



# BRAND UKRAINE

## Annual Report 2023



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# INTRODUCTION

Dear friends and partners of BRAND UKRAINE!

Last year, Ukraine was at the epicentre of global attention, but in 2023, the world's interest and attention were expected to wane, and our key task was to retain it. We achieved this by applying new creative approaches, focusing on priority countries and audiences. We validated our strategies and messages with data and analysis, and most importantly, stayed relevant and subjective, taking into account global trends and the world's agenda.

For example, our «Investing in Freedom» project, in which we thanked the American people on behalf of the Ukrainian people for the weapons and support in our struggle, was timed to the US Thanksgiving Day. Our “Open Your Heart to Ukraine” project strengthened the Ukrainian messages and narratives during the Eurovision Song Contest in Liverpool, and reached 41 million contacts around the world. “What We Are Fighting for”, a project about the most important thing for all Ukrainians, our struggle, was launched on the first anniversary of the full-scale Russian invasion.

Overall, during the year, we have successfully implemented 7 powerful international campaigns that were focused on our struggle, cultural and historical heritage, as well as the future of Ukraine. They reached more than 100 million people worldwide.

BRAND UKRAINE's projects have been honoured with international awards, including the Cannes Lions Silver and the City Nation Place Global Award. Over 300 mentions and publications only highlighted the active role we have played in shaping the perception, brand and strategic communications of Ukraine in the world.

To strengthen the digital voice of Ukraine, Ukraine.ua, we have added two new channels in Threads and WhatsApp to the ecosystem. Both channels became one of the first platforms about Ukraine on these social networks and maintained a strong lead throughout the year.

We continued to advocate a data-driven approach by expanding our analytical portfolio, allowing us to track changes in perceptions of Ukraine even more systematically and share this data with our strategic partners in government, civil society and media.

The report on Ukraine's perception in the world became our most popular product, receiving more than 20 mentions in the national media. An-

other report on Ukraine's tech image in the world has initiated an important discussion about the perception of Ukraine as a technological country.

As 2023 draws to a close, we are fully aware that our country and organisation face great challenges and will have to work a lot to keep Ukraine in the global spotlight. However, we are ready to overcome these challenges and, together with our partners, continue maintaining a positive perception of Ukraine in the world, jointly developing its brand and bringing the Victory closer.

Mariia Lypiatska  
Head of Brand Ukraine

# OUR MISSION, VALUES AND GOALS

**Our mission** is to make Ukraine a lovemark for the world. We tell Ukraine's story in a way that sparks interest and inspires people all over the world to engage and learn more about Ukraine. We contribute to a strong and sustainable brand of Ukraine in the world, its positive image and agency by developing lovemark projects and campaigns, digital solutions, and analytical products.

**We want the world to know and hear the real Ukraine.** So that our voice is strong and loud both in times of victories and in times of struggle. And above all we want to bring the day of our victory closer.

## Our values

### Professionalism

**We are a team of professionals.** Each of us relies on one's own unique expertise, practical experience and professional skills, and achieves the goals we set.

### Authenticity

**Our communication is sincere and open.** We talk about the real Ukraine, not an ideal one. And we are not afraid to be emotional.

### Relevance

**Our projects are relevant** to the actual needs of the foreign audiences who want to know more about Ukraine. That is why they are so impactful.

### Agency

**We always speak to the world about Ukraine** from the position of **Ukraine as an independent actor** in the international arena.

### Sustainability

**Each of our initiatives has a long-term impact.** We always ensure further development and scaling up of our projects.

## Inclusion

**We involve various stakeholders** in the development of each project and strategically important decisions for the country and ensure that the interests and expertise of various parties are taken into account. We believe in partnership.

## Aesthetics

**We care about aesthetics.** Visual appeal is an integral part of our projects. We always use up-to-date visual solutions in our communications.

## Flexibility

**We are flexible.** The ability to adapt quickly and be open to changes is the cornerstone of effective teamwork and project implementation in times when instability is a norm.

## Data-driven approach

**Our projects are based on data and thorough analysis.** Our solutions are efficient because we research the actual needs of the target audiences and use communication tools that address those needs in the most effective way.

## Our goals

BRAND UKRAINE is an institutionally independent and effective organisation.

BRAND UKRAINE strengthens the capacity of the Government of Ukraine in strategic communications, research and analysis, and production of high-quality content that will contribute to the victory and effective development of Ukraine.

BRAND UKRAINE advocates the importance of comprehensive work with the national brand of Ukraine.

# BRAND UKRAINE 2023

## FACTS AND FIGURES:



2 international awards

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Increase of institutional capacity assessment\*  
by **21%**

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7 types of analytical products  
to strengthen Ukraine's external  
communications

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**War.ukraine.ua** is among the **top 3 sources**  
in Google search results for “how to help  
Ukraine”

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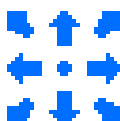
Communication campaign for the Eurovision  
Song Contest on **Ukraine.ua** reached over  
**41 million** people worldwide

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The first **study of Ukraine's tech image**  
in the world

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Team growth by  
**116%**

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\* according to the methodology of CSO development self-assessment by Isar Ednannia



# BRAND UKRAINE PROJECTS

Our organisation consistently pays attention not only to Ukraine's external communications regarding the full-scale war launched by Russia but also to other topics that allow us to deepen communication with foreign audiences and expand the range of associations of foreigners with Ukraine. We believe that deeper knowledge and better acquaintance with Ukraine, its history, culture, and modern achievements in various fields (including digitalization, defence technologies, agrotechnology, etc.) is a crucial factor in ensuring a positive attitude towards our country today and in the future.

Compared to the previous year, in 2023 we managed to balance the portfolio of implemented projects and expand the segment dedicated to the multidimensional brand of Ukraine, promoting Ukrainian culture and its place in the world.

## UKRAINE.UA

[Ukraine.ua](#) – is an ecosystem of Ukraine's official digital platforms that unites websites and social media pages for communication and interaction with an international audience around the world. Through Ukraine.ua, we are building a global community of those who support Ukraine in its struggle and value freedom around the world. The project is being developed in close cooperation with the Ministry of Foreign Affairs of Ukraine.

## Ukraine.ua in 2023


- Over **600 million** digital contacts in 2023
- **9 platforms** in 2023
- Launched new platforms **on Threads** (165,000 subscribers) and **WhatsApp Channel** (28,000 subscribers)
- **1.1 million** followers on Instagram
- Ukraine.ua on Instagram is in the **top 5 official accounts of countries**
- Permanent audience is over **2,5 million**

## Ongoing projects within the website

[Russia's famine game](#) – is a section dedicated to the impact of Russia's full-scale war against Ukraine on global food security. It contains statistics on export volumes from Ukrainian ports before 2022 and now, stories of Ukrainian farmers, a photo gallery with the consequences of the Russian invasion, and a thematic timeline.


