



Rebranding Our Capital

The Objective and Process

TO DEVELOP THE VISUAL LANGUAGE AND COMMUNICATION STRATEGY THAT WILL ESTABLISH A STRONG AND INTERNATIONALLY COMPETITIVE BRAND FOR NICOSIA

- Culmination of an effort that began in 2017 – Jun 2017
- Identification of key characteristics that make Nicosia stand out – Summer 2018
- Presentation of results of branding workshop – Aug 2018
- Creation of a unifying concept that communicates the brand effectively – Fall 2018
- Development of a strategy and campaign to establish the brand - 2019

Why is city branding more important than ever?

PLACES ARE POWERFUL

Neighborhoods, cities and nations create energy and excitement

Places connect us to one another in ways that online worlds cannot

Today, the idea of place and its relative quality play growing roles in our prosperity as well

Increasingly, reputation, identity and the perceived quality of place determine where talent, capital and tourism flow

The Resonance 2017 World's Best City Brands Report

What influences perception of place

PERCEPTION OF PLACE IS INFLUENCED BY A RANGE OF FACTORS:

- the quality of the natural environment
- parks and open spaces
- diversity of people
- safety
- economic prosperity
- variety of restaurants and nightlife
- the quality of the arts and culture

These assets and many others shape the perception and identity of places in the minds of people when evaluating places to live, visit or invest

In other words...

**If we can improve Nicosia's
reputation, both locally and
internationally, we can improve
the lives of all Nicosians**

COMING UP WITH A LOGO FOR NICOSIA

Qualities of a great logo

- Symbolic
- Distinct
- Relevant
- Memorable
- Adaptable
- Simple
- Timeless

What are Nicosia's most recognizable symbols?

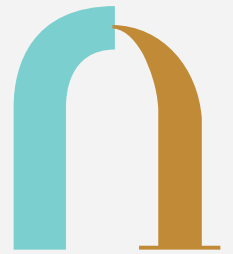
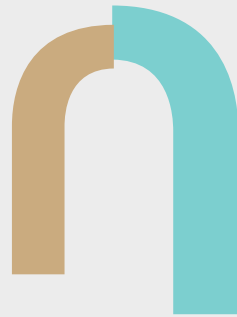
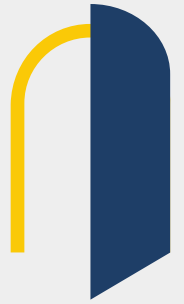
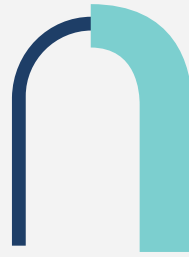
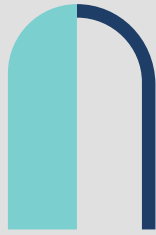
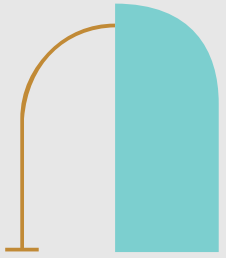
- Venetian Walls
- Famagusta Gate
- Bastions
- Doorways

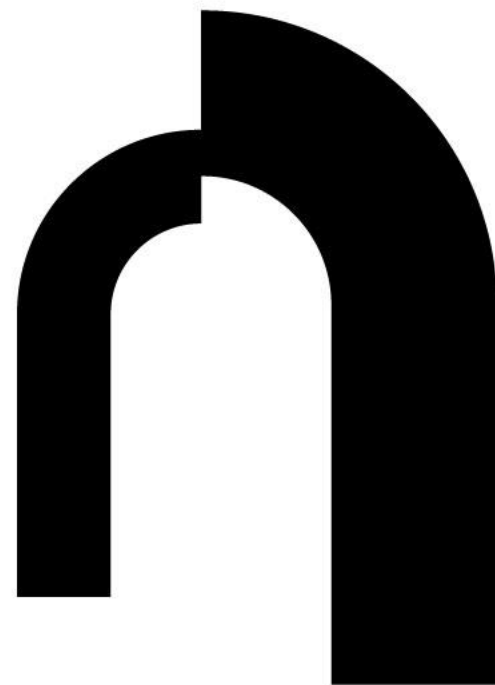


The Symbol - a Doorway

- Nicosia's gates and doorways are its most recognisable symbols
- Doorways are welcoming
- Doorways are a means of discovery
- Doorways offer the promise of something exciting
- Doorways can lead you to different places
- Doorways present opportunities







ήΕΥΚΩΣΙΑ

ήICOSIA



NICOSIA



ΛΕΥΚΩΣΙΑ

COMING UP WITH A TAGLINE FOR NICOSIA

What do we want to achieve with our message?

- Attract more foreign and local tourism (both leisure and business/conference)
- Attract foreign investment and headquartering
- Increase the foreign student population
- Attract expatriates
- Boost morale and instill a sense of pride in locals
- Positively influence urban development
- Educate people

Who are we talking to and what do they care about?

VISITORS

INTERNATIONAL AUDIENCE

COMMUNICATION
PRIMARILY IN ENGLISH

MOTIVATION:

- EXPERIENCE
- QUALITY
- VALUE FOR MONEY

INVESTORS

INTERNATIONAL AUDIENCE

COMMUNICATION
PRIMARILY IN ENGLISH

MOTIVATION:

- BUSINESS
- FINANCIAL
- EFFICIENCY

EXPATS

INTERNATIONAL AUDIENCE

COMMUNICATION
PRIMARILY IN ENGLISH

MOTIVATION:

- LIFE QUALITY
- FAMILY
- SAFETY

LOCALS

LOCAL AND REGIONAL
AUDIENCE

COMMUNICATION
PRIMARILY IN GREEK

MOTIVATION:

- PRIDE
- (RE)DISCOVERY
- OPTIMISM

How do others do it?

