



# The role and importance of country branding - how to manage the reputation of countries

Gyorgy Szondi

Leeds Business School

# Overview

- The nature of branding
- What is 'nation-brand'
- Why countries engage in nation branding
- Image and identity
- Models
- Challenges
- What about Tunisia?



leeds metropolitan university

# What is a brand?

- Some views focus upon the visual manifestation of a brand
  - Brand name, logo, typeface, etc
- Others go beyond the visual aspects of a brand and aim to capture its essence
  - Brand identity, history, culture, values, etc

# What can be branded?

- Products, services, companies, industries
- People (celebrities, politicians, etc)
- Places
  - Cities
  - Countries, nations
  - Regions
  - Continents

# Nation branding defined



- 'Nation branding occurs when a government or a private company uses its power to persuade whoever has the ability to change a nation's image. Nation branding uses the tools of branding to alter or change the behaviour, attitudes, identity or image of a nation in a positive way' (Gudjonsson)

# Nation branding is

- the strategic self-presentation of a country with the aim of creating reputational capital through economic, political and social interest promotion at home and abroad.

# Why countries engage in nation branding

## ■ 4 key objectives:

- Attract tourists
- Stimulate inward investment
- Boost exports
- Attract students and workers



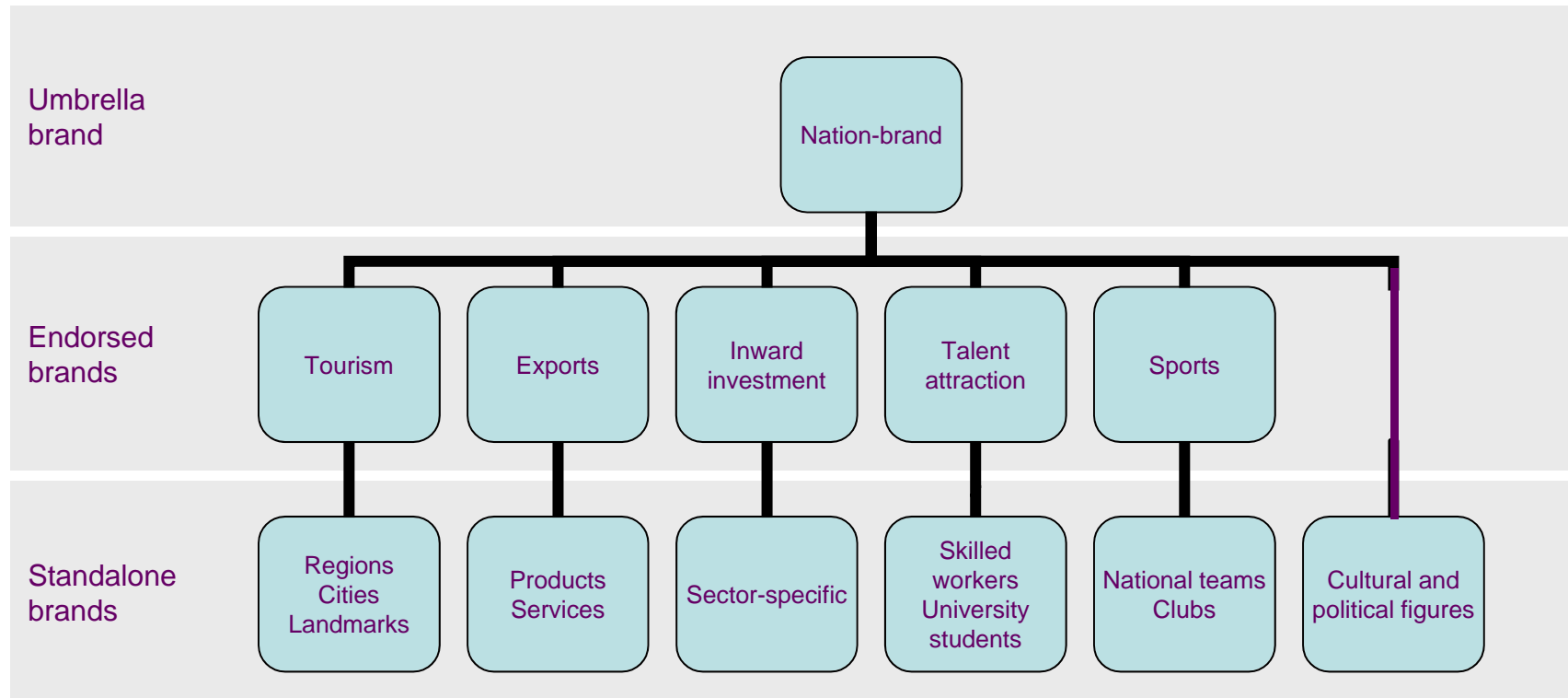
# Further objectives include:

