trade, talent, and tourism, identifying the best nations across these four fields thanks to new additional research conducted especially for this occasion.

Through client and partner-led workshops on day one and panel discussions with nation brand leaders from around the world on day two, the Summit offers the perfect platform for sharing best practice, empowering place brand leaders, whether from nations, regions, or cities, with actionable insights for their own endeavors.

I hope the Global Soft Power Summit will bring us all together, just like the Place Brand Leaders Yearbook!


David Haigh

Chairman & CEO, Brand Finance

brandfinance.com

MEET OUR PLACE BRAND LEADERS PANEL

The heart of the Place Brand Leaders Yearbook lies in the wisdom and expertise of our esteemed Place Brand Leaders Panel. Comprising internationally recognized experts in the field of place branding (all have been interviewed by TPBO), our panel plays a pivotal role in curating the showcases featured in this publication.

Meet the panel at PlaceBrandObserver.com/panel

SELECTING THE BEST

Every year, our Place Brand Leaders Panel nominates innovative best practices from across the globe. These nominations serve as the foundation for the showcases you'll find within the yearbook. This rigorous selection process ensures that only the most outstanding and impactful place branding initiatives earn a coveted spot in the yearbook.

INVITING THE CHOSEN

Upon nomination, we extend a special invitation to the selected places, offering them the opportunity to participate in the yearbook with showcases of varying lengths. This invitation reflects our recognition of their exemplary work and dedication to place branding. Not all end up participating, for various reasons and constraints, but those who make it into the yearbook are driven by dedication to strategic place brand development.

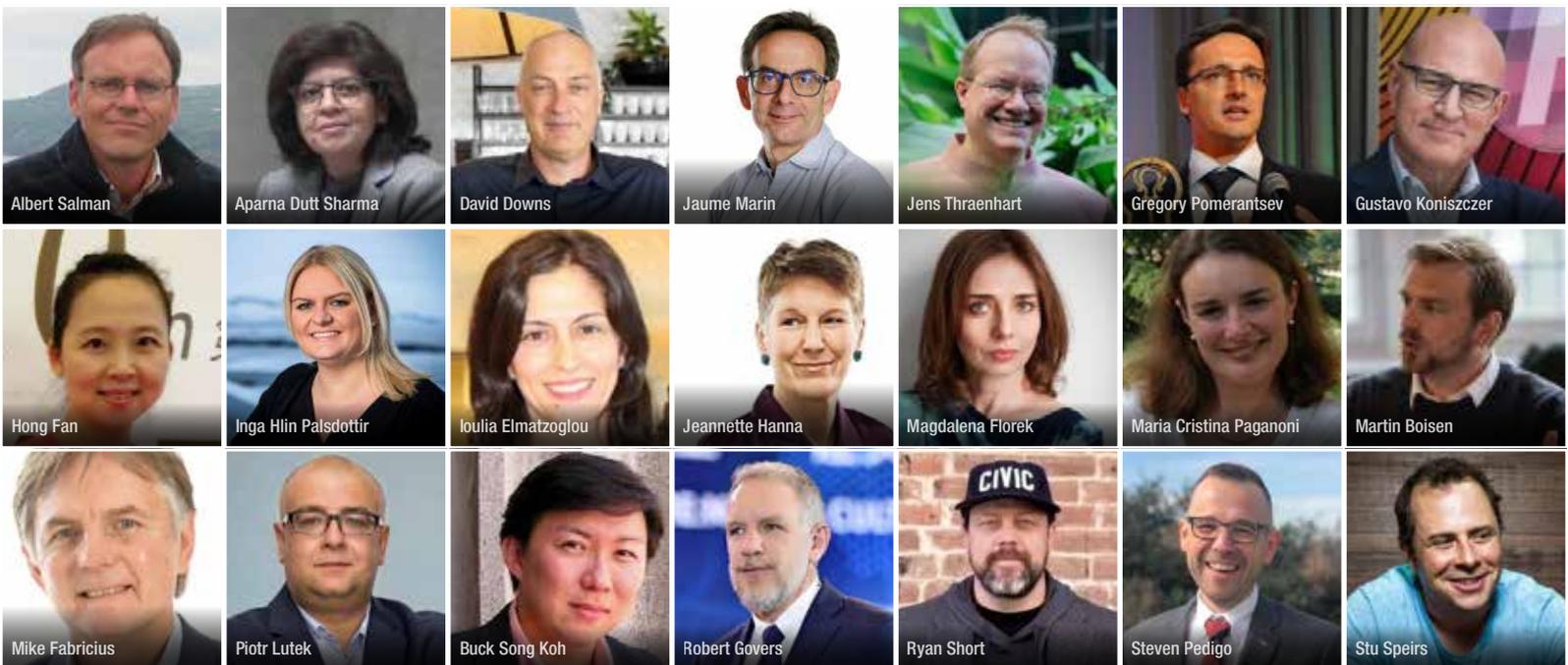
INSIGHTS FROM OUR PARTNERS

In addition to our place showcases, we also invite our valued partners to contribute their insights, innovative solutions, and valuable perspectives, enriching the yearbook with a diverse range of ideas and strategies.

As you explore the following pages, you'll witness the collective effort of our panel, the passion of our showcased places, and the expertise of our partners, all working together to advance the practice of place branding.

We hope you find inspiration and knowledge within these stories, igniting your own journey toward becoming a Place Brand Leader.

The 2024 Place Brand Leaders Yearbook Nominating Panel:



UNLOCK THE POWER OF PLACE BRANDING WITH OUR IN-DEPTH REPORTS

Dive into our comprehensive reports that shed light on topics such as the vital connection between place branding and sustainable development. Explore how effective branding strategies can propel your sustainability objectives, spanning environmental preservation, community engagement, and economic resilience.



UNLOCK INSIGHTS

Gain valuable insights into the intricate relationship between place branding and sustainable development.



DRIVE SUSTAINABILITY

Discover how branding can drive sustainability across environmental, social, and economic dimensions.



EMPOWER COMMUNITIES

Learn how branding strategies empower local communities and foster social cohesion.



ENHANCE PROSPERITY

See how effective place branding can contribute to economic stability and prosperity.

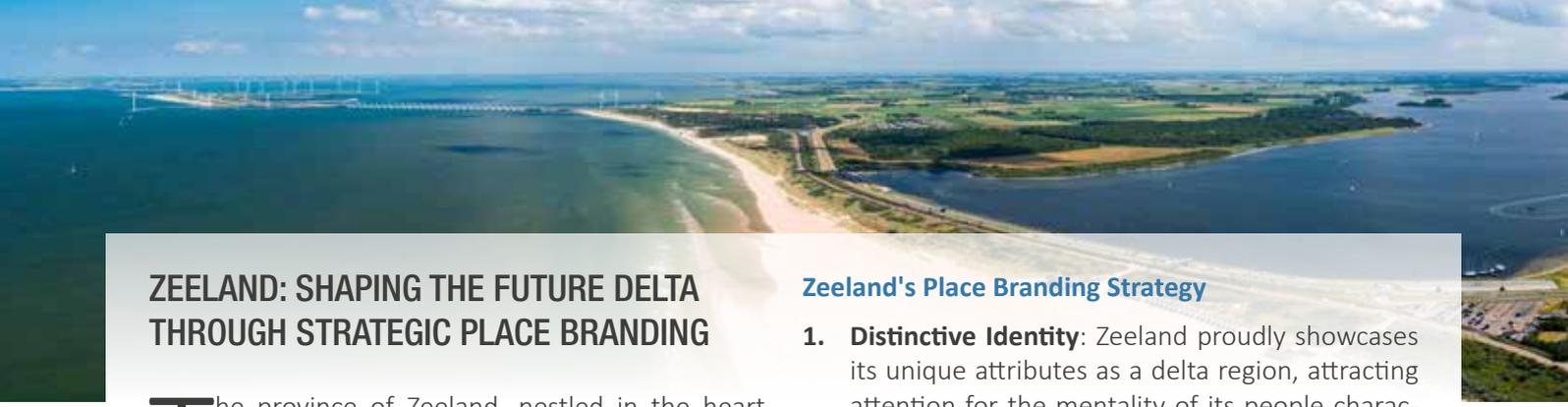
Our approach to gathering insights is comprehensive and collaborative. We begin by working closely with the destination client, who often provides essential materials such as their existing strategies in place branding and sustainable development. This forms the foundation of our analysis. We then conduct in-depth market research, analyzing trends, competitive landscapes, and global benchmarks for sustainability. By blending qualitative insights from local perspectives with quantitative data and global place brand and sustainability strategy best practice, we create a holistic report that offers actionable recommendations. Our goal is to provide you with a clear roadmap to enhance your destination's sustainability and branding efforts.



PLACEBRANDOBSERVER.COM/REPORTS/



READ MORE



ZEELAND: SHAPING THE FUTURE DELTA THROUGH STRATEGIC PLACE BRANDING

The province of Zeeland, nestled in the heart of the Dutch Delta in the south-west of the Netherlands, is much more than a picturesque landscape. It's a dynamic region that embraces change, challenging and inspiring innovation in a landscape that is constantly in motion. Zeeland's strategic place branding celebrates its inventiveness, pragmatic integrity, collaborative spirit and harmonious coexistence with the elements, making it stand out as a unique region.

At the core of Zeeland's place branding strategy lies a forward-looking approach, driven by a shared vision to shape the Delta of the future. As pioneers in addressing global challenges of water, energy, and food, Zeeland aspires to play a leading role in finding sustainable solutions.



ZEELAND.COM

Zeeland's Place Branding Strategy

- 1. Distinctive Identity:** Zeeland proudly showcases its unique attributes as a delta region, attracting attention for the mentality of its people characterised by ingenuity, resolve and integrity.
- 2. Looking Ahead:** Zeeland's place branding is future-oriented, seeking to build new worlds – as they have done in the past – for living, working, business, learning, and recreation while preparing for the challenges of tomorrow.
- 3. Tackling Global Challenges:** Embracing its identity as a delta region, Zeeland's strategy centers around global challenges, positioning the region as a hub for inventive solutions.
- 4. Appealing to All:** Zeeland's allure spans across audiences, captivating talent, businesses, residents, and tourists alike, making it an attractive and dynamic place for diverse interests.
- 5. Collaborative Partnerships:** Zeeland's place branding success is fostered through the collaboration of various stakeholders.



GRATITUDE PALLARS: EMBRACING RESPONSIBLE TOURISM AND CONSERVATION IN PALLARS

Gratitude Pallars in Catalonia, North-Eastern Spain, is a project that invites tourists, locals, and businesses to actively engage in safeguarding the region's natural and cultural treasures. Collaborating with local stakeholders has created a profound impact, fostering a collective awareness.

