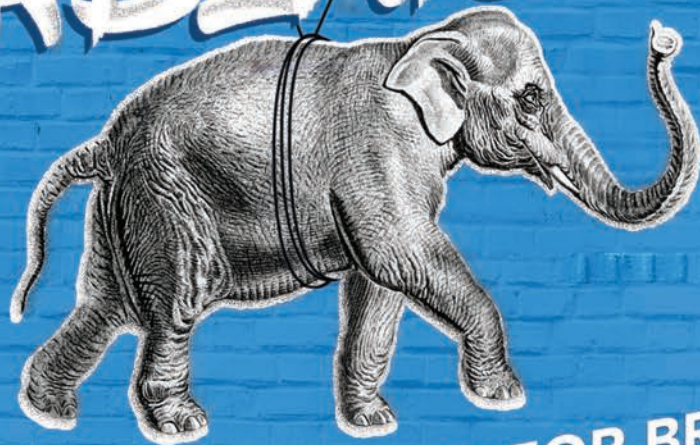# BRAND ®
URBANISM

TOWARD A NEW ROLE FOR BRANDS IN PUBLIC URBAN SPACES

JCDecaux

WHAT IF BRANDS HAD A NEW ROLE TO PLAY AT THE HEART OF CITIES?

This is precisely what the rise of Brand Urbanism® suggests. This emerging practice consists in allocating a fraction of a brand's marketing and advertising budget to funding urban development and improving the quality of life of city dwellers. Whether permanent or temporary, such projects result from close collaboration with a city and its inhabitants, aiming to effectively impact people's lives in new and positive ways.

In 2019, Utopies chose to celebrate its 25th year of opening new paths for sustainability by launching 25 collaborations with companies or NGOs to further transform business and the world. The present one was conducted with JCDecaux, aiming to explore Brand Urbanism® through a dozen interviews and some forty concrete case studies, in order to define and illustrate this innovative and promising concept.

UTOPIES ©

Utopies is an independent consultancy, acknowledged as the pioneering agency for sustainability since its creation 25 years ago. Utopies is also a think tank, allocating 20% of the staff activity to researching new trends and publishing open source reports to open new pathways for corporate social commitment. Utopies was the first French B Corp certified company in 2014, and has developed the movement in France as country partner since.

www.utopies.com

JCDecaux

- Present in 4,030 cities with more than 10,000 inhabitants
- 95% of the most influential international brands trust **JCDecaux** to communicate
- 1,061,200 advertising units in more than 80 countries
- Leader in self-service bikes: pioneer of soft mobility

www.jcdecaux.com

BRAND URBANISM®

TOWARD A NEW ROLE FOR BRANDS IN PUBLIC URBAN SPACES

Elisabeth
Laville
Founder and director – UTOPIES

From SMEs to global corporations, from the textile to the auto industry, from the USA to Italy to France, the idea that companies must define their purpose and seek to have a positive impact on the world is gaining momentum. In early 2018, Larry Fink, the director of BlackRock, the world's largest investment manager, announced that moving forward he would only invest in companies that go beyond limiting risks associated with their business activity and actively seek to make a positive contribution to society. In other words, companies that "use business as a force for good": such is the motto uniting corporations in over 60 countries under the B Corp certification, which was created in the USA over ten years ago. This initiative includes historically committed brands such as Patagonia or Nature & Découvertes as well as a growing number of large corporations such as Danone, Unilever, etc. Such large corporations are also increasingly willing to align their strategy with the Sustainable Development Goals of the United Nations as a means of affirming their commitment to making a positive impact on humanity as a whole. In France, the positive revolution has been enshrined in the PACTE law, creating the possibility for companies to include in their bylaw a statement on their social and environmental role in society with a true *raison d'être*, beyond that of making profit. In response to strong consumer and employee expectation, in particular from younger segments of the population, brands increasingly display their willingness to effect positive change in the world, endeavoring to define and embrace their purpose as a means of visibly and effectively committing to the improvement of quality of life for society as a whole.

Moreover, to improve quality of life today means making better cities: this is where brands who want to make a difference can have the greatest impact. Already, a growing number of global brands such as Nike, Lululemon or Uniqlo are crafting local marketing strategies tailored specifically to the communities where they sell their products, which include providing non-commercial services such as local cultural activities, informal meetings or free training sessions. Seeking both broader usefulness to society and greater proximity with their customers, a number of brands are setting new standards for community involvement by funding urban amenities for public use, aiming to bring new life and soul to neighborhoods and generate a sense of community.

This emerging practice is what we call Brand Urbanism® and this report presents the fruit of our research into this new exciting field. It seemed only natural that JCDecaux would be our partner on this project and I thank them for their support. In a way, Brand Urbanism® can be seen as a contemporary offshoot of the company's visionary business model, created in the 60s, when founder Jean-Claude Decaux first came up with the idea of providing cities with new services for urban communities, such as bus shelters, funded entirely by built-in advertising displays. What has changed, however, since 1964, is that the relationship between brands and cities has matured to the point where, in some very specific cases, it has become possible for the former to directly fund new urban developments and services – providing design and innovation expertise - in dialogue with the latter and, of course, with urban populations themselves.

Such experiments remain rare. A number of brands we contacted did not wish to discuss these kinds of initiatives arguing that, though positive, they remain too sparse to constitute an articulated strategy. As for agencies, most of those we contacted had never even heard of Brand Urbanism® nor of any of the case studies in this report. When we turned to cities to find out more about their experience in the matter, they were often reluctant to discuss greater involvement of brands in urban environments - a sensitive topic which still frightens many, echoing commonly held beliefs that private interests necessarily oppose the greater good.

However, we believe that Brand Urbanism® holds great potential to help cities meet the colossal challenges they face today - ecology, climate, restoring the social bond, revitalizing destitute neighborhoods, etc. Challenges which they can only solve with the support of all stakeholders involved, including businesses. Brands themselves could also benefit greatly from this new kind of public-private partnership, which can strengthen their local connections with the communities where they operate, bolster the relationship with their customers as well as provide brands with new means to effectively demonstrate their societal purpose, etc.

It is our hope that this report will map out a new world of possibilities for brands and communities alike to explore while identifying the pitfalls and challenges they will inevitably meet along the way. ∎

Carole
Brozyna-Diagne
Head of Sustainability & Quality Group – JCDecaux

Isabelle
Schlumberger
Executive Vice President Sales,
Marketing and Development – JCDecaux France

All around the world, cities are changing, constantly reinventing themselves to meet the pressing societal challenges of our times, from responsible consumption to mobility, inclusion and environmental preservation.

Urban ecosystems have always played an important part in establishing brands and their worldwide influence, hence their current transformation sets an incredible stage for brands to play a new role as responsible economic actors, bearers of meaning, profitability and positive societal impact in the communities where they operate.

By getting involved in urban development and seeking to simplify, improve or embellish city life, brands are effectively taking on the responsibility that consumers/citizens have bestowed upon them.

Take the trailblazing initiative launched by some of the leading players of the beverage industry, who teamed up with JCDecaux to co-create practical solutions for waste collection. Similarly, a number of our advertisers are calling on us to take action and launch events to raise awareness on air quality in hopes of prompting the development of remediation solutions.

Such initiatives are good examples of how brands are currently seeking to sustainably embed their activities in urban environments as a means to create shared value.

This is what we call Brand Urbanism®: a new model of collaboration bringing brands and communities together, most often with the help of an expert third party, to generate positive and lasting impacts on territories and communities.

In providing cities with public services funded by advertising as early as 1964, Jean-Claude Decaux had understood the great potential of the relationship between communities and brands for effecting positive change.

Half a century later, JCDecaux remains more than ever convinced of the relevance and power of such synergies.

This is why we wanted to support UTOPIES in conducting this research into this promising new field. As daily facilitators and catalysts of synergies between cities and brands, we are happy to share with you the best practices in Brand Urbanism® which are documented and analyzed in this report. We hope that the content of this study will inspire you, provide you with practical insights and ultimately contribute to the fulfillment of our most cherished wish: to foster and accelerate shared value creation in communities all around the world. ∎

INTRODUCTION

The call for private companies to contribute to the greater good is a trending topic which is increasingly featured in front page headlines and board meeting agendas. New legal statuses are emerging (Benefit Corporations in the USA, Social and Solidarity Economy companies in France, Community Interest Companies in the UK...) and even investors such as Larry Fink, CEO of BlackRock, the world's largest investment manager, are joining in this movement. Indeed, in his 2018 letter to CEOs[1] he announced that BlackRock would no longer invest in companies committed solely to reducing their negative impacts, focusing investments on companies that demonstrate a commitment to making a positive contribution to society. Furthermore, initiatives such as B Corp - a community of businesses united "for profit and for purpose" who meet the requirements of the ambitious B Corp label - have already proven the ability of private companies to successfully commit to making positive contributions to society. In France, where this study was written, this movement has accelerated and crystallized around the recent PACTE law, which brought into sharp focus the growing necessity for companies to define and embrace their purpose.

This current shift is an opportunity to experiment with new marketing practices and rethink brand communication entirely. However, big declarations of intent are not enough: to avoid counter-productive "mission-washing", a company's stated positive contribution to society must be specific, tangible and measurable, it must also be embodied in the brand's daily operations, in its products and services as well as in its impact on the communities where it operates. The majority of the world's population lives in cities today, hence cities are where most of the world's wealth is concentrated, where the vast majority of consumer-citizens live. Consequently, cities are also where key challenges of sustainable development are most pressing (mobility, health, food, waste, energy, buildings quality of life, poverty, inclusion ...) and where, most likely, the potential for finding solutions to these challenges is the greatest. In 2015, the city of Paris joined more than 700 mayors from around the world in an initiative alongside international organizations, national governments, the private sector and civil society to meet the challenge of climate change[2]. Cities hold the greatest potential for companies seeking to effect positive change in the world. In a context where local authorities increasingly operate on restricted budgets, companies and brands seeking to make a positive contribution to society should actively seek to engage in partnerships with cities and work with them to improve city life.

In any case, it is an undeniable fact that private actors already have considerable influence in shaping public space in urban environments (outdoor advertising, buildings, planning, zoning). Through their activities, companies make their mark on urban life in different ways. Some of them directly shape urban fabric by the very nature of their core business: mobility, real estate, urban services, development, energy, etc. In other industries such as retail, ready-to-wear, household appliances or services, companies establish their points of sale in urban areas to gain access to their target consumers. Other companies are present in the city merely through their products.

Among these emerging practices uniting brands and cities, one is of particular interest to us because it represents a new innovative field with great potential, at the junction between private and general interest, namely: Brand Urbanism®.

This emerging concept refers to a collaboration between a city and a brand in which the brand launches and/or finances a permanent or temporary urban development project to gain visibility and generate positive societal impacts.

This study aims to open new avenues and launch a rich and fruitful debate on the topic of Brand Urbanism®, integrating as many points of view as possible through numerous interviews and research on some forty case studies. It is quite clear that this new type of public-private partnership comes with it its own set of rules as well as a number of dilemmas: private vs. collective interest, short-term vs. long term ROI, inclusion and accessibility vs. commercial priorities, financing vs. corruption, public space vs. commercial space, transparency and citizen involvement vs. opacity and "top down" decision making, etc. In other words, challenges enough to stimulate innovation for companies and cities for a lifetime!

KEY FACTORS IN THE EMERGENCE OF BRAND URBANISM®

Brandwise

→ Increasing consumer expectation in terms of corporate responsibility and societal commitment (in particular among Millenials)

→ Competitive advantage of local brands who are closer to consumers and their needs

→ The need for brands to experiment with new communication channels in addition to traditional advertising

→ Reassessment of advertising - sometimes seen as too intrusive, overabundant, lacking relevance

Citywise

→ Reduced budgets and growing debt of local authorities

→ Challenges of guaranteeing the quality and maintenance of public infrastructure (congestion of public transportation, traffic, lack of facilities, heritage protection)

→ New social and environmental challenges (social bond, pollution, climate, waste, health, mobility ...)

→ Heightened competition of territories to attract capital and tourism and the associated need for marketing differentiation via a strong identity

→ Need to reestablish the bond with citizens who use public infrastructure

REINVENTING BRANDS, REINVENTING CITIES – THE RISE OF BRAND URBANISM®

Cities and the challenges of sustainable development

Cities are simultaneously the main stage for the momentous societal changes of our times and one of the driving forces behind them. From demographic growth[3] to economic development, energy transition to societal evolutions, they lie at the crossroads of the 21st century's sustainability challenges: developing resilience has become one of their most important tasks. The role of cities in meeting global challenges of sustainable development is only magnified by accelerating urban growth; today half of the world's population lives in cities, a figure expected to reach 68% by 2050[4]. Food needs are constantly growing[5] too but in a country like France, where 80% of the population lives in urban areas[6], only eight cities feature a food autonomy rate of 5% or more[7].

Cities are also at the forefront when it comes to the fight against climate change.

Though they occupy just over 3% of the planet's landmass, cities account for more than 70% of the world's CO_2 emissions[8] and between 60 and 80% of worldwide energy consumption.[9]

Urban areas, due to their geographical exposure and population density, are particularly vulnerable to the effects of pollution. In this context, cities must innovate to preserve and improve the quality of life and health of city dwellers[10].

Preserving and strengthening the social bond in urban areas is particularly challenging, all the more so at a time when populations are aging[11]. 58% of city dwellers point to the impersonal character of urban life and the need to generate a sense of community. For instance, in Britain, 9 million people say they feel lonely[12] (about 15% of the population) - a figure that reaches 52% for Londoners[13] and explains the appointment, for the first time in 2018, of a "Minister of Solitude"[14]. In France, 23% of big city residents never speak to their neighbors[15].