In 2023

 **50+ news and statistical updates** in the timeline

 **3K+ views**

[Russia's war crimes](#) – is a section of the website that contains stories showing Russian war crimes in Ukraine in seven categories: killing innocents, attacks on civilian infrastructure, unjustified destruction, torture, rape, forced deportation, attacks on culture and religion. The section also contains general statistics on recorded crimes.


In 2023

 **30+ stories**

 **135K+ views**

[Ukraine war pictures](#) is a photo gallery of Ukraine and Ukrainians during the full-scale Russian invasion which is regularly updated in seven language versions.


In 2023

 **400+ photos**

 **490K+ views**

[Defenders of freedom](#) is a section filled with stories of Ukrainian defenders, volunteers and all those who bring the Ukrainian victory closer.

In 2023

 **12+ stories**

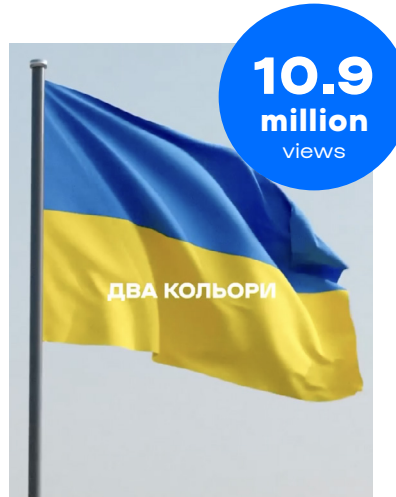
 **75k+ views**

## TOP-3 most popular publications in English:

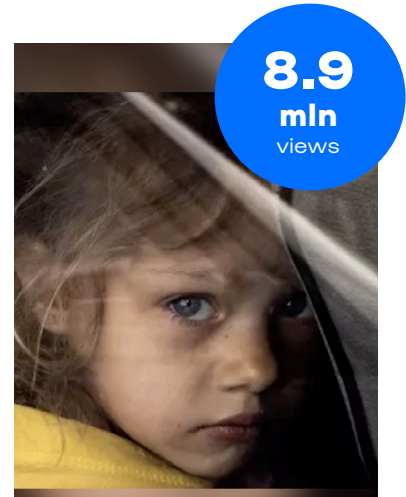
Joint [publication](#) with Konstantin and Vlada Liberov on the day of Russia's attack on the historic centre of Odesa



Joint [publication](#) with the President of Ukraine on the Day of the Flag of Ukraine



Joint [publication](#) with the President of Ukraine on Children's Day

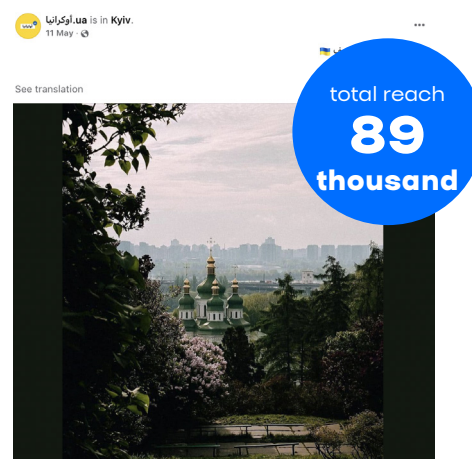


## The most popular publications in Arabic:

[Facts about Ukraine](#) that everyone should know



[A photo of Kyiv in spring](#)



## War.ukraine.ua in 2023

WAR.UKRAINE.UA

8

language versions

1.9 MLN

unique users

3.7 MLN

views

more than

1 MLN

Support Ukraine page

- [war.ukraine.ua](https://war.ukraine.ua) is in top-3 positions in the US in Google search results for the keywords «how to help Ukraine», «support Ukraine», «why is Russia invading Ukraine», «Ukraine war photos», «is Russian and Ukrainian the same language», «Ukraine peace plan»
- Mentions in top global media outlets, including The Guardian, The New York Times, Politico, Reuters, Al Jazeera

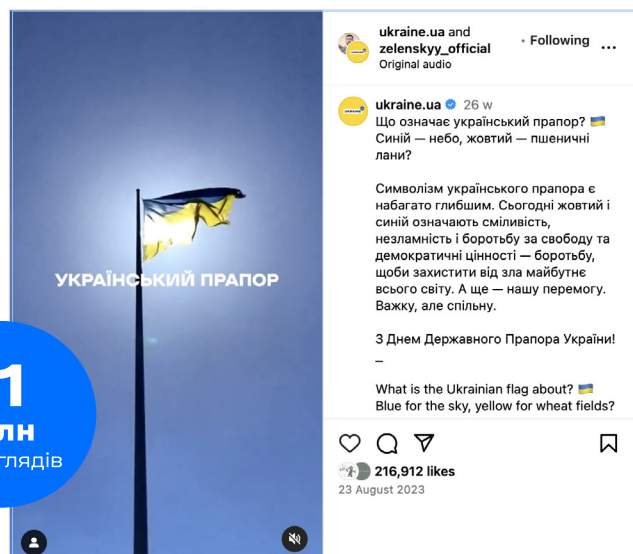
The most popular editorials:

- [What is Zelenskyy's 10-point peace plan?](#)
- [Let's talk about fair: why Russians should be banned from the Olympics](#)
- [Defending the homeland is a sacred duty: stories of Muslims in the Armed Forces of Ukraine](#)

## Partnership with official accounts of Ukraine in social media

- Joint publications with the President of Ukraine

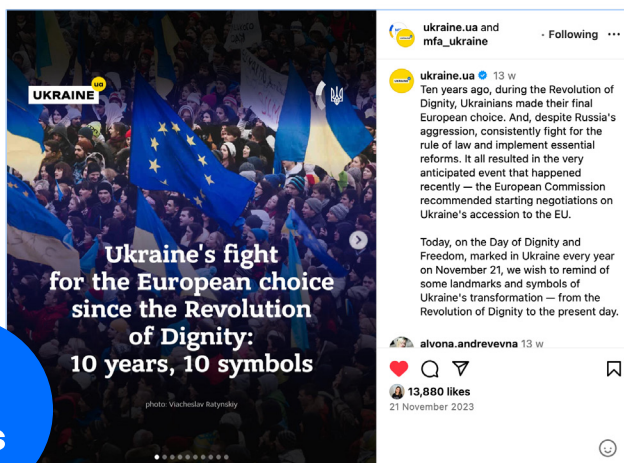
There are **4 posts** in total. The best post is about the symbolism of the Ukrainian flag and what it represents for Ukrainians. It was dedicated to the National Flag Day.



