

Herd How To Change Mass Behaviour By Harnessing Our True Nature

What is a 21st Century Brand? How is it changing? What is critical now? What are the new mantras and principles? What are the new ideas for how to do it? What do you believe and what would you do therefore? This book features 20 of the best papers produced during the 10 years of The IPA Excellence Diploma. Each is a fresh, original and uniquely personal perspective from the new generation of leaders across creative, media and digital agencies. Produced in partnership with internationally recognised advertising body, the IPA, they are accompanied by commentary from leading industry thinkers including Stephen Woodford, Mark Earls, David Wilding and Ian Priest, and edited by Nick Kendall. Together they offer you multiple perspectives and the opportunity for you to challenge yourself to consider what you believe. Structured as 20 provocations written in the form of 'I believe... and therefore...', the essays are organised into three sections: - What is a brand? - How should we engage to build them? - How should we organise to deliver? Highlighting that today's most successful agencies are those which are embracing the new ways in which we consume content, What is a 21st Century Brand? delivers cutting-edge thinking across all areas of advertising practice. If you want to take time to think about the real fundamentals of what we do as a business -create and build brands- this book will be all the stimulation you would want.

Studie naar het sociale gedrag en indentiteit in de recente geschiedenis, met name aan de hand van social media. Waarom volgen en kopiëren we de ene, en zetten we ons af tegen de andere 'social influencer'.

THE #1 HACK FOR SMARTER MARKETING We all want new answers and new solutions for the very real and pressing challenges that our organizations face. New things to point to and talk about, new ways of working and new ways of thinking that might just be better than the old ways. But rather than this endless search for a brilliant and novel solution, why don't you just copy something that's worked before? Mark Earls, leading expert in marketing and consumer behaviour, quashes the stigma around copying, and shows that it can help us to rethink how we go about solving problems. By understanding what other people are doing and the choices they make, we can develop strategies to solve the challenges that we face inside and outside the organization. Based on extensive research and proven examples, Copy, Copy, Copy provides over 50 strategies that you can use right away to copy, borrow or steal as the basis for better ideas – faster. If it's good enough for Elvis, Newton, Shakespeare, The British Olympic Cycling Team and Great Ormond Street Hospital, isn't it good enough for you? 'This delightful book argues convincingly that transferring ideas usually produces greater value than cooking them up from scratch. And then shows you how.' — Rory Sutherland, Vice Chairman, Ogilvy London and the Spectator Magazine's Wikiman 'Yet another entertaining handbook from the acclaimed Herdmeister for anyone involved in marketing, behavioural change and understanding why we all make the choices we make. Earls convincingly disrupts convention about what is innovation – though "praxis". This is jammed with great case studies and 52 actionable strategies.' — Stephen Maher, Chairman, The Marketing Society and CEO, MBA 'Yet again this leading British business thinker has got us to see the world we inhabit today in fresh and mind-altering ways. A book which marries theory and practice better than the vast majority out there. Most of all his message of copying one's way to greatness is entertaining, counter-intuitive and fun.' — David Abraham, CEO Channel 4 PLC

Leading scholars offer a range of perspectives on the roles played by innovation in the evolution of human culture. In recent years an interest in applying the principles of evolution to the study of culture emerged in the social sciences. Archaeologists and anthropologists reconsidered the role of innovation in particular, and have moved toward characterizing innovation in cultural systems not only as a product but also as an evolutionary process. This distinction was familiar to biology but new to the social sciences; cultural evolutionists from the nineteenth to the twentieth century had tended to see innovation as a preprogrammed change that occurred when a cultural group "needed" to overcome environmental problems. In this volume, leading researchers from a variety of disciplines--including anthropology, archaeology, evolutionary biology, philosophy, and psychology--offer their perspectives on cultural innovation. The book provides not only a range of views but also an integrated account, with the chapters offering an orderly progression of thought. The contributors consider innovation in biological terms, discussing epistemology, animal studies, systematics and phylogeny, phenotypic plasticity and evolvability, and evo-devo; they discuss modern insights into innovation, including simulation, the random-copying model, diffusion, and demographic analysis; and they offer case studies of innovation from archaeological and ethnographic records, examining developmental, behavioral, and social patterns. Contributors André Ariew, R. Alexander Bentley, Werner Callebaut, Joseph Henrich, Anne Kandler, Kevin N. Laland, Daniel O. Larson, Alex Mesoudi, Michael J. O'Brien, Craig T. Palmer, Adam Powell, Simon M. Reader, Valentine Roux, Chet Savage, Michael Brian Schiffer, Jeffrey H. Schwartz, Stephen J. Shennan, James Steele, Mark G. Thomas, Todd L. VanPool