- Gain influence in international affairs (Public Diplomacy)
- Strengthens the identity and self-esteem of citizens
- to restore international credibility and investor confidence;
- to increase international political influence;
- to lead to an improvement in the ability to win against regional and global business competitors, and defend their own market.
- Help erase misconceptions and negative stereotypes about a country

# In the case of transitional countries:

- To distance the country(ies) from the old (economic and/or political) system, which existed before transition.
- To position the country as the reliable and eligible member of the new system, the transition is aiming for, or that of an international community.
- To position the country as the centre of the region and the leader of transition.

# The nation-brand architecture model



CARIBBEAN

armenia

Andalucía



leeds metropolitan university

# 3 key elements of branding theory

- Brand identity
- Brand image
- Brand positioning

# Identity versus image

- A simple but robust perspective:
  - *Identity* refers to what something truly is, its essence
  - *Image* refers to how something is perceived
- There is frequently a gap between these two states

# Nation branding attempts to reduce the identity-image gap

- By identifying prejudices and misperceptions
- By enabling nations to dismantle and oppose the negative forces that could:
  - Hold back the nation's economic development
  - Damage the nation's standing in the world community

# Image-formation factors





<b>BRAND IDENTITY COMPONENT</b>	<b>NATION-BRAND MANIFESTATION</b>
<b>Brand vision</b>	<b>Strategy document agreed upon by the various members of the nation-brand development team – the team should comprise representatives of the government, public and private sectors, and civil society</b>
<b>Brand scope</b>	<b>Outline of the industry sectors and target markets in which the nation-brand can effectively compete. Will include segmentation strategies for sectors such as tourism, inward investment, education, etc</b>
<b>Codes of expression</b>	<b>National flags, language, icons</b>
<b>Everyday behaviour</b>	<b>Political behaviour, diplomatic initiatives, conduct of international relations</b>
<b>What makes the brand different?</b>	<b>The uniqueness of the nation – embodied in its culture, history, people</b>
<b>Narrative identity</b>	<b>National myths and heroes, stories of emerging independence</b>

Adapted from Roll, Lehu, Kapferer, Elliot and Percy, Buchholz and Wordemann



leeds metropolitan university

[http://www.youtube.com/watch?feature=player\\_embedded&v=eaEFCoBdjFQ](http://www.youtube.com/watch?feature=player_embedded&v=eaEFCoBdjFQ)

# Identification and selection of nation-brand values

- In terms of values, nations do not start with a blank slate
- Identification of brand values needs to be based upon extensive research that takes an inclusive approach to the nation's stakeholder groups

# Nation-brand positioning platforms

<b>Nation-brand</b>	<b>Positioning platform</b>
South Africa	“Alive with possibility”
Bolivia	“The authentic still exists”
Scotland	“The best small country in the world”
India	“India Shining”
Thailand	“Amazing Thailand”
Malaysia	“Truly Asia”