- Joint publications with the Ministry of Foreign Affairs

A total of **6 posts**. The best post is about ten symbols for the tenth anniversary of the Revolution of Dignity.

14K likes

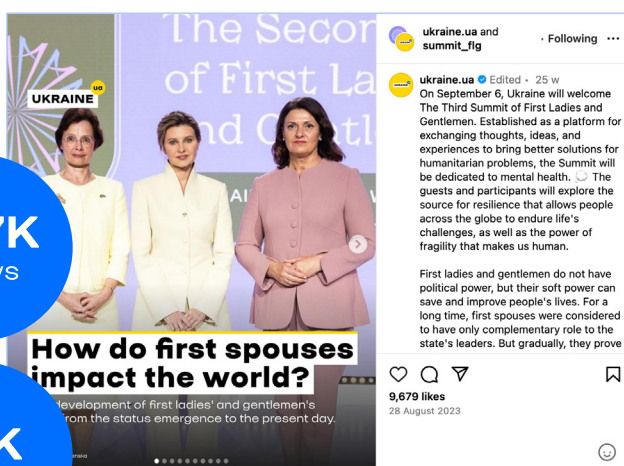


- Joint publications with the First Lady of Ukraine and Summit of First Ladies and Gentlemen

Only **2 posts** in total. The best post is the announcement of the Third PLD Summit.

237K views

10K likes



## The viral hashtag action #FreeTheLeopards

was launched on January 22, 2023, on Ukraine's official Instagram page @Ukraine.ua with a video that has gathered several million views. The idea arose amid active discussions about the delay in Germany's military aid to Ukraine, in particular, the supplying of Leopard tanks. The hashtag quickly gained momentum on Instagram, Facebook, and TikTok, and thousands of Ukrainians and foreigners began sharing their own photos, making the leopard print trendy again.

#FreeTheLeopards was supported by many celebrities and influencers, as well as media, companies, organisations, politicians,

designers, military, and government agencies. Among them, for example, was the German designer Frank Peter Wilde, who became a partner of the campaign, Jamala, Tina Karol, Alyona Alyona, TVORCHI, Go-A, Kateryna Osadcha, Volodymyr Klitschko, Andriy Bednyakov, monobank, Nova Poshta, Ukrzaliznytsia, Ukrainska Pravda, Reface, Diia, Rozetka, Ukrposhta, and many others. The campaign received a lot of attention from Ukrainian and international media, creating a stir in Germany as well.

The #FreeTheLeopards campaign became a finalist at the New York Festivals Advertising Awards 2023 nomination COLLABORATIONS & PARTNERSHIPS: Best Use in two categories (Real-Time Response, User-Generated Content). Moreover, the campaign won gold, silver and bronze awards at the Kyiv International Advertising Festival.

## WHAT WE ARE FIGHTING FOR

Launching #WhatWeAreFightingFor

Reach: 15 million contacts through social networks and media



The **#WhatWeAreFightingFor** campaign was announced on Ukraine's digital ecosystem together with President of Ukraine Volodymyr Zelenskyy in 2022 and was launched on the first anniversary of the full-scale invasion on February 24, 2023. It is dedicated to the territorial integrity of our country, the diversity and value of all regions of Ukraine.

The project was aimed to convey to the foreign audiences why the territorial integrity of Ukraine cannot be discussed under any circumstances and what every Ukrainian is fighting for: a just peace, freedom, and future for the whole world. These principles are the basis of the President's Peace Formula.

The central component of the campaign is a [special project](#) on the official website of Ukraine, [ukraine.ua](#), which tells about the peculiarities of each region of Ukraine. The interactive website consists of 26 articles in English and Ukrainian that reveal the true and multifaceted history of 24 regions of Ukraine, Crimea and Kyiv.

The campaign won the Best Communications Strategy (Place Brand) category at the [City Nation Place Global 2023](#) international conference in London. Thanks to cooperation with Ukrzaliznytsia, the campaign's video manifesto was broadcast in all Intercity and Intercity+ trains on domestic and international routes.

The project was implemented in partnership with the creative agency ANGRY agency, CF.Digital, the international content platform Depositphotos, Ukrainian journalist Yuriy Marchenko, plusone social impact agency, the Centre for Strategic Communications and Information Security and the Ukrainian Institute of National Memory with the financial support of the European Union..

## **WHAT WE ARE FIGHTING FOR 2.0: INVESTING IN FREEDOM**

**Reach: over 10 million  
contacts in the US**

The digital campaign What We Are Fighting For 2.0: Investing In Freedom was designed to strengthen Ukraine's voice in the US information space during a difficult period of debate in American society about further supporting Ukraine in the war against russia.

The campaign was launched on Thanksgiving Day, one of the most popular holidays in American society. The creative idea was to demonstrate the sincere gratitude of the Ukrainian people to the



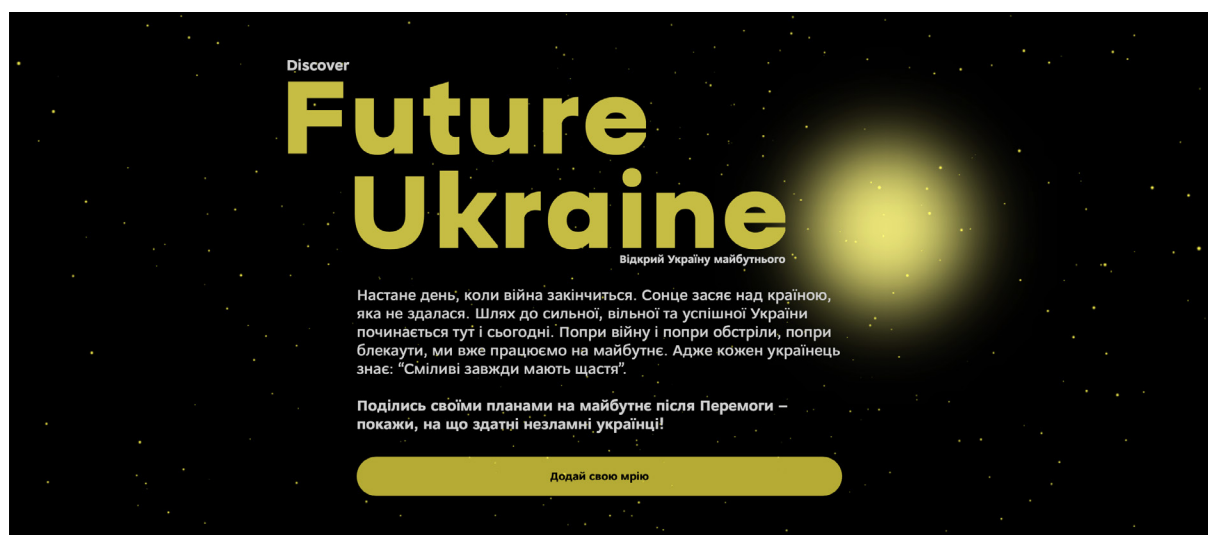
American people for every decision and every dollar spent from US taxpayers' money to support the Ukrainian fight for freedom, to protect the peaceful sleep of children at home and to save the lives of Ukrainian soldiers who are defending peace of the entire continent.