How many times have you thought of something crucial to do and then forgotten it completely? That's why people invented lists. And very useful they are too. If, and only if, they are used effectively. Put thirty things on a list, and it becomes too daunting. Put three things on, and there's no point in having a list. And so we have refined the art of list writing to allow for about ten or twenty things to do. But in truth, most lists are rubbish. Randomly assembled, they do little to help the author navigate their way through the maze of stuff to do. After all, the only point of a list of things to do, is to get things done. Tick Achieve does just that. It shows you how to get stuff done, with lots of little techniques tried and tested on scores of individuals over 25 years. This includes the cathartic and highly effective process of writing a list of what you are not going to do. The author has trained hundreds of people in the art of getting stuff done. There is no Big Plan as such (contrary to what many other books suggest). It's all about details, and they can be very easy to implement. Little things can make a massive difference. Once you get the hang of it, life gets easier. In a business context, and personally. You can sleep better and worry less. Concentrate on the things that matter, and leave out the trivia and irrelevant. Learn how to celebrate little bits of progress, look down your list, tick off a job well done, and shout Tick Achieve! **EXAMPLE CHAPTER OUTLINE** 1. BUSINESS INTELLIGENCE "I'm too busy, I'm in a meeting": professional time wasting and how to avoid it Teams; what's the point? The problem with the business world: other people How to think more and worry less How being organised lets you take it easy Action not activity Outcome not output "If I do x, then y will happen..." 2. STRAIGHT TALKING AND GETTING STUFF DONE Permission to talk straight Cliché and jargon red alert list How to get to the point and get everything done quickly Some ways to say no politely How to liven up boring meetings Spotting business bull**** Cutting through it and moving on

3. LEAVE IT OUT Less really is more How eliminating issues gets to faster answers in business Write a list of what you are not going to do Improving your time management Simplifying everything Being totally objective about the past How leaving it out forces the issue 4. ONE IN A ROW How breaking big problems down into small tasks really works How to eat an elephant - in stages Knock 'em down one at a time Rapid sequential tasking: an alternative to multi-tasking The one-touch approach Tick, achieve, move on 5. LOOK LIVELY! The value of energy: in business, and in life generally Getting your attitude right Why lazy people are unhappy people Speed, that's the thing Spotting pointless people Ditching the time wasters Don't waste time yourself: beware aimless net surfers divCuttin

The emergence of an enterprise culture and entrepreneurial economy has led to the rapid development of theories, policies and practices in the field of entrepreneurship. Understanding Enterprise provides a critical introduction to enterprise in its broadest context, particularly its application to business through entrepreneurship and small business. The book is divided into three distinct parts, which examine traditional approaches to entrepreneurship, new perspectives on the subject, and the success or otherwise of government policy. Key features: - Extensively revised to take into account the latest thinking and research - Reassessment of traditional views and a critique of conventional wisdom - Updated coverage of the impact and failings of comparative government policies - A good balance between theoretical and practical perspectives Understanding Enterprise is an essential companion for undergraduate and postgraduate students of entrepreneurship. Policy makers and practitioners will also benefit from this comprehensive guide.

HerdHow to Change Mass Behaviour by Harnessing Our True NatureJohn Wiley & Sons

This insightful practical guide argues that the traditional business plan may not be appropriate for many new ventures and presents an alternative, effectual approach that encourages flexibility and development through exploration and experience. 10 principles demonstrate how to respond better to uncertainty during the business development process.

Why and how do some acts of protest trigger mass mobilization while others do not? Using the cases of Morocco, Algeria, Tunisia, and Libya, Mekouar argues that successful mass mobilization is the result of a surprise factor, whose impact and exceptionality is amplified by the presence of influential political agents during the early phase of protest, as well as by regime violence and unusual media coverage. Together this study argues that these factors create a perception of exceptionality, which breaks the locally available cognitive heuristic originally in favor of the regime, and thus creates the necessary conditions for mobilization to occur. This book provides a unique dialectical picture of mobilization in North Africa by focusing both on the perspective of those who mobilized against their local regimes and members of the security forces who were responsible for stopping them. Moreover, it offers a first-hand account of the tumultuous days preceding authoritarian collapse and explains the mechanisms through which political change occurs.