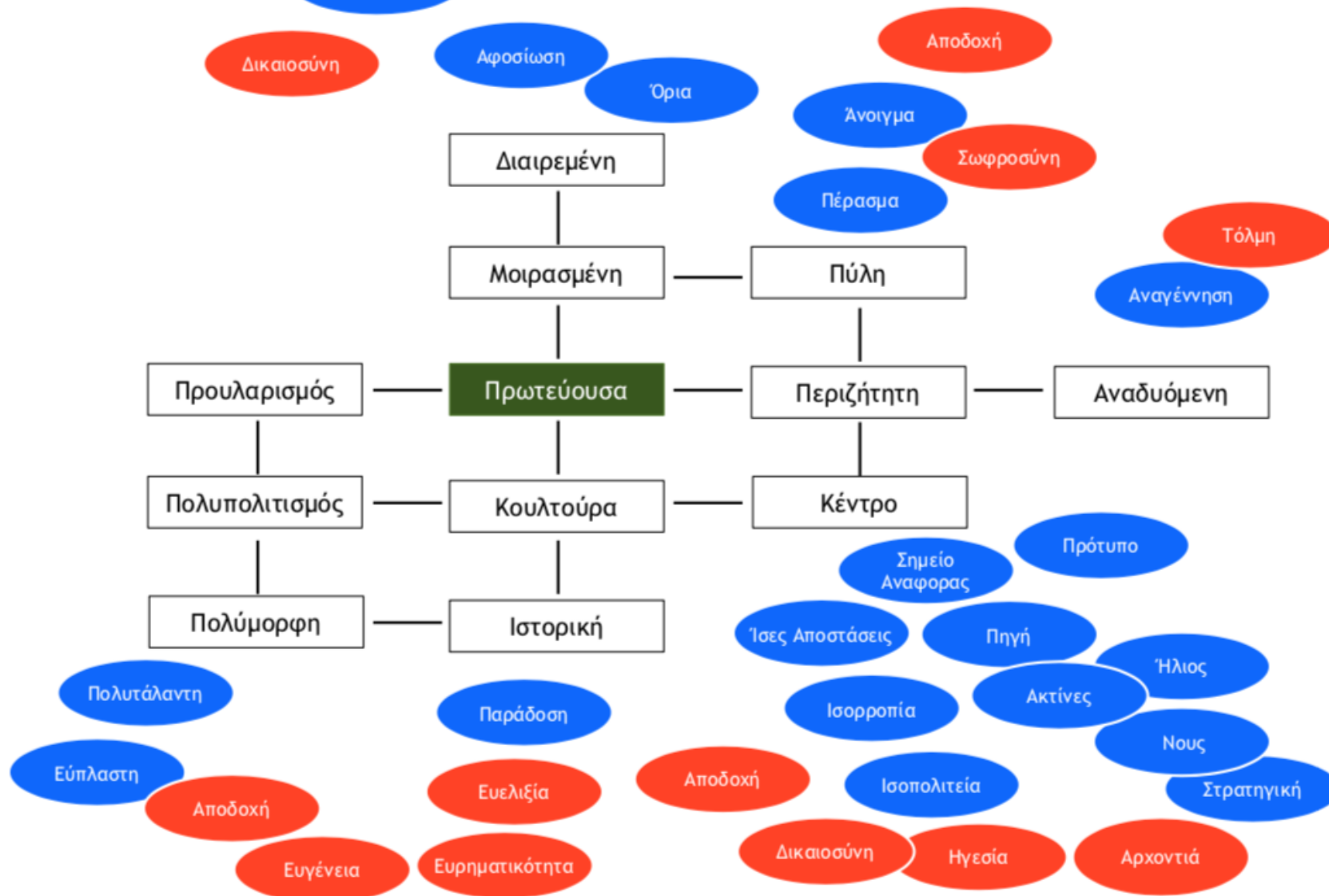
Examples of successful city brand taglines

- New York – The City That Never Sleeps
- Paris – The City of Lights
- Las Vegas – What Happens in Vegas, Stays in Vegas
- Nashville – The Music City
- Amsterdam – I Amsterdam
- Tokyo – Old Meets New
- Singapore – Passion Made Possible
- Stockholm – The Capital of Scandinavia
- Moscow – Wow, It's Moscow
- Brussels – Sprout to Be Brussels

QUESTION:

Is Nicosia truly exceptional at one thing that can singlehandedly characterize it?

ΛΕΥΚΩΣΙΑ



What is special about Nicosia?

- #1 among European cities of similar size for human capital and lifestyle (ahead of oxford, geneva and basel) – Financial Times, 2016
- 32nd richest city in the world by purchasing power – UBS, 2018
- Capital of the safest country in the World for young people – World Health Organization, 2017
- Capital of the 5th best relocation destination in the World - Knight Frank Global Lifestyle Review, 2013
- Financial capital and main international business center of Cyprus – a global business hub
- Over 30,000 university students and 5 universities (>10% of population, 1/3 international) – a university city
- Affordable cost of living and low-tax regime for expats
- 4,500 years of history and culture (37 museums, 6 art galleries, 7 monuments)
- Farthest southeast of all EU member state capitals – Gateway to Africa and Asia
- >80% of the population speaks English
- Sunniest capital of Europe – over 300 days of sunshine annually
- Last divided capital of Europe

ΛΕΥΚΩΣΙΑ

Ανήκειν

Αρχοντιά

Ασφάλεια

Ατομικότητα

Ειρήνη

Οικογένεια &
Ασφάλεια

Καταξίωση

Εσωτερική
Αρμονία

Πρωτεριαιότητες

Κοινωνική
Αναγνώριση

Σοφία

Ευτυχία

Άνεση

Ομορφιά

Αποδοχή

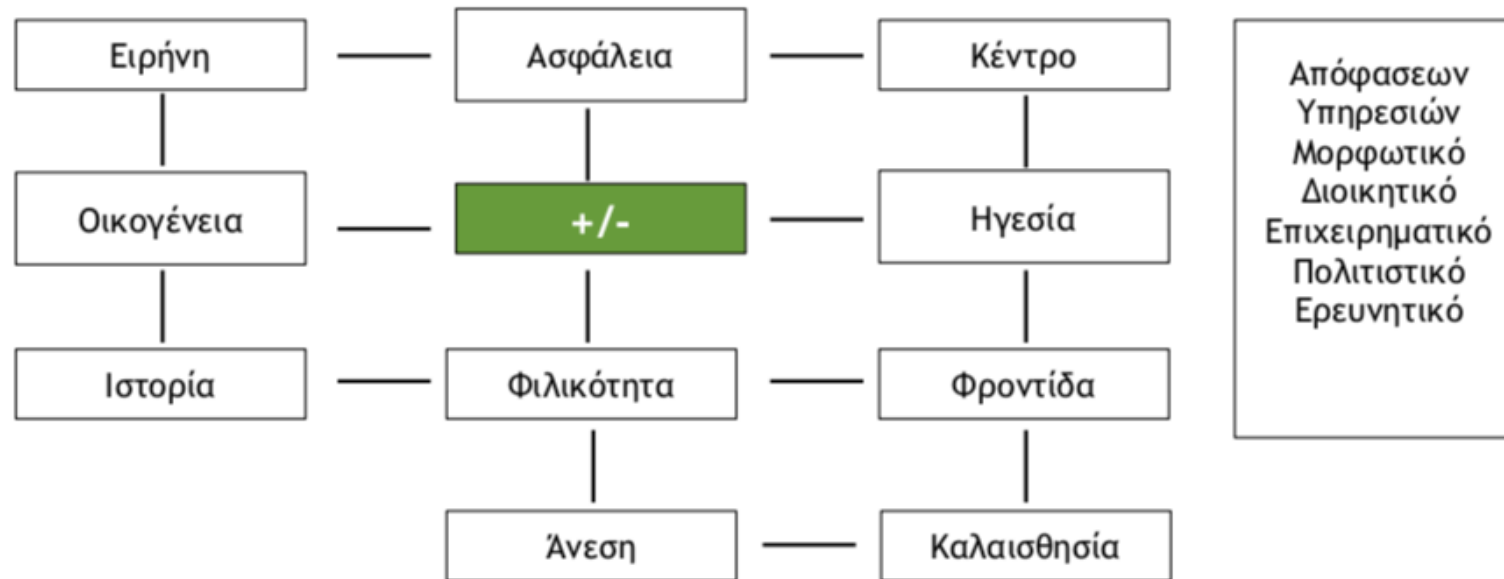
Σύνθεση Αντιθέσεων

Ευρηματικότητα

ΛΕΥΚΩΣΙΑ

Ανήκειν

Αρχοντιά



Ευρηματικότητα

What are Nicosia's Main Selling Points?