Fortunately, cities also feature a high concentration of wealth alongside many assets that can be levered to foster societal change: ideas, trade, culture, science, social development... 60% of global GDP is now generated by about 600 cities[16] with over 2 million inhabitants, and the economic weight of Shanghai alone is equivalent to the GDP
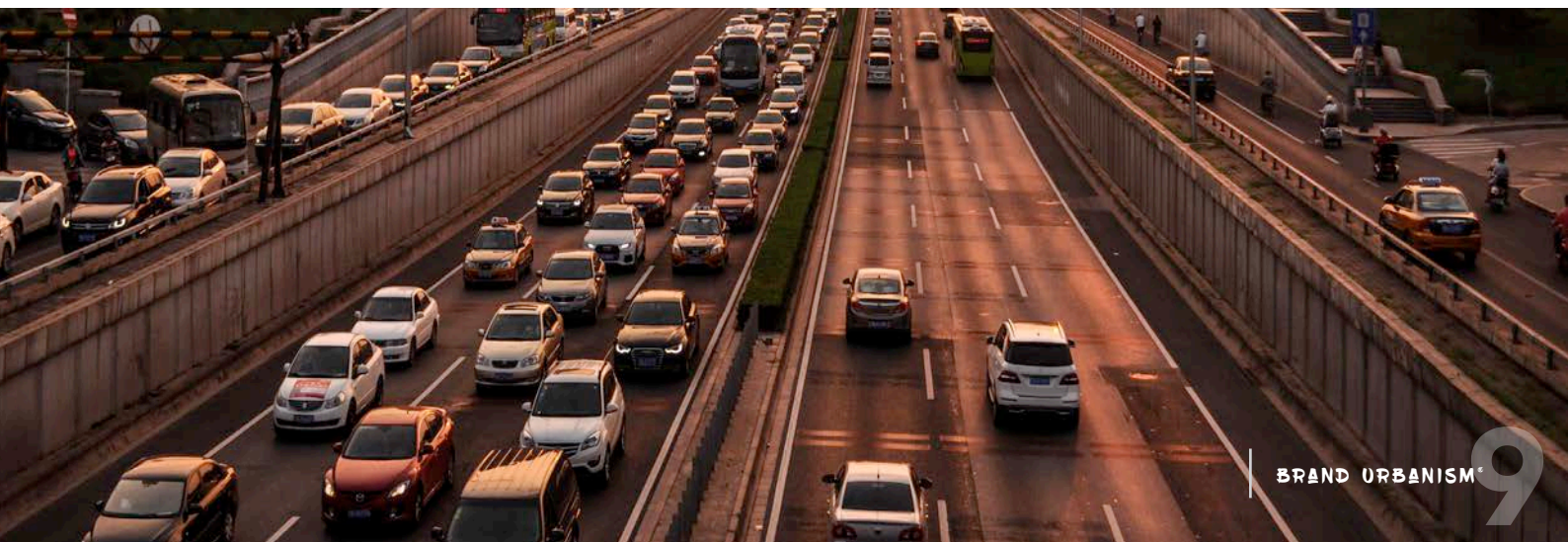
of the Philippines. The influence of big cities continues to grow, economically as well as politically and culturally. All over the world, population growth requires the construction of new urban infrastructure. More and more cities are making ambitious moves to tackle climate change - London and Oslo have drastically limited road traffic in their city centers; Paris, New-York and Copenhagen are multiplying revegetation projects…

Many sustainable development issues are primarily played out at the local level: this is the case for environmental impacts (minimizing transportation, mitigating climate change) as well as the social bond (i.e. recreating a link between those who produce and those who consume in the same community...), cultural diversity (preservation of local identities and the fight against the increasing standardization of "made in world" products) and economic resilience (vs. the high vulnerability of communities that rely too heavily on imports and exports). Moreover, a number of key sustainability challenges are best met at the local level, such as mobility, housing, health, food, waste, water, biodiversity, issues that are by definition of a local nature, where people live, where buildings are built and used, where food is consumed, where waste is produced, etc. Another important aspect is that the smaller scale of cities, in comparison with regions, countries or continents, allows to work simultaneously on urban infrastructure and user behaviors and to combine a top-down approach (regulation) with a bottom-up approach (listening to people's needs). This explains why both the circular economy and the collaborative economy, two of the most promising, more sustainable new economic models which have emerged in recent years, are, in essence, local. Indeed, to allow one actor's waste to become another's resource or to pool resources smoothly and effectively requires exchanges to be as short and easy as possible, which can only be achieved with a certain level of geographical proximity.

Finally, and more specifically, considering existing difficulties in meeting sustainability challenges at a global level, cities appear to be in a better position to effect such systemic changes. Indeed, cities now constitute a more relevant scale to carry out sustainable development policies because cities can alter people's behavior as well as urban infrastructure (e.g. mobility), combining a bottom-up (learning from pioneering initiatives and what works in the field) with a top-down approach (generalizing these practices by altering regulations, standards, etc.).

This new awareness is also reflected in the willingness many cities are showing to embrace an integrated approach to these challenges and share experiences and skills with other cities. In 2005, a group of 81 global megacities joined forces to launch C40, a joint initiative to collectively engage in the fight against climate change. Such coalitions will no doubt continue to grow and multiply.

| Vauban eco-district in Freiburg (Germany) |

Reinventing cities: an expectation of citizens, an ambitious challenge for local authorities

Given the relentless growth of cities, quality of life and public perception of urban infrastructure have become central issues. On a European scale, city-dwellers display a high level of overall satisfaction: in almost all of the 79 cities surveyed in 2015 by the European Commission, at least 80% of city dwellers are satisfied with living in their city. On more specific issues however, like the quality of roads, satisfaction rates are low in a number of capitals. When it comes to public transportation, satisfaction rates vary considerably from one city to the next - from 97% in Zurich to 14% in Palermo - and directly affects the frequency of use of these services. As for air quality, the level of satisfaction in Greater Paris fell by 12% between 2012 and 2015. Unsurprisingly, the expectations of residents echo global issues.

Communities are thus invited to rethink their modes of operating and to integrate sustainable development objectives into their urban planning strategies and policies[17].

Cities are beginning to proactively take into account and prioritize new topics, such as health, well-being, quality of life, or the establishment of sustainable local economies.

This explains in particular the recent rehabilitation of river banks in a number of European cities, allowing for residents to enjoy these hitherto underused spaces[18] . Raphaël Souchier, co-president of the ViBE network ("Ville et Bien-Être", i.e. cities and well-being) and associate expert at UTOPIES, explains: "well-being is a relevant topic for cities today because a growing number of issues connected with how we operate as a society are becoming more pressing (increased mobility, changes in work and traditional social frameworks, environmental awareness, loss of meaning related to the overspecialization of tasks...) while initiatives dedicated to urban well-being are multiplying and would greatly benefit from connecting with each other."

However, effectively meeting the challenges of the 21st century and the expectations of city-dwellers[19] will require allocating ambitious means to transforming cities and renewing urban infrastructure in a context of structural decline in public funding.

The public debt of French cities has increased by 18% over the last ten years, reaching 65.2 billion euros at the beginning of 2018[20], while city funding dedicated to local investments has decreased by 25 to 30% between 2014 and 2017, regardless of their size[21]. At the end of 2018 New York City's debt stood at 64,100 dollars per inhabitant[22]. According to the Global Infrastructure Outlook report released in 2017, providing the infrastructure needed for global economic growth would require an investment of 94 trillion dollars by 2040, the equivalent of about 40 times the GDP of France. A challenge which can only be met if local authorities embrace a new, more agile and horizontal culture when it comes to city planning and development, according to Raphaël Souchier.

Local authorities could evolve and become facilitators of local dynamics, creating and fostering connections between different kinds of local players (including businesses) and coordinating local initiatives dedicated to the common good.

Local communities are already joining forces in a growing number of shared initiatives focused on pooling resources and sharing practical solutions. In 2019, the French Ministries for the Ecological and Solidarity Transition and for Territorial Cohesion launched a joint survey to assess citizens' expectations, perceptions and aspirations for the cities and territories of tomorrow23: making new use of empty buildings and wastelands, fostering the emergence of neighborhood workshops, sports fields and ephemeral pop-up spaces, promoting bicycle use, improving public transportation... Such initiatives seek to generate alternatives to the current "fragmented city" model in which urban space is divided into homogeneous pockets. New markets are flourishing for new kinds of spaces dedicated to meeting and exchanging as well as for more efficient local services. These spaces seek to empower inhabitants, foster social cohesion, voluntary involvement and collective intelligence. Cities which spearhead such experiments have become laboratories for innovative territorial policies, for instance cities united under the Milan Food Policy Act, a pact to establish sustainable food strategies for megacities launched in 2015.

To successfully exercise such prerogatives, cities must now acquire new skills which, until recently, had only been applied in the private sector: design thinking, marketing innovation, communication, establishing an economic model, capitalizing on experiences and knowledge, facilitating work between different kinds of players (with different profiles, abilities, professional maturity, from various sectors...), collective experiments... In a broader sense, the emergence of "place branding" (marketing of cities and places) is a clear indication of the increasing convergence in the current concerns of brands and cities. Thus, it seems more relevant than ever to identify new possible synergies, such as sharing skills, and broadly explore other ways in which cities and brands could join forces. Indeed, cities now seek to advertise their name and improve their image by promoting their territory in the same ways that brands promote their products or services (to tourists, businesses, media, citizens, stakeholders...), sometimes going so far as to embed this new function in local institutions by creating departments dedicated to innovation - a feature more often found in private sector companies - whose task it is to initiate new partnerships that reshape the city and create incentive for companies to invest in urban spaces. Some cities, such as Vancouver, go as far as to establish the monetary value of the city's brand name and identify key factors to enhance it, such as innovation potential and commitment to sustainable development. Brand Finance, through its Brand Strength Index tool, assessed the brand value of the city of Vancouver at over 31 billion dollars. Similarly, San Francisco owes much of its brand image to how it communicated its goal of becoming the first city in the world to achieve "zero waste" by 2020.

Vancouver has built its brand and reputation around goals such as becoming the greenest city in the world by 2020 - the city regularly assesses the financial value of its brand.

C

Brand Urbanism®: at the cutting edge of corporate advertising?

On the other hand, businesses now wield considerable and ever-growing power and influence, while bearing equally vast and expanding responsibilities. In the late 2000s, Ben Cohen, a visionary entrepreneur and co-founder of the Ben & Jerry's ice cream brand, said that "companies bring together organized human creativity and money, making it the most powerful force in the world today"[24]. While admitting that the following figures are difficult to compare, it is striking that the total capitalization of Amazon (700 billion dollars) is greater than the annual budget of a country such as France.[25] In the Netherlands, a year's worth of private advertising spending (6.3 billion euros) is equivalent to the total annual budget of local authorities in a city such as Amsterdam - which inevitably raises the question of such advertisement's societal return on investment[26].

However, it is consumers who, in their purchasing choices, bestow this power upon brands.

Hence investing in the communities where consumers live and establishing an emotional bond with them by providing them with useful services is not so much a company's moral duty as its well-understood interest. This is truer still at a time when consumer expectation is increasingly geared toward responsible consumption[27]. Three out of four consumers today believe that businesses have a more important role to play than governments in creating a better world, and a large majority of them want their favorite brands to be more involved in finding solutions to current societal issues[28].

Only 33% of consumers say they enjoy advertising on television, 26% in newspapers and 24% on the radio[29]. Digital advertising, offered as a complement to better target audiences, did not have a significant impact on return on investments[30]. More than 30% of Internet users used an adblocker in 2019 (according to eMarketer). Anti-advertising movements have been gaining momentum in many cities around the world. The mayor of São Paulo had 15,000 billboards and 300,000 storefronts removed in a move to combat what he described as "visual pollution" and subsequently worked with JCDecaux to introduce bus shelters featuring advertising panels and clocks[31]. From Tehran to Paris, from Vancouver to New York, other cities have begun to regulate the visual impact of advertising for residents. In 2017, Grenoble was the first European city to ban outdoor advertising entirely by removing advertising billboards from the city center and replacing them with public information boards and trees[32]. However, in 2019 the city renewed its contract with JCDecaux to provide bus shelters with advertising panels. In Paris, the city has set out to ban sexist ads, providing the city authorities with the final say as to which ad campaigns hit the billboards in the city's streets and subway system.

Consumers, for the most part, do not distinguish between brand communication and advertising[33], and bemoan the "permanent" (63%) and "invasive" (98%) presence of brands - except at the cinema (2%) or on billboards (19%).

At a time when 77%[34] of brands could disappear without most consumers blinking an eye, marketing innovation and multi-channel advertising are more necessary than ever to reach, convince and retain consumers and thus sustain business activity.

According to Mercedes Erra, executive president of Havas Worldwide, outdoor advertising is better off in this respect, as it allows for greater proximity and anchoring in the daily lives of a large target audience and is considered less intrusive. Over 80% of connected adults are not disturbed by outdoor advertising and often use it to get information[35]. At a time when consumers are exposed to an average of 3,000 communications a day, brands are competing for more than just consumer purchasing power, vying for their attention and for a special place in their heart as well as in the collective imagination. Furthermore, when it comes to advertising, consumers today are increasingly demanding in terms of creativity and relevance[36].

Hence, the time has come for brands to rethink their communication entirely, to actively seek to serve cities, to address the real challenges of our day so as to help solve them and set aside the fear that this will impact their bottom line. "If you are not part of the solution, you are part of the problem" goes the well-known adage. Outdoor clothing and accessories brand Patagonia has proved that a sober and responsible approach to advertising can be very profitable. Indeed, following the brand's iconoclastic and seemingly anti-business 2011 advertising campaign under the slogan "do not buy this jacket", Patagonia's sales increased by 40% over the next two years.

Another fact is that local brands perform better than international ones[37]: they now account for 46% of global consumption and are growing twice as fast as global brands, who have much to gain from getting closer to consumers via positive marketing strategies, as shown in the following box (see text box on the right).

For the most advanced brands, such as Canadian Lululemon, stores are no longer only business places but also neighborhood hubs: everywhere in the world, Lululemon stores offer free yoga classes issued by local tachers, outside opening hours.

Global brand strategies to become more local…

- **UNIQLO** has adopted a unique strategy for opening new stores in a number of major cities such as Toronto, establishing collaborations with local independent stores and seeking to support existing local businesses rather than compete with them, as a means to protect not only these businesses but more broadly, to preserve the city and the quality of life of its inhabitants.

- Similarly, Canadian yoga apparel brand **LULULEMON** invites local artists to show work in their stores and provides free yoga classes to its customers.

- French sports retailer **DECATHLON** has launched a new concept of stores in a dozen locations across France, the Décathlon Villages, bringing together a comprehensive ecosystem of sports-related businesses as well as free activities: sports clubs, specific sports infrastructure (horseback riding tracks, climbing rooms, fitness rooms, etc.), a number of stores including a Decathlon outlet, osteopaths, activities aimed at trying new sports or selling used sports equipment, hosting children's birthdays, etc.

- Finally, in the USA, **&PIZZA** is a fast-food company operating about 30 restaurants in 5 cities, all of which are conceived with a focus on their communities: local artists are commissioned to design them, Pizza ingredients are sourced locally, the brand runs a « Little Giants » partnership program with local food or beverage brands whereby each restaurant proactively incorporates their locals partners' products into their menus, while also running another program called « &Charity » which offers different kinds of support to local not-for-profit organizations (offering pizza to the poor, or donating all profit generated one Monday a month to an association, etc.).