The campaign was aimed at explaining to US citizens why supporting Ukraine is important and in line with their values and national interests, as well as at strengthening the counteraction to information manipulation about Ukraine in the US information space.

The digital communication campaign in the United States included such elements as a [thank you video](#), [thank you cards](#), and [advertising banners](#).

## FUTURE.UKRAINE.UA

Reach: 644,786 contacts



The Future Ukraine.Ua campaign was developed as a platform to communicate to the foreign audiences the idea about Ukraine's recovery and future after the victory.

The goal of the campaign was to convey to a foreign audience the image of a strong, courageous, successful and innovative country, as Ukrainians themselves see Ukraine after the victory.

About a thousand real dreams of Ukrainians are available to read in the special section of future.ukraine.ua in Ukrainian and English. The vast majority of those dreams are about specific personal plans for post-war recovery and growth: building a house, starting a family business, opening restaurants and cafes, creating a chain of bookstores or an amateur astronomy school, etc.



Ukrainian influencers and celebrities joined the promotional campaign: musician Natalia Zhyzhchenko (ONUKA), leader of the Antytila band Taras Topolia, Ukrainian Olympic gymnastics champion Lilia Podkopayeva, Ukrainian football player Andriy Pyatov, Head of the Supervisory Board of the Ukrainian Institute Yulia Sinkevych, Managing Partner of the UNIT. City innovation park Constantine Yevtushenko, art critic Olga Balashova, Ukrainian journalist and TV presenter Vadym Karpniak, Ukrainian public figure Zoya Lytvyn, and others.

## **EUROVISION 2023. OPEN YOUR HEART FOR UKRAINE**

**Reach: 41 million contacts**



The international Eurovision Song Contest was held in Liverpool (UK) from May 5 to 13, 2023, on behalf of Ukraine, which was the winner in 2022.

The goal of the Open Your Heart To Ukraine project was to present Ukraine to the international audience of the Eurovision Song Contest as a brave and diverse country fighting for its own freedom and the freedom of the whole world.

The project consisted of three key components: an interactive space in a separate chalet on the territory of the Eurovision fan zone, a photo zone, and a communication campaign.

The heart-shaped photo zone represented the symbol of Ukraine at the Eurovision Song Contest – the song «Heart of Steel» by TVORCHI. The blue symbols spoke of a peaceful Ukraine, its beauty and culture, while the yellow elements represented war. All visitors to the photo zone could open their hearts to Ukraine and look at the embroidery through a red filter. When using this filter, all the symbols of war - missiles, drones and weapons – disappeared, and a peaceful Ukraine with its incredible beauty and rich culture appeared before one's eyes.

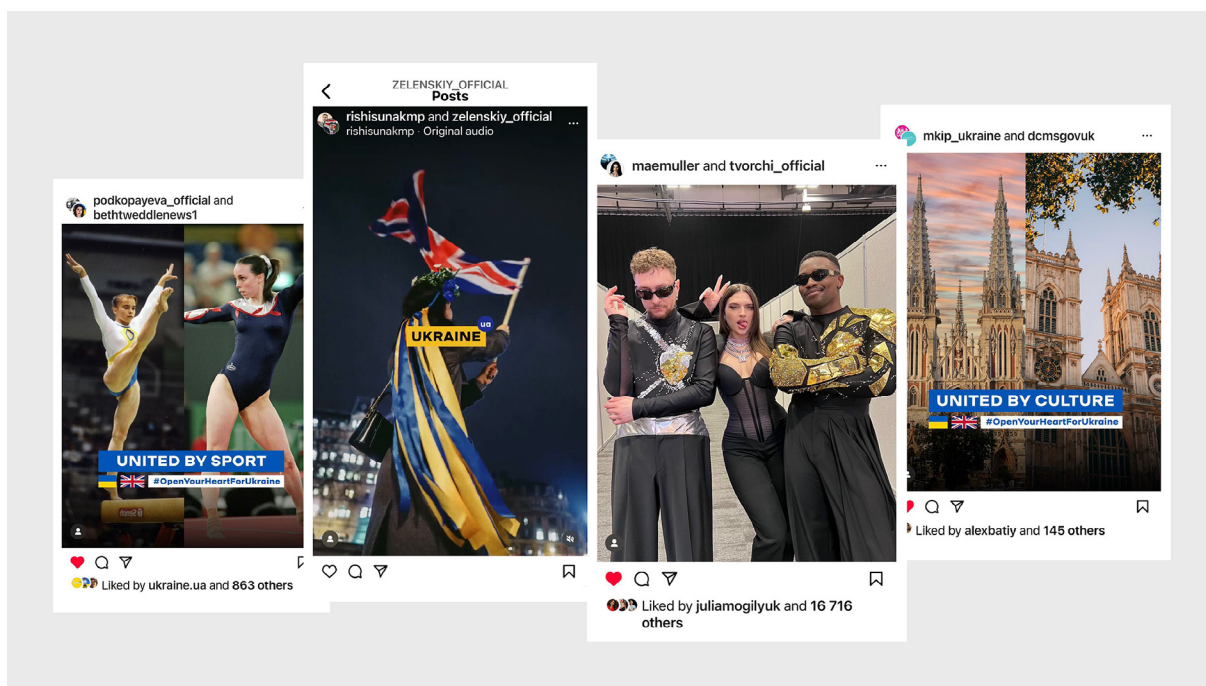
The communication campaign was dedicated to supporting the Ukrainian participants of the song contest, the TVORCHI band. In addition to the traditional Eurovision audience, the campaign also reached audiences in Africa. One of the members of TVORCHI was born in Nigeria and his story helped to draw the attention of audiences in Africa to Ukraine as a country of freedom, creativity and cultural diversity.