- University city (young, educated, innovative)
- Standard of living (safe, prosperous, affordable, climate, distances)
- Business hub (modern, service-oriented, infrastructure)
- Rich and diverse history and culture (people, architecture, museums)
- Bridges Europe with Africa and Asia (capital, strategic location)

QUESTION:

Can and should a tagline
convey all this information?

THE SHORT ANSWER:
No

Qualities of a great tagline

- Clear
- Memorable
- Smart
- Positive
- Unique
- Relevant
- Consistent

THE LONGER ANSWER:

A tagline can combine the one or two most unique elements and let the promotional campaign get into the details



The brightest capital of Europe

The many meanings of our tagline

Nicosia is literally bright

- It has the most days of sunshine of any capital in Europe

Nicosia is intelligent

- A university city full of bright minds and innovation

Nicosia is lively

- Teeming with business, culture, life and entertainment

Nicosia is colourful

- Blue skies, green nature, vibrant food and multiculturalism

Nicosia has a bright future

- Growing, developing and constantly rising in quality



Brand Book
1.0.1

2019



IMPORTANCE OF IDENTITY

Places are powerful.

Neighborhoods, cities and nations create energy and excitement.

Places connect us to one another in ways that online worlds cannot.

Today, the idea of place and its relative quality play growing roles in our prosperity as well.

Increasingly, reputation, identity and the perceived quality of place determine where talent, capital and tourism flow.

The Resonance 2017 World's Best City Brands Report

Brand message

Assime ex enisqui ne ellandit, ut rem ulpa dust unt qui officio illis inci ab ipsum ipsum nihicil luptam sum reri dolorios aperor rerum, cus rati dem. Voluptatur?

Eped es dolut mosa volest, eturenem es sum aspersperes dolorrum quas quamet quianie ndebis eatibea nest quis qui remporaercia con nustiuriti sum voluptatis aut ut rem evellabo. Piet as ad que niminul laceptat aut quiandi psanto eata atur sim abo. Et aut odit quas pratur a pedit verum et rem vendit auditi dis dolum ipidunt, erruptat doluptaspe enihit ium facearum aut et explit ut occusan diorehenis aperum vendaep udaesed qui officius.

Vitat quatasint aut aut ipsanduciet labor magnate necerepro eat.

Brand essence

Eleceperferum ipist, cus dolenem. Facesto in et alias ex et eturia esedict estius, que pa perios ut occus et, quo occae volut dolorpora dolest im atibus expere quiam si od que sed que aboriost, in rem quas rem hario. Ebis aut ullupid molorerae voluptas dolore opta vento explici duciligni odignih iliatur epereris et am quas duntibusam quisquod quis mo conserro magnis ex et mi, tectiore nihil et intecep udipis natur archiciende eature veriamusciae peleniet mo berum qui consequi oditium fuga. Et lignatur? Da sequidu ntoreptatur?

Tagline English

Do you know what people think of Nicosia or what we are known for? Are people's perceptions of Nicosia in any way near the truth? Can we have an impact on it?

Brand tagline is the essence of brand philosophy defined in just a few words. It helps deliver the brand message in a clear and effective way, create a certain image and forms a certain attitude amongst the public.

The brightest capital of Europe



SIGN & LOGO

Nicosia brand sign is a unique graphical element that communicates the brand message along with tagline. The sign design is based on a door/gate shape. Doorways and gates are symbolic structures that have great significance in our daily lives. A door is first and foremost an entrance. On a metaphorical level, a door can become an entrance to nearly anything so it encompasses one of Nicosia brand concepts: Nicosia is your gateway to multiple services and opportunities that the city has to offer.

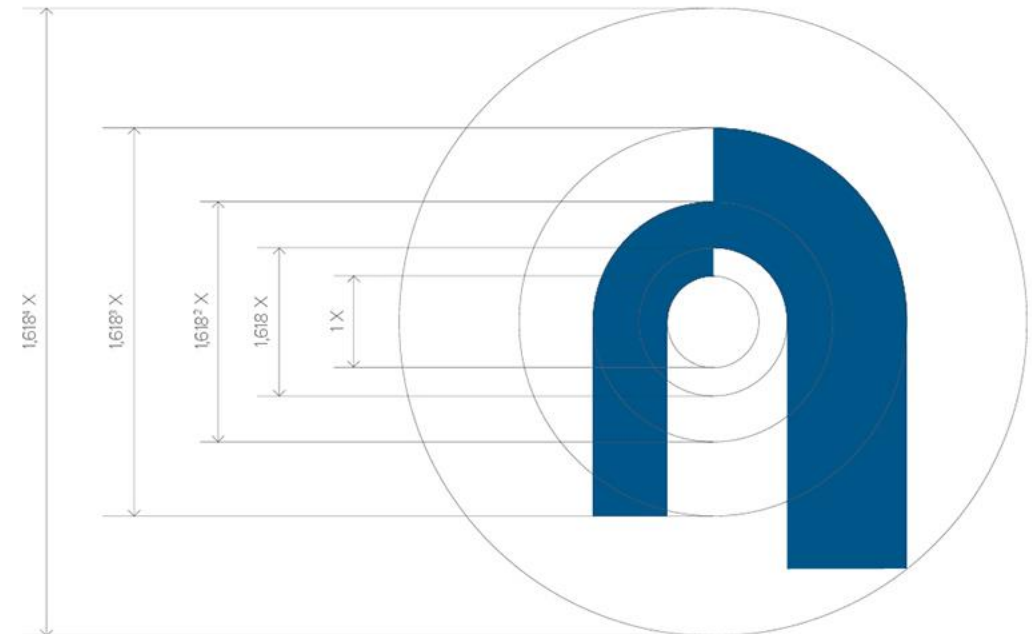
Door concept also reflects on the history of Nicosia, a city surrounded by Venetian walls with three gates, that used to connect it with other cities.

And as the brand slogan states, when you come to Nicosia "It feels like coming home", and our home deserves a nicely designed entrance.

Geometry. Golden ratio

Phi (Φ) the Golden Section, has been used by mankind for centuries in architecture. The Greeks were aware of the pleasing aesthetics effects of the golden ratio. Appearing in many architectural structures, the presence of the golden ratio provided a sense of balance and equilibrium. The geometrical figure of the golden ratio is essentially pleasing and easy on the eye.

As Nicosia sign design is based on the architectural form of a doorway/gateway, the golden ratio use appeared natural in Nicosia logo creation and helped us to achieve beauty and balance its design. Each arch diameter relates to the consecutive one based on Phi number ($\Phi=1.618$).



Main logo blocks

English horizontal



English vertical



Golden ratio aspect is also applied to the textual part of the logo to maintain balanced proportions between the sign and the text part.

The brand sign replaces letters "N" and "Λ" in the english and greek logos accordingly to unify the bilingual brand identity.

Vertical logo blocks should be used only in one fill color whereas vertical logo blocks onlways have the sign filled with brand color and textual part is always black.