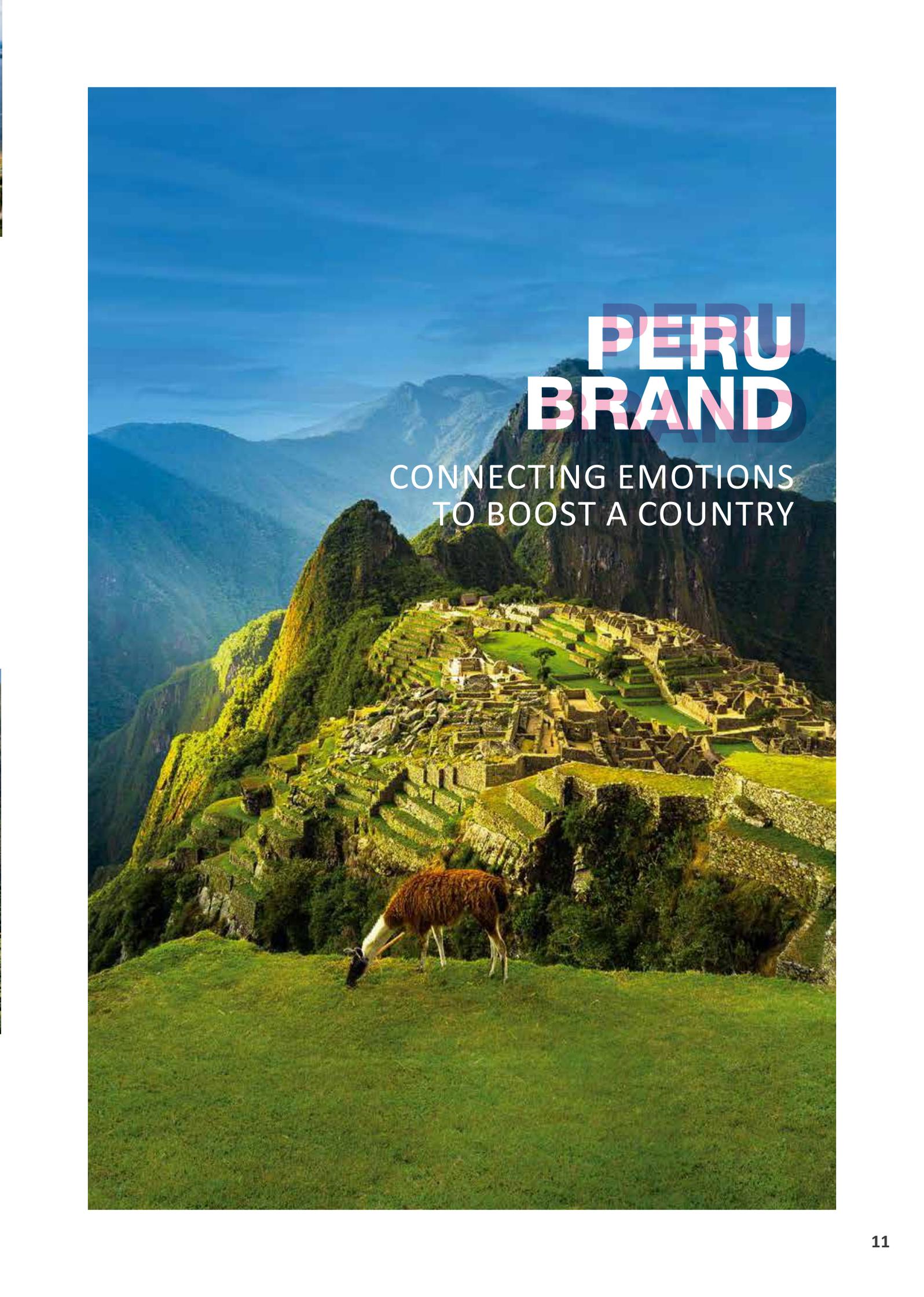


At its core, Gratitude Pallars comprises micro-reserves and trail recovery initiatives that celebrate and conserve its diverse biodiversity. Through dedication, biodiversity has resurged, ancient trails have been restored, all leading to a growing environmental consciousness.

The goal is to deepen the connection between people and the territory. Visitors and residents can contribute by offsetting their carbon footprint, supporting trail restoration, volunteering, or becoming patrons of conservation efforts.

GRATITUDPALLARS.CAT/EN





PERU BRAND

CONNECTING EMOTIONS
TO BOOST A COUNTRY



For over 12 years, PROMPERU has been promoting Peru's image abroad through the Peru Brand, aiming to boost tourism, exports, and business investment while fostering a sense of pride and identity among Peruvians.

Since its launch in 2011 with the memorable campaign 'Peru, Nebraska,' the Peru Brand, supported by the Commission for the Promotion of Peruvian Exports and Tourism (PROMPERU), has become a unifying symbol that represents hope and national identity. It stands as a channel for sustainable development, resulting from the collaboration between the public and private sectors.

The Peru Brand effectively positions the country as a unique world destination, characterized by its historical richness, cultural diversity, breathtaking landscapes, and renowned gastronomy.

In its essence, the brand aims to attract foreign tourists, tourism supporting over one million jobs in the country. Furthermore, the Peru Brand showcases the country's export products, driven by its exceptional biodiversity. Various sectoral brands, such as Super Foods Peru, Coffees from Peru, Perú Textiles, Pisco Spirit of Peru, Peru Xpert, and MINE PERU, contribute to the overall strategy.

Behind each Peruvian product that reaches international markets lies a value chain built by dedicated entrepreneurs and farmers, their stories represented by the brand.

Beyond promoting tourism and exports, the Peru Brand also plays a crucial role in attracting and retaining foreign direct investment, further strengthening the nation's economy. Its strategic location in the center of South America positions Peru as a gateway to the Pacific Basin, connected to the world through multiple trade agreements.

A WELL-POSITIONED BRAND

According to the Brand Finance Nation Brands report for 2023, the monetary value of the Peru Brand has risen from USD 137 million to USD 148 million.

Peru is ranked first in Latin America according to Country RepTrak 2022, recognized for its splendid natural environment, biodiversity, gastronomic delights, and archaeological wonders. The country has also gained prominence for its wide array of high-quality products and services offered by well-known companies and brands.

PERU BRAND LICENSEE PROGRAM

As of January 2023, over 1600 companies hold a license to use the Peru Brand. These businesses understand that featuring the country brand adds value to their ventures. Embracing the country brand in their communications, many of them being small and medium-sized enterprises (SMEs), showcases their commitment to Peru and its image on the global stage.



Peru brand licensee program



PERU.TRAVEL/EN



The West Coast community of wild western Tasmania, with its population of 4,149, resides amidst a landscape of paradoxes and contrasts. Here, impassable mountains hold hidden riches, while biblical rains power hydro-electric generators. In Queenstown, children chase footballs on gravel fields, a symbol of the region's boom-and-bust history. Emerging from this uncompromising environment, The Unconformity serves as a cultural organization deeply rooted in its place. As it expands its ambition and reach, it becomes a powerful gateway to western Tasmania—an elusive yet bold and adventurous region, intricately woven into its Brand DNA.



THEUNCONFORMITY.COM.AU

The Town of Lincoln, Ontario, crafted a marketing brand for its agricultural region, just 30 minutes from Niagara Falls. The aim? To spotlight the area's renowned food and beverage "tastemakers" (over 50 craft wineries and innovators), deep agricultural roots, and picturesque backcountry, including the UNESCO-designated Niagara Escarpment Biosphere and the Bruce Trail.

Creating a destination name was the initial challenge, as the stakeholders varied greatly. The region's new identity as Niagara's "other natural wonder" distinguishes it from Niagara Falls while establishing complementary significance.

In terms of implementation, Niagara Benchlands developed a multi-year strategy encompassing seasonal events, digital communication tools, pop-up retail, and wayfinding. Launched as part of the COVID-19 recovery strategy in 2022, the brand also supports local businesses with effective promotional resources and traditional destination marketing.

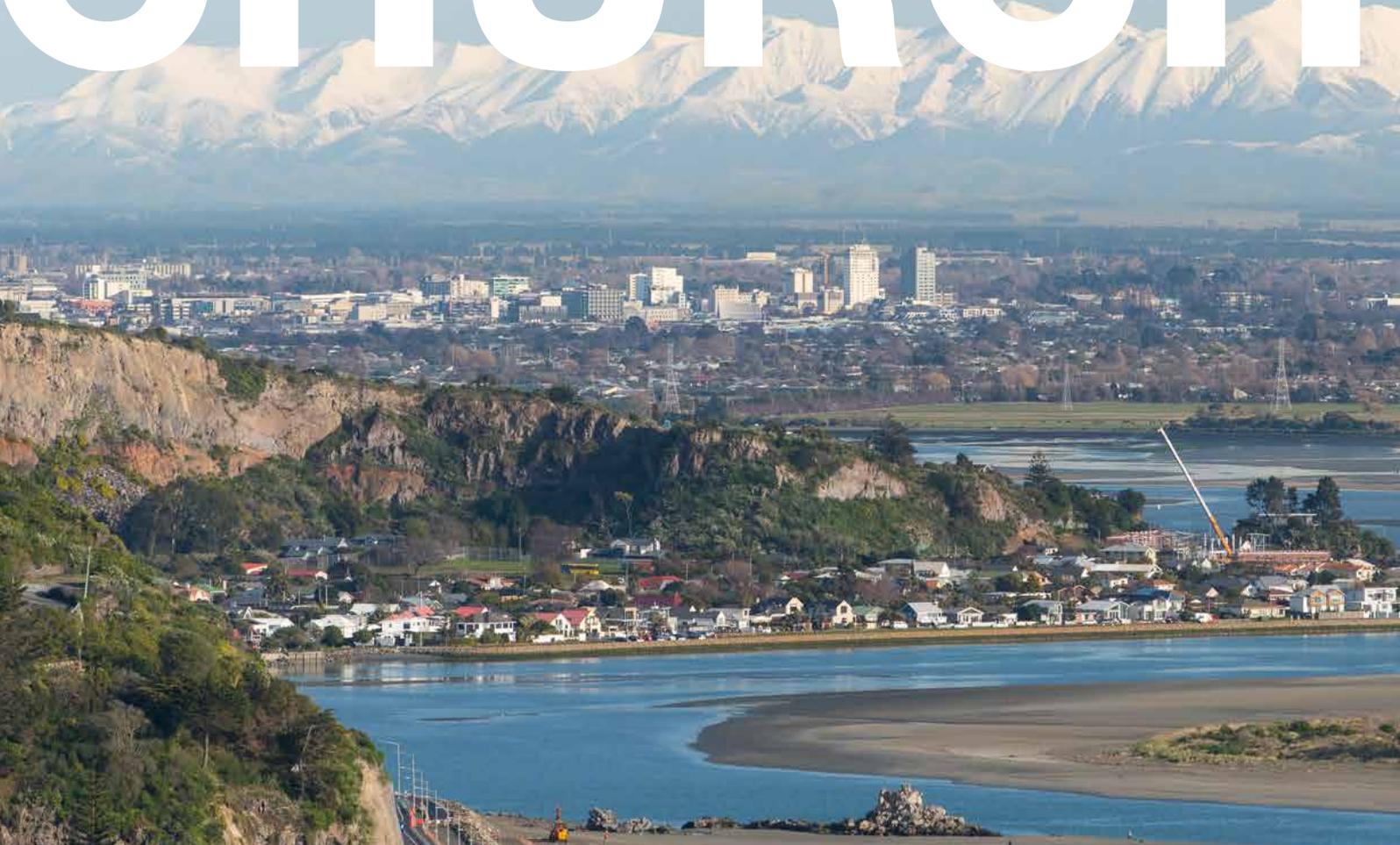


NIAGARABENCHLANDS.CA

NIAGARA BENCHLANDS LINCOLN ONTARIO



CHRIST CHURCH



Christchurch, New Zealand

Population: 389,300 (2022)

Area: 1,426 km²

GDP: NZD 31 billion (2022)

Income: NZD 62,300
(median equivalised household income)

THE WHY: NOW IS THE RIGHT TIME TO REBRAND CHRISTCHURCH

Twelve years after the downtown of Ōtautahi Christchurch was leveled by earthquakes and following two years of closed borders and Covid restrictions, 2023 was the right time for New Zealand's second city to be relaunched to the world. The city at the heart of Te Waipounamu, the scenic wonderland that is New Zealand's South Island, had long been thought of as a slice of England Down Under, and that was reinforced by its unofficial nickname of The Garden City. But given the remarkable new city that has emerged, that was no longer an authentic story of the city. The rebuild had opened up the city to showcase the Ōtākaro Avon River running through it, and

Mana Whenua (people of the land) stories and values had been woven into the landscapes and architecture of the new Christchurch, now the most modern and future-facing city in the nation.

