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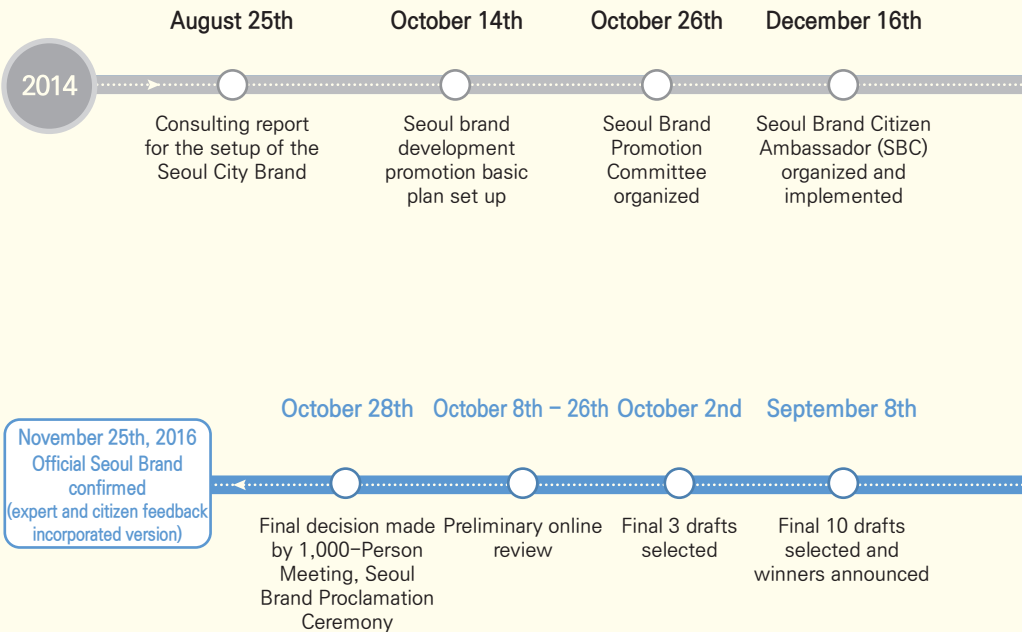
Seoul Brand Story

Seoul Brand Story
I · SEOUL · U

Seoul Brand Story

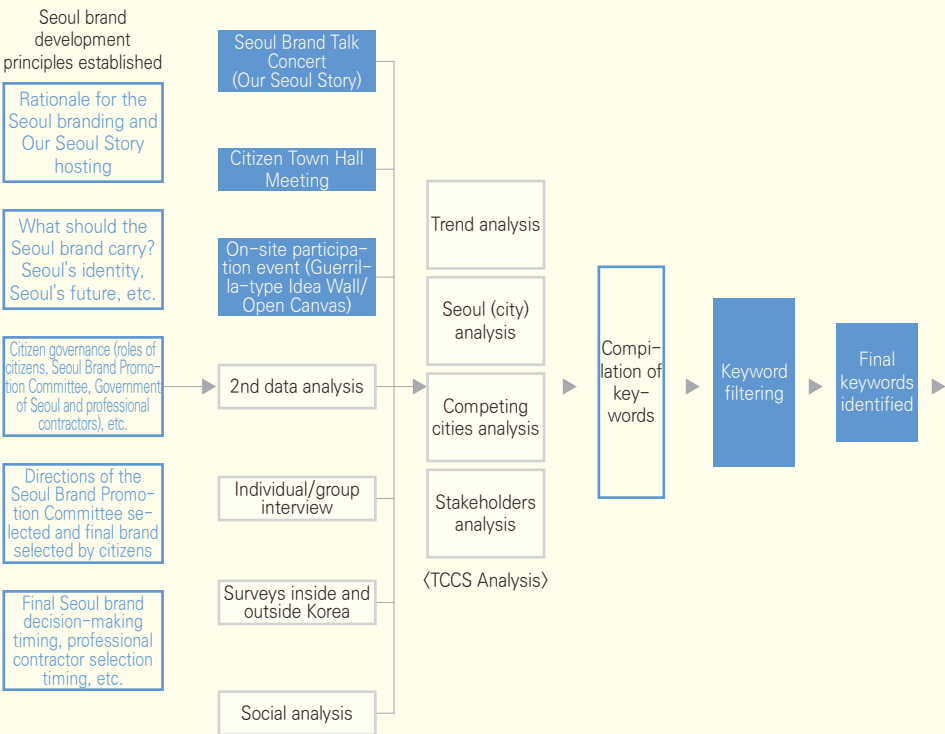
Seoul Brand

Seoul Brand Promotion Schedule

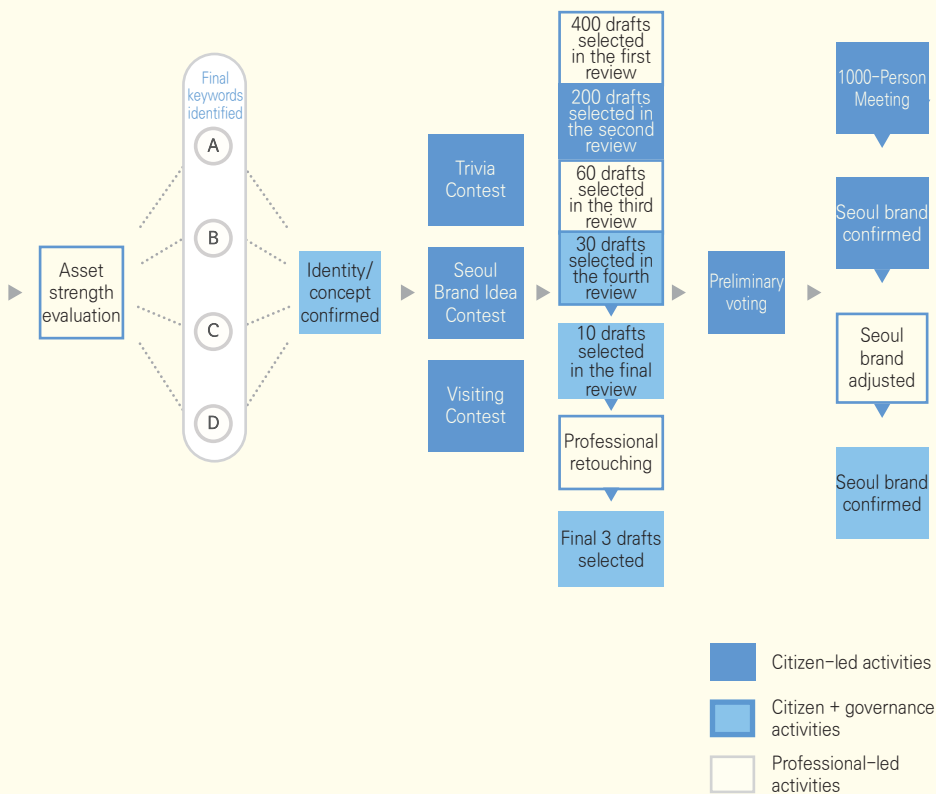




Citizen-led Seoul Brand Development Procedure



Over a period of 1 year, fresh ideas and thoughts were collected from citizens through various channels. Our citizens had the opportunity to share their ideas about Seoul's identity and select important keywords representing Seoul through "Guerrilla-type Idea Wall", "Open Canvas", "Our Seoul Story", which is a talk concert, and "Citizen Town Hall Meeting". Later, they served as the main players of the Seoul brand development process, participating in the contest, giving reviews, and making decisions. Professionals also participated in this process.



Seoul Brand Promotion Committee:

In October 2016, 28 professionals including officers in private businesses, professors, and researchers began collaboration to “develop the Seoul brand”. The Seoul Brand Promotion Committee enthusiastically discussed and reviewed Seoul branding to produce a Seoul brand that meets the expectations of our citizens.

Created by Citizens, Enjoyed by Citizens Seoul Brand

The Seoul of today is an international city aspiring to attract 20 million visitors yearly and be ranked third among the International MICE cities as a city loved around the world. It is now time to enhance Seoul's competitive advantage with a powerful city brand, a new growth engine for the city.

Seoul's previous brand, "Hi Seoul", was widely criticized for its lack of content and story other than the meaning of simple greetings. "Soul of Asia" was a well-loved brand, but its use faced numerous restrictions in China, one of the world's major markets. As a result, the need for a new brand was steadily discussed among public servants and relevant professionals. Meanwhile, the spirit of the age stresses the importance of the participation, identification, and pride of citizens. Therefore, those of us in Seoul began to create a brand with the participation and leadership of our citizens, instead of trying to select a brand presented by professional vendors, which was how "High Seoul" and brands of Amsterdam and Berlin were selected.

A brand is selected to "differentiate" and "improve" the object it is given. At the same time, it is selected to differentiate its object between the past, present, and future. That is why a brand should represent the past, present (as-is), and the dreams and visions (to-be) for the future. If a brand of Seoul represents the dreams for the future only, and ignores its

past and present, no one will accept the dreams of Seoul. On the other hand, if it describes the past and present only, the history and status quo, Seoul will be considered a city without a future.

This is why "Coexistence, Passion and Relaxation" were selected as the core concepts of the Seoul brand. "Coexistence" and "Passion" represent mountains, rivers, fields, forests, palaces, downtown, and the past and present of Seoul citizens, while "Relaxation" describes the dreams and visions we will pursue and enjoy.

So far, the members of the Seoul Brand Promotion Committee, Seoul Brand Citizen Ambassador (SBC), Citizens Hall Town Meeting, Talk Concert for Citizens entitled "Our Seoul Story," Everyone's Seoul Brand Creation Group, Seoul Friends, Think, Seoul Institute, Seoul Design Foundation, Metabranding, CDR Associates and Seoul Brand Officer, team leaders, and members have all contributed ideas and energy. In a way, this is only the beginning. What is more important is the sharing that will take place in the future. Our brand project was the world's first one that featured civil participation and leadership. Furthermore, the brand will remain the world's first open source-type brand. In other words, this brand was created by citizens, and will be used by citizens. Unswerving from start to finish, we ask all maintain their interest in our project until the finish.

Thank you for the amazing opportunity to participate in the birth of the world's first citizen-oriented brand creation.

December 2015

Minki Kim, Chairman of the Seoul Brand Promotion Committee

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I·SEOUL·U

Part 1

Seoul Brand Promotion Committee, Efforts to Create Seoul's New Face

Seoul in 2018. The vicinity of Gwanghwamun is very noisy. There are reporters from other countries visiting here. So many journalists are here to take pictures and tell stories of Seoul's city brand. Citizens are answering questions from interviewers and actively promoting the attractions of Seoul. Reporters from overseas are admiring the pedestrians proudly wearing Seoul brand T-shirts. Seoul citizens' love for their city is reported throughout the world, touching the hearts of viewers around the world. This sentiment develops into a marvel, in the same way that the Red Devils of the 2002 World Cup touched the hearts of many. While many experts of various fields concluded that no city brand would surpass "I Love New York (I♥NY)", their conclusion is now proven false, as the Seoul citizens at Gwanghwamun are televised throughout the world.

The outlook of Seoul has changed significantly. People are feeling more attached to Seoul, and they are showing more interest in the city administration too. They are sharing their thoughts on Seoul's administration for people and contributing new ideas through the Seoul Metropolitan Government website board. Seoul is now more than a city with many excellent sights to see; it is now a global city, a passionate city with genuine consideration for others.

Above is an imagined picture of Seoul in 2018. Though it is imagination, it is also likely to become a reality. The creation of a new Seoul brand will mark the beginning. It is now time to give Seoul a new name. Its position in the international community has become stronger than ever, and it is now a global city with countless visitors from abroad every year.

Many countries have succeeded in attracting investors with city brands and measures to encourage visits to their cities. This is the power of a city brand has. It is now crucial for Seoul to establish its city brand to reach new goals. Seoul Metropolitan Government thought it is necessary to have citizens, rather than an expert group, lead its city brand project. The process would require experts to guide the methodologies and directions for citizen leadership. Accordingly, Seoul entrusted this process to the Seoul Brand Promotion Committee, consisting of professionals in media, PR, branding, history and culture, and civil cooperation to add the values of civil leadership to this project.

The new Seoul brand is especially significant in that the opinions of the mayor of Seoul were excluded from the beginning. If the project were to be affected by the opinions of the current mayor, there would be a risk of the Seoul brand changing with the change of the mayor. To establish a Seoul brand for a century ahead, this project needed to be independent from the Seoul Metropolitan Government. This need resulted in the citizen-oriented method. The Seoul Brand Promotion Committee decided to increase civil participation while maintaining political neutrality.

As a result of the committee's adherence to the principle of civil participation, seven principles of the Seoul brand were produced.

The seven principles of the Seoul brand development provide the foundation for the determination of the Seoul Brand Promotion Committee. This determination to serve people has produced positive results.

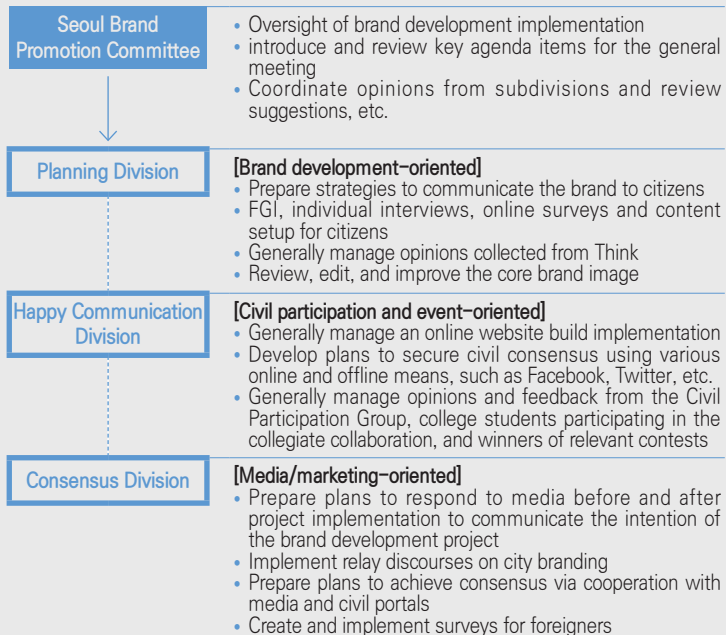
Previously, cities promoting new policies professed to have civil participation; as of yet, however, citizens have participated in such initiatives as assistants, not leaders. The Seoul Brand Promotion Committee rejected this state of affairs, and declared that citizens would participate in the project as owners and leaders.

The committee's guidelines specify that all opinions and specific ideas must come from citizens, and are then refined and complemented by experts to meet citizens' expectations.

| Seven Principles of the Seoul Brand Development|

1. The project governance should ensure citizens lead all processes of brand development, selection, and dissemination.
2. The entire process of brand development must be communicated in detail via the Seoul brand website.
3. Various easily implemented plans should be sought to help more citizens have an active share in the project.
4. The developed brand should be something that individual citizens feel proud of and visitors are easily attracted to.
5. The brand should be developed as a "face" of Seoul that is, and continues to be, close to Seoul citizens.
6. A citizen-friendly brand should be developed to ensure it is widely understood and used.
7. The brand should be a global city brand representing Seoul's vivid culture and future values.

| Seoul Brand Promotion Committee |



Endeavors to Make Brand Carry Meaning

The Seoul Brand Promotion Committee sets principles and directions to enhance the value and status of civil participation in the process of Seoul branding. Without any past cases to refer to, it was extremely difficult to create a new brand from scratch. At each meeting, a large amount of feedback was presented from citizens, and experts from various fields had significant differences of opinion, resulting in many meetings ending without positive results. However, this too was part of the process of creating something new and unprecedented. The committee had many concerns as a result of the many issues raised. However, all participants agreed on the reason for changing Seoul's brand.

It was urgent to establish a reason for the new face of the new generation in a tangible way prior to replacing Seoul's old brand with a new city brand based on new ideas. Furthermore, it was necessary to understand citizens' perception of the Seoul brand. The resulting change would be shaped depending on their thoughts and feelings. A deep understanding of their dreams of the future would set the direction for the new brand and the creation of a new face for Seoul.



• What Meaning the Brand Carries •

Contemplations on the Seoul brand identity naturally moved to considerations of what meaning the brand should carry. Everyone involved agreed that the brand identity had to be prepared very carefully. This process regarding the brand identity was highly necessary to rule out any political influence. A new brand of Seoul rich with its identity would entertain endless possibility, without any connection to politics.

Therefore, all possibilities had to be considered. This meant that the designation for the branding work could not have any restrictions. The dominant opinion was that the branding had to be named "Seoul Brand," not the Comprehensive Brand. The Comprehensive Brand would be confusing to people in the early stage, during which it was not determined whether to incorporate all flags and slogans into the project. Everyone agreed on this notion. To ensure the Seoul brand carries identity, the method was also very important. The existing brands and slogans selected from public participation involved two issues. One was a restriction in methodology limiting civil participation and the other was the difficulty in expressing Seoul's past, present, and future adequately. These issues were too important for the Seoul Brand Promotion Committee to neglect.



That is why the governance build was suggested.

This is a method in which experts, citizens, and public servants discuss and execute plans by agreement. Issues regarding content were also considered to be subject to such governance. The reason is that solutions were to be found in the discussions with citizens. It was therefore concluded that Seoul's outlook could be discovered through discussions with citizens.

Developing a new brand was a very valuable endeavor, although highly challenging. It was designing the future of Seoul, dreaming of a life in Seoul. New York, Amsterdam, and Paris successfully built their own brands based on centuries of history and culture, but it was not yet clear what meaning our Seoul brand would and should carry. There was a long way to go. The Seoul Brand Promotion Committee felt it was meaningful to have a process of creating future-oriented values such as the dream, history, and culture of the city with civil participation.

"Seoul's brand is what we want to create. "I Love New York" and "Be Berlin" did not exist from the beginning. They were created step by step. We believe we can start discovering what is international and what is truly at the heart of Seoul with the help of our citizens."

Various ideas were presented regarding the assets of Seoul. It was said that Seoul was unique in that it is a city where history and modernity co-exist and there is a harmony between nature, the city, and humans.

Some members thought that Seoul is unique for its harmony of different characteristics. Furthermore, there was a suggestion that the value "harmony" would be appropriate because this value had not been used in any of the world's city slogans developed thus far. Some committee members argued that it was necessary to combine Seoul's diversity with its history, culture, and future orientation as well as its identity as a Korean city and an international city.

Brainstorming on how to create Seoul's brand continued endlessly. In the middle of a positive discussion, a sharply different opinion was raised unexpectedly. This was that a truly relevant brand for Seoul had to carry its negative aspects as well as positive ones. The Seoul brand would only be made complete with its dark and bright sides incorporated together.

It also meant that the nature of a city is not limited to the happiness and positive elements and visible parts. While a city called Seoul could be treated as a commercial object, the Seoul brand itself would have to embrace Seoul's negative aspects to make citizens and visitors identify with us.

The previous brand, "Hi Seoul," was created with the perspective of foreign visitors in mind. The new brand of Seoul, on the contrary, would carry the sentiments that people had about Seoul as their home.

• How to Change the Brand •

There were different ideas regarding who was the target of the brand. When a company creates a brand, it clearly identifies its target. It can be a particular generation, region, or group of consumers. While a city brand is considered to be a public asset, the target of the brand is an important part of marketing if a city is viewed as a commercial object as well. The targets had to be clearly identified depending on its purpose, i.e. brand for overseas marketing or for civil identification. In the meantime, some argued that we should not be overly sensitive to the response of foreign visitors. This idea was intended to make people identify with us and enhance the pride of the people of Seoul. On the contrary, there was an opinion that the target had to be the world as a whole, and that we had to share our story with them and have them identify with us.

Some committee members also stressed the importance of the target. Possible targets included citizens of Seoul, Seoul residents from other countries, foreign visitors, and nationals of Korea. Targeting citizens who live in Soeul only would make our project easy and simple, but the scope of targets had to be enlarged to ensure the brand's public value.

Of course, different members presented different ideas, but they actively listened to one another, accepting other members' arguments when possible.

It was definitely true that everyone was seriously seeking to find progressive plans. They joined the Seoul Brand Promotion Committee as experts in their respective fields, but on a personal level, they were all part of Seoul, and had evident and sincere attachments to Seoul.

As time passed, the method of operating the Seoul Brand Promotion Committee gradually changed. In the beginning, we had general meetings with four divisions, but both frequent and general meetings were conducted later. More comprehensive discussions were needed, rather than disperse sessions of discussion. Regarding certain agenda items, frequent intensive meetings were conducted. General meetings were held to discuss certain agenda items requiring in-depth discussion. Such meetings were intended to make interim conclusions regarding discussions to divide the burdens of decision-making. Following this process, the discussions on the directions of Seoul's brand development intensified.

• What to Change •

We also considered what to change. We engaged in lengthy discussions regarding the possibility to change flags, slogans, symbols, or all of the above. In the beginning, Seoul Metropolitan Government indicated that all could be changed. There were many possibilities available. However, it was not easy to draw a conclusion despite the many discussion sessions held by the Seoul Brand Promotion Committee. If, for example, only flags were to be changed, a professional vendor would create the flag images. However, for a third-generation city brand, we had to welcome any ideas for change. The Comprehensive Brand would be more influential, but would involve full-scale changes, but members were concerned about that. While effective, it was felt to be risky at the same time. If failed, all our efforts would be in vain.

It was also suggested that efforts should be made sequentially to combine everything as one as the Korea Tourism Organization used KT's "Olleh", "QooK" and "Show" brands as a benchmark.

In the end, everyone agreed that our capabilities had to be focused on creating a solid slogan rather than change everything under the Comprehensive Brand to produce more productive results.

“Of course, knowing what to change is important. But it is not realistic to expect to develop a brand loved by everyone, and it is more important to color the brand with a story. A new brand will be justified by civil participation and rich story-telling in the process of development and selection. Therefore, our process of creating that story will be the key.”

In the end, agreement was reached that we would create a brand replacing "Hi Seoul". In fact, the Seoul Brand Promotion Committee considered its city brand as a living thing. Therefore, the committee judged that gradual change would be proper. Though this method would take more time, long-term change could make the outcome more successful and sustainable for future generations as well.

• Talking about Seoul with People •

Civil leadership was the most important factor in creating the Seoul brand. We found it challenging, however, to pursue a whole new type of project without previous cases and data available. Naturally, we considered how to set the scope and process of civil participation. Initially, when the expert members of the Seoul Brand Promotion Committee had meetings, often they had fierce arguments and disagreements. But with the passing of time, their differences began to be settled.

Not long after the Seoul Brand Promotion Committee was organized, Seoul Brand Citizen Ambassador (SBC) was set up. This marked the beginning of civil participation.

However, the Seoul Brand Promotion Committee could not easily decide whether to have citizens present at the meeting. There was also an opinion that Seoul Brand Citizen Ambassador's participation in the Seoul Brand Promotion Committee was a mere display of pretense that the committee was working with citizens. This was because the number of citizens participating did not guarantee a good result. However, it was not yet determined what results civil participation would bring. It had yet to be discovered in the meetings to be held.

As civil participation was also one of the key principles of the Seoul brand, it was especially difficult to decide whether to let citizens participate or not. Civil participation was necessary, as consensus was lacking in previous projects of a similar nature due to limited civil participation. Nevertheless, indiscriminate acceptance of opinions from the citizens could prevent us from focusing on the key features. There-

fore, the Seoul Brand Promotion Committee meetings needed a variety of opinions presented. There was also a possibility that citizens present would find it difficult to accept different ideas, and that the meetings would become highly emotional. It was also possible that the meetings would continue for a long time without producing any conclusions.

There was a concern that civil participation would not play a significant role, despite it being meaningful in itself. Even so, we could not disregard the process of achieving consensus. For that reason, the suggestion was made to seek civil participation whenever needed. It is very hard to reach agreement between ten people. It is even harder to do so among nearly 300 citizens. There was a suggestion that a platform on which citizens could deliver messages to the Seoul Brand Promotion Committee and play needed roles be set up. If opinions of the citizens were to bombard the Seoul Brand Promotion Committee, its leadership could be lost.

There was another concern regarding civil participation. What role would be given to the citizens, whether civil participation was really productive, and how much meeting data would be shared were also important concerns.

Seeking civil participation whenever needed was not a perfect solution, either. Restrictions and principles were needed to guide civil participation. Civil representation in the meetings hosted by the Seoul Brand Promotion Committee was also a concern. At that time, the director of the Seoul Brand Citizen Ambassador was merely a contact and the group members were not familiar with one another. It was difficult for the director to work as a representative. Later, it was concluded that we would include members in the talk concerts for three months to resolve this issue.

There was a suggestion that 10-20 minute briefing was needed after each talk concert. In addition, there was a suggestion from the Seoul Brand Promotion Committee that only information agreed for sharing should be shared with the Seoul Brand Citizen Ambassador. At that time, the Seoul Metropolitan Government helped resolve these issues.

“We know what you are concerned about in the Seoul Brand Promotion Committee. Most participants of the Seoul Brand Citizen Ambassador may be rather casual participants who are not yet significantly invested in the Seoul brand. Therefore, it is important to ensure they are not heavily burdened with too many roles, and to help them work on particular divisions. Prior to the opening ceremony, we could see roles identified on social media. If a leader is elected, there is a possibility that only a limited number of people would work actively. So it may be better to educate more members and encourage them to participate. We will also make all meeting contents and materials publicly available.”

In fact, if the Seoul Brand Citizen Ambassador were to serve the role of audience only, the group would not have a significant role. That is why a suggestion was made to let the group attend the meetings of the Seoul Brand Promotion Committee. However, this matter required further consideration. The committee also wanted to let more citizens participate, but it was not easy for them to suggest specific ways to do so.

• Seoul Tells Its Story Along the Streets •

A subject, "Seoul Tells Its Story Along the Streets" was suggested. New York has Wall Street and Broadway, and these streets represent the centers of the world economy and culture. Likewise, Seoul has similar locations such as Insa-dong, Bukchon, Seochon, Hongdae, Dongdaemun, and Cheongdam-dong with varied personality and characteristics; these can be the objects of our storytelling.

Generally, all of us agreed that our plan for liberal arts talk concerts under the theme: "Our Seoul Story" was a good idea. Although we had to overcome some differences regarding scheduling and contents, we continued to discuss relevant matters and continued to make improvements.

"There is a need to configure all discussions regarding general matters about Seoul under one theme. For example, we can categorize streets and architecture as physical assets; geography and ecology as nature; and arts, studies, food and culture as intellectual assets."

"Our discussions should not end as discussions, should they? We could perhaps combine our discussions with civil participation activities. We may create questions for citizens who will participate in the talk concert and give them before the concert so that they can prepare their answers. Alternatively, we can place a suggestion box at the concert venue and open it during the concert."

"We can promote Seoul's literature and history with Yun Dong-ju, who is like Franz Kafka of Prague, and talk about city restoration. It is also important to let the residents of the city tell their story, not just focus on theories."

However, we had to remember that "Our Seoul Story" was part of the Seoul brand development. There were also members who reconfirmed the importance of interpretation. To ensure clear goals are set, we needed to present core keywords and search terms. It was also to warn of the risk of discussions ending as discussions only. As a result, we had to respect the opinions of the citizens and select words carrying the goals pursued by citizens of Seoul, not just abstract concepts.

Some members argued that it was necessary to compile in-depth interview results and collect agreed keywords under specific themes.

Some suggestions were made about the method of talk delivery. It was suggested that the presenter speak for 15 minutes and that the civil participation group present pre-assigned tasks. For example, if there is an item like "Safe City" among the things people look for in Seoul, specific ways to implement it also need to be presented. This process will ensure our Seoul branding can incorporate stories of the citizens and implement their requests.

Regarding the speaker invitation as well, it was suggested that neutral experts be recruited rather than those who are favorable to the mayor of Seoul. This too was an important aspect if we were to appeal to all, regardless of their political orientation.

We discussed how to work with media in connection with "Our Seoul Story." A member suggested that weekly articles be contributed to a particular media channel. This would be used to respond to possible criticisms from the media and public regarding the Seoul brand development. With continued communication with the media, one or two interesting themes were all we needed to help form public opinion. This would help us achieve consensus about the Seoul brand selected. In the end, discussions between citizens would be more important than discourses between experts.

• Finding the Real Look of Seoul •

The Seoul Brand Promotion Committee decided to engage the Seoul Institute and Seoul Design Foundation in the Seoul branding process. This process, too, was discussed and agreed on committee members. However, it was far from easy to truly define the identity of Seoul. The process of defining was challenging, and we did not know how to verify the conclusion we were yet to draw.

The Seoul Brand Promotion Committee was skeptical about the results of an in-depth interview conducted by a contractor at the outset of brand development. The committee pointed out that the keywords of the rediscovery of Seoul, namely, Energy, Focus, Harmony, and Identification were

not easy to define themselves. In particular, questions were raised about the future-oriented word "Harmony."

Considering Seoul as a place of the past and present, city and nature, the rediscovery of the term seemed unnecessary. "Energy" also caused a controversy. Some members agreed with it, saying "Energy" represents true beauty, while others questioned its validity, pointing out that it was not clear whether the word referred to "Vitality" or "Dynamics." Still others returned to the question of what differentiated Seoul from other cities. Some noted that "Identification" was not future-oriented.

Still, we needed to do a basic research. The committee was sensitive to the outcome of surveys, because it was pressed to produce a solid outcome with a limited budget. A wide-ranged research project was considered important, but analysis was also needed. These were issues that could not easily be resolved. Seoul's unique indexes would help, but it had none to refer to. That is why an idea was raised to utilize internal data. Most participants reacted positively to this idea, reasoning that there would be more accurate data where personal interests were not involved.

Some suggested we use references in the studies of Seoul. Research into the studies of Seoul was suggested to newly identify some important elements and ideas overlapping. We knew that already existing data could, if used well, produce good results, and could be better than starting new initiatives. It was suggested that the data of the Seoul Institute be utilized.

Everyone was happy to collaborate with the Seoul Institute. The institute had a vast range of data, as it had been creating reports on the Seoul brand over an extended period of time. We realized these references, if summarized well

enough, could provide more meaningful data for our project.

The Seoul Institute's data helped us grasp how Seoul's image had changed over time in a glance. Therefore, it would greatly help us in our understanding of Seoul. We believed knowledge of this content would help us when working with contractors, as it would provide certain criteria going forward.

• Synergy Created through Collaboration •

To enrich the process of Seoul branding, the Seoul Brand Promotion Committee decided to find ways to collaborate with the Seoul Design Foundation. This notion was generally accepted; however, there were also concerns.

The Seoul Design Foundation, being an organization that hosts auditions to develop and commercialize leading items, created some concern that the distinction of the leading icon and the Seoul brand of the Seoul Brand Promotion Committee could become obscure. It was also suggested that we collaborate to create a synergy effect through our efforts. This suggestion was made because the Seoul Design Foundation's Seoul branding auditions could be utilized as a means to make the Seoul Brand Promotion Committee's discussions richer. The Seoul Design Foundation also believed it could collect more ideas for the program by collaborating with the Seoul Brand Promotion Committee. However, this suggestion could not be readily accepted, because many things were still left undetermined about the Seoul brand.

Although it seemed like a good idea for the Seoul Design Foundation to participate in the Seoul Brand Promotion Committee as a member, it was likely that the audition program of the Seoul Design Foundation and the branding project would be confused.

It was not a simple decision, because every suggestion had valid points. In the end, it was agreed that the Seoul Brand Promotion Committee could not intervene into the program planned by the Seoul Design Foundation, and the Seoul Brand Promotion Committee should oversee the whole situation to produce a Seoul brand carrying a public significance. As a result, the Seoul Design Foundation decided to participate in the brand governance.

• Contractor Selection and Civil Participation Issues •

The Seoul Brand Promotion Committee had fierce debates over the selection of contractors. The debates were fierce, and became heated at times. The selection of professional contractors involved a civil participation issue and was related to the scope of brand promotion and development, and therefore was not a matter to be decided quickly.

There was an argument that a civil contest was not even needed if contractors were used to develop the brand image. Some committee members said the committee should simply use the drafts collected from the citizens as a reference and focus on the participating professionals.

Other committee members argued that famous authors could present ideas, and thus it was important to facilitate their work. However, other members were not so happy about the

participation of famous authors. It was pointed out that the authors might feel offended or begin opposing Seoul branding if their brands were not adopted.

The notion that the civil contest was not easy to handle and the notion that the civil contest was needed as part the project seemed to be at odds.

Some members suggested that, should the civil contest be too contentious, an exhibition of the Seoul brands created by teens should be held.

Civil participation was an important value in the process, but efficiency was also important in the implementation of the brand. Some committee members argued that the ideas of professionals were more feasible. That is to say, the civil contest had the possibility of being a waste of time if not implemented effectively.

There were other members who suggested that contractors select the brand from the ideas of our citizens and experts. This way, the brand could keep citizens' ideas as a vital part of the project, maintaining civil participation in the process.

"It could be dangerous. Contractors are more likely to have the authority to make decisions. I still feel that civil participation is a value we need to stick to. Think how this will stimulate our citizens' imaginations. Let them express themselves, and let the contractors do selecting. The whole process could be handled by contractors themselves, but this should be approached with caution so as not to give too much decision-making authority to contractors."

As such, civil participation had clear advantages and disadvantages. The discussion continued endlessly.

But there were decisions made first. These were related to what kind of assignments to give to contractors. The overall process had to be assigned to an integrated agency, while idea creation had to be assigned to a professional brand developer. There was also a suggestion that the civil contest and assignment to an agency had to be pursued at the right time, and ideas from both sides should be examined. These ideas could be submitted to a survey to see the preferences of the citizens and reviewed by experts to ensure the finalized brand would reflect both contractors' and citizens' requirements. Citizens' ideas selected could also be further refined by contractors.

"Our discussion has become extremely complex, and this is an important moment. Let's take these issues one at a time. When we select contractors, we need to have judges and contractor selection criteria. We also need to have a vision of the entire process and how we will ensure civil participation. There is also a scheduling issue to determine the review schedule and contest period."

However, we needed to decide whether to assign the brand image selection to contractors or hold a civil contest. One feasible method was to have a professional contractor create an image based on the drafts collected from the civil contest. The second method was to present the basic draft to a professional contractor and elicit civil participation based on that draft. The third method was to host exhibitions for age group-specific contests, although this suggestion was decided against after a few meetings.

The members supporting the first method thought costs and budget needed to be considered. There was a suggestion that these be slightly modified. The suggested method was to collect ideas from contractors without showing any ideas from citizens and present contractor and citizen ideas for a vote by citizens. Some argued the two methods needed to be used in combination. Since our intention was to create the Seoul brand with the help of our citizens, we needed to find a way to ensure their participation. A good number of members supported the second method. This was because only unrelated, discrete ideas could be collected without basic directions given. All these methods were so different that it was not easy for us to reach an agreement. In the end, the agenda for selecting professional contractors had to be left for the next meeting.

• Scope of Work to Assign to Professional Contractors •

Based on the previous discussion at the Seoul Brand Promotion Committee, Seoul Metropolitan Government presented various plans regarding how much work would be assigned to professional contractors. There were three plans: survey only, development to preference survey, or batch work up to presentation. These plans all had their own advantages and disadvantages. A professional brand developer assigned the work would be advantageous in that the outcome would be more complete. An integrated agency would oversee the whole process, which would help streamline the work. More than anything else, it had to be decided whether to pursue the project as one done through civil participation or

as a competition between citizens and contractors. Many felt that having contractors would make the Seoul Brand Promotion Committee mere judges to select contractors. In some way, preference surveys and presentations were of secondary importance in the process of contractor selection. The key decision was whether to assign the whole development task to contractors and how to incorporate civil participation.

"I have yet another plan. I admit many of the opinions of the citizens may be good, but the ideas may not carry the depth of meaning we are seeking. I suggest we host a civil contest and have professional contractors review them and make suggestions. Then, the final decision can be made by the Seoul Brand Promotion Committee."

Most agreed. However, we need to discuss further how to combine contractor work and civil participation. While civil participation was good in itself, it was also important to ensure our work was done professionally. A delicate approach and strategy were required to balance professionalism and civil participation.

To facilitate our process, a suggestion was made to set the selection criteria first. For instance, New Yorkers preferred "Forever New York" to "I Love New York," but eventually the opinion of experts was accepted and the brand was set to "I Love New York." This was a case that showed the importance of professional group leadership that pushes ahead; democratic decision-making, which is important in itself, does not always guarantee the best solution. This also indicated the outcome of a survey is not always the ideal.

To overcome this issue, we first needed to set the selection criteria.

There was also an argument that it was essential to let citizens participate, not only in the development process but also decision-making. In other words, it was argued that it was necessary to involve citizens in the entire process of brand production and selection. We first needed to set up the civil participation program strategically. However, there was an issue of specifically implementing civil participation for each step of development and selection. We saw to it that a limited number of effective programs would be presented, rather than putting an overly large number of programs on the table.

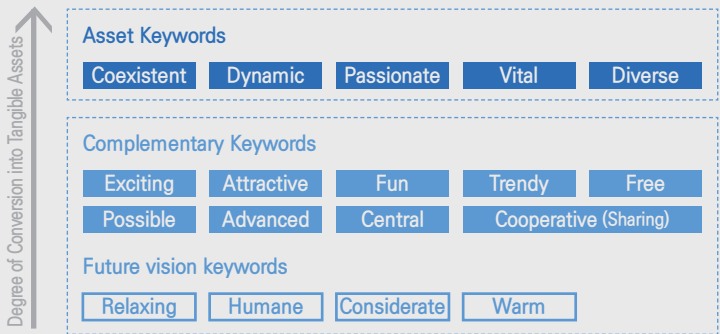
Eventually, we decided to have a professional contractor develop a leading brand based on Seoul's identity and build Seoul's brand system based on the leading brand.