Based on a unique survey of Chinese respondents, the authors find that participation in social movements during the Cultural Revolution was motivated by the desire to improve social status or maintain existing positions in the social hierarchy. A strong relationship is noted between factional alignment and family background in provinces immersed in class-based struggle; however, the association becomes nil in provinces where sectarian struggle was grounded in class. The authors assert that the social conflict school has failed to adequately examine sectarian internecine fights among rebels in attempts to explain the mass movements, while the political process school has ignored fundamental social conflicts embedded in Chinese society. Potential pitfalls likely to confront future mass movements are identified.

The rapid growth of promotional material through the internet, social media, and entertainment culture has created consumers who are seeking out their own information to guide their purchasing decisions. Promotional Culture and Convergence analyses the environments necessary for creating a culture of collaboration with consumers, and critically engages with key areas of contemporary promotional development, including: promotional culture's primary industries, including advertising, marketing, PR and branding, and how are they informed by changes in consumer behaviour and market conditions how industries are adapting in the digital age to attract both audiences and advertising revenue the evolving dialogues between 'new consumers' and producers and promotional industries. Ten contributions from leading theorists on contemporary promotional culture presents an indispensable guide to this creative and dynamic field and include detailed historical analysis, in-depth case studies and global examples of promotion through TV, magazines, newspapers and cinema.

Dick is a South Korean immigrant who moves to the United States in 1964. New Doctor on Maple Street presents a collection of tales exploring the life of this fictional figure as he adapts to a new culture, struggles to settle down in a small American town, and builds a family, experiencing a variety of issues along the way. These tales share the details of those Dick encounters along the way, from a cop who pulls him away from a family vacation to bring him back to the ICU, to his wife, who comes to work in the office to alleviate her boredom. There's also Charlie, a middle-aged physician's assistant who has always wanted to be a doctor, and a patient dying of cancer who longs to savor food and wine before she dies. Despite the difficulties and changes that his adopted country offers, Dick finds immigrant life in the United States to be less traumatic and more peaceful than the chaos that marked his formative years. This collection of short stories and essays offers an intriguing look at the United States and Korea through the eyes of a rural doctor from South Korea.

Leadershift is about adapting and changing traditional models of leadership in response to the influence of mass collaboration. Mass collaboration is a form of collective action which occurs when large numbers of people work independently on a single project, exemplified by websites such as YouTube, Facebook and Second Life. As the traditional models of working are radically altered those in leadership roles need to understand their place in this new hierarchy and how to respond. Mass collaboration requires a form of leadership that is prepared to let go of the experience, expertise and control it holds precious and be able to see mass participation as an opportunity to create value rather than a threat to its existence.

How can we sell more, to more people, and for more money? The marketing world is awash with myths, misconceptions, dubious metrics and tactics that bear little relation to our actual buying behaviour. THE BEST MARKETING BOOK OF THE YEAR Winner of the American Marketing Association's Berry-AMA prize In 1848 gold was discovered in California, setting off a frenzy that sent men and women from across the American continent flocking to the West Coast in search of fortune. The Gold Rush brought wealth to some, but most left empty-handed. Today, marketing consultants Ed Keller and Brad Fay say social media is unleashing a new kind of frenzy. Blinded by the shiny allure of sites like Facebook and Twitter, companies are spending billions, pinning their hopes on social media marketing without appreciating how social influence truly functions in the marketplace. That's where Keller and Fay come in. For the past six years, they have undertaken a unique, ongoing study of consumer conversations. The surprising result? Over 90 percent of consumer conversations still take place offline, primarily face to face. The implication is clear: Social media is big and growing, but it is dwarfed by the real world in which people live and interact. Make no mistake. There is a hugely important social wave rolling across the world