A new convention center was booming, a new covered stadium was under construction, cruise visitation had returned and airline capacity was building. It was time to celebrate the new city and ChristchurchNZ, the city's sustainable economic development agency, accepted the challenge on behalf of the whole city.



THE HOW: GLOBAL EXPERTISE, LOCAL INSIGHTS

We had received funding from central government to deliver two destination management plans for the region, so we took the opportunity to do the research that underpins the new city identity and destination plans together, to deliver a best-practice outcome that was also a prudent use of public funding. After a rigorous search process, we selected Vancouver-based place branding company Resonance Consultancy, who partnered with three Christchurch creative agencies, Creative Agent, Fabriko and Narrative to add local expertise. Global perspective combined with local insight gave us the perfect balance for the project.

The work was guided by an advisory group made up of representatives from Mana Whenua, Christchurch Airport, Christchurch City Council, Greater Christchurch Partnership, Tourism Industry Association and the ChristchurchNZ board. This ensured that collaboration and partnership were at the heart of this important work. Although ChristchurchNZ led this work, we knew that we needed a cross-section of the city involved if the city identity was to be truly representative and

was to be successfully adopted throughout the community.

Resonance’s research included surveying 4400 residents and 9900 visitors, as well as more than 50 one-on-one key stakeholder interviews, several group workshops and focus groups, and online comments boards. It also included the benchmarking of Christchurch against a comparison set of 13 cities, both in New Zealand and globally. This helped us see where our strengths were and where we have room to improve.

It’s worth noting that the response rates to the surveys far exceeded Resonance’s expectations and the demographics of the community survey were a fair reflection of the local population – with survey respondent traits comparing with Canterbury latest Census.

Overall, Christchurch ranked seventh of the 14 cities, with our strength in the People and Place categories reflecting our strong natural and built environment, and our competitive education and employment opportunities.

The benchmarking looked at things like:

- Place** Natural and built environment: air quality, safety, traffic, infrastructure, parks and more.
- Product** Institutions, attractions, infrastructure: housing affordability, conventions, business events, family activities etc.
- Programming** Arts, culture, entertainment: concerts and events, nightlife, restaurants and shopping.
- People** Diversity, education and workforce: demographics, immigration, indigenous population, employment, growth etc.
- Prosperity** Wealth and economic wellbeing: jobs, GDP, growth, disposable income, global start-up ranking and more.
- Promotion** Reputation and online presence: social media check-ins, TripAdvisor reviews, google searches etc.



THE INSIGHTS:

WHAT WE LEARNED **Seven key themes emerged from the research phase:**



We love Christchurch

58% of visitors and 44% of residents listed “beautiful” as one of their top perceptions. “Christchurch is seen as the underdog, but I really love this city and I’m so glad I moved here. It makes me feel a bit normal – it’s my place. And it’s so close to the things that I love to do like climbing and snowboarding.”



We are the “best place to be a Kiwi”

67% of residents would recommend Christchurch as a great place to live, and 80% agreed to the statement. It’s a good or excellent place to raise a family. We’re also mad about our parks, outdoor activities and city dining. “I think one of the wonderful things about Christchurch is that it’s an amazing lifestyle that you can’t compare with anywhere else in the world.”



We punch above our weight

We are New Zealand’s true second city. But we don’t always celebrate that. “The heart of our problem is we don’t champion our city. If you go to Wellington, people talk about their city.”



Business is in our DNA

We rank high against international cities for our ability to attract business events and our industries are resilient. “I describe it as the prototype city, a city of new ideas and incubation where you are able to scale to a global market.”



We are not a night-time entertainment hub

Only 21% of our community describes our region as “fun”, 19% as “cultural” or “vibrant”. However, visitors come for other reasons – only 42% say nightlife is important – and their top five words for Christchurch were: Beautiful. Historical. Welcoming. Resilient. Clean.



We have the opportunity to become a destination*

While most residents say they’re not impacted by tourism, and many visitors are here to see family and friends, they all have positive experiences. “I would recommend Christchurch as a destination to every New Zealander. They should come to see the story that’s happened here post-quake. This means something to New Zealanders – and maybe to Australians too.”



We are a new city – not the post-earthquake city

“What we’ve gained since the quakes is hopefully a vision of a new city, a new future, and it’s a fairly exciting one.”

*The sixth insight, that we “have an opportunity to become a destination”, is key to understanding why a fresh place brand was needed. Because the earthquakes destroyed much of the city’s tourism infrastructure, the city had been marketing itself as a gateway to the natural wonders of the South Island rather than a destination in its own right. Christchurch is now both the primary international gateway to the South Island and emerging as a vibrant, new destination. One of the goals of the new city identity is to help visitors see the city as a fully-fledged destination worth more than just one or two nights’ stay.

THE RESULTS: OUR NEW STORY

We developed a new city identity that builds on that long-standing concept of Christchurch as the Garden City but interrogates what that means two decades into the 21st century. A garden city has historically been defined as: "...a way to capture the primary benefits of the countryside and the city while avoiding the disadvantages presented by both...it testifies to a continued interest to secure a harmonious existence between humans and their natural environment".

Our new city identity, or story, is one of a city in pursuit of balance, where people are at the heart. We are a city where making time and space for play is valued – where play is reflected in all of our activities: in our history, our affinity to the natural environment, our drive for experimentation and innovation, our love of sport, our role

as a manufacturing hub and our value of community and whanau. These are the things that make our city attractive to residents, visitors, business, talent and investment.

In short, Christchurch is a city that is always in pursuit of balance, reflected by our desire to make time and space for play, in all senses of the word.

Importantly, that balance includes both Pākehā and Māori perspectives. New Zealand is increasingly proud of its bicultural identity and it was important that Māori see themselves in the city's identity. That is also part of ensuring that Ōtautahi Christchurch's story aligns with the New Zealand story, especially in international markets.

The city logo, which is the first logo for the whole city, combines the first letters of Ōtautahi and Christchurch. They are drawn in a double-line style that is a nod to a traditional Māori style of double-grooved wood carving called haehae. The parallel lines also reflect the way the Ōtākaro Avon River carves its way through the city.



The logo was designed by Ariki Creative, which is a Māori-owned design practice. As Kaihautū and Creative Lead at Ariki Creative, Hori Te Ariki Mataki said, "We had a lot of history of people's perceptions of [Christchurch] being a conservative place and this is an opportunity to look at what our future looks like, where we are a bit more playful and fun, a bit more balanced in our environment, as well as bringing different perspectives, including an indigenous viewpoint. My children and my whanau [family] can feel part of the fabric of the city now as part of the brand and I think that's a major asset for the city."



THE RECEPTION: TESTIMONIALS & SHOUTOUTS

The launch was in May 2023 and coverage has been exceptional. Stories continue to be written about the city in a positive way months after the launch. Globally the city was also recognised in a blog featuring great city identity work. Metrics from TRENZ (the key event influencing international travel trade that the launch coincided with), the key event influencing international travel trade that the launch coincided with, showed that buyers and sellers were positive about their city experience. Welcoming/Ma-naakitanga was the top-rated association (72% and 71% respectively). Playful, which is a new message added with the brand work, scored 12% and 19% respectively. A strong result for this early stage.

Ōtautahi search showed a significant jump after February 2023 (up 51% from June 2021)

Campaign results: 4.6m impressions of the videos, 30,700 clicks through to website and 459,000 completed video views (0.10% complete-view-rate) plus 444 downloads of brand resources.

Other metrics of success we are tracking will follow as the launch embeds, including movement of people relocating to the city, visitation numbers, and city pride and brand health metrics.

A brand health tracker has been commissioned, and results will be available in the coming weeks. This tracks functional and emotional attributes associated with the brand.

CHRISTCHURCHNZ.COM



The new city identity has been embraced by locals who see for themselves the authenticity of the story. And national journalists who had been skeptics have become converts about the new Christchurch and its identity. For example, national broadcaster Jack Tame wrote this just after the launch of the city brand:

“Te Pae, Christchurch’s glorious new convention centre, is a stupendous venue. Across the road, Tūranga, the new library is surely the best of any big city in New Zealand. The art gallery is amazing. The Margaret Mahy playground is the stuff dreams are made of for kids and adults alike.”

“The food in Christchurch is so good. Christchurch’s old strip was seedy as, but Riverside Market, The Terrace, and New Regent Street have energy and life.”

“The central city’s new shape works with Ōtakaro, the Avon River. The water’s clear and clean and meanders from the gleaming new buildings down near the splendid historic Arts Centre, and into the World-class Botanic Gardens.”

“I bristle with envy when I think of all the things on Christchurch’s doorstep. Taylors Mistake, New Brighton, and Sumner have surf. Mt Hutt has snow. Lyttelton has perhaps the most interesting music and arts community in New Zealand. Hagley Oval has a gorgeous cricket ground and the Christchurch Adventure Park is the gateway to World-class mountain biking.”

TESTIMONIALS

“

“I love the messaging and branding that is starting to flow. Great work by your team.”

Tracy Tierney | Director, Greater Christchurch Partnership

“

“Love the approach of new city and proud to be a part of it. Such a great city to do business and have fun. Congrats on a well-conceived story.”

Graeme Ayres | Chief Assurance Office, Department of Conservation

“

“Love it. Love how inclusive it is and so future-focused. You can feel the warmth, great mahi.”