Businesses have a long-term responsibility to contribute to maintaining vibrant and diverse local economies in the communities where they operate. By forming partnerships with cities to control the rise in real estate prices or finance common infrastructure, they can go as far as limiting gentrification[38] and thus fight against the appropriation of urban spaces by the upper classes. They also contribute, albeit unevenly across countries, to the attractiveness of the cities in which they choose to establish themselves - a key issue for the increasingly competitive tourism sector. In France, top recommendations for tourist spots on sites such as TripAdvisor are almost always public spaces. However, in a city like New York, private sites (Top of the Rock, Empire State Building, Rockefeller Center, Time Square ...) are also featured prominently. When Time Out magazine renovated the historic Lisbon market, the company drew on its extensive knowledge of the city to select and promote the best restaurants and food producers that Lisbon has to offer, to great public acclaim: the Time Out Market is currently the top recommendation for food in Lisbon on TripAdvisor.

In London, as in many other capitals, the private sector shapes the cityline.

Lisbon's "Time Out Market", which brings together and promotes the best of the local gastronomic heritage, is being expanded in eight capitals.

Making a positive contribution to public spaces is a powerful way to shift the often negative public perception of the private sector as a whole, as suggested by the study "Brands need to shift from zeroes to heroes"[39]. *"The time for a new kind of advertising has come, focused on transparency and authenticity. [...] Tomorrow's advertising will be invisible, [...] embedded in product use, along the lines of what we are already seeing in some places today."* Says Maria Mercanti-Guérin, Lecturer at the Conservatoire National des Arts et Métiers[40], in Paris.

Brand Urbanism®: where the needs of brands and local communities come together

Cities are now in need of new funds, skills and partnerships to meet the challenges of the 21ˢᵗ century. On the other hand, brands have growing advertising budgets[41] and are looking for new ways to reach their target audiences, most of whom live in cities.

This is precisely what Brand Urbanism® can achieve. Indeed, by allocating a fraction of their marketing and advertising budget to financing urban development and improving the quality of life of citizens, brands can effectively impact people's lives in new and positive ways and create a lasting and positive emotional bond with consumers through meaningful products and services.

This is the meaning of "goodvertising", a concept popularized by Thomas Kolster and which can be defined as "responsible and creative advertising"[42]. A concept in line with current consumer expectation, given that 80% of consumers today want to choose more socially responsible brands[43]. To convince those who equate corporate "do-goodism" with greenwashing[44], brands must now offer innovative and practical solutions that create visible improvement in our daily lives, and lever traditional and emerging means of communication in a balanced way.

In some industries that bear a connection to key needs of residents, companies have launched ambitious programs to meet public-interest challenges, such as NOVO NORDISK in Mexico and its "Cities Changing Diabetes" program, designed to tackle social and cultural factors that cause type 2 diabetes in certain segments of urban population. This prevention program is now conducted in 19 cities around the world, where partnerships have been built with dozens of local stakeholders.

« Since governments can no longer change the world without the help of companies, it is less a matter of debating the legitimacy of brands to influence public space than of recognizing the potential for collaboration between companies and cities, and to seek to make this collaboration as virtuous as possible. »

Thomas Kolster, author and thought leader, « Mr. Goodvertising »

Brand Urbanism® is neither an oxymoron nor a new word for corporate philanthropy: it is a wide and promising new field of opportunities for public-private partnerships at the cutting edge of communication, waiting to be explored.

For Stéphane Maguet, director of innovation at We Are Social, a creative agency, **"Brand Urbanism® is an attempt find resolution in the perennial contradictions between general interest on the one hand, traditionally believed to be held by public authorities, and the particular interests of private companies on the other."** As Gilbert Rochecouste - founder and director of Village Well, an Australian consultancy specialized in placemaking - explains, **"public authorities do not have the funding or the resources to build cities anew, unlike the private sector. However, local authorities can act as facilitators for such projects by setting the preliminary ethical framework."** Thus, while cities retain a crucial role in identifying, prioritizing and managing local issues, brands can take on, at least in part, the development, implementation and long-term funding of innovative solutions.

Brand Urbanism® is an opportunity for brands to demonstrate in practical terms the way in which they claim to make a positive societal contribution, by agreeing to allocate budgets to certain innovative projects without being able to establish their ROI in advance, knowing that each such project is unique and most likely not replicable given it is by definition tailored to specific local needs. The stakes are many: governance, ethics in design, responsibility in implementation, co-creation with local populations... Brand Urbanism® requires stake-holders with diverging interests to establish a strong working relationship, a challenge which may discourage some but could also serve as an incentive to transcend preconceived ideas of what is possible.

Finally, Brand Urbanism® can increase a brand's attractiveness as a potential employer and enhance its ability to recruit young talent. According to Mercedes Erra, today's younger generations seek a sense of purpose in their career, placing brands who tell a different kind of story and exhibit visibly positive societal impacts are at a competitive advantage on the recruitment market as well as providing their teams with an added sense of pride and belonging. In this context, the relevance and integrity of a brand's communication become key issues.

To help improve the quality of life in the city, JCDecaux supported Politecnico di Milano in the design of a tool for the regeneration of urban public space called Playtime. According to Giuseppe Sala, Mayor of Milan, "for too long, urban development has only concerned small areas that can attract large investments and projects. This has created a gap between neighbourhoods that must be bridged" to reduce inequalities and increase the attractiveness of the city and the competitiveness of its businesses. Developed in the most fragile urban areas, Playtime activates a sustainable way of shaping the city, considering brands not just as sponsors but as key actors in urban transformation and real contributors to the city's identity.

The research team behind the project defines Brand Urbanism® as "a meaningful brand communication that is expressed in the public space." Depending on the form chosen, this can range from a short-term communication action, with a temporary beneficial effect on users, to more ambitious partnerships on specific projects, or even a real long-term co-construction with citizens and public authorities, based on the Placemaking method.

Placemaking project submitted by Playtime in Milan.

E

From Placemaking to Brand Urbanism®: brand-city partnerships are on the rise

Prior to Brand Urbanism®, the emergence of placemaking[45] heralded a new chapter in urban development driven by the growing desire for renewed, more vibrant urban spaces that benefit local communities and foster a sense of belonging rooted in sustained stakeholder dialogue.

Placemaking strategies can generate Brand Urbanism® projects, such as when **SOUTHWEST AIRLINES**, whose stated mission is to "connect people to what's important in their lives through friendly, reliable, and low-cost air travel", launched its "Heart of the Community" program which offers substantial grants to local community partners who seek to bring new life to urban spaces in cities where the airline operates. This program was created in partnership with PPS (Project for Public Space). Operating on a private participatory budget, this program has already kick-started a number of locally-funded projects.

Brand Urbanism® experiments do not systematically rely on participative principles which lie at the heart of placemaking, a fact which may impede public acceptance and appropriation of such projects; conversely, placemaking initiatives are not necessarily dedicated to developing urban spaces as they sometimes only aim to breathe new life into existing spaces by designing and implementing activation strategies (night markets, foodtrucks, cultural events...).

In the 1980s, the city of São Paulo launched "Adopt a Square", a brand-city partnership under which thousands of green spaces were developed and revitalized, a project which in many ways paved the way for Brand Urbanism®. In exchange for an advertising billboard, brands pledged to maintaining a city park and building new infrastructure for an entire year, a "great opportunity to communicate their story to the public and expand their customer base"

according to Jonathan Steuer, Chief Research Officer at Omnicom Media Group[46]. The project, which was initially tested between 1983 and 1985, was recently relaunched in 2018.

To summarize, Brand Urbanism® consists in a partnership between a brand and a city (or local authority) to implement qualitative, permanent or temporary urban development projects that seek to breathe new life into urban spaces, increase residents' quality of life and encourage them to appropriate these spaces. Such projects are partially or entirely funded and carried out by a brand in exchange for media exposure on the site or as part of the initiative's communication.

Hence Brand Urbanism® draws on marketing budgets rather than sponsorship and offers new channels for brands to effectively communicate their commitment to the greater good. Furthermore, Brand Urbanism® can strengthen a brand's bond with consumers, stimulate its creative expression, entirely redefine its relationship with cities, unleashing the potential for new synergies wherever needs converge. Brand Urbanism® empowers cities to achieve ambitious projects while granting brands new and effective means to craft a proactive brand image by making tangible and positive contributions to the community[47] in a variety of ways: ephemeral urban development projects, public services in urban spaces (mobility, energy, food, sports, leisure, culture...) or long-term investments in community projects. The benefits for brands are twofold: not only does Brand Urbanism® allow for more ethical spending, such spending is also more efficient considering purchasing intentions are 2.4 times higher[48] for brands perceived as positive by consumers.

FROM SUSTAINABLE MOBILITY TO RE-ENCHANTING URBAN SPACE: AN OVERVIEW OF BRAND URBANISM® PRACTICES

Brand Urbanism® is an emerging practice which can take different forms, without necessarily being named as such, in a wide variety of projects, actions, campaigns and initiatives involving extremely diverse locations, modalities, objectives and stakeholders. However, we have identified a number of trends as to which sectors have been more involved (such as mobility or sports infrastructure), the reasons that drive stakeholders to join in such initiatives (image, fundraising, skill sharing, synergies) and the motivations that underlie such projects (establishing strong, long-term brand-city partnerships, substituting public services, offering ancillary services...). Brand Urbanism® can contribute to the common good in several ways: rethinking urban mobility, promoting sports, re-enchanting urban spaces, renewing the social bond, tackling environmental issues, preserving local identity and heritage...

A

Brand Urbanism® as a means to rethink urban mobility

In 2016 alone, urban air pollution caused 4.2 million deaths[49]. Megacities all over the world are confronted with growing traffic congestion, pollution and overcrowded public transportation. There is an urgent need to develop intermodal and soft mobility. This challenge holds great potential for the private sector considering urban mobility infrastructure requires frequent decision-making and large investments and are particularly visible, which explains why so many Brand Urbanism® initiatives have flourished in this sector.

Bicycles have become a symbol of soft mobility as they hold great potential to effect the necessary transition toward more sustainable modes of urban transportation. In South America, ITAÚ Bank launched a self-service bicycle pilot projects in 2012 in the city of São Paulo (Brazil) and in 2013 in Santiago (Chile), further expanding this initiative to another 5 cities in Brazil. By providing a public utility service that has a direct impact on the quality of life of city dwellers, the brand is gaining visibility and securing strategic positioning in the heart of cities. In São Paulo, Itaú has decided to step up its involvement by offering the bank's bikes at different rates depending on the level of traffic so as to create incentive for bicycle use in case of congestion.

More generally, transport infrastructure holds great potential for brands to effect change in urban areas. By improving existing services, they can have a lasting and positive impact on everyday life in the city.

In London, Emirates financed half of the cable car linking the two banks of the Thames, known as the Emirates Air Line.

For example, in London, EMIRATES airline provided 45 million euros out of the 80 million euros needed to build a cable car over the Thames. The line, aptly named "Emirates Air Line", was inaugurated just before the 2012 Olympic Games and is operated by Transport For London. The Emirates Air Line has been ranked among the best lines in London's transport network (albeit at a higher price than the metro) and features a 4.5/5 rating on Tripadvisor.

Without having to create new infrastructure entirely, brands can also make significant contributions to city life by launching initiatives to rehabilitate existing urban spaces or improve public transportation infrastructure. In 2012, in the city of Ghent (Belgium), beer brand DE KONINCK made a big difference in a city known for its vibrant student life when it chose to step in and compensate for the removal of night bus services by the local transport company, which was going through financial difficulties at the time. Night bus services resumed thanks to

the brand without any major changes for users as the payment system and schedules remained unchanged.

Contributing to urban infrastructure can sometimes align with the pursuit of a brand's economic interests.

Upon opening a new restaurant in 2017 in Auderghem, a suburban area of the city of Brussels, BURGER KING teamed up with local transport company De Lijn to launch a free bus line connecting the restaurant with the city center[50]. This "Whopper Bus" bore the colors of Burger King and was the first ever "drive to store" bus line. Though widely criticized, this bus line had the potential to improve the connection of a number of areas to the city's public transportation grid. The fast-food brand

is now working on similar projects in other localities, such as in Calais (France) since the end of 2018[51].

But how can urban mobility be improved in a city where roads are in poor condition? DOMINO'S PIZZA answer to this dilemma was to launch the Paving for Pizza campaign under the slogan "bad roads shouldn't happen to good pizza"! Since June 2018, the brand has dedicated 5,000 dollars to road repairs in cities spanning 50 American states, leaving local authorities to choose which roads to repair and manage the repair work. This campaign has been immensely successful, prompting more than 137,000 requests from cities across the USA and making a lasting impression on American consumers.

To guarantee the condition of pizzas delivered at home, Domino's Pizza finances road rehabilitation in medium-sized cities, in partnership with local authorities. / photo®: Pavingforpizza.com

Brand Urbanism® as a means to promote access to sports for all

Obesity affected more than 650 million people in 2016 according to the World Health Organization[52]. In the United States, its prevalence rate reached 40% within the adult population and rose to even higher rates for certain minorities[53]. An efficient way of mitigating this epidemic is to foster the practice of sports by making facilities more readily available, in particular in under-privileged neighborhoods where public authorities often lack the necessary funds to provide such infrastructure. Some brands, especially in the sports industry, have seized this opportunity to strengthen their relationship with consumers by funding sports facilities.

In 2016, Nike funded the development of the largest self-service bicycle park in the United States, named Biketown, in his hometown of Portland.

FOCUS // NIKE CASE STUDY

When it comes to getting involved in city life, one brand stands out for the breadth and diversity of its initiatives, many of which have blazed new trails for Brand Urbanism®. Nike's pioneering commitment in this respect reflects its global branding strategy, which has set local anchoring and community life as priorities, as shown by the following statement from the brand's sustainability report: "Sport is inseparable from the place where it is practiced - it is always about a player on a field in a given environment. This is where everything starts. And this is where we begin our work, too, in neighborhoods and communities, to help children access sport, play and movement." Hence, the concept of Brand Urbanism® is aligned with a number of existing initiatives at Nike, such as the brand's employee volunteering program, Nike Community Ambassadors, as well as the brand's support to local associations and NGOs via the Nike Foundation and the Nike Community Impact Fund[54], not to mention other not-for-profit initiatives the brand leads around the world, organizing races, training and other local sporting events...