of business today. New scientific evidence reveals that we humans are fundamentally social beings for whom social influence determines nearly every decision we make. And the greatest impact comes when those conversations happen face to face, as emotions and nonverbal cues are communicated along with words. In *The Face-to-Face Book*, Keller and Fay offer key insights and recommendations for how businesses, both large and small, can best succeed in today's socially motivated consumer marketplace by looking at how consumers act in real life as well as online. The authors share their extensive research and the stories of companies—large, such as Apple, General Mills, Kimberly–Clark, and Toyota, as well as innovative small businesses—that have hit pay dirt with a balanced and holistic approach to social marketing. They also discuss those that have bet big and lost by overcommitting to online social media alone. *The Face-to-Face Book* does not overlook the extraordinary growth and importance of social media, which offers important new tools for businesses of all kinds; however, the authors caution against placing too grand a bet on online social media at the expense of other forms of social marketing. This book is a celebration of the supremely social nature of all human beings and how that drives the consumer marketplace. It's a story that will leave you thinking anew, and talking.

Examining in detail the surprising similarities between modernist literature and contemporary theories of the crowd, this work shows that many modernist literary forms emerged out of efforts to write in the idiom of the crowd mind.

"...fascinating. Like Malcolm Gladwell on speed." —THE GUARDIAN "HERD is a rare thing: a book that transforms the reader's perception of how the world works". —Matthew D'Ancona, THE SPECTATOR "This book is a must. Once you have read it you will understand why Mark Earls is regarded as a marketing guru." —Daniel Finkelstein, THE TIMES This paperback version of Mark Earls' groundbreaking and award winning book comes updated with new stats and figures and provides two completely revised chapters that deal with the rise of social networking. Since the Enlightenment there has been a very simple but widely held assumption that we are a species of thinking individuals and human behaviour is best understood by examining the psychology of individuals. It appears, however, that this insight is plain wrong. The evidence from a number of leading behavioural and neuroscientists suggests that our species is designed as a herd or group animal. Mark Earls applies this evidence to the traditional mechanisms of marketing and consumer behaviour, with a result that necessitates a complete rethink about these subjects. HERD provides a host of unusual examples and anecdotes to open the mind of the business reader, from Peter Kay to Desmond Tutu, Apple to UK Sexual Health programmes, George Bush to Castle Lager, from autism to depression to the real explanation for the placebo effect in pharmaceutical testing.

Marketing as a practice is facing unprecedented challenges: a changing media landscape, an increasingly complex customer journey, innovative technologies, start-ups which disrupt traditional channels and a new generation of tech-savvy clients. How should students and practitioners adapt to this shifting landscape and address the skills gap that many of today's marketers face? *Advanced Marketing Management* prepares students for this new world of marketing. Since traditional marketing approaches fail to provide convincing solutions to modern business realities, a new approach is urgently needed if marketers are to regain trust within their organizations. Using contemporary examples, business case studies and supporting pedagogy, *Advanced Marketing Management* will provide a critical exploration into the more advanced aspects of marketing management, including the gap that exists between formal marketing literature and real-world practice, discussion of multidisciplinary tools, and the crucial evolution of the '4Ps'. Summarizing a large body of literature and academic research on new developments, this book is the go-to guide for students, lecturers and practitioners, wanting to succeed as modern marketers. Online resources include lecture slides and further questions for group discussion.

Every day, learners use and reuse open, digital resources for learning. *Reusing Open Resources* offers a vision of the potential of these open, online resources to support learning. The book follows on from *Reusing Online Resources: A Sustainable Approach to E-learning*. At that time focus was on the creation, release and reuse of digital learning resources modeled on educational materials. Since then the open release of resources and data has become mainstream, rather than specialist, changing societal expectations around resource reuse. Social and professional learning networks are now routine places for the exchange of online knowledge resources that are shared, manipulated and reused in new ways, opening opportunities for new models of business, research and learning. The goal of this book is to extend the debate of how open, online resources might support learning across diverse contexts. Twenty-four distinguished experts from nine countries distributed across Europe and North America contribute empirical evidence and ideas. Collectively they provide a vision of the potential of open, online resources to support learning across everyday contexts of education, work and life.