## National tourism campaigns often lack distinctive positioning

- Such campaigns score low on distinctiveness
- They make generic, undifferentiated claims for their sandy beaches, sunshine, etc
- Higher-end cultural tourism offers potential for better positioning

# More than just tourism

- Some countries find their brands disadvantaged due to an overpowering image of the nation as just a tourism destination and nothing more
  - Egypt has suffered from this phenomenon to the extent that “the consumer does not search out Egyptian products when shopping”

# What happens if someone else is branding your country?

- Sacha Baron Cohen's film 'Borat' has portrayed Kazakhstan as a bigoted and backward-looking country.
- Kazakhstan appointed a PR agency to improve their national image.



## Countering a limiting stereotype

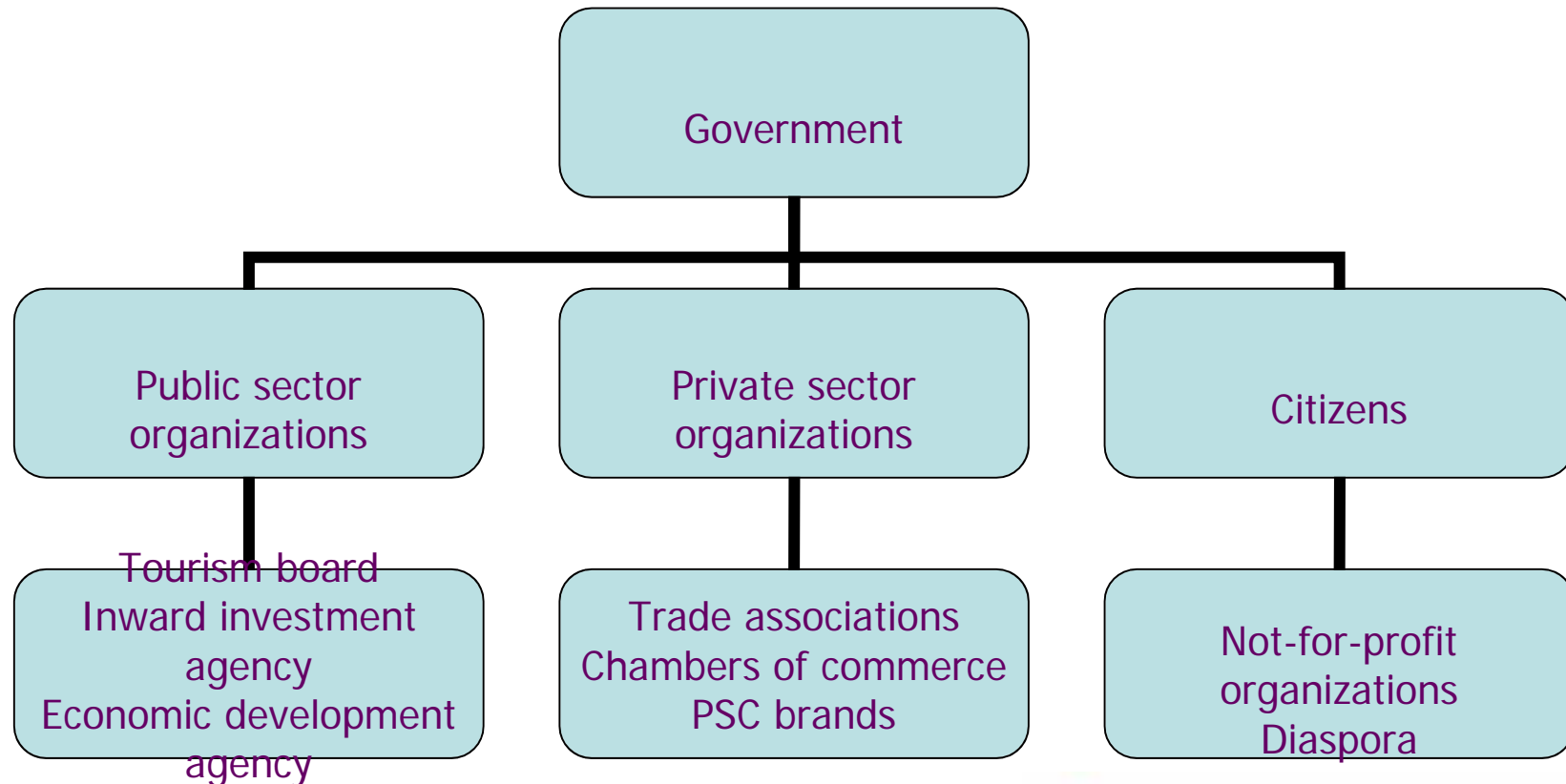
- Bolivia, for example, has long suffered from an image of misery and poverty
- This has obscured the richness of the nation's culture and nature
- A coordinated nation branding campaign represents a possible means to replace the old negative image with a more positive one