I *Unlimited Stadium (Manila, Philippines)* I

By rehabilitating abandoned infrastructure and building new ones, particularly in neighborhoods that lack such infrastructure, Nike actively fosters the practice of sports for all city dwellers. The brand started off with ephemeral initiatives such as its #MiPista campaign in 2013 in Madrid, when for a whole summer Nike installed virtual football fields on demand in 6 neighborhoods to celebrate the launch of its new FC247 sneaker model.

The idea was to compensate for the utter lack of soccer fields in the center of Madrid by providing a mobile unit that used laser technology to project a field in any space upon request.

In France, 2015 marked Nike's French Brand Urbanism® debut when, at the initiative of Stéphane Ashpool, creator of the sportswear brand Pigalle, Nike heeded the call of the 9th arrondissement City Hall to undertake the renovation of the abandoned Duperré basketball court. This renovated court then served as a focal point in PR campaigns promoting the new NikeLab x Pigalle clothing collection. Furthermore, this renovation revitalized and soundproofed a space which had hitherto been neglected by public authorities and overlooked by local residents. The mayor of the 9th arrondissement, Adeline Guillemain, had previously wondered how to make use of this unusual space and was delighted with the outcome of this collaboration with Nike: "We are proud to have this court in our neighborhood today." Indeed, the court is now taken over by basketball players from the 9th arrondissement and beyond and sought after by fashion photographers from around the world, a success story that has left local authorities more than open to the possibility of other such collaborations: "We would not necessarily say no if Nike proposed to renovate a gym!"

Nike's efforts to increase community access to sports extend far beyond renovating dilapidated sports infrastructure: taking stock of the quasi-religious fervor which sport inspires in many cities, Nike set out to transform a Chicago church into a basketball court dedicated to training local teams. Inaugurated in August 2018 and designed as a temporary installation, the "Just Do It HQ" includes a basketball court as well as locker rooms, a gym and a space for post-game debriefings.

In Milan, Nike has set up a temporary sports facility in a metro station for the first semester of 2019, providing free dance studios and bodybuilding facilities.

Nike's forays into Brand Urbanism® have not been limited to the United States or Europe.

In 2016, as part of the campaign to promote the brand's new Lunar Epic running shoes, Nike set up a new, fully digitized race track in the heart of Manila (Philippines). The "Unlimited Stadium" was shaped like the brand's Lunar Epic sneaker model, spanning 200m, and was funded and managed by Nike. With the help of advanced digital technologies, it allowed for 30 runners to participate in a virtual race against themselves. In line with Nike's mission to expand human potential, the brand invited everyone to self-evaluate and improve their own performance. This huge investment - over 80,000 hours of work for the construction alone - was largely rewarded at the 2017 editions of the Webby Awards and the Cannes Lions.

Though the core of Nike's commitment lies in promoting sports, the brand has also tackled wider societal issues. For instance, by linking mobility to the practice of a sport such as cycling, Nike has managed to make a name for itself in urban mobility. In July 2016, the brand launched a self-service bicycle system in the city of Portland, USA: 1,000 Biketown-labeled bicycles were made available to residents and Nike employees. In creating the largest bike park in the United States at that time, Nike wanted to invest in a highly strategic city – which also happens to be the closest city to its headquarters - and become the first sports equipment supplier to fully fund a fleet of self-service bicycles in an urban area. Nike financed the entire project for a total of 10 million dollars and also designed all of the stations, equipped with orange bicycles bearing the brand's famous logo. This branding, however, was not to the liking of all Portland residents, some of whom accused Nike of competing with the city's bicycle rental companies and ultimately causing their bankruptcy. In the meantime, the Biketown system, which is scheduled to run until 2020, has been used by 100,000 active users for more than 700,000 trips during the summer of 2018 alone. That same year, Nike joined forces with the Portland Bureau of Transportation to offer bikes for people with disabilities.

Furthermore, promoting sports has proven an opportunity for Nike to get involved in a number of wider societal issues such as gender equality. In this context, Colombia offered a promising field of experimentation. The brand started from a simple observation: In Bogotá,
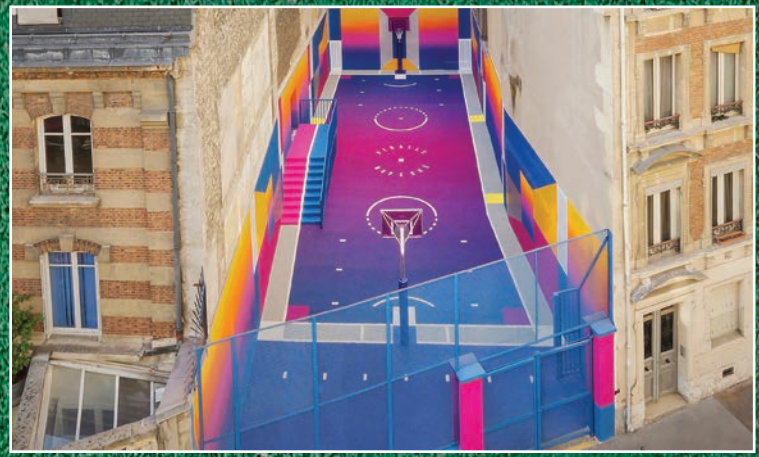
I *Duperré baskeball court (Paris, France)* I

100% of street signs indicating the presence of athletes depicted men. To encourage the participation of women in sports and demonstrate their commitment to gender equality, Nike launched the "Equality Signs" campaign: parcels containing a pair of the brand's shoes along with magnetic ponytails were sent to female residents, inviting them to subvert and feminize the gender-biased signs. Participants were invited to a warm up training session and sent out into the streets of Bogotá to affix the ponytail magnets on the signs. What began as a PR operation generated such a craze on social media that the city of Bogotá decided to permanently change the signs, with the help of Nike, so that they represent both sexes!

I *Equality Signs (Bogota, Colombia)* I

A true pioneer of Brand Urbanism®, Nike has primarily invested in projects that stem from its involvement in local communities, aiming to provide as wide as possible an access to sports and increase the brand's visibility in urban areas.

Though **NIKE** seems to have taken the lead when it comes to Brand Urbanism®'s initiatives dedicated to sports (see box), other brands are also beginning to make a name for themselves in this area. For instance, **WARNER BROS** received a lot of attention for opening a boxing area in a sports center in the city of Paris as part of the release of the film Creed II, in early 2019. In close collaboration with the Department of Youth and Sports and the City of Paris, Warner Bros provided Paris residents with new infrastructure, both indoor and outdoor, along with free boxing equipment. A good example of a marketing operation that is useful to users and guarantees both short-term publicity for the film and long-term anchoring of the film's franchise.

The previous year, **VANS** chose the vibrant and strategic city of São Paulo (Brazil) to establish the brand's first skatepark in Latin America. This world-class facility was inaugurated with great pomp in the presence of a host of skateboarding stars and hosted the first phase of the brand's skateboarding World Championship. Following its successful launch, Vans committed to fund the site's maintenance and offer skateboarding lessons for an initial period of five years, in consultation with the state government of São Paulo, as well as guaranteeing free access for all to the facilities. An effective way to ensure long-term positive impacts and generate a community of sportsmen and -women who share the brand's values.

ENGIE has also set out to rehabilitate sports facilities, aiming to create new meeting places that generate a sense of community. Under its new initiative, #ENGIEHarmonyProject, the brand undertook the rehabilitation of a stadium in Mexico City which had gradually been abandoned by local residents due to growing crime. The Solar Graffiti project has effectively transformed the stadium into a vibrant community space by introducing a unique and artistic light installation made of organic, colorful, and flexible solar films and graffiti. This work was created by local street artist N3O with the technical support of ENGIE engineers and

Solar graffiti, Engie X Héliatek

the German startup **HELIATEK**, lighting up the stadium at night with solar energy accumulated during the day. An initiative which has breathed new life into an entire neighborhood that was once considered too dangerous.

In addition to its role as a sports goods distributor, **DÉCATHLON** recently innovated by installing a "mobile washing station" in an office area in Lille. This is a mobile container that aims to support and develop sports practice in the city by allowing sportsmen and women to shower, for example before returning to work.

Thus, by providing modern, sustainable sports infrastructure that foster physical activity and creativity, private companies are effectively contributing to improving the health and quality of life of local communities.

"Mobile washing station" by Décathlon

C

Brand Urbanism® as a means to re-enchant urban spaces

How to breathe new life into derelict urban spaces? This perennial question is of vital importance for many cities who are confronted with degraded public infrastructure and in some cases, the abandonment of entire neighborhoods. Under different kinds of economic, social and environmental pressure, many urban spaces have lost their attractiveness and seen their rehabilitation delayed or made impossible by the scarcity of public funding at a time when local authorities are increasingly in debt. In this context, a number of brands have begun to explore how their involvement, (financial and otherwise), could bring destitute or forgotten neighborhoods back to life.

A particularly powerful example in this area is that of DULUX/AKZONOBEL: through its Let's Color program initiated in 2010, the world leader in painting has been using color to transform and bring new life to disadvantaged neighborhoods, in partnership with local resident associations, social centers and NGOs. There are many variations of the program: from the favelas of Rio to schools in Jodhpur (India), from Belgium to the suburbs of France,

whole neighborhoods have been repainted and thousands of young people trained. Over 2,000 projects have already been completed, touching the lives of more than 68 million people. The city of Charleroi in Belgium was one of the first cities to experiment with this program: in 2011, the walls of six iconic sites were repainted by local residents. The program has been so successful for Dulux/AkzoNobel's business and branding that, according to Annie Galbrun, Communications Manager France, Dulux/AkzoNobel is now getting ready to launch "a more ambitious initiative that aims to contribute positively to society while remaining in close contact with our core business: Dulux/AkzoNobel Cares".

Another notable international initiative is TIMBERLAND'S "Myplaygreen" project, which aims to reconnect children to urban green spaces such as parks, gardens and community vegetable gardens. Carried out in the cities of London, Milan, Berlin, Paris and Barcelona between 2016 and 2020, this project provides grants for urban greening projects that encourage children and teenagers to explore green spaces in the heart of their city. In partnership with the King Baudouin Foundation, Timberland awards 5,000 euros to

Dulux/AkzoNobel demonstrates how painting and colors can transform neighborhoods and improve quality of life, through the "Let's Color" program around the world, involving local residents...and employees.

each selected project. In London, a total of £ 80,000 was allocated to 14 projects, while 16 projects were funded in Milan benefiting a total of 25,000 children.

A number of other such initiatives have blossomed all around the world, particularly in South America, which has become a lab of sorts for global brands when it comes to this kind of community involvement. In Chile, for example, SANTANDER bank and the Danish brewer CARLSBERG have joined forces to erect an epic street art project on one of the main streets in the center of Santiago. Inaugurated at the end of 2017, the ground painting stretches out over 10km and can best be enjoyed from a dedicated promontory. At a total cost of 550,000 dollars, the Paseo Bandera project was funded by both brands alongside the Municipality of Santiago, which hopes to put Santiago on the map in a big way with this unique and monumental urban landmark and thus compete with the likes of cities such as New York, London or Barcelona. This achievement also has direct benefits for both brands involved: significant media coverage, having their names associated with a popular art work visited by thousands of people every day, as well as benefiting from the phenomenal boost in the neighborhood's attractiveness, which is also home to Santander's Santiago headquarters.

Shortly after, in São Paulo (Brazil), local taxi company 99 TAXI launched an initiative to redevelop the entire neighborhood of Pinheiros, seizing the opportunity of the 2018 edition of the Pinheiros festival, which attracts over 100,000 visitors every year, to support the pedestrianization of some of the streets where the festival takes place. Thus, 99 Taxi paid for the widening of sidewalks on Rua dos Pinheiros and funded new street art projects as well as the addition of street furniture. Today, the Caminhar Pinheiros project has broadened its ambition to making the Rua dos Pinheiros more welcoming for pedestrians and breathe new life into the neighborhood.

In China, British automaker MINI launched an initiative in 2016 to reinvent urban housing in the city of Shanghai, transforming an abandoned industrial complex into apartments, offices and recreational areas. The MINI Living project is
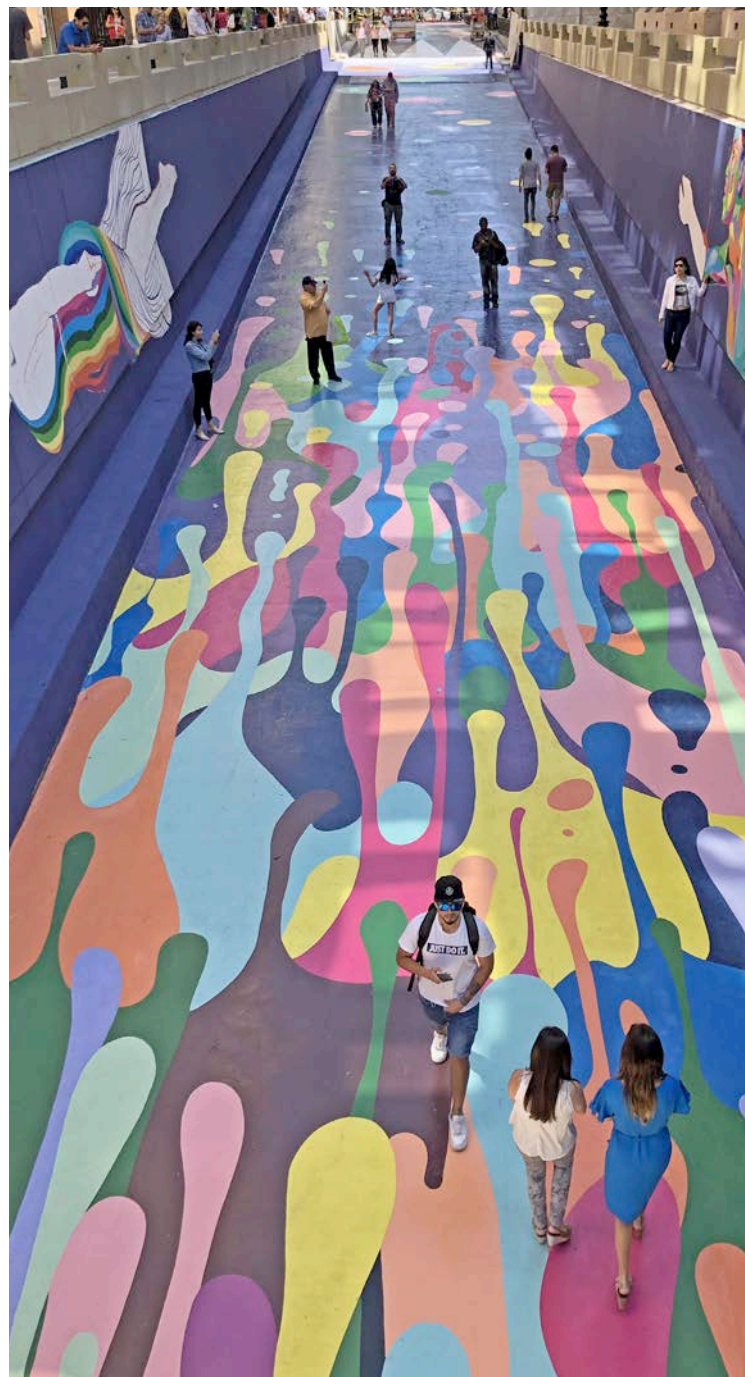
Paseo Bandera by Santander X Carlsberg (Santiago, Chile)

conducted in partnership with the Chinese real estate developer Nova Property Investment Co, setting out to create co-living spaces that foster exchanges and generate a sense of community[55]. A commitment which not only echoes and materializes one of the brand's stated principles, "the creative use of space", but also contributes to finding solutions to the growing conundrum of ever-increasing population densities in urban areas. Similarly, MINI has also funded the conversion of a Brooklyn warehouse into a creative workspace hosting a restaurant and a design store, as well as collaborating with Dezeen magazine to explore the potential for design and architecture to contribute to building a better urban future.