Nicki Sutherland | GM, Investment and Engagement at Energy Efficiency and Conservation Authority

BRABANT

YOU WILL FIND IT ALL
#INBRABANT



Brabant, Netherlands

Population: 2,626,210 (2023)

Area: 5,082 km²

GDP: EUR 130 billion

Income: EUR 50,400 (average household income)

BRABANT

HIGH TECH . . . ,

North Brabant (or simply Brabant), is a region in the south of the Netherlands, strategically located in the heart of Europe, and known for its innovation and technology. It is a thriving economic region with a strong industrial

base and also home to numerous high-tech companies. Brabant is the leading Dutch R&D hotspot, accounting for over 30% of total private R&D spending in the Netherlands.

AND HIGH TOUCH.

What makes Brabant and 'Brabanders' unique is that the region and its inhabitants have successfully embraced the concept of combining that 'high tech' with something we call 'high touch'. High touch emphasises the importance of human interaction, collaboration, and personalised experiences. By integrating high tech and high touch elements, Brabant combines technological advancements with the human element, promoting collaboration, knowledge sharing, creativity and a thriving socio-economic environment.

The combination of these two aspects is not something that is 'chosen' as the core theme of the Brabant brand. Instead, it is inherently embedded in the DNA of the people of Brabant and, at the same time, the cornerstone of the many innovations and developments that originate in this region, as shown in this video.

For example, collaboration between high tech companies, research institutions, universities and entrepreneurs fosters knowledge exchange, sharing of expertise and pooling of resources. This in turn promotes the development of cutting-edge technologies while still emphasising human connections. Examples of such collaborative spaces include 'open innovation campuses,' where companies and knowledge institutes work together on research and development, and the production of new inventions and ideas. These campuses stimulate and accelerate innovation. Notable examples are the Automotive Campus, Pivot Park, the Green Chemistry Campus, and the High Tech Campus.

Another excellent example is the Jheronimus Academy of Data Science (JADS), where Eindhoven University of Technology and Tilburg University collaborate to educate students in the field of data and artificial intelligence. This unique partnership between two universities reflects the inherent nature of Brabant's DNA, where networking and sharing is as natural as breathing.

Not only does Brabant stand out for its innovation and collaboration, it is also a captivating region to visit, reside, and work in. It boasts charming cities, lush greenery and an array of cultural attractions including museums, festivals and architecture. The people of Brabant are renowned for their warm hospitality and friendly nature, offering a welcoming environment for visitors and newcomers.

Additionally, Brabant is rich in diverse natural landscapes, including stunning parks like the Biesbosch National Park and the Loonse en Drunense Duinen National Park. The new Van Gogh National Park brings to life the surroundings in which Vincent van Gogh was born and raised, allowing visitors to immerse themselves in the scenes depicted in his paintings.



Watch: A historical underpinning of Brabant's character (available on YouTube)



But that natural beauty is an added bonus rather than a key factor used by the Brabant Branding team to attract people to the area. We see it as a reinforcer. The successes that we highlight lie in the field of innovation:

► **Finding solutions for tomorrow's challenges.**



SUCCESS STORIES

The Brabant Branding team plays a vital role in profiling the region by developing a comprehensive brand strategy. It has collaborated with stakeholders, including government bodies, development agencies, and local communities to define Brabant's unique identity and positioning. This has resulted in three brand values: **Courageously Unconventional**, **Purposefully Collaborative**, and **Remarkably Immersive**,

reflecting the high tech and high touch aspects of the region, as referred to previously. Brabant Branding focuses on positioning Brabant as a region that develops solutions to tomorrow's challenges. By creating positive associations, Brabant Branding paves the way for marketing organisations to attract visitors, students, investors, and companies.

PLACE BRAND MANAGEMENT

'Place brand management' is a key instrument for the branding team, involving close collaboration with partners such as the Brabant Development Agency, VisitBrabant, Brainport Development, and various cities, campuses, and universities. By sharing information and making on-brand content available, the branding team works to present and shape the shared overall proposition of the region.



INBRABANT ONLINE PLATFORM

Brabant Branding supports partners with on-brand content through the innovative www.inbrabant.nl platform. This comprehensive resource provides easy access to high-quality materials, such as images and videos, and facilitates consistent and effective branding of the region. This consistency strengthens Brabant's overall brand recognition. Additionally, the platform is a source of meaningful research and engaging articles about place branding.

CAMPAIGNS

The #inBrabant campaign

The #inBrabant campaign positions Brabant as a leading hub for knowledge and innovation. It presents inspiring stories in which entrepreneurship, innovation and collaboration are primary drivers leading to solutions for regional and global challenges. The campaign engages decisionmakers, influencers and important media in the Netherlands through social media, testimonials and ads. In collaboration with the Brabant Development Agency and the Expat Center South, the campaign also brings Brabant's innovations to the attention of possible foreign investors, talented professionals and expats.



The TechXperience

Brabant Branding launched the TechXperience campaign and tool in partnership with Brainport Development. This campaign highlighted Brabant's technological advancements to students and young professionals all over the world. By showcasing cutting-edge technologies like robotics, AI and 3D printing, it effectively promoted Brabant as a hub for innovation. The campaign in 2021 reached an impressive global audience of over 46 million people.



THE IMAGOMONITOR BRABANT



Brabant Branding developed a unique research instrument to assess how effectively the desired brand image is projected: the ImagoMonitor Brabant. This tool measures recognition and perception based on the brand values. The ImagoMonitor uses the method developed by Martin Boisen and José Fernández-Cavia to provide a basic understanding of the brand's development. The first two studies revealed a strong consensus in the spontaneous associations of both residents and non-residents of Brabant, confirming that Brabant is a strong and well-recognised brand. These studies are conducted biennially to track progress.



COLLABORATION AND PARTNERSHIPS

Partnership is the main theme of Brabant's story and deeply rooted in the DNA of every 'Brabander'. Collaborations with organisations like the Brabant Development Agency, VisitBrabant, Brainport, universities and major cities play a crucial role in establishing the region's brand. Together, we jointly created the brand filter, work together on successful projects like the TechXperience, and organise strategic events to help stakeholders network and to strengthen the bonds between the region and the provincial authority.

The #inBrabant campaign highlights socially relevant themes, creating opportunities for policy officers to address challenges in areas such as a healthy and safe living environment, the energy transition and a

sustainable economy. This also applies to colleagues in Public Affairs, who are involved in lobbying efforts directed at decision-makers in The Hague (Netherlands) and Brussels (Europe).

Brabant Branding also facilitates positioning trajectories for partners with the aim of strengthening sub-regions and sectors of activity, always in alignment with the Brabant brand. These collaborations strengthen both their own brand and the Brabant brand. Although events like GLOW, theme park Efteling, Dutch Design Week and Data Week are not managed by Brabant Branding, they also effectively position Brabant as a knowledge and innovation region, broadcasting to the world what Brabant is capable of.

[INBRABANT.NL](https://www.inbrabant.nl)





"Regional branding is of great importance for strengthening Brabant's powerful presence. This hospitable region is bursting with potential, with thriving businesses, innovative start-ups, a rich history and a vibrant cultural life. By advertising these assets, we attract the attention of important stakeholders, such as businesses and highly educated, talented professionals. Furthermore, the provincial authority assigns a high priority to External Relations: by lobbying strategically, bringing the right people together at the right time and working closely with others to establish a strong image."

Ina Adema | King's Commissioner of North Brabant



"The Brabant region's branding strategy is a 'best practice' example for me. There truly is a unique way of collaboration in Brabant. It was very interesting, useful and inspiring to discuss place branding with the Brabant Branding team. With Brabant as an example, I hope to inspire my regional marketeers and gain their commitment to a similar strategy."

Tomáš Avrat | Place Branding Specialist, Czech Republic



"Brainport Eindhoven is Europe's leading technology cluster. Attracting international talent and companies is crucial for strengthening the regional and national economy. Providing an attractive living and business climate for both talented professionals and companies is essential, so our collaboration with Brabant Branding and the shared brand values are valuable assets."

Paul van Nunen | Director Brainport Development



"I believe in the power of regional branding. It is important for pharma manufacturing companies in Brabant to collaborate and embrace a shared message. Thanks to our robust network and eco-system of producers, suppliers, and researchers, we excel in finding smart solutions and delivering high-quality products. By telling the same story, we build a consistent and powerful image of Brabant, benefiting not just our companies, but the entire ecosystem."

Liesbeth Gernette | Operations Director Solids Packaging at Organon Oss



"The activities of Brabant Branding significantly assist us in our work as Public Affairs professionals in The Hague and Brussels. If important stakeholders have a positive image of the region we get our message across even better to policy-makers and politicians in The Hague and Brussels. In Brussels, we've worked with Brabant Branding to highlight our positioning as an innovative region. This year's Regional Innovation Scoreboard shows that North Brabant is once again among the Regional Innovation Leaders."

Machteld van Dijk | Advisor public affairs Europe, Province of North Brabant

TASMANIA



Tasmania, Australia

Population: 571,165 (2022)

Area: 90,758 km²

GSP per capita: AUD 59,779

TASMANIAN

Tasmania is a place of haunting beauty. When you first arrive, you want to take photographs of everything: the mountains, the rivers, the pristine beaches, the historical and modern architecture. It smells different, as you discover plants and trees that grow nowhere else. The air is the cleanest in the world.

Yet in our research, we discovered the most unique aspect of this place is its people.

Tasmanian history is haunting in another way. Aboriginal people fought to preserve their culture against colonialism and genocide. Convicts had to build lives out of absolute deprivation. More recently, Tasmanians were isolated, misunderstood, and underappreciated by other Australians. They were left off the map. Globalisation decimated local economies and communities, rendering Tasmania “the poorest state” in the country.

It hasn't been easy to overcome this. Yet by working harder for everything, with a spirit of invention and cooperation, Tasmanians have created a distinct culture. We call it the quiet pursuit of the extraordinary. A generation ago, much of this was negative. We weren't loud enough, so potential visitors and customers didn't know about us. Why work hard when you can prosper in an easier place? And Tasmanians were often mocked for being different from other Australians.

Yet today, some people in the honking, bleeping, polluted, and howling world are looking for quietness and stillness. Hard and careful work, with grit, determination, and creativity creates a boutique, high-value economy. And when everything feels the same, in a global chain-store culture, different is good. Tasmanians have made extraordinary collective decisions to protect and preserve their natural environment. The state is self-sufficient in renewable electricity and net zero.



EXAMPLE

Fifty years ago, Mainland Australians said Tasmania couldn't have a wine industry. Apple cider, sure. But wine? No way. The grapes would have to work too hard, in this temperate climate, and we would have to work too hard to squeeze anything delicious out of them.

The grapes worked hard. We worked hard too, people like Josef Chromy, who arrived in Tasmania in 1950 as a war refugee with little more than a few dollars in his pocket and a willingness to try something new. Josef and others struggled to build what is now, by far, the most valuable wine industry by litre in the country. Tasmanian sparkling and Pinot Noir are elegant and sophisticated, like their French cousins, with a distinctly local charm.

We see the same pattern of success in Tasmanian whisky, in the invention of the wave-piercing catamaran, in the strangest art museum in the world, and in apps like Procreate.