A separate component of the communication campaign was the Unity Wave Instagram action, which aimed to demonstrate solidarity and unity between Ukraine and Great Britain, as well as unite Ukrainians and Britons in partnership between countries and peoples. The idea was to create joint Instagram posts and stories using an AR mask full of Ukrainian-British hearts.

Project results:

- **37 626** people visited the Ukraine.ua chalet and photo zone in the Eurovision fanzone. Among them were stars, influencers, and journalists.
- The multi-format digital campaign received a total of **41 million contacts** та **570.000 interactions** Ukraine.ua's social media outlets published **121 posts**. A video with Ukraine's Eurovision entry, Tvorchi, received over 380,000 views. In Africa and the Middle East, the campaign reached 25 million people.
- **52 publications** in Ukrainian media and **17 publications** in foreign media.

**#TheUnityWave** began with a joint post by **@ukraine.ua** and **@lovegreatbritain** (the official Instagram profiles of the respective countries).



Visual materials (videos and pictures) and text were developed for each pair of partners who joined the wave. In just a few days of the flash mob, the partners published 18 joint posts on Instagram. Among them: Volodymyr Zelenskyy – Rishi Sunak, Olena Zelenska – Akshata Murty, Dmytro Kuleba – James Kleverly, Mykhailo Fedorov – Bear Grylls, Oleksandr Tkachenko – Stuart Andrew, Ministry of Foreign Affairs of Ukraine – Foreign and Commonwealth Office, Ministry of Culture and Information Policy of Ukraine – Department for Culture, Media and Sport, @ukraine.ua – @lovegreatbritain, TVORCHI – Mae Muller, Jamala – Birdy, Timur Miroshnychenko – Samantha Quek, Lilia Podkopayeva – Beth Tweddle, National Opera of Ukraine – Royal Opera, Odesa Art Museum – Walker Art Gallery, National Art Museum of Ukraine – Museum of Liverpool, St. Nicholas Church – Liverpool Cathedral, Patron the Dog – Seamus the Dog, @ukraine.ua – Visit Liverpool.

The organisation of spaces and decor was realised by Touche' event & decor. The creative part of the campaign was developed in partnership with the Bickerstaff.734 agency. The project was created in cooperation with the Ministry of Foreign Affairs of Ukraine and in partnership with Public Broadcasting and the TVORCHI band. Financial support for the project was provided by the UK Foreign and Commonwealth Office.

# NATIONS AGAINST DISINFORMATION

Reach: 7,327,222 contacts



[Nations Against Disinformation](#) is an international initiative aimed at raising awareness of the dangers of disinformation and its serious negative consequences for societies.

The initiative was launched with a communication campaign aimed at uniting countries and organisations to combat disinformation and its manifestations in the information environment. The main components of the campaign were [The Distortion Test](#), which visualised how disinformation distorts reality, remaining invisible and elusive to any of the human senses, and the [campaign website](#), where users from around the world could learn about disinformation narratives and methods of combating them.

[The Nations Against Disinformation](#) campaign was implemented in partnership with the Ministry of Foreign Affairs of Ukraine, the Ministry of Foreign Affairs of the Republic of Estonia, the Government of the Republic of Estonia, the Ministry of Culture and Information Policy of Ukraine, and the NGO Propastop (Estonia), EUvsDisinfo, a flagship project of the Strategic Communications Task Force of the European External Action Service. The project was co-funded by the European Union and the National Democratic Institute.

Expert support for the campaign was provided by several Ukrainian civil society organisations: [Civil Network OPORA](#), [Detector Media](#), [StopFake](#), [UkraineWorld](#), [We Are Ukraine \(WAU\)](#), [Texty.org.ua](#), [InformNapalm](#), [NotaYenota](#), and [On the other side of Putin's lies](#).

The creative part of the campaign was developed in partnership with [isdgroup] and Bickerstaff.734

## **NATIONS AGAINST DISINFORMATION: CAMPAIGN TO COUNTER DISINFORMATION ABOUT UKRAINE IN AFRICA, ASIA AND THE MIDDLE EAST**

**Reach: 16 million in social media in 7 countries**



The campaign aimed to counter disinformation in Africa, Asia, and the Middle East by promoting Ukraine's strategic narratives.

The study, conducted by Zinc Network for the Ministry of Foreign Affairs of Ukraine in autumn of 2022, assessed public opinion on Russia's war against Ukraine in seven countries of the Global South (China, India, Indonesia, Kazakhstan, Morocco, the UAE, Turkey, and the United Arab Emirates). About 34% of respondents demonstrated a clear pro-Ukrainian position, while about 46% remained neutral toward Ukraine or Russia in this war. Based on the data of the sociological research in the above-mentioned countries, we have compiled a list of key messages about Ukraine that have worked effectively in these countries and contributed to a more positive attitude of respondents towards Ukraine.

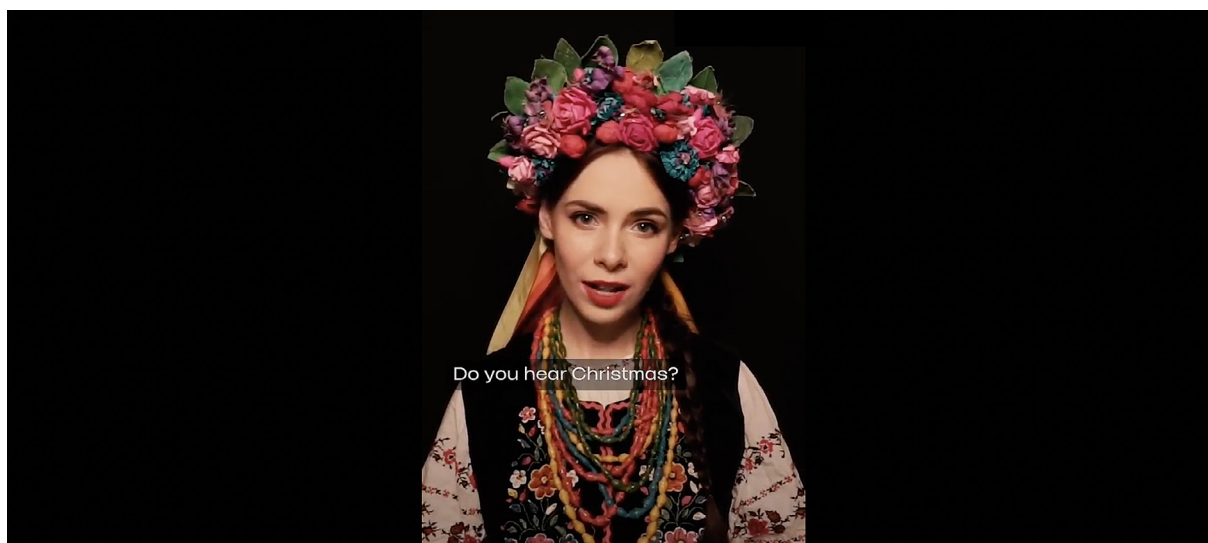
The messages about Ukraine became the main components of the campaign, which we turned into creative content for social media and tested it through a targeted advertising campaign in seven countries. This approach helped localise the content and reach 16 million users. The analytics of the perception of messages is a valuable basis for further communication in these countries.