D

Brand Urbanism® as a means to solve environmental issues

Urban areas all around the world are increasingly confronted with a number of pressing environmental challenges such as air pollution, waste management, water quality, etc. In a context where urban population densities are growing inexorably, redefining urban lifestyles has become a key sustainable development issue. Considering the urgency of this situation, cities cannot act on their own while businesses (who are often a part of the problem to some extent) have the necessary expertise and technical means to find and implement effective solutions.

It is in this spirit that a small team at **BIC** set out to find solutions to recycle used plastic pens which are too small and light to be sorted within existing recycling infrastructure. Hence BIC joined forces with Terra Cycle, Govaplast and Plas Eco to collect used plastic pens, no matter the brand, at their place of consumption (offices, schools) to recycle them into an exceptionally resistant material that is then used to make benches, picnic tables and other outdoor urban furniture under the brand Ubicuity™, which caters mainly to schools and local authorities (town halls, parks or leisure areas). In this case, the brand's contribution to urban development (managed by the community) came as a consequence of BIC's desire to establish a recycling network for small plastic pens with the help of all relevant stakeholders.

PROCTER & GAMBLE, one of the world's leading consumer goods companies, is in a similar process. Since 2015, the brand has built recycling plants for diapers and sanitaries in Italy and the Netherlands following in the

"Petit stylo deviendra banc" Ubicuity™, UbicuityTM by BIC (France).

steps of the plant launched by the Knowaste company in England in 2011, which recycled sanitary waste into plastic used to manufacture street furniture and playgrounds. In October 2017, Procter & Gamble inaugurated another similar plant near Treviso at a cost of over 3 million euros, which was funded via a new joint venture along with supplemental funding from the European Union. Extracting 75 kg of plastic for every ton of waste and over one million inhabitants joining in the project, the initiative soon produced impressive results and received the European Circular Economy Award in 2017, and has since gotten the attention of other big names such as Suez in France.

Since 2018, there has been a notable increase in such initiatives to tackle every kind of environmental issue, such as air pollution. In São Paulo (Brazil), where poor air quality is a recurring and pressing issue, telecommunications operator Telefónica launched a new platform in 2018 which makes use of Big Data collected over its mobile network to monitor atmospheric pollution. Combining this data with real-time meteorological, traffic and pollution data, **TELEFONICA** has developed an algorithm which allows the Municipality of São Paulo to manage traffic more efficiently. Most notably, this platform makes it possible to predict pollution peaks up to two days in advance and prevent them by taking a number of precautionary measures, such as diverting traffic onto alternative routes and providing advice to vulnerable populations.

In London, **BNP PARIBAS** has set out to address the issue of persistent pollution in the British capital, helping to install new air purification systems built into advertising devices inside the Marylebone railway station, where 38,000 commuters transit daily, just a stone's throw from the company's London headquarters. This new technology, unheard of in the rail sector, has helped raise awareness of Londoners and BNP Paribas employees about the problem of air pollution. This system uses a double nanoparticle filter to eliminate up to 95% of fine particles and gaseous pollutants. Since October 2018, BNP Paribas, JCDecaux, Chiltern Railways (who operates Marylebone station) and the Danish start-up Airlabs have joined forces to successfully establish four "clean air zones" within the station.

At a time when city dwellers express increasing concern for environmental issues, some brands have chosen to feature their urban development projects prominently in their communication. Take **VOLVO**, which has taken a very proactive stance on the issue of plastic waste, setting up beach cleaning initiatives[56] and committing to giving up single-use plastics entirely in all of its

offices, canteens and events by the end of 2019. This year, the car manufacturer has taken a step further to protect the environment in an urban context, investing in cutting-edge innovation to 3D print an entire concrete dyke and install it in Sydney Harbor. The 50 concrete slabs that form the dyke are designed to mimic mangrove root networks and foster the development of marine biodiversity. Moreover, their shape attracts certain kinds of aquatic organisms that absorb and filter polluting particles and heavy metals, leading to improved water quality. Launched in early 2019 in partnership with local research institutes, this project will be managed and monitored by Volvo over a period of 20 years.

Living Seawall by Volvo (Sydney, Australia)

E
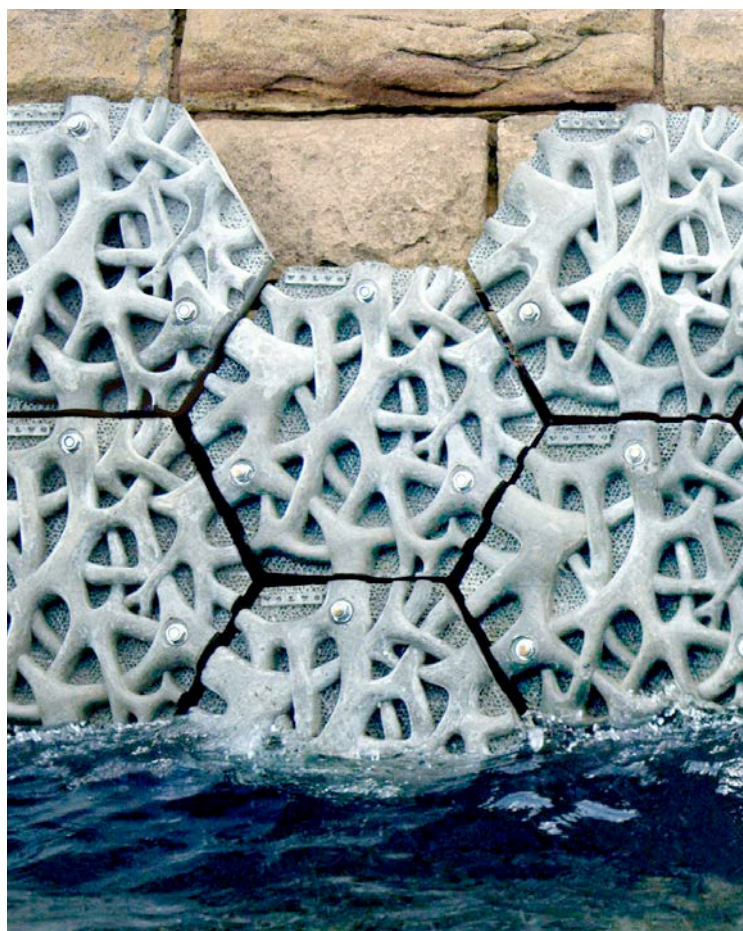
Brand Urbanism® as a means to promote local heritage and identity

Finally, Brand Urbanism® can take the form of long-lasting public-private partnerships, powerfully linking a brand to its hometown's identity. Unlike replicable initiatives such as those led by Dulux/AkzoNobel or ENGIE, which can easily be transposed in a number of different cultural contexts, this particular kind of Brand Urbanism® is rooted in a brand's historical connection to its hometown, such as Bulgari in Rome or Shinola in Detroit. Such initiatives can also seek new use for iconic places, such as London's famous telephone booths, which have been transformed by Lovefone into mobile repair shops.

Take luxury brands, who have traditionally maintained a strong connection with the cultural heritage of their city or region of birth. For such brands, contributing to the promotion and preservation of this heritage is an obvious way to prove their love for the cities that saw them come to prominence. For instance, the luxury jeweler **BULGARI** has initiated and funded the restoration of a number of Rome's most iconic landmarks: the steps of Piazza di Spagna in 2015, the ancient mosaics of the Caracalla thermal baths in 2016, and, in 2019, the archeological site at Largo di Torre Argentina. Restoring these monuments reflects the brand's desire to "give back to Rome what Rome has given"[57] and compensate for the limited powers of city authorities to effectively deal with the degradation of the city's heritage. Bulgari chose to invest 1.5 million euros for the stairs of the Piazza di Spagna and one million euros for Largo di Torre Argentina, leaving the city free to manage and monitor the restoration works.

Piazza di Spagna, David Atlan/Bulgari®

Beyond gaining visibility, the challenge for these brands is to find ways to visibly demonstrate their desire to contribute positively to their communities. For this reason, Bulgari chose to invite thirty Roman citizens selected at random as well as ten prisoners (who had participated in the restoration work) to the inaugural party, a symbol of the project's societal ambition.

The bond uniting a brand and its hometown can be profound, especially when the brand's very raison d'être is to support the local economy.

This is the case of Detroit-based watch brand SHINOLA, which was purposefully created in Motor City to generate long-term quality jobs by manufacturing high-end products locally. Located on the fifth floor of the College of Creative Studies, Shinola also promotes training by funding research projects within the school. In the wake of the brand's initial success, Shinola refused to relocate and chose instead to develop other "Made in Detroit" products: bicycles, leather goods, pens, stationary and more recently a hotel. When Detroit officially filed for bankruptcy in 2013, Shinola sought to step up its support for its home city and help restore its image. In 2014, the brand set up street clocks in four strategic points in the city. Inspired by the very recognizable design of its watches as well as by popular models from the turn of the 20th century, Shinola public clocks began to multiply and can now be found all over Detroit, a daily reminder to the city's residents and visitors that the time for Detroit's rebirth is now...

Iconic urban spaces can be renovated as well as, in some cases, entirely repurposed. This is exactly what mobile repair brand Lovefone has undertaken in the city of London, progressively transforming the city's famous red telephone booths into small mobile phone repair shops. In addition to standard repair services, these cabins offer charging stations and free WiFi access. Launched in 2016, this concept has allowed the city to preserve and give new life to its iconic telephone cabins which had been utterly abandoned following the emergence and widespread use of mobile phones, while providing LOVEFONE with beautiful and strategically positioned new outlets on a tense real estate market. After a successful launch to

Shinola city clocks (Detroit, United States)

the project with the inauguration of the first cabin at Greenwich High Road in August 2016, Lovefone had opened 35 such operational sites by the end of 2018.

Repair shops in iconic telephone booths by Lovefone (London, United-Kingdom)

Other Typologies of Brand Urbanism® Projects

Whether they facilitate urban mobility, democratize access to sport or help to fight pollution, Brand Urbanism® initiatives can take a variety of forms, depending on the brand's core business. However, taking other factors than an initiative's stated goal as an entry point to study and compare Brand Urbanism® initiatives can provide an alternative analysis of these same cases, for instance focusing on geographical area, industry, types of governance and funding...

• GEOGRAPHICAL AREA

While some brands focus their initiatives or programs on a single city (Emirates, Lovefone), others choose to implement their Brand Urbanism® projects on a countrywide scale (Itaú in Brazil, Domino's Pizza in the USA) or even worldwide (Dulux/AkzoNobel, MINI). Brands may choose to invest in their hometown or expand the scope of such projects to include new markets. Despite a definite polarization of such projects in developed countries, in particular in Europe and North America, a handful of brands are already investing in emerging countries - particularly in South America and Asia.

• INDUSTRY

Brands whose core business is directly or indirectly related to their local community's issues will most likely find it easier to establish Brand Urbanism® initiatives that are coherent with their stated mission. This is particularly the case for the food and consumer goods sectors (Domino's Pizza, Procter & Gamble), sports (Nike), urban development (Dulux/AkzoNobel), automobile transport (Volvo, Volkswagen, 99 Taxi, MINI) or energy (ENGIE). Conversely, the film industry (Warner), air transport (Emirates), luxury (Shinola, Bulgari), banking (BNP, Itaú, Santander), and mobile operators (Lovefone, Telefonica) may seem less suited for Brand Urbanism® programs at first sight – an assumption which has not prevented a number of brands in these sectors from successfully carrying out meaningful Brand Urbanism® initiatives, as evidenced by the success of Itaú's shared bikes in Brazil.

• TYPES OF PARTNERSHIPS, FUNDING AND GOVERNANCE

Some brands choose to fund projects entirely (Nike, Dulux/AkzoNobel, ENGIE ...) while others choose to supplement public budgets (Emirates, De Koninck, Paseo Bandera). Similarly, initial governance can be shared with local authorities, such as for Warner Bros and Telefonica, or handled by the brand itself, as with most Nike projects. Some projects also benefit from partnerships with local NGOs (Dulux/AkzoNobel) or with other companies (BNP, Paseo Bandera). As for the long-term maintenance of facilities, more often than not it befalls local authorities, except in rare cases, such as Nike's Duperré court in Paris or Vans' skatepark in São Paolo.