We therefore agreed to evaluate how to implement civil and professional participation in each step. One member, Byeonghee Kim, immediately prepared a draft of the contractor evaluation criteria. Our rating system for selecting professional contractors for the Seoul brand development consisted of 90% technical competence evaluation and 10% bid pricing evaluation. As a result of the professional contractor evaluation, we decided to have a consortium of Metabranding and CDR Associates.

Seoul Brand Development Contractor Selection and Evaluation Criteria		
Understanding the Task (10)	Feasibility of the Suggestion	Does the suggestion request match the suggestion? Is the suggestion practically feasible?
	Expectations for Core Strategies	How reliable are the suggested strategies? How valid is the content of the suggested strategies?
Brand Development Capability (50)	Creativity of the Brand Concept	How creative is the brand concept? How attractive is the brand concept?
	Possibility of Brand Asset Build-up	What is the chance that a long-term campaign using the brand slogan will be implemented? How are the slogan, flag, and symbol related?
	Concreteness of Civil Participation Strategies	How creative are the civil participation strategies? How feasible are the methods of civil participation?
	Possibility of Utilizing Professional Groups	What is the plan for collaborating with the Seoul Brand Promotion Committee? What is the plan for having external experts be allowed to participate?
	Plan to Promote the Leading Brand	How concrete is the brand promotion plan? What are the ideas for the promotional videos to be used during the launching event?
Performance Ability (10)	Task Performance – Ability of Contractor	Is a consortium formed with a professional contractor? How specifically are roles and responsibilities defined?
	Continuity of Work and Cooperation	What percentage of workers will actually participate in the PT? What additional services will be provided in addition to those included in the suggestion request?

• What Are Seoul's Core Values •

We had two meetings with our citizens and drew out 18 key-words as a result. These were, "Possible, Cooperative, Warm, Coexistent, Dynamic, Passionate, Diverse, Attractive, Relaxing, Vital, Central, Humane, Fun, Trendy, Free, Exciting, Considerate, and Advanced."



Professional contractors classified Seoul's identity keywords into the keywords currently converted into assets, those requiring complementation, and those not existent yet needed for future vision.

Finally, branding professionals in the professional contractor selected "Coexistent, Dynamic, Passionate, and Diverse" as the asset keywords.

They were selected as the keywords suitable to be used as identity keywords.

"Coexistent" was commonly accepted as a concept discussed throughout our society and related to Seoul's city visions.

"Passionate" was rated very highly by experts, as both locals and foreigners accepted this idea as a future-oriented keyword. "Dynamic" was thought to express Seoul very well, but generally said to carry some negative sentiments as well. "Diverse," a word meaning various elements existing together, was thought to be the reason for coexistence. For Seoul's identity keywords to be complemented, an agreement was reached to select "Fun, Trendy, Possible, Advanced, and Cooperative (Sharing)."

| Seoul's Identity Keywords Narrowed Down |



"Fun" was considered a suitable keyword, as it covers many elements of Seoul tourism. "Trendy" was commonly thought to represent the nature of citizens' enjoyment of new things and the development of advanced businesses in the city.

"Possible" was selected as a keyword symbolizing the growth of Seoul and representing Seoul as a city of opportunity; however, some experts felt this keyword contained negative connotations related to competition.

"Advanced" was selected as a word suitable to describe an advanced city using the latest technology. "Cooperative (Sharing)" was selected to communicate Seoul's focus on communication, harmony, and sharing.

For the keywords for the future, two were selected from "Relaxing, Humane, Considerate, and Warm." One of them was "Relaxing." This keyword was thought to reflect the hopes of our citizens, as it has always been one of the keywords accompanying images of Seoul. "Considerate" was chosen as a value Seoul needed to entertain and improve considerations for foreign visitors and residents.

| Identity Keyword Combination Candidate (Draft) Final Evaluation Result |

Seoul Identity Candidate Draft	Nationals/Foreigners Preference Evaluation	Expert Brand Evaluation	Comprehensive Evaluation
Coexistent, Passionate, Dynamic Diverse, Possible	H	L	4th
Coexistent, Dynamic, Passionate Advanced, Fun	H	M	2nd
Coexistent, Passionate, Trendy Considerate, Relaxing	H	H	1st
Coexistent, Fun, Considerate Relaxing, Cooperative (Sharing)	M	M	3rd

This result was discussed by the Seoul Brand Promotion Committee. Expert feedback from the professional contractor was examined.

Among the ten keywords, "Coexistent, Dynamic, Passionate, Diverse, Fun, Trendy, Possible, Advanced, Cooperative (Sharing), Relaxing, and Considerate," four final candidate drafts were created. The first were "Coexistent, Passionate, Dynamic, Diverse and Possible" and the later were "Coexistent, Dynamic, Passionate, Advanced, and Fun. The third group contained "Coexistent, Passionate, Trendy, Considerate, and Relaxing." The final group contained "Coexistent, Fun, Considerate, Relaxing, and Cooperative (Sharing)."

Once Metabranding finished a presentation on the core keywords, the committee members raised a question about the concept of identity keywords. Coexistent and Sharing, as well as Passionate and Dynamic, seemed to share common concepts and were not distinct enough, as similar parent and child ideas were mixed together. Some said the four candidate drafts based on the present and future values were not

easy to understand. Others said the selection and exclusion of certain keywords out of the 18 did not have an appropriate rationale. We determined that keywords had to be, first and foremost, easy for our citizens to understand and picture as images in their mind. We received a suggestion that each keyword should be clearly explained to prevent disparate interpretations of the same keyword.

Some questioned whether the values stressed during "Our Seoul Story" and interviews with experts covering nature, humanity, and history were not discussed because too much focus was given to the result of the Citizen Town Hall Meeting.

Nevertheless, we were able to reach an initial agreement on the theme, "Coexistent, Passionate, Trendy, Considerate, and Relaxing." With this, we produced a concept of Seoul as an international city in which passionate citizens lead a trendy culture.

In the 2nd meeting, we reviewed the initial agreement for validity and appropriateness. This was to verify our understanding as to the meaning of the identity keywords of Seoul. There was an opinion that the identity keywords were not logical enough, and thus our presentation began with giving a logical explanation of the three drafts.

"Coexistent" was a keyword everyone agreed on. We therefore included five keywords in a sentence we wrote: "In our city, passionate citizens lead a trendy culture, making their city a considerate and relaxing one with different values coexisting." Some asked us to tell a story about a "sustainable environment," and this sentence did not have much historical element. In response, we wrote another sentence: "Our city is a con-

siderate and relaxing place where our citizens create a trend leading the age with passion, and protect the nature and our precious history." Considering the opinion of the citizens who care about our environment, we wrote the sentence, "In our international city, passionate citizens leading the world's trend coexist with the nature and treat each other with consideration."

However, objections were raised immediately.

"This concept sentence could also apply to Hong Kong and Singapore. It does not help me picture Seoul. Even citizens hearing this sentence will not imagine concrete images of Seoul. I think it is necessary to present a concept that covers all keywords or focus on one."

"My opinion is just the opposite. Abstract words can be made to sound tangible with the help of professionals. Our committee has a role in this. We need to take the initiative in compiling feedback from our citizens. Overcoming the abstractness of the expressions is the role of our committee"

There were also debates over the abstractness of words. Of course, there was some agreement among members, too. They said some impressive words were needed to help people picture Seoul when they hear these words. Some committee members were skeptical as to whether concept sentences really belonged to Seoul. Some said all the suggested sentences, read over and over again, sounded similar. There were members who argued that concept sentences be removed altogether.

"Aren't modern cities similar generally? However, they are all unique in some way. The keywords we have are from the opinions of countless citizens. They have been accumulated over months. We need to keep all possibilities in mind. In such an open environment, citizens will go on imagining and creating. It seems we have rather too many keywords now. How about reducing their number?"

"I agree. If we do the thinking, discussing, and explaining concepts that we are to do, our citizens will draw a big picture and put meaning into it. We simply have too many keywords. Coexistent refers to a large framework in which there is the content of value, time, and life. Passionate refers to the power of the city of Seoul and Relaxing describes the quality of life enjoyed here."

"I agree as a designer, too. Too many keywords will complicate our work. This complication is arising because both experts and amateurs are taking part in our discussions. I suggest we have just two keywords."

The notion to reduce the number of the keywords was generally accepted. However, it was not easy to agree on two or three keywords.

It was then that Metabranding explained why future-related keywords needed to be included. The future-related keywords carry Seoul's vision for the future and are essential in defining a right city brand.

"A passionate city of coexistence and relaxation. How about this?"

A member who had been sitting quietly presented this sentence with three keywords. Everyone agreed. It was a moment of truth that occurred while we were coordinating different ideas. Finally, we had our identity phrase: "Coexistence, Passion and Relaxation."

• Slogan and BI Selection •

A total of 16,147 Seoul brand ideas were collected. Among them were 13,975 ideas for the slogan and 2,172 ideas for BI. The Seoul Brand Promotion Committee immediately prepared criteria for selecting the finalists and grand prize winner, and began reviewing collected ideas. Experts, citizens, and the Seoul Brand Promotion Committee shared the work of selecting candidates.

First, our professional contractor selected 400 ideas. Citizens actively participated in selecting 60 candidates among them. Three committee members participated in this process. Thirty ideas were selected, and a sub-committee selected ten from those ideas. Based on this, we held a meeting to select 3 finalists. Metabranding gave the presentation and CDR was responsible for the briefing.

During this process of narrowing down the candidates, Committee Member Byeonghee Kim prepared the review and assessment criteria for the Seoul Brand contest based on the preliminary studies and the research papers published in renowned international journals. In the first review for the slogan and BI sectors, ideas were freely evaluated based on the rating criteria for all items and only the ideas rated at 90 or higher were delivered for the next steps. The evaluation items and criteria for rating in the second review for the slogan and BI sectors provided 5 grades (Very good 100%, Good 80%, Moderate 60%, Poor 40%, Very poor 20%).

With the evaluation criteria created by Byeonghee Kim, we held a meeting to select the 3 finalists.

Slogan Sector Evaluation Criteria	Originality (20)	Individuality	How unique and individual is this expression?
		Innovation	How innovative and future-oriented is this expression?
	Suitability (20)	Harmony	How well does this expression fit Seoul?
		Elaborateness	How well is this expression crafted to touch hearts?
	Clarity (20)	Understanding	How well is this expression understood by citizens?
		Simplicity	How simple, memorable, and easy to pronounce is this expression?
	Correlation (20)	Privilege	How well does this expression communicate the privilege of Seoul City?
		Character	How well does this expression communicate Seoul's character?
	Expandability (20)	Applicability	Is this expression widely applicable to various local and international media?
		Repetition	Is this expression suitable for repetition in various situations?
BI Sector Evaluation Criteria	Originality (20)	Individuality	How unique and individual is this expression?
		Innovation	How innovative and future-oriented is this expression?
	Formativeness (20)	Representation	How well does this expression represent Seoul's identity?
		Differentiation	How well does this expression differentiate Seoul from other cities?
	Elaborateness (20)	Style	How elaborate and stylish is this expression?
		Simplicity	How simple, memorable, and easy to understand is this expression?
	Correlation (20)	Privilege	How well does this expression communicate the privilege of Seoul City?
		Association	How well is this expression associated with the character of Seoul?
	Expandability (20)	Applicability	Is this expression widely applicable to various local and international media?
		Repetition	Is this expression suitable for repetition in various situations?

"I don't think the degree of completion varies between designs. Then even very good ideas may not be selected by a vote."

This was a sharp observation, but soon faced an objection.

"I don't know about that. Simple ideas may not seem to have a high degree of completion, but I like them because they are simple. These ideas can be utilized very effectively when expanded."

"I agree, too. There is no perfect single idea. Do you think all New Yorkers liked 'I Love New York?' I don't think so. Some didn't like it at first, but began to love it as they used it. The ideas we have with us are much the same. I know they are not perfect, but they are still meaningful as those produced by citizens. It is our duty to find ways to utilize them. We might not regard them as complete ideas, but people may like them. The ideas we prefer may be too complicated for our citizens to identify with."

Many ideas were exchanged when a committee member said:

"What committee members say may affect selection. Committee members include not only experts but also citizen representatives, don't they? Their opinions can be very close to how our citizens feel and their selection will show what citizens prefer. We have already heard what these keywords meant during the preliminary presentation. How about going with intuition, and deciding by a vote?"

Everyone seemed to consent, nodding. At once, we put the agenda to a vote and 3 finalists were selected. However, we received a suggestion that we clarify up to which level of finalists would be given a professional touch. Also, most present said we needed to discuss matters regarding the 1,000-Person Meeting and an early vote.

"As it is very apparent from our discussions, opinions of people are bound to vary. When we introduce the confirmed brand, there will be people who will criticize it, saying it is waste of time and money. The most important thing is that the whole process is led by citizens, and they are shown the potential of our basic plan, how fun and diverse its application can be. If we can tell them, 'Hey, you don't like the Seoul brand? Then design it in your own way, in a creative way. We will accept it if it is unique.', then they will respond positively to the finalized Seoul brand."

"Right. I think we need to appeal to the young generation with online and mobile applications."

This suggestion was about showing various applications of the basic slogan and design. In other words, to help people accept Seoul's new brand, we needed to show possible brand applications. All committee members agreed.

"In addition to sharing possible applications, we need to include stories. Won't we need to communicate stories to people to help them make the final decision?"

"That's it. Clear definitions will help them understand the meaning. Some elderly citizens don't read English. We need to formulate an explanation on our slogan and design showing what the originator of the brand had in mind."

The individual who said this pointed out the limitation of the slogan and design in English only. It was an area we had overlooked. Committee members exchanged ideas and began to define candidate brands. But then, there was a warning voice.

"If we start defining these brands, we might misrepresent the original intentions of the originators. Since we use refined expressions, we will end up producing stories made up by experts. I think it is only right to let the originators explain their intentions. Isn't it our job to just slightly refine the raw stories?"

This was a sharp observation about the possible issues that would arise if committee members were to define the brands.

It was a valid, persuasive point. We concluded that further discussions had to be entrusted with the Design Sub-committee and the final three candidates would accompany explanations from the originators. We were almost done. Everyone was waiting with anticipation at which would be chosen in the end.

Regarding BI, two ideas were combined in a draft. One idea was that the design should be prepared in Korean and English after being refined by experts. Another was that the design should be refined, considering the figure build, expandability, and voluntary utilization of the brand.

Regarding the slogan, the opinion of the Seoul Brand Promotion Committee that the number of slogans should be reduced, as refinement would not be easy to do within a limited period, was accepted. Some slogans were actually too long to be utilized as BI and it was suggested they be excluded from refinement.

• Concern about the Vote Share •

The Seoul Brand Promotion Committee also considered the method of selecting the final Seoul brand. They discussed in what proportions the early vote, on-site vote, and on-site expert review should take in rating. The early vote, which was the vote cast by citizens, could be overlapped with the on-site vote. Their portions had to be controlled. The result of the on-site vote would not match the early vote, as the on-site presentation would be bound to affect the voters.

"I think the proportions of the early vote, on-site vote, and expert vote should be 40%, 30%, and 30%, respectively. It is best to keep the proportion lower."

"I feel differently. I think it is better to reduce the portion of the early vote and give more importance to the on-site vote. The portions of these two votes should be equivalent to the expert vote. I would prefer 25%, 25%, and 50%."

"It is a citizen-led branding initiative, and thus the citizen should be the main player. I would argue the right proportions are 50%, 25%, and 25%."

Some said, although the project was citizen-oriented, it would be good to have experts guide the way. Others said the expert opinion should be kept under 25% and the rest should be taken from citizens to support the rationale of the Seoul brand.

• Criteria for Presented Applications •

Since the Seoul Brand Proclamation Ceremony held on October 28th, the Seoul Brand Promotion Committee faced feedback from the public, which was far more negative than expected. The committee resented such a response from people. However, they also thought about whether their communication was really adequate. The questions from people were also those discussed during the Seoul Brand Promotion Committee meetings. A move was made to make the discussions public. Some committee members argued that communication should be straightforward, boldly facing any controversy. Others said we needed to use the opportunity to gain people's consensus. Still others pointed out the need to recognize the opinions of people and develop our brand further based on them.

"This has to do with what we are going to do in the future. We may say our brand was created by civil participation. But how confident are we really about this participation aspect? We need to be open to criticisms and adapt our brand accordingly. Any feedback, both positive and negative, should be accepted to further develop our brand, and negative opinions should be converted into positive messages. What we're supposed to do is to let people create UCCs and spread them in their initiative."

Now that the Seoul Brand Proclamation Ceremony was over, we needed to give various illustrations, not simply repeat the original brand. We needed to set the criteria for the application of "I·SEOUL·U" to encourage people to reproduce it. They would begin by imitating it, but then gradually would make it grow. The Seoul Brand Promotion Committee requested the government of Seoul to plan various events to encourage civil participation.

In addition, lengthy debates went on over the locations of the dots in "I·SEOUL·U." There were still more questions raised. We discussed the placement of "SEOUL" between "I" and "U." Whatever our city brand, something original had to be a part of it. The city's identity and singularity had to be maintained. Some citizens omitted SEOUL in their own applications of "I·SEOUL·U." There were considerations about what to communicate with if we were to omit SEOUL. It was not easy to set up an application criteria. We could not decide how to make applications efficient and useful easily.

It was then a suggestion was made that a visual display be made.

Such applications like "I.GIMJANGFESTIVAL.U" and "I.SEOULINSTITUTION.U" could incite expandability of the Seoul brand and make the criteria easily understood. In other words, "I" and "U" were like pillars, and "SEOUL" was the foundation and a vessel containing everything. "I.□.U" represents one platform, while everything else is like a station in which everything gets together and leaves.

Things became more organized with each subsequent discussion. In the brand applications, it was decided that SEOUL would be placed in a small font under another word or image between I and U, and bold dots would be placed between each word. In the end, we decided to make the brand I·SEOUL·U.

Seoul Brand Making Discussed

Volunteering to Represent and Ruin the Brand

Miseok Ko (Editorial Writer, Dong-Ah Ilbo)

It was October 16th, 2014 that I first participated in the Seoul Brand Promotion Committee. Frankly speaking, I was skeptical about Seoul's ambition to create a city brand under civil leadership. After countless meetings spanning a year, I now believe that it is a new type of trial, something no other city has attempted. As a media worker, I was known as a critic during meetings, someone who "ruins" the agenda. Personally, I believed civil participation was a means to create the best possible brand for Seoul, not the end. Thus, I made a point that constant checks were needed to balance the roles of experts and citizens. As a journalist, I was seemingly opposed to just about everything, because I felt responsible to question the potential issues and filter them out. I thought everyone else would hate me, but my colleagues and the Seoul Metropolitan Government were always attentive to my feedback. I feel grateful for their respectful attitude. While I participated in the Seoul Brand Promotion Committee, I had the opportunity to look back on my home, Seoul. It was a meaningful period during which I reflected on the identity of Seoul.

My Twin Brother, Seoul

Yonggyu Kwon (Principal Manager, Naver)

Exactly one year ago, last October, I received a call asking for help in making the new face of Seoul and letting it be known to the world with the help of citizens. At the time, I thought about how Seoul was pictured in my mind. Sungnyemun, Seoul Tower, the Hangang river, 63 Building, and other landmarks of Seoul were not part of my story of Seoul. They were just there for tourists. That was it. The image of Seoul that I had was me. That is to say, Seoul was like my twin brother, father of two kids, husband of a wife, manager of a company. Someone known as someone to others. In fact, I am what I am like. I love the blue skies of autumn, I like watching comedies. Very few know the real me inside me. Seoul was just like me in that respect. The real Seoul with wonderful natural features and history is not known well enough. Each area, each corner of the city has its own story, but very few, even Seoul citizens know it. This was the motive beyond my decision to participate in the Seoul Brand Promotion Committee. I wanted to show my twin brother, Seoul.

"Our Seoul Story," Unprecedented, Never-to-be-repeated Liberal Arts Talk Concert

Minwoong Kim (Professor, Humanitas College, Kyung Hee University)

It has been a long journey. I remember those moments, but especially unforgettable is "Our Seoul Story." Seoul has both an old cityscape and modern sky view. Our sad history is right there, too. This was what made it hard for us to reveal Seoul's real face. "Our Seoul Story" was important to us because it provided us a platform upon which Seoul citizens designed their future with their loving hands. It was an unprecedented talk concert, something unique in history. In some way, the fact that we have this platform could in itself be a cultural trademark or brand of Seoul. Our culture of talking about Seoul's future. On top of this, I hope Seoul citizens' dream of making Seoul a more historic and ecological city will be combined with the city's visions, and that this process will be adorned with sublime civic awareness entertained by our people.

Making of Our Clock

Byeonghee Kim

(Professor, Department of Advertising and PR, Seowon University)

The activities of the Seoul Brand Promotion Committee were akin to the process of making a clock. The task of Seoul branding was defining the city's identity and future. I believe these activities marked the beginning of that clock making. Making a clock is no easy task. Unexpected challenges are encountered. That was what the communication issue of the committee was like. Everyone talked about the same subject, but they were from all walks of life and fields and used different terms, which made our journey confusing. Just like a clock maker proceeds with his work step by step, our committee set out the task in the same way. Among our challenges was the task of establishing the criteria for selecting professional contractors and reviewing Seoul brand ideas. I had written many papers about this subject and so did not find the task overwhelming, but I really had to think hard about how to make the final evaluation criteria reliable and feasible. Fortunately, our original plan passed by the Seoul Brand Promotion Committee. I felt both nervous and rewarded at that moment.

"Difference" Empowers Us to Draw the Big Picture

Uiseung Kim

(Director, Office of General of Tourism & Sports, Seoul Metropolitan Government)

The word "Hi" in "Hi Seoul," Seoul's old brand can sound like the literal "high" in altitude, but can mean the "high" you get when you do a drug. So there were criticisms about the confusion the word could cause. Because of this experience, meetings of the Seoul Brand Promotion Committee always had "high" tension. I was concerned whenever there was a stark difference in opinions, but once the civil leadership was put forth, I could sense a difference that was empowering all to draw the big picture with one another. The tight schedule and lengthy discussions into the night produced a satisfactory result. As a manager handling Seoul's tourism policy, this project was especially important to me. This was because I was responsible to set Seoul's marketing directions and think about how to formulate our policy. The process involved pains like birth pains. It was great experience for me, because I learned a lot about the city branding process within a short period of time.

Familiar Yet Careful as a Participating Citizen

Inhee Kim (Director, Research Coordination Part, Seoul Institute)

I felt familiar with civil participation because I had participated in the making of the "2030 Seoul Plan." For the 2030 Seoul Plan, 100 citizens suggested and decided everything through workshops and debates. They produced a result regarding Seoul's visions and core procedure. Of course, the process of Seoul branding was far larger in scale and involved a larger number of citizens. There were more unexpected risks involved and more citizens participating. Therefore, each step took more time. Care was needed in many aspects of the Seoul Brand Promotion Committee. I had to be more careful during this project because I was responsible for setting the directions while I was an administrator for the 2030 Seoul Plan, in which I had no decision-making authority and did not lead anyone in implementation. However, the Seoul branding was both special and fun. During each meeting, everyone presented their ideas and enthusiastically engaged in presenting options.

Respecting Ideas from Citizens – The Biggest Challenge

Jongseong Kim

(Professor, Department of Advertising and PR, Chungwoon University)

When I visited cities with successful city brands in other countries, I felt the PR signs were very stylish. Their city images looked very organized. City branding was like a fashion trend, as many cities in Korea were creating city brands. When I was first asked to participate, I was skeptical, because I felt it was something of a fad. However, I heard that it was to be a citizen-led city branding task to build city images loved over the years, I decided to be part of it. Although I happily accepted this opportunity, I soon encountered many difficulties as part of the Seoul Brand Promotion Committee. In particular, respecting people's ideas and building on them was the most difficult part. However, the biggest challenge was that I could not innovate the design of our brand, while many city brands are now designed with simple expressions and slogans themselves.

Giving One of the World's Top Cities a Nickname

Kyeongdeok Seo

(Professor, Department of Liberal Arts, Sungshin Women's University)

The process of Seoul branding was the epitome of interactive communication. The branding task showed how important interactions between citizens were, and how they excel branding through one-way communication of experts. I was marveled at how the process was implemented in a far more effective way than a mere civil vote. We collected feedback from people, discussed with experts, communicated back to people, and received their feedback again. This process went on and on. It would not have been possible without public interest. Of course, online communication could be an easier way to encourage people to vote, but these tasks involved something different. A large number of citizens were genuinely involved. I believe our branding is one-of-a-kind.

Focused on Delivering the Message

Wonje Lee (Professor, Department of Visual Design, Sangmyung University)

Something actually happened to change my thinking about city branding. That was when I saw a sentence of three words in a pink box, “People Make GLASGOW.” Usually, design is thought to be a symbol or formative element. A combination of a symbol and logo is the typical approach. And whenever we create a new symbol, we spend a lot on marketing to spread it. The key to success of a brand depends on how fast you can make consumers recognize the new symbol and logo. But this applies mainly to private business. A city brand does not have consumers as specific as the target for private marketing. To be more specific, our audience is the world. We have restrictions in terms of budget and time. However, if we were to write a sentence as Glasgow did, things would get a lot simpler. Ours, however, was a type of slogan, the 3 finalists were of this type, and we liked them all.

Period of Exploring and Discovering Seoul's History and Space

Jei Lee

(Professor, Department of Journalism and Broadcasting, Sungkonghoe University)

"Our Seoul Story" is a meaningful talk concert. It was an opportunity for Seoul citizens to look back on the past and present life of Seoul's space and dream of a city of their making in the future. Some visitors, who were casual visitors at first, were asked to talk about the taste, looks, and governor of Seoul and Seoul's attractions. They felt a bit shy at first, but soon began to tell their stories. Everyone was enthusiastic, which touched the hearts of experts, and this sentiment was communicated back to the audience. More people thought deeply about Seoul and its values and dreams. It was a first-of-its-kind talk concert that provided citizens the chance to explore their city and express their hopes about it in Korea. In addition, we succeeded in embracing all citizens' voices. Their voices were full of affection for Seoul and pride about their neighborhood. Eleven talk concerts felt like pictures. They were like transparent and clear watercolor paintings that reflected citizens' love for their city.

Positive Attitude, Not Monitoring and Criticism

Hyekyung Lee (Member of the Seoul Metropolitan Parliament)

I was not optimistic when I first heard about Seoul's plan to create its brand. I questioned why a new brand was needed, because we had "Hi Seoul." Even so, I made it a rule to never miss a meeting. I considered it a priority, and attended every meeting even when I had other plans on the same day. Set out as a critic and monitor, I soon began to feel positive about the project, and eventually became an avid supporter of it. Although I was not an expert, I participated as one of the citizens and spoke on behalf of my fellow citizens. I always thought about how other citizens would feel.

That helped me focus and understand why we needed to create a new brand for Seoul. As the meetings continued, I volunteered to promote our work. After three finalists were announced, I mentioned it on SNS. Many people told me how they felt and gave feedback. Some asked why we did the project and questioned my political inclination. Of course, I belong to a different party than the mayor of Seoul, but I believe Seoul branding is not related to politics. I worked really hard over the year.

Working on a Jigsaw Puzzle, the Joy in the Process

Hoonjong Chang (Professor of Visual Design, Sunmoon University)

Identity design is not an easy task, because it has to incorporate a total concept. It was complicated and challenging to communicate a message to many people and collect feedback from them. This was certainly the case with Seoul branding. The most significant part of it was civil participation, and it was a hard job to collect people's feedback. It is difficult to make ten people agree on something; how much more difficult would it be to achieve a consensus among the 10 million citizens of Seoul? That was the area that pained and stressed me out. But it turned out to be unexpectedly fun. Although I am a designer, I did not design anything, because the project was people-led. I had to view things from their perspectives. I tried to do so with the classes I taught. I believed it could provide a good opportunity for my students to learn. My students learned about Seoul's colorful history and stories as they designed its brand. There were international exchanges, too. We collaborated with College of Design of Bridgeport University in the United States in the Seoul branding project, and the outcome of our project was exhibited in the States. I felt it was a rewarding process, as we could let the students and professors in the U.S. know about Seoul as a city of passion and history.

As a Seoulite, Not as a Member of a Capital City

Hyejeong Choi (Director of Marketing Division, Child Protection Organization)

I encountered many challenges with regards to design as part of the Seoul Brand Promotion Committee. People viewed designs differently and interpreted them differently. That was why it was hard for us to discuss and agree on a plan based on solid criteria. Wide-ranged civil feedback and participation made it even more difficult. That being said, I feel we really communicated from our hearts. We had a good amount of time for meetings, and we succeeded in exchanging ideas in the given time. I felt I was in a position to speak on behalf of my fellow citizens, as I was a civil representative. I first thought about how people view Seoul and what hopes they have for it. I tried to listen to them as they spoke as Seoulites.

Each Excellent Step

Boyeon Hwang

(Officer of Public Communications Bureau, Seoul Metropolitan Government)

I needed a reason to participate in Seoul branding. I was one of the people who watched the process of Seoul's official flag making in 1995. In 2006, I was part of the team creating the brand, "Soul of Asia" and Seoul's symbol, Haechi as a manager of PR. When I heard about this branding initiative, I asked, "Why now? Is it because we have a new governor? Are we trying to differentiate our present from the past?" I was not in favor of it, and I was confused because I was being asked to change what I had already made. That was how I felt. But as part of the Seoul Brand Promotion Committee, I began to understand why we needed a new brand. In fact, I came to decide to accept civil leadership while I was in discussions with the Seoul Brand Promotion Committee. Thus, everything was decided by the Seoul Brand Promotion Committee. This was why it was important to coordinate the opinions of all 28 members. However, it was not easy for the members to reach agreement, because they all had unique personalities. But their difference was a good thing at the same time. They mentioned risks of different natures, and we were able to prepare different scenarios for different situations. Committee members stressed the importance of the process, and I now understand why they did.

I·SEOUL·U

Part 2

Citizens' Thoughts About the Seoul Brand

Unprecedented Civil-Government Collaboration Branding Governance

To build a new brand for Seoul, we needed to understand the Seoul that everyone knows and identifies with. Seoul Metropolitan Government and citizens brainstormed to discuss the real look of Seoul and share their thoughts to define the Seoul that people could identify with. There were many discussions on the direction to take to keep civil leadership. We also discussed a lot about how to help citizens to participate to ensure true civil leadership. As a result, we were able to establish the Seoul brand governance, which is a public-private partnership system between experts, citizens and Seoul Metropolitan Government. This governance consists of the Seoul Brand Promotion Committee, Brand Creative Team of Everyone's Seoul, Seoul Brand Citizen Ambassador (SBC), Seoul Friends, Seoul Metropolitan Government, Seoul Design Foundation and professional contractors.

The Seoul Brand Promotion Committee was organized by Seoul Metropolitan Government in October 2014 and consisted of approximately 25 experts from the media and communication, branding, history and culture and civil partnership fields. It can be said that this committee played a key role in the Seoul branding task and provided a platform for all citizens to participate.

The Seoul Brand Promotion Committee has five key roles. The first role is to make advanced preparations to promote the integrated city brand development. This includes diag-

nosing the issues with the existing symbols and discussing the directions of the integrated city brand development.

The second role of the committee is to seek implementation plans for the campaign and promotion strategies to build civil consensus. This role includes receiving civil input and making concrete plans to facilitate participation.

The third role is to identify the key ideas of the Seoul brand based on the research results from professional contractors and create the core keywords and identity of the Seoul brand. The fourth role is to review and select the slogan and examine and confirm visual images. The fifth role is to declare the Seoul brand, plan the program to spread it and examine, edit and complement implementation plans. In its early phase, the Seoul Brand Promotion Committee had four divisions. However, afterwards, there were no more divisional meetings to focus on the roles of the Seoul Brand Promotion Committee. Instead, frequent intensive general meetings were held.

Civil participation mainly occurs through the Seoul Brand Citizen Ambassador (SBC), Brand Creative Team of Everyone's Seoul (hereinafter "Everyone's Seoul") and Seoul Friends. In particular, SBC is a group of citizens who believed that the role of citizens was the most crucial in the Seoul brand development project.

• Seoul Brand Citizen Ambassador •

| Seoul Brand Citizen Ambassador |

- Citizen Participating Group
- Consists of the various age groups from teenagers to people in their seventies (245 people).
- Participate and offer their opinions throughout the entire process of the development of Seoul Brand during events such as "Our Seoul Story," 1st – 3rd Citizen Town Hall Meeting, 1,000-Person Meeting, etc.

"I am very familiar with the internet as a supporter of green campaigns. That's how I learned about Seoul's recruitment of Seoul Brand Citizen Ambassadors. Since I had kept a blog for 5 years, I felt confident about promotion via the internet. I had also engaged in the Seoul Internet Citizen Reporter Group activities, I was already interested in the activities planned by Seoul. So I was extremely happy to be part of the making of Seoul's new brand. Although some meetings did not finish until late in the evening, I did not miss a meeting. I was excited to contribute to the creation of Seoul's symbol. I felt so attached to the SBC that I attended the group meeting even after climbing a mountain. Most of all, I think it was a great opportunity for me to learn a lot about Seoul. I feel grateful for that."

- Uiseon Kim (Resident of Gangbuk-gu in his 60's)

SBC was a group of volunteering citizens like Uiseon. A total of 245 ambassadors were selected through open recruitment between November 3rd and November 21st, 2014. They came from all ages from teens to 70's. They presented their ideas during the whole process of Seoul branding and served the role of communicating the voice of citizens to Seoul.

SBC had five key roles.

The first role was to participate in the meetings with the citizens as citizen representatives helping to define Seoul's identity.

The second role was to attend the "Our Seoul Story" talk concert. As they did, they talked about various subjects including the markets, streets, flavors and people of Seoul and helped achieve consensus and agreement about the identity of Seoul, which was to be represented by the Seoul brand.

The third role was to participate actively in the Seoul Brand International Civil Contest.

The fourth role was to participate in the civil evaluation group. They collected ideas about the Seoul brand and selected finalists. They also played a role in the online survey for finalists.

The fifth role was to work with the civil voters group. They participated in the 1,000-Person Meeting for the selection of the Seoul brand as a civil voters group reviewing the final candidates on site.

• **Everyone's Seoul, Brand Creative Team** •

The Seoul Brand Promotion Committee asked that civil participation should be actively sought during the selection of professional contractors. As a result, Everyone's Seoul was formed. Everyone's Seoul is a group of volunteering experts working to implement the branding project led and agreed upon by citizens.

| **Everyone's Seoul, Brand Creative Team** |

- Professional volunteers
- Working group professionals, social activities (96 people) in their 20's and 30's
- Direct participation in each PR, video, design and planning step of the Seoul brand development via the Town Hall Meeting, civil contest and university student brand academy
- Presentation of plans to spread the Seoul brand, etc.

"I learned that Seoul was launching a citizen-led city branding project on the SNS of CEO of Metabrand, Hanggi Park. I first saw the ad for Everyone's Seoul on SNS, too. I had visited New York the previous year and began to feel interested in city branding. The strongest motive behind my participation, though, was my experience with medical outreach at Seoul Station when I was in college. Seoul Station is a place where you can see many homeless people on the street, although the location is a famous landmark. I felt sorry for the fact that those homeless people did not have any shelter. That was when I began to think about space and architecture for people. I also hoped that we would make my city, Seoul, a kinder and warmer place with our own hands. That's why I wrote to a stranger on the SNS after I saw the Everyone's Seoul ad. Of course, the Seoul branding work would not change Seoul's space itself, but would make it more valuable. It was like a big move toward making the city a better place. I thank Everyone's Seoul for giving me the chance to get to know more about Seoul."

- Hanna Lee

(Marketing professional and resident of Yangcheon-gu in her 20's)

The members of Everyone's Seoul were experts from professional fields like marketing, promotion, branding, designer, urban regeneration, social networking, webtoon, etc. and were recruited in four sessions. In the end, 96 members promised to use their expertise to work as members of the Seoul branding project.

The key role of Everyone's Seoul was to plan and operate the citizen-led Seoul brand development project. In addition, the group participated in meetings with the citizens, contests for citizens, online preference survey, selection of contest candidates and the 1,000-Person Meeting.

"One of the members of Everyone's Seoul was my customer. He asked me to attend the Everyone's Seoul meeting if I was interested or had time. I felt curious about how a city brand was created. That's why I went to a meeting and began to work as part of the team. Of course, it was fun to create a city brand, but the team's activities were also enjoyable. We had an excellent atmosphere. We were so happy. As a foreign participant, I was given the role of managing foreign members and maintaining SNS channels and blog in English. It was a hard work. However, the activities taught me what the real Seoul was all about, and I enjoyed myself sharing enthusiasm and passion with other members who loved Seoul. I feel indebted to those who gave me this opportunity."

- Martha (Polish resident of Yongsan-gu in her 20's)

Everyone's Seoul was different from SBC in that Everyone's Seoul participated in Seoul branding using expertise. The group created many ideas to facilitate civil participation, produced videos and promotional posters. They engaged in marketing of various events planned and some members participated in managing blogs and SNS channels to promote the project in other countries like Martha.