# Actors and initiators

- Poland: Ministry of Foreign Affairs, Adam Mickiewicz Institute
- Hungary: Country Image Centre, 'Let's invent Hungary' movement
- Brand Estonia Steering Group
- Latvian Institute
- government or country promotion? Who speaks and communicates?
- Role of the embassies, tourist boards

# Who should be involved?





The Brand Estonia project – a proposal by entrepreneurship organizations and a decision of the government.

The Brand Estonia concept was launched in 2002, during the Eurovision song contest in Tallinn

Inadequate and unclear communication within Estonia

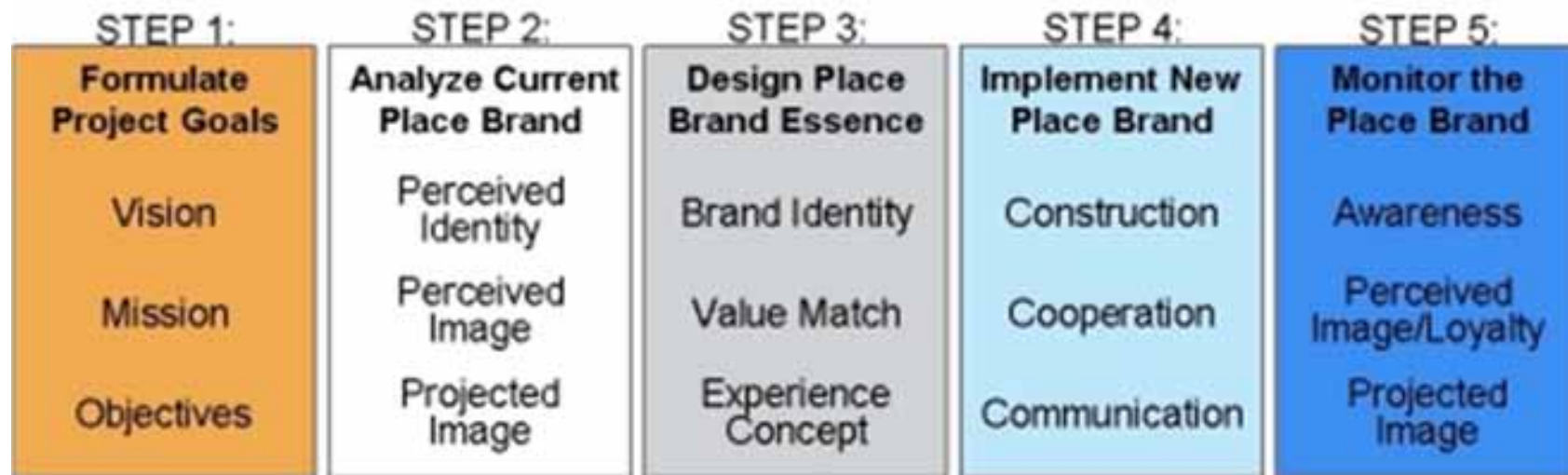
**Et vous, quelles sont vos idées pour la Tunisie de demain ?  
و إنت، شنوة أفكارك لمستقبل تونس ؟**