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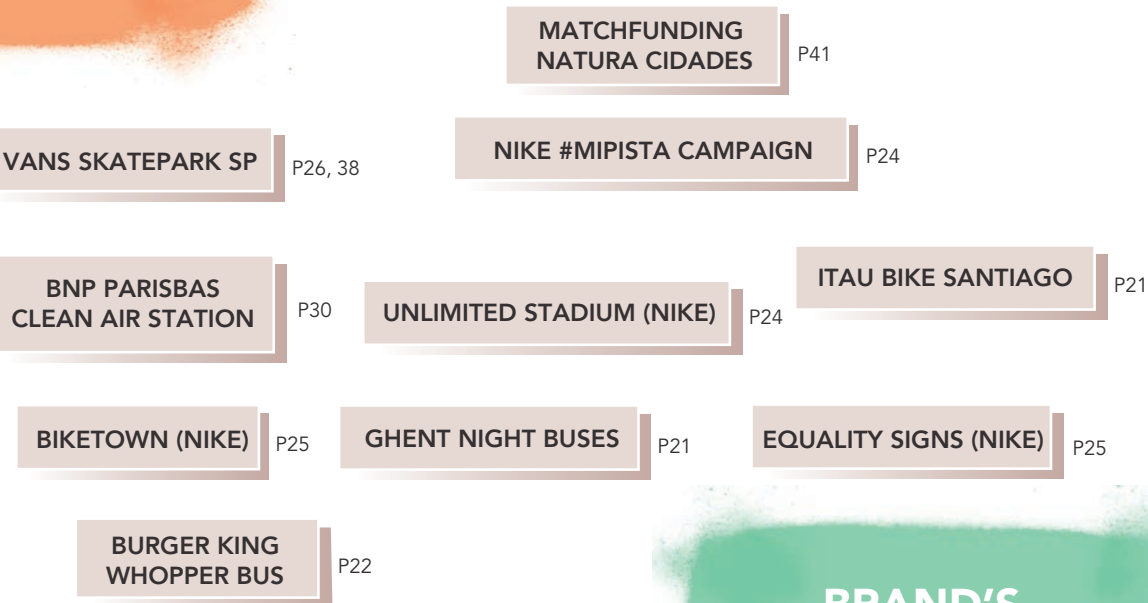
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**ENOVATION
MATION OF
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BUILDING A PARTICIPATORY AND TRANSPARENT NARRATIVE FOR THE GREATER GOOD: THE KEYS TO POSITIVE BRAND URBANISM®

Several types of approaches to Brand Urbanism® have emerged across every kind of industry: a brand's contribution to developing urban spaces can be temporary or long-term, anchored locally or implemented on a national or international scale, defined once and for all from the get-go or made to evolve, it can support a pre-existing public service or offer a new one... It is also possible that urban development projects emerge as a necessity, almost incidentally, at a later stage of other kinds of projects, without having been their primary objective. Considering Brand Urbanism®'s many variables, what are the limits and key factors of success, usefulness and legitimacy for such a broad range of initiatives?

A

Goals, framing and funding

Some sectors are more conducive than others to relevant Brand Urbanism® initiatives, directly related to their core business. In 2010, for example, Ikea was able to make good use of its expertise by transforming Parisian bus shelter benches into sofas, before adding sofas to the great hall of the Gare de Lyon railway station and furnishing the Centre Pompidou's piazza with tables and chairs. In this case, the connection between advertising and Brand Urbanism® is obvious, justifying the allocation of marketing budgets (rather than CSR or philanthropic budgets) to these kinds of urban development projects. In early 2019, to celebrate the opening of its first store in Paris, the Scandinavian brand launched a playful Brand Urbanism® initiative, installing six hot bubble baths and lockers with private access on the banks of the river Seine. Participants were selected at random on social media, generating much publicity on social networks. A number of local elected officials were indignant at this "privatization" of the city's public space, arguing that "Paris is not an IKEA showroom"[58] and that this kind of initiative was contrary to the principles of the City of Paris. In this case, authorization for the event was granted by Ports de Paris, a public institution which manages the Seine river banks, arguing that it was "an ordinary and temporary commercialization of the port area for a few days as part of a qualitative public event." In most cities, a variety of local authorities have different prerogatives which means an intervention in public space may require several authorizations. Hence, the challenge for brands is to identify them, to choose their contact people well and work to bring all decision makers in on the project so as to avoid dissonances.

This double fear of a private companies appropriating public spaces or services and usurping the role of public authorities constitutes an important obstacle to the development of the Brand Urbanism® in countries like France, where prevailing cultural views, influenced by decades of Welfare state, tend to oppose collective and private interest, public authorities and private companies, etc. On the other hand, in the United States, several experiments take Brand Urbanism® to the next level, with brands taking responsibility for the development of a whole district, or even an entire city. For instance, Facebook is expanding Menlo Campus in San Francisco by funding a real estate development project with clear and public objectives: 1,500 homes, restaurants, a shopping center, parks, roads, a police station... In parallel, Google is investing in a similar project (to create 20,000 jobs and 3,000 homes) in San Jose, California[59]. In Seattle, hometown of Microsoft and Amazon, the price of real estate has soared inexorably, prompting Microsoft to dedicate an astronomical 500 million dollars to solving the local housing crisis, effectively taking on a regulatory role in the local real estate market which would usually be considered a prerogative of the state.

Ultimately, it is the overall relevance of a Brand Urbanism® project that will determine its reception by the general public.

Critics of the Ikea baths decried the project's supposed "energy waste", which according to them contradicted the ecological commitments of both the City of Paris and Ikea, even though IKEA did give some attention to this issue in designing the project (low energy consumption bulbs, recovery and treatment of water, materials used...). Hence, the coherence of a Brand Urbanism® project is decisive and must be determined specifically for each brand, based on the nature of its core business and/or its purpose. When the De Koninck brewery chose to fund the continued operation of night buses in the city of Ghent, the link with its core business may have seemed tenuous. However, the company saw this project as an opportunity to offer a viable alternative to driving for people

Vans Skatepark (Sào Paulo, Brazil)

who had consumed alcohol, thus in alignment with the company's sustainable development goals and its desire to demonstrate local anchoring. The difficulty for brands is to sustain the cost of such a service over time - in this case, the initiative did not last beyond 2012. As is often the case with trailblazing practices, advocates of Brand Urbanism® must face the (sometimes justified) fears of fellow employees as well as the (not always founded) resistance of more conservative types, both on the side of city authorities, where some decry the supremacy of commercial interests over the common good, and on the side of brands, where others will argue that such initiatives are less effective from a marketing standpoint, arguing that they are less "legible'" than more traditional campaigns which are directly and obviously related to a company's activities.

However, investing in long-term projects allows brands to establish a lasting bond with their community, especially when they operate the maintenance services of their infrastructure.

This is particularly the case of **VANS**, which opened a public skatepark in São Paulo - the first in Latin America, and one of the best equipped ones in the world - by committing to take care of the site's maintenance, in partnership with the government of São Paulo, for an initial duration of 5 years (track maintenance and course organization)[60]. Conversely, Brand Urbanism® projects limited to ephemeral actions and communication campaigns - like the Nordic baths of Ikea – are more likely to be accused of commodifying public space, given their short-term vision which is often not suited to local needs. Should the expression "Brand Urbanism®" then be reserved for only the most ambitious of projects, involving major investments that contribute visibly and sustainably to improving

urban environments? The influence of brands on public spaces and lifestyles also depends on their impact on residents' lives and the behavioral shifts they are likely to generate. Cities are seen as relevant spaces for Brand Urbanism® initiatives precisely because of the unique opportunity they provide to act on infrastructure and behaviors, which is necessary to improve issues such as health, sport, mobility, waste, etc. This is the meaning of the campaign "Fun Theory" conducted by Volkswagen since 2009 to encourage citizens to do "good gestures" in a fun and rewarding way, guilt-free, such as taking the stairs rather than escalators through a piano staircase (which plays notes at every step - used 66% more than conventional stairs), or promoting the collection and sorting of waste in Stockholm... The Fun Theory has become one of the most viral campaigns in the world: broadcasted on all international media, it reached more than 17 million people and led to the "Fun Theory Award" receiving hundreds of applications in more than 35 countries. For Volkswagen, this campaign constituted a positive contribution to public space and the common good, providing entertainment, enlivening urban spaces and contributing to their cleanliness.

"Launching short-term initiatives is not necessarily a negative thing, [...] provided they are oriented toward the collective good and offer something new in terms of experimentation and innovation. In particular, lessons learned from these short-term projects should be applied to more permanent ones, which in turn will involve local residents more deeply." – Gilbert Rochecouste, VillageWell

It is a fact that temporary projects can have real positive impacts and contribute to lastingly improve urban spaces as well as shift the mindsets of local residents. This is the case, for example, of the former Saint-Vincent-de-Paul hospital, in the heart of Paris, which has hosted for several years now the "Grands Voisins" project (litterally, "Big Neighbors"), a temporary and unique experiment (mixing ephemeral urbanism and activation strategies) establishing a new identity for the site and laying the foundation for what will become a new ecodistrict by 2025.

Fun Theory by Volkswagen (Stockholm, Sweden)

FOCUS // When ephemeral experiments yield lasting results

The "Grands Voisins" project was initiated by the mayor of the 14th arrondissement of Paris to make use of the former Saint-Vincent-de-Paul hospital while it awaited rehabilitation works. This initiative set out to develop a temporary neighborhood and bring new life to this site by launching events and activities to attract residents and generate a sense of community. This unique experiment in temporary urbanism has been run collaboratively by three associations Aurore, Plateau Urbain and YesWeCamp since October 2015 and has been a great success, becoming a rallying point for a number of the city's players in the field of solidarity and a new hub for Parisian life. Indeed, the project's many ephemeral installations have contributed to shifting public perception of the site and the surrounding area, to the extent that many have forgotten that it used to be a hospital.

Here, temporary urbanism has opened new and promising avenues to redevelop an abandoned site, breathing new life into the entire neighborhood with an ecological and social approach and ultimately laying the foundation for a permanent ecodistrict, which Paris Batignolles Aménagement is in charge of carrying out. The public company has stated its intention to draw inspiration from the unexpected and spontaneous uses that emerged during this temporary development phase to guarantee the future site remains one of a kind: <u>"The "Grands Voisins" project provided Saint Vincent de Paul with a completely new identity. We want to build on this identity and preserve the site's originality"</u> says Jean-Louis Missika, deputy mayor of Paris in charge of urban planning, architecture, and projects relating to the Greater Paris initiative. The challenge is to preserve the project's soul and philosophy, not to lose the site's vibrant quality and attractiveness, which made it a unique new hub of Parisian life, characterized by many innovative projects and its alternative lifestyle. Thus, even though the future ecodistrict is predominantly residential, with 600 housing units that will take up more than 70% of the total area, the program also includes a resolutely participatory aspect, with a number of common and modular spaces, cultural facilities, shops, offices, schools and nurseries for the district's children, as well as a gym. It goes without saying that the "Grands Voisins" experiment has been of great value in laying the foundation for the permanent ecodistrict that will take its place.

According to YesWeCamp, a collective specialized in the design and activation of such "temporary community spaces", ephemeral initiatives are an excellent way to generate new creative solutions for urban development because their temporary nature makes it possible to bypass a number of obstacles and experiment with greater freedom at the intersection of two contemporary dynamics: maximizing the use of resources - especially land and real estate - and fostering citizen involvement. Shorter time frames are fertile grounds for change, providing more space for mistakes, greater regulatory flexibility, responsiveness and vitality.

Such approaches can serve as inspiration for Brand Urbanism® initiatives as they share many common objectives and principles of action.

B

Co-creation and community involvement

Citizen involvement lies at the heart of YesWeCamp and Village Well's endeavors. Similarly, to achieve their goals, Brand Urbanism® initiatives must not only establish public-private partnerships but also involve local communities, with the mediation of a third-party wherever appropriate.

Moving beyond traditional stakeholder consultation processes, Brand Urbanism® is an opportunity for brands to empower communities to appropriate urban space and reclaim agency in the development of their neighborhoods and cities. According to Ethan Kent (Project for Public Spaces, Senior Fellow in charge of Placemaking) and Lisa Sibbing[61], granting residents from all walks of life the power to actively participate in shaping their environment is a key factor of success in urban development initiatives, in particular in very touristy areas. Hence citizen involvement is a truly vital issue for Brand Urbanism® projects, considering how tricky establishing brand-city partnerships can be: their successful completion will depend on the project's ability to involve residents as active agents of change, lest they become critical forces of resistance.
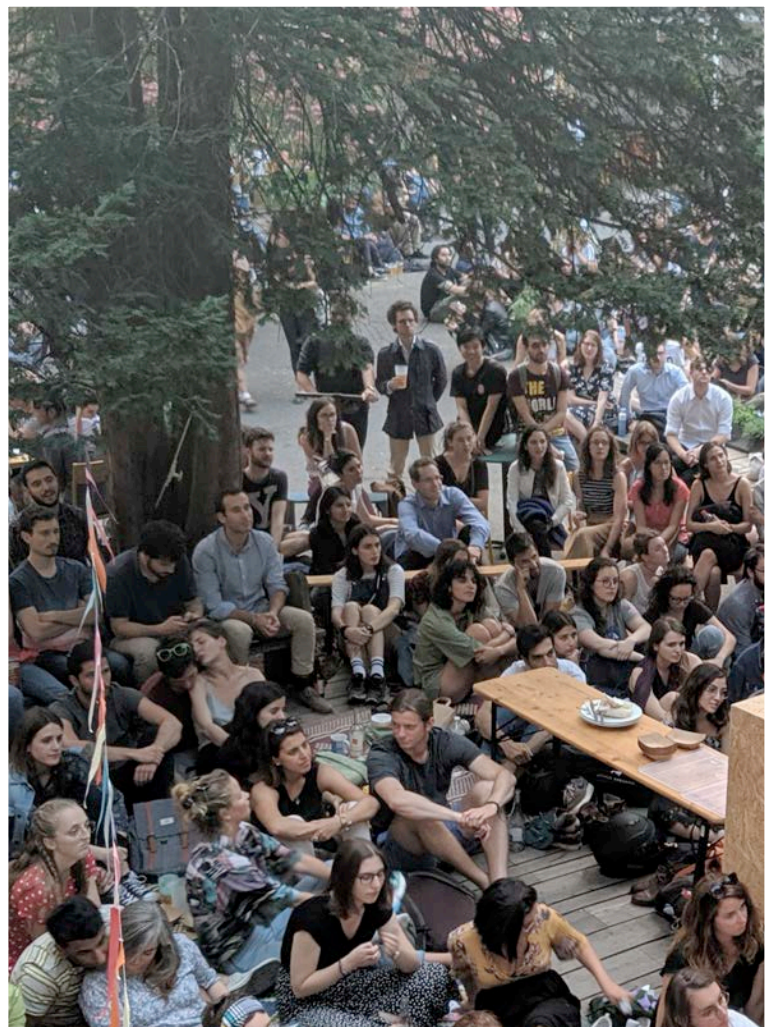
I *Les Grands Voisins (Paris, France) / photo: Yes We Camp®* I

"Brand Urbanism® can be so much more than a business strategy, it can become a process by which the common good is enhanced by and for the people, creating a sense of community for all stakeholders." – Gilbert Rochecouste

In a way, Brand Urbanism® can be seen as a catalyst for community building which relies on cultural aspects rather than material ones to create a common narrative with the power to unite all stakeholders (through shared activities, food, the environment and biodiversity, etc.). To successfully impulse such community dynamics, whereby a project's beneficiaries also become its primary proponents, the key lies not in the product, nor the design, nor the experience but in the construction process itself, which constitutes the cornerstone of a project's unifying narrative.