• Seoul Friends •

| Seoul Friends |

- 100 foreigners from 27 countries
- Seoul brand PR and promotion via online channels
- Seoul Brand Idea Contest entry
- Participation in the Seoul Brand development, selection and review process, 1,000-Person Meeting and declaration
- Setup of the Seoul Friends online community

Seoul Friends was launched in June 2015. This group consisted of 100 foreign residents from 27 countries who loved Seoul and were actively using SNS. Their role was to promote and spread the Seoul brand via online channels including SNS. In addition, they participated in the Seoul brand idea contest and promoted the contest. They played an important role promoting tourism on SNS channels. As a result, a total of 89 promotional posts were uploaded on SNS and viewed 1,183,172 times. The Seoul Friends online community is now very active. Seoul Friends also participated in the development, selection and review of Seoul brand ideas, the 1,000-Person Meeting and Seoul Brand Proclamation Ceremony and engaged in promotional activities.

In addition, Seoul Metropolitan Government, Seoul Institute, Seoul Design Foundation and professional contractors participated.

Seoul Metropolitan Government established the office of the City Branding Division under the Public Communications Bureau. It was to establish a relevant office to ensure the Seoul brand governance had participation from private, public and academic sectors. The system had to be reviewed and improved to keep our brand management systemat-

ic and sustained. We also needed the people to pursue the campaign to promote voluntary civil participation and achieve consensus. In addition, the Seoul Institute proceeded to conduct research to collect basic and civil survey data for Seoul branding. Based on this analysis, the institute was able to identify the key points of Seoul's identity and used them as basic data for Seoul branding and produced Seoul's image change trend based on the statistical analysis over time.

The Seoul Design Foundation conducted an audition named "The Makers" to collect designs related to Seoul's key icon and commercialization thereof. In effect, the Seoul Design Foundation and SBS CNBC (professional economic channel) collaborated in broadcasting to recruit ideas from citizens. The Seoul Brand Promotion Committee reviewed the ideas and SBC participated as evaluators. The final winner of the audition was given the opportunity to be considered as the final Seoul brand.

Professional contractors, Metabranding and CDR collected the data from the Seoul Brand Promotion Committee and Seoul Institute, reviewed the basic data for the setup of brand development strategies and created the plan for the development of Seoul brand which reflects Seoul's identity and core values. Building the process for ensuring civil participation in the Seoul brand development and selection work was also one of the key tasks performed by professional contractors. They also planned the Seoul Brand Proclamation Ceremony, sophisticated the design and had the trademark registered.

Finding the Real Seoul with Citizens

To build a new brand for Seoul, we needed to understand Seoul well. Understanding the true beauty of Seoul was a huge task. Our citizens were also part of this quest to understand Seoul's beauty. What stories did our citizens hear and say?

• Our Seoul Story •

"Our Seoul Story" was our attempt to look at Seoul from the perspective of liberal arts. A number of instructors gave talks about Seoul's nature, history, spending patterns, songs, food, culture and streets among others and citizens also related their experiences, trying to define Seoul's identity and future vision. Each time, participating citizens were happy to listen and speak.

Let us reminisce at a talk concert in which participants talked about Seoul and songs about it.

"There are about 1,100 pop songs about Seoul. Among them are the songs specifying Seoul and those including names of certain places in Seoul. What, then, is the most famous song about Seoul?"



Youngmi Lee, Pop Music Critic speaking at the "Our Seoul Story" talk concert

When Youngmi Lee, a pop music critic, asked, audience was silent at first. But soon, answers came out.

"Yongpil Jo's 'Seoul, Seoul, Seoul'."

"Psy's Gangnam Style'."

"Moonse Lee's 'Gwanghwamun Love Song'."

Among the people who were excitedly talking about the famous Seoul songs from their times, Seoul was an interesting subject to talk about.

"Different generations gave different answers. Probably, those in their 40's would mention Yongpil Jo's 'Seoul, Seoul, Seoul', those in their 50's and 60's, Patty Kim's 'Ode to Seoul', those in their 80's and older, In Hyeon's 'Lucky Seoul'. When you really think about it, however, you realize most Korean pop songs are created in Seoul and targeted at citizens of Seoul, although they do not specifically mention Seoul. For example: think about Busker Busker's 'Night Beach in Yeosu'. Whom was this song written for? People in Yeosu? Or those who do not live in Yeosu?"

"Those who do not live in Yeosu."

Nodding, some in the audience wondered, "Why didn't that come to mind?" Yes, the song was about Yeosu, but in effect it was a song written to attract people to that area. The song, "Blue Night of Jeju Island", was also written to make people from other regions want to visit Jeju Island.

"To people living in Yeosu, their local night beach can be neither beautiful nor aromatic. Rather, it can be an ordinary beach filled with a fishy smell. You see, there are many songs for Seoul that do not specifically mention Seoul. They do not mention Seoul because doing so would make them sound awkward and peculiar. Some of these songs were really popular."

The audience was really concentrating as Youngmi spoke as a pop music critic. The Seoul we discovered from the perspectives of pop songs was full of artistic insights. In particular, pop songs carried the sentiments of the age and the image of citizens of Seoul.

"Let's compare songs created in different eras. Some of you may not know In Hyeon's 'Lucky Seoul'. It was written right after the Korean government was established in 1949. Until Korea gained independence from Japan, the city had been called Gyeongseong. It was then reborn as 'Seoul'. People at that time thought of the United States as a highly modernized, ideal country. 'Lucky Seoul' carried the hopes of people who wanted their city to be like that country. 'Ode to Seoul' was written in the 1960's at the request of the governor of Seoul at that time. This new song for Seoul was a higher-beat, march-like song compared to 'Lucky Seoul'. It resembled the atmosphere of Seoul at the end of the 1960's when people worked the 'Miracle of Hangang River'. It really represented the desires and hopes of the public. How about 'Seoul, Seoul, Seoul' sung by Yongpil Jo? Well, it was a totally different song. Released at the time of the 1988 Seoul Olympics, it had the message of 'farewell'. Up until then, the atmosphere of the age was for forward movement, i.e. development, but from the late 1980's, people began to like warm, humane stories featuring the post office or postcard, stimulating nostalgia. Ironically, by then, people no longer hand-wrote many letters or postcards."

The audience marveled as they heard about the meanings of the songs related to Seoul. They even sang along as they listened the songs. It was rather like a casual talk or conversation, not precisely a lecture. That day, those in the audience once again thought about Seoul. The talk concert that day helped them think about what sentiments flew through Seoul and what journey it had up until then.

After the talk concert, the audience was asked a question about what area or landscape they would include if they were to write a song for Seoul. One person in the audience answered, "Jeongdong Lookout" located in the Seosomun Seoul City Hall building. It was said the lookout was a place where you can admire the coexistence of tradition and modernity, from the harmony of places and modern skyscrapers. In autumn, the fallen leaves on the traditional roofing tiles and in winter, the view of families on the ice rink were seen here. Another person in the audience wanted to sing about Sangam-dong, Mapo, accommodating Noeul Park, Haneul Park, Peace Park and World Cup Park today, quite contrary to what it was like in the 1980's, a garbage dump.

"Our Seoul Story" thus provided an opportunity to talk about what citizens thought of Seoul and what they expected from Seoul in the Seoul branding process. The eleven themes discussed included Seoul's mountains and rivers, capital city Seoul, squares of Seoul, markets of Seoul, songs for Seoul, flavors of Seoul, culture of Seoul, streets of Seoul, Seoul in the world, world in Seoul and future city, Seoul for our children. Between February 27th and May 8th, 2015, weekly concerts were held to talk about these themes. Experts and citizens exchanged ideas and grew more satisfied with the events.

"Our Seoul Story" began with talks given by experts, followed by presentations by citizens regarding their experiences. For example, when the talk concert was about the mountains of Seoul, the citizens' presentations talked about the mountains in their villages, the legends and personal memories of the mountains. The concerts were exciting, full of stories not heard anywhere else. "Our Seoul Story" played an important role in spreading the Seoul branding work. "Our Seoul Story" talk concerts prepared a platform for discussing what the true Seoul was, what Seoul's identity was.



"Our Seoul Story" Poster

| "Our Seoul Story" Schedule |

Concert no.	Field	Date	Theme of story	Host	Venue
1st	History 1	Feb. 27th (Fri)	Talk About the Mountains and Rivers of Seoul - Overview of Seoul's Natural Environment and Ecological and Geographic Conditions	Jeongil Shin	Multi-Purpose Hall
2nd	History 2	Mar. 6th (Fri)	Talk About the Capital of Korea, Seoul - History of Seoul as a Modern City and Capital of Korea	Jonghyeon Choi	Multi-Purpose Hall
3rd	Exchange 1	Mar. 13th (Fri)	Talk About Encounters in Seoul - Exchange in Cafes and Squares	Yoonsoo Jeong	Taepyeong Hall
4th	Exchange 2	Mar. 20th (Fri)	Talk About the Markets in Seoul - Building of Commercial Areas and Change in Spending Patterns	Eunsook Park	Basurak Hall
5th	Feeling 1	Mar. 27th (Fri)	Talk About the Songs About Seoul - Life in Seoul in Songs	Youngmi Lee	Main Conference Room
6th	Feeling 2	Apr. 3rd (Fri)	Talk About the Flavors of Seoul - Seoul's Unique Food, Change of Taste and Globalization Trend	Jeongbae Park	Taepyeong Hall
7th	Space 1	Apr. 10th (Fri)	Talk About the Culture of Seoul - Enjoyment of Culture at Bookstores, Theaters and Concert Halls	Seonhye Baek	Event Hall
8th	Space 2	Apr. 17th (Fri)	Talk About the Streets of Seoul - Explore Major Structures and Streets	Hyeon Seo	Basurak Hall
9th	Coexistence 1	Apr. 24th (Fri)	Talk About the World in Seoul - Foreigners' Villages, Coexistence with Multi-Cultural Population	Kiseon Jeong	Taepyeong Hall
10th	Coexistence 2	May. 1st (Fri)	Talk About Seoul in the World - Qualifications of an International City of Seoul	Jisang Lee	Taepyeong Hall
11th	Special	May. 8th (Fri)	Kids Talk About the Seoul of the Future	-	Taepyeong Hall

• Let's Write Comments Together •

We encouraged citizens to participate in additional ways other than the talk concert. Our citizens shared many brilliant ideas. The events were enjoyed by all people involved. Of course, the events were not mere shows, but meaningful

occasions used to produce the keywords for the Seoul brand. On May 30th, 2015, a large canvas was set up in Gwanghwamun Square. On top of the canvas was written: "You know Seoul well, you are a Seoul expert!". It was a guerrilla-type idea wall and open canvas. "What is this canvas for, in this square?" Passers-by wondered as they gazed at the canvas or carefully read what was written with curiosity. A citizen brought a sticky note with the name, "Soongnyemun" written on it and put it on the canvas. Another took a selfie with his smartphone.

There were so many different people who contributed ideas to the open canvas. Friends, lovers and families came and wrote something. Middle-aged gentlemen wrote their ideas in handsome handwriting. As time went on, the open canvas was filled with sticky notes and it was something that captured the sight of more passers-by. There was a young man in his 20's reading each sticky note with a friend. Some citizens were surprised, others were bored, yet others expressed their own feelings about the canvas.

Even some foreigners who did not speak Korean well stopped by. Some of them asked our volunteers what the canvas was all about because they did not understand everything written on it. When a volunteer asked a foreigner what came to her mind when she heard the name, Seoul, she answered, "I found it quite interesting to be able to order food at Hangang beach. It was not just us, but others were saying the same. It was an unforgettable moment."



People at the guerrilla-type idea wall and open canvas

"The moment I remember most clearly was when I stopped by a convenience store for a can of beer at 2 or 3 in the morning in Seoul. That is something you can't even think of doing in my country. I had always heard Seoul was a safe place, but I experienced how safe it was first-hand. It was great. I was also impressed by Seoul's mountains. In my country, hiking is very hard to do because there are many wild animals in the mountains. However, it was such a unique joy to go hiking on a mountain at night. It was such a good memory that I drank Makgeoli and ate Bindaeddeok with other hikers on my way down. Seoul is such a beautiful place."

Foreigners who approached the canvas looked happy and joyful as they related their personal experiences. They asked if they could also participate. They wrote down things about their Seoul experience on sticky notes. They wrote about Hangang, Chicken and beer, food delivery, convenience store, beer early in the morning, night hiking, Makgeoli, etc.

On May 30th and 31st, guerrilla-type idea walls and open canvases were set up at the square in front of the Seoul City Hall, Gwanghwamun Square, DDP, outdoor stage of Hongdae Square, Daehyeon Culture Square at Ewha Women's University and Myeongdong Arts Theater. Although the guerrilla-type idea walls and open canvases were established as a temporary event, it provided a great opportunity for visiting citizens to enjoy the event and think about Seoul once again. A total of 3,438 people participated, with a positive outcome. There were many families who participated and many people were interested and responded with various ideas for the open canvas. People in their 40's and older were very curious about and interested in the event. Foreign participants took up over 10%.

Seoul Metropolitan Government also conducted an online contest and commenting event.

"We have the Hangang River in Seoul. I think the Hangang River is Seoul's key brand due to its beauty, easy access and convenience. Anyone can visit the river and spread a picnic mat on the beach and enjoy the day."

"My Own Seoul or World Attraction Photo Contest" was held between May 25th and June 25th. The theme of this contest was to "take pictures of you in Seoul or a world attraction". We asked people to add a short story about the place. Anyone interested in the Seoul brand was welcome to take part. We received enthusiastic responses. People who submitted their photos, they explained what they felt about the places in the pictures. The online photo contest was an event in which many people shared their personal experiences in Seoul.

"I don't live in Seoul, but when I visited Insa-dong where I can really see and feel the unique atmosphere and traditional culture of our country, I thought it was such a great place for healing. It was a great opportunity to think about the Korean sentiments once again. I submitted the photo I took because I thought it was really a great place. I hope many foreigners, not only Koreans all over the country will visit this place."

Seoul Metropolitan Government hosted a relay commenting event entitled "Find Seoul's Dojeon Jeong" with DAUM for one month from June 4th to July 3rd, 2015.

The sentence that stimulated the largest number of fun ideas was: "My Seoul is ○○○."

"My Seoul is ramyeon." When ramyeon boils, you can feel the spicy smell as soon as you open the lid. You forget yourself, eating, sweating, but after you've had one, you naturally want to have one more. Like ramyeon, Seoul has that attraction, something hot like a fever. That's why I say Seoul is like ramyeon to me."

"Seoul is like a boyfriend, met 100 days ago. Like a new boyfriend, Seoul is both familiar and strange. In Seoul, I feel a bit cramped, but I love it, too. In that sense, Seoul is much like a boyfriend met 100 days ago."

"My Seoul is OK. OK in the sense that everything is possible here. You can hang out, eat, rest and go to see a doctor. The list goes around the clock. In other words, Seoul is full of things to enjoy, see, eat, learn and share. So I call Seoul OK."

"Seoul is like an onion. You can continue to discover something new. Places like Myeongdong, Seoul Station and Gangnam are well developed, complicated areas, but in the outskirts of these areas, you can find great trails to walk on. Seoul Fortress Wall Trail and Mongchontoseong Trail are places where you can enjoy nature and history at the same time."

As we had expected, Seoul was defined in a various number of ways, as numerous as the respondents. We also asked more specific questions about the words that come to your mind when you hear the name, Seoul, such as the sound, color, shape and flavor of Seoul.

On May 14th, 2015, the Muti-purpose Hall was hot with excitement. It was because the 1st town hall meeting for the Seoul brand was held under the theme: "Seoul's Value, Together with Citizens". Participants came from all walks of life, from the first-year of high school to 72 years of age. In addition, we had foreigners and multi-cultural families participating.

One hundred and thirty citizens of all ages and from different professions sat at 13 round tables and discussed Seoul's past, present and future identity and city brand intensely. The theme discussed that day was about the role for citizens in defining Seoul's past, present and future identity and the Seoul brand development process.

Divisional discussions were very heated. It was impressive to see all people relate to their ideas based on their experience in a logical way. After divisional discussions, each group presented the ideas that were compiled. The meeting lasted for four hours, but no one looked bored. Everyone was enthusiastic to talk about their city, Seoul, and they did it frankly and openly.

First Town Hall Meeting



• Seoul's Identity Clarified •

To clarify Seoul's identity, we held the 2nd town hall meeting, with more than 120 people attending, at the Multi-purpose Hall in the New City Hall Building from 2 p.m. to 6 p.m. on May 16th, 2015. Participants discussed the research data from the Seoul Institution, etc., in-depth interviews with Seoul city brand experts, symposiums with the residents of Seoul, online panel research, social analysis, "Our Seoul Story", ideas posted on the guerrilla-type idea wall and open canvas.

A total of 198 keywords were listed and all people present worked hard to narrow the keywords. It was only then that the keywords were agreed upon, as so many other matters had been discussed until then.

The 2nd town hall meeting was the start of a whole new direction. Fifteen groups chose 30 words each. Then, they chose 10 out of them and based on these 10, 2 keywords for the future and 5 keywords for the present were sorted out. Once discussions and selections were completed, each group presented.

Second Town Hall Meeting



"Group 1 chose 'Passionate, Coexistent and Vital' as the keywords for the present. Seoul is objective-oriented and dynamic. It is a place where Deoksugung and Changdeokgung Palaces are located. It is where the history and present coexist, many different people live together. There was much dispute over 'Vital'. But we chose this word because we liked the idea that Seoul is a vitally interesting, exciting and fun place."

"Group 4 chose 'Coexistent, Converging and Possible' as the keywords for the present. Only 10% of Seoul's populations were born in Seoul. Seoul has such a diverse population. So many different kinds of people, different cultures. So we completed this sentence: 'Different people coexist and converge to make Seoul a city where everything is possible.' We personified Seoul as a high school girl having lots of possibilities. This high school girl called Seoul embraces diversity and grows into a mature lady, and this process is well summarized by the keywords for the future we chose, 'Mature, Cooperative'."

Presentations were acclaimed by thunders of applause. All participants looked nervous before presentations, but once they began, they tried to speak logically as they explained their rationale for their keyword selection. Presenters were enthusiastic as they knew their thoughts and decisions would be used to create Seoul's new brand.

"Group 8 selected 'Humanism and Communication' as the keywords for the future and wrote a phrase. 'Communicate Together, Communicate Feelings, Communicate Fun and Communicate Passion.'"

Interesting ideas intrigued all. Citizens present seemed to have forgotten about time, fully immersed in the presentations. The highlights of the day came when Group 15 consisting of junior journalists began presenting.

"We selected 'Progress' as the first keyword for the present and created the phrase, 'Thinking, Progressing.' Our second keyword is 'Harmony'. We used this word to create the phrase, 'Harmony of a View of the Past and Buildings of the Modern Age'. Our third keyword is 'Freedom'. With this, we made the phrase, 'Freedom of Progress in Search for Citizens' Ideas'. For the keywords for the future, we chose 'Relaxation' from 'Relaxing' and 'Creativity' in the painting of a white flower."

Two young presenters took turns and spoke to the audience during their presentation. The audience gave them a big hand as these young journalists bravely and boldly spoke to the adult audience. The 2nd town hall meeting ended as this presentation by young journalists finished.

• The view of Seoul in the Keywords •

How did the citizens attending the 2nd Town Hall Meeting feel that day? Juyeon Kim, a member of Everyone's Seoul said:

"Thirty minutes before the 2nd town hall meeting, I was seated at the table, waiting for the participants. I was excited to meet my group members and then felt concerned about the outcome. Time really flew. It was an interesting feeling of excitement about meeting new friends, mixed with anxiety. I was really restless. Then came a student, a college student wearing a smile, an out-spoken lady, shy yet mature-looking lady, a gentleman in his 50's. We all sat at the same table. We were six in the same group as diverse as the various aspects of Seoul."

That day, the agenda of the Town Hall Meeting was to talk about Seoul. Then, we began to select the words befitting Seoul and create sentences with them.

"I felt rewarded as I thought about the new possibility created by Seoul's diversity, but I also asked myself if there was anything I missed. Seoul can be our pride when we are speaking to people from elsewhere, but citizens could miss out on something."

"We talked about Seoul with various stories and expressions from our diverse personal experience, but soon realized our stories are essentially one. The new possibility created by Seoul, a city of diversity well represented the present progress of Seoul. At the same time, though, I agreed with another participant's advice that harmony between people should be stressed."

The 1st session ended and the 2nd session began. We compiled an action plan to implement the Seoul hoped for by its citizens of today.

"As we talked about Seoul, a thought came across my mind. It wasn't just me, but all the others were thinking the same thing. It was interesting to see how we achieved a consensus although we were different. That was Seoul. I felt the same as I watched other groups give their presentations. Fifteen presentations represented our quest to create the Seoul brand, centered around humans.

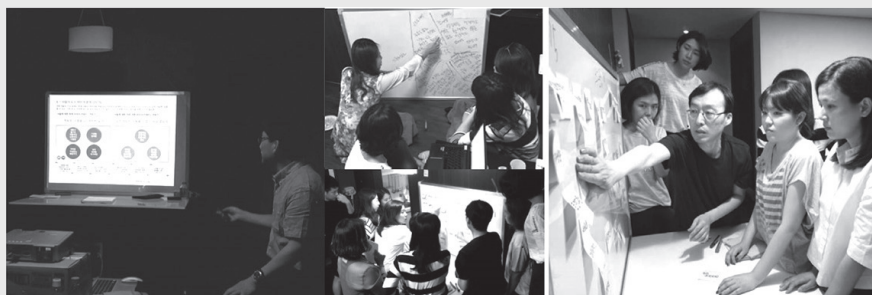
"They say, 'People are born in a city. And the city is created by people.' I didn't understand it better before all presentations ended. The town hall meeting itself was the evidence that we were working out the purpose of this initiative, as we talked to achieve a consensus although we all had different thoughts. In that sense, the meeting was full of meaning to the participants and planners alike."

The 3rd town hall meeting was cancelled due to the outbreak of MERS-CoV. Instead, we held a workshop on June 13th. We analyzed additional research data and narrowed the keywords to 26, from which we selected 15.

From 5 p.m. to midnight, we had an intense discussion in the conference room. Everyone's Seoul Vice Director Hoochan Shin recalls that day:

"Before the meeting, we received the basic materials and experts gave a briefing, too. Members of Everyone's Seoul are enthusiastic about and interested in the Seoul brand and experts themselves, so their input inspired us. Designers gave design tips and activists in the outreach for the disabled talked from their professional perspective. During the 3rd town hall meeting, teams selected words representing Seoul's past, present and future, based on which all discussed one word after another. It was a processing of grouping subordinate concept words under the main concept word. It was not a simple thing to collect and sort words. I really thought deeply about Seoul. The process was possible because I really thought about Seoul very hard. Because MERS-CoV was spreading, only Everyone's Seoul members gathered at the 3rd town hall meeting, but it was as meaningful and joyful as the earlier two."

• Get Ideas from Citizens •



Civil Workshop Presenting Identity

Finally, the core keywords were selected: "Coexistence, Passion and Relaxation".

██████████ "Coexistence," as the word brings out, means being together in harmony. Open to all, no discrimination, real coexistence. It also means that Seoul has different elements in harmony and balance such as palaces and skyscrapers, mountains and rivers and Koreans and people from all over the world. Seoul is in line with the spirit of the age because people of Seoul acknowledge and respect differences, refuse to be confined within a uniform framework and embrace various values. Preserving the heritage and combining it with modern sentiments and sustainable value for the next generation are represented by the word, "Coexistence".

██████████ "Passion" is related to an open attitude for new possibilities and a challenger's spirit to create a better future. It also means that Seoul has vital energy as a city. On the other hand, it expresses the determination to create and change to secure the future values represented by words

like international, modern and advanced. It represents a direction to actively embrace new trends and advance into a modern city full of things to see, enjoy and delight in.

■■■■■ "Relaxation" represents Seoul's aspiration for improved quality of life. It seeks to overcome complexity and confusion caused by busy and hectic city life, often symbolized by heavy traffic. This word involves a hope that Seoul evolves from a functional location, like a center of economy, society and culture or the capital of the country to a place sensitive to the happiness and satisfaction of its residents. It is hoped that Seoul, currently a busy and hectic city, will become a relaxing place in which all living in it respect and consider one another.

On July 13th, 2015, the Seoul Brand Idea Contest began, seeking ideas centered around Seoul's core values, "Coexistence, Passion and Relaxation". It was directed to the citizens of the whole world. That contest was especially meaningful in that it employed various ways to include all kinds of people.

As we wanted to hear what people would say about the city of coexistence, passion and relaxation, Seoul, we planned a "Contest Delivered to Your Door" to reach out to those with limited access to an event like this. It was the start of our 44-day-long journey that lasted from July 20th to September 1st.

• Seoul Reborn as Your Beloved One •

At the start of our contest, the "Seoul Brand Identity and Concept Report + Contest Briefing" was held in the Main Conference Room in the New City Hall Building. The briefing was attended by many citizens who were interested in Seoul's new brand.

"We are about to start the briefing on Seoul's new brand. First of all, I will tell you about the background of the project. What do you think about "Hi Seoul"? Our research shows this brand is not loved by citizens of Seoul. In a sense, it is not your family or friend, it's more like a person you just know. Brands like "I Love New York", "Be Berlin" or "I Amsterdam" tell us that the people of those cities love and cherish their city brands. They let people express their love and attachment, which are clearly shown on the looks on peoples' faces. No doubt, people from abroad began to like the cities. There is yet another reason to create a new brand for Seoul. Yearly, we are visited by 20 million tourists from around the world. To be one of the top 3 MICE cities, we need to renew our brand."

After the background of Seoul brand was explained, a talk on how to create the brand began.

"The key feature of this project is civil participation. Not just mere participation, but leadership to create the brand from the scratch. I believe it is a method never attempted before. That's why we have worked with volunteering citizens from the beginning. We were able to save costs as we utilized a lot of references on branding provided by Seoul Metropolitan Government.

Once it was stated that the Seoul Brand Contest would be led by citizens, participants of the meeting seemed surprised once again. They knew from our large-scale promotion that Seoul branding would be achieved through civil participation, but they had not known that feedback from citizens would affect the procedure. Soon, the method of analyzing ideas from citizens was explained. Seoul's potential was also discussed.

"Seoul is already evolving from a metropolis to a megapolis. A megapolis serves as a hub between other areas, unlike a metropolis. In this way, Seoul is constantly changing. However, one thing remains unchanged. That is Seoul has nature in it. We may not think highly of it, but the World Cup Park is a marvel to many environmental activists. They say it is like a miracle to turn a former garbage dump into a pretty park. Additionally, the Hangang River and mountains surrounding Seoul are our assets, too. There are many cities that have fortresses, but it is only Seoul that has the Fortress Trail. We are making efforts to add it to the UNESCO's Cultural Heritage list. If we successfully connect all trails into one main trail to let our people

and foreigners to walk on it, we can make this trail Seoul's unique, beautiful spot."

A picture of the Namsan Mountain taken from Bukchon Hanok Village showed the harmony of skyscrapers and the features of our past. The Wunhyeongung Palace and modern buildings were also together in the same frame. The most interesting picture was the one taken at the Bongeunsa Temple. Behind the stone Buddha, the Gangnam area could be seen. Ironically, it looked as if Buddha was looking at the casino. Contradiction, this, too, was Seoul.

"We cannot make a brand only with Seoul's positive aspects. We need to accept our negative aspects and use them to create a positive vision for Seoul's new brand. That's what we expect from you."

After the briefing about Seoul's history was completed, the present life in Seoul was explained.

"Our research shows that Seoul is changing faster than any other city. It is becoming older, more multi-cultural and more polarized. The stress index is extremely high, too. Our system is not kind to foreigners. However, Seoul is dynamic and diverse."

Once we were finished with the story about Seoul, we introduced Seoul's identity keywords, "Coexistence, Passion and Relaxation".

"Our reality is two-sided. Coexistence represents the vision of Seoul. Our democratization and industrialization were possible because we had passion in our hearts. Powered by passion, we did not learn to relax. Relaxation was selected in the hope that we will be more relaxing toward diverse cultures and foreigners and give ourselves some repose.

Once the keywords were explained, we began explaining the criteria for the idea contest. We could sense the heat in the auditorium.

"A brand like 'I Love New York' was created using an older method, but those like 'Be Berlin' or 'I Amsterdam' were made according to the current city branding trend. What we would like to hear from you is a future-oriented method. The answer is with you. Unique ideas are welcome. They need not be perfect. We will accept whatever idea that's inspiring. It can be peculiar and strange, something childish is also welcome. Do not keep it to yourself. Let people around you also participate."

The briefing was both serious and exciting. Once the briefing was over, those in attendance left, each person with a contemplative look on their face.

• Why We Call It a Contest Showing Consideration •

Right after the briefing, the contest began. Of course, we accepted ideas online, too, but at offline sites like Seoul Citizen Hall, many ideas were received. One of the features of this contest was a "Contest Delivered to Your Door". It is certain that this type of contest has never been attempted in the past. Everyone's Seoul handled all the preparation. We visited those less advantaged, those with limited internet access and places where there were local and international tourists to collect fresh ideas.

On July 29th, we visited the Seoul Senior Welfare Center located in Jongno-gu. There we found senior citizens who belonged to a cartoon club.

"We are volunteers from Everyone's Seoul Brand Creation Group. Seoul Metropolitan Government is going to create a new city brand and we wanted to hear your ideas."

"Well, I'm not sure what you're talking about."

Contest Delivered to Your Door



Senior citizens we met knew what a brand meant, but did not really understand what a city brand was. We explained the difference between a slogan and BI, but they did not seem to understand. Not giving up, we continued to explain in further detail. The senior citizens looked curious now.

"Now I know what you're talking about. But how can we do such a huge job? I don't have any idea. I don't even know what is popular these days."

"Don't worry, Sir. We will help you do this job. No one can offer an idea when unprepared. After all, we are not branding experts, either. You can just tell us your own story of Seoul. Think back to what it was like when you were young."

"Do you know there were white beaches along the Hangang River?"

Reminiscing about their youth, the senior citizens began to talk about Seoul years ago. Soon, they were giving a lengthy talk.

"You never know how clean the Jungrangcheon creek was. There I went fishing with my father. But now, it is all stinky and dirty."

"I wish Insadong Pimatgol had never changed. It was where I used to hang out with friends."

Talking about the Seoul they remembered, they looked back on their past. After an interviewee finished talking, we had him write down a place and a memory about it, what he disliked about Seoul, what he hoped for Seoul, etc. on a sticky note.

Some interviewees found it hard to continue talking.

Then we played a game, encouraging them to think of images.

"What comes to your mind when you hear 'Seoul'? What animal comes to your mind? What was your best memory about Seoul?" We asked, and they wrote the answers on a sticky note.

A citizen interviewer named Jooyeon Du (resident of Songpa-gu in her 40's) who participated in the "Contest Delivered to Your Door" said she heard a lot about Seoul that day.

"When we visited people, they asked us, 'What brought you here?', almost everywhere we visited. However, as we played an image game and talked about Seoul with them, we found them growing excited. Some said, 'Oh, yeah, I remember Seoul back then. Oh! There are so many fun things about Seoul.' Some said they felt sad about Seoul today. Our elderly friends in particular said, 'There were so many little streams. So many historic sites in Jongno. Seoul is developed well and convenient today, but our old places are disappearing.'"

"When people hear the word contest, they say it is not applicable to them, thinking that it is a job done by professionals. They don't want to participate. But they actually enjoyed participating when we visited them

and asked them to talk. All because every single person living in this city has their own story. If there is someone who's interested in it, they are happy to tell us. It was a special moment, good experience personally."

Everyone's Seoul visited organizations for the disabled, too. A member named Deokgu Kang (resident of Jung-gu in his 20's) gave this idea, as an operator of a social business.

"The disabled find it hard to go out. It is far better for us to visit them if we are to listen to their ideas."

Since inclusion was part of the Seoul brand creation project, this suggestion was heartily accepted.

On August 18th, we visited the Korea Culture and Arts Club for the Disabled. When we arrived, we found the "harmonica and singing class" was in progress. The harmonica sound warmed our hearts. The moment we entered the facility, we instantly felt they were very concentrated on music. We had to wait to introduce ourselves as interviewers collecting Seoul branding ideas. First, we began by singing with them.

"To open their hearts and start communicating, we learned to sing together. It was an interesting experience to sing among wheelchairs."

When the class was wrapped up, Everyone's Seoul immediately began explaining our Seoul branding project. We talked to each one, had them write down their ideas on a sticky note. We extracted keywords for Seoul based on their ideas about the city of arts, benefits, possibility, infrastructure and complexity. Then we received the finalized ideas. Kang said it was very rewarding to implement the 'Contest Delivered to Your Door' to include the participation of the disabled.

"I think the 'Contest Delivered to Your Door' is an innovative initiative. I believe it has never been attempted. I felt really rewarded while I participated."

We also went to Yeouinaru Station and distributed our promotional materials to the audience of the Riverside Concert and explained our activity. We encouraged people to participate and accepted applications on the spot, too. Postcards and fans were distributed as gifts. Citizens there were happy to participate.

We visited Sunhwa Arts School located in Gwangjin-gu. There, too, we conducted the 'Contest Delivered to Your Door' event in the 8th grade Fine Art Class. First, we met 30 design students and introduced our contest to them, explaining what a slogan and BI were all about. It was a successful event. Some students looked excited about the possibility of winning prize money. Others excitedly took pictures of the poster we distributed. It was the end of the "Contest Delivered to Your Door".

| Places Visited for the "Contest Delivered to Your Door" |

Target	Venue
Senior Citizens	Seoul Senior Welfare Center (2 times), Sinbon Center for Seniors, Seongbuk Senior Welfare Center
Disabled	Hongdae NADA Festival, Korea Association of Muscular Disability, Muscular Disability Picnic, Nanji Camping Ground, Korea Association of Visually Impaired Women, Catholic Peace Broadcasting Corp.
Youths	Changdong High School (2 times), Seongnam High School (2 times), Yeouido Girls High School (2 times), Choongang High School, Sunhwa Arts School, Yeongdeungpo House of Youth Culture, National Club of Geography Teachers, Gungjeon Kindergarten in Galhyeon-dong, Math Academy in Gwang-jang-dong
Multi-cultural Families	Yeongdeungpo Southwest Global Center
Key Events	Seoul Night of Culture, Podcast Public Broadcast Celebrating the 70th Anniversary of Independence, Eve Festival Celebrating the 70th Anniversary of Independence, Riverside Music Concert by Seoul Philharmonic Orchestra, Hangang Mongdang Summer Festival

• Promotional Campaign to Encourage Participation of Citizens with Ideas •

We tried to attract interests by promoting the process of our citizen-led Seoul branding. We tried to encourage interest and fun for the new brand using the language from the citizens. We received a copy that said, "I know what public servants will do". We also began a campaign using a provocative phrase like "What is hot? What sounds great? Doesn't Seoul have a nickname?" Also, celebrities participated. There was an event that asked people to "Be our Dojeon Jeong!", mentioning the "designer" of the Chosun Dynasty. Actors Soohyeon Kim and Ara Ko stimulated interest with the phrase, "My sister, do you know Seoul well? My brother, do you know Seoul well?"

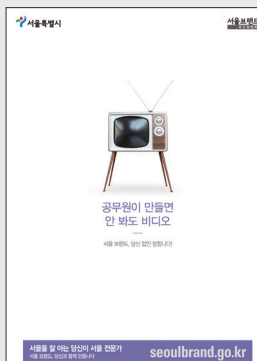
| Promotional poster created based on citizens' ideas |



Actor Soohyeon Kim



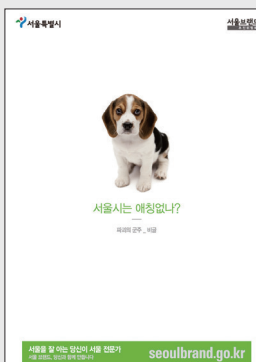
Actress Ara Ko



I Know What Public Servants Will Do



Foreigner



Beagle



Dojeon Jeong

"I know the phrase was design to encourages the interest of citizens with feedback, but it is really annoying. Is the work of public servants that trivial? You're really putting down the efforts of the public servants who are working hard where you can't see."

Public servants raised questions about the phrase. Some said, "You're underestimating public servants." Some even protested over the phone. Some public servants thought highly of the phrase, but others wondered who our promoter was. What, then, was the feedback from people?

"Are you suggesting public servants of Seoul Metropolitan Government are incapable? If they are, what about the taxes we are paying to keep them? Will Seoul's public servants like this phrase? I wonder if Seoul's public servants are such a problem that we citizens have to give a hand."

"A better idea would be collecting ideas from people and encouraging them to participate in a positive way. It is not a good idea to put someone down."

"Why not understanding the phrase as a way to show we are ready to accept ideas? Public servants may not like the phrase, but it may be better for them to recognize their limitations and ask for input than to just keep their work to themselves."

Citizens liked or disliked the phrase, but overall, they found it fun.

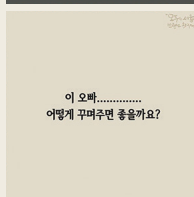
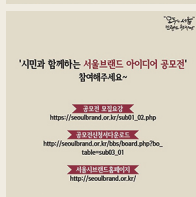
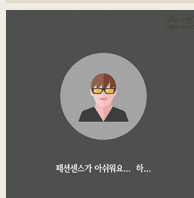
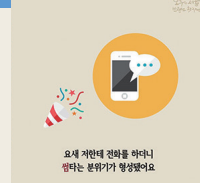
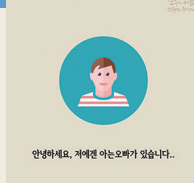
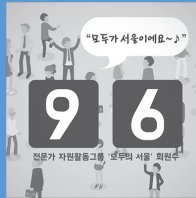
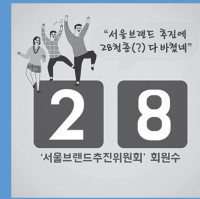
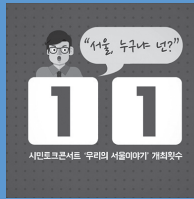
The 2nd campaign was a phase in which we learned about the nature of Seoul. We personified Seoul and shared ideas about the color, smell, sound, feel and flavor of the Seoul brand with people during our campaign.