Participez  
شارك معنا

نسمة : مهرجان التسوق بالقصرين 2014

Tweeter Fessenger Like 1.7k





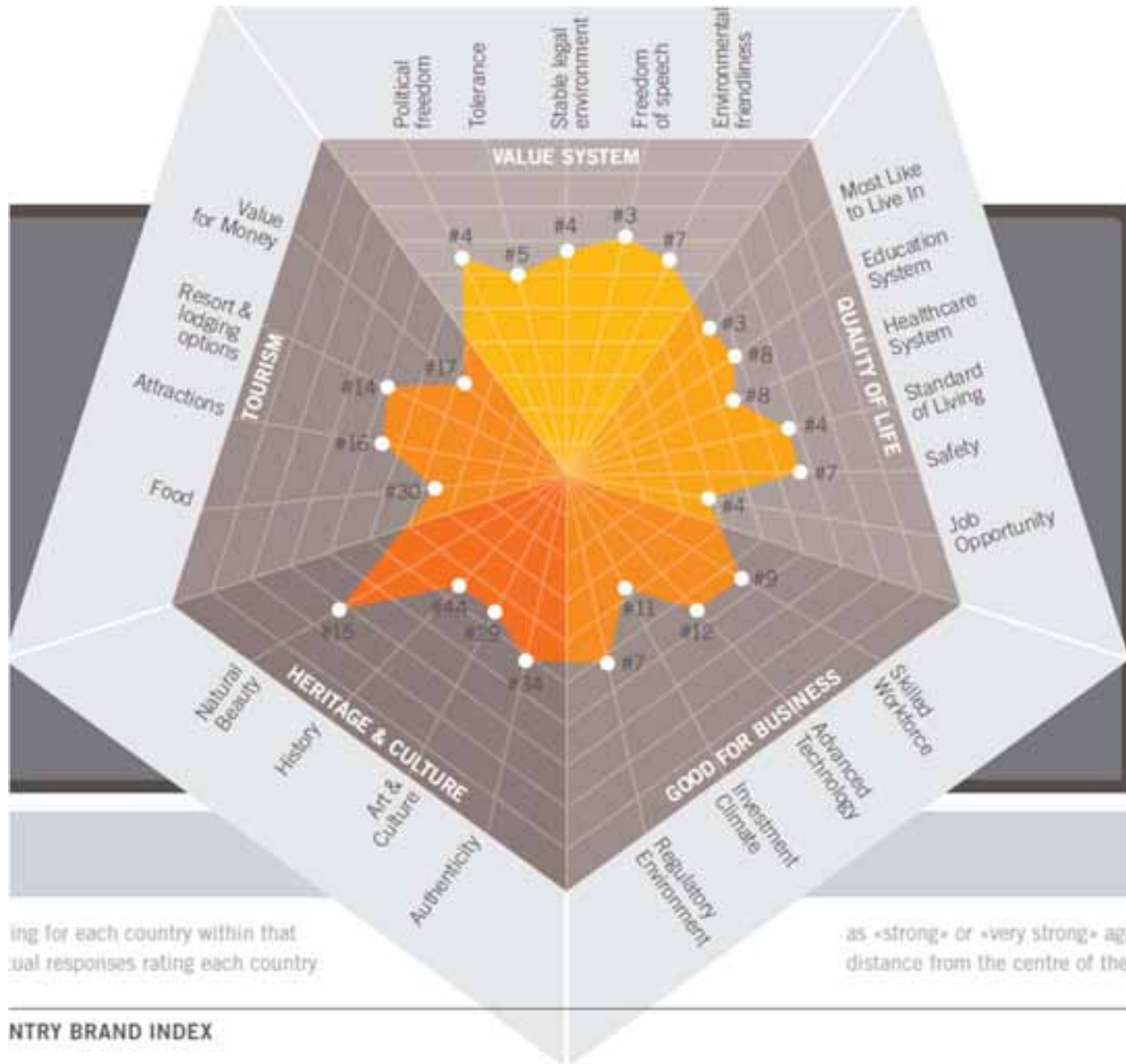
# Anholt-GMI Nation Brands Index

- Probably the best known survey in the field of nation branding is the Anholt-GMI Nation Brands Index
  - An analytical ranking of the world's nation-brands that appears on a quarterly basis
  - tourism, culture, policy, people, brands and investment and recruitment (Nation Brand Hexagon, Competitive Identity)

## Nation Brand Hexagon



The Nation Brand Hexagon  
© 2000 Simon Anholt



ing for each country within that  
ual responses rating each country

as «strong» or «very strong» agai  
distance from the centre of the g

iversity

**COUNTRY BRAND INDEX**



## Top Country Brands in MENA (Middle East, North Africa)



The United Arab Emirates and Israel take top spots overall and alternately hold the lead position in all brand dimensions.

Overall, MENA is a region of relatively underdeveloped country brands, even though it holds a number of truly iconic destinations. There are no associations that are "owned" by the region; Quality of Life is the strongest common dimension, with the region demonstrating particular strength where education, healthcare, standard of living and job opportunities are concerned.

The United Arab Emirates maintains its top spot in the region again this year. Largely driven by the prominence of Dubai and counterbalanced by the emergence of Abu Dhabi as a centre for business, the UAE remains a strong country brand overall. Israel, rising 11 places overall and now the number 1 brand in the region for Heritage & Culture, Good for Business and Value System, also made significant gains this year. Saudi Arabia, Qatar and Bahrain join the UAE and Israel as strong performers in the dimensions: Good for Business and Quality of Life.