Our work at Brand Tasmania has largely been to tell this story back to Tasmanians, and to drive simplicity, consistency, and power across trade, tourism, talent attraction, investment attraction, and student attraction. Much of what we do together, in this unusual place, is small and special. We wrap it in environmental protection and climate action.



At Brand Tasmania, we do nothing alone. An example of this philosophy and our work is Little Tasmanian.

In our research we discovered the number one anxiety, among Tasmanians, is about young people and their prospects for success. Tasmania has a woefully low functional literacy rate, and it begins early. Literacy experts in the state have tried everything over the years to address it. Yet the rate barely moved. While it has local implications, it is also a barrier for talented people keen to work and live in Tasmania.

For every baby born in Tasmania, a nurse visits the family's home in the first weeks. For the family and for the nurse, this can be an awkward visit with uncomfortable questions. The nurses wanted to make it a more positive experience, so they are welcomed and celebrated in homes and in the community.

Libraries Tasmania wanted to play an earlier role in the lives of new families as well, and both the broader health service and the social services sector were committed to improving literacy.

Another government department had just launched a "First 1,000 days" strategy. Was there a role for us, to bring the Tasmanian brand into 6,000 homes per year?

We wrote a baby board book about four Tasmanians who had overcome adversity to pursue their passions here: a Tasmanian Aboriginal woman, a relatively new immigrant, a young athlete, and a female entrepreneur in a traditionally male industry. We called it Little Tasmanian, and worked with the nurses to ensure the words were baby-friendly. Then we found a brilliant Tasmanian illustrator, who used Tasmanian software – Procreate – to create "Little Tasmanian World."



Today, at that first home visit, the nurse arrives with a Little Tasmanian bag. In it, there is a book, a Tasmanian onesie, a voucher for a library card, and magnets outlining milestones for the first 1,000 days. Book two is underway, and in 2024 we will replace the onesie with a play mat. The book is translated into 28 languages, and those parents who are not yet comfortable reading can go to littletasmanian.com.au and press play. The lead singer of Luca Brasi, a Tasmanian punk band, reads the book aloud.

Little Tasmanian is about pride and confidence, with a simple message: someone just like you did it and you can do it too. We call our project work Trojan Horses. They are ways to translate our "unifying cultural expression and strategy" into action.





THE HYDRO

In our research with Tasmanians, and with those who understand Tasmania, nature was deeply important to everyone: the forests, the seas and waterways, the mountains, the unique and adorable animals.

It's a big part of the state's cultural heritage as well. Tasmanian Aboriginal people managed the land for thousands of years, through sophisticated cultural burning. More recently, Tasmanians invented both permaculture and the global green political movement.

Today, the state is self-sufficient in renewable electricity, largely through a combination of hydroelectric dams and wind energy. Thanks to our protected forests, we are also net-zero.

As the state grows, we need more renewables to remain self-sufficient. However, Tasmanians who most value nature and the environment tend to oppose wind farms and other new renewable electricity generation, because of the potential impact on wild places and the unique birds that call Tasmania home.

We looked around the world at campaigns to increase community ownership in renewable energy. These campaigns tended to focus on people standing triumphantly in front of wind turbines and gratuitous use of the word sustainability.

And they tended not to work. It is difficult to fall in love with infrastructure.

In Tasmania, we knew we had to try something different. We had to answer, "What's in it for me? My children? My community?"

With our partners, we researched and launched a campaign based on the story Tasmanians already tell. Thanks to over a century of hard work, invention, and sacrifice Tasmania is already where most of the world wants to be. A lot of people, in the state, have an emotional or family connection to "the hydro."

So we told the story of the Hydro, from its founding to what comes next: not only more renewable projects but the economic and social benefits that will come with an electrified, decarbonised state.

Powered by Tasmania, the campaign, is rooted in culture – not infrastructure. Since we are already net-zero, we want to focus on the thousands of small things we can try and test here while the rest of the world cleans their electricity grids.

[HYDRO.COM.AU](https://hydro.com.au)





SILVER LINING STRATEGY: MAJOR EVENTS STRATEGISTS

Silver Lining Strategy is a Melbourne-based consultancy specializing in event strategy, planning, and evaluation. Our expertise lies in collaborating with tourism bodies, economic agencies, and councils to design and assess impactful events that resonate with communities, attract visitors, and stimulate investment. Our approach is anchored in the essence of each place, creating events that reflect their unique identity.

With a commitment to sustainability and a passion for recurring events, we work with diverse destinations to put them on the map and amplify their stories. Led by Stu Speirs, a TPBO expert panel member.

Connect with us to explore how we can elevate your place through the power of events.



Stu Speirs

#listentolearn #invested #openandhonest
#communityovercompetition #leavealegacy



SILVERLININGSTRATEGY.COM.AU



RESULTS-ORIENTED PLACE BRANDING

EXPERIENCE

For over 16 years we have been working for cities, regions and organizations, for which we have implemented more than 100 diverse projects in Poland and abroad (Slovakia, Georgia).

METHODS

We have developed proprietary working methods that turn dead strategic documents into schedules of concrete plans and actions.

RESULTS

We implement brand strategies and build experiences. When others talk about methods, tools and processes, we design activities that lead to measurable results.



SYNERGIA.LUBLIN.PL

THE EXPERIENCE KEY

Tourist experience management tool.

METHOD

- Analysis of the tourism potential of the place and the compatibility of the experience with the idea and vision of the place's development.
- Matching the experience to the expectations of the selected tourist segment.

RESULT

- Flexibly adapt offerings to market trends and changes.
- Strong competitive advantage of the place

EMOBRAND

A system for creating and monitoring emotional brand equity.

METHOD

- We measure the strength of a brand's emotional bond with its audience.
- We use biometric testing (EEG, eyetracking and pupillometry).

RESULT

- An engaging brand for the audience with high emotional capital (story, interaction, relations).

PLACE BRAND TRIGGER

Poland's first place branding implementation model.

METHOD

- It verifies the advancement of work on a brand at three stages of its development: incubation, coming to life, maturation (in the areas of organization, product, communication and experience).
- Identifies areas that need work.

RESULT

- Schedule of specific plans and activities.
- Consistent implementation process.

SYNTHETIC BRAND INDEX

A measure that takes into account the brand's identity, capital, implementation status and international position.

METHOD

- Detailed expert analysis of each area of the brand under study.
- Benchmarking analysis.
- Calculation of the aggregate index for the studied brand and competing brands.

RESULT

- An image of the strength of the place brand in relation to the competition



LUBLIN

Poland

“



“Lublin currently appears to be the best place to build an IT business in Poland due to its unique set of strengths. Firstly, it offers a rich talent pool - there are many schools and universities operating here, five of which have IT departments. Secondly, the city authorities have a very proactive approach, striving to assist entrepreneurs both at the startup phase and throughout their operations. Thirdly, excellent communication - including both highways and an international airport. Added to this is an exceptionally high quality of life, creating a set of advantages that is truly hard to beat”



Filip Merklejn | Country Manager of Talan Poland, Lecturer at WSPA (IT MBA course)

LUBLIN - A CITY OF INSPIRATION!

Lublin is a city with over 700 years of history, rich in important and picturesque events born at the junction of Polish culture and the eastern borderlands of the Polish-Lithuanian Commonwealth.

It is impossible to fully understand this city without learning about its Jagiellonian traditions, multiculturalism and multi-religiousness, as well as the pre-war importance of the Jewish Diaspora. Lublin is historically a meeting point between Western civilization and Eastern spirituality. With a heritage that

encompasses diverse traditions and a vibrant Jewish Diaspora, Lublin's historical significance sets it apart as a place where the past inspires a cultural, academic and business future.

Through the visionary "Brand Lublin" project, launched in 2007, Lublin has embarked on a journey to create a lasting and cohesive image for the city. The initiative aims to showcase Lublin's unique identity and promote it both locally and globally.

Study in Lublin



Study in Lublin is a project implemented by the Lublin City Hall that integrates the local academic community, encourages foreign applicants to study in the city, and stimulates multicultural exchange in the scientific community. Thanks to close cooperation between the local government, businesses and universities, Lublin's internationalization rate has risen to 14.2%, the highest in Poland.

Lublin IT Upland



Lublin IT Upland - a project implemented by the Lublin City Hall - is an initiative to expose the potential and create a favorable climate for the development of the IT industry in Lublin. These activities have led to an increase in the number of IT/ITC companies in Lublin by almost 400% and an increase in employment in the ICT industry, which reached over 8,000 employees in 2023.

Smart City Lublin



The City of Lublin has been consistently raising the level of urban intelligence and implementing the smart city idea, in line with the Human Smart City 3.0 paradigm, since the previous Development Strategy Lublin 2020. From state-of-the-art traffic management systems, to launching a number of solutions in the form of e-services and systems supporting public data transparency, to zero-emission public transportation. Lublin's smart city initiatives are revolutionizing city life.

#LublinHighTech



An engaging series of interviews shedding light on Lublin's potential in high and mid-tech. The city's thriving innovation ecosystem includes groundbreaking research in brain-computer interfaces, artificial intelligence-based optimization, robotics, game technologies and car design. With further sustainable cooperation in undertaking, developing and implementing high-tech projects, the city is poised to become an even stronger research center in the CEE region, as well as a cradle of innovative and high-tech solutions.

[BIZNES.LUBLIN.EU](https://www.biznes.lublin.eu)



MAZOVIA

Poland



ALWAYS A STEP AHEAD

Thanks to the brand's new strategy, Mazovia gains a new image that enables dynamic entrance into the present. Mazovia – The heart of Poland not only keeps up with global trends, but has ambitions to set them.



SPACE FOR DEVELOPMENT

Mazovia is at the forefront of development and economic rankings, and takes pioneering actions in various fields. The Mazovian way of thinking about development is not only adapting and transforming ideas and solutions from the outside, but above all, creating new ones. The region boasts the most advantageous environment for the development of innovation and creativity in Poland.

CELEBRATING DIVERSITY

The diversity of culture, the richness of traditional values of the region's inhabitants and the motivation to action and development constitute the potential of Mazovia. This motivation stems from the Mazovian openness to changes in each of the areas, as well as the ability to adapt and create new ideas. The inhabitants of the region are much more likely to look to the future and enjoy progress, treating tradition as an inspiration to create new solutions. The consequence of this is Mazovia's unique ability to attract active and committed people who want a better life for themselves, acting according to their own values and pursuing their passions.

Mazovia is one of three regions in Poland, where residents life is best (ranking of IBRIS Institute of Market and Social Research, 2020)

The Mazovia brand addresses people motivated to change, looking for a dynamic development environment, enabling their own lifestyle. Mazovia invites everyone to find an idea for themselves and its implementation. It is a region that: attracts talents and gives them the opportunity to realise themselves; accelerates actions and triggers creative ferment; creates a space of friendly innovation; does not exclude and does not judge; allows to act and integrate.