Once identity keywords were selected and the civil contest began, we started promoting our activity, encouraging participation. One of our efforts was the card news explaining the core keywords of the Seoul brand. We sorted only the key points and combined them with images, making them easy for all to understand. We summarized the need to change the Seoul brand, making it clear and easy to understand. Of course, we used all other means of promotion, including video ads on YouTube.

Everyone's Seoul also began promoting the Seoul brand contest. One of them was the "A Guy I Have a Crush on" concept. "If a guy you have a crush on has a good voice, yet a bad fashion taste, how can you help him?" We thus personified Seoul as a guy someone has a crush on. This made it seem easier to participate.

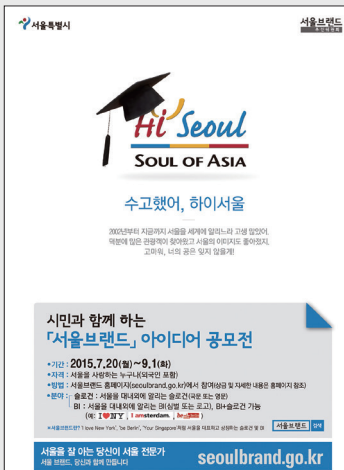
We also gave a light "threat" to participate with a video, saying nothing would be accomplished without civil participation. It was a video using a promotional poster entitled "I know what public servants will do". This video was shared via SNS channels and Seoul City also posted it on the Seoul brand website.

Card News, "Password" Episode



Final Three Ideas Selected

Our 44-day Seoul brand contest lasted from July 20th to September 1st, 2015. We were surprised to see enthusiastic participation. A total of 16,147 Seoul brand ideas were received and it was twice as many as the 8,064 ideas collected before "Hi Seoul" was selected in 2002.





Hi Seoul contest (left) and "Be our Dojeon Jeong!" Seoul brand contest (right) posters

Compared to the National Tourism Brand Contest of 2013 which received about 5,000 entries, our contest had much more participation.

To be more specific, we received 8,846 ideas online via the Seoul brand website and 7,310 ideas offline on sites and during our visits to people with limited access.

We received 13,459 slogan ideas from Korea and 151 ideas from overseas, totaling in 13,975. But for BI, we received only 2,021 ideas from Korea and 516 ideas from overseas, totaling in 2,172. The total number of participants was 15,480 Koreans and 667 foreigners. Various media channels were also enthusiastic about this Seoul brand contest for citizens' ideas. Many articles introduced our initiative with such headlines as "16,000 Entries for Seoul Slogan Idea Contest for a Replacement of Hi Seoul", "1 out of 538 Civil Votes - Competition for Seoul's New Brand", "Up to 16,147 Entries for International Seoul Brand Contest with Record-breaking Results".

| Result of Seoul Brand Idea Contest |

Various Ideas Collected Online via Seoul Brand Website	On-site Collection and "Contest Delivered to Your Door" for Outreach
	
Online: 8,846 entries (7,468 entries via the website; 497 entries via Afreeca TV)	Offline: 7,310 entries (2,157 entries at Citizen Hall, 848 entries at Seoul Museum of History, 1,548 entries via "Contest Delivered to Your Door")

	Slogan	BI
National	13,459 entries	2,021 entries
Overseas	151 entries	516 entries

• Selecting Finalists from Citizens' Ideas •

Once the contest was over, we began selecting finalists as per the assessment criteria. First, we selected 1,000 entries with the help of experts. Then we selected 600 out of them with a group of 10 experts participating. Again, we selected 400 ideas including 200 slogan ideas and 100 BI ideas from adult · youth sections.

After that, we organized the Seoul Brand Citizen Ambassadors with 10 members, Seoul Friends (foreigners) with 5 members, Everyone's Seoul with 10 members, Chairperson of the Citizen Selection Committee, 1 Director of the Seoul Brand Promotion Committee, which together made up the Seoul Brand Civil Selection Committee. We selected 200 ideas with 25 people scoring the entries (100 slogan ideas, 50 BI ideas from adult · youth sections).

On September 3rd, we selected the 60 best ideas. This time, we considered creativity and relevance for Seoul's identity as well as possibility for enhancement through refinement. Based on this criteria, we selected 20 ideas for the slogan, adult BI and youth BI sections.

At first, we were not sure how to choose the best ones. However, with the help of the process organized by professional contractors, we were able to select the most relevant ones.

A member named Kangeun Lee (50's), who lived in Bucheon but loved Seoul very much recalls how her eyes were wide open at first. The place in which we were selecting the best ideas felt like the setting of a music video. BI ideas were printed out on the wall and I felt like a main character in the video.

When all citizens were gathered together, we began selecting.

It was noisy where we were, because we were all discussing freely. However, it was pleasant noisiness from people who loved Seoul.

There were ideas nobody liked. There was a pretty picture painted by a child. It was pretty although it was not selected as a BI. It was a picture of a family at Hangang, with mountains in the background. One of the citizens said, "I want to give a vote to all works if I could, regardless of the result." However, the evaluation had to be accurate and fair. Discussion after discussion, we reviewed the BIs that nobody selected. We discussed why they were not chosen by anyone and excluded them.

"Do we need to use English to describe Seoul? Other cities have used English words in their brands, but I don't think we should do the same. I think Hangul is more beautiful. It will be so from the viewpoint of foreigners, too."

Most felt the BI with the roof tile as a motif was boring. A member named Choonggap Lee (resident of Seodaemun-gu in his 30's) noted, "BI evaluation made me think everyone has different ideas."

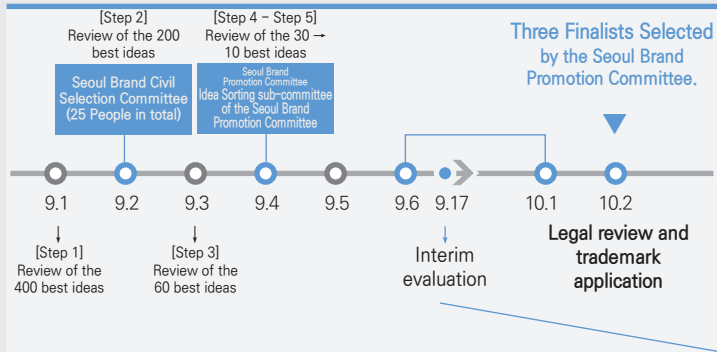
"Seoul is a place where you find the past, present and future, but the roof tile motif is too focused on the past. But foreigners said it looked beautiful. As we engaged in the selection process, we realized the brand should be based on both our view and the view of foreigners."

We produced a book of slogan ideas and each group took a turn considering it. Once again, we began an in-depth discussion about Seoul. It was far from boring and embarrassing. Many said it was fun. Some said it was so interesting that 2 and a half hours passed so quickly. Others said it was an opportunity to learn how foreigners viewed things. Kangeun Lee said the process made her think about the word, "us".

"Many ideas included words like 'we', 'us'. Frankly, they sound too typical. There is nothing new about them, but a journalist from abroad raised a question about these words. He said they may be commonly used in Korea, but not so in other countries. I realized it was necessary to engage with people from other cultures when creating a city brand."

We were there to create a Seoul brand, but also came to understand differences. Citizens participating felt that the opportunity to participate in Seoul branding was special in their lives.

| Civil Contest (draft) Selection Process |



• How Finalists Expressed Seoul •

Citizen participants selected the best 30 ideas. After that, experts began evaluation. First of all, a sub-committee of the Seoul Brand Promotion Committee began sorting the ideas. This time, a more detailed criteria including application to Seoul's identity, creativity, relevance, clarity, correlation, expandability, formativeness and degree of refinement applied. Each criteria item was assigned 10 points, totaling 100 points. The 10 best ideas selected by experts were subject to the interim evaluation on September 17th. It was to reconfirm the directions of refinement. Although we had 30 finalists, we needed to choose one that was the very best. So on October 2nd, the Seoul Brand Promotion Committee selected the best 3 out of 10.

■■■■■ 'I·SEOUL·U' was developed as a relationship-oriented brand to enable sharing, diversity and inclusion. It depicted Seoul as a connecting chain between different people.

The originator of this slogan, Harin Lee thought of this idea while commuting by subway.

| Finalist 1. I·SEOUL·U |



[Brand Definition]

Seoul connecting you and I for our coexistence

[Brand Statement]

There is Seoul between you and I.

You and I, citizen and citizen, citizen and world citizen. There is Seoul in relationships. Seoul is a place where different generations, nationalities, mountains and rivers, palaces and skyscrapers exist in harmony and balance.

Passion and Relaxation are represented by the two dots before and after Seoul. Seoul is in the center of these two values.

There is a red dot next to "I", symbolizing Passion. The blue dot next to "U" symbolizes Relaxation. From Passion to Relaxation, everything is in harmony in this city, Seoul.

The Korean consonant, "ㅇ" replaced the English letter, "O".

By doing that, we could also make the brand express Korea's pride and express the coexistence of Seoul and the world. The Korean consonant, "ㅇ" is also the shape of a Korean traditional door handle, which means Seoul is like a door you can knock on and open.

"I thought a lot about Seoul. The first thing that came to my mind was the image of Gwanghwamun lit at night. I also wondered what others thought of and then I realized Seoul is actually living, changing and moving at that moment. So I wanted my idea to represent the Seoul that each of us thought of, although it was just a name. That's how I thought of 'I·SEOUL·U' 'SEOUL' can be replaced by many other words, like LOVE, ENJOY or MISS. It is also a form of connection between you and I. Like 'I·SEOUL·U' Each of us is ourself and a stranger to others. So we need to respect differences and coexist in harmony, creating the future of Seoul. Diversity and passion have powered Seoul so far, but I think relaxation needs to be added to Seoul."



■■■■■ 'SEOULing' is a slogan expressing the dynamics of Seoul. This slogan represents coexistence, openness to new things, passion for changes, warm consideration and respect in all relaxation. The originator, Ajin Kim explained it this way.

| Finalist 2. SEOULing |



[Brand Definition]

Human coexistence in the middle of change in Seoul

[Brand Statement]

Everyone changes, everyone coexists.

Seoul is a dynamic city that is constantly changing, but that change does not mean separation from the past. It is where the past, present and future coexist in harmony. All change that occurs in in Seoul is implemented within the boundary of coexistence.

Seouling is carried out by people (i).

No asset or change to Seoul is more important than people in it. At the center of Seoul's change are humans, citizens, world citizens. As long as people are at its center, both Relaxation and Passion can coexist.

Relaxation (seoul) represented by blue and Passion (ing) represented by red coexist.

Seoul is a Passion-powered city offering opportunities for Relaxation. We are now ready to grow out of the busy and hectic atmosphere and relax. We dream of improved quality of life, helping one another.

"My slogan means 'Seoul is doing something'. Seoul is coexisting. Seoul is carrying passion. Seoul is relaxing. With 'ing', I tried to express everything that is in progress in Seoul. 'I'm Seouling now.' How about that? All our movements in Seoul is Seouling."



■■■■■ 'SEOULMATE' represents Seoul as a city like a companion. 'Seoul' without 'e' is 'Soul'. That represents Passion. We can even play with words like, "Seoulmate is a Soulmate". Mates of Seoul are our soul mates, real friends. Kyuho Han, the originator who is a high school student explained it like this.

| Finalist 3. SEOUMATE |



[Brand Definition]

Seoul of Coexistence, Passion and Relaxation, just like a buddy

[Brand Statement]

Seoul is my soulmate, someone who coexists with me

Seoul is a friend to citizens of Seoul and all people of the world who coexist. We want to make Seoul a friend we can communicate with, soul to soul, not just someone we know.

Seoul has Relaxation, Seoul has Passion.

Beyond the passionate look of an artist and athlete, there is relaxation for all those who care about each other.

Alphabets "E" and "O" are one.

They are combined into one to create the word, "SOUL". We are all SOULMATE with Seoul and with our coexistence and harmony.

"SEOULMATE is an idea I thought of while enjoying music. Rhymes are important in rap music and SEOUL-MATE was created while I thought of rhyme. Seoul rhymes with 'Soul' and I thought about what can follow these words to make them sound smooth. I thought that 'mate' would be the right word after I contemplated it for a while."



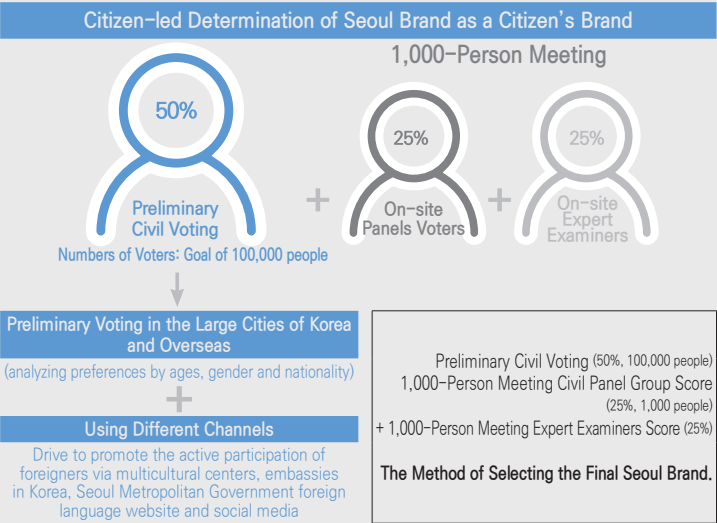
I·SEOUL·U

Part 3

Unveiling 'I·SEOUL·U' Festival will be Held

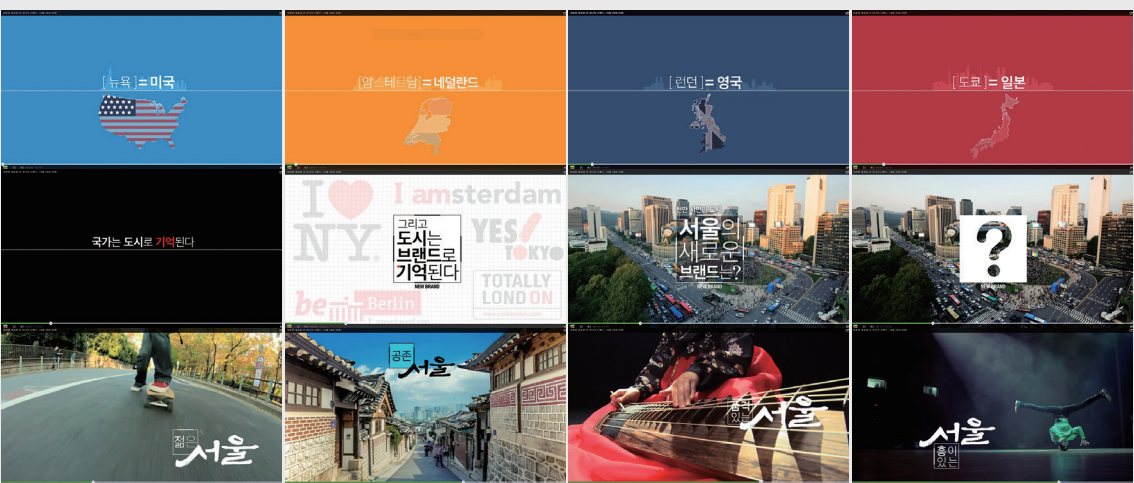
Invitation to Seoul Citizens

On October 28th, Citizen Day, the new Seoul brand was determined by a voting group of 1,000 members representing the 10 million citizens of Seoul. Preliminary voting was carried out to determine the Seoul brand. Samples were taken by analyzing preferences by ages, sex and nationality in the large cities of Korea, and 100,000 people casted votes through different channels including the foreign language versions of Seoul Metropolitan Government website, from October 8th to 26th. It was finally determined by totaling the votes of 1,000 people and evaluation of experts in 25% respectively, with the on-site evaluation on October 28th. An awards ceremony was held where the result was announced. Finally, a festival followed with a celebration performance.



First, 1,000 on-site panels were invited through Seoul Brand homepage from September 14th to October 4th for the 1,000-Person Meeting on October 28th. Meanwhile the on-site expert evaluation group consisted of 5 members from the Seoul Brand Promotion Committee and 5 external experts.

Seoul Metropolitan Government also made efforts to promote the brand. A festival requires many visitors, so media advertisements were made through several channels. One example was a poster saying, ‘What will you do on October 28th? Come to our party!’ Specifically, the online panel invitation was used to announce the details of the 1,000-Person Meeting on October 28th.



Promotional video of 'A Country is Remembered with its City'

Seoul released the promotional videos through Seoul Brand homepage, Seoul Metropolitan Government homepage and YouTube.

One of them is the ‘A Country is Remembered with its City’ video, which shows that a country is remembered with its city, such as New York for USA, London for UK, and Tokyo for Japan. It shows skateboarders, Seoul where the old and modern times coexist, and Seoul citizens having fun. Additionally, it announced that the Seoul brand would be determined on October 28th to include all of them. A promotional video, ‘Blockbuster City Brand’ was a representation of confidence in the Seoul brand. Starting with the statement, ‘A blockbuster city brand is coming to compete with I Love New York and Rain Berlin,’ the video shows the details and process of creating the Seoul brand.

The music videos of K-Pop musicians, who were invited to the Seoul Brand Proclamation Ceremony, were used. The new Seoul brand was defined with the song titles of those K-Pop musicians. It was like AOA is heart-attacked with Seoul Brand (Heart Attack by AOA); Seoul Brand Only You for Bangtan Boys Group (Only You by Bangtan Boys Group); Seoul Brand is the ice cream for Red Velvet (Ice Cream by Red Velvet); and Seoul Brand is the oasis for ToppDogg (Oasis by ToppDogg). The promotion was made in the card news format. It stimulated curiosity in the Seoul Brand by expressing the process with numbers. The famous TV show, Mask King was parodied with the card news to encourage participation in the 1,000-Person Meeting by Everyone’s Seoul. It described that the final winner would be determined on October 28th through the final game to unveil the winner.

Sketch of the day

On October 28th, the Seoul Plaza was full of citizens. The participating citizens could not hide the excitement on their faces. They were even more satisfied with the fact that it was the citizens' festival where the Seoul Brand would be created and determined by themselves. The feedback was also positive because the Seoul Brand would be proclaimed especially on Seoul Citizen Day.

- **Citizens with different faces** •

The Seoul Plaza was already crowded with citizens even before the event started at 6 p.m. Those who had not been invited were stamping with their feet. It was cold but the response from the citizens was hot. Some families came with their children while some old couples were sitting hand in hand. Foreign visitors entered the venue of the 1,000-Person Meeting with curious glances. Some people were talking about the candidates.

A mother was explaining the meaning of the event to her two daughters.

“Which country is your favorite?”

“Korea, Republic of Korea.”

“Yes? Seoul is the capital of Republic of Korea. The capital means the center. Today, we will give a nickname to the center.”

The children were nodding their heads while watching people with curiosity. They often asked questions as if it was their first time to see the stage.

There were foreigners as well. Irina from Russia was doing dance steps to the music that was playing before the event started. Irina had been staying in Seoul for 3 out of the 8 years she has been in Korea. She said that she had often participated in the events which show the culture of Korea and that it would be a good opportunity to feel the culture of Seoul citizens.

There were many high-school students. They were especially excited because they would get to see their favorite idol stars. They were also citizens.

Citizens are waiting for the Seoul Brand Proclamation Ceremony.



“Originally, I thought I was just a kid, but now I feel like I’m a citizen because I can cast a vote in this event. It is more interesting and exciting than I expected.”

Even many citizens were watching the 1,000-Person Meeting from the outside of the venue because there was no space inside. The safety guards were busy guiding the citizens. The media also were busy reporting. Some reporters were already positioned and ready to report about the event while some cameramen and journalists were busy interviewing citizens. There were some 1-person media. Some citizens brought telephoto lenses to take pictures of the day.

• Boom! Boom! Boom! The sound of drums •

The drums started to boom. With the sound of the drums, the citizens started to find their seats. The sound of the drums was becoming louder. It was the beginning of the Jam Stick performance. A band came out from backstage following the sound of the drums. An electric guitar, drums, marimba and electronic keyboard started playing in harmony. The melody of ‘Arirang’ resonated.

Seoul Brand Proclamation Ceremony



Seoul seemed to be represented by the dynamic sound of the various tempos of Arirang. The traditional Arirang had been arranged in a modern style to represent the present and future of Seoul. After the performance ended, the main event of the Seoul Brand Proclamation Ceremony started.

The event was hosted by Mr. Kyeong Seok Seo, a comedian and Ji Ae Lee, an announcer. They were excited because they are also citizens of Seoul. The 1,000-Person Meeting was very smooth with their help.

When talking about the process to create the Seoul Brand, a video was played to show the requirements of Seoul citizens. After the video finished, Mr. Kyeong Seok Seo asked three questions to practice how to use the electronic voting device.

The first question was about the number of ideas submitted for the Seoul Brand Idea Contest. The second question was about the number of members of the Seoul Brand Promotion Committee who participated in the development process through the public and private cooperation governance. The third question was about the date of the day of the Seoul Brand Proclamation Ceremony. Even though they were just learning how to use the electronic voting device, but the Seoul citizens were enjoying the moment in the Seoul Plaza. The most important job for them was to select the brand for Seoul.

First, video presentations were performed to show the nominated ideas. Everyone was concentrating on the videos. The Seoul Plaza was full of audio of presentations. The first idea was 'I·SEOUL·U' displayed on the large screen.

'I·SEOUL·U'

Seoul is a city where I, you, citizens of Seoul and citizens of the globe are coexisting in harmony. There are different generations, nationalities, rivers and mountains, palaces and skyscrapers and people in Seoul. Seoul is the city where we live together for a long time and where passion and relaxation coexist.

My and your Seoul, there is a red dot representing passion by myself. There is a blue dot representing relaxation by you.

The English alphabet 'O' has been substituted with the Korean consonant 'o' to express the coexistence of Seoul with the rest of the globe. My and your Seoul, 'I·SEOUL·U'



Video of 'I·SEOUL·U'

'Seouling'

Seoul is always progressive, Seouling.

Coexistence of different values in harmony.

Passion to change with new and open mindset.

Relaxation through consideration and respect.

Seoul, where the past, present and future coexist.

The core of Seoul and change is the 'i' meaning the human.

Seoul, a traditional city where traditions and future, challenges and joy, city and nature, and blue relaxation and red passion coexist.

Coexisting and moving forward together, Seoul is progressive for everybody. Happy future progressive, Seouling.



Video of 'Seouling'

'Seoul Mate'

We have spent times of new potential and passion together in Seoul.

We have shared relaxation even in our busy and hurried lives. We have been and we will be together recognizing and respecting our differences. Seoul is our soul mate, coexisting constantly with the passion and relaxation. My mate, Seoul. Seoul uses its unique color, the Dancheong Red to express its lively energy. It uses the Seoul Sky Blue to encourage relaxation in the busy urban life.

Like a friend, Seoul coexists with me in passion and relaxation. Soul Mate, Seoul Mate. My mate, Seoul.



Video of 'Seoul Mate'

• Find an answer for the last question •

After the presentation finished, the idea creators and design retouch experts came onto the stage to answer the questions from the other experts. Wearing their respective logo T-shirts, they looked nervous in their faces.

The I·SEOUL·U team was asked about the meaning of dots between the I and U. They were also asked if there is any complementary way to deliver the meaning of the phrase given that 'Seoul' is positioned in the middle. The retouch expert of the team answered that the dots between I and U mean the dots themselves as well as beginning of everything and starting of all connections. Also, he explained that they would help communication by creating tags in different languages such as My and Your Seoul.



'I·SEOUL·U' Creator : Harin Lee / Hyejin Choi,
Retouch expert : Jihyeon Hwang, Principle (Meta) / Dohyeong Kim, Director (CDR)

For Seouling, some said that it would be good to give active meaning to it such as 'Let's Seoul! Will you Seoul?' instead of using progressive. The team was also asked about the direction of 'i,' which looks like a walking man.

The creator of the slogan answered that the original meaning was Let's Seoul but it had been changed in the design supplementation process. He added that if it would become the Seoul brand, it would be interpreted in a broader perspective with more open mindset. The design retouch expert said that the 'i' had been designed to indicate that Seoul is a city where we can walk together and it means that we walk with the identity of Seoul.



'Seouling' Creator: Ahjin Kim,
Retouch expert: Yeongok Shim, Principle (Meta) / Gyeongjae Lee, Head of Department (CDR)

For Seoul Mate, it was pointed out that it did not feel the passion, coexistence and composure as the identities of Seoul. Some said the design of 'E' and 'O' made it look like 'Soul' instead of 'Seoul.'

The retouch expert of this team explained that it means comfort, composure and coexistence with friends and passion to do anything with them. He also explained that the ambiguous design was intentional. He added that he refined the design to highlight the meaning of soul mate.



'Seoul Mate' Creator: Kyuho Han / Jinkyu Yang,
Retouch expert: Sangman Kang, Director (Meta) / Hyesook Jeong, Assistant Manager (CDR)

After the Q&A was finished, one of the expert examiners, Mr. Yukyung Kim, Vice President of Hankuk University of Foreign Studies said, "These 3 ideas have excellent potential and it is sad that we must choose only 1 of them. I just hope you cast your votes while considering competitive edge of Seoul against other cities." He added, "This city brand must be future-oriented instead of being completed as a participative brand to contain the identity of Seoul."

• Winner of Seoul Brand •

The Q&A was followed by experts casting their votes. The experts' votes were responsible for 25% of the final result, so some expected that the Q&A would decide the voting result. However, the result was surprising. 9 examiners casted votes for I·SEOUL·U. Mr. Kyeongseok Seo told a joke that they asked more questions to the Seouling and Seoul Mate but casted votes for I·SEOUL·U. In the tense moment, it was an opportunity for the citizens to laugh and catch their breath. The following was the voting by the on-site panel group. Holding the electronic voting devices in their hands, the faces of the citizens were full of excitement and anticipation. The on-site panel also casted the biggest number of votes (682) for I·SEOUL·U. Some of them shouted or shook hands with each other to celebrate the high vote score of their choice. Now, it was time to total the voting results of experts and citizens. The final result would be announced in the second part. Instead, a Seoul Brand documentary video was played back under the theme of 'Memory of 30 Weeks of Civil-driven Seoul Brand Development.' Then, part 1 of the ceremony was closed with the Seoul Metropolitan Chorus singing medley of Seoul-themed songs.



Examiners (from the right): Minki Kim, Myeongkwang Kwon, Yukyung Kim, Jaedong Park, Hyekyeong Lee, Byeonghee Kim, Gyeongdeok Seok, Jei Lee and Luke Ashton.

• Announcement of the brand created by the citizens •

The drums started to boom again. It was a Large Laser Drum Performance. Green laser lights came out from the stage over the citizens. It was like a brilliant space show. It was like a motion to signal the end of long journey. The colorful images resonated as if to say "Announcement of the brand created by the citizens." It felt resolute. Then, a short musical started. In the song titled, 'Let's Take a Trip!' the actors acted and danced with excitement to liven up the mood. With the dance performance of Paris and culture of New York, the citizens were enjoying the Seoul Brand Proclamation Ceremony.

The time had come to announce the final result. All the citizens stared at the large screen. The Multi Show expressed the face of Seoul. The Seoul-themed graffiti expressed Seoul in a humorous manner. It showed the palaces and nature of Seoul. Then, the video showed stars of space spread in the sky of Seoul. It was Gwanghwamun, as well as the road along the city wall. The music suddenly changed. A count down started on the screen. The citizens held their breath. It was silent. 14, 13, 12..... As the moment of the announcement was approaching, the citizens focused more on the screen.

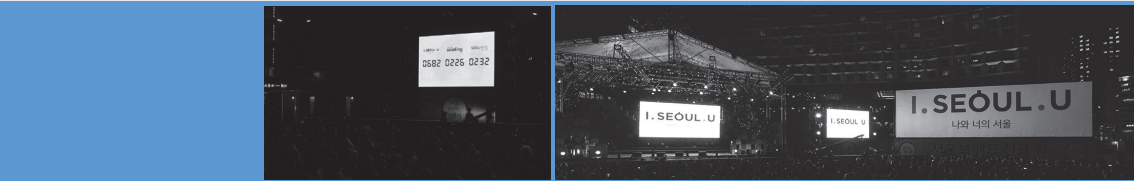


After ‘1’ appeared and disappeared on the screen, the final winner was displayed on the screen. Firecrackers were set off with the celebrating fanfare. The citizens welcomed the new face of Seoul with big applause. The citizens were surprised again. A large flag flew from the back above their heads. A large piece of material with I·SEOUL·U written on it covered the sky. It looked like a proud appearance of the new Seoul Brand.

The awards ceremony of Seoul Brand Idea Contest was held on the same day. For the slogan category, I·SEOUL·U by Harin Lee, Seouling by Ahjin Kim, and Seoul Mate by Kyuho Han were awarded with the Grand, First Top, and Excellent Prizes, respectively. The adult and youth subcategories were awarded separately for the BI category. For the adult subcategory, Jinkyu Yang, Hye Jin Choi, and Maria Eugenia Burger were awarded with the Grand, First Top, and Excellent Prizes, respectively. For the youth subcategory, Eunjae Lee, Harang Kim, and Haein Lee were awarded with the Grand, First Top, and Excellent Prizes, respectively.

| Winners of Seoul Brand Contest |

Section	Slogan	BI	
		Adult	Youth
Grand	Harin Lee (I·SEOUL·U)	Jinkyu Yang	Eunjae Lee
First Top	Ahjin Kim (Seouling)	Hyejin Choi	Harang Kim
Excellent Prize	Kyuho Han (Seoul Mate)	Maria Eugenia Burger	Haein Lee



• How many people chose 'I·SEOUL·U' •

'I·SEOUL·U' was chosen by 49,189 people (36.5%) in the preliminary voting. It was chosen by all the expert examiners and 59.8% (682 people) of on-site panel group. The preference was overwhelming with 58.21% of the votes in total. The 'Seoul Mate' was chosen by 53,625 people (39.8%) in the preliminary voting but only 20.4% (232 people) of on-site panel group. The 'Seouling' was chosen by 31,933 (23.7%) in the preliminary voting and only 19.8% (226 people) of on-site panel group.

| Votes for each idea |

Classification (Reflection rate)	Preliminary civil voting (50%)	1,000-Person Meeting		Total
		Civil panel group (25%)	Expert examiners (25%)	
I·SEOUL·U 나와 너의 서울	36.5 (49,189 people)	59.8 (682 people)	100 (9 people)	58.21%
seouling 서울은 진행형	23.7 (31,933 people)	19.8 (226 people)	0	16.81%
SEOULMATE 나의 친구 서울	39.8 (53,625 people)	20.4 (232 people)	0	24.99%
Number of voters	134,747 people	1,140 people	9 people	100%

The final result was different than the preliminary voting, but there was some indication that 'I·SEOUL·U' would win. In the preliminary voting, the sampling result of 1,000 people from 5 international cities (including Seoul) showed that the Tokyo, Beijing, and Paris also thought I·SEOUL·U was most fitting to Seoul.

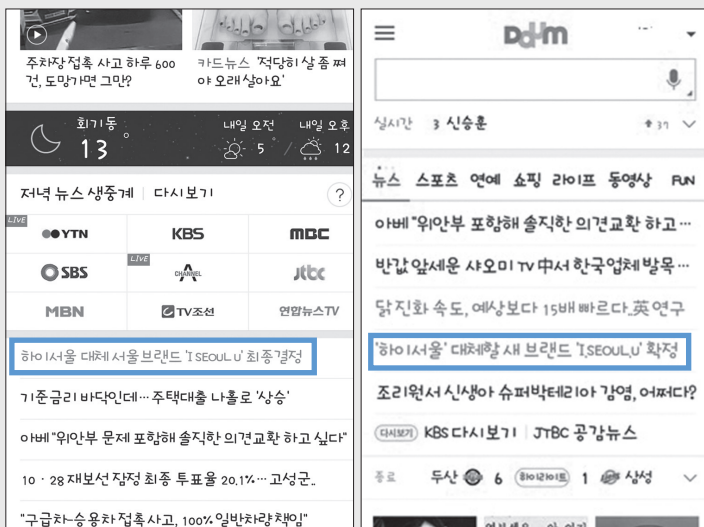


With the final winner, 'I·SEOUL·U'

In the mobile research of 30,000 residents in the capital area, it was most favored by the people in their 30s - 40s. Choosing the new Seoul Brand of I·SEOUL·U, the citizens said, “The design is easy and simple but catches my eyes.” and “It expresses well the message of coexistence to connect you and I around Seoul.”

Mixed points of view and opinions

The media had high interest in the Seoul Brand and competed for coverage. When the final winner (I-SEOUL·U) was announced, it was reported through Internet portals in the real time.



Articles in Naver (left) and Daum (right)

The responses were mixed from the citizens and media. It was already expected, but it was necessary to know the points of critics. Because it was required to resolve misunderstanding and improve the idea through criticism.

'I·SEOUL·U' was a hot potato. The Issue section of Daum covered the Seoul Brand as a theme.



'I·SEOUL·U' in the Issue section, Daum

• Negative opinion from the media •

The initial reports were negative. Specifically, some of them said that 'Hi-Seoul' was better. They argued that a brand slogan must be intuitive and it needed to remind people of Seoul at a glance. They reported that the new Seoul Brand is not that intuitive and it would be difficult for foreigners to guess the meaning, so it was a remaining question of how much economic value it would create. Some argued that Seoul had to learn from the example of 'I Love NY' that was created in 1977 to become an international city brand.

Some others argued that it was a shameful Konglish slogan. It was pointed out that Seoul should not be used as a verb. Seoul set forth a counterargument that it was a superb creation citing 'I Amsterdam,' 'I Am-sterdam,' and 'be Berlin.' Some harshly-criticized that the slogan was already a failure because it required a description in Korean language.

Some media reported the responses of netizens from SNSs. They ridiculed Seoul that it had been conquered by a singer named IU. There was a reported rumor that IU would be the honorary ambassador. There was also an argument that it violated the Korean Use Ordinance of Seoul Metropolitan Government. Clause 1, Article 6 of the Korean Use Ordinance of Seoul City Government defines, "The mayor shall establish a 'Correct Korean Use Committee' to advise or consider names of important programs." The media reported an interview with a civil group saying, "It is pitiful that the identification of Seoul is represented with the English and Roman alphabets instead of our language and letters."

Some opposed the change of the city brand for Seoul to just go along with the global trend. They asked if Seoul would redefine the city brand according to the trend because a trend is meant to be changed, and added that the 'I Love New York' brand of New York had been used for over 40 years as a symbol.

• Positive opinion from the media •

Not all media had an icy attitude. Some media started to express positive opinions over time. Some expressed criticism that it was not reasonable to ask to change the brand, even though the brand had been determined through a democratic procedure. They pointed that the rule of majority is not always best, but the request to ignore the result that had been achieved through a democratic procedure might have been caused by anti-democratic thinking.

Some reported that the dispute and parody of 'I·SEOUL·U' would continue, but the situation was not that bad. They said that the slogan proved that Seoul is not stagnant, but can become a free and 'indefinite Seoul' because it broke the common sense that a brand needs to be intuitive, and that it was good to have a margin for people to add their own interpretation in the space of Seoul.

Some other media cited the new brand of Tokyo, Japan saying that it would be different if the process and meaning of the new brand creation had been reconsidered. They mentioned that Tokyo also followed the 3rd-generation city brand trend, so variations would be available.

Against the criticism of Konglish, they were sarcastic about the excessive consideration of Koreans, who had been adjusted to the face saving and self-consciousness. It was an indirect criticism that the consideration would be too much for foreigners if English grammar had been followed in creating the city brand.

Some wanted follow-ups from Seoul Metropolitan Government. They diagnosed that the unexpected controversy had a good marketing effect even though it was not desirable. Some advised the need to deeply consider the application of a 3rd-generation city brand in pursuing different kinds of interpretation, citizen participation and an open system. Specifically, the article, 'Let's Welcome the Slogan of the Image Era, I·SEOUL·U' written by Professor Sanghwan Kim, Department of Philosophy, Seoul National University made a headline in the Open Platform section of Naver portal. Professor Kim said that it was greedy of Seoul to select an open symbol to allow different interpretations instead of compressing into one thing and to include a moving and changing meaning instead of a limited one, but emphasized that it was an advantage to bring different meanings to one place, while allowing different views and storytelling because the language is ruled by the image.

• **Positive feedback from citizens online** •

The citizens expressed different opinions online, but fortunately they changed toward a positive direction.

“I feel the linguistic sense. Some have had a negative response to the new Seoul brand in terms of the grammar, but I don't believe it is obligatory.”

“I believe that it is more important whether the brand name is clear or not. ‘I·SEOUL·U’ has good meanings, but the characteristics are not evident. It seems to allow tourists to have a look at Seoul and create their own meanings, but it might serve as a disadvantage. However, if Seoul citizens voluntarily show the true image and value of Seoul and serve as ambassadors, the disadvantage will be overcome.”

“It feels similar to the ‘Xerox it’ advertisement that was created by Xerox USA and recognized worldwide. As Xerox enjoyed great success by creating the new term ‘Xerox it’ instead of ‘Copy it’ after inventing the copy machine, ‘I·SEOUL·U’ also sounds that I, as a Seoul citizen’ will Seoul you as a visitor.”

Some said that ‘I·SEOUL·U’ was enough to be a city brand, considering that a brand needs to be visually effective, poetic, and multi-meaning. They meant that the structure of the brand must be ambiguous, multi-meaning, stereoscopic, and uncertain. They added that ‘Seoul’ was visually positioned between ‘I’ and ‘U’ so they locked hand in hand and they felt the rhyme in the ‘Woo’ sounds of ‘Seoul’ and ‘U.’