Brand owners are in crisis. Consumer trust is at an all time low. Over 95% of all consumer product launches in the packaged goods sector fail to achieve their goals for success. This book gives a clear answer to why success rates are so low in the consumer packaged good industry and lays out a roadmap for product innovation - to make ideas successful. This book will inspire the reader to make a paradigm shift in how they approach product innovation - to be driven by the science of consumer behavior. The basic premise for this book is that emotions are at the root of all consumer motivations. Therefore, an innovation process focused on identifying how to turn up or down emotions that drive behavior will lead to product success. The applications of this process will be presented with several product success stories that show that understanding consumer behavior leads to deeper emotive connectivity, a broader playing field for differentiation, and speed to market. Using case studies and real-world examples of product launch successes and failures, *Behavior Driven Innovation* is a must-read for those involved in product development, consumer research, and marketing. Explores the role that emotion plays in consumer decision making Case studies of product successes (and failures!) and the role behavioral understanding played Provides insights into understanding the "whys" of consumer behavior, using a pull strategy to rapidly learn what consumers want, and designing for emotional impact Provides a blueprint for the creation of nimble innovation strategies

Many people have heard of the Camino de Santiago, the network of pilgrim trails in Spain that lead to the Cathedral of Santiago de Compostela in Galicia, northwest Spain. Just about 90 kilometers west is a point on the Iberian Peninsula which is the furthest western point on the European continent, or the end of the earth. The famous pilgrim trails which crisscross Europe leading to these points are called Caminos. Some people have walked them. Even more have considered walking one or more. Still others, fascinated by the adventure, cannot walk a Camino but enjoy hearing stories of others who have done so. If you find yourself in any of these three categories, you will enjoy this book. In the first book, the author presented many stories of

experiences of walking a Camino. In book two, the stories continue. Fun-filled, adventure-packed, informative, spiritual, and inspiring must read for Camino enthusiasts.

Infectious Diseases: New Insights for the Healthcare Professional: 2013 Edition is a ScholarlyEditions™ book that delivers timely, authoritative, and comprehensive information about Diagnosis and Screening. The editors have built Infectious Diseases: New Insights for the Healthcare Professional: 2013 Edition on the vast information databases of ScholarlyNews.™ You can expect the information about Diagnosis and Screening in this book to be deeper than what you can access anywhere else, as well as consistently reliable, authoritative, informed, and relevant. The content of Infectious Diseases: New Insights for the Healthcare Professional: 2013 Edition has been produced by the world's leading scientists, engineers, analysts, research institutions, and companies. All of the content is from peer-reviewed sources, and all of it is written, assembled, and edited by the editors at ScholarlyEditions™ and available exclusively from us. You now have a source you can cite with authority, confidence, and credibility. More information is available at <http://www.ScholarlyEditions.com/>.

The way people buy has gone through a massive revolution in recent years: thanks to blogs, review sites and chat rooms, we no longer have to rely on what a company says about its products and services - we can read what our fellow consumers think about what they've bought, and make our own decisions bearing those views in minds. The result? Empowered customers who know exactly what they want and who can now explore many ways to get it. Many companies, however, just won't accept that things have changed and haven't adjusted their marketing efforts to match. In *Crowd Surfing*, David Brain and Martin Thomas explain what marketers, advertisers and brand specialists need to do to communicate with today's savvy consumers. They include case studies of successes and failures from the business world and beyond, and interview leaders such as Michael Dell and Sebastian Coe to help illustrate their points.

Drawing on the authors' combined years of experience in both private and public-sector organisations, this practical book highlights the importance of relationship building between individuals, groups and organisations in diverse contexts. It will make a valuable read for business professionals and graduate students in fields as varied as change management, leadership, organisational psychology, and organisational behaviour. Employing the Relational Proximity® framework, it provides tools for informing assessment of the relational impact of policy and management decisions, enabling evaluation of organisational relationships, providing a language for constructive discussion of strained relationships, and integrating a range of models and perspectives within one process. Using real-world case studies and models, the conditions within which people are more likely to form and conduct effective relationships are also examined. This combined approach provides the language and concepts to enable constructive discussion and actionable solutions in building trust and sustainable value.

Architectural Regeneration will address the different perspectives, scales and tools of architectural regeneration by means of detailed overviews of the current state of thinking and practice, with case studies from around the world used as examples to support the theoretical arguments.