The Mazovia brand idea "Always a step ahead" is based on four emotional aspects. These are: opportunities, dynamics, creativity and inclusiveness – values communicated by a refreshed brand, encouraging interaction and being the foundation for building a relationship with the brand. The brand's new idea begins with expanding the context of the word "development" and goes beyond the meaning of the economy and infrastructure. Development – the shared value of the brand and the Mazovia region – means a change for the better, an improvement in quality and inclusion in the activity, as well as the

- 23 of the 100 fastest growing companies in Poland are from Mazovia (Forbes Diamonds 2022).
- Warsaw features in the top ten European cities of the future (fDi Intelligence, Financial Times rep.).
- TOP10 richest regions of the EU (Polish Economic Institute report, PIE 2022).
- The University of Warsaw is one of two Polish universities located in the Academic Ranking of World Universities and University Rankings Emerging Europe and Central Asia; Kozminski University in Warsaw is ranked 52nd in the classification of business universities in Central and Eastern Europe (Financial Times 2022).



ability to adapt and creatively transform existing models. Mazovian development is not always dynamic and spectacular – the region gives residents the opportunity to develop at their own pace, in accordance with individual needs.

Mazovia wants to become a region where social development will be as important as the personal development of every resident. It is this change of thinking that positions the brand as a point of reference and example for other regions of Poland and the world.

[MAZOVIA.PL/EN](https://mazovia.pl/en)



READ MORE

MOBILITY LAB HELSINKI – THE CITY’S TESTBED FOR SMART MOBILITY



The City of Helsinki provides diverse opportunities for innovating scalable solutions. Mobility Lab Helsinki, coordinated by Business Helsinki with the city’s innovation company Forum Virium Helsinki, is an urban testbed utilizing Helsinki and its vast open data as testing environments. It accelerates companies’ RDI activities while providing residents with better services.

Mobility Lab Helsinki supports companies in implementing agile pilots, collaborating with stakeholders and engaging citizens as test users. Solutions ranging from on-demand boats to autonomous vehicles and drones have been piloted recently. Trombia, for example, created the world’s first autonomous street sweeper (pictured). “International interest in Trombia has increased significantly since the Helsinki pilot. We have already delivered our first product in the United States, and later this year we will be commencing with the mass production of our system” Trombia’s CEO Antti Nikkanen says. Helsinki welcomes companies to innovate solutions in an exceptionally enabling environment!

MOBILITYLAB.HELF.I



FORUM VIRIUM HELSINKI

Helsinki
Business Helsinki



Sierra Leone, the hidden gem of West Africa, is on an inspiring destination journey. This nation's success story is built on breathtaking landscapes, vibrant culture, and remarkable achievements.

Sierra Leone's natural beauty and national parks make it ideal for eco-tourism. Its rich cultural heritage, with over 16 ethnic groups, invites visitors to engage in vibrant traditions, music, and art.

Beyond its tourism allure, Sierra Leone shines economically, responsibly harnessing natural resources for sustainable growth. It's also gaining recognition for its commitment to gender equality and women's empowerment.

This emerging destination invites you to be part of its remarkable success as a rising tourism brand in West Africa. A country and nation to keep an eye on in coming years.



TOURISMSIERRALEONE.COM

SIERRA LEONE

Population: 5.2 million (2022)
Area: 51,100 km² | 19,700 sq mi
GDP (PPP per capita): \$24,837 (2022)



NEW ZEALAND



New Zealand

Population: 5.2 million (2023)

Area: 268,021 km²

**GDP (PPP)
per capita:** USD 44,880 (2022)



NEW ZEALAND

A NATION OF BOLD INNOVATORS

Aotearoa New Zealand, a youthful nation with bold ambitions, is celebrated for its innovative spirit and unwavering commitment to its people and environment. Rooted in the profound principles of te ao Māori, New Zealand seamlessly blends curiosity, resourcefulness, and a daring sense of adventure (Pōtiki-tanga) with a steadfast dedication to preserving the planet and caring for its inhabitants (Tiaki).

Deeply grounded in these values, New Zealand also embraces the essence of warm hospitality and the nurturing of meaningful relationships based on mutual respect and care (Manaaki). It's a place where people come together, transcending boundaries to act with integrity and transparency (Pono). This commitment permeates every facet of New Zealand's society, from government policies to everyday interactions.

The innovative spirit that has long defined New Zealand has now expanded far beyond its agricultural roots, propelling it into a global hub for pioneering ideas. The nation's journey has led to remarkable advancements in technology, AgriTech, biotechnology, creative industries, food and beverage, manufacturing, education, tourism, healthcare, and sustainability.

Guided by these core principles, New Zealand's remarkable odyssey has not only reshaped its own path but has also positioned it as a pioneering leader on the international stage. As New Zealand continues to embrace innovation and inclusivity, it stands as a testament to what can be achieved when a nation aspires to a future that combines progress, sustainability, and the well-being of its people and place.



How much soft power does New Zealand have globally?

New Zealand ranks 26th out of 121 countries in the Brand Finance's Global Soft Power Index 2023. New Zealand is commended for its high-ranking position given its population and geographic location – scoring 11th in the 'People & Values' pillar and 16th in the 'Reputation' indicator.





WHAT SETS NEW ZEALAND APART?

Research reveals that offshore audiences admire New Zealand's embrace of te ao Māori values. These values underpin its approach to people, place, planet, and partnerships. The "Aotearoa New Zealand, Our Story" video beautifully captures the essence of these values, showcasing New Zealand's unique identity and positioning.

As a problem-solving nation with an undercurrent of ingenuity, New Zealand fosters transformative thinking that leads to innovative solutions. Its multicultural society adds to the nation's diversity, making it an attractive destination for global talent, investors, and entrepreneurs.

DOING BUSINESS IN NEW ZEALAND

New Zealand ranks first in the Asia-Pacific and seventh globally on the Global Opportunity Index, making it highly attractive to international investors. It secures high positions in the Institutional Framework and Economic Fundamentals categories, reflecting a strong macroeconomic outlook.

With a commitment to open-market policies, New Zealand ranks fifth on the Heritage Foundation Index of Economic Freedom. Its prosperity and wellbeing are commendable, ranking 10th on the Prosperity Index.

Entrepreneurs and businesses thrive in New Zealand's innovation-friendly environment, where collaboration and innovation take center stage. This fertile ground for entrepreneurship, along with the country's emphasis on sustainability and social responsibility, drives transformative thinking and attracts investment.



NEW ZEALAND'S TALENT ATTRACTION AND QUALITY OF LIFE



New Zealand's appeal extends to talent attraction, ranking 18th on the Global Talent Competitiveness Index. Notably, it excels in the Enable, Attract, and Global Knowledge Skills pillars. The country's talent-related gender divide reduction efforts earn it a sixth position in this category. Its universities rank among the global top three percent, and New Zealand's peacefulness shines, ranking fourth out of 163 nations on the Global Peace Index.

New Zealand's quality of life is exceptional, evident in various aspects of the OECD's Better Life Index. Employment, life satisfaction, health, civic engagement, housing, and social connections receive high marks. Additionally, the country's commitment to human rights and inclusivity further enhances its appeal.



SUSTAINABILITY IN NEW ZEALAND

New Zealand leads the pack on the Sustainable Trade Index, with a focus on achieving sustainable growth through global trade and investment. The country is dedicated to a carbon-neutral future with a net zero emissions target by 2050. Recognized for climate change readiness, New Zealand ranks ninth on the Global Adaptation Country Index and 26th for sustainability competitiveness on the Environmental Performance Index.

A deep commitment to sustainability and a strong focus on environmental protection contribute to New Zealand's reputation as a responsible global citizen. It stands as a leading example of how a nation can prioritize sustainability while driving economic growth and prosperity.

[NZSTORY.GOV.T.NZ](https://nzstory.govt.nz)



NEW ZEALAND'S BRAND AND REPUTATION

Brand Finance's 2023 Nation Brands report values New Zealand's brand at \$NZ449 billion, reflecting a 25 percent increase since 2019. The country scores an impressive 76.1 out of 100 (AA+) on the Brand Strength Index, based on investment in national brand, public perceptions, and brand performance.

New Zealand's powerful brand resonates worldwide, attracting attention and admiration. Its commitment to sustainability, innovation, and inclusivity has positioned it as a leading global nation, making it an inspiring place for people, businesses, and investors alike.



Behind the Scenes

David Downs, CEO of New Zealand Story Group, shares the post-pandemic country branding strategy, including opportunities for visitors, students, talent, and businesses. New Zealand aims to be one of the best and safest countries for investment and living, building upon its legacy as a clean and pure nation.

Read the Interview:
placebrandobserver.com/david-downs-interview



EXPLORE MORE ABOUT THE NEW ZEALAND STORY

Toolkit



Stories



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Our Story
Film



DO PLACE BRAND PERCEPTIONS REALLY DRIVE PERFORMANCE?

By Konrad Jagodzinski
Place Branding Director
Brand Finance



Brand Finance defines Soft Power as “a nation’s ability to influence the preferences and behaviors in the international arena through attraction or persuasion rather than coercion” and it measures it through the Global Soft Power Index – the world’s most comprehensive research study on perceptions of nation brands, surveying opinions of 150,000+ respondents in 100+ markets worldwide. As the world becomes increasingly connected, Soft Power is a key tool that places turn to in order to achieve economic success.

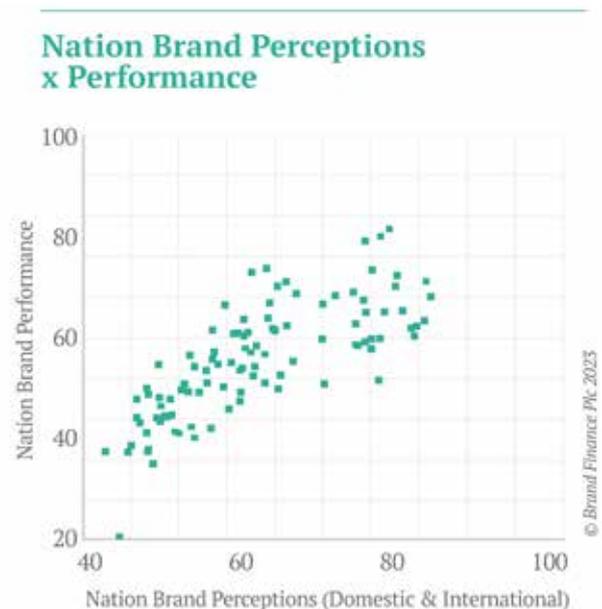
Therefore, we set about an analysis that would allow us to better understand how the dynamics of Soft Power are intertwined with the performance and economic gains of a place brand. We looked at two of our annual rankings – the Global Soft Power Index, which measures perceptions of nation brands, and the Brand Finance Nation Brands ranking, which tracks and assesses the value and strength of nation brands. Our analysis proves that, despite the existence of many and various factors that affect the performance of place brands, perceptions and Soft Power that comes with them command a very strong predictive power, suggesting that improving perceptions can boost performance.

Although this analysis was conducted on more accessible nation brand data, we can easily assume that the takeaways apply in the same way to regions and cities.