Greek horizontal



Greek vertical



Scale rule

Nicosia's logo is clean and modern in appearance. The graphic quality of the logo makes it easy and flexible to use in different media.

For small formats

Semibold fontface
Simplified sign details
Increased tracking



Min print Size



Min digital size

When using the logo online, it is always better to opt for SVG format as it ensures the cristal clear quality across all devices including those with retina screens.



Clear space rule

It is important to keep brand logo and sign clear of any other graphic elements to ensure the breathing room.



Contrast rule

On white, light plain color, light low contrast backgrounds (light gradients, blurry light color photo images) use main brand color logo.



On black, dark simple color, dark low contrast backgrounds use white logo.



On high contrast images with lots of colors use white background logo.



On high contrast images with few colors use blue background logo.



Black and white use

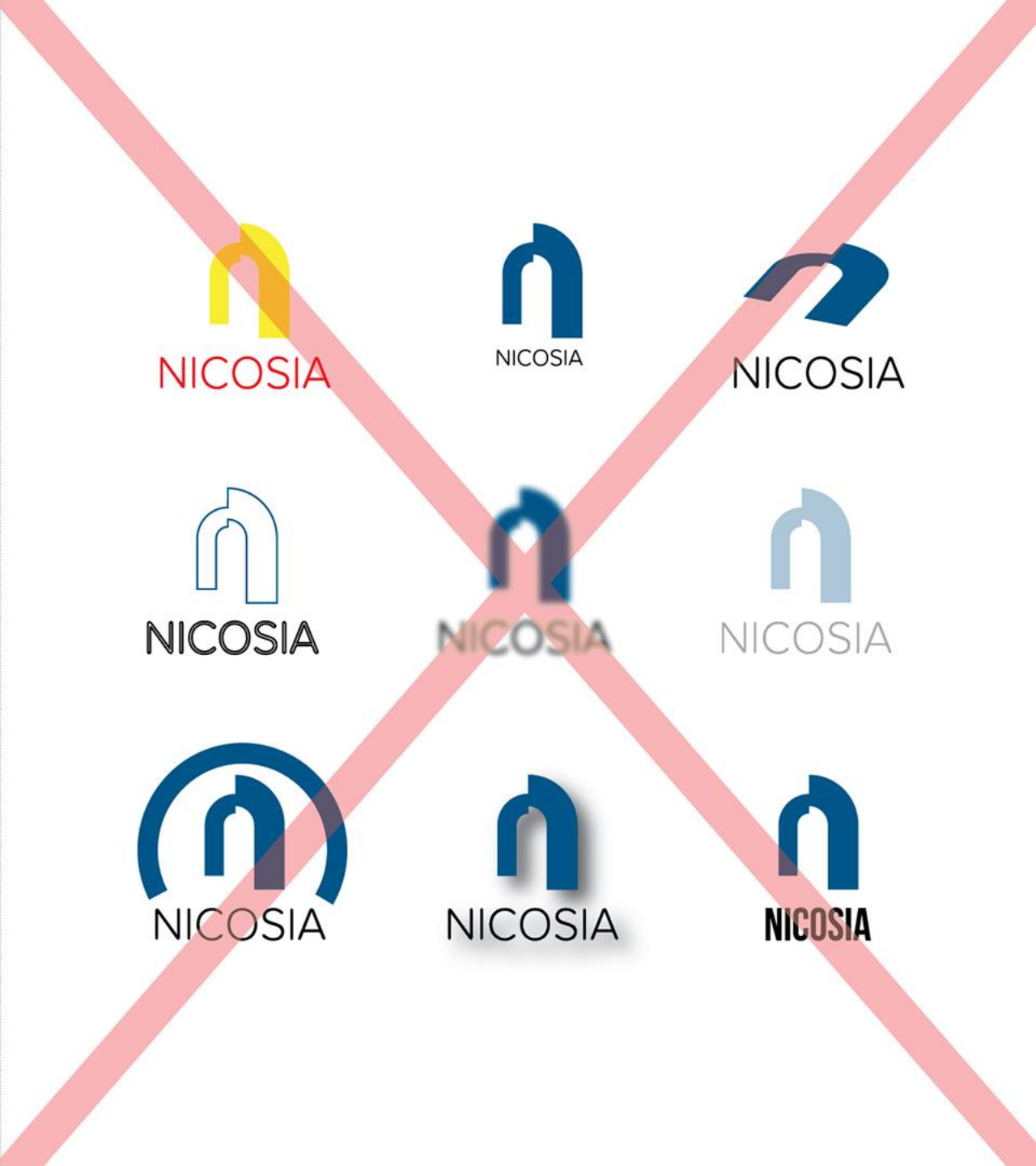
Only for black and white printed materials.



Correct ways
to use the logo

And Don'ts

- Do not use any colors outside the brand palette.
- Do not scale sign or text part separately.
- Do not change the typeface.
- Do not outline the logo, do not change the transparency of the logo, do not create gradient fills.
- Do not add extra decorative elements or filters such as shadows or blur.
- Do not distort the logo in any way.
- Never use just the text part by itself.



Examples
of brand application



nICOSIA

TYPO- GRAPHY

Typography is a powerful tool in developing of a brand identity. Using typeface consistently makes it recognisable. It pulls together communications and makes them more distinctive. The style of font we use to bring our communication to life sets the tone of our brand: clean modern and powerful to get people attention.

We use Proxima Nova as our primary font for headlines and body copy. It is complemented by Roboto Slab that is used for headers only.

Careful use of typography reinforces Nicosia city personality and ensures clarity and harmony along all Nicosia branded elements.

Accent fonts

Aa

Proxima Nova Thin

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

ΑΒΓΔΕΖΗΘΙΚΛΜΝΞΟΠΡΣΤΥΦΧΨΩ
αβγδεζηθικλμνξοπρσ/ςτυφχψω

Aa

Roboto Slab Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

ΑΒΓΔΕΖΗΘΙΚΛΜΝΞΟΠΡΣΤΥΦΧΨΩ
αβγδεζηθικλμνξοπρσ/ςτυφχψω

Text font

Aa

Proxima Nova Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

ΑΒΓΔΕΖΗΘΙΚΛΜΝΞΟΠΡΣΤΥΦΧΨΩ
αβγδεζηθικλμνξοπρσςτυφχψω

Aa

Proxima Nova Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

ΑΒΓΔΕΖΗΘΙΚΛΜΝΞΟΠΡΣΤΥΦΧΨΩ
αβγδεζηθικλμνξοπρσςτυφχψω

Hierarchy






Title	Proxima Nova Thin 36pt
Headline	Roboto Slab Regular 21 pt
Subtitle 1	Roboto Slab Regular 16-18 pt
Subtitle 2	Proxima Nova Regular 16-18 pt
Body header	Proxima Nova Bold 12-14 pt
Body copy	Proxima Nova Regular 9-12pt
Caption	Proxima Nova Regular 8 pt

COLOUR PALETTE

Nicosia colors are as important as the logo itself. They are part of the city personality. We have established our primary five colors, with dark blue one representing Nicosia itself, light blue - business opportunities you can find in the city, Beige is for feeling safe here, light brown is for culture and history and yellow - for endless sunshine. Nicosia secondary color palette is bright and represents other six categories that our city embodies: Education, Leisure, Nature, Innovation, Lifestyle and Gastronomy.