Based on the results of the campaign, we held two webinars for the Ministry of Foreign Affairs and embassies of Ukraine, as well as for foreign partners, during which we shared practical conclusions, findings and recommendations for further communication with these countries.

The campaign was implemented in partnership with UCBI, Zinc Network, and the creative agency Bickerstaff.734.

## SHCHEDRYK

**Coverage: 1 586 266 contacts**



The Carol Of The Bells campaign drew the attention of foreign audiences to the fact that the most popular Christmas melody in the world which unites people in different countries during the brightest time of the year, is Ukrainian. A hundred years after its world premiere it continues to be interpreted by music groups and academic choirs and is widely used in films and TV series.

The goal of the campaign was to show that Ukraine and its closest partners in Europe and North America share common human values, and that Ukraine's cultural heritage is a part of the world's cultural heritage. The campaign was aimed at creating a multidimensional national brand.

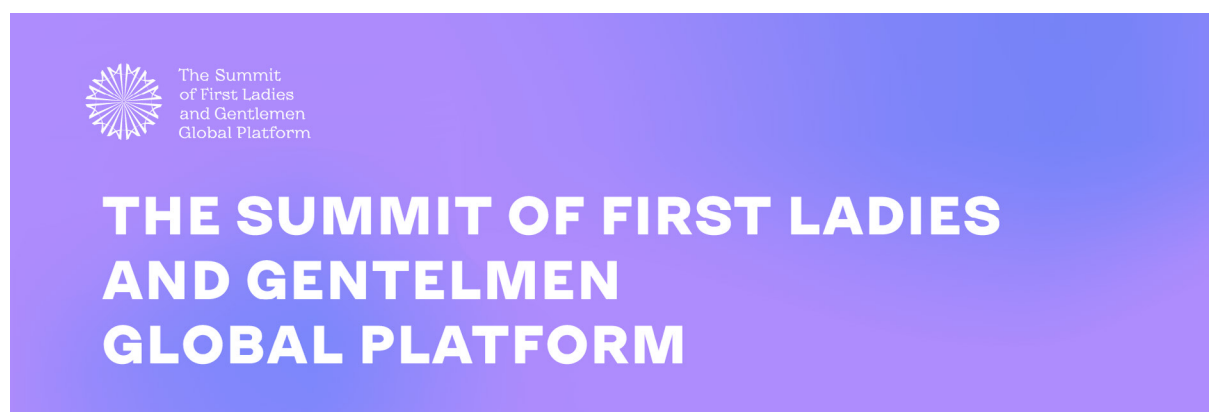
The main [video](#) of the campaign was created from the fragments of performance of «Shchedryk» by artists from different countries: [Philharmonia Orchestra](#) (UK), [WDR Rundfunkchor](#) (Germany), [VIVA Sandnes kulturskolekor](#) (Norway), [BYU Vocal Point](#) (USA), [St. Olaf College](#) (USA), [Eileen](#) (Ukraine), [Lviv National Opera](#) (Ukraine), [Czech Philharmonic Children's Choir](#) (Czech Republic).

The second [video](#) was a selection of modern films (The Muppets, Home Alone, Guiding Star, Santa Claus, The Simpsons, Mirror Has Two Faces, Whisper) that use the melody.

The campaign also included targeted advertising for promoting the content on social media in the US market.

The project was implemented with the financial support of the European Union.

## SUMMIT OF FIRST LADIES AND GENTLEMEN



At the end of 2023, we joined the organising team of the First Ladies and Gentlemen Summit, initiated by the First Lady of Ukraine Olena Zelenska as a format for global dialogue between first ladies and gentlemen.

Within the framework of the 3rd Summit of First Ladies and Gentlemen our team participated in the development of the program and organisation of an international survey on the state and attitudes towards mental health in 11 countries.

The goal of our cooperation is to expand the Summit from an annual event to a permanent partnership platform for experience exchange of First Ladies and Gentlemen. This will strengthen the contribution of soft power to solving the most pressing humanitarian problems around the world.

Since October 2023, we have been providing organisational support to the Summit platform and developing the international platform of First Ladies and Gentlemen, in particular:

- Created a platform development strategy;
- Created an annual plan for the platform's activities for 2024;
- Supported the growth of the Summit's social media channels;
- Maintained ongoing communication in the community of first ladies and gentlemen interested in coordinating and exchanging information within the interaction platform.



# BRAND UKRAINE ANALYTICS

In 2023, Brand Ukraine continued to put into practice one of its key values – **a data-driven approach**. This resulted in a strong analytical portfolio that allows us to systematically track changes in the perception of Ukraine throughout the world and share this data with our key partners in government, civil society, and the media. All international communication projects implemented by Brand Ukraine to support Ukraine’s strategic communications with foreign audiences are based on analytical insights. A clear understanding of communication challenges, target audiences, effective key messages, and communication methods is the foundation to our successful struggle for the world’s attention and commitment to Ukraine.



In early 2023, we prepared and published an unprecedented comprehensive analytical [Ukraine’s Global Perception Report](#). This report is a ground-breaking attempt to analyse and summarise how Ukraine was perceived abroad throughout 2022. We have analysed in detail the discussions about Ukraine in international media and social media, studied the attitudes and associations of the general public towards Ukraine, and examined the country’s position in national brand ratings and indices in 2022. This information helped us formulate recommendations for those working on

Ukraine’s image and reputation abroad. Ukraine’s Global Perception Report has become our most popular product, which was covered by more than 20 national media. The report was prepared in cooperation with the Ministry of Foreign Affairs of Ukraine.



In the study [The global image of Ukraine’s tech sector](#) we analysed whether the world perceives Ukraine as a technological nation and highlighted the areas for growth in Ukraine’s image as a tech nation. This work launched a relevant and necessary discussion about what our country wants to be associated with in the international arena and whether Ukrainian technologies and the IT industry can become such an association.

During the year, we developed a number of formats for periodic analytical products about Ukraine in the international information space.