The more Soft Power, the better performance of nation brands

There are five key areas of Nation Brand Performance that are measured within the Brand Finance Nation Brands ranking framework: economy, investment, trade, talent, and tourism. Performance across these five areas, combined, generates a Nation Brand Performance score. The relationship between a nation’s perceptions from the Global Soft Power Index and performance in the Nation Brands ranking is shown in the chart below.

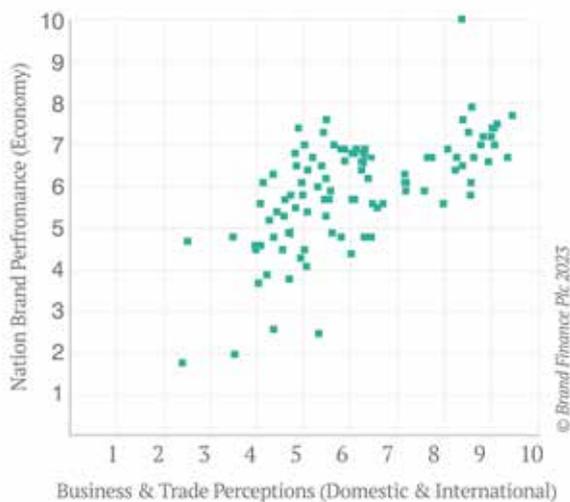
A quick look at this chart proves that whilst there are many ubiquitous influences on a nation’s performance, perceptions can create a tangible payoff. Nations with strong perceptions also generate strong performance – United Arab



Emirates with leading perceptions towards Global Influence, International Relations, and Business & Trade is a nation that is effectively leveraging its Soft Power to drive economic performance. Similarly, Singapore and Ireland have leveraged their strong global reputation in creating positive economic performance. At the same time, weaker global perceptions are seen to correlate with weaker economic performance, such as in the cases of Myanmar, Zimbabwe, and Sri Lanka.

Japan is the most prominent outlier within this analysis. The country ranks 4th on the Global Soft Power Index, driven by strong reputation, perceptions towards Business & Trade, Education & Science, and Sustainable Future. Despite strong perceptions, the nation's economic growth is affected by many and varied influences, such as the nation's weakening currency and ageing population.

Business & Trade Perceptions x Nation Brand Performance (Economy)



Perceptions of Business & Trade correlate with GDP growth

We narrowed down the analysis from the relationship between the overall Global Soft Power Index and Nation Brand Performance scores, to assess the relationship between perceptions of particular Global Soft Power Index pillars and the various pillars of Nation Brand Performance, starting with macro-economic measures – GDP per capita and GDP growth.

The results from our two studies show that perceptions towards a nation's Business & Trade can support macroeconomic performance. United States, Singapore, Canada, and Australia are nations that rank consistently in the top 15 globally on perceptions towards Business & Trade. This is also reflected in their economic performance in terms of some of the highest GDP per capita globally and consistent economic growth. The outliers to this relationship are Ireland, Ukraine, Sri Lanka.

Ireland has been able to generate significantly stronger economic performance as a nation with one of the highest GDP per capita globally and continuously outperforms the rest of the Euro-zone in terms of economic growth, despite not ranking as high on perceptions towards Business & Trade. Ukraine and Sri Lanka, on the other hand, are nations who have not been able to effectively convert their perceptions towards Business & Trade, due to external and internal crises affecting them.



Talent attraction is driven by strong education systems

The analysis of the predictive power of Soft Power in driving Nation Brand Performance was further narrowed to look at how perceptions of a particular nation brand attribute can impact talent attraction.

Attracting talent into a country plays a key role in building future prosperity and global competitiveness. Students looking for renowned education programs abroad are a key target. Our data proves that perceptions towards a nation’s “strong educational system” can positively impact the inbound number of foreign students.

United Kingdom, Canada, and Germany are nations that rank in the top 3 on global perceptions towards “strong educational system” due to their global reputation, great student lifestyle, and a high standard of living. These nations have also effectively leveraged their perceptions and are amongst the countries that attract the highest number of international students globally.

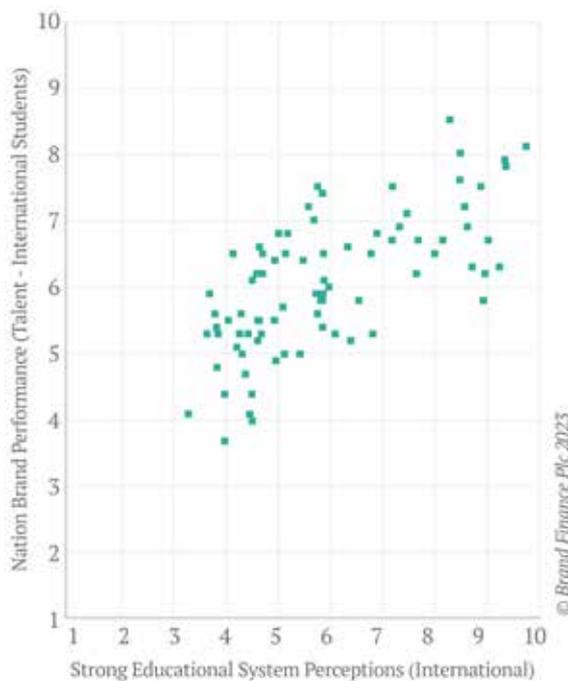
Tourism benefits from positive place perceptions

The final performance pillar that we looked at was tourism. The tourism industry is a vital sector that contributes to the overall success of many economies, and nations adopt strategies to leverage their tourism offering on a global platform.

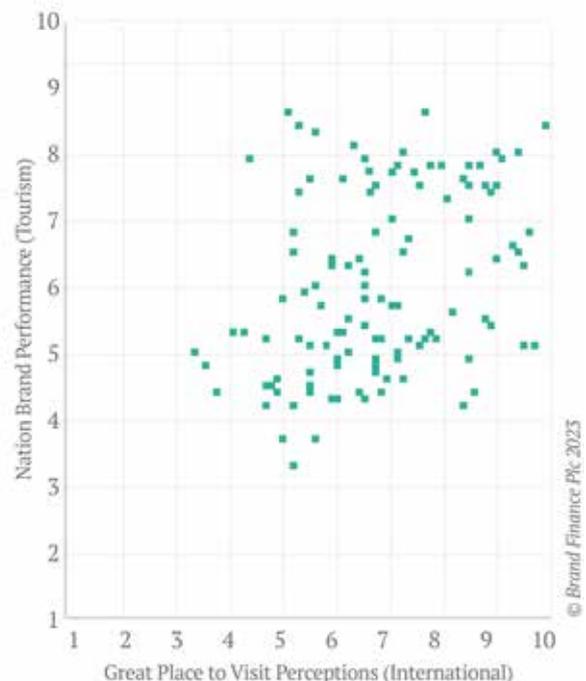
Our data proves that being viewed as a “great place to visit” can boost a nation’s performance on tourism.

Nations that score strong on “great place to visit”, such as Maldives, Switzerland, and Spain, have effectively converted these perceptions into driving tourism performance within the Nation Brands rankings. Japan and Thailand are two travel destinations that show room for further leveraging their strong perceptions to drive tourism performance. Whilst both Japan and Thailand generate strong tourism spend, arrivals per population rank lower than among competitor nations.

Strong Educational System Perceptions x Nation Brand Performance (Talent - International Students)



Great Place to Visit Perceptions x Nation Brand Performance (Tourism)





Leveraging Soft Power for economic performance

Soft Power is widely acknowledged as the preferred tool to advance key interests of nations. Our data and analysis of the dynamics between nation brand perceptions and economic performance proves a clear statistical relationship. Soft Power

generates positive impact across the pillars of performance, and a greater understanding of place brand perceptions – nation, region, or city – can pave the way to a more impactful management that amplifies economic benefits.

Brand Finance[®]

Brand Finance is the world's leading brand evaluation and strategy consultancy. We help place brands measure their marketing activities and develop successful strategies. Headquartered in the City of London, we are present in 25 countries worldwide.

- We have published the Brand Finance Nation Brands study into the strength and value of the world's top nation brands for 20 years. Visit the website for historical rankings.
- In 2020, we launched the Global Soft Power Index – the world's most comprehensive research study on perceptions of nation brands, surveying opinions of 150,000+ respondents in 100+ markets and ranking all 193 member states of the United Nations.
- Our Brand Finance City Index – published for the first time in 2023 - will be extended in the coming years to cover more city brands in regional rankings across all continents.

Brand Finance
Website



Brand Finance
Nation Brands



Global Soft
Power Index



Brand Finance
City Index



DESTINATION MEKONG



DESTINATION
MEKONG



ONE RIVER SIX COUNTRIES UNLIMITED OPPORTUNITIES

Destination Mekong is the private-sector tourism board of the Mekong Region, consisting of the six countries along the Mekong river: Cambodia, PR China, Lao PDR, Myanmar, Thailand, and Vietnam. It was established in 2017 to promote the region as a single tourism destination through sustainable and inclusive initiatives, create opportunities for people and communities, and build capacity. Destination Mekong has run several public-private partnership initiatives as a non-profit private-sector member organization, collaboratively promoting the region to an international audience.

Most members of Destination Mekong are from the private sector, micro- and small-business owners, and individuals, who see opportunities created through tourism. Destination Mekong does not see tourism as an independent industry, it is integrated with many other aspects of a destination, having a large impact on communities, being able to bring benefits but also risking the destruction of places when investment is not steered carefully with a sustainable plan for the community.

The Mekong Region is outstanding in several regards. It is highly diverse has breathtaking natural beauty, a rich cultural heritage, a growing well-educated middle class, and it is strategically located. It offers visitors and investors unique opportunities to be part of a prospering region.



PROMOTING PASSIONS, NOT ONLY PLACES

Destination Mekong is creating purposeful programs and has taken the approach of engaging stakeholders and visitors by triggering their passions.

Mekong Mini Movie Festival

The Mekong Mini Movie Festival is a campaign launched in 2018 to promote the region through a collaborative social media campaign. Businesses were asked to participate and invite their past guests, staff, and residents to post one-minute videos on their private social media channels, using the hashtag of the business and #MekongMinis.

About 500 videos were accepted and assessed by a panel of tourism experts. The best submissions in various categories received a prize and a trophy. The Trophy was modeled after the endangered Irrawaddy Dolphin to raise awareness in partnership with the World Wildlife Fund.

Overall, the campaign had 200,000 followers and reached 21 million people. It won the HSMIAI Adrian Gold Award for best tourism digital marketing campaign in that year. It generated a large amount of authentic content to be used by Destination Mekong and increased the awareness of the region overall as a tourism and filming destination.



[YOUTUBE.COM/@DESTINATIONMEKONG](https://www.youtube.com/@destinationmekong)





Mekong Stories

To recognize the impact of tourism on the lives of the many people who work in this industry, and inspire workers, visitors, and residents, Destination Mekong has created Mekong Stories. The initiative is a publication collecting inspiring content about people working in hospitality and tourism in the Mekong Region. The stories include 'Mekong Faces', content about individuals; 'Mekong Heroes', annually awarded to an individual, who made a large impact on the region in tourism and is an inspiration to many; and 'Experience Mekong Showcases', stories about businesses, who are exemplary to others in their sustainability and community work.