Some argued that it was insulting to all Seoul citizens who participated in the process by disputing over the fair result obtained through citizen participation. Against the controversy related to English grammar, they responded that the Walkman had not been an issue because it was perfectly grammatical. Some advised that Seoul should take one more step. They recommended to continue storytelling to obtain support from the citizens.



Positive online feedback from citizens.

A media artist, Mr. Byeong Sam Jeon explained why he liked the ‘I·SEOUL·U’ to win the sympathy of advocates.

“Given that many people are arguing about the new brand and many parodies have been made, the city brand of Seoul is already doing its job to introduce Seoul and itself. Let’s look at negative opinions in a positive way.”

- Negative feedback from citizens online •

“What does this mean?”

“Is it about IU?”

“Your! My! Connection! That’s the sound of us!”

“You and I do Seoul?”

“Do Koreans understand what it means?”

“‘Hi-Seoul’ still sounds good and it has been used for over 10 years!”

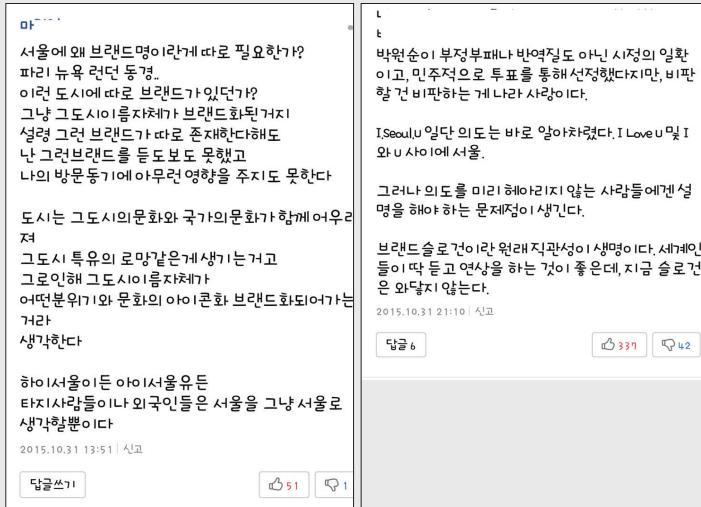
Some argued that they needed a different approach for foreigners even if there are many brand names written in Konglish because they targeted only Koreans. Some argued that the slogans of New York and Amsterdam gave meanings to the fonts, letters, and formativeness as well as the text, but Seoul Brand did not have similar design philosophy.

Some mentioned that it was already a failure to explain the meaning of the slogan and such bad advertisement copy would ruin the business of its owner.

Some criticized that the explanation was better than the slogan, ‘I·SEOUL·U’ itself.

The negative opinions from citizens were summarized into 6 points.

First, it was not intuitive. They considered it a failure because it needed an explanation. It had already been expected.



Negative online feedback from citizens.

It was also partly because they were unfamiliar with it. The unfamiliarity was even bigger this time because the Seoul brand was open. The slogan was different from existing ones.

However, the symbolic image of the brand is as important as the meaning it delivers. The ‘open brand’ has the advantage to be a symbolic image. Because it can be interpreted into different meanings while implying several brilliant and clever ideas. To that end, continuous exposure is required.

Such negative opinions had been commonly found in the development process of successful city brands in other international cities. Even ‘I Love New York’ brand received negative feedback. We also experienced the same with ‘Hi-Seoul.’ The criticism had been fierce, but they say they feel comfortable and familiar with ‘Hi-Seoul’ now. So this issue will also be solved over time.

Second, people did not like that it contains ‘Konglish.’ ‘I·SEOUL·U’ needs to be considered in terms of meaning instead of applying grammatical rules, because it is not a statement, but a brand. The Seoul Brand Promotion Committee listened to opinions from different English experts. Of course, they advised that it is fully usable in modern English. Modern English tends to use nouns as verbs, so even the meaning of SEOUL can be more naturally extended. Some citizens complained they did not understand why the Seoul brand should be in English. The main job of the Seoul brand is to sell Seoul as a city. The customers are global citizens, so the city brand needs to be in English. Also, ‘Seoul of You and Me(너와 나의 서울)’ is used in parallel for those who do not understand English. It will be applicable in the same way to non-English-speaking countries.

Third is about the formativeness of the brand. The fixed design used to be dominant, but now the simple design is the trend. It looks too simple at a glance, but it is intentional. The simpler a design is, the more usable it is because it can be extended in combination with different contents. A platform type is more usable to give more extensive and various interpretations of application design.

Fourth, they said they don't understand why ‘Hi-Seoul’ needs to be replaced. It would be really great if ‘Hi-Seoul’ could still continue to be used, but it does not express the complete value of Seoul. Many experts said it looks government-centric through interviews, and an online panel survey showed 80% of respondents agreed on the necessity of a new Seoul brand. Specifically,, the ‘Soul of Asia’ under ‘Hi-Seoul’ is not licensed in China, so tourism marketing is hindered even though Chinese tourists take up a considerable part of Seoul tourism. Aside from the situation, Seoul has needed

a 'noteworthy' brand name to sell itself to buyers. This is the reason why companies put a lot of effort into creating brands. Singapore, Tokyo, Amsterdam, and Berlin have recently changed their city brand names to have considerable brand value and effects in domestic and overseas markets.

Fifth, some had doubts and criticism of the political purpose of the Mayor of Seoul. It was a misunderstanding caused by not enough understanding of the development process of the Seoul brand. The citizens have participated in the entire process from the extraction of identity of Seoul to the idea contest and selection of final candidates. The organizer explained that there has surely been help from experts, but it was difficult to achieve complete civil leadership in the process given the size of the city brand project. Other countries also engaged their citizens in the same process, but it is a shame to call it the same citizen participation considering the development process of Seoul brand. They just asked experts to create a few number of brands and survey their citizens on their preferences.

Some can have doubts if the Mayor of Seoul really has not engaged in the process, but he had lastly been reported on at the beginning of Seoul brand development, before he was reported in the final candidates. He had no chance to have influence on it.

The biggest feature was the 'Visiting Contest.' Some citizens felt alienated in most of the idea contests. The aged or disabled citizens have more difficulty to access it because they need to know how to use the Internet for the online process, or to visit the site to participate off-line. Of course, not all citizens can participate, but this development process of Seoul brand discussed how to engage as many citizens as possible. The conclusion was the 'Visiting Contest.' This is the reason why it can be called the first contest of its type in the world.

Sixth, they said it did not make them feel Seoul. This was also another misunderstanding. Several research results have been studied to draw the keywords and identity of Seoul, and Seoul has been talked about with humanistic elements in it through the talk concert, "Our Seoul Story" such as 'Seoul seen through the mountains and rivers, song lyrics and the traditional markets.' Speeches were given by experts and experiences of citizens have been shared. Seoul was humanistically looked at through speeches by experts and re-discovered through the experiences of citizens. The process has drawn the keywords, which were the basis for the Seoul brand idea contest. It needs to be re-evaluated in the development process of Seoul brand.

Meaning of 'I·SEOUL·U'

'I·SEOUL·U' includes the philosophy of 'Coexistence, Passion and Relaxation' and has been created on the basis of the value of citizen participation. Let's talk about how experts think about the new brand 'I·SEOUL·U.'

For the Participation, Evolution And Coexistence

Mr. Yukyung Kim (Vice President, Hankuk University of Foreign Studies)

| The Korea Economic Daily | 2015-09-06

A global city brand expert, Simon Anholt said, 'A city is the key of a nation's brand and entity.' As a business builds its brand power, a city can considerably contribute to the economy by growing its brand identity, images and soft power. The brand means marketing activity for a business, city, or country to have a competitive edge through differentiation or related images. Global premium cities like New York, London, Berlin and Tokyo have focused on the locations as space, historic sites and symbolic buildings as contents in terms of marketing. They have been considered to be successful in differentiating themselves as tourist attractions, investment destinations and residential areas.

What is the secret? The key to success is the introduction and implementation of a new city regeneration paradigm of participation, evolution and coexistence. That is, the first feature is the leading introduction of participating city brand management. All in all, underdeveloped cities take top-down brand management while the premium cities have led consumer-engaged policies for the city 'by the citizens,' 'for the citizens' and 'of the citizens.'

Second, they took the evolutionary city regeneration paradigm as a brand task. It is not meaningless just to pursue something new under the name of innovation. The city regeneration needs to prioritize spontaneous evolution as the social demand is naturally expressed, to the revolutionary paradigm. In that way, the achievement of a previous city brand can be accumulated as brand assets and serve as a stepping stone for a new solution. Lastly, different identities to describe cities have coexisted in the premium cities. Development of business is about brand asset, but a nation or city is generally disconnected by an administration, party, community, or ideology. It is commonly found in underdeveloped or developing countries. The change and succession of city policies depend on how much policy makers and civil society can embrace the past and present with the paradigm of tolerance and acceptance. Many efforts are being made to recreate a new brand for Seoul from the once promoted 'Hi-Seoul.' I hope it will lead to the brand management of a true public era enough to grow Seoul as a strategic location to lead an advanced nation brand.

‘I·SEOUL·U’ Like ‘I Love New York’

Byeonghee Kim (Professor of Advertisement and Marketing, Seowon University; Former Chairman, Korean Academic Society for Public Relations)

Korea Joongang Daily | 2015-10-30

Highlighting the coexisting Seoul, ‘I·SEOUL·U’ has been chosen as the new Seoul brand. There will be many positive and negative opinions about it. Being considered as a success story for a city brand, ‘I Love New York’ of New York was initially criticized for being platitudinous. They asked how ‘I Love New York’ could represent the global city, New York. ‘I Amsterdam’ of Amsterdam, Netherlands or ‘Be Berlin’ of Berlin, Germany had received negative feedback of 70-80% within the first year of proclamation. The unfamiliarity felt in the introductory stage of a city brand is common in other cities. It will be accepted naturally over time. This is because a new city brand needs to be aged like wine to improve the value and have deep taste. The Seoul Brand Contest recorded the largest number of entries (16,147) in history. There were over 1,000 voluntary on-site panels and preliminary voting of over 100,000 people. ‘I·SEOUL·U’ was chosen as the new face of Seoul by considering the preliminary voting result as 50% of the total vote, on-site voting of 1,000 citizens as 25% of the total vote, and voting of 9 experts as 25% of the total vote. The new face, ‘I·SEOUL·U’ means ‘Seoul exists between I and you’ representing the Seoul of coexistence. The subtitle ‘나와 너의 서울(Seoul of You and Me)’ is added in Korean letters below. The new Seoul brand means that I and you are

connected around Seoul and that Seoul is an international and representative city of Korea by substituting the alphabet 'O' in the middle of SEOUL with a Korean consonant 'ㅇ.' I believe 'I·SEOUL·U' will be a loved city brand despite many disputes. When the Eiffel Tower was built in the Paris for the World Exposition at the end of the 19th century, the citizens opposed it, arguing that the ugly steel structure would ruin the fine view of Paris. However, the architect, Eiffel and the Mayor of Paris implemented it for the future. After the tower was built, the citizens started to feel comfortable with it as they saw it every day. The criticism has been changed to the praise that it is the ideal lyricism of Paris. As the proverb says, "Affection is created by seeing again and again," the appeal created through meeting frequently is called 'Eiffel Tower effect.' I expected it will work for the new Seoul brand as well. New face of Seoul born through many labor pains. The efforts and passion of the citizens and experts over 1 year should not be diminished. It is time to build the real Seoul brand now.

Implication of 'I·SEOUL·U'

Minki Kim (Professor of Media & Marketing, Soongsil University)

The Kyunghyang Shinmun | 2015-11-01

Dispute is fierce over the new Seoul brand, 'I·SEOUL·U.' As expected... but honestly it is beyond my expectation. It is good but painful. It is good because the focus is on the same target as the 'most poor woman is the forgotten one.' It is painful because I expected it would be interpreted in different aspects, but only one aspect is magnified. The Internet and SNSs are full of parodies of 'I·SEOUL·U.' Given the brilliant ideas, it is not surprising that the globe calls us genius. It is hard for me not to be impressed with I·SEOUL·U (I will raise your monthly rent), I·Gangnamed (I'm stuck on a road), I·Jeju·U (I will take a vacation with you), and I·Korea·U (I will force you to make effort). The voice of criticism is high. An article reported, "Even a foreigner will never know the meaning. The verbalization of Seoul sounds strange." under the headline, 'I Seoul You.' I expected that. It is open for any free interpretation. However, it is disappointing that the dots are ignored. The creator, Harin Lee (4th year, Department of Philosophy, The Catholic University of Korea) explained, "I added dots between them to mean that Seoul exists between I and you and they indicate that the end defines the beginning." Some reported, "It is hard to understand." However, we wanted a profound Seoul brand. We wanted to make people question "What is this?" and realize the meaning by saying "Oh, that's deep!" We wanted to make a brand that makes people slap their laps through thinking so that

they freely interpret it, they make their own stories, and they remember in their own ways. We wanted to say that Seoul and our country is not that simple. When we defined the basic concept of the Seoul brand, we considered the past and present as the 'Coexistence' and 'Passion,' and the dream and vision of the future that we do not have for now but will have as the 'Relaxation.' The 'present' may work with 'awesome' or 'fantastic' but it does not represent the long history and dream for the future. Our dream is to transform the hard-boiled and tough Seoul into a place full of physical sufficiency, great quality of life, consideration and tolerance, and generosity and compassion. We wanted to make the citizens become philosophers and foreigners to understand that Seoul and Korean people are not simple at all, through the Seoul brand. The Seoul brand will be shared and spread under Creative Commons License (CCL) - a free license. The current design will be refined through a delicate process. I also hope that people will start to debate whether periods or midpoints will be better.

‘I·SEOUL·U’ is Still Evolving

Hangki Park (General Director of Seoul Brand Development; Former Member of National Brand Committee)

The Hankook Ilbo | 2015-11-05

The entire country is noisy as the new Seoul brand is announced. It was initially confusing for the general director of this brand development process. It seemed too impatient to decide if it was right or wrong from the beginning of creating a brand. So I had a serious look at the debate and tried to find out the issue. The Seoul brand has the new format of a 3rd-generation open city brand. We chose a more difficult way to become innovative. The 1st-generation city brand represents a badge. The 2nd-generation one is a slogan brand to deliver linguistic meaning with modifiers. It was developed to promote tourism such as ‘Hi-Seoul’ and ‘Yes! Tokyo.’ The 3rd-generation one pursues an open system for the city name. No success has been reported yet. ‘I Amsterdam’ and ‘Be Berlin’ can be similar examples. However, it is difficult to say that they are perfect 3rd-generation city brands because the citizen participation was not involved enough in the development process. They have non-grammatical formats, try to re-interpret the city names, and introduce variable design systems for derivatives. Furthermore, they provide minimum criteria compliance use guide for the ease of citizens so that the city brands can be naturally spread. The Seoul brand adopted the ‘3rd-generation Open City Brand Strategy.’ It features 4 points. First,

it allows different interpretations. It allows people to make their own interpretation instead of forcing understanding by not giving specific meaning. It is the beginning point of the debate over understandability. Citizens see more than one face of the city. Especially, Seoul has different meanings and their interpretations depend on the citizens. Second, it is a participating brand that is led by the citizens. The entire development process was newly planned to encourage leadership by citizens instead of simple participation. The brand development focused more on the process than the result. The participation rate was unprecedentedly historic: 16,147 contest entries and over 130,000 voters in the preliminary voting. Third, it pursues the variable design system. In the digital environment, it is easy to get fed up and is difficult to give liveliness to a brand just by repeating brand exposure as it was done in the past. 'I·SEOUL·U' is the basic form and derivatives will be developed to show the different faces of Seoul according to various targets and situations. Fourth, anyone can use it as long as the minimum criteria are followed. It had been restrictive for citizens to use the city brand. An unused brand is like an artifact stored in a museum. An unengaged brand is not spread well nor preferred. It is planned for the citizens to be able to use it with minimum requirements. There may be hundreds or thousands of Seoul brands.

Let Us Break Our Stereotypes

Hoonjong Chang (Professor of Visual Design, Sunmoon University)

Korea Herald Economy | 2015-11-05

The first candidate for the new Seoul brand is the 'I·SEOUL·U' meaning my and your Seoul. The second candidate is 'Seouling' meaning that Seoul is progressive while the third one is the 'Seoul Mate' meaning my friend, Seoul. As the candidates were announced, the media and SNSs were full of criticism of the Seoul brand. "The English sentences are written in Konglish and their meanings are clueless," "Do not criticize the one that has been made through the efforts of citizens for over 1 year," "It is very difficult to guess their meanings. Are those all?", "It would be better to start from scratch if they don't want to be ridiculed by the globe." and others were similar to those that occurred when the previous brand 'Hi-Seoul' was adopted in 2002. Some of the serious criticism was about the Konglish. However, one of most successful city brands, 'I Love New York' sounded ridiculous and unfamiliar at the beginning, but has become established through continuous exposure, effective communication, and various campaigns. Continuous care and education are essential raising kids in a beautiful and desirable way. They can't grow big if they are just left alone. It is also important for us to accept the design of Seoul brand itself and highlight and identify its presence through effective marketing and campaigns. We need to focus on the 'brand' instead of the 'sentence' to let it be free of conventional format instead of imprisoning it in grammatical rules. The communication

of the implication is of the biggest concern. It is said that Konglish (Korean + English) causes poor communication, but this stereotype will be solved with the design. I believe it is necessary to accept the design itself instead of thinking that Korean is being disregarded, to embrace the globe. It is not only important for a brand to communicate its meaning, but also to represent its common but symbolic image. It is most important for the citizens to have continuous interest and take part so the new Seoul brand becomes a successful city brand.

Wait and See the New Seoul Brand With Relaxation

Seongcheon Kim (CEO, CDR Associates Co., Ltd.; Adjunct Professor of Design & Art, Yonsei University)

The Seoul Shinmun | 2015-11-06

The new Seoul brand, 'I·SEOUL·U' was announced on the 28th of last month. The new development of Seoul brand is being criticized for reasons like "It is not intuitive" and "It is difficult to guess the meaning." They say they don't understand what is the message that the Seoul brand is trying to deliver. Furthermore, they are complaining about the incorrect and therefore ambiguous grammar of the message.

Let's think about it. Does 'I·SEOUL·U' include any difficult words? Not at all. I believe that any Seoul citizen will know the meaning of 'I,' 'SEOUL,' and 'U (You).' Many people are already using English words in their communication and sentences regardless of their classes. There are periods between the words so 'SEOUL' can be a verb or an adjective.

'I·SEOUL·U' prioritizes the visual system through which people receive over 85% of information over the grammatical system. In that perspective, 'SEOUL' is positioned between 'I' and 'U (You).' The Seoul brand depends on how Seoul is interpreted between I and you.

It is difficult to summarize Seoul in one word or sentence. It has many different meanings. So it is necessary to build a frame to embrace the meanings instead of defining it in a word.

In terms of a 'promise to customers,' a brand is required to deliver clear message to specify a promise. Including Hi-Seoul, Dynamic Busan, and Soaring in 1,000 Years, current city brands have served their roles in the slogan form. That's why 'I·SEOUL·U' which allows different interpretations looks unfamiliar.

A city is the base of life for people. It is the job of a city brand to build a platform to help communicate different thoughts between citizens instead of giving one clear message. After the Seoul brand was announced, many citizens are making parodies of 'I·SEOUL·U' and arguing about it. How can a large city like Seoul be dominated by one idea? However, it is important to remember one clear message that this is 'Seoul.'

Closed Country, Open City

Minwoong Kim (Professor, Humanitas College, Kyung Hee University)

The Hankyoreh | 2015-11-10

The prime minister argues that 99.9% is biased. This is reportedly a reason why the government decided to standardize history textbooks. It implies that the remaining 0.1% is right. That might be possible. The truth is not decided by the major. However, this argument is not based on facts. The reasoning that the history textbook developed by Kyo-hak which is adopted by 0.1% is right and the rest are wrong hides the fact that the textbook is not up to the evaluation criteria for contents and level. The 99.9% is the agreement of collective intelligence forming the educational world. That means that it is not biased, but an overwhelming and common result. The 0.1% that is ignoring the facts is self-righteousness with power. This is a trick and manipulation to disguise a loser as a winner.

The thought that the government needs to lead the description of our history is retrogressive against modern times. In a democratic society, power is a target of historical evaluation so it does not have an exclusive right to write the history. By violating it, the power itself will invalidate the source and announce its dictatorship. The prime minister says that inaccurate history textbooks will not be accepted by a mature civil society. However, the mature civil society is already doing so. Because the governmental textbook policy is a robbery by an unqualified and unlicensed organization of the rights of civil society as well as an unlawful act to hold it.

Anyway, the current argument about the new city brand of Seoul, 'I·SEOUL·U' reveals the confrontation between a closed country and open city. In addition to the Seoul Continuing Education Center, the entire process to choose the Seoul brand is the result of cooperation and discussion between the city government, experts and civil society. It is a so-called 'Governance System.' The Mayor of Seoul has had no voice. This professionalism is good, but it has a tendency to standardize its limited sight within its field. This is a kind of risky self-righteousness of an expert. The governance is the one to correct this problem and put an emphasis on returning the rights of city administration to the civil society. It is an open and philosophical representation that the meaning of Seoul between I and U (You) is now dependent on the futuristic potential of civil society. It also includes the vision of history of civilization to become the Seoul that connects I with you as well as us with the globe. As we increasingly dig into it, we will find indefinite futuristic value that will be dreamt by future generations. This is the power of an open city.

‘I·SEOUL·U’ More About Branding Than Naming

Jeonghwa Bahn (Researcher, Civil Economy Office, Seoul Institute)

Money Today | 2015-11-10

The City Brand of Seoul, ‘I·SEOUL·U’ Is Born It is still unfamiliar. People are still talking about ‘Hi-Seoul’ saying that better the devil you know than the devil you don’t know. We need to consider the feedback from citizens and around the globe, and whether the new brand contains the identity of Seoul. More importantly, we also need to how the new brand will be spread and utilized.

The new brand of Seoul is already meaningful not only because it is a citizen-participation brand, but also important in terms of improved city competitiveness for the goals of ‘20 million foreign tourists’ and ‘global top 3 MICE city.’ Now will be a good time to improve the effective utilization of Seoul brand.

Recently, Seoul is more increasingly visited by foreign visitors, so it is more likely to achieve the goal of 20 million foreign tourists early in 2017. It is reportedly achievable because the number of tourists have been increasing since the temporary decrease caused by the MERS virus. Seoul Metropolitan Government is also focusing on improving the quality of tourism services with relevant policies. It still faces a lack of attractions, unkind taxi service, biased shopping, and low-priced package tourism, but continuous efforts to improve the service quality will definitely lead to positive effects.

It has also criticized that the development process of the new brand has a vague connection or position with the existing brand.

Considering the awareness and outcome of 'Hi-Seoul' which has been established for a long time, it has been sorry that it has not been fully implemented in other areas including vitalization of tourism. How much have foreign tourists recognized souvenirs that have 'Hi-Seoul' or other brands or slogans of Seoul on them? I wish I could see all foreign visitors depart from Seoul with souvenirs of Seoul brand someday.

Let's Give 'I·SEOUL·U' Some Time (Translated)

Robert Koehler (Editor, Seoul Collection 'SEOUL')

Korea Herald | 2015-11-10

I won't insult readers' intelligence by starting this op-ed off by claiming to like Seoul's new branding slogan, "I·SEOUL·U." No, I'm not especially happy with it, and it was definitely not my choice. In fact, I was rather surprised that all nine expert judges - including one native English speaker - and a solid majority of the 1,140 people who showed up on the bitterly cold evening voted for it. A good presentation goes a long way, I suppose.

Having said that, let's give the new branding slogan some time. When the city's previous branding slogan, "Hi-Seoul," was first unveiled on the public, it, too, was a source of much dissatisfaction, mockery and general head-scratching. Over time, however, citizens not only stoically resigned themselves to the quirky two-word slogan, but embraced it - so much so, in fact, that a good many residents are sorry to see it go. Similar efforts worldwide have also met with early criticism - "Be Berlin," for example, was criticized for being vague and dull and was subjected to much satirical humor when it was first announced in 2008. I expect "I·SEOUL·U" will undergo the same stages of acceptance as did "Hi-Seoul," especially when one considers that unlike "Hi-Seoul," a slogan with no real meaning as far as I can tell, "I·SEOUL·U" has a rather profound meaning that reflects the aspirations of city residents to make Seoul a space of connectivity, leisure, passion and coexistence. Admittedly, that meaning isn't im-

mediately apparent to many first-time viewers, both Korean and international, but over time and with a proper public relations campaign, public understanding should grow.

The public was continuously involved throughout the year-long process to craft the new brand, which included, among other things, workshops, talk concert and, of course, voting. While I'd be inclined to agree with those who might argue that "I·SEOUL·U" is the risk you take when entrusting non-English-speakers with choosing an English-language slogan, ultimately, it was largely the people's choice - albeit not entirely - and its success will depend less on whether foreigner tourists understand it and more on whether Seoul citizens themselves come to accept it.

Why I'm Giving 'I·SEOUL·U' Some Love(Translated)

Luke Ashton (Global Creative Director, Cheil Worldwide)

Korea Herald | 2015-11-12

It was a privilege a couple of weeks ago to play a small part in helping to choose a new brand for this dynamic city in 1,000-Person Meeting, so I wanted to give my thoughts on what is a really brave approach to branding: 'I·SEOUL·U', the world's first (mostly) crowd-sourced city brand.

It's fair to say, that on first sight 'I·SEOUL·U' is linguistically curious and grammatically maverick, but once I saw it with the accompanying line 'A city of me and you', then it was pretty clear that it was saying 'Me, Seoul and you' together. By distilling the enormity of Seoul down to a personal relationship between two people is a simple strategy that echoes my experience of the friendliness of Seoul. One of the other three options, 'Seoul Mate' was based on the same thinking and would have made a good solid branding. Personally though, after having spent most of my advertising career trying to avoid puns, it was a little too familiar and had connotations with dating websites. 'Seouling' ticked the boxes when it came to being different and active. But it made me feel that Seoul was a very busy place that, perhaps, didn't have time to stop to get to know me. So of three choices given to me, I chose 'I·SEOUL·U', which also turned out be the unanimous choice of the eight other people on the panel.

Beyond its strategic friendly intent -- I felt that it was a fresh, modern and flexible brand. Especially because you could put all the delights of Seoul in between the 'I and

you' of the logo. Words, symbols and pictures take on new meanings as you live with them and they develop their own personality. So, I'd like to think that this great experiment is rewarded by the world looking at Seoul as a friendly, vibrant and free-thinking city that is prepared to step away from the familiar city brands we see around the world -- to deliver new ideas.

‘I·SEOUL·U,’ Who Are You?

Seongdae Kim (Seoul Brand Citizen Ambassador (SBC))

Report from Oh My News | 2015-11-26

We often have no interest or knowledge in the identity of Seoul, even though we are living there. Seoul is a city with indefinite potential, where the Hangul (Korean characters) were invented, it is the center of the Korean Wave, and it can reappear with a new face. This is because it has existed as the center of the Korean Peninsula for over 600 years since the beginning of the Joseon Dynasty, where the past, present and future coexist.

I have been proud of this Seoul, while I also feel sorry for it as a forever supporter. Because there has been no ‘face of Seoul’ to show, even though I wanted to introduce it and boast about it. It is the ‘face of Seoul’ that can show the various identities of Seoul and share it with the global citizens. ‘Hi-Seoul’ is familiar because it was established in 2002 but it has not looked like a good fit with the current Seoul like a pair of double-button suits hidden in my closet. As if it was noticed by someone, the development of the new Seoul brand was started, and I have participated in the ‘Seoul Brand Citizen Ambassador (SBC)’ for over 1 year with passion.

We, the 245 members of the Seoul Brand Citizen Ambassador (SBC) are a voluntary citizen participation group established to build the Seoul brand under civil leadership.

With the belief that a Seoul brand that does not contain the identity of Seoul is just a brand built on sand, we have worked to find the 'Seoul-ness.' Coexistence, Passion and Relaxation are the keywords of Seoul identity that were found with the key role of Seoul Brand Citizen Ambassador (SBC), on which the new Seoul brand, 'I·SEOUL·U' is based. They were established through the Seoul Brand Talk Concert, 'Our Seoul Story' that has been hosted 11 times with 1,061 participants in total; 'Guerrilla Idea Wall and Open Canvas' with 3,438 participants; and numerous discussions and elaborations with citizens and experts.

Especially, the 'Our Seoul Story' was an opportunity to invite experts from different fields, share opinions with the citizens, and think about what is the true Seoul-ness under the themes of mountains and rivers, water supply, taste, songs, and streets of Seoul. The Seoul Brand Idea Contest was based on those hard-earned keywords of coexistence, passion and relaxation, and 'I·SEOUL·U' was chosen as the best brand to reflect the most Seoul-ness for the future, out of 16,147 entries. It implies coexistence by positioning Seoul between U (You) and I with the red color to represent passion and blue to represent relaxation.

Being known as successful city brand cases, 'I Amsterdam' and 'Be Berlin' were developed under the leadership of governments while the citizen participation concentrated on the process of spreading the brand. For the Seoul brand, the entire process was led by the citizens with 171,385 participants (including 26,544 foreigners), from the contest to the final selection.

Seoul City Government watched and supported the process of citizen participation until 'I·SEOUL·U' was chosen as the winner, without any one-sided argument.

'I·SEOUL·U' is being criticized because it is 'not intuitive' because it may have an unprecedented bold format even though it was born after much difficulty, but it will be solved through the cooperation between the citizen governance like us and Seoul Metropolitan Government. Because it can be indefinitely extended through digital language and others, we just found the charm of 'I·SEOUL·U' for the first time. The citizens made the right decision on October 28th, and the power is great. If we make efforts to share the sympathy of the day with more citizens, the identity of 'I·SEOUL·U' will become more clear and be established as a representative face of Seoul. As Mr. Seokjoo Chang writes in his poem, how can a jujube turn red without anything? A few instances of thunder and lightning can be expected. Seoul Brand Citizen Ambassador (SBC) will be happy to work in the face of criticism and sarcasm. Because it is worthwhile to grow fruit for all the citizens.

Newness, Seoul Branding, and Seoul Marketing

Jaryong Ku (CEO, Value Vine; MBA)

Sedaily | 2015-12-09

A city brand must not do branding for certain customers. A city brand must be able to invite the current residents and visitors, as well as those who want to live and make investments there. Branding to embrace those who share the direction and vision of the city is a condition for a beloved city brand.

The recent and new Seoul brand, 'I·SEOUL·U' has not started its branding activities, so it is like a newborn baby. It is just a development of a city brand to market Seoul in the global community instead of the city name (Seoul Metropolitan City), i.e. brand name. It is unfair to compare a newborn baby with a 30-year-old adult. It is more important to think about the image of Seoul that should be talked about by the global citizens 30 years from now. Now is the time to plan for the future of Seoul from the Seoul of today and prepare for it.

The new Seoul brand may sound unfamiliar and uncomfortable. "All in all, there is no such new thing without any risk. A new thing can naturally feel unfamiliar and uncomfortable because it is new.

But it can accelerate the spread and give impact. And the newness will become familiar soon.” (by Hongtak Kim in Gold Ring is Not About the Gold but the Hole) We don’t need be too afraid of the newness.

What about the ‘BRAVO’ that was established as a new slogan by a metropolitan city government at the end of June this year? It is a brand that has been used by a primary local government in Gyeonggi-do province. It is not new, so it may be familiar. So do you like it? The new Seoul brand has been interestingly used by many people such as I.팬잡아.U and I.오뎅.U, within just 10 days of proclamation. Whether the citizens are aware of the open source branding method or not, they are already making a new trend and becoming familiar with the newness.

Seoul is the 10th most visited city by 8.63 million tourists in the world (according to Forbes). It is also making efforts to improve its city competitiveness by inviting over 20 million of them. It has already exceeded the size and contents of a city that only pursues lives of citizens. It needs new status as a global city. It needs new positioning in terms of city marketing.

All cities have been through similar development processes, so they have similar identity elements. Therefore, it is required to claim, challenge and build something different from others to brand a city. To this end, Seoul needs something unique, so it has discussed what it should be with many local as well as foreign residents and experts for over 1 year. As a result, the identity elements - Coexistence, Passion and Relaxation - have been drawn as the core values.

Considering them, the positioning of Seoul brand should be a ‘passionate but relaxed city.’ Seoul needs to help those who want to reveal themselves through Seoul. It will be a

way to become a beloved brand. The city brand, 'I·SEOUL·U' can be one of tools to represent it. Now, Seoul is just ready with a strategic element to market itself in the global market. The newness may be somewhat uncomfortable and insufficient. However, we need to work together to overcome it and enjoy the core values with stakeholders. The Seoul brand is the hub to improve the future competitiveness of Seoul and to improve the quality of lives of residents so that they coexist through passion and relaxation. The Seoul branding is to support everyone to enjoy the values of the new Seoul brand.

I·SEOUL·U

Part 4

The first step for “Coexistence,
Passion, and Relaxation”

Please, welcome “I·SEOUL·U.”

On November 25th, 2015, the Seoul Metropolitan Government finally unveiled the Seoul Brand I·SEOUL·U Guide. Please pay attention to the positions of the points. Consider the fact that the bottom-positioned points implied the end in the original idea, and that the SEOUL is interpreted as a verb. As a result, the points are now positioned in the middle. As well, the Korean version has been confirmed as ‘너와 나의 서울(Seoul of You and Me)’ reflecting the opinion from the ‘Correct Korean Use Committee’ stating that Korean-based basic form and different applications need to be written in Korean.

| Officially Confirmed Seoul Brand |

I · SEOUL · U

나와 너의 서울



Acceptance of the citizens' opinion,
elaboration by the experts

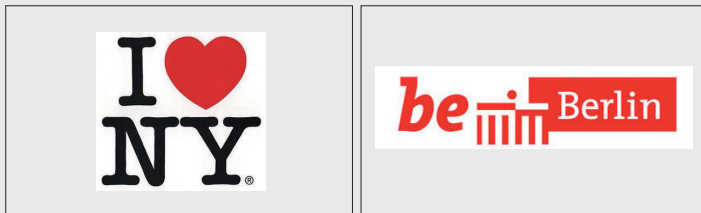
I · SEOUL · U

너와 나의 서울

How can the “I·SEOUL·U” brand be used?

The “Be Berlin” of Berlin represents the honest face and positive energy of the city. It is an open branding complete with the participation of citizens and tourists, and makes great strides with omnidirectional communication strategies, such as the analysis and marketing of the city image in conjunction with the city brand strategy. That is also true for New York. Its slogan, “I Love New York” makes people want to visit New York, a city where different ethnic groups live together and create a diversity of cultures. An effective slogan makes a city more appealing. So what can the newly-born Seoul brand, “I·SEOUL·U” do to be loved by Seoul citizens as well as global citizens?

| Overseas City Brands (USA and Germany)|



Marketing activities are required for a brand to be successful. Let's take the example of Berlin. With the creation of "Be Berlin" in 2008, the Berlin citizens started to focus on local activities to give a strong identity to that brand. Acrostic poems and online platform-based "1,000 Reasons Why I Love Berlin" contests were held for Berlin citizens. The brand awareness was, in this manner, considerably improved over 6 months.

The brand moved into the global market in 2009. The "Be Berlin" campaign introduced Berlin as an international city of art and culture, science and industry, and change, a city that has developed immensely since the collapse of the Berlin Wall, a city where people want to live and work. The city was also highlighted with Berlin Day events in New York, Istanbul, Copenhagen, Brussels, Shanghai, Moscow, Tokyo, and Warsaw. They planned an industrial campaign called "I'm a citizen of Berlin" in 2010. It was a marketing to promote Berlin as a place of future-oriented, modern industry.

The same is true for the Seoul brand. If you want to be loved by everyone, you need to love yourself first. It is therefore essential that the brand be loved by Seoul citizens. Fortunately, "I·SEOUL·U" is certainly qualified to be loved by Seoul citizens, because it has been developed through their participation. However, more interest must be encouraged for the "I·SEOUL·U" brand through a variety of campaigns and activities.

Furthermore, an integrated brand strategy is required. This is for the consistent marketing. A more unified image of Seoul will be more appealing to tourists. If the story of "I·SEOUL·U"

is not consistent, it will be easy to receive feedback such as, “What exactly is Seoul? Is it good or bad? What is the appeal?” Of course, the “I·SEOUL·U” brand has the keywords of Coexistence, Passion, and Relaxation. However, this only means that the keywords are in the brand, and so we are the only people who know about it.

For a successful brand management, we need to develop an operation system run by a separate organization and private sector. More specifically, a public and private cooperation system needs to be developed. Most successful city brands have been created and managed by separate organizations instead of their city governments. Seoul Metropolitan Government generally have only participated in the discussion of needs and funding. This is almost true for Seoul Metropolitan Government, as well. This does not mean that the roles of S Seoul Metropolitan Government need to be minimized, however. Instead, it means that the positioning of Seoul Metropolitan Government needs to be discussed for “I·SEOUL·U” to become a sustainable city brand of Seoul. We need an organization to continuously execute and manage the project instead of the Seoul Metropolitan Government. It is also essential for the effective implementation of policies and marketing. Berlin and Amsterdam also let public and private cooperation organizations manage their city brands. The Seoul needs to benchmark these cases.

Different plans have already been established to develop and use “I·SEOUL·U.” With them, a more organized marketing strategy will be established.