In 2023, Brand Ukraine’s analytical products were used by the Office of the President of Ukraine, the Ministry of Foreign Affairs of Ukraine, the Ministry of Community, Territorial and Infrastructure Development of Ukraine, the Ministry of Digital Transformation, the Office of the Vice Prime Minister for European and Euro-Atlantic Integration, the Office of the First Lady of Ukraine, the Ministry of Defence of Ukraine, and the Armed Forces of Ukraine. The recipients and users of our analytics were also representatives of civil society (Center for Civil Liberties, Ukrainer, and others), expert organisations (Detector Media, Ukrainian Crisis Media Center, Ukrainian Prism), and Ukrainian media (Ukrinform, Ukrainska Pravda, Forbes, Suspilne, and others).

# BRAND UKRAINE IN THE MEDIA

In 2023, Brand Ukraine paid considerable attention to promoting the organisation in social networks and media. Our goal was to expand the range of partners and make sure that all our products and projects reach their audiences.

We can be proud of this year:

- **More than 300 mentions** of the organisation in the media (e.g., in Forbes Ukraine, Ukrinform, Detector Media, Svidomi, etc):
  - [What brand of Ukraine should be formed after the war?](#) (Article in Ukrainian) – Mariia Lypiatska for Svidomi;
  - [Ukraine’s brand has strengthened in the world over the year. What does this mean for the country?](#) (Article in Ukrainian) – Mariia Lypiatska for NV; coverage – 1821.
  - [Ukraine’s soft power. How Brand Ukraine develops the national brand.](#) (Article in Ukrainian) – Mariia Lypiatska for Detector Media); coverage – 3283.
  
- **(Co)organisation of four events:**
  1. **Presentation of the Ukraine’s Global Perception Report.**
  2. **Presentation of the report [The global image of Ukraine’s tech sector](#)** and panel discussion «Ukraine’s Tech: the country’s tech image in the international arena»: 50+ guests (more than 50% at senior level), 5 speakers from the government, civil society and tech business.
  3. **Panel discussion «How to keep Ukraine in the centre of the world’s attention?»** within the framework of the Forum for the Development of Civil Society Isar Ednannia: 50+ guests, 5 communication speakers.
  4. **The Third Summit of First Ladies and Gentlemen:** development of the program, training the speakers and moderators, as well as providing expert support in conducting and interpreting the results of a sociological survey in 11 countries on mental health.
  
- **Participation in ten public events:**
  1. Presentation of the report [The global image of Ukraine’s tech sector](#) at **Lviv IT Arena** (speaker – Tamara Novoselska).

2. **Projector** panel discussion «Volia: What is the beauty and strength of the Ukrainian superpower» (panellist – Mariia Lypiatska).
3. Panel discussion «Storytelling in War Time: A Conversation with Ukrainian and American Creatives» by **America House Kyiv** (speaker – Yaroslav Turbil).
4. Presentation «Creative Thinking: The Experience of the Ukraine.ua Team» at **America House Kyiv** (speaker – Mariia Palyvoda).
5. International conference **City Nation Place Global 2023** in London (conference participants: Mariia Lypiatska, Marina Dadinova, Tetiana Momot, Sofiya Dzhurynska).
6. **Eurovision 2023 in Liverpool** (the entire BRAND UKRAINE team).
7. Discussion “**How civil society is changing the course of war**” by **LMF** (panellist Mariia Lypiatska).
8. Presentation of the [Ukraine’s Global Perception Report](#) within the **SURGe project** (speaker Sofiya Dzhurynska).
9. Conference “**Let’s Build Now!**” by **Hromadske** (speaker Mariia Lypiatska).
10. Lecture on communications within the framework of the **Ukrainian Volunteer Service project** «Yellow Hearted» (lecturer Mariia Palyvoda).

● **International and national awards:**

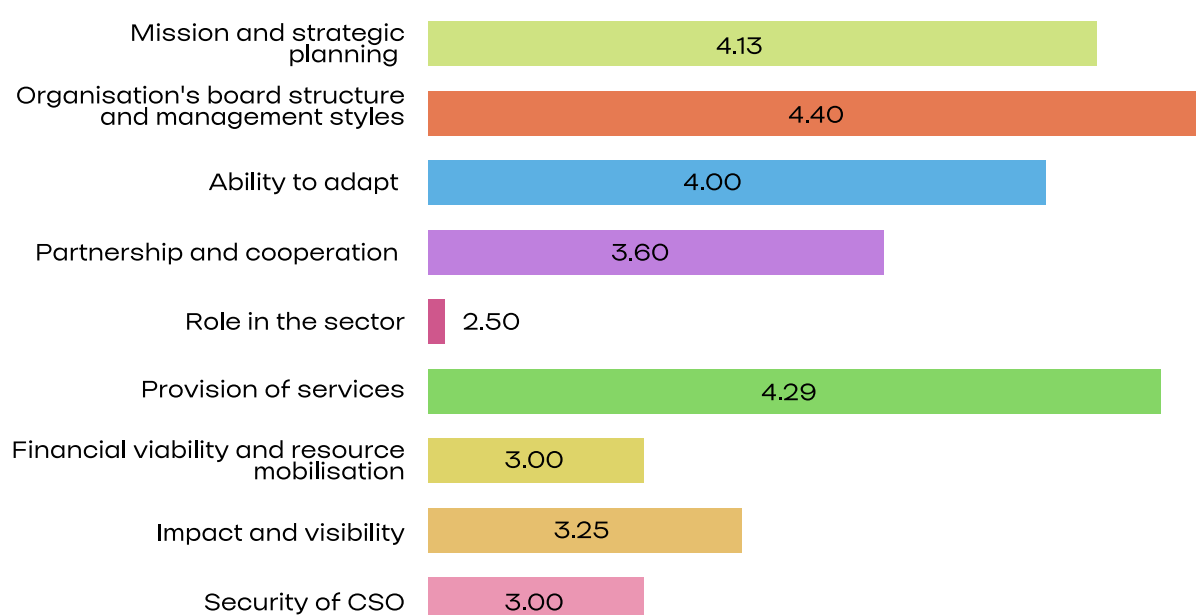
- **City Nation Place 2023** for the international communication campaign [#WhatWeAreFightingFor](#);
- **Silver Lion at Cannes Lions 2023** for the **Carol for Charity** project in the Radio & Audio category (Not-for-Profit, Charity, Government), **Bronze Lion** in the Media category (Use of Audio Platforms) at the Kyiv **International Advertising Festival**;
- The [#FreeTheLeopards](#) campaign was a finalist at the **New York Festivals Advertising Awards 2023 Collaborations & Partnerships: Best Use** nomination in two categories (Real-Time Response, User-Generated Content). In addition, it won gold, silver and bronze at the **Kyiv International Advertising Festival**.