Considering the historic and cultural assets that Morocco, Lebanon, Syria and Algeria have to offer – all are underperforming country brands. However Oman, Saudi Arabia and Bahrain are all on the rise, and should help raise the profile of the region in coming years.

### SPOTLIGHT ON EGYPT

Egypt is a country brand with extraordinary natural assets. Ranked in the eighth position for Heritage & Culture overall this year, Egypt is renowned year-on-year for its strength in attributes like History, Art & Culture and Authenticity. However, there is a significant gap between perceptions of Egypt in these associations and every other measure of brand strength in the Index. As the number 92 country brand for Good for Business, the number 93 country brand for Quality of Life and the number 100 country brand for Value System, Egypt's overall position reflects a rather one-dimensional reality. An opportunity perhaps is to focus on strengthening perceptions in other areas to build on its firm foundation as a tourist destination.

RANKING		MOV. 2010	RANK. GRAL.
1.	<b>AE</b> United Arab Emirates	▲ 3	# 25
2.	<b>IL</b> Israel	▲ 2	# 28
3.	<b>EG</b> Egypt	▲ 1	# 57
4.	<b>OM</b> Oman	▼ 1	# 58
5.	<b>MA</b> Morocco	▼ 2	# 62
6.	<b>LB</b> Lebanon	▲ 8	# 63
7.	<b>SA</b> Saudi Arabia	0	# 69
8.	<b>JO</b> Jordan	▲ 4	# 71
9.	<b>QA</b> Qatar	▼ 2	# 72
10.	<b>DZ</b> Algeria	▲ 15	# 85
11.	<b>SY</b> Syria	▼ 5	# 92
12.	<b>BH</b> Bahrain	▼ 14	# 94
13.	<b>TN</b> Tunisia	▼ 15	# 98
14.	<b>LY</b> Libya	▼ 6	# 110



leeds metropolitan university

# THE WORLD'S BEST COUNTRIES

A Newsweek study of health, education, economy, and politics ranks the globe's true national champions.

## COUNTRY GROUPS

Select a group...