According to Mercedes Erra, founder of BETC, the leading French advertising agency, and executive president of Havas Worldwide, participative approaches that target local communities in their entirety, without distinction, have the greatest power to effect change.

Participatory budgets are now a common practice for cities and brands alike, such as Google's Impact Challenge, generating public support by inviting community members to participate in decision making processes that shape their urban environment. In Brazil, cosmetics brand Natura launched the **"MATCHFUNDING NATURA CIDADES"** initiative in Rio de Janeiro in 2015, a call for urban development projects which residents were invited to apply for, the winning project saw doubling its initial fundraising budget doubled by Natura. Empowering residents to create urban spaces that meet their needs comes with many benefits: residents then tend to take better care of these sites and their equipment, sometimes spontaneously taking their maintenance upon themselves, and more importantly, they simply tend to spend more time in them.

| Gilbert Rochecouste |

This also raises the question of how to include less privileged sections of the population and guarantee accessibility of these community spaces for all.

At a time when many cities face growing gentrification, this issue is of particular importance for Brand Urbanism® initiatives as a whole. Indeed, it may seem legitimate to translate, at least in part, the cost of services rendered in the form of a fee: charging users raises awareness as to the value of a site's services and provides a foundation for a sustainable business model, in particular to pay for its maintenance. However, an elitist positioning runs the risk of damaging the brand's image. To avoid this pitfall, an effective strategy is to conceive the entire project as a response to an existing need within the community and provide a widely accessible solution for as many people as possible.

This hybridization of merchant and non-merchant purposes - a growing trend in a number of sectors - lies at the heart of Brand Urbanism®, allowing the interests of various stakeholders to converge. In the cases analyzed in this report, it appears such hybridization only works if residents feel as empowered as the brand itself in achieving the project's goals. Another important factor is the establishment of balanced forms of governance involving both the brand and local stakeholders.

C

The role of a third-party mediator between cities and brands

Beyond the more obvious stakeholders involved in Brand Urbanism® initiatives (the brand, the city, local communities), such projects often require the participation of a third party, which can be a communication agency carrying out the project's PR, or a mediator whose added value lies in facilitating dialogue and cooperation between all stakeholders as well as, in some cases, providing legal and administrative advice specific to Brand Urbanism® initiatives, which remains an extremely niche area of expertise. Brand Urbanism®'s novelty and its many political ramifications make it a difficult topic to address, so much so that a number of brands we contacted as part of this study were unwilling to discuss it. Their reluctance can be explained in a number of ways: confidentiality concerns, precautionary concerns relating to the acceptability of such projects, the absolute novelty of Brand Urbanism® and the fact that many brands can't quite grasp the concept. Similarly, most public stakeholders we contacted also refused to answer our questions, often lacking sufficient knowledge to discuss the topic.

Hence, there is a need for competent mediators with the capacity to facilitate public-private partnerships which seek to contribute to the greater good.

According to Stéphane Maguet, "you have to go through a matchmaker, who is familiar with public-private partnerships and their legal and political ins and outs. There is a need for a new kind of third-party mediator, conventional communication agencies are simply not equipped for the job."

At the same time, it is important to preserve the independence of all parties involved. According to Stephen Bailey, of the Athens municipality in the United States, "private funds must remain complementary sources of funding for specific projects, they cannot become the main source of funding for local governments. Indeed, unlike taxes which are collected yearly, a private company may not necessarily have an interest in making long-term investments in communities, year after year." In addition, while brands may be in a position to back certain initiatives financially, their real added value lies in their professional know-how and skills which are not so common and hence in great demand within the public sector: design thinking, marketing, innovation, creativity, storytelling... For instance, in the case of the Paving for Pizza initiative, the city of Athens had the technical expertise and know how to carry out the road works, which it did. According to Stephen Bailey, aside from funding the works, Domino's Pizza's most valuable contribution to the project was "the brand's support for marketing and communication, aspects which, as a company of international scope, they manage much better than us."

This synergy of skills is probably one of the most interesting and promising aspects of Brand Urbanism®. The challenge for cities today is to innovate, to allow citizens to reclaim urban spaces and their development, to experiment and enable the emergence of new participatory design processes... Brands have design and marketing skills which can help cities design attractive spaces that improve their quality of life, while cities in turn can help brands to think in the longer term, by putting the common good ahead of private interest. As Bénédicte Cusinberche of Ubicuity™ points out, it takes many small plastic pens to make the "write" kind of bench (referring to the company's business model, recycling plastic pens into urban furniture), **"expertise and vision are the most important thing. To lead this kind of a project, you need strong will and long-term vision because the return on investment is not immediate."**

D

Storytelling, the heart and soul of Brand Urbanism®

If, in return for its funding, the brand acquires agency over a project's design and implementation, it will require its image be promoted in some way in exchange - especially when the initiative is led in collaboration with its marketing and communication departments. Hence, the issue of communication surrounding Brand Urbanism® initiatives is crucial, whether the brand's involvement be strictly financial (leaving implementation to an external operator, such as Emirates Air Line with Transport for London), or more comprehensive, touching on various stages of the project (design, implementation, communication, maintenance). For instance, Coca Cola created an ephemeral park in Vilnius (Lithuania) as part of its "Roll Out Happiness Truck" campaign in 2013, enjoying unprecedented visibility, both locally and on an international scale thanks to significant media coverage. Such a successful campaign that the campaign's truck is now exhibited at the Museum of Advertising, since 2015. A good example of the power of storytelling to generate long-lasting effects.

> **Communicating and collaborating with local authorities is a necessary condition for any Brand Urbanism® initiative... but not always sufficient to ensure the project's acceptance by local residents.**

For example, Apple's Town Squares, the brand's new concept of "village squares" aiming to enhance the sense of community generated by their stores along with a series of activities (including a free training center, co-working spaces…) have not always been well received. However, such projects are aligned with current consumer expectations for brands to provide experiences rather than just products (especially Millenials), are designed to limit environmental impact (bamboo facilities in Macau, 100% renewable energies in Singapore), and are fully funded by the brand. The concept has been rolled out since 2017 in San Francisco, Chicago, Melbourne, Milan, Macau and Singapore. But this approach and its monumental installations (like a stone fountain surrounded by trees in Milan) have sometimes been perceived as illegitimate appropriations of central and historic spaces, to the extent that the city of Stockholm opposed the implementation of the project. Some critics have accused Apple of disguising commercial spaces as public gathering places for the local community.

This highlights the importance of choosing the right stakeholders to work with on Brand Urbanism® projects, and of finding the right ways to involve them.

Apple Town Square (Chicago, United States)

A subtler presence often proves more effective. Nike's logo is not visible anywhere on the brand's Duperré basketball court in Paris, a decision which the brand made in accordance with the city's policies, even though it was the City Hall initiative to invite Nike to rehabilitate this court. A balance must be struck between the expectations of cities, which sometimes seek to benefit from corporate funding without giving them much agency in decision-making or governance, and brands' desire for visibility. In the case of the basketball court, Nike's return on investment depends entirely on people spontaneously sharing about the space on social media. This explains why the brand made sure the space is visually-pleasing - conducive to sharing on social media - and remains that way, having committed to refreshing the bastketball court's painting every two or three years. Reputation and marketing benefits are greater in this case precisely because such means of promotion are subtler, positioning the brand as sincerely committed to improving city life while allowing Nike to dodge accusations of commodification/privatization of public space[62].

The lack of immediate visibility does not prevent a brand from communicating directly about the initiative via social networks and local media, reporting on its success and effective appropriation by local communities, and use this initiative as a means to strengthen the brand's emotional bond with its consumers - whether they have benefited from the service or not. As Stéphane Maguet reminds us, "the presence of the logo requires relevance, because Brand Urbanism® that is successfully integrated in a city's fabric necessarily takes into account local context and will have to prove its usefulness to the community before applying its logo. Furthermore, if the brand's presence is too apparent, users are likely to feel oppressed, as if their city's public space had been reduced, privatized."

This fear of privatization of public space tends to be less pronounced in developing countries, where the need for infrastructure is more pressing (today, 883 million people live in slums[63]). The involvement of brands could make up for the lack of public funds and help finance services that are sometimes non-existent. Considering that these countries will account for 95% of the world's urban population growth in the coming decades[64], they hold great potential for brands to invest in "Bottom of the Pyramid" markets and explore new avenues for development and innovation. However, Brand Urbanism® has, so far, tended to favor Western, more privileged urban areas, where wealthy consumers live and which offer a more attractive framework for their marketing campaigns, to the detriment of cities that are in dire need of innovative initiatives[65]. In preliminary research for this study, very few cases of Brand Urbanism® were identified in Asia and none at all in Africa. According to Thomas Kolster, brands could play an even more important role in developing countries. Domino's road repair campaign has been rolled out exclusively in the United States, despite the fact that the brand is present in more than 60 countries around the world and that this initiative meets a basic and universal need. In this context, companies have a key role to play in developing communities, a role which Brand Urbanism®'s direct and specific contributions to urban life could effectively fulfill… However, companies must first and foremost demonstrate their commitment to local development by meeting their tax obligations and fully contributing to public budgets in the communities where they operate. Indeed, Brand Urbanism® must go hand in hand with fiscal responsibility, since a brand which evades its tax responsibilities (even legally) would then not be taken seriously when claiming to contribute to the common good by financing unilaterally chosen urban developments that benefit them.

Wherever they invest in the world, brands have the opportunity to implement increasingly wide-ranging campaigns and make their local commitment visible on a global scale.

Intelligent communication that catches the attention of local and international press as well as social media (creating free media exposure), or in some cases creating community around a specific initiative, enables brands to reach consumers well beyond the city hosting a Brand Urbanism® project and its residents.

This growing trend is not only a marketing opportunity but a chance to innovate and explore new modes of operating in the city, which in turn can be replicated in other urban areas - for the benefit of all stakeholders. A good example is the "Unexpected courts" project launched in a favela in Brazil by the Dulux paint brand: painting was used to transform urban spaces into athletics tracks, football fields, basketball courts, rugby fields, making sport accessible to all. A viral YouTube video then made the initiative known to the rest of the world.

Seen from this angle, Brand Urbanism® can become a real antidote to "goodwashing"[66], since the success of a Brand Urbanism®'s communication strategy depends first and foremost on its tangible and visible transformation of urban space. Thomas Kolster nevertheless warns against the presence of brands remaining invisible: **"there must be no doubt that a given infrastructure has been sponsored."** Traditional advertising displays make the very commercial nature of their presence very clear. Similarly, Brand Urbanism® must seek equal levels of transparency to avoid being accused of "guerilla marketing". Thomas Kolster believes that Brand Urbanism® relies on two main criteria of positivity: transparency and authenticity - a value that requires a project to be aligned with a brand's long-term commitment and purpose.

St. Mary's pre school facade painted by Dulux/AkzoNobel (City Quay, Dublin, Ireland)

THE FOUR GOLDEN RULES OF ENLIGHTENED BRAND URBANISM®

As we have seen, Brand Urbanism® can provide cities with funding as well as new skills, which are increasingly necessary. This does not preclude leaving space for consumer involvement and citizen appropriation of the project. What then are the rules to implement truly positive Brand Urbanism® initiatives that are impactful, meaningful, socially acceptable yet profitable for the brand? Which indicators should be used to monitor a Brand Urbanism® initiative's design, implementation and assessment? After a dozen interviews and around forty case studies from around the world as well as two collective intelligence workshops (one at the World Forum for a Responsible Economy in Lille in October 2018 and the other at Sustainable Brands Paris in April 2019), four key pillars emerged:

1 COLLECTIVE INTEREST

The legitimacy of a private initiative in developing a public space depends on the unmistakable positive nature of its contribution to the common interest[67] and local capital (social capital, cultural capital, ecological capital, political capital, spatial capital, resilience capital...). In other words: the project must provide more benefits than it consumes "common resources", whether natural or public, such as public space or time allocated to the project by municipal teams.

"The benefits of these projects for the community must exceed the benefits of the company. " – Gilbert Rochecouste

Raphaël Souchier sees positive Brand Urbanism® as "just another variation of corporate citizenship", an exclusive feature of companies truly dedicated to serving the common good, and who seek to work with a territory's unique assets as a means to guarantee consistency and continuity of its actions over time, rather than creating ex-nihilo temporary marketing objects. "Though we set medium or long-term goals, their achievement is fueled by short-term successes, celebratory steps that inspire us to keep working together in the long run."

Beyond funding, such projects can be analyzed according to a number of criteria: service rendered and perceived value for residents, the project's ability to successfully regenerate, enliven or renovate hitherto dilapidated or unsafe public spaces, or its inventiveness in running ephemeral urban developments, which can provide unique and precious innovation for local authorities who can choose to build and capitalize on the project's successes. In particular, brands can choose to invest in less privileged neighborhoods (which feature less public spaces, parks, benefits, resilience) and ultimately make a real difference.

Given the very local scope of such projects, an ambitious and sincere Brand Urbanism® initiative will only directly affect a small number of consumers, a tiny percentage of the brand's overall target. However, communicating transparently (about the terms of the partnership, amount of funding, counterparties, values, co-creation steps...) and intelligently (not necessarily applying a logo on site but rather offering innovative ways for communities to get involved) can extend a project's marketing impact far beyond its actual socio-environmental impact.

Two main factors are likely to bolster the credibility and efficiency of this kind of communication and ultimately strengthen the emotional bond between the brand and its consumers, namely the project's consistency with the brand's mission and history and the recurrence of this kind of commitment.

The return on investment of such projects is primarily enhanced reputation and increased proximity with consumers, not just short-term "free" advertising. To avoid sending conflicting messages, any Brand Urbanism® project should ideally be part of a broader social responsibility strategy, including the company's fiscal responsibility, which is its primary means of contributing to the common good[68].

Storytelling begins from the design stage whenchoosing the location for the initiative.

The stronger the bond between the brand and the territory of action, the greater the project's credibility, enhancing both its local anchoring and the brand's bond with its consumers.