Citizen participation must not stop at the development stage of the city brand. Bidirectional communication with citizens is essential in marketing and using a brand. This is the reason why the open source strategy is taken. The term “open source” is used in IT to refer to a programing code that is published to create a better program with the contribution of more people.

While copyright laws are generally becoming stricter, open source activity is also becoming more common with remarkable results. An open source strategy needs to be implemented to build a successful city brand strategy. The ‘I·SEOUL·U’ needs certain principles to build a successful open source strategy. These principles are Openness, Sharing, and Identification. First, it is to open the guidelines and rights to use so as to improve the application of the developed Seoul brand. Second, it is to share it so that the citizens can come up with ideas for its use. Third, it is to spread the brand and gain awareness so that good applications are officially valued.

The key of open source strategy is to let “the citizens improve the application of the brand that they have created on their own.” This requires direct creation, publication, and sharing of representative cases; implementation of proposals from citizens; and different physical and institutional actions to spread this information (e.g. actionable application use guide, solution for copy right, incentive, etc.). On that basis,




the Seoul brand open source strategy will create a practical, familiar, and helpful Seoul brand.

| Phased Open Source Strategy |

	Scope of Brand Use Outcome	Actionable activities
Openness	Regulations on Principles, Methods, and Rights of Use	Preliminary Survey and Cooperation Plan
Sharing	Proposed Application of the Events such as "This is How Seoul Brand through Citizen an Idea of a Citizen is Used", Participation "What the Seoul Brand Needs Product as Suggested by and Where the Seoul Brand Citizens" (to drive continued Needs to Be (tentative title)" interest and participation) contest	"Giving a Brand to a Traditional
Identification	An opportunity to introduce the Public Feedback in Korea "Product of Seoul" (an indie and Overseas, and Creative brand for the youth, handcrafts Implementation of "Premium found in the allies of Seoul with Seoul through the Seoul Brand" 100-year tradition, etc.), which is valued through the Seoul brand	

If the "I·SEOUL·U" brand becomes open source, it will be more easily and spontaneously spread in cooperation with content creators including citizens, indie brands, and start-ups. This is because it will provide an environment where a private and creative idea becomes a product. More commercial applications of "I·SEOUL·U" will improve the rate of profit as well as awareness of the Seoul brand.

| Examples of Open Source Strategy |

Open Source

Joint Brand Use

Branded Product

• **Launching of Seoul Brand Committee** •

The Seoul Brand Committee will launch in the first half of 2016. It will consist of experts from Seoul Brand Promotion Committee; department heads of economy, culture, and tourism of Seoul Metropolitan Government; and presidents of investment groups, including Seoul Institute and Seoul Business Agency. The Seoul Brand Promotion Committee is an important decision-making group on Seoul brand marketing to manage the vision of the Seoul brand and city brand, suggest the vision of cooperative private and public governance, and establish mid-/long-term city brand marketing strategies. Other countries have similar organizations, such as the Amsterdam Partners and Berlin Partners. The former is a general city brand management platform representing local governments, businesses, and organizations and establishes basic principles of the city brand on the basis of policies of Amsterdam and preferences of businesses. It also manages and monitors the city brand while managing the city brand license. The latter is a public organization under the control of the Berlin City Government, established through the cooperation of Parliament and over 200 private businesses, and it implanted and manages the “Be Berlin” campaign, including Berlin City marketing events in different countries. It performs “Location Marketing” to market the city through publications and online media.

| Comparison between Amsterdam Partners and Berlin Partners |

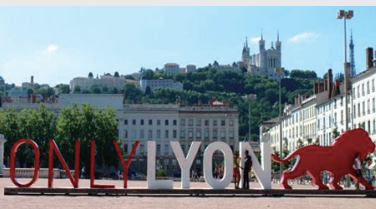
Amsterdam Partners	Berlin Partners
<ul style="list-style-type: none">• A city brand management platform representing local governments, businesses, and organizations• Establishes basic principles for the city brand based on policies and preferences of businesses• Manages and monitors the city brand while managing the city brand license	<ul style="list-style-type: none">• Established as a public organization under the control of the city government in cooperation with Parliament and over 200 private businesses• “Be Berlin” campaign: Berlin marketing events in different countries• Location Marketing: City marketing with marking publications and online media

- Revised the ordinance on the symbol of Seoul, fabricated and installed a marketing sculpture for the Seoul brand •

As the city brand is increasingly important, competition to manage has become increasingly intense among cities in Korea and overseas. Furthermore, the importance of systematic and sustainable city brand management is on the rise as the paradigm of city management is shifting from the development to the city regeneration and people. Seoul Metropolitan Government also needed to develop a legal basis to manage the “I-SEOUL·U” brand and thus established relevant ordinance. The new establishment and revision of ordinance include a symbol of Seoul, the organization and management of the Seoul Brand Committee, and the development of the Seoul Brand Master Plan.

Seoul will also fabricate a sculpture of “I-SEOUL·U,” and install it in Seoul Children’s Grand Park as a pilot and then in Seoul Plaza, Seoul Grand Park (Gwacheon), Dongdaemun Design Plaza Park (DDP), and other tourism locations where many Koreans and overseas visitors frequently visit, so as to frequently organize citizen participation events to gain civil identification with the Seoul brand.

| Example of City Brand Sculpture |



Lyon, France



Determined Seoul brand marketing sculpture (plan)



Amsterdam, Netherlands

• Establishment of official guideline and application methods •

To gain popular support for the 3rd-generation open platform Seoul brand, the Seoul Brand I·SEOUL·U Guide has been developed and distributed. Also, different applications will be developed for taxis, bus stations, and other public facilities. Open source utilization guidelines will be established for spontaneous utilization of the Seoul brand. Then, anyone can use it according to the conditions, without undergoing the prior licensing process. Seoul brand products will be developed and sold in conjunction with the Seoul Design Foundation and Seoul Business Agency.

| Examples of Seoul Brand Products |



Joint Seoul brand marketing cooperation conference will be held in cooperation with self-governing regional governments and investors, which will establish and implement their own utilization plans for the Seoul brand.

Spread of the Crowd-sourced Brand

When large events and festivals are organized to introduce the crowd-sourced brand, usage of the new Seoul brand is expected to increase significantly. Plans are set to maximize the exposure of “I·SEOUL·U” at Seoul Lantern Festival, Seoul Kimchi Festival, and Seoul Plaza Ice Rink, and the brand has already been promoted at the International Energy Conference, Seoul MICE Forum, and other international events.

Furthermore, the Seoul brand will be promoted in conjunction with the tourism and sports sectors. “I·SEOUL·U” will be used in the Seoul tourism promotional videos and printed materials, while a citizen participation campaign will be implemented using the new Seoul brand in partnership with a Seoul global marketing agency. Plans are in place to introduce and promote the new Seoul in various ways when international sports events are held at Gocheok Sky Dome and Seoul World Cup Stadium. Camping items will be developed to promote recognition of “I·SEOUL·U” while visiting different countries with Federation Internationale de Camping, Carcavanning et Autocaravaning (FICC).

Citizen participation events have been held through private cooperation, including the “Parody Contest” with Daum.

| Overview of the Parody Contest |

- Theme: Fill the blank in I·(·)·U under the theme of “What is Seoul to me?”
- Period: November 24th, 2015 – December 14th, 2015
- Improvement of “I-SEOUL·U” Recognition, and Listening to Civil Ideas on its Application

The “29 Second Film Festival” was held. This was a film contest for the new Seoul brand under the theme, “Between I and U (You), please fill the space with different stories of Seoul.” The winner was broadcasted through different video media of Seoul including subway and bus video screens, and Seoul Metropolitan Government websites.

| Overview of 29 Second Film Festival |

- Theme: Between I and U (You), please fill the space with different stories of Seoul.
- Subjects: 29-second Video (Movies, Motion Graphics, UCC, etc.)
- Period: November 13th, 2015 – December 8th, 2015 / ※ Awards Ceremony: December 17th, 2015 (Thu) Multi-purpose Auditorium of City Hall
- Utilization of Winner: The winner will be broadcasted through different video media of Seoul including subway and bus video screens, and Seoul City websites.

• From the Creator to the Citizens, From the Citizens to the Citizens •

The new Seoul brand has been criticized as much as it has been encouraged by citizens. In particular, those citizens who participated in the development process showed an attachment to it and asked for open mindedness instead of negative judgment.

• The Home of “I-SEOUL·U” Idea Creator •

The slogan creator, Harin Lee said,

“Many people have put efforts and time into creating the Seoul brand. Thank you all. I really appreciate their hard work, because I just gave a simple idea. I believe one of the reasons why “I-SEOUL·U” won the contest is the extraordinary retouching of experts. I never dreamt that my idea would win the contest. I have sincerely enjoyed the entire process.”

The BI idea creator, Hyejin Choi said,

“I came to know about the Seoul Brand Contest while I was doing tourism product development and art directing to change the view of Seoul. I believed that it would be a good opportunity to have a bigger picture by creating an ongoing project to express Seoul with the design, not as a designer but as a Seoul citizen. I’m glad that such work of interest and passion is used as a design motive of the new Seoul brand, “I-SEOUL·U.” I also want to say thank you to the citizens of Seoul and the expert evaluation group.”

• Thoughts of Participating Citizens •

The head of Everyone's Seoul Brand Creative Team, Mr. Jun-won Seo said,

"Many members of Everyone's Seoul participated in the 1,000-Person Meeting. Many of them are workers, so they had to take a half-day off. I guess they wanted to see the final result. It was an extremely cold day, but my heart was hot and beating fast. It is difficult to say in a word. I was very nervous at the very last moment, and it was like winning a lottery when "I·SEOUL·U" won the contest." I had so many mixed emotions".

A member of Seoul Brand Citizen Ambassador (SBC), Mr. Seongdae Kim said,

"The 3 final candidates had their own advantages and disadvantages. The explanation was understandable, but it was not intuitive. "I·SEOUL·U" was preferred in the 1,000-Person Meeting, so the result was somewhat expected. Personally, I'm so sorry. I do believe that this design can be a true start to a new city brand. The success depends on how the Seoul citizens use it. I understand that it looks somewhat incomplete. It also feels difficult for now.

City brands of overseas cities have been used for a certain amount of time, and so they look familiar, but it is a different story for the newly developed Seoul brand. I hope that the city brand of New York or Paris is cited to criticize the Seoul brand. They say the other city brands are intuitive, but isn't that because they have been used for certain time?

However, the "I·SEOUL·U" is based on the idea and determination of citizens. It also has many advantages. I think the idea of substituting the English letter "O" with the Korean letter "o" is brilliant. It feels like a co-existence of the East and West. It also has a visual effect that all cultures cross in Seoul. Seoul Metropolitan Government also needs to make efforts. I hope Seoul brand workers put more efforts towards finding and suggesting easier explanations and intuitive expressions of the brand. Then the Seoul brand will be used more and loved more, I believe."

It has been a rushing year. We still feel wanting, as much as the effort and sweat given by so many people. However, Seoul has been changed with enthusiasm and it will, I believe, be ultimately successful. In the process, the "I·SEOUL·U" will grow together. We just need to wait and see if it will be established as a beloved city brand among Seoul and global citizens. As Seoul develops as an international city with high participation, passion, and relaxation, I hope "Seoul of You and Me" will be reborn as a premium international city based on I·SEOUL·U."

I·SEOUL·U

Appendix

Citizens Who Participated in Making Seoul Brand

| Citizens Who Participated in the Idea Contest |

간민석	강문정	강소정	강은경	강지훈	강혜진	고연정	공미경	곽예림	구자훈
갈승민	강문주	강수민	강은재	강 진	강호성	고영범	공민규	곽윤주	구창률
감승수	강미선	강수빈	강은주	강진영	강홍임	고영우	공병준	곽좌현	구재윤
강가림	강미염	강수연	강은찬	강진웅	강화정	고영준	공서영	곽주은	구재은
강경안	강미영	강수예	강의성	강진태	강환희	고요한	공소정	곽지성	구지선
강경오	강 민	강수원	강인규	강진희	강효경	고우석	공승연	곽지연	구지수
강경은	강민경	강수진	강인규	강찬혁	강효라	고우진	공승현	곽지은	구지연
강경희	강민구	강수환	강인성	강창기	강희도	고운지	공유리	곽현주	구지현
강계민	강민근	강숙현	강인순	강창성	강희망	고운서	공은비	곽혜원	구지혜
강국상	강민사	강슬아	강인영	강채연	강희문	고윤영	공은표	곽호근	구진서
강국형	강민서	강승구	강인홍	강철규	강희봉	고윤자	공재섭	곽호창	구진영
강규리	강민석	강승묵	강일훈	강춘남	강희서	고윤후	공준서	곽희원	구태림
강규아	강민성	강승지	강재석	강태곤	강희원	고은강	공해정	구건희	구하나
강규영	강민수	강승현	강재원	강태구	거연수	고은별	공해빈	구경모	구현도
강규원	강민아	강시내	강재준	강태영	견민아	고은세	공호석	구경임	구형모
강규혁	강민정	강신애	강정민	강태우	경봉식	고은아	공환희	구교승	국두람
강규호	강민정	강신영	강정아	강태욱	경세현	고은영	곽건호	구기운	국선영
강글솜	강민준	강신우	강정애	강태원	경재영	고은우	곽경희	구나희	국영주
강기석	강민지	강신욱	강정우	강태일	계명선	고은지	곽고원	구다혜	국승희
강나루	강민철	강신홍	강정원	강태종	계성주	고은철	곽규원	구대환	국원서
강나연	강민혁	강신홍	강정은	강태주	고경민	고은혜	곽금중	구동현	국형전
강노원	강민휘	강여진	강정주	강태현	고경준	고인희	곽기주	구민선	권경민
강능만	강병국	강연경	강정현	강태훈	고경희	고정희	곽노림	구민슬	권경익
강다루	강병록	강연수	강종필	강푸른	고고을	고종석	곽다혜	구민정	권경희
강다솔	강병배	강연화	강주미	강하은	고나현	고주현	곽동현	구민지	권광동
강다솔	강병선	강영모	강주빈	강해경	고다원	고준석	곽동호	구범모	권금옥
강다연	강병진	강영세	강주연	강향연	고단비	고지현	곽두홍	구범준	권기륜
강다영	강보경	강영순	강주원	강현경	고도혜	고진아	곽영애	구범모	권기호
강다원	강보람	강영신	강주은	강현석	고동오	고진형	곽영진	구보수	권나래
강다정	강보연	강영자	강 준	강현영	고동현	고채영	곽무진	구본식	권나희
강다혜	강보훈	강영호	강준분	강현우	고득영	고채현	곽미정	구본준	권나희
강다희	강부성	강영훈	강준석	강현욱	고미성	고태수	곽민준	구빛나	권남희
강대명	강신하	강용건	강준영	강현주	고미자	고하은	곽민호	구서윤	권누리
강대현	강상우	강운채	강준혁	강형균	고민수	고한비	곽범석	구서준	권다은
강대훈	강서영	강원정	강준호	강해나	고민지	고현노	곽범준	구성찬	권다현
강도영	강서현	강원준	강지성	강해란	고상성	고현숙	곽상철	구세영	권 단
강동균	강석만	강원준	강지애	강해림	고새론	고현욱	곽서우	구 슬	권덕근
강동민	강석진	강유경	강지연	강해미	고선경	고현준	곽서현	구승하	권도윤
강동우	강석휘	강유린	강지영	강해성	고성준	고현지	곽선우	구영민	권도훈
강동현	강성곤	강유림	강지오	강해숙	고수민	고현희	곽선주	구영애	권영선
강동훈	강성길	강유선	강지완	강해영	고수연	고혜연	곽설화	구영진	권미경
강 린	강성모	강유성	강지윤	강해원	고수현	공경언	곽שמ	구인교	권미르
강미일즈	강성수	강유신	강지민	강해윤	고수화	공덕일	곽성은	구지은	권미정
강명수	강성현	강유진	강지한	강해인	고아라	공동영	곽승호	구지철	권민서
강명환	강성호	강윤준	강지현	강해정	고아름	공동영	곽신현	구지황	권민우

| Citizens Who Participated in the Idea Contest |

권민지	권오철	권혁준	김강권	김경현	김기선	김다윤	김동식	김명애	김민성
권보경	권옥화	권혁찬	김강민	김경호	김기섭	김다은	김동연	김명언	김민성
권보미	권용일	권현우	김강산	김경환	김기수	김다혜	김동영	김명임	김민세
권봉순	권용제	권현진	김강현	김경희	김기숙	김다희	김동완	김명자	김민솔
권새암	권용현	권형준	김 건	김계문	김기순	김단비	김동욱	김명주	김민수
권석진	권유림	권혜리	김건국	김계순	김기연	김단아	김동원	김명한	김민식
권석찬	권유빈	권혜주	김건동	김계홍	김기영	김달호	김동윤	김명호	김민아
권선하	권윤주	권효주	김건록	김고웅	김기웅	김대선	김동인	김명효	김민영
권선희	권윤희	권희상	김건무	김고은	김기주	김대성	김동일	김명훈	김민예
권성숙	권은경	권희진	김건식	김곤희	김기준	김대식	김동임	김묘진	김민왕
권성주	권은숙	금나래	김건용	김공자	김기태	김대연	김동주	김무충	김민용
권성진	권은정	금동우	김건우	김관중	김기한	김대영	김동준	김무현	김민재
권성철	권은지	금보령	김건탁	김광령	김기현	김대원	김동진	김문강	김민정
권세찬	권익섭	금진섭	김건형	김광문	김기호	김대중	김동학	김문영	김민주
권세희	권재욱	기나을	김건호	김광민	김기환	김대진	김동혁	김문일	김민준
권소라	권정대	기무희	김건희	김광숙	김갑수	김대천	김동현	김문정	김민지
권소영	권정현	기범석	김 겸	김광순	김갑자	김대호	김동환	김미강	김민진
권송이	권정훈	기세형	김경경	김광욱	김나경	김대홍	김동희	김미경	김민철
권수민	권정휘	기영명	김경곤	김광종	김나나	김대화	김두경	김미라	김민태
권수아	권주병	기예원	김경규	김광훈	김나연	김대환	김두연	김미란	김민택
권수영	권준우	기은선	김경내	김광현	김나영	김대희	김두철	김미래	김민하
권수인	권지민	기인수	김경노	김교태	김나예	김덕경	김두환	김미서	김민혁
권수현	권지영	김경순	김경도	김구남	김나옥	김덕주	김득명	김미선	김민혜
권순현	권지은	김동욱	김경록	김국기	김나을	김덕호	김라은	김미소	김민호
권순경	권지현	김상윤	김경림	김귀선	김나은	김도연	김래현	김미숙	김민희
권순만	권지훈	김선진	김경미	김규리	김나현	김도연	김려은	김미애	김민희
권순범	권진만	김소진	김경민	김규빈	김나형	김도영	김로진	김미연	김배기
권순영	권진영	김수현	김경성	김규식	김남경	김도완	김루빈	김미영	김범준
권순옥	권진홍	김예진	김경수	김규애	김남규	김도우	김루시아	김미정	김범진
권순철	권채민	김유진	김경숙	김규태	김남기	김도원	김리연	김미주	김병규
권 신	권태경	김은혜	김경순	김근수	김남수	김도윤	김리는	김미진	김병근
권아영	권태호	김재연	김경아	김근식	김남연	김도은	김리혜	김미현	김병기
권양희	권태훈	김지혜	김경애	김근원	김남용	김도현	김마야	김미혜	김병래
권영국	권태희	김혜선	김경연	김금선	김남정	김도형	김마음	김미희	김병연
권영녀	권택경	김 훈	김경영	김금숙	김남훈	김도화	김만규	김민건	김병욱
권영범	권하나	김가경	김경옥	김금순	김남희	김도훈	김만석	김민경	김병우
권영상	권하영	김가람	김경은	김금주	김노은	김도희	김만수	김민균	김병욱
권영선	권한결	김기연	김정은	김금환	김다남	김동규	김만훈	김민원	김병일
권예리	권해진	김가영	김경이	김기덕	김다래	김동년	김명덕	김민규	김병준
권예린	권해현	김가을	김경인	김기락	김다름	김동녕	김명민	김민기	김병철
권예슬	권향련	김가은	김경자	김기림	김다빈	김동민	김명성	김민서	김보경
권오덕	권혁문	김가현	김경침	김기명	김다연	김동빈	김명수	김민석	김보라
권오명	권혁민	김가희	김경주	김기민	김다영	김동석	김명숙	김민선	김보람
권오슬	권혁배	김갑석	김경진	김기범	김다예	김동수	김명식	김민설	김보리
권오익	권혁소	김 강	김경탁	김기병	김다운	김동숙	김명신	김민섭	김보민

| Citizens Who Participated in the Idea Contest |

김보빈	김서윤	김성민	김소민	김승균	김아인	김영빈	김예형	김우석	김윤성
김보선	김서정	김성수	김소연	김승록	김아진	김영삼	김예희	김우성	김윤수
김보성	김서주	김성아	김소영	김승민	김아현	김영서	김오진	김우정	김윤아
김보연	김서준	김성애	김소원	김승배	김안기	김영석	김옥선	김우중	김윤영
김보영	김서진	김성연	김소울	김승범	김안호	김영선	김옥이	김우중	김유이
김보현	김서하	김성열	김소은	김승수	김애린	김영수	김옥희	김우진	김윤재
김보환	김서현	김성오	김소정	김승식	김애림	김영신	김은겸	김우태	김윤정
김복만	김석범	김성욱	김소진	김승연	김애자	김영아	김은자	김우혁	김윤주
김복순	김석영	김성완	김소현	김승완	김양미	김영완	김 옹	김우현	김윤지
김 불	김석윤	김성우	김소형	김승용	김양식	김영웅	김완중	김옥희	김윤진
김봉구	김석준	김성욱	김소희	김승원	김양신	김영은	김완호	김은석	김유하
김봉근	김석중	김성원	김소희	김승윤	김양희	김영인	김완희	김응규	김윤혜
김봉민	김석진	김성윤	김소히	김승일	김어진	김영일	김왕국	김용창	김윤호
김비나	김석태	김성은	김 솔	김승재	김여령	김영재	김왕주	김 원	김은경
김 빈	김석현	김성주	김송이	김승주	김여원	김영조	김요섭	김원경	김은나래
김빛나	김석호	김성준	김송하	김승준	김여정	김영중	김요셉	김원기	김은미
김빛나라	김석환	김성중	김 수	김승태	김연경	김영주	김요중	김원미	김은배
김사리	김 선	김성천	김수겸	김승현	김연목	김영준	김요한	김원애	김은비
김사랑	김선규	김성철	김수경	김승현	김연성	김영진	김용관	김원재	김은서
김서우엘	김선모	김성채	김수란	김승화	김연수	김영찬	김용구	김원준	김은수
김사백	김선민	김성태	김수련	김승환	김연숙	김영천	김용규	김원중	김은숙
김사빈	김선복	김성하	김수미	김승훈	김연신	김영팔	김용기	김원태	김은순
김상고	김선애	김성현	김수민	김시연	김연옥	김영표	김용길	김원택	김은아
김상규	김선영	김성호	김수빈	김시은	김연주	김영학	김용대	김원현	김은영
김상미	김선용	김성훈	김수아	김시우	김연진	김영현	김용덕	김원희	김은주
김상민	김선우	김성희	김수연	김시원	김연창	김영호	김용만	김원희	김은중
김상수	김선유	김세림	김수영	김시윤	김연철	김영화	김용미	김유경	김은지
김상순	김선울	김세미	김수정	김시은	김연화	김영환	김용민	김유나	김은진
김상아	김선주	김세빈	김수지	김시현	김연희	김영훈	김용복	김유리	김은철
김상엽	김선진	김세원	김수진	김시훈	김영건	김영희	김용석	김유림	김은초롱
김상은	김선철	김세웅	김수하	김 식	김영겸	김예경	김용선	김유미	김은총
김상용	김선태	김세원	김수현	김 신	김영관	김예나	김용수	김유민	김은평
김상우	김선하	김세윤	김수형	김신기	김영광	김예랑	김용욱	김유빈	김은혜
김상윤	김선현	김세은	김수희	김신영	김영국	김예린	김용완	김유섭	김은환
김상조	김선형	김세정	김숙녀	김신우	김영교	김예림	김용우	김유연	김은희
김상진	김선호	김세종	김숙원	김신철	김영근	김예빈	김용욱	김유정	김의영
김상철	김선홍	김세준	김순덕	김신혜	김영남	김예서	김용정	김유진	김의정
김상현	김선희	김세진	김순래	김이라	김영득	김예선	김용준	김유찬	김의준
김상현	김선희	김세철	김순애	김아람	김영란	김예슬	김용진	김유태	김의진
김상호	김설영	김세현	김순영	김아름	김영래	김예슬	김용현	김유화	김이람
김상훈	김성균	김세형	김순주	김아름	김영목	김예원	김용호	김유희	김이레
김새롬	김성근	김세훈	김순학	김아름배	김영문	김예은	김용훈	김윤경	김이름
김서경	김성길	김세희	김순화	김아린	김영미	김예주	김용희	김윤미	김이안
김서연	김성림	김소라	김슬기	김아연	김영민	김예지	김우람	김윤생	김이현
김서예	김성미	김소린	김승건	김아영	김영배	김예진	김우리	김윤서	김 익

| Citizens Who Participated in the Idea Contest |

김익규	김재훈	김종수	김준영	김지훈	김창영	김태원	김한이	김형곤	김호영
김인건	김재희	김종숙	김준오	김지희	김창용	김태윤	김한준	김형구	김호준
김인경	김정경	김종엽	김준태	김진경	김창욱	김태은	김한철	김형근	김호철
김인성	김정규	김종우	김준현	김진광	김창현	김태이	김한표	김형남	김홍규
김인수	김정기	김종원	김준혁	김진구	김채니	김태종	김해리	김형모	김홍두
김인숙	김정두	김종은	김준현	김진기	김채림	김태준	김해미	김형미	김홍매
김인순	김정례	김종일	김준형	김진남	김재연	김태진	김해수	김형민	김홍범
김인신	김정림	김종임	김준호	김진동	김재연	김태한	김해지	김형배	김홍석
김인엽	김정미	김종진	김준휘	김진만	김채윤	김태현	김향란	김형복	김홍주
김인자	김정민	김종찬	김준희	김진서	김 천	김태현	김향숙	김형빈	김홍준
김인찬	김정빈	김종천	김중록	김진석	김천수	김태형	김향환	김형석	김홍찬
김인하	김정선	김종태	김중성	김진선	김철기	김태화	김향희	김형선	김화국
김인호	김정수	김중학	김중원	김진성	김철로	김태환	김 혁	김형수	김화영
김인화	김정숙	김중한	김중효	김진솔	김철민	김태훈	김혁건	김형순	김화정
김인희	김정순	김중현	김중호	김진수	김철수	김태희	김 현	김형아	김환영
김일수	김정아	김중호	김지나	김진아	김철욱	김택봉	김현경	김형우	김환희
김일환	김정안	김중화	김지민	김진영	김철호	김택선	김현구	김형준	김희곤
김자영	김정애	김주건	김지산	김진용	김창민	김평우	김현국	김형준	김효경
김장열	김정연	김주경	김지선	김진우	김초영	김필수	김현기	김형진	김효림
김장현	김정욱	김주남	김지수	김진원	김초원	김필수	김현기	김형찬	김효선
김재경	김정원	김주년	김지아	김진이	김초은	김필순	김현동	김형철	김효우
김재광	김정윤	김주동	김지안	김진창	김춘희	김필환	김현라	김형태	김효은
김재국	김정은	김주연	김지애	김진주	김충재	김하나	김현미	김형후	김효정
김재권	김정이	김주엽	김지연	김진철	김충현	김하늘	김현민	김혜경	김효주
김재규	김정인	김주영	김지영	김진혁	김충환	김하랑	김현보	김해곤	김효중
김재범	김정자	김주우	김지예	김진형	김치윤	김하린	김현석	김해란	김효진
김재복	김정재	김주원	김지완	김진호	김태경	김하림	김현성	김혜련	김효혜
김재숙	김정주	김주은	김지우	김진화	김태규	김하빈	김현수	김혜림	김후종
김재신	김정준	김주이	김지욱	김진환	김태균	김하얀	김현숙	김혜령	김 휘
김재연	김정태	김주찬	김지웅	김진후	김태린	김하연	김현식	김혜리	김희각
김재영	김정한	김주하	김지웅	김진희	김태림	김하영	김현아	김혜민	김휘선
김재욱	김정현	김주혁	김지유	김차전	김태빈	김하은	김현준	김혜민	김휘영
김재웅	김정화	김주현	김지윤	김찬민	김태산	김하준	김현오	김혜빈	김희동
김재원	김정희	김주형	김지은	김찬섭	김태선	김학규	김현우	김혜선	김희령
김재윤	김정훈	김주혜	김지인	김찬식	김태성	김학성	김현은	김혜수	김희민
김재창	김정희	김주호	김지태	김찬양	김태수	김학수	김현재	김혜승	김희석
김재학	김제람	김주희	김지한	김찬영	김태식	김학표	김현정	김혜연	김희선
김재한	김제우	김주훈	김지해	김찬오	김태양	김한결	김현준	김혜영	김희성
김재혁	김제하	김주희	김지현	김찬우	김태연	김한경	김현중	김혜원	김희언
김재현	김조남	김준겸	김지형	김찬울	김태영	김한나	김현지	김혜인	김희영
김재형	김조희	김준규	김지혜	김찬진	김태완	김한별	김현진	김혜진	김희원
김재호	김종갑	김준민	김지호	김찬호	김태용	김한서	김현철	김혜현	김희자
김재홍	김종광	김준범	김지현	김창권	김태우	김한솔	김현태	김호경	김희재
김재화	김종민	김준서	김지효	김창근	김태욱	김한수	김현하	김호경	김희정
김재황	김중세	김준엽	김지후	김창수	김태웅	김한욱	김현희	김호성	김희주

| Citizens Who Participated in the Idea Contest |

김희준	남기현	남형준	노종현	라지혜	류호정	문상호	문지아	민병찬	박고운
김희진	남나래	남혜민	노종현	라찬수	류희경	문새한	문지영	민병춘	박광철
김희창	남대현	남희정	노주영	류가람	류희동	문서연	문지용	민보경	박광춘
나건하	남도현	노기영	노주예	류가윤	류희창	문서준	문지우	민부자	박광춘
나경석	남명주	노경애	노지영	류경희	마르타	문서진	문지원	민선예	박광택
나경철	남미지	노규영	노지우	류규현	마승윤	문석진	문지은	민선재	박구용
나근옥	남 민	노국래	노지원	류기영	마이클	문석형	문진영	민선조	박구현
나기운	남민재	노기현	노지은	류나연	마응희	문선경	문찬오	민설혜	박국권
나상균	남보란	노다희	노지혁	류동민	마유나	문선애	문찬웅	민세원	박국현
나성민	남빛나	노동명	노진규	류동엽	마은비	문선영	문찬중	민수정	박국형
나성주	남상연	노동수	노창근	류동준	만간송	문성현	문채연	민원희	박궁원
나소미	남상현	노영순	노태완	류 리	맹기성	문성혜	문채원	민은아	박귀현
나송화	남상현	노병기	노태준	류마루	맹보영	문성훈	문초희	민 지	박규민
나승환	남서진	노병일	노태훈	류명아	맹소현	문세움	문초호	민지수	박규원
나아름	남선주	노서영	노학래	류미영	맹업순	문소희	문태곤	민지원	박규진
나연이	남성우	노서진	노한상	류상현	맹인진	문수빈	문한섬	민지인	박규태
나영호	남수지	노선옥	노한솔	류서영	맹지연	문수인	문한옥	민지혜	박규현
나예인	남수창	노선희	노해성	류석현	맹총이	문수지	문혜준	민지희	박규훈
나은우	남승욱	노수현	노해원	류선정	명경미	문수학	문현경	민진수	박규희
나용운	남 아	노수인	노현수	류새영	명경자	문수혁	문현기	민택기	박근수
나용진	남영근	노수진	노혜림	류수린	명대웅	문승진	문현우	민해성	박근우
나유진	남예진	노연서	노혜정	류수빈	명예달	문승혁	문현정	민해주	박근태
나윤서	남용훈	노영우	노효진	류수연	명정은	문아슬	문현충	민홍규	박근혜
나윤오	남우숙	노영호	노희서	류아정	명지예	문열림	문현지	박기영	박기나
나윤주	남윤행	노예솔	노희수	류연우	모 란	문영우	문현정	박 건	박기범
나재열	남윤호	노용환	노경민	류영수	모영민	문영자	문현경	박근우	박기석
나정현	남윤호	노우영	노경훈	류용준	모유진	문예슬	문혜림	박건태	박기선
나종언	남은결	노우종	노상우	류은아	모재성	문원석	문혜원	박건희	박기순
나하늘	남은주	노원식	노연구	류임연	모진우	문윤서	문혜윤	박 경	박기연
나하은	남재욱	노원직	노원락	류재상	목상수	문윤식	문호균	박경덕	박기완
나혜원	남재현	노원희	노은미	류재한	목소리	문윤환	문홍규	박경득	박기찬
나화영	남재희	노유나	노은서	류재호	문가연	문은지	문화춘	박경민	박기철
나화영	남정모	노유라	노현주	류정민	문가은	문인성	문희영	박경서	박기태
나효인	남정민	노유미	노형철	류정하	문권상	문인영	문희준	박경섭	박기현
나희경	남정선	노유석	노희원	류정현	문규동	문자연	문희찬	박경수	박기호
나희주	남정희	노유진	동 건	류제영	문길남	문지원	문희호	박경식	박나규
남가민	남주리	노유창	동주섭	류종민	문다희	문장식	민경록	박경아	박나리
남가운	남주영	노윤정	동효민	류지은	문단아	문정기	민경수	박경옥	박나연
남가은	남지우	노인옥	두주연	류지혜	문대성	문정원	민경식	박경옥	박나영
남경우	남지운	노재익	두초롱	류창우	문동주	문정인	민경우	박경자	박나현
남공소라	남창진	노재욱	라금성	류태형	문미선	문정일	민경자	박경주	박나혜
남궁정택	남태우	노재형	라빈더	류하나	문범영	문정혜	민경현	박경진	박나아
남궁한호	남택범	노재홍	라원진	류현서	문병주	문종한	민득기	박경대	박남혁
남기범	남현재	노정실	라인수	류현석	문상유	문주화	민목영	박경희	박남훈
남기조	남현제	노정아	라제수	류현우	문상배	문준희	민병규	박계원	박나수

| Citizens Who Participated in the Idea Contest |

박누리	박민서	박성재	박성준	박순석	박영욱	박유희	박재한	박주한	박진욱
박다솔	박민석	박성준	박성진	박순영	박영재	박 용	박재현	박주현	박진재
박다영	박민선	박성찬	박성철	박순옥	박영조	박은경	박재호	박주형	박진한
박다은	박민성	박성하	박성혁	박순우	박영조	박은림	박재훈	박준경	박진형
박다한	박민수	박성학	박성현	박솔기	박영주	박은미	박정기	박준범	박진호
박다현	박민영	박성현	박성환	박승길	박영준	박은빈	박정목	박준서	박진환
박단비	박민우	박성호	박성훈	박승빈	박영진	박은수	박정미	박준석	박진희
박담주	박민욱	박성희	박성희	박승아	박영철	박은숙	박정민	박준수	박차미
박대겸	박민자	박서령	박세람	박승찬	박영환	박은아	박정선	박준영	박찬경
박대성	박민정	박서연	박세리	박승하	박영훈	박은영	박정숙	박준오	박찬선
박대신	박민주	박서영	박세린	박승혁	박예원	박은출	박정식	박준우	박찬수
박대훈	박민지	박서우	박세연	박승환	박예준	박은주	박정애	박준원	박찬숙
박덕영	박민천	박서윤	박세영	박승훈	박용구	박은준	박정용	박준태	박찬영
박덕준	박민철	박서진	박세욱	박승희	박용기	박은지	박정우	박준하	박찬우
박덕화	박민형	박서현	박세은	박시연	박용민	박은진	박정은	박준현	박찬윤
박도영	박민희	박서형	박세진	박시오	박용석	박은향	박정일	박준형	박찬중
박도현	박바른	박서희	박소담	박시원	박용원	박은혜	박정재	박준희	박찬진
박동석	박배준	박 석	박소라	박시현	박용의	박은희	박정준	박중배	박찬혜
박동영	박 범	박선아	박소린	박신근	박용일	박이연	박정환	박중서	박찬호
박동우	박범용	박선영	박소망	박신영	박원배	박이응	박정현	박지경	박찬홍
박동윤	박병규	박선용	박소미	박신우	박원순	박이진	박정화	박지민	박창수
박동진	박병윤	박선자	박소연	박신현	박원식	박인걸	박정환	박지선	박창욱
박동현	박병찬	박선재	박소영	박아나	박원진	박인국	박정훈	박지수	박창준
박동호	박병철	박선정	박소윤	박이랑	박원태	박인기	박제무	박지순	박채령
박두영	박병태	박선혜	박소율	박아론	박유란	박인범	박제목	박지연	박채린
박라연	박병화	박선희	박소은	박애미	박유리	박인석	박제성	박지영	박채민
박명규	박보라	박철아	박소정	박언주	박유림	박인성	박제승	박지오	박채연
박명숙	박보람	박성기	박소현	박엘리	박유미	박인수	박제연	박지우	박채영
박명학	박보림	박성기	박소희	박여림	박은	박인숙	박제현	박지원	박채울
박명호	박보영	박성목	박솔이	박여을	박유정	박인아	박종경	박지윤	박채윤
박명희	박보원	박성미	박송이	박연수	박유진	박인영	박종규	박지은	박채은
박목우	박보현	박성민	박수경	박연순	박유현	박인지	박종민	박지인	박채혁
박문경	박봉관	박성민	박수민	박연자	박윤경	박인찬	박종서	박지현	박채희
박문규	박비경	박성민	박수빈	박연재	박윤빈	박인택	박종석	박지혜	박철균
박미라	박윤희	박성민	박수연	박연지	박유서	박인혁	박종연	박지호	박초롬
박미란	박사랑	박성배	박수영	박연희	박유세	박인화	박종욱	박지훈	박초희
박미선	박상진	박성빈	박수진	박영광	박유수	박일호	박종원	박지희	박초의
박미영	박상분	박성수	박수현	박영규	박유슬	박장식	박종호	박 진	박춘동
박미자	박상아	박성숙	박수혜	박영근	박유아	박재광	박종환	박진덕	박춘서
박미정	박상언	박성애	박수호	박영기	박유우	박재민	박주부	박진범	박춘화
박미진	박상우	박성여	박수환	박영빈	박유익	박재성	박주성	박진석	박충진
박미현	박상욱	박성연	박수희	박영서	박윤재	박재식	박주연	박진선	박치훈
박미화	박상웅	박성완	박숙희	박영선	박윤정	박재용	박주영	박진수	박태건
박민경	박상원	박성은	박순경	박영솔	박윤주	박재우	박주은	박진영	박태성
박민남	박상은	박성주	박순란	박영애	박유희	박재중	박주하	박진우	박태영