## INCOME GROUPS

Low

Middle

High

## POPULATION GROUPS

Small

Medium

Large

## COUNTRY LIST

Sort by: Rank Country

- 51 Russia
- 52 Turkey
- 53 Jordan
- 54 Qatar
- 55 Dominican Republic
- 56 Belarus
- 57 Albania
- 58 Thailand
- 59 China
- 60 Oman
- 61 Kazakhstan
- 62 Colombia
- 63 Philippines
- 64 Saudi Arabia
- 65 Tunisia**
- 66 Sri Lanka
- 67 Morocco
- 68 Paraguay
- 69 Azerbaijan
- 70 Ecuador
- 71 Venezuela
- 72 El Salvador
- 73 Indonesia
- 74 Egypt
- 75 Nicaragua

## SCORES & RANK BY CATEGORY

### EDUCATION

77 Tunisia: 72.31

### HEALTH

42 Tunisia: 75.85

### QUALITY OF LIFE

60 Tunisia: 64.79

1 Norway: 98.45

### ECONOMIC DYNAMISM

58 Tunisia: 42.63

### POLITICAL ENVIRONMENT

88 Tunisia: 38.90

## COUNTRY DETAILS

### Tunisia

#### OVERALL

RANK  
65

SCORE  
58.90

Region: Middle East

Population: 10.6M (Small)

Income: \$3,720/capita (Low)

#### Education

74.6%

Literacy Rate

11.8

Avg years of schooling

Health

Quality of Life

Economic Dynamism

Political Environment

## THE MOST COMMON CHALLENGES (AND MISTAKES) IN NATION BRANDING

- Country branding is not about cosmetics or communication only – actions and behaviours are vital
- Country promotion is politicised and it becomes the victim of domestic politics
- lack of continuity and strategic approach. In many Central European countries the newly elected governments have erased the efforts of the previous government resulting in discontinuity of country promotion
- Country promotion or government promotion?

- Messages and slogans are outdated or too general.
- Too much reliance on advertising
- Lack of financial and human resources
- Lack of transparency and lack of evaluation
- The domestic audience is not behind the brand because they are not explained or they do not support it.

# Summary

- <http://www.walesthebrand.com/brandstory/full/index.html>



Tunisia



Böngészés

Feltöltés

Fiók létrehozása

Bejelentkezés

### Keresési találatok a következőre: Tunisia

Körülbelül 124.000 találat

szűrő ▾



#### Fresh fierce clashes in Tunisia as cops fire tear gas, govt dismissed

Tunisia has elected its new interim president and he has asked the prime minister to form a unity government. Longtime autocratic ruler President ...  
- RussiaToday | 296.413 meglátás

Kiemelt videó



#### Tourism industry suffers big losses in Tunisia

Tunisia's tourism minister says his country has lost almost half of its European tourists since the revolution a year ago. More than a million ...  
- AlJazeeraEnglish átal | 4 hónappal ezelőtt | 6.344 meglátás

FORDÍTÁS



#### The Cafe - Tunisia: The Arab Spring's success story?

Tunisia inspired ordinary people to take to the streets from Morocco to Baghdad, and similar revolutions have toppled the leaders of Egypt and ...  
- AlJazeeraEnglish átal | 5 hónappal ezelőtt | 6.879 meglátás

FORDÍTÁS



#### Empire - Tunisia: A revolutionary model?

Tunisia has adopted an interim constitution, held free and fair elections, and is becoming a modern democratic state. A year after the Jasmine ...  
- EPOCH | Teljes epizódot 2012. évtől, 2. epizódot | Empire

FORDÍTÁS



#### Thousands of Salafis in Tunisia: Obama, We Are All Osama

Thousands of Tunisians Salafis. "Obama, We Are All Osama", MC Calls US President "The Ape Obama" - The Internet - May 26, 2012 www.msn.com www ...  
- MEMRITYVideók átal | 2 hónal ezelőtt | 55.639 meglátás