This bond can be connected to the brand's history and geographical provenance (like Nike in Portland), its purpose (like Shinola in Detroit), or simply the presence of its operations in given communities (like BNP Paribas at Marylebone in London). For Stephen Bailey, Program Manager for the city of Athens (USA), which benefits form the Paving for Pizza program, "the projects that make the most sense and have real legitimacy in the eyes of the general public are those that involve local businesses, which are, by definition, closer to the communities as well as more affected by the state of local infrastructure". The choice of location can determine the nature of the initiative and the scale of its impact: it is probably more difficult to contribute societal added value to a place that has been chosen to maximize the initiative's visibility for the brand's consumer target than it would be in a city or neighborhood with more urgent needs for financial support. Lastly, the existence of a network of local stakeholders in the chosen territory can also influence the project's design and success.

To summarize, the acceptability of an emerging practice such as Brand Urbanism® is not a given, particularly in France, and will require relevant and compelling storytelling[69]. In the same way that this report intends to make the case for a positive vision of Brand Urbanism®, each project will need to build a specific narrative legitimizing the brand's involvement (choice of place, connection with the brand's purpose and history, inclusion in a broader CSR strategy...) to mitigate the fears of elected officials and citizens.

3 PARTICIPATION AND DURABILITY

Co-creation is a decisive success factor for a Brand Urbanism® project, and this participative dimension can and should materialize at all stages. To ensure a truly positive impact, the brand must be careful neither to offer services already covered by existing local projects nor to generate a dependency in the joint management of public services. To avoid this, the best solution is to co-design the project in extensive dialogue with the city as a means to align the initiative's values and goals and lay the foundation for a fruitful cooperation between all stakeholders involved. We have identified two levers to maximize the relevance of the brand's response to local needs:

> on the one hand, the involvement of citizens every step of way, from design stages (co-design) to maintenance and assessment, and on the other hand, somewhat paradoxically, accepting the existence of unresolved issues throughout the project's unfolding, which can be particularly challenging for the brand.

Indeed, as the architect and ex-Mayor of Curitiba (Brazil) Jaime Lerner[70] points out, such uncertainties are as many opportunities for residents, who are the main beneficiaries of the project, to appropriate and modify it and thus guarantee its success.

As for organizational aspects, a number of challenges will have to be met, such as dealing with the multiplicity of public authorities that must be involved in the project (municipal, departmental, regional, national…) or establishing the ins and outs of the project's chosen economic model (free services are not necessarily preferable to creating a sustainable and inclusive economic model that provides a high added value service for communities while guaranteeing maintenance of the facilities and sustained quality of service over time, perhaps even creating and sustaining jobs in the process).

Finally, given that Brand Urbanism® is about meeting local needs, relevant follow-up indicators will best be developed together with the local community, rather than by the brand or city alone. Seeking to monitor and assess an initiative over time will provide opportunities to learn valuable lessons, particularly for ephemeral projects (which does not prevent them from being replicable) and to experiment with new forms of democracy[71], in particular through participatory budgets.

4 TRANSPARENCY AND SINCERITY

I t is important to define, from the design stage of the project, some simple but strict and transparent evaluation criteria to guarantee a project's added value in terms of sustainable development and well-being and thus enable robust and fruitful communication about its "net positive" contribution to the community. For Gilbert Rochecouste, this will allow the brand to make sure it gives more than it receives from the community, and that its project regenerates resources of every kind more than it depletes them.

Communicating openly and transparently about the motivations, objectives and prerogatives of stakeholders increases the credibility and acceptability of a Brand Urbanism® project, while fostering community involvement.

This issue concerns brands as well as cities. Both citizens and consumers expect financial traceability, to the extent that transparency has often proved a more decisive factor of success than free services. The successful launch of French food company "C'est Qui le Patron"[72] suggests that consumers are willing to pay a little more if they know exactly where their money is going[73]. Transparency is of utmost importance in assessing Brand Urbanism® projects to allow continuous improvement: taking into account the feedback of all stakeholders, it is important to be transparent and forthright about achievements and shortcomings alike.

CONCLUSION

From legal advertising to wild marketing, the presence of brands in urban spaces is not a new phenomenon. What is new, however, is that consumers now expect brands and companies to get involved in societal issues. Therefore, it is in the interest of brands to make responsible use of the huge influence they have on urban lifestyles and actively work to improve the quality of city life.

This is exactly what some brands have begun to do by rolling out very local marketing strategies, tailored to the needs of the communities in which they operate.

As John C. Jay, Uniqlo Marketing Manager, points out: "To become a very good global company, we must first and foremost be a very good local company, and touch people where they live."

This is precisely what Brand Urbanism® can achieve, effectively anchoring brands in the daily lives of their customers. This new kind of public-private partnerships in the service of the collective good holds great potential for brands to bolster their image by effecting positive change in local communities. Though such opportunities may be easier to find in some industries than in others, Brand Urbanism® can take many forms, provided it is aligned with the company's purpose and its broader CSR strategy. So, what is the recipe for a transparent, inclusive, impactful and virtuous Brand Urbanism® initiative? Certainly, a culture of progress and continuous improvement based on honest assessment of results and a

lucid acceptance of potential shortcomings will be a determining success factor, along with a myriad of other key issues: territorial anchoring, accurate identification of local needs, community involvement, long-term vision, transparency...

As an emerging practice, Brand Urbanism® is likely to raise a number of legal and administrative challenges, requiring significant time and resources to establish new and unfamiliar modes of operating for its successful completion. Seeking support from expert third-parties, such as agencies specializing in innovative project management, mediation or public-private partnerships, can help smooth this process. According to Raphaël Souchier, this kind of support is crucial in the French cultural context, where public-private partnerships are met with strong cultural and historical bias, requiring exemplary precedents to be set: "the slightest shortcomings in establishing such projects are likely to be magnified and strongly condemned".

Furthermore, Brand Urbanism® is emerging in a context where companies are increasingly held accountable for their contribution to local economic fabrics. Brand Urbanism® can benefit a brand's core business and profitability Shinola, Dulux/AkzoNobel, Telefonica, Lovefone), produce effective new strategies for promoting new products (Warner, Nike), provide services for employees and residents in communities where the brand operates (Nike in Portland, Santander in Santiago, BNP Paribas in London), manifest the brand's global CSR strategy at a local level (ENGIE, Volvo), delve into cutting-edge research

and product development (MINI and creative reinvention of urban spaces, P&G and Bic on plastic recycling and street furniture)... A world of possibilities!

As UN Secretary-General Antonio Guterres pointed out at the recent World Economic Forum in Davos, the public sector is slowly recognizing that its ability to "shape society and solve its problems is increasingly limited." In bringing public authorities together with "the private sector and civil society, which are essential to solving the pressing issues we face today", Brand Urbanism® is an embodiment of this necessary synergy, whose borders remain to be defined but whose future is more than promising, opening a world of possibilities for pioneering brands and innovative local communities to create shared value.

We, JCDecaux and Utopies, leaders in our respective businesses, hope that this study will contribute to a collective awareness of all the players involved and promote means of expression for brands that create ever greater value for all. ■

Natalie Rastoin

We are living in an amazing era: needs and desires that are deeply rooted in human nature are now reinvented in new and innovative ways, most often through new technologies. And they are given new names, to make it clear that it is no longer quite the same thing, while not entirely different... That is what I thought when I read the study "Brand Urbanism®": the growing trend of brands naming major infrastructures is already a sort of Brand Urbanism®, in the sense that the company participates in financing a major city equipment in exchange for an increase in visibility, proximity and appeal. Like Allianz, known to both German and French football fans, thanks to the Allianz Arena in Munich and the Allianz Riviera in Nice. Like Orange in Marseille or MMA in Le Mans.

These operations, which are more and more widespread and mobilize significant long-term budgets, are increasingly accepted by the public, which understands the disinvestment of the State and local authorities at a time when sports budgets are soaring. But this does not always allow brands to demonstrate sufficiently how well they are performing in their core business and how strong and useful is their *raison d'être* (which is not just to build stadiums) – some remain suspicious that the brands' intention is to privatize the city and create a power of influence and lobbying.

As they are facing changes in the society, companies are increasingly claiming a "*raison d'être*" beyond their mere business goals. They are aware that they must play their part, to tackle the major challenges of sustainable development and develop large scale solutions. And this changes their brand policy: today they need to address both the citizen and the consumer.

This is how we must understand the rise of Brand Urbanism®, which makes it possible to seize two opportunities:

- First of all, it makes it possible to show the brand through a tangible service it provides to society ("Brand as a service", as the marketing literature says, never missing out on a catch phrase...). From this point of view, it makes sense to find JCDecaux as a partner in this study, since this company was a pioneer of this idea - actively creating standards of rigor, cleanliness and service that have made it possible to integrate its street furniture in the city, including the issue of soft mobility with Vélib, etc. Being tangible, establishing concrete proof of its *raison d'être*, is nowadays key for brands: this is the era of doers and makers, the consumer-citizen no longer believes speech without proof! Communication does not replace acts, it enhances them.

- The second opportunity is to be part of a community, the City, at a time when the fantasy of a fully personalized communication, allowed by the Big Data, seduces many brands. It is important to remember that notoriety and emergence remain key to making a brand attractive. Being part of the city makes it possible to be seen by everyone because the power of exposure creates a physical legitimacy complementary to the more rational digital relationship. It does so instantly in space-time, exposing itself to all without targeting precautions. In short, it takes on its own role - like the illuminated signs or the large painted walls of the last century - and is part of the universal characteristics we share.

Basically, what people are asking for today is above all that brands be useful and integrated into the city. Useful because companies must contribute to the changes they want for a better quality of life; integrated because the city must not be disfigured but made vibrant, which is very different!

So why not call it Brand Urbanism®!

QUIZZ : WHAT IS YOUR ORGANIZATION'S POTENTIAL FOR BRAND URBANISM®?

1 - Is your brand well known from the general public?

- ● ☐ Yes, B2C and beyond
- ■ ☐ Yes, B2C but little notoriety in B2B2C
- ▲ ☐ No, B2B only

2 - Had you heard of Brand Urbanism® before getting your hands on this report? Has your organization already experimented with it?

- ● ☐ Yes, but without calling it that
- ■ ☐ No, but I am interested!
- ▲ ☐ No, I don't think this concept applies to my organization

3 - To what extent is your activity or industry related to urban planning and/ or quality of life?

- ● ☐ Closely: our core business has a direct link with urban planning and/or quality of life (mobility, infrastructure, local services), we exchange regularly with urban stakeholders
- ■ ☐ Moderately: my activity is not directly related to urban development or quality of life, but I am in regular contact with local authorities (e.g. regulations, institutional relations, lobbying, etc.)
- ▲ ☐ From a distance: my organization has not yet established a link between its products or services and urban development

4 - Is your brand connected to a territory or a particular city (like Nike in Portland)?

- ● ☐ Yes, my brand is strongly anchored in a specific territory, where its presence is recognized and valued by residents
- ■ ☐ Yes, my brand is historically connected to a specific territory but that connection has been forgotten and there no longer is a strong connection
- ▲ ☐ No, my brand is national or international by nature and does not feature any specific anchoring to a given territory or city

5 - Has your brand already implemented innovative and ambitious CSR practices?

- ● ☐ Yes, actually my brand is strongly committed and communicates widely on CSR (B Corp label…)
- ■ ☐ Yes, my organization is actively working to reduce its negative impact and maximize its positive impact - I had never heard of Brand Urbanism® before, but I am interested to learn more!
- ▲ ☐ No, my organization is just starting to tackle CSR and still figuring out what it means for us, at this stage I cannot see how Brand Urbanism® could apply to us

6 - To what extent can your company's purpose be manifested in concrete actions in the communities where you operate?

- ● ☐ It is easy to adapt our purpose to local contexts and engage in co-creation processes with local communities
- ■ ☐ It is clear to me how my organization can manifest its mission in local initiatives however I can't see how we can better integrate local communities
- ▲ ☐ My organization has not spelled out its mission, or if it has it would require serious rewriting to succeed in linking it with local issues and stakeholders

7 - Is your brand's industry under the spotlight/scrutiny by consumers?

- ● ☐ Yes, our industry is the object of increasing criticism and growing consumer mistrust.
- ■ ☐ Not at all, my core business is very favorably perceived by consumers
- ▲ ☐ No, I work in an industry that is generally appreciated or of little interest to the general public, crafting innovative advertising for the general public is not a priority

8 - Are you already involved in long-term multi-stakeholder partnerships as part of your projects?

- ● ☐ Yes, my brand has formed sustainable partnerships for some of its projects (and reports on them)
- ■ ☐ My brand works on an ad hoc basis with different kinds of stakeholders but has not institutionalized long-term multi-stakeholder partnerships (and reports little or not at all on this topic).
- ▲ ☐ My brand launches its own projects and collaborates little with stakeholders

9 - How would a Brand Urbanism® initiative be perceived by your internal and external stakeholders?

- ● ☐ Positively: a project of this type would strengthen our employees sense of belonging and increase our brand's visibility/recognition externally
- ■ ☐ Little or no impact: a project of this type would have a positive impact on our employees or our external stakeholders, but not necessarily both
- ▲ ☐ Negatively: I do not think Brand Urbanism® initiatives are expected of our organization by my teams or my customers/consumers.

You scored a majority of ●

THE UNWITTING "BRAND URBANIST®"

Brand Urbanism® may well be the new marketing playground you've been looking for! Your organization's current situation makes this a good time for you to explore this emerging practice and bolster your brand in new ways. Remember that your organization's consistency in pursuing Brand Urbanism® initiatives over time will be the key factor in their success. Also, make sure to get inspired by the questions to which you did not answer an ● in this questionnaire, a good way to identify areas of potential improvement for your organization. You might also consider getting a third-party expert involved to gain time and increase your impact and efficiency...

You scored a majority of ■

"BRAND URBANISM®" ON THE HORIZON

Your brand may not be among the first names that people think should get involved in building the city of tomorrow and improve the quality of urban life. However, Brand Urbanism® lies at an interesting crossroads between marketing (and even advertising), innovation (new offers), CSR (generating positive socio-environmental impacts), philanthropy (sponsorship of useful urban infrastructure), hence it could constitute a great point of entry for you to enhance your brand's image! Be careful, however, to choose meaningful initiatives that align with your core business and purpose so as to guarantee the legitimacy and success of your projects.

You scored a majority of ▲

FAR FROM "BRAND URBANISM®"

Urban development is clearly not a central concern for your organization. This should not deter you from keeping an eye on this emerging practice, it has great potential to evolve and could, perhaps, further down the line, present you with opportunities to meet your future needs and positioning; it also shouldn't stop you from getting inspired by this approach and make conscious efforts to positively impact your community, by identifying positive and effective ways your organization can support it.

ENDNOTES

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