We also achieved coverage on Brand Ukraine's social media channels. In 2023, our posts on Facebook and LinkedIn were shared 53,702 times. In addition, we implemented partnership projects with leading Ukrainian media and organisations, including Svidomi, Babel, Memorial, Osvitoriya, and SavED.

Throughout the year, our projects were supported by Jamala, TVORCHI, Nadya Dorofeeva, Alyona Alyona, Daria Kolomiets, Patron, Frank Wilde, Anton Melnyk, Irena Karpa, Lilia Podkopayeva, Andriy Bednyakov, Julia Sanina, Timur Miroshnychenko, and others.

# DEVELOPING THE INSTITUTIONAL CAPACITY OF BRAND UKRAINE IN 2023

The year 2023 was marked by continuous work on strengthening the organisation's institutional capacity. During the year, Brand Ukraine underwent a self-assessment of CSO organisational development (based on the methodology of Isar Ednannia) twice. During the year, the overall average score of organisational capacity increased from 2.95 to 3.57 points (see below for more details by area).



## 1. Strategic management

This year, our organisation focused on updating the strategic management and made a number of changes. The first step was to hold a strategic session with the participation of the entire team, during which the mission and strategic directions were revised, and strategic goals and indicators were set up.

The session resulted in creation of the organisation's Development Strategy for 2023-2024. This document became the basis for planning the next steps and activities. In the process of implementing the strategy, a system of strategic retrospectives was also introduced, which allows for regular cross-sections by area, evaluation and improvement of the organisation's management and development process.

We also updated our internal policies to ensure compliance with modern standards and improve the efficiency of the working environment. This helped us to establish a more transparent and ethical management process.

## **2. Operational management**

Based on the strategic development plan of the organisation, an operational plan for 2023-2024 was created. It is the main document for the implementation of the program and current activities for all teams.

One of the key factors in our advance is the increase of the organisation's human capital. In 2023, our team grew from 12 to 26 people. To successfully integrate new colleagues, we introduced an onboarding system that allowed them to quickly familiarise themselves with the organisation's processes and values and become part of the team. In addition, we have developed and implemented a recruitment process to strengthen our ability to attract talented professionals to our team.

We have implemented a system of regular team meetings: monthly team meetings and webinars to develop useful skills. This allows us to ensure high-quality interaction between colleagues, openly discuss current issues and problems, and thus improve our work processes.

In the format of a traditional on-site session, we pay great attention to team building to improve the quality of interaction and cooperation, as well as mutual understanding in the team. Together we completed the «Survivors» team game, we climbed to the top of Hoverla mountain, and we also had a lot of productive discussions about our goals, barriers, and opportunities.

To increase efficiency and effectiveness without compromising work-life balance, Brand Ukraine uses the Worksection technical tool as an environment for project management and tracking progress in the implementation of tasks.

We have developed our own system of profiles for all roles in the organisation and conduct regular annual performance reviews of all team members. These tools allow us to effectively measure and evaluate team performance and improve work processes.

## **3. Ability to adapt**

Our organisation is actively engaged in monitoring and evaluating all our projects. We collect data on the results and impact of our activities for internal and external use.

Regular meetings for reflecting on the steps taken and projects implemented that involve the entire team help us set clear goals and objectives for future initiatives. Monitoring and evaluation data is used to make decisions in various areas of our activities, including strategic planning, budgeting, and human resources management.

#### **4. Partnerships and collaboration**

Our organisation has strong partnerships with Ukrainian and international businesses and other civil society organisations. We regularly analyse the activities of other civil society organisations and look for opportunities for joint work or projects. We also hold regular meetings with similar organisations to share experiences and mutual improvement.

#### **5. Financial viability and resource mobilisation**

Financial sustainability was one of the key priorities in developing the institutional capacity of our organisation in 2023. We have developed a fundraising strategy that provides for diversification of funding sources and includes work on developing existing and building new partnerships, as well as providing our services to other organisations to strengthen their capacity.

A new area of work was the establishment of cooperation with socially responsible businesses that are ready to work with us to make Ukraine a lovemark for the whole world.

#### **6. Impact and visibility**

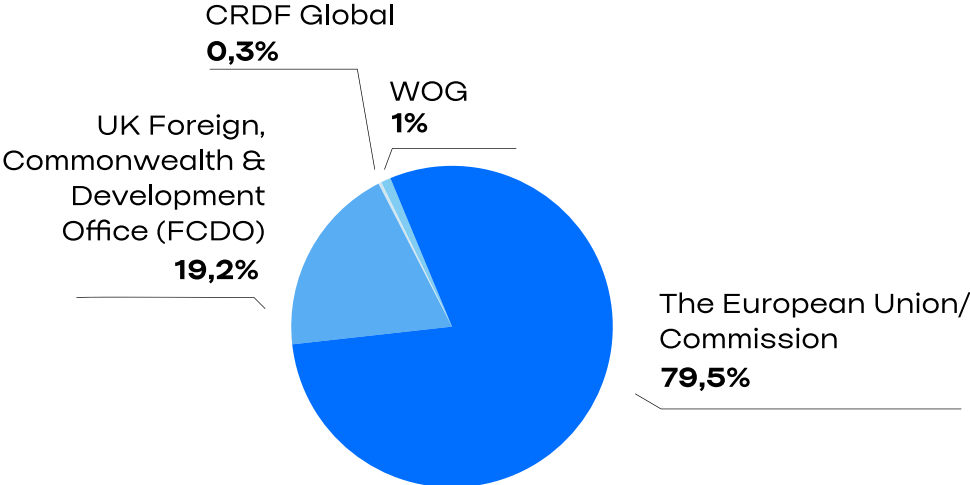
The new communication strategy of the organisation is aimed at increasing the recognition and awareness of Brand Ukraine both in Ukraine and abroad. Communication activities are based on building the organisation's reputation as a leading expert in the development of the national brand of Ukraine, strategic communications, analytics and content, and strengthening the coordination role of Brand Ukraine among the main stakeholders in the industry through a number of collaborations and partnerships in which the organisation will play a leading role.



# ANNUAL BUDGET AND SOURCES OF FUNDING FOR BRAND UKRAINE IN 2023

In 2023, BRAND UKRAINE received financial support from: The European Union (EU), UK Foreign, Commonwealth & Development Office (FCDO), CRDF Global and WOG.

The total amount of funding for activities in 2023 amounted to UAH 27 035 976.62.



The main areas for BRAND UKRAINE’s activities in 2023 were digital, project, and analytical. Funds were allocated from the overall funding for management and administrative expenses, organisational development, development of digital and analytical products, and implementation of the organisation’s projects.