Create breakthrough marketing campaigns that achieve staggering consumer response rates by harnessing the power of R.E.D. Marketing: a transparent and flexible methodology from the CEO and CMO of marketing powerhouse Yum! Brands—Taco Bell, KFC, Pizza Hut—with a genuine track record of success. Sidestep the other marketing books, courses, articles, and even TED talks that offer hypothetical explanations that sound sensible. Embrace the proven, systematic approach of RED Marketing, which the recent CEO and current CMO of Yum! Brands applied to lead Taco Bell and KFC to double digit growth—no PhD required! In 2011, Greg Creed had just been elevated from President to CEO of Taco Bell, a brand in deep distress at the time. It was on his shoulders to turn things around quickly along with co-author and CMO, Ken Muench. Together they developed the R.E.D (Relevance, Ease, Distinctiveness) method. It's simple methodology does not require complicated terms and a PhD to understand, it's actually quite simple—marketing works in three very different ways: Relevance—Is it relevant to the marketplace? Ease—Is it easy to access and use? Distinction—Does it stand out from competition? Combining actual examples from Yum! and other recognizable brands of every size around the world; the latest findings in marketing, neuroscience, and behavioral economics; and the author's own experience marketing three different brands across 120 countries—your brand can set and achieve a truly breakthrough marketing campaign utilizing R.E.D Marketing.

Dairy cow herd health is an important and universal topic in large animal veterinary practice and farming, covering both preventive medicine and health promotion. With the move towards large scale farming, the health of the herd is important as an economic unit and to promote the health of the individuals within it. This book will focus on diseases within herds, herd husbandry practices, youngstock management and environmental issues. Major diseases and conditions will be covered such as mastitis, lameness, nutrition, metabolic and common infectious diseases from a herd health perspective.

Within only a few years, Facebook, Wikipedia, Twitter, You Tube and other social media have become an intimate part of everyday life. Web 2.0, the collective term for all forms of interactive online communication, is characterized by the overwhelming ability of users to collaboratively create content. The implications of Web 2.0 have become a central focus for interdisciplinary social science research. This book comprehensively addresses the profound impact of Web 2.0 on contemporary society and its dynamics in a multiplicity of fields. The chapters, authored by world-leading experts, vividly demonstrate that Web 2.0 is a dynamic basis for collective action and an unlimited source of societal destabilisation and revolutionary change, for better or for worse. Various aspects of the radical transformative potential of Web 2.0 are imaginatively and critically discussed in the analytical context of quantitative approaches, qualitative works and case studies. This book provides key insights into the wide-reaching implications of recent technological developments, casting new light into an area which may potentially contribute to a more peaceful and sustainable future. This book was originally published as a special issue of *Contemporary Social Science: Journal of the Academy of Social Sciences*.

Since the 1980s, governments have often sought to encourage entrepreneurship on the assumption that it creates small businesses which are the primary drivers of job creation. Largely because of this assumption, entrepreneurship has become a valid subject for academic research attracting extensive funding. Yet despite this explosion of scholarship, there is no accepted model of how entrepreneurship operates or even a commonly accepted definition of what it is. Simon Bridge posits that this is because entrepreneurship has been studied as if it were a deterministic science, based on the false assumption that it exists as a specific discrete identifiable phenomenon operating in accordance with consistent, predictable 'rules'. This challenging book contends that this misdirected search has produced more questions than answers. Accepting that entrepreneurship as we have conceived it does not exist could lead to new and valuable insights into what the different forms of entrepreneurship are and how they might be influenced. Scholars, advanced students and policy makers will find this a thought-provoking insight into the myths and misconceptions of 'entrepreneurship'.

Security Culture starts from the premise that, even with good technical tools and security processes, an organisation is still vulnerable without a strong culture and a resilient set of behaviours in relation to people risk. Hilary Walton combines her research and her unique work portfolio to provide proven security culture strategies with practical advice on their implementation. And she does so across the board: from management buy-in, employee development and motivation, right through to effective metrics for security culture activities. There is still relatively little integrated and structured advice on how you can embed security in the culture of your organisation. Hilary Walton draws all the best ideas together, including a blend of psychology, risk and security, to offer a security culture interventions toolkit from which you can pick and choose as you design your security culture programme - whether in private or public settings. Applying the techniques included in *Security Culture* will enable you to introduce or enhance a culture in which security messages stick, employees comply with policies, security complacency is challenged, and managers and employees understand the significance of this critically important, business-

as-usual, function.

"Nordic co-operation is one of the world's most extensive forms of regional collaboration, involving Denmark, Finland, Iceland, Norway, Sweden, and three autonomous areas: the Faroe Islands, Greenland, and Åland.

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