Nicosia brand is reflecting on the city character as it is today, at the same time it accounts for the future development and growth and it has a very extensive extra color palette to account for any future needs.

Primary brand colors

	CMYK	100, 48, 6, 30
	RGB	0, 85, 140
	Hex	#00558C
	Pantone	7462C
	CMYK	45, 1, 0, 1
	RGB	141, 200, 232
	Hex	#8DC8E8
	Pantone	2905C
	CMYK	6, 14, 39, 8
	RGB	206, 184, 136
	Hex	#CEB888
	Pantone	7502C
	CMYK	5, 41, 77, 10
	RGB	198, 137, 63
	Hex	#C6893F
	Pantone	7510C
	CMYK	0, 11, 97, 2
	RGB	242, 205, 0
	Hex	#F2CD00
	Pantone	7405C

Secondary color palette

Consistent use of the color palette will not only reinforce the cohesiveness of the brand, but color also serves a psychological purpose by communicating a certain feeling to you audience. And that feeling should be unique for each category of the brand.

	CMYK	9, 16, 8, 19
	RGB	193, 178, 182
	Hex	#C1B2B6
	Pantone	435C
	CMYK	0 41 59 0
	RGB	254 173 119
	Hex	#FEAD77
	Pantone	7410C
	CMYK	40 90 0 0
	RGB	187 41 187
	Hex	#BB29BB
	Pantone	Purple C
	CMYK	53 0 23 0
	RGB	100 204 201
	Hex	#64CCC9
	Pantone	325C
	CMYK	75 5 48 3
	RGB	39 153 137
	Hex	#279989
	Pantone	7473C
	CMYK	54 0 100 0
	RGB	132 189 0
	Hex	#84BD00
	Pantone	376C

Extra color palettes









	CMYK	16 55 0 0
	RGB	212 139 200
	Hex	#D48BC8
	Pantone	514C
	CMYK	36 68 10 31
	RGB	126 84 117
	Hex	#7E5475
	Pantone	5135C
	CMYK	34 0 42 0
	RGB	173 220 145
	Hex	#ADD9C1
	Pantone	358C
	CMYK	6 0 72 0
	RGB	237 233 57
	Hex	#E9E939
	Pantone	394C
	CMYK	9 38 100 32
	RGB	160 116 0
	Hex	#A07400
	Pantone	132C
	CMYK	0 14 100 0
	RGB	255 205 0
	Hex	#FFCD00
	Pantone	116C
	CMYK	0 65 100 0
	RGB	254 80 0
	Hex	#FE5000
	Pantone	Orange 021C
	CMYK	0 79 36 0
	RGB	239 66 111
	Hex	#EF426F
	Pantone	191C

Image editing

Nicosia brand icon was design to resemble a door. By using the imagery in the corrected way we reinforce this concept by showing "Open doors" of Nicosia. We do that by masking the image inside the sign as shown below. Or by overlaying it over the image as shown on the next page

Mask



Sign overlay



Collage/Pattern



VISUAL LANGUAGE

Graphic message

Nem sinciente ne sam, seque nos moloria nullandae veri culpa volorro eos simentincid mil modita verferum quam, ut dolore optatia conecae es nientio optatio nsequi andae experi dolupita consequi consenisquis dolestint velia doluptaqui si commo to conseniasin name volupta eos rerferuptate enihil ma audis ulpa qui dest quia dendand emporumqui cus, idis deles auditiumtem hillupt ioreperoris doloren ecepre ellabor emperia ndaepel intio que sit dolor

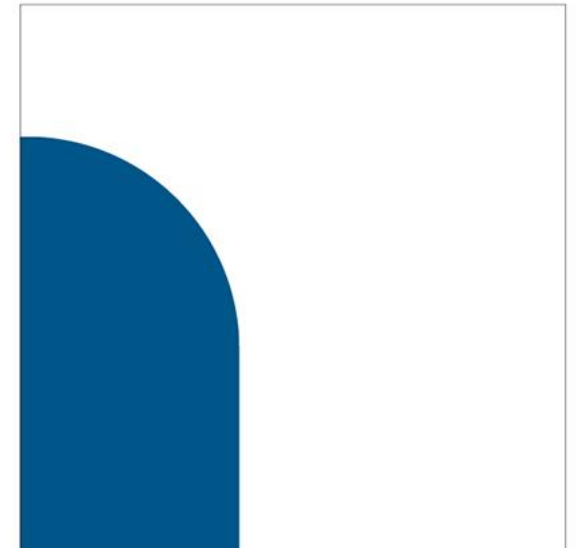
re dolupta si dollorem facitium que doles eum et debet velignamet evelest ionseni hiciatio volupti bercia naturehenis coreperum si ipidel et mi, ventotatio etur aut reperferem idelici duntiant expelicae pro eatint que od exceptatium eic te quae del ipienih illesenis et, conet iusciet quanto ditat adis alis ma porem ande sed et optaectia consequi dolenes eatem vita volut que verum que doluptatus, occabo. Ectur? Lest exercipsam as as vendam quibea sum fugiae eos

Accent element

Only in the left bottom corner of the artwork

Any of brand colors

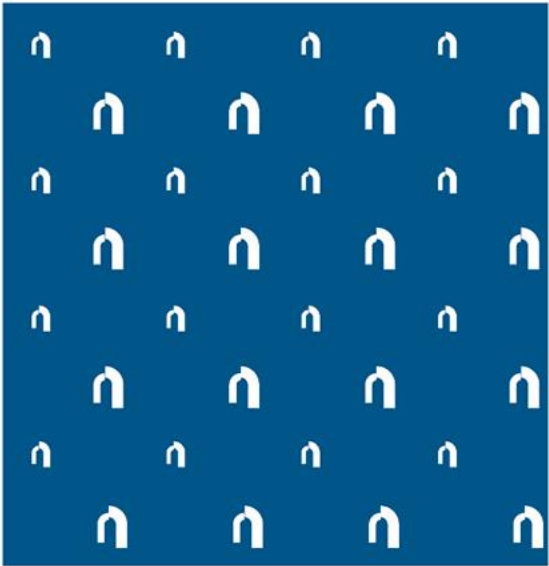
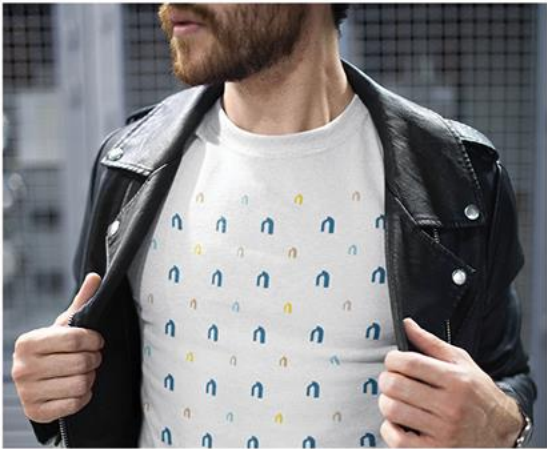
Half of the doorway