Experience Mekong Collection (EMC)

The smallest businesses very often represent a destination brand. They interact with visitors, employ most people, and drive innovation. EMC is a collection of sustainable businesses in the categories STAY, TASTE, SHOP, DO, TOUR, and CRUISE. About 350 businesses in the Mekong Region are members of this curation of business, which are active members of their communities, follow sustainable practices, and are inclusive.

EMC provides businesses with a platform to interact and jointly run initiatives and promote sustainable tourism in the region. The program was developed in partnership with Destination Mekong's founding partner, Chameleon Strategies.





“

"I envision Destination Mekong as a dynamic and pragmatic network that nurtures innovation and collaboration. Our daily interactions with entrepreneurs and small tourism business operators in the Mekong region reveal their dedication to making a positive impact in their communities. Destination Mekong serves as a guiding and harmonizing force, empowering them to co-create sustainable and inclusive ecosystems that provide opportunities for everyone involved in the Mekong tourism industry"

Catherine Germier-Hamel | Chief Executive Officer, Destination Mekong



“

"We have come a long way since I founded Destination Mekong in 2017 as the private-sector partner of the Mekong Tourism Coordinating Office – the secretariat of the tourism ministries of the six Mekong countries – to run public-private partnerships and involve the tourism sector from the bottom up, which is not how tourism boards traditionally work. The many awards and showcases we have produced are a testimony to our work."

Dr Jens Thraenhart | Founding Partner, Chameleon Strategies
(Former Executive Director, Mekong Tourism Coordinating Office)



“

"Working with Destination Mekong has given us great access to the travel and tourism actors in the region. This regional approach aligns with the need for regional solutions in wildlife preservation, which is our strategy in the Greater Mekong as well."

Jedsada Taweekan | Regional Illegal Wildlife Trade Program Manager,
World Wildlife Fund (WWF)

COLLABORATION AS THE CORNER STONE FOR SUCCESS

Being a private-sector self-funding organization for a region that is home to 300 million people, required creative approaches to challenges. Destination Mekong creates private-public partnership frameworks to run programs. This started in 2017 with the Mekong Moments program, an initiative supported by the six governments of the Mekong Region, and private-sector partners.

Mekong Moments was a platform for businesses to run their social media campaigns by engaging their customers to use the business and the campaign hashtags. The content was aggregated to an online platform and connected with booking channels. Businesses could gain exposure and drive direct bookings through the websites they received for free on the portal in exchange for their participation. At the end,

the portal hosted about 10,000 websites and was recognized by the European Travel Commission as a showcase for collaboration.

Another collaborative initiative is the annual Destination Mekong Summit, which was first launched in 2019 as a virtual event. It is a summit providing businesses and partners of Destination Mekong with a platform to collaborate and discuss important topics, including workshops for tour operators on such topics as wildlife protection, child safety, or digital marketing, to create value for the region as a whole.

Destination Mekong is using a strict bottom-up approach to its activities. Engaging the private sector to generate value.

A STRUCTURE TO ENABLE FLEXIBILITY

The Mekong Region consists of six very diverse governments and many regional administrations, where international and local organizations are actively involved in many topics related to residents' lives and visitors' experiences. Destination Mekong has created an organizational structure to allow inclusiveness, encouraging anyone to participate and simultaneously providing the organization flexibility.

Any individual can become part of Destination Mekong, as a paying and sponsored full member. Full members can be nominated or voted to be part of the

organization's Executive Board. The Executive Board consists of elected members and representatives of partners, and it appoints the CEO, who steers the organization following a strategy set out by the Board. In addition, working groups on specific topics, such as research and academia, training and education, wildlife protection, or sustainable tourism, are founded on the initiative of the members to focus on specific areas of interest and work on specified projects. Each working group has an independent structure and has a voice in the Advisory Board of Destination Mekong.

EXPLORE MORE ABOUT DESTINATION MEKONG

Destination
Mekong



Mekong
Stories



Experience
Mekong
Collection



Destination
Mekong
Summit





CHAMELEON STRATEGIES

ACCOMPLISHED PRACTITIONERS

Our partners and experts have in-depth and hands-on experience from place branding and tourism strategies, comprising former CEOs and senior executives of tourism boards, including Barbados, Canada, Greenland, Guyana, Iceland, Mekong, and Singapore, and have consulted in public and private sectors in Asia, Africa, Australia, Europe and the Americas.

CHAMPIONING BALANCED TOURISM

We have a passion for inspiring travel and tourism organizations from the public and private sectors towards a more equitable, purposeful, and fair tourism ecosystem with an aim for total sustainability. We helped destinations take a balanced path, encouraging conservation activities while expanding tourism responsibly, resulting in a resilient ecological, social, and cultural environment.

BENCHMARK SERVICES

We don't sit still and always develop and create new services for the industry. We are the exclusive global registrar for the new "bike-friendly label"; we have effective market entry and penetration strategies for complex source markets including Germany, Scandinavia, China, and Southeast Asia; a proven approach to developing equitable destination management organizations, or our new by-invite-only Executive Sparring Subscription for minister, CEOs, and CMOs of tourism boards and ministries.

UNPARALLELED ACCESS

Since 2008, we have been a proud Affiliate Member of the World Tourism Organization (UNWTO) and have been serving as 2nd Vice Chair of the Board since 2019. We are regularly invited to join global conferences, including by the World Travel and Tourism Council (WTTC), the Global Sustainable Travel Council (GSTC), the European Travel Commission (ETC), the Adventure Travel Trade Association (ATTA), which allows us to build and maintain relationships with Ministers and CEOs and influencers at the highest level.

AWARD-WINNING INNOVATIONS

From creating stakeholder-engaging collaborative campaigns to enhance responsible tourism through clustering SMEs to digital destination engagement platforms that drive revenues and data capture, we have been at the forefront of leveraging technology to reduce cost and increase conversions.

RECOGNIZED THOUGHT LEADERSHIP

Our experts advise ministers and CEOs, present at conferences, and contribute to articles and textbooks. We provide knowledge and counsel to sector leaders and the industry at large in the areas of destination development, sustainability strategies, investment attraction, climate change in tourism, regional tourism integration, digital and data transformation, as well as managing organisations, creating culture and good governance.



[CHAMELEONSTRATEGIES.COM](https://chameleonstrategies.com)



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FUTUREBRAND: SHAPING COUNTRY BRANDS FOR SUCCESS

FutureBrand, a leading authority in country brand creation, brings nearly two decades of industry experience and a strong foundation in research. The firm's renowned FutureBrand Country Index reorders the top 75 countries based on Purpose & Experience—a data-driven approach to understand brand perception. This valuable insight helps enhance a country's image and attractiveness for tourism, trade, and investment.

Notable projects by FutureBrand include the successful Country Brand Peru, highly acclaimed for its massive public acceptance and global recognition. It has become a respected benchmark within the industry. Another remarkable achievement is the Essential Costa Rica project, celebrated for its commitment to

sustainability and inclusivity, earning prestigious awards.

As pioneers in place branding consultancy and design, especially in Latin America, FutureBrand continually seeks to develop innovative strategies and uncover new insights to enrich each project it undertakes.

FutureBrand

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IPBA

INTERNATIONAL PLACE BRANDING ASSOCIATION

The IPBA is a non-profit association by and for experts in place branding.

Become a member of the IPBA by subscribing to the newsletter (at www.placebranding.org).

Membership is free and non-binding.

The mission of the association is to enhance the international recognition, visibility and development of the place branding and place marketing disciplines among the expert, professional and academic community, as well as among the different institutions and public and private organizations involved directly or indirectly in the branding and marketing of places (cities, regions, countries, destinations) by ensuring “industry standards” through:

- Professional development and networking.
- Debate and Knowledge creation, sharing and dissemination.

The IPBA organizes an annual conference. The 2023 (7th) conference was held in Helsingborg, Greater Copenhagen Region, Southern Sweden, on October 18-20, 2023. Past conferences were held in London (2016), Swansea (2017), Macau (2018), Volos, Greece (2019), Barcelona (2021) and Aix-en-Provence (2022).

The IPBA also offers relevant courses through its Academy, like IPBA Place Branding (general flagship course); Place Brand Identity; Place Brand Measurement and Monitoring; Place Brand Management in Practice; or tailored workshops for client-sponsored groups who require customised content.

For any Academy-related questions and to sign up, contact academy@placebranding.org

PLACEBRANDING.ORG



FURTHER READING

AN INSIDER'S GUIDE TO PLACE BRANDING

How to shape the identity and reputation of cities, regions and countries

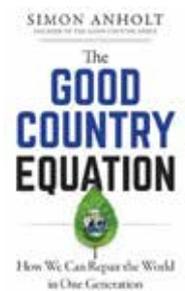
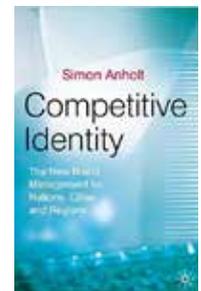
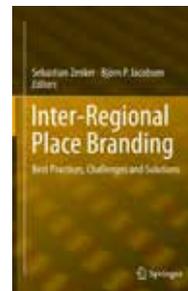
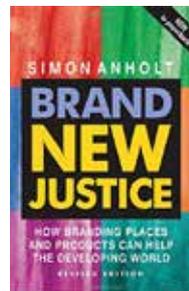
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This professional guidebook highlights brand development and management for cities, regions, countries, and destinations. It presents a unique collection of expert interviews, combined with latest research insights and thoughts on the most relevant topics and trends linked to the reputation, brand development and management of cities, regions, countries and destinations. This is a book which offers inspiring personal stories and reflections, and at the same time serves as an essential know-how guide for busy place managers, marketers and developers who care about the reputation and well-being of their community.

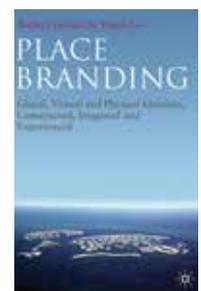
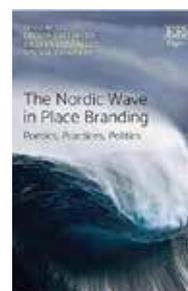
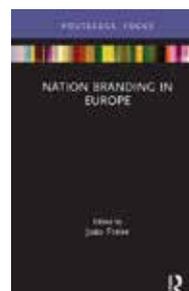
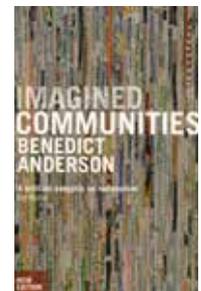
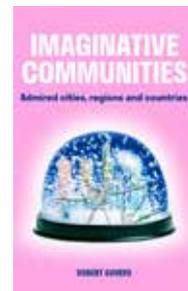


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