| Citizens Who Participated in the Idea Contest |

박태준	박효순	배민선	배지해	백은지	변지연	서민정	서유라	서진환	설주은
박태훈	박효정	배민조	배지현	백은희	변치호	서범석	서유빈	서창완	설지원
박평수	박효주	배서현	배지혜	백인환	변현중	서범수	서유선	서푸름	설지윤
박필환	박휘병	배선미	배진섭	백재현	변혜주	서벽교	서유주	서하나	성강윤
박하나	박희연	배성만	배진영	백정섭	변호균	서보민	서유진	서하람	성강민
박하얀	박희진	배성재	배철환	백조원	봉세원	서보승	서윤경	서하얀	성경민
박하영	반가현	배성재	배철희	백종두	봉용운	서상원	서유배	서하준	성경환
박하윤	반성현	배성현	배 현	백종석	부삼열	서상익	서유아	서 현	성기영
박하은	반 응	배성휘	배현경	백종신	부송아	서상천	서윤정	서현규	성낙경
박한결	반유림	배수아	배현석	백종오	빅영규	서상희	서은결	서현숙	성낙규
박한별	반준우	배수정	배현아	백주연	사유나	서석민	서은별	서현아	성명심
박항기	방경주	배수현	배현지	백지연	사재혁	서석진	서은서	서현영	성미연
박해솔	방신들	배수호	배현진	백지우	사태숙	서석현	서은애	서현옥	성보연
박항숙	방성경	배순남	배혜선	백지원	사혜원	서성우	서은혜	서현정	성연서
박현석	방수아	배연진	배혜준	백지현	상종현	서성훈	서이건	서현지	성연찬
박현수	방아련	배영순	배희정	백지혜	상희성	서세경	서이안	서형석	성영훈
박현숙	방영웅	배예은	백경훈	백지훈	서가람	서수경	서이진	서형준	성욱빈
박현숙	방우진	배예진	백기현	백찬양	서강원	서수민	서이애	서혜림	성원기
박현영	방유선	배오현	백낙예	백채연	서건호	서수현	서자영	서화영	성원영
박현우	방유정	배우리	백난희	백채현	서경덕	서순영	서진년	서효원	성은미
박현욱	방윤희	배우성	백남일	백현정	서경범	서순호	서정슬	서 희	성은영
박현정	방재원	배우현	백동승	백해민	서경숙	서승덕	서정완	서희경	성인규
박현주	방재현	배유림	백두진	백호준	서고원	서승아	서정재	서희선	성재근
박현준	방주희	배유진	백민서	백희민	서광열	서승아	서정호	서희성	성정아
박현지	방준극	배유현	백민선	변동환	서균석	서승현	서종원	서희원	성종연
박현탁	방지현	배유관	백민재	변미연	서규원	서승희	서준은	석희희	성주원
박형근	방한비	배윤솔	백보람	변민우	서대신	서애랑	서주연	석유진	성준호
박형필	방행숙	배윤정	백서영	변상우	서대환	서연수	서주원	석재웅	성창훈
박혜경	방현아	배은영	백선규	변서뒤	서덕현	서연아	서주현	석지혜	성채연
박혜란	방현준	배인제	백선수	변서은	서동록	서연우	서주혜	선명균	성 춘
박혜령	방호준	배자경	백성계	변석환	서동민	서연재	서주희	선미경	성하승
박혜림	방홍식	배자은	백성웅	변수진	서동우	서연지	서준서	선민지	성하음
박혜미	방희수	배재범	백소망	변순주	서동욱	서연진	서준식	선원우	성현식
박혜민	방희연	배재윤	백소영	변영주	서동원	서영령	서지수	선은자	성현아
박혜빈	방희정	배재현	백승아	변예림	서동유	서영은	서지영	선진경	성혜숙
박혜선	배건희	배재홍	백승준	변옥정	서동주	서영민	서지오	선하은	성혜진
박혜연	배경우	배정은	백승표	변용만	서동휘	서영철	서지우	선혁산	성호진
박혜영	배권욱	배정임	백승현	변유정	서라울	서영택	서지원	설경문	성희철
박혜원	배근영	배정현	백승호	변윤정	서리에	서예랑	서지윤	설미경	소노크
박혜인	배기성	배정화	백승훈	변인희	서 린	서예빈	서지은	설민혁	소대성
박혜정	배다영	배주아	백유라	변재준	서명자	서예일	서지현	설비라	소리나
박혜준	배다인	배주이	백유진	변재현	서문성	서예진	서지혜	설수연	소문선
박혜진	배동철	배준원	백유지	변정섭	서문지	서육순	서진아	설슬기	소미경
박혜화	배영선	배종원	백은경	변준호	서미진	서용산	서진원	설우정	소병민
박홍서	배문석	배지영	백은솔	변지선	서민서	서우소	서진주	설유찬	소심주

| Citizens Who Participated in the Idea Contest |

소상희	순승민	송경선	송승연	송지윤	신동근	신수복	신은서	신태섭	심은영
소슬지	손시익	송경섭	송승원	송지은	신동석	신수연	신은송	신태철	심은자
소 윤	손양선	송경우	송승윤	송지현	신동숙	신수용	신은지	신태하	심재면
소은정	손 영	송경자	송승일	송지훈	신동원	신수원	신은형	신희균	심재현
소은휴	손영우	송경중	송시원	송지희	신동일	신수정	신인서	신희식	심재훈
소재탁	손예란	송경진	송시현	송진우	신동재	신수현	신일훈	신 현	심정림
소준민	손예림	송교빈	송아영	송진희	신동주	신수환	신장환	신희봉	심정환
소현우	손용귀	송교영	송아현	송찬우	신동참	신슬기	신재명	신희수	심종우
소희진	손용우	송기삼	송안나	송찬혁	신동하	신승민	신재아	신희진	심주환
송가영	손우창	송기태	송연경	송채린	신동훈	신승석	신재완	신희민	심지은
송가은	손우혁	송단비	송연주	송채미	신동희	신승엽	신재윤	신희선	심채영
송가은	손유지	송대국	송영미	송채이	신미리	신승원	신재종	신희숙	심현보
손 미영	손유현	송대남	송예림	송태영	신미미	신승재	신희현	신희연	심현지
손규민	손윤서	송도현	송예은	송필자	신미애	신승진	신정안	신희진	심형신
손대건	손윤택	송란희	송용주	송하나	신민규	신승현	신정우	신희식	심형준
손동주	손은혁	송만기	송원미	송하영	신민기	신시은	신정원	신희진	심형태
손동혁	손이수	송명숙	송유나	송하윤	신민서	신여진	신정임	신희찬	심혜진
손모아	손인식	송문정	송유민	송해리	신민수	신연수	신정현	신희우	심호준
손미영	손정미	송미라	송유진	송현수	신민승	신연우	신정호	신희영	심희정
손미화	손정아	송미리	송윤수	송현주	신민아	신연호	신정훈	신희인	안경후
손민기	손정연	송미선	송윤지	송혜림	신민영	신영균	신주연	신희정	안경희
손민석	손정우	송미숙	송윤하	송혜연	신민정	신영미	신주영	신희윤	안광호
손민우	손정인	송민경	송은빈	송혜영	신민준	신영숙	신주혁	심경혜	안교나
손민정	손정팔	송민구	송은정	송혜원	신민철	신영옥	신주혜	심규선	안규홍
손민준	손정현	송민서	송은주	송혜인	신범준	신영은	신주호	심규성	안금희
손민혁	손정환	송민아	송은탁	송혜린	신병식	신영조	신중일	심규학	안기영
손보경	손준하	송민우	송이나	송호담	신보라	신예린	신지민	심다은	안기윤
손상수	손지영	송민주	송이름	송흥석	신봉섭	신예림	신지선	심래오	안길희
손상진	손지우	송민준	송이화	송홍재	신상봉	신오유	신지성	심민기	안나경
손서연	손지웅	송민지	송인석	송효선	신상우	신요셉	신지수	심민섭	안나영
손서희	손지원	송민재	송재원	송희경	신서연	신용주	신지아	심민주	안다솜
손성아	손지현	송상호	송재진	송희봉	신서현	신우근	신지안	심법석	안도연
손성욱	손지형	송서윤	송재희	신경룡	신선아	신우진	신지연	심보경	안도현
손성일	손진동	송서이	송정기	신경철	신선영	신우찬	신지우	심상빈	안려연
손성재	손창민	송석주	송정석	신광섭	신성덕	신우철	신지울	심성환	안려연
손성협	손채은	송세인	송정은	신귀선	신성미	신원규	신지은	심승주	안민경
손성훈	손태현	송세진	송제욱	신귀순	신성수	신원영	신지혜	심수하	안민서
손세민	손해영	송승이	송주영	신기오	신성호	신원우	신지효	심승민	안민석
손세영	손현숙	송수령	송주용	신기태	신세철	신유민	신진아	심연진	안병기
손세희	손현옥	송수민	송주은	신나계	신세호	신유성	신진욱	심영보	안병현
손 슬	손혜빈	송수연	송준백	신난영	신소안	신유찬	신진하	심영숙	안보영
손수민	손혜원	송수익	송준우	신노을	신소영	신윤서	신채린	심영옥	안봉삼
손수빈	손효정	송수진	송준호	신다영	신 슬	신윤정	신채윤	심용선	안부현
손수형	손희승	송수한	송지민	신다혜	신승인	신은녀	신 철	심유하	안상영
손슬기	손희정	송슬홍	송지원	신대방	신수민	신은빈	신초희	심은경	안상희

| Citizens Who Participated in the Idea Contest |

안서연	안유경	안 혁	양숙정	양지훈	여소희	오동원	오시은	오주영	우산이
안석균	안유나	안현민	양슬기	양진규	여승우	오동하	오신영	오주한	우상지
안석모	안유림	안현수	양승선	양찬수	여 염	오동현	오심인	오주희	우상휘
안선영	안윤경	안현아	양승우	양채은	여재구	오두영	오연경	오준석	우서진
안성구	안은숙	안현욱	양승철	양 철	여준영	오동용	오연수	오준원	우선화
안성민	안은실	안현준	양승혁	양춘선	여준호	오명식	오연숙	오준호	우성오
안성우	안은영	안현진	양승현	양태영	여지연	오명신	오연지	오지영	우세은
안성태	안은정	안형기	양승호	양한윤	여지예	오미란	오명민	오지윤	우수민
안성혁	안은지	안혜연	양영지	양현미	여지환	오미선	오영은	오지일	우승수
안성현	안은하	안혜진	양완모	양현수	여추동	오미숙	오영훈	오창순	우아라
안성희	안이건	안효경	양용욱	양현영	여태영	오미정	오예빈	오창재	우아이
안세린	안이건	안효진	양용준	양형성	여환종	오민식	오예찬	오창현	우연미
안세용	안이슬	안효정	양우재	양혜강	연인아	오민재	오용준	오준호	우영지
안세희	안인선	안효준	양원주	양혜령	연재광	오민택	오용훈	오재현	우영하
안소연	안장현	안효철	양원진	양혜인	연혜원	오범세	오윤현	오충만	우예슬
안소진	안장홍	안희주	양유영	양훈석	염귀영	오병규	오원석	오치우	우유민
안소현	안재석	안희진	양유창	양희수	염금민	오병현	오유은	오하영	우은솔
안소희	안재현	양가민	양윤설	양희원	염다솜	오보람	오 윤	오현구	우인덕
안수민	안정우	양가현	양윤순	양희재	염다영	오불호	오윤석	오현민	우정인
안수빈	안정은	양규리	양윤지	양희정	염명길	오부규	오윤수	오현석	우종윤
안수인	안정호	양규민	양은모	양희주	염민우	오상민	오윤희	오현주	우종필
안수정	안제현	양근형	양은석	엄건용	염민정	오상석	오은경	오형철	우주윤
안수진	안종태	양길홍	양은정	엄남호	염민지	오서현	오은비	오혜림	우준영
안순란	안주연	양나리	양이경	엄 덕	염석배	오선경	오은서	오혜빈	우지혜
안승기	안주희	양다령	양이형	엄로이	염영길	오선희	오은영	오혜정	우진현
안승빈	안준영	양도영	양인자	엄미마	염예남	오성문	오은정	오혜정	우재영
안승순	안지만	양동균	양인창	엄민희	염우빈	오성민	오은현	오화진	우치다
안승욱	안지애	양미라	양인혁	엄소영	염지영	오성아	오익택	오 환	우한글
안아름	안지영	양미숙	양자현	엄윤경	염지윤	오성윤	오인영	오휘영	우혜진
안아현	안지우	양민석	양재은	엄은진	염지현	오성희	오재경	옥대경	우혜진
안연연	안지원	양민석	양재진	엄익수	염현선	오세림	오재석	옥대산	원규연
안연아	안지은	양민영	양정선	엄주환	오경자	오세범	오재승	옥동민	원동수
안연정	안지현	양병진	양정우	엄준희	오경주	오세민	오재식	옥승화	원서영
안연찬	안지혜	양상봉	양정찬	엄지섭	오경진	오세호	오재희	온수진	원선옥
안연향	안지호	양서현	양종문	엄지연	오경철	오세화	오정난	왕민석	원소희
안영대	안창민	양선재	양준석	엄초룡	오광석	오소정	오정석	왕서영	원예빈
안영식	안채은	양선해	양준호	엄태민	오규현	오소희	오정수	왕서하	원예지
안영신	안치은	양선화	양지선	엄태원	오금화	오수련	오정은	왕윤영	원은란
안영준	안태경	양성락	양지성	엄태인	오기현	오슬기	오정조	우기영	원인영
안영철	안태균	양성원	양지수	엄하음	오다비	오승근	오정화	우경옥	원재연
안영태	안태민	양성철	양지안	엄혜린	오다은	오승석	오정환	우나현	원정인
안영희	안태열	양성훈	양지예	여나래	오 단	오승영	오종범	우다솔	원준석
안예은	안태현	양세벽	양지원	여나영	오동광	오승주	오종향	우다희	원지은
안예지	안하영	양수경	양지은	여다정	오동규	오승현	오주서	우동기	원현명
안왕준	안해미	양수진	양지현	여성운	오동민	오승호	오주만	우명은	원현정

| Citizens Who Participated in the Idea Contest |

원호석	이상민	유영미	유지혜	유희연	윤병국	윤어진	윤지수	이가현	이계원
원호준	이상숙	유영민	유지훈	유희원	윤보경	윤여남	윤지원	이가희	이계인
원효정	이상아	유영순	유진배	유희정	윤봉이	윤여준	윤지현	이갑임	이고은
위민형	이상원	유영옥	유진실	유희지	윤부용	윤연이	윤지혜	이강록	이관복
위성근	유석열	유예림	유진의	유희천	윤빛나	윤영국	윤지환	이강미	이관석
위성현	유석찬	유 완	유진주	육경인	윤상업	윤영도	윤지희	이강민	이관옥
위재경	유선경	유원기	유창재	육귀옥	윤상진	윤영만	윤진희	이강석	이광규
위종원	유선미	유용진	유채연	육승연	윤상혁	윤영식	윤찬웅	이강위	이광민
위중선	유선옥	유원석	유 철	육지은	윤상훈	윤영실	윤찬호	이강은	이광상
위 찬	유선우	유은아	유태경	육찬영	윤서영	윤영안	윤찬흠	이강혁	이광옥
위형석	유선일	유은옥	유하나	육태경	윤서현	윤영자	윤창민	이강훈	이광우
유가은	유선정	유은정	유하늘	윤가은	윤석민	윤영준	윤창섭	이건영	이광욱
유건우	유선호	유은진	유하람	윤강근	윤석준	윤영진	윤채용	이건영	이광채
유경민	유성민	유인권	유하림	윤경미	윤선도	윤영하	윤채원	이건우	이광호
유경영	유성연	유일송	유하영	윤 곤	윤선호	윤예람	윤철규	이건웅	이광훈
유경훈	유성욱	유재민	유하은	윤 관	윤선화	윤예솔	윤태민	이건창	이규림
유 광	유성재	유재범	유하제	윤광식	윤선희	윤예원	윤태수	이건호	이규보
유권민	유성진	유재연	유하진	윤광일	윤설희	윤예은	윤태인	이건환	이규빈
유근영	유성현	유재우	유해인	윤귀찬	윤성노	윤예지	윤태훈	이건희	이규연
유근준	유세라	유재원	유향욱	윤규식	윤성연	윤원숙	윤하나	이 경	이규원
유근봉	유세중	유재윤	유현서	윤길한	윤성학	윤원준	윤하진	이경로	이규탁
유근희	유소연	유재종	유현영	윤남경	윤성희	윤유진	윤하나	이경록	이규화
유기순	유소영	유재협	유현옥	윤남하	윤세영	윤운숙	윤해인	이경만	이규환
유기훈	유소정	유재희	유현주	윤다영	윤세준	윤은미	윤현송	이경모	이근동
유다연	유솔비	유 정	유혜린	윤다을	윤세현	윤은서	윤현정	이경미	이근미
유대영	유솔아	유정민	유혜림	윤다은	윤소연	윤은주	윤형기	이경민	이근영
유도경	유송이	유정빈	유혜미	윤단비	윤소영	윤은지	윤혜은	이경배	이근용
유도영	유송현	유정현	유혜민	윤대석	윤소원	윤이슬	윤혜진	이경백	이근정
유동화	유수민	유정훈	유혜빈	윤대영	윤소희	윤인애	윤호열	이경섭	이근호
유리라	유수빈	유준현	유혜승	윤대진	윤송영	윤인자	윤호영	이경수	이근희
유민순	유수향	유종은	유혜인	윤대호	윤 수	윤재인	윤홍우	이경실	이금순
유미나	유순례	유종호	유혜준	윤대희	윤수경	윤재형	윤희민	이경아	이기권
유미숙	유순희	유주영	유혜진	윤도경	윤수빈	윤정민	윤희석	이경안	이기리
유미진	유승수	유준규	유호정	윤도연	윤수인	윤정우	윤희원	이경영	이기서
유미해	유승원	유준민	유홍희	윤도현	윤수정	윤정원	윤희정	이경원	이기숙
유민영	유승준	유준상	유화경	윤동수	윤수진	윤정희	윤희진	이경은	이기영
유민정	유승현	유준수	유화실	윤란향	윤수현	윤종오	은지오	이경조	이기욱
유민주	유승훈	유지선	유화중	윤 린	윤소금	윤종은	은혁준	이경준	이기용
유민형	유승희	유지수	유환열	윤영기	윤슬하	윤종인	은영아	이경진	이기윤
유병규	유시윤	유지아	유환태	윤명양	윤 승	윤종호	은형준	이경철	이기점
유병훈	유아미	유지안	유효정	윤미옥	윤승수	윤종희	이영호	이경화	이기환
유보배	유안리	유지연	유훈희	윤미해	윤승택	윤주명	이희수	이경희	이기훈
유복희	유연서	유지원	유희동	윤민경	윤승효	윤주영	이가빈	이계남	이길현
유상근	유연우	유지윤	유희상	윤민서	윤신원	윤준우	이가연	이계석	이나경
유상모	유영록	유지은	유희선	윤민영	윤애솔	윤준원	이가은	이계숙	이나라

| Citizens Who Participated in the Idea Contest |

이나리	이도훈	이명현	이민지	이상범	이선아	이세희	이소우	이시은	이영허
이나영	이동규	이명형	이민혜	이상빈	이선영	이소륜	이소훈	이시정	이영현
이나은	이동근	이명희	이민화	이상선	이선욱	이소리	이소희	이시철	이영호
이나현	이동기	이모낭	이민환	이상연	이선유	이소림	이 술	이시현	이영훈
이남경	이동빈	이무중	이민후	이상열	이선재	이소림	이슬기	이시현	이예람
이남용	이동선	이문섭	이민희	이상용	이선정	이소민	이슬아	이신영	이예림
이남주	이동수	이문영	이방복	이상원	이선중	이소선	이슬이	이신현	이예성
이남향	이동신	이문희	이백화	이상윤	이선화	이소연	이승건	이신혜	이예슬
이능섭	이동열	이미경	이병길	이상은	이선희	이소영	이승권	이아라	이예원
이다경	이동욱	이미나	이병례	이상준	이철희	이소원	이승규	이아라미	이예은
이다나	이동윤	이미란	이병무	이상진	이성남	이소은	이승남	이아란	이예인
이다림	이동은	이미래	이병연	이상탁	이성목	이소정	이승록	이아람	이예진
이다빈	이동익	이미림	이병우	이상태	이성민	이소진	이승룡	이아로	이예지
이다선	이동주	이미선	이병준	이상학	이성범	이소현	이승민	이아름	이예진
이다솜	이동철	이미숙	이병진	이상현	이성보	이소희	이승봉	이아민	이오요
이다솔	이동하	이미승	이병철	이상현	이성빈	이 술	이승연	이아영	이옥선
이다예	이동현	이미영	이병표	이상호	이성수	이솔비	이승엽	이아정	이옥자
이다은	이동현	이미옥	이병학	이상훈	이성연	이승희	이승용	이여주	이옥희
이다윤	이동호	이마용	이병현	이상희	이성욱	이 수	이승용	이여진	이 용
이다은	이동환	이미자	이병훈	이새봄	이성용	이수련	이승우	이연구	이용기
이다일	이동후	이미점	이보라	이샘물	이성우	이수미	이승원	이연숙	이용석
이다정	이동훈	이미정	이보람	이서라	이성욱	이수민	이승윤	이연우	이용우
이다현	이동희	이미종	이보미	이서연	이성윤	이수빈	이승은	이연재	이용재
이단희	이두연	이미지	이복순	이서영	이성은	이수아	이승재	이연재	이용주
이대길	이두경	이미진	이 봄	이서우	이성주	이수안	이승준	이연재	이용준
이대로	이두나	이미현	이봉년	이서윤	이성택	이수연	이승진	이연준	이용철
이대승	이두연	이미희	이봉만	이서율	이성택	이수영	이승찬	이연지	이용현
이대영	이두환	이 민	이봉석	이서은	이성혁	이수오	이승찬	이연총	이용희
이대원	이 락	이민경	이봉수	이서정	이성현	이수은	이승철	이영경	이 우
이대준	이락훈	이민기	이부일	이서진	이성화	이수인	이승택	이영만	이우균
이대혁	이래근	이민서	이빛나	이서택	이성환	이수정	이승필	이영미	이우빈
이대형	이로운	이민석	이서랑	이서하	이성훈	이수지	이승하	이영민	이우성
이덕봉	이로운	이민선	이서형	이서현	이세계	이수진	이승한	이영석	이우준
이덕희	이룩주	이민섭	이 산	이서희	이세근	이수현	이승현	이영송	이우진
이도경	이루다	이민수	이산하	이석균	이세나	이수형	이승현	이영순	이우형
이도균	이루리	이민아	이상경	이석범	이세령	이수혜	이승호	이영신	이옥재
이도래	이 룡	이민애	이상규	이석우	이세린	이수호	이승한	이영열	이운구
이도선	이명림	이민영	이상근	이석인	이세빈	이숙경	이승후	이영오	이운주
이도솔	이명보	이민용	이상기	이석찬	이세연	이숙연	이승훈	이영옥	이 웅
이도연	이명숙	이민우	이상대	이석현	이세원	이순규	이승희	이영옥	이용규
이도엽	이명열	이민욱	이상도	이석호	이세인	이순섭	이시복	이영은	이원경
이도원	이명은	이민재	이상래	이 선	이세종	이순아	이시연	이영인	이원민
이도윤	이명자	이민정	이상만	이선경	이세진	이순영	이시은	이영주	이원민
이도는	이형재	이민재	이상목	이선규	이세형	이순옥	이시우	이영준	이원복
이도현	이명주	이민주	이상민	이선민	이세훈	이순용	이시원	이영철	이원영

| Citizens Who Participated in the Idea Contest |

이원웅	이은솔	이재식	이정환	이주훈	이진솔	이재현	이한승	이현탁	이화연
이원준	이은수	이재연	이정훈	이주희	이진수	이철수	이한준	이현호	이화정
이원지	이은영	이재영	이정희	이 준	이진숙	이철원	이항섭	이현화	이환희
이원희	이은옥	이재용	이제오	이준규	이진실	이철현	이항표	이형민	이 황
이유강	이은재	이재욱	이제우	이준근	이진아	이철호	이해강	이형석	이효빈
이유근	이은정	이재원	이제현	이준모	이진영	이초희	이해경	이형수	이효상
이유나	이은주	이재윤	이제현	이준서	이진우	이추선	이해랑	이형욱	이효성
이유림	이은지	이재정	이종경	이준석	이진욱	이춘반	이해랑	이형우	이효원
이유미	이은진	이재준	이종구	이준섭	이진재	이춘희	이해리	이형욱	이효은
이유빈	이은채	이재진	이종남	이준성	이진주	이종갑	이해숙	이형원	이효정
이유정	이은혜	이재찬	이종만	이준수	이진호	이종실	이해인	이형재	이효주
이유주	이은호	이재철	이종명	이준우	이진홍	이충현	이해진	이혜경	이효진
이유진	이은화	이재표	이종민	이준한	이진화	이태경	이행원	이해금	이효창
이유찬	이은희	이재현	이종수	이준혁	이진환	이태근	이항란	이혜란	이후승
이유현	이의량	이재현	이종숙	이준형	이진희	이태관	이항연	이혜린	이휘경
이윤경	이의석	이재형	이종순	이준호	이자연	이태근	이현아	이혜림	이휘구
이윤미	이의섭	이재호	이종원	이준희	이자우	이태민	이혜림	이혜민	이홍하
이윤민	이의업	이재홍	이종윤	이종원	이 찬	이태상	이혁준	이혜민	이희경
이윤서	이의진	이재훈	이종일	이종현	이창경	이태식	이혁진	이해수	이희래
이윤선	이인배	이재희	이종찬	이지명	이찬민	이태식	이현경	이해숙	이희복
이윤성	이인선	이점홍	이종혁	이지민	이찬주	이태우	이현구	이혜연	이희선
이윤아	이인수	이정규	이종현	이지석	이찬하	이태윤	이현민	이혜영	이희수
이윤정	이인우	이정모	이종호	이지선	이찬형	이태임	이현서	이해욱	이희연
이윤조	이인철	이정미	이종호	이지섭	이찬호	이태준	이현성	이혜원	이희정
이윤주	이인표	이정민	이종훈	이지성	이창민	이태하	이현수	이해윤	이희주
이윤준	이인항	이정수	이주명	이지수	이창섭	이태호	이현숙	이혜은	이희진
이윤지	이인호	이정숙	이주복	이지숙	이창성	이태희	이현순	이혜인	인희진
이윤진	이일영	이정아	이주석	이지아	이창용	이하경	이현승	이해준	임강민
이윤하	이일우	이정연	이주성	이지연	이창욱	이하나	이현승	이혜지	임경구
이윤혜	이일훈	이정욱	이주안	이지영	이창윤	이하늘	이현승	이혜진	임경선
이윤호	이자영	이정우	이주연	이지용	이창진	이하람	이현아	이호경	임경진
이윤희	이장섭	이정욱	이주열	이지우	이창학	이하린	이현정	이호석	임경택
이 율	이장욱	이정운	이주예	이지운	이창현	이하영	이현우	이호신	임광범
이은경	이장원	이정원	이주용	이지원	이창현	이하윤	이현웅	이호영	임광애
이은교	이장후	이정윤	이주원	이지윤	이창호	이하율	이현자	이호용	임광호
이은규	이재구	이정은	이주은	이지은	이창훈	이하은	이현재	이호원	임권혁
이은민	이재룡	이정재	이주천	이지인	이창희	이하정	이현정	이호준	임근수
이은별	이재민	이정주	이주하	이지현	이재령	이학주	이현정	이호준	임기원
이은복	이재석	이정진	이주한	이지현	이재민	이학훈	이현정	이호준	임가평
이은비	이재섭	이정철	이주행	이지형	이재영	이한결	이현주	이호진	임나정
이은빈	이재성	이정학	이주현	이지혜	이재원	이한기	이현준	이홍무	임누리
이은빈	이재성	이정현	이주현	이지호	이재윤	이한나	이현지	이홍연	임다빈
이은상	이재성	이정현	이주형	이지후	이재은	이한별	이현진	이홍일	임다희
이은서	이재숙	이정호	이주호	이지희	이재준	이한비	이현비	이화선	임대열
이은선	이재승	이정화	이주화	이진선	이재현	이한빈	이현철	이화섭	임덕순

| Citizens Who Participated in the Idea Contest |

임도영	임소희	임정빈	임채광	장능섭	장세희	장은서	장창호	전다운	전여진
임도윤	임 송	임정연	임채린	장덕진	장소영	장은수	장채린	전다울	전연화
임도현	임송현	임정용	임채민	장덕풍	장수경	장은아	장철수	전동현	전영곤
임동균	임송희	임정훈	임채영	장덕환	장수림	장은주	장철주	전두리	전영옥
임동혁	임수민	임재용	임채은	장도일	장수연	장은진	장철호	전루빈	전영준
임동훈	임수빈	임종민	임채진	장동균	장수정	장이준	장철문	전명현	전예성
임리키	임수연	임종서	임태균	장동욱	장수지	장이보	장평호	전문성	전예슬
임만진	임수정	임종성	임태우	장동훈	장수진	장이진	장필수	전미숙	전예은
임민주	임수진	임종은	임태형	장두레	장수화	장인권	장하영	전미양	전유자
임민지	임수현	임종이	임태훈	장 로	장순근	장인영	장 한	전민근	전용기
임병서	임순이	임종진	임현수	장 퇴	장순옥	장인혁	장한나	전민아	전용록
임병호	임슬기	임종환	임한선	장명숙	장승연	장일권	장한람	전민재	전용선
임보람	임승윤	임종현	임현서	장명진	장승완	장재권	장한수	전민주	전우원
임보영	임승주	임주섭	임현수	장무수	장승환	장재성	장한이	전병욱	전원탁
임복한	임승태	임주성	임현아	장문정	장시은	장재영	장현선	전봉지	전원태
임봉자	임승하	임주연	임현정	장 미	장연지	장재원	장현아	전상균	전월순
임부택	임승현	임주옥	임현준	장미영	장영배	장재표	장현주	전상민	전유성
임비아	임시후	임주희	임현지	장미진	장영수	장재혁	장현희	전상윤	전유빈
임상범	임양주	임준수	임형빈	장민선	장영진	장정욱	장형숙	전상훈	전유진
임상준	임연수	임준우	임형순	장민식	장예선	장정윤	장형욱	전선아	전유하
임생목	임연재	임준하	임형철	장민영	장예준	장정은	장형운	전성호	전윤수
임서영	임연지	임준혁	임혜경	장민지	장예지	장정택	장혜민	전성호	전윤아
임서윤	임예지	임지민	임혜령	장민희	장은유	장정현	장혜연	전세라	전윤재
임서진	임예진	임지수	임혜수	장백균	장우규	장정화	장혜영	전세익	전은배
임서희	임용재	임지안	임혜인	장병기	장우성	장정훈	장혜원	전세현	전은영
임선빈	임우찬	임지연	임호근	장병민	장우수	장제훈	장혜지	전소연	전은표
임선아	임원대	임지우	임호영	장보성	장우혁	장주리	장호연	전소윤	전은희
임선영	임유민	임지원	임호영	장상연	장우현	장주민	장호진	전소현	전 인
임선정	임유빈	임지윤	임홍덕	장서연	장원주	장주연	장홍석	전소희	전임석
임선주	임유영	임지은	임 훈	장서영	장원준	장주영	장화진	전소일	전재경
임성엽	임유정	임지주	임희선	장서윤	장원혁	장주혜	장희경	전수연	전재성
임성주	임윤희	임지찬	임희원	장서현	장유나	장준영	장희영	전수중	전재식
임세준	임은정	임지혜	임희진	장석원	장유정	장준철	장효숙	전수진	전재연
임세진	임은지	임지훈	자리나	장선유	장유진	장준하	장효진	전수현	전정은
임세진	임은희	임진순	장건혁	장선혜	장윤미	장준현	장홍섭	전슬기	전종현
임세진	임이삭	임진혁	장건호	장성규	장윤상	장준호	장희경	전승기	전종훈
임세현	임익현	임진호	장경신	장성부	장윤서	장지영	장희원	전승욱	전주현
임세훈	임인환	임진홍	장경화	장성수	장윤석	장지원	장희지	전승우	전준수
임세홍	임장규	임찬규	장광재	장성숙	장윤수	장지은	재 원	전승원	전지민
임소혜	임재린	임찬우	장근춘	장성원	장윤신	장지혜	전경배	전승호	전지연
임소민	임재신	임찬일	장금영	장성윤	장윤실	장지환	전규환	전시봉	전지영
임소연	임재윤	임찬민	장기운	장세미	장윤정	장지훈	전금자	전시현	전지윤
임소영	임재희	임창섭	장나경	장세익	장윤지	장진영	전기영	전신희	전 진
임소윤	임재희	임창현	장나현	장세인	장윤호	장진우	전기완	전이윤	전진환
임소정	임정미	임재경	장남규	장세현	장은경	장찬욱	전누리	전 언	전진희