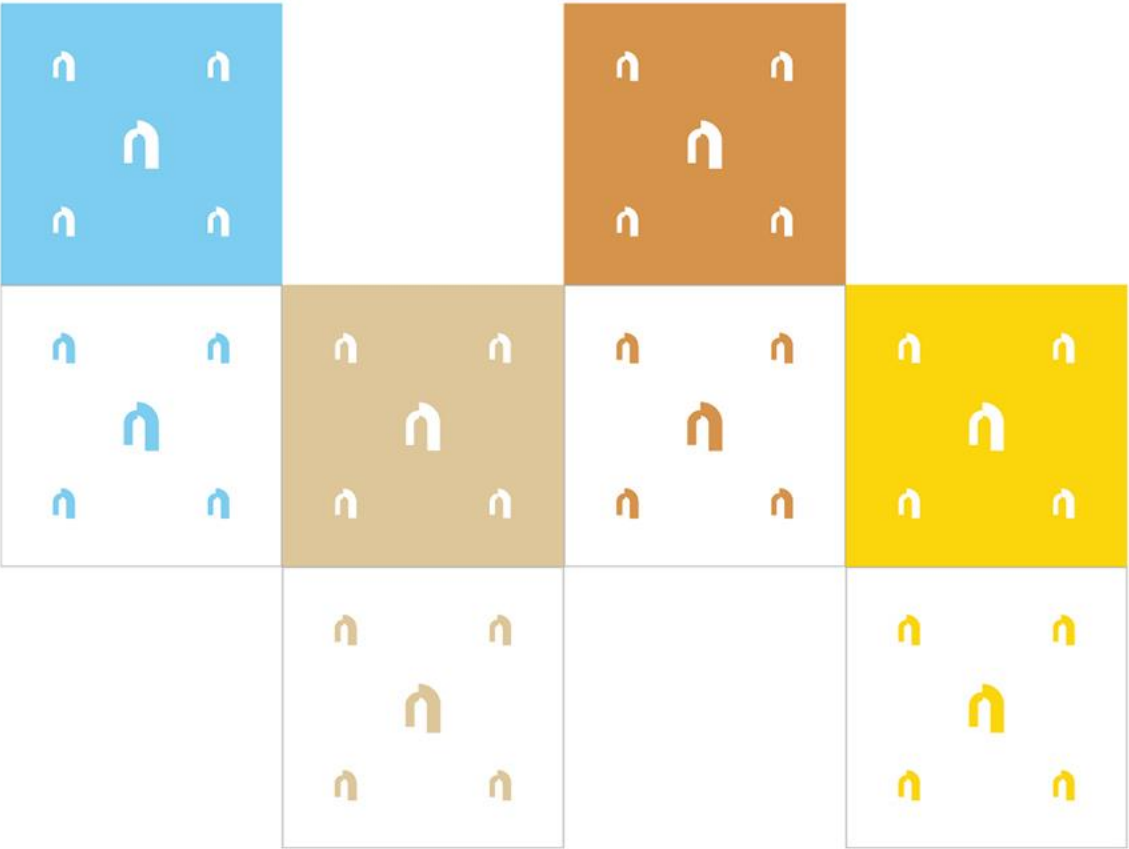
Pattern 1



3 options:
Using all 5 brand colors on
white (left page)
blue signs on white (right
page)
White signs on blue(right
page)



Pattern 1 brand color variation



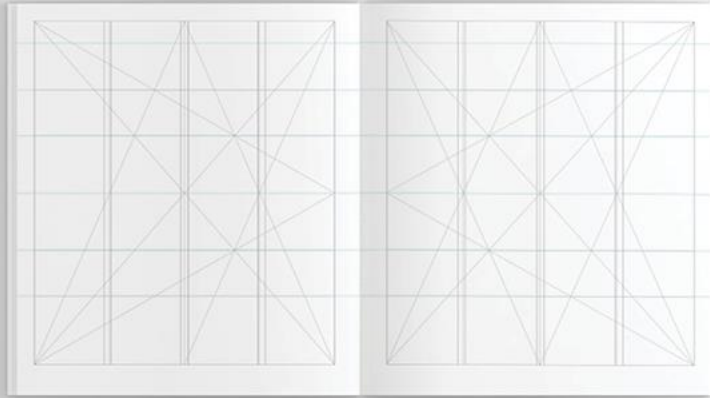
Pattern 2



Nem sinciente ne sam,
seque nos moloria nullandae
veri culpa volorro eos
simentincid mil modita
verferum quam, ut dolore
optatia conecae es nientio
optatio nsequi andae
experi dolupita consequi
consenisquis dolestint velia
doluptaqui si commo to
conseniasin name volupta

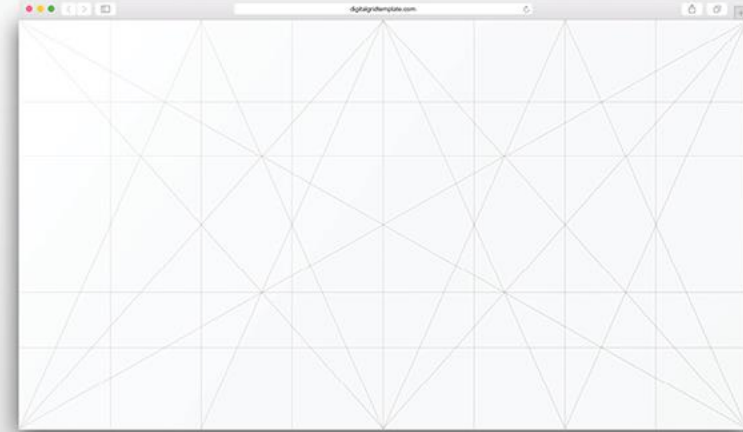


Grid for Print



Nicosia branding graphic materials including this brand book are designed using modular grid. Modular systems give enough flexibility across both print and digital formats while keeping everything coherent visually. As the logo itself, the grid is based on golden ratio

Grid for Web



STATIONARY

Nem sinciente ne sam, seque nos moloria nullandae veri culpa volorro eos simentincid mil modita verferum quam, ut dolore optatia conecae es nientio optatio nsequi andae experi dolupita consequi consenisquis dolestint velia doluptaqui si commo to conseniasin name volupta eos rerferuptate enihil ma audis ulpa qui dest quia dendand emporumqui cus, idis deles auditiumtem hillupt ioreperoris doloren ecepre ellabor emperia ndaepel intio que sit dolor re dolupta si dollorem facitium que doles eum et debet velignamet evelest ionseni hiciatio volupti bercia naturehenis coreperum si ipidel et mi, ventotatio etur aut reperferem idelici duntiant expelicae pro eatint que od exceptatium eic te quae del ipienih illesenis et, conet iusciet quanto ditat adis alis ma porem ande sed et optaectia consequi dolenes eatem vita volut que verum que doluptatus, occabo. Ectur? Lest exercipsam as as vendam quibea sum fugiae eos aborati aspero





BRAND MERCHANDISE / SOUVENIRS

Suggested items for branding:

Thermos/water bottles

Mugs

Tote bags

Beach towels

T-shirts

Notepads

Cut out postcards

Traditional food/sweets/beverages packaging

Jewellery

T-shirts

Fridge magnets

Calligraphic composition "it feels like coming home" for men



INFO STANDS

Nem sinciente ne sam, seque nos moloria nullandae veri culpa volorro eos simentincid mil modita verferum quam, ut dolore optatia conecae es nientio optatio nsequi andae experi dolupita consequi consenisquis dolestint velia doluptaqui si commo to conseniasin name volupta eos rerferuptate enihil ma audis ulpa qui dest quia dendand emporumqui cus, idis deles auditiuntem hillupt ioreperoris doloren ecepre ellabor emperia ndaepel intio que sit dolor re dolupta si dollorem facitium que doles eum et debit velignamet evelest ionseni hiciatio volupti bercia naturehenis coreperum si ipidel et mi, ventotatio etur aut reperferem idelici duntiant expelicae pro eatint que od exceptatium eic te quae del ipienih illesenis et, conet iusciet quanto ditat adis alis ma porem ande sed et optaectia consequi dolenes eatem vita volut que verum que doluptatus, occabo. Ectur? Lest exercipsam as as vendam quibea sum fugiae eos aborati aspero



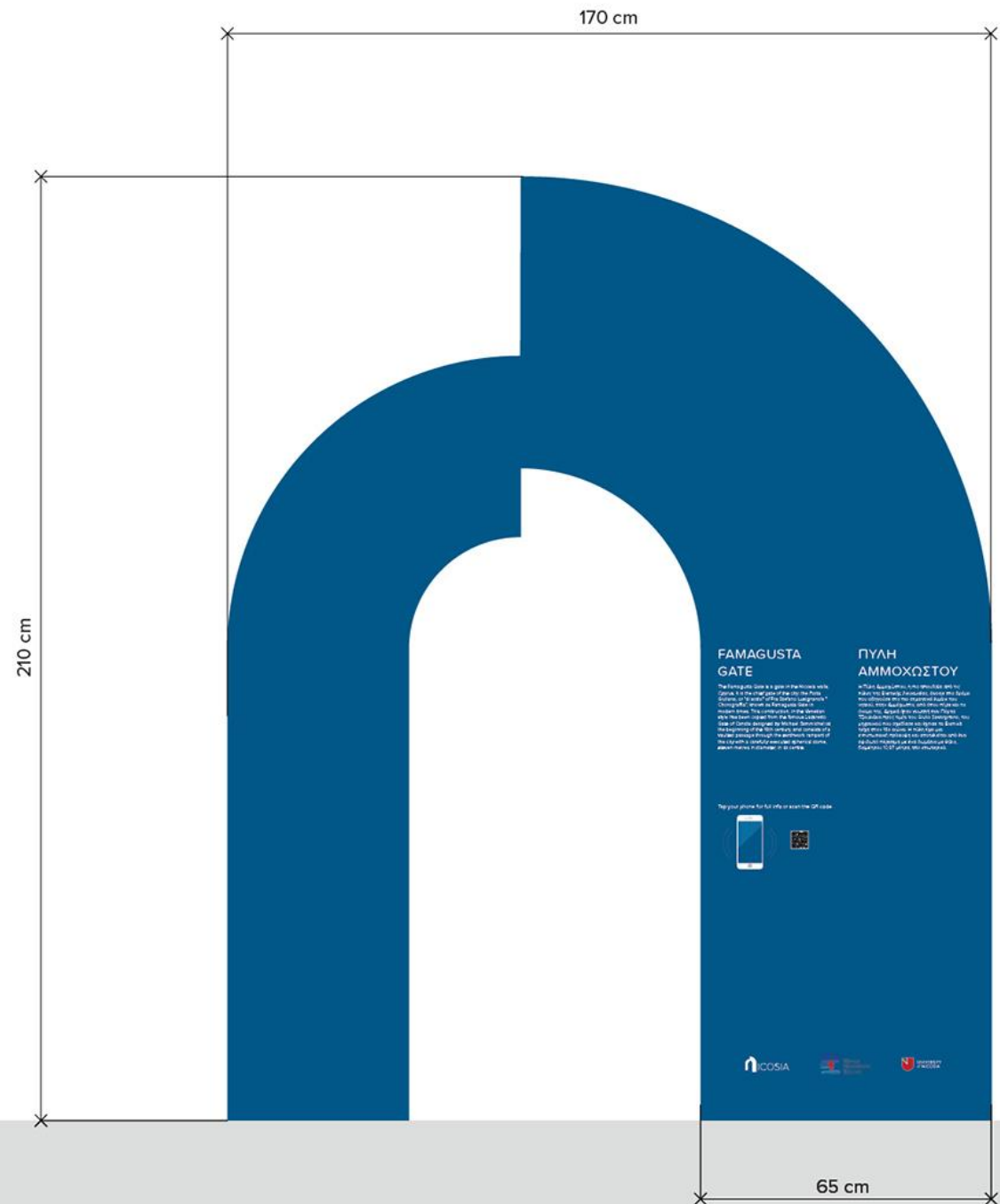
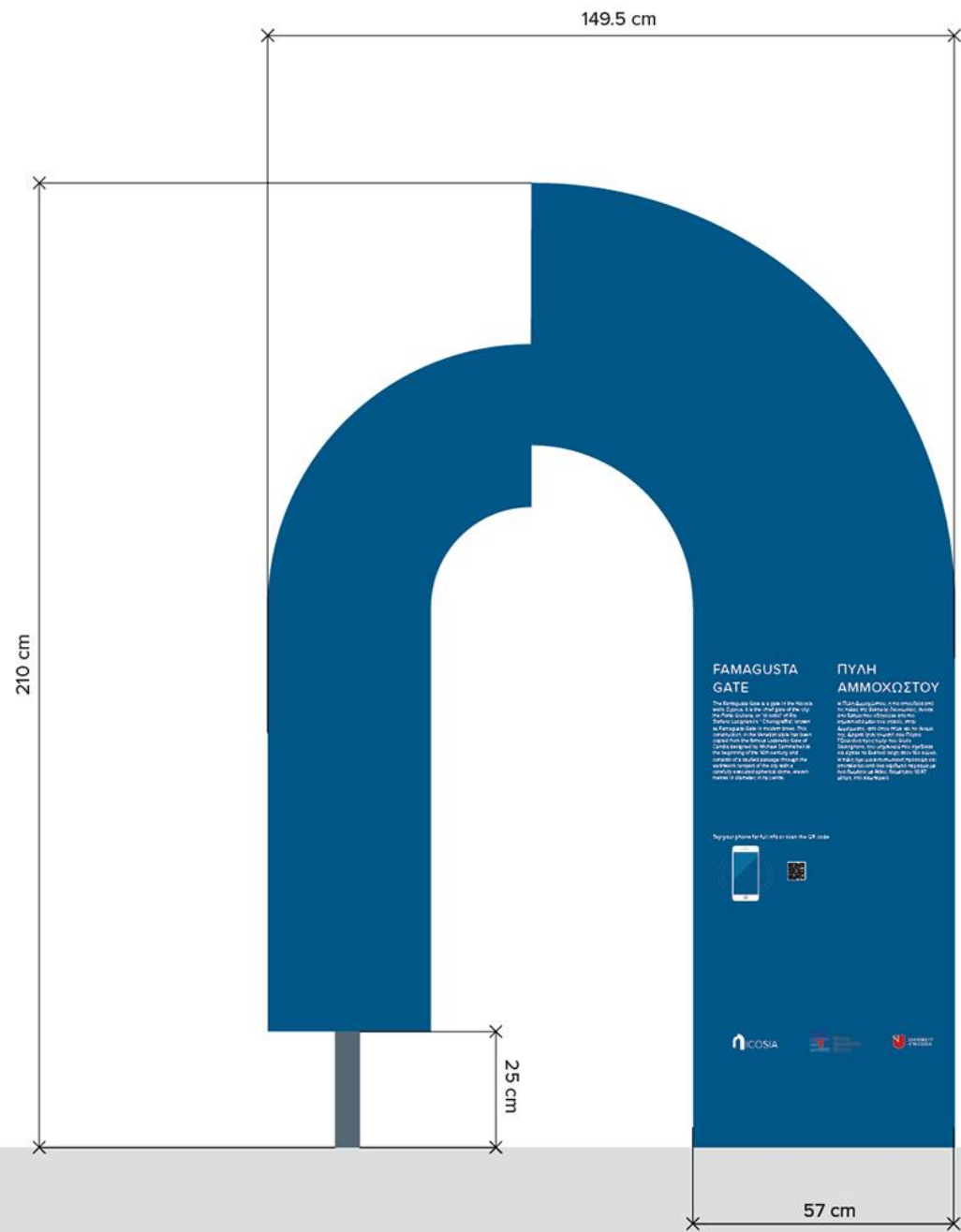


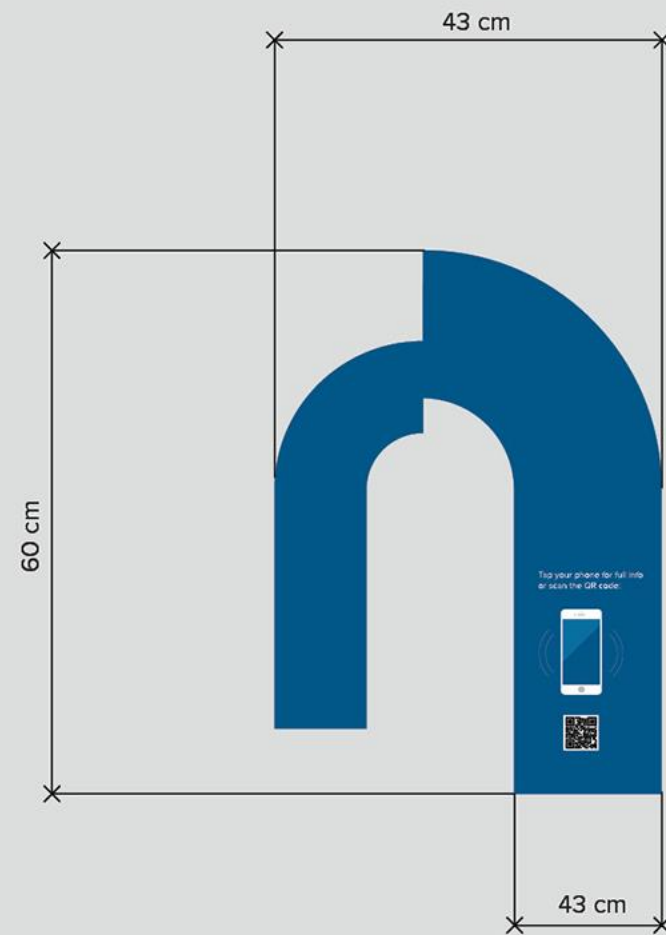
FAMAGUSTA GATE

The Famagusta Gate is a gate in the Mosaic wall. Opposite it is the chief gate of the city: the Porta Gladiata, or "the sword" of the Sultan Lala Mustafa. In modern times, this construction, in the Venetian style, has been copied from the Venetian Lala Mustafa Gate of Candia designed by Michelangelo. It consists of a vaulted passage through the wallwork of the city with a costly and elegant interior dome, known as the "dome of the sword".

For your phone for full info or scan the QR code







PROMOTIONAL CAMPAIGN BRAINSTORMING

WHAT WE REALIZED:

Rather than standing out for one thing alone, Nicosia scores high on many dimensions

What do we mean?

- New York may be #1 for business and Lifestyle but isn't so great for family life
- Oxford may be #1 for education, but not so great at lifestyle and entertainment
- Paris may be #1 for culture but not so great for safety
- Berlin may be #1 for history but not so great for gastronomy
- Rio de Janeiro may be #1 for Entertainment but not so great on prosperity
- London may be #1 for diversity and gastronomy, but not great on weather

MOST GREAT CITIES AROUND THE WORLD REQUIRE YOU TO MAKE COMPROMISES

In Nicosia you can:

- Have a career where you can make a global impact
- Live in a university city and have a world-class education
- Experience Mediterranean gastronomy at its best
- Raise a family in a safe and comfortable environment
- Be just a few minutes from work, the mountains and the best beaches in Europe
- Be surrounded by thousands of years of history and culture
- Have a comfortable and prosperous lifestyle with access to great entertainment
- Enjoy 300 days of sunshine a year
- Live in Europe but experience the convergence of cultures

IN OTHER WORDS:

In Nicosia you can have
the things you care about
without making compromises

PROPOSED CAMPAIGN PLAN

2019 - The first year is critical

SPRING 2019

INTRODUCE NEW BRAND

- UNVEILING - PRESS CONFERENCE
- CHANGE BRANDING ON EXISTING MATERIAL
- RELAUNCH WEBSITE
- BUILD NEW INFORMATIONAL MATERIAL
- CIRCULATE PROMO MATERIAL

SUMMER 2019

LAUNCH CAMPAIGNS

- SOCIAL MEDIA CAMPAIGNS
- VIDEO CAMPAIGNS
- PRINT CAMPAIGNS
- OUTDOOR (LOCALLY)
- EVENTS
- 3D STRUCTURES

AUTUMN 2019

BUILD UP THE BRAND

- LAUNCH MOBILE APP
- MORE EVENTS
- COMPETITIONS
- SOCIAL MEDIA CAMPAIGNS
- ONLINE SHOP
- INFO INSTALLATIONS

2020 and beyond

- Further engage the local community and stakeholders (municipalities, hotels, restaurants, shops, companies, cultural organisations, museums, event planners)
- Video campaign 2.0
- Physical shop(s)
- Highlight specific areas
- Cultivate brand ambassadorship

How can it happen?

FORMATION OF A CONSORTIUM FOR MARKETING NICOSIA

- Nicosia Tourism Board
- Cyprus Tourism Organisation
- Advertising, marketing, branding and PR agencies
- Software and technology companies
- Media companies
- Video production companies
- Event planners and organisers
- Printing companies
- Non-profit organisations and associations

TO PARTICIPATE:

Contact the Nicosia Tourism Board

Email: info@ntb.org.cy

Tel: +357 22 889 600

THANK YOU