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전찬주	정금례	정미선	정세진	정연희	정은수	정준영	정태을	정호수	조금속
전창수	정금순	정미영	정세훈	정영균	정은실	정준용	정태준	정호식	조금희
전철웅	정기남	정미진	정소라	정영민	정은영	정준혁	정택현	정호연	조남수
전철호	정기라	정민규	정소애	정영서	정은정	정준호	정하림	정효영	조남신
전소원	정기룡	정민기	정소연	정영식	정은주	정종도	정하안	정효제	조남창
전태원	정기영	정민우	정소현	정영자	정은진	정중환	정하연	정효철	조남훈
전하은	정기우	정민정	정소희	정영재	정의석	정지섭	정한나	정호택	조다솔
전해리	정기정	정민주	정수근	정영현	정의정	정지안	정한빈	정홍선	조단원
전현서	정길량	정민혜	정수아	정영환	정의찬	정지애	정한샘	정홍열	조대원
전현숙	정길섭	정민호	정수안	정영훈	정의혁	정지연	정한솔	정화연	조대희
전현오	정길화	정민화	정수연	정영희	정이찬	정지영	정한수	정환식	조덕현
전혜성	정다애	정민희	정수정	정예담	정익수	정지우	정한웅	정환희	조덕희
전혜원	정다연	정박문	정수진	정예린	정인구	정지운	정한조	정환빈	조대영
전혜준	정다예	정병륜	정수하	정예림	정인숙	정지웅	정한진	정효선	조동숙
전혜지	정다운	정병익	정수현	정예원	정인태	정지유	정해린	정효주	조동혁
전호진	정다을	정병찬	정수희	정예준	정인혜	정지윤	정해림	정후진	조두현
전홍준	정다원	정병호	정순식	정요셉	정인화	정지이	정해빈	정희경	조명근
전화연	정다운	정보배	정승광	정용일	정임수	정지혜	정해솔	정희성	조명순
전효관	정다인	정복민	정승묵	정용판	정지훈	정지훈	정해은	정희원	조명여
전희경	정대영	정복진	정승원	정용환	정재갑	정지훈	정해인	정희정	조무웅
전희서	정대철	정상구	정승일	정용흔	정재문	정지희	정혁수	정희주	조문기
전희주	정덕남	정상욱	정승혜	정우리	정재부	정진섭	정현동	정희진	조미란
정가연	정도영	정상윤	정승호	정우석	정재석	정진영	정현모	제갈근	조미수
정가은	정동근	정상현	정승화	정우진	정재우	정진우	정현민	제갈성경	조미순
정가는	정동민	정상환	정시영	정우철	정재원	정진욱	정현석	제갈종익	조미현
정가현	정동숙	정세하늘	정신영	정웅인	정재윤	정진숙	정현숙	제갈한민	조민경
정건우	정동연	정석윤	정신우	정원석	정재의	정진하	정현우	제정환	조민규
정경민	정동원	정석찬	정이라	정유나	정재준	정진호	정현일	조기빈	조민상
정경숙	정동현	정 선	정아름	정유담	정재철	정찬성	정현정	조기창	조민서
정경애	정동환	정선규	정아연	정유미	정재형	정찬우	정현주	조기현	조민서
정경오	정동환	정선영	정아영	정유선	정재호	정찬욱	정현지	조기희	조민송
정경용	정두영	정선주	정아진	정유은	정재훈	정창고	정현진	조강수	조민수
정경진	정득진	정선향	정안석	정유정	정정민	정창교	정현철	조강현	조민정
정경호	정림베니	정성근	정양화	정유준	정장숙	정창화	정현화	조건희	조민지
정경화	정 립	정성남	정연량	정유진	정정일	정재운	정형철	조경민	조민희
정경훈	정만영	정성민	정연봉	정유희	정정자	정재웅	정혜림	조경숙	조백균
정광렬	정명서	정성안	정연선	정윤경	정정희	정정차	정혜숙	조경원	조병식
정광성	정명우	정성원	정연성	정윤수	정제일	정종열	정혜영	조경재	조병주
정광원	정무영	정성윤	정연수	정윤아	정종욱	정타희	정혜원	조경찬	조병훈
정광형	정무혁	정성은	정연우	정윤정	정종진	정태근	정혜윤	조광섭	조산구
정광호	정문선	정성준	정연욱	정윤지	정종현	정태성	정혜은	조광이	조상률
정구현	정문숙	정성철	정연재	정윤호	정주섭	정태수	정혜인	조광현	조상철
정귀선	정문희	정성환	정연지	정은미	정주연	정태순	정혜주	조국현	조상현
정구완	정미경	정세미	정연호	정은비	정주용	정태연	정혜진	조규열	조상훈
정규성	정미란	정세영	정연화	정은서	정주희	정태영	정호기	조근형	조서경

| Citizens Who Participated in the Idea Contest |

조서명	조이혜	조옥훈	조준성	조화익	주환원	진용훈	차지훈	천인영	최덕원
조서준	조연미	조윤성	조준태	조화진	주효정	진용희	차홍비	천주희	최도건
조서현	조연수	조윤수	조준희	조흔미	지만원	진유나	차희석	천하연	최동혁
조석민	조연아	조윤영	조지우	조희연	지상균	진유하	창 유	천호준	최동현
조선이	조연옥	조윤주	조지현	조희원	지서인	진이정	채경민	최준호	최만익
조성기	조연우	조윤희	조진근	조희자	지선환	진임식	채길병	최기은	최명빈
조성민	조연진	조유희	조찬영	조희정	지성미	진정규	채동혁	최 강	최명진
조성우	조영민	조 율	조창기	조희제	지수빈	진중호	채 민	최 건	최영훈
조성우	조영상	조은경	조창환	조희진	지수영	진주희	채 현	최 경	최문실
조성우	조영선	조은기	조창자	조희천	지순근	진한별	채병권	최경민	최문영
조성은	조영애	조은미	조태용	조희현	지순임	진한솔	채소화	최경수	최미령
조성의	조영완	조은별	조하람	주금복	지순호	진현미	채수현	최경진	최미소
조성인	조영은	조은비	조하영	주나진	지옥희	진현민	채승우	최경호	최미진
조성재	조영준	조은산	조혜진	주다은	지원재	진현상	채연하	최고은	최미현
조성주	조영지	조은성	조한주	주명환	지윤호	진혜정	채유진	최광석	최 민
조성준	조영찬	조은솔	조해룡	주보라	지은정	차기선	채윤훈	최광순	최민경
조성진	조영현	조은실	조해인	주상일	지인배	차기섯	채은영	최광우	최민교
조성탁	조영호	조은아	조행만	주서영	지인선	차동훈	채인기	최광인	최민서
조성태	조영훈	조은지	조혁진	주성재	지재훈	차명섭	채정국	최국진	최민수
조성현	조예성	조은진	조현서	주시와	지정옥	차미애	채정용	최규민	최민정
조성훈	조예원	조은혁	조현선	주 연	지정자	차민주	채종민	최규빈	최민준
조소영	조예진	조은현	조현수	주연호	지종인	차상욱	채준식	최규석	최민진
조소희	조예찬	조은혜	조현숙	주영숙	지현맘	차수빈	채준석	최규선	최민호
조수겸	조오덕	조이행	조현용	주원영	지혁찬	차수연	채지민	최규열	최민희
조수경	조완선	조이정	조현우	주윤정	지형진	차수환	채지영	최규혁	최배석
조수민	조완근	조익현	조현재	주은정	지 헤	차숙진	채진병	최근식	최배영
조수빈	조용남	조인걸	조현정	주은총	지혜선	차순도	채하늘	최 글	최병국
조수연	조용서	조인서	조현주	주은혜	지혜숙	차승민	채한솔	최금비	최병기
조수정	조용석	조인성	조현준	주정인	지효선	차승환	채현정	최금연	최병렬
조수진	조용우	조인후	조현지	주정환	지효은	차승훈	채혜리	최금주	최병민
조수현	조용원	조임균	조현진	주중훈	진강청	차영재	채혜은	최기섭	최병철
조순지	조용자	조자영	조형래	주창훈	진광수	차영훈	채희석	최꽃잎	최병혜
조순필	조용주	조재연	조형석	주한솔	진리영	차옥금	채희은	최나나	최보라
조슬기	조용찬	조재욱	조혜경	주해든	진미소	차용석	채희주	최나래	최보미
조승규	조용환	조재현	조혜란	주현서	진보라	차용제	처서영	최낙훈	최보임
조승우	조용희	조재호	조혜민	주현아	진상태	차유성	천기쁨	최다미	최복렬
조승호	조우재	조정균	조혜빈	주현우	진선헬	차유진	천민정	최다슬	최복환
조시현	조원식	조정란	조혜선	주현이	진소연	차유서	천병민	최다예	최복환
조신우	조원영	조정민	조혜영	주현정	진수정	차은성	천성윤	최디은	최시라
조신형	조원일	조정연	조혜은	주현후	진순자	차재준	천세빈	최다인	최상욱
조신호	조유라	조정원	조혜지	주형욱	진승교	차재용	천세은	최다현	최상훈
조아라	조유림	조정윤	조혜진	주형철	진시호	차종현	천연석	최다혜	최서윤
조아란	조유링	조정은	조호열	주혜송	진양원	차주원	천용봉	최단아	최서현
조아름	조유성	조정현	조호용	주호돈	진여은	차 준	천우빈	최대성	최서형
조아현	조유진	조정훈	조홍재	주호정	진여정	차준영	천우진	최대환	최석영

| Citizens Who Participated in the Idea Contest |

최석우	최승원	최용석	최은지	최종석	최진후	최효승	하미희	한기범	한수지
최석원	최승주	최용주	최은진	최종원	최찬수	최효연	하민우	한기용	한수진
최석재	최승준	최용준	최은혜	최종인	최창규	최희선	하상은	한대에	한 스
최선규	최승철	최우빈	최은호	최종학	최천기	최희성	하선영	한대경	한승연
최선미	최승혁	최우섭	최의팔	최주연	최철규	최희영	하설해	한대규	한승완
최선아	최승효	최우영	최인덕	최주영	최철원	최희정	하성민	한대용	한승진
최선자	최승희	최우정	최인숙	최주은	최춘자	최희정	하소정	한대현	한승철
최선주	최시영	최용일	최인용	최주인	최태양	최희정	하수미	한동석	한승현
최선형	최시운	최원일	최인자	최준민	최태을	추가영	하승형	한동현	한승호
최선훈	최시원	최원주	최인혜	최준양	최태준	추병진	하승후	한동희	한승희
최선호	최시은	최원창	최인호	최준혁	최무름	추석호	하양현	한미소	한여름
최성봉	최아라	최원철	최인화	최준호	최하나	추수연	하연우	한미원	한여진
최성완	최아름	최우라	최자영	최종원	최하빈	추인지	하영민	한미현	한영재
최성용	최아영	최우락	최장현	최지민	최하얀	추연우	하운행	한민숙	한영철
최성욱	최애자	최우리	최재경	최지석	최한세	추영철	하유경	한민정	한영희
최성원	최민주	최우림	최재구	최지선	최해관	추은지	하유미	한민주	한예림
최성이	최연규	최유미	최재석	최지수	최현준	추지명	하유민	한바리	한예솔
최성재	최연서	최유민	최재영	최지매	최현규	추진석	하유선	한병수	한예은
최성훈	최연우	최유빈	최재우	최지영	최현도	탁광호	하유정	한병호	한예지
최세민	최연준	최유성	최재운	최지용	최현석	탁정인	하윤수	한보석	한예진
최세중	최연진	최유정	최재웅	최지우	최현수	탁현정	하 율	한상기	한운식
최세진	최연호	최유진	최재원	최지웅	최현우	탁혜영	하은서	한상렬	한원창
최세화	최열음	최 윤	최재철	최지원	최현정	탕숙현	하은행	한상민	한유정
최소연	최 영	최윤나	최재혁	최지원	최현주	태은희	하정현	한상아	한윤기
최소영	최영근	최윤미	최재홍	최지은	최현준	태현선	하 제	한상우	한윤상
최소정	최영덕	최유서	최재환	최지인	최현지	탕 리	하제희	한상원	한은수
최소희	최영민	최윤석	최 정	최지현	최현진	편주환	하중운	한상임	한은애
최수경	최영식	최윤선	최정락	최지혜	최현창	포미미	하주미	한상현	한은중
최수민	최영심	최윤성	최정민	최지환	최형권	표소라	하지수	한상흠	한이삭
최수연	최영애	최윤영	최정빈	최지훈	최형석	표시형	하지용	한선미	한이호
최수영	최영우	최윤이	최정연	최지희	최형욱	표여림	하진영	한선아	한인덕
최수진	최영은	최윤정	최정욱	최 진	최혜련	표일선	하지수	한선영	한인란
최수하	최영주	최윤창	최정우	최진곤	최혜령	표정민	하태규	한성규	한인호
최수현	최영호	최윤혁	최정원	최진규	최혜신	표정은	하태영	한성수	한일석
최수희	최영화	최윤혜	최정윤	최진석	최혜원	표정후	하태종	한성주	한재민
최순길	최영훈	최윤희	최정율	최진성	최혜진	표종선	하태현	한성철	한재승
최수원	최예나	최 은	최정은	최진수	최혜현	표 현	하현우	한성필	한재식
최של기	최예린	최은경	최정인	최진순	최호남	피미정	하혜정	한성훈	한재연
최 승	최예원	최은기	최정자	최진식	최호민	피영민	하희영	한세라	한재용
최서관	최예은	최은녕	최정한	최진실	최호진	필 립	한가람	한소을	한재필
최승권	최예지	최은미	최정현	최진아	최호한	하경은	한경운	한소현	한재혁
최שמ	최옥연	최은서	최정호	최진영	최홍규	하규학	한경윤	한소애	한정숙
최승아	최요석	최은아	최정환	최진우	최홍석	하기욱	한권정	한송이	한정선
최승업	최요한	최은영	최정휴	최진혜	최환중	하동철	한규혁	한수영	한정순
최승우	최 용	최은율	최종민	최진환	최효빈	하라영	한규호	한수정	한정엽

| Citizens Who Participated in the Idea Contest |

한정우	한희석	허세진	허지숙	호혜선	홍세기	홍장미	황민영	황영희	황충현
한정윤	한희숙	허솔비	허지원	홍건화	홍세린	홍정숙	황바른	황예리	황주영
한정훈	한희영	허수연	허지현	홍경석	홍세림	홍정화	황보길	황예주	황주원
한정희	함단비	허수현	허지후	홍기환	홍세정	홍정희	황보섭	황예진	황주희
한종범	함미화	허순애	허 진	홍기희	홍세찬	홍주연	황보혁	황오숙	황준식
한중수	함상아	허순영	허 집	홍남진	홍소윤	홍주희	황부영	황용갑	황준영
한중수	함석문	허승주	허자진	홍다은	홍수임	홍준영	황상민	황용환	황지성
한중욱	함선정	허 양	허철준	홍다은	홍수지	홍준호	황성준	황우성	황지수
한중훈	함성민	허연화	허태경	홍다혜	홍순명	홍지선	황서연	황우진	황지영
한중희	함승현	허영숙	허태영	홍대곤	홍순송	홍지연	황석연	황윤택	황지운
한주리	함영구	허영우	허 풀	홍대의	홍순옥	홍지영	황선례	황원엽	황지윤
한주아	함영인	허영웅	허현진	홍덕현	홍순임	홍지우	황선미	황유리	황지호
한주연	함영훈	허영인	허홍구	홍도영	홍순주	홍지원	황선영	황유진	황채림
한준석	함원준	허영주	현경민	홍랑의	홍순하	홍지윤	황선옥	황윤경	황채연
한중일	함윤승	허영준	현기룡	홍미경	홍승귀	홍진우	황선우	황윤선	황채원
한지아	함은주	허영진	현도훈	홍미리	홍승수	홍진호	황선진	황윤슬	황철균
한지연	함의진	허영훈	현면훈	홍미소	홍승주	홍진화	황성연	황윤찬	황초룡
한지영	함종력	허요원	현명훈	홍미영	홍승찬	홍찬기	황성환	황은뜸	황대성
한지원	함재원	허 웅	현상미	홍민기	홍승표	홍재원	황성준	황은지	황대영
한지현	함하빈	허윤하	현석호	홍민혜	홍승현	홍혁기	황세민	황인석	황태정
한지훈	함형민	허은석	현성규	홍서영	홍애실	홍현우	황세연	황인영	황대준
한진아	함형민	허은아	현성일	홍석길	홍영기	홍현지	황수미	황인웅	황대현
한정수	함형민	허은재	현수현	홍석원	홍영대	홍혜라	황수빈	황인웅	황하은
한재원	함혜경	허이슬	현영민	홍석재	홍영선	홍혜련	황수연	황인혜	황현숙
한철승	허 건	허이정	현윤정	홍석주	홍영수	홍혜순	황수영	황일빈	황현주
한태전	허경화	허인석	현재승	홍석준	홍예진	홍혜진	황수정	황재영	황혜란
한한복	허귀선	허인주	현 준	홍석지	홍용현	홍효준	황수진	황재원	황혜진
한해연	허금주	허재진	현 중	홍신우	홍유림	황건우	황수현	황정규	황호연
한현주	허디혜	허재현	현지현	홍선주	홍유정	황경진	황소규	황정미	황화자
한현지	허대영	허재호	현지혜	홍선혜	홍유하	황광진	황솔기	황정민	황화정
한형식	허동경	허재훈	현지훈	홍성근	홍윤택	황국현	황승연	황정선	효 연
한형준	허목재	허 정	현진택	홍성기	홍윤호	황금태	황승현	황정아	
한혜린	허 민	허정권	현진택	홍성아	홍은영	황다원	황양태	황정인	
한혜숙	허민지	허정미	현진호	홍성연	홍은주	황도빈	황애녹	황정필	
한혜자	허 빈	허정민	현재연	홍성우	홍은총	황동석	황여진	황정해	
한호성	허서빈	허정은	형민하	홍성운	홍은혜	황동진	황연애	황정현	
한홍재	허선영	허정이	형성경	홍성의	홍을현	황국영	황연지	황제연	
한효정	허성운	허정주	호미란	홍성현	홍인선	황미영	황연진	황준현	
한희라	허성현	허준영	호지민	홍성희	홍일귀	황미정	황영숙	황준현	

| Citizens Who Participated in the Idea Contest |

Abigal Cummings	Christofjeong	HUANG
ABNER	Christopher Myschowoda	HUANGYIYA
Adonai Karren	Christopher Rucinski	Hyeinxoxo
Agnes Mester	Clarissa	Ian
AINUR	Dain Leathern	Ian Icim
Alan hunt	Daniel Barrera	Iffah Syafiqah
Alejandro Calligos	Daniel Kang	IFFAH SYAFIQAH BINTI
Alex Barlow	Darci Gibsan	IgorPutina
Alexandra Koltsara	Darryl Dsouza	INGA MAMON TOVIENE
Alexandre Phuong	Darshan Senthil	Irma Vargas Hernández
ALING MYO TLIN	darvin sagusay	Isabelle Traona
Allan	David Brown	Jae Kim
Alyssa Marie Fulgueras	Deborah Durant	JainNaresh Kumar
Amemori jempei	Dessalles Juliette	James Dooney
Ana Barbara dos Santos	Dhiya Khairina	James Dooney
Macedo	Doojin Han	James Marinaro
Anabelle park	Eduardo Chamorro Martin	James Underwood
Andrew Alexander Hay	Ekaterina	JAN CHRIN
Andrew Osborne	Elena	Jasmine
Andrew Stewart	ElenaPutina	Jasmine Koh
ANDRIUS MAMONTUAS	Elizabeth	Jason
Angie Sohn	Elmer Lu	Jason Craig Evans
AnnieVu	Eric Hoffman	Jason S Burnett
Aprill Lee	ERIC LEE BOZARTH	Jason T. Chun
Arden Feschule	Fabienne	Jean Fabian Volkenborn
Arhab Chloe	Fatima Sinanovic	Jenny Byun
Ashleign Litzsinger	Florencia C. Bragado	JIE
Axundova Sefa	Frandy Metellus	Jin Aihua
Bai-Ya	Gary Tan	Jin Huimin
Baris_Zhao	Gina Kang	JIN MEI NA
Benchrdf	Girlie Arellano	Jin Wang Ong
BENCHRIF	Glenn STOCKWELL	Jinha
BEZAZEL FERHAT	Han Hwa Lih	Jiwon Park
Brigitte Baumann	Hana chrisanty	Joanna wong
CARLOS MOLINA CUEVAS	Haruna Shiozawa	Joel Gilcrest
Catherine Germier	HASANZADA ALI REZA	Johannes Mueller
Cathy Zeifelder	Helen Jiang	John Bernabei
Cecelia	Hellen Fowers	JOHN CHRISTOPHER
CHAN CHI MAN	Heshina Pillay	Joobecre
Chang	Hira Aslam	Jorn Schakenraad
Charles C. Lee	HIROKO OHNOHARA	JORUNN HELLMAN
Chau Pui Hang	Hiroshi Kojima	Joshua Eric Brewer
CHICCHIK GALINA	Ho Wing Yin	JUANA URBANO JIMENEZ
CHIEN WEN SHAN	Howingyin	Kaliefy Jung
Chisa Ohashi	Hua mei han	Kamilla

| Citizens Who Participated in the Idea Contest |

Kang boowon	Mariah Perrin	Paul luksetich
KANWARA	MARIAMAL Tina	Pellat Jarred Ryan
Kate	Marie	PETER Styrrman
Katja Hilchenbach	Marina Brenden	Philip Green
Kestin Allenbrunn	Marita	PIAO XINAG-YU
Kevin Lee	Maureen	Plusnryu
Kn Hwang	Maureen O'Crowley	Pream
Koech Timothy Kibon	Maxime	Rachel
Kong-ju	Melissa Teo	RAJAN
Kotkl	Melvin Wong	Reynalyn Santiago
Kushagra	MEOR BADIAUZZAMAN	Richard King Kim
Kyaw Ye Lwin	Michael Breen	Robert lee
Kyong Hyon Huh	Minddy	Rouxel Sebastien
L.Warmju	Minuna bouros	Rowan
Labesi Maria	Mitch Cioshome	Rowena Villagracia
LAINE KALEJA	Molly Amanda Siddall	SABRINA ENGEL
Laura	Montairo Coelle	Sahikawa Masako
Laure Elmour	Myrtle	SAM SADEGHI
Lee Cena	Myrtle Villaraza	Sasha
Lee chang ha	Naeun	Saso Ayano
LEE HEE YEON	Nara	Saulo Aroca Rosas
LEE KAE	Nasir Mahmood Zahid	Sbalasankar
Lee Kyungmin hannah	Nastya	Schulz
LEE PUI TING	Natalie	Shaninia Fmad
Lee, Ying-Jou	Natalie Pnest	Shi Dizi
Leei Forai	Natsumi Uchida	Simona Angela Marginean
LESTER MMK	Ng Yuk Kai	Sinem Betul CANIKLI
LI MEI XIANG	Ngnyentthingan hang	Siti Martina
Li xiang Tian	Ngwjen	Skawjdgus
LIAO XINTTOI	Nick McDonell	SNKANYA
LIGAY HO DIN	Niki Merriman	Sophie
Ligay Ho-Din	Nikka Lei Arellano	Sretlaana
LIHUA	Nikolett Nedelcu	Stephanie Cesario
Lika	Nisha	Stephanie hollman
Lim Shi Yi Claudia	Oliver Belarga	Stephen
Lishi Yang	OscarA. Diolata	Sun Dan
LIU XIAOXIAO	Oswaldo Castro Romer	Sung Kim
LIU ZIMEI	OTHMAN HAILEY	Sun-Young Craig
Loise viranti Lasnida	Ouluerhuma meliem	SzeHoYing
Low Yan Jie	PAN XIANG YU	TAKAHASHI NORIYUKI
Luke McGlynn	Panaite Laura	TAKAHASHI YUMI
Manu	Park brian chong	Tan Ann Nee
Margaret Clereland	Park Yerin	TARIO
Margie	Patricia Marie Anis	TEN
Maria Eugenia Perez Burger	Paul Jung	Thomas Duvernay

| Citizens Who Participated in the Idea Contest |

Timothy	규(불)리 (qkrbf)	바삭구 (gyflvhs)
Timothy	굴은굴굴함 (cgb717)	박남건 (91695sh)
TOKIKO SUGIMOTO	그러하시당께 (kkol1469)	발아 b (badsis)
Tolipova Gulyorakhon	그레이미1 (dkxltmel)	배고옹!~ (queryman)
Tong Zhang	가니디비니딩 (dbstp99)	베스킨! (present32)
Toong Choon Hong	김영욱_k (atton)	베헤릿 (kant3456)
TRUONG THI MY DIEM	김현수 (tigersm321)	별에서풍선 (ceoname)
TSAI	-꿀. (hoojina12)	보겸♥아리 (djsdir132)
Tyler	꿈에서봐 (lospez)	불날드라이브 (midnightdriv)
Usman Liaqat	다진!이다	봉준빠들이 (wvfkrla)
Valeria Dubovik	달사!C (darcy)	봉준ㅇ0ㅇ (djs060089)
Van anh Thi Trinh	달자사귀자 (chee1230)	브랜딘 (김동환)
Vignesh Ahilan	대진평민 (blueagrippa)	뽀뽀하기 (geebong)
Wang Chao	더케이 (thekk)	뽀뽀보 (wocks8870)
Wei Ting Kuo	동개미 (dongant)	산드로옴므 (yaki3)
Wioletta Zoladkiewicz	두목닌자 (cwj411)	서울시민
Yada	듀얼인중픽기 (yo2040)	서풍. (sky99000)
Yamilex Munoz	또나햇초코 (hjk6522)	세비록퀴즈 (han43750)
YangDantzng	도숙나도 (fnlvod)	스름Yo (jaewook204)
YASUMOTO ATSUKO	뜨거운마초 (qkwnltjs02)	소심한 (pyy0128)
Yi-Chen	랄 라~♪ (lg2050)	순수아
Yoshitake Tomomi	런엘V (jj0701)	스즈키 아아카
YU ELEANOR	로네이스 (loneace)	스크린블럭 (hiblock)
Yukina Ohashi	로우ㅇ0ㅇ (lastofw)	스티비 워너
Yunianto	루비야사비 (ytb0827)	神樂휴지조각 (stgon77)
Zettergren, oscar	루소. (ruso2004)	新垣ゆい (jkpm1002)
Zhadyra	룰라라랄 (graffkr)	싱공
	리자주 (fashiongun)	쌀로★별 (kbhgd)
[악마 (bbopower)	마루오까. (mexico1992)	섬머킵 (servival)
_Terry (lightedboy)	마유나&카사	ㅇㅅㅇ (sv987)
*산초주★ (maqlsmf)	마츠무라 추카코	아..봐노 (only532osi)
'멋쟁' (pjhkzz)	마츠무라 카나	아구문선생님 (edcft2)
▶KIMSATGAT (iiiiiii)	매드무비제작 (jbw03178)	아리우조야!빠 (api2122)
★명품☆ (dlwngh3851)	맨오브더맨 (hobbangy91)	아로나● (tkdsk11)
♡사천지화♡ (sily2)	먹대 (leehungu0)	아얌 (jinar)
♬고냥 (dbso5169)	멍쩌리	아-재 (thevirus)
54♡왕따 (soulkiz)	몽환♡팡쿠팡 (pencet)	아지
Σ로프 (bjrop)	무큐무큐 (riseiv)	악기만 (yws813)
갑니다아 (sljkav)	물렁뽀뽀치 (ghks2972)	안준모발모발 (sjstkafb)
갓중생 (yoonjoseph)	위리마리유희 (lastutopia)	알촉카사 (kht050)
개굴개굴ㅋ (forgbigeye)	미르토스 (kjjpak)	애교뽕치슬기 (ksk7090)
과자부시레기 (mammalhj)	미소예림 (misso7780)	애를깨발자 (tkfjsrks1)
괴미네이더 (charming9)	밍가닌 (ai0606)	아돈~ (act12345)
구대방 (eoghs5521)	바람의나라형 (naruto174)	아미~나미 (sksdmsduddld)
궁예심봉사 (chlwogns)	바마유나	어뻘을까 (wjtmd1004)

I Citizens Who Participated in the Idea Contest |

얼허노	채첸수앙	bulsung11 (bulsung)
엄심용항정살 (jjang0438)	초글이 (vkwlrjrf)	CEO ~ (fjtl dk33)
영영이맘매 (ahffk622)	초록비 ♪ (kspir1t)	chocomaker (chocomaker)
엘리카베스	초코초초초 (bk2870)	Christof (joh2gh)
엘투스미니 (sym0419)	초코침한입만 (clsmrtodn)	cmbank11 (cmbank11)
영정남 (dfjghdxfk9)	촉촉치즈케익 (tblue83)	cool0143 (cool0143)
오호홀릭 (haidikorea)	추천아몰랑 (sm1672)	dream4mula (dream4mula)
온몸침어부러 (rth04)	치킨은반바니 (hyosul83)	drimuky (drimuky)
올드스클 (hikaru8282)	카샤	D테일러 (quendi)
왈왈씨 (qkfka147)	큰☆롭롭 (b0909009)	fosim (fosim)
왕로혜	퀵슬라 (bbbbbbbook)	gad0r1234 (gad0r1234)
왕몽땅TM (seokwonhan)	크세나아	Goo구우 (xshiningx)
왕자의게임V (bytae5)	클로드왕자 (kaoring86)	hesse19 (hesse19)
왕친	타나기사라 아키히로	llllllllll (moungdong)
우.디. (hannaedeul)	탄가래떡 (dlfb7)	imfree831 (imfree831)
우피아스 (cpdjaos0627)	파인♥ (sando072)	j2pontus (j2pontus)
원숭이몽이 (ashn0653)	편애 (lllllllll)	jeromn (jeromn)
웬수 * (enemyy)	프리믹 (hszz44)	jewelho (jewelho)
위리_위리 (cjswo7043)	피스타치오! (wwwwwwc)	jjingco20 (jjingco20)
위유 (krtgujeirg)	핀켈 (vj1163)	jks020708 (jks020708)
유나벵★ (idss2002)	할?. (dbslzm120)	jks100482 (jks100482)
유투. (dmlgus110)	햇세의롤렛 (koreayim100)	joojoo789 (joojoo789)
윤민이토끼 (manquer)	해머스리 내이스	jsy0768 (jsy0768)
음표여신♥ (0072pc)	헬핑파 (suzuki1965)	juele8 (juele8)
음용네아구단 (usa7718)	헤이조와 (heyjowa)	junim24 (junim24)
음우렌터투중	화나잇웃 (leader21c04)	kbam4966 (kbam4966)
일렉놀이터 (ghkd757)	화양사양유운 (hsu5331)	kejoon (kejoon)
입춘대길 (pan3)	히다짱짱짱 (smc7818)	km830916 (km830916)
자냥 ¥ (ph1112)	힐랑Voice (breakmemory)	kong7778 (kong7778)
재규어준이치 (sano111)	980TSLIX2 (good9839)	ksfilms (ksfilms)
제루M (mjy4731)	af_dokdo (sonata8888)	l2636002l (l2636002l)
조계사스 (dpeldpel)	aguk (aguk)	lemoncloud (lemoncloud)
조던6삼니다 (huchu12)	athena84 (athena84)	likashotaf (likashotaf)
줄아가는고아 (ganaba77)	b61213 (b61213)	LNDs. (jknm1004)
(주)대웅제약 (bolicha)	bangkok22 (bangkok22)	LNLA (card6257)
자바-) (alsrbvndn)	Big핏 (suin2000)	↳프트뱅크d (whdals0716)
진흙쿠기남남 (ghkepmtdla)	BJ강하루 (haru9292)	mimi3328 (mimi3328)
짱통마린 (znlssoj)	BJ그림아이 (ocnmovie)	mudcookie (dinc97)
짱구' (myungyeoup)	BJ라이몬 (ahccss)	musn12ya (musn12ya)
착한칙원 (tkfadk)	BJ루시안 (luseean)	nami1217 (nami1217)
참돔아왜우럭 (aseajjang)	BJ뽕뽕 (pyupyu618)	nyse21 (nyse21)
천사send (hey1666)	BJ수성♥):b (dan9170)	ohoungjin99 (ohoungjin99)
천연약속 (luffycatz)	BJ최복 (park2005)	onbaram0 (onbaram0)
청순고양이 (mic518)	bookingyou (bookingyou)	Or기™ (wodrhkd)
청천백운 (shktjtj)	bulbi10 (bulbi10)	popline (popline)

| Citizens Who Participated in the Idea Contest |

REAL함플 (hjiyeon)	skolpio (skolpio)	VarianWrynn (valiance)
redrose (redrose)	skunk337 (skunk337)	wabit13 (wabit13)
Reoma (tjtkddh13)	song1960 (song1960)	wide22 (wide22)
RichPark (rich492)	ss린나인 (jangwoo1)	wii (yowowwyo)
riser1511 (riser1511)	St_paradise (paradise130)	xbpskudv (xbpskudv)
rjclsdtul (rjclsdtul)	sun9495 (sun9495)	xyonew (xyonew)
sabiwabi (sabiwabi)	SuperYo (kira40c)	yi5054 (yi5054)
SamBoKing (heathcliff92)	swakzz21 (swakzz21)	yonabank (yonabank)
sbkman84 (sbkman84)	three악마 (bbopower)	ziltan99 (ziltan99)
sharon22 (sharon22)	tsports (tsports)	zx9766 (zx9766)
shshsh1108 (shshsh1108)	u1682 (u1682)	
SHफल (lsm86)	ugang1 (ugang1)	

| Winners of the Idea Contest |

10 People	Slogan	대 상 이하린	아이디어상 한선미	아이디어상 홍선주
		최우수상 김아진	아이디어상 이재철	아이디어상 박항숙
		우 수 상 한규호	아이디어상 이지석	
		아이디어상 유하림	아이디어상 문희호	
10 People	BI	대 상 양진규	아이디어상 손지현	아이디어상 최건, 박혜연
	Adult	최우수상 최해진	아이디어상 서동주	아이디어상 이민아
		우 수 상 Maria Eugenia Burger	아이디어상 김가은	
		아이디어상 이금순	아이디어상 이해리	
10 People	BI	대 상 이은재	아이디어상 이소연	아이디어상 이인우
	Youth	최우수상 김하람	아이디어상 김승건	아이디어상 김혜란
		우 수 상 이해린	아이디어상 김동희	
		아이디어상 조민지	아이디어상 박영재	

| Seoul Brand Citizen Ambassador (SBC) |

강성자	김나현	김민정	김영순	김종성	김학현	류한재	박진우	서미경	신정엽
강태윤	김남우	김상욱	김예진	김종수	김한범	맹지은	박하진	서장수	심선경
고길미	김다은	김상희	김옥희	김준호	김해경	문상민	박혜자	서태준	심정만
고수진	김대진	김성대	김완희	김지선	김흥희	박광연	박휘린	서현석	안경화
곽성비	김대현	김세용	김용범	김지영	김희준	박근영	방미현	성기연	안경연
김경민	김동식	김소연	김 웅	김지희	남복희	박미영	방윤희	소원선	양지원
김경애	김동환	김승실	김유영	김진수	남봉우	박민영	배노을	손기환	엄혜민
김경화	김례순	김수자	김유진	김진철	남장희	박보경	백설희	손우진	여지연
김경환	김명희	김승연	김익선	김진필	남진숙	박상규	백외선	신동현	오금두
김경희	김묵근	김연주	김이준수	김태욱	남혜민	박성철	백해정	신세광	옥선희
김광열	김미동	김영도	김재웅	김태희	노명현	박영훈	변규찬	신승경	우재석
김광익	김미연	김영림	김정기	김학면	노영욱	박인기	변인화	신요섭	원하숙
김광자	김미영	김영목	김종덕	김학준	도록현	박주희	서경석	신일식	위은희

| Seoul Brand Citizen Ambassador (SBC) |

유래화	이대근	이소현	이종신	이혁숙	장철훈	조명제	최명숙	하예림	황예녹
유명천	이미경	이숙경	이종혁	이현경	장 혁	조미란	최부영	하종원	황운택
유재한	이미정	이숙정	이준상	이현식	장혜연	조선미	최상민	한선희	황정운
유정수	이범자	이영화	이준웅	이현정	전숙희	조성철	최서진	한세진	
유희선	이병철	이은선	이지연	이희원	전영석	조용기	최승혁	한승민	
육진희	이보옥	이은주	이지현	임경남	전은배	조중연	최승희	한윤정	
윤성희	이보현	이인섭	이창훈	임성재	정상미	조해경	최영일	한지연	
윤소라	이상돈	이일주	이태곤	임용해	정윤영	조희정	최윤식	홍기훈	
윤일호	이상민	이재항	이태근	임은옥	정정일	주희진	최윤정	홍민정	
윤재기	이상욱	이정상	이태우	장미리	정종화	차지은	최진만	홍정희	
윤철상	이상재	이정우	이한성	장승목	정지훈	천소윤	최진희	황다예	
윤희영	이상화	이정진	이행철	장영희	정호섭	최기준	태철원	황아리	

| Brand Creative Team of Everyone's Seoul |

강덕호	김보선	박원진	엄중환	이정옥	최영주	Michael Breen
강윤정	김선미	박지영	오하야	이준상	최용민	Maureen O'Crowley
고종석	김양희	박현우	유소영	이지형	한수정	Aleksandra Sajkowska
구민지	김요셉	백성애	유수현	이지혜	홍명기	Emily Przylucki
권민희	김문섭	서염령	유영미	이충갑	홍승희	Jihena Son
권소영	김종욱	서주현	윤서영	이한나	황승환	Katarzyna Stawnicka
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길선진	김태형	서현석	윤형준	장지영	Sidney	Tessa Franklin
김대진	두주연	소병인	이강은	정인태	Rumi	Tim Williams
김미라	민경문	손영수	이동은	정지현	Kurt	Laurence
김미래	박경수	손정환	이영택	조신형	Aulia	Marta Allina
김민경	박근영	신동욱	이용규	지인배	Ana Park	Mayouna
김민정	박보림	신수정	이윤미	차지은	Wietske	
김민지	박수지	신호찬	이재윤	최신형	Jasmine	

| Seoul Friends |

Jessica WILBERT	Raymond James Chetti	林芳浚
Ho Wing Yin	Coleen Gachet	Woon Li Ann
Luc Tremblay	Jeffrey D. Amparado	潘羿君
Nasim Ibrahim	Alejandro Gabriel Calligos	鄭雅惠
Cristiano Franco de Souza	Tan Si Ying	吉竹 智美
Khan, Hassnain Abbas	Alcina Knabben	王霏梦
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Dinara Makubayeva	Tran Thi Cam Tu	Pilar Gómez Casellas
Abdalla Zeinelabdein Abdalla Mohamed	Trimble, Aaron Joel	Devi Senthil
Wun Cheng Mun	Dampilova Vera	大野原 寛子
宋 跃	Rafaela Santiago Guimarães Braga	小島 洋
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Shih Yench	张文	张淼
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张美君	Marilyn Esmeralda Morales Olivares	Florencia Bragado
LIAO KUEI YU	Siti Martina	陈超燕
STEPHANE MOT	蒋璐	张雷
Khan Muhammad Yousaf Ali	Febryanty Putry	李昕
内田奈津美	Lydia Lin	杉本富喜子
Jonathan Dobinson	Faramitha Devi	梁丰彦
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Ferlie-Ann	蔡方瑀	Sahikawa Masako
OSE RUMIKO	Alan Jehosafath Osuna Orozco	朴明鹤
Barry Welsh	Alexis J. Mendoza	Kaori Suemasa
Matthew Schnur	坂卷 亜弥子	赖俊良
Anastasia Boitcova	Alexander Paik	Naoko Wakabayashi
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| On-site Expert Examiners |

김민기 (소통, 홍보)	이재이 (인문사회)	루크 애슈턴 (글로벌)
김유경 (브랜드)	이혜경 (시민대표)	권명광 (인문사회)
김병희 (광고, 홍보)	서경덕 (소통, 홍보)	박재동 (문화예술)

| Seoul Brand Promotion Committee |

김민기 (소통, 홍보)	김민웅 (인문사회)	김종진 (언론)
김종성 (디자인)	이재이 (인문사회)	김인희 (도시정책)
김유경 (브랜드)	김병희 (광고, 홍보)	서경덕 (소통, 홍보)
장훈중 (디자인)	최해정 (시민참여)	권용규 (마케팅)
이동훈 (마케팅)	이혜경 (시민대표)	이 근 (디자인)
이성민 (디자인)	로버트윌러 (문화관광)	황보연 (시민소통기획관)
김부경 (디자인)	정환석 (마케팅)	김익승 (관광체육국장)
임의균 (디자인)	이종혁 (홍보)	김태형 (도시공간개선단장)
이광기 (문화예술)	고미석 (언론)	
이원제 (디자인)	김성희 (언론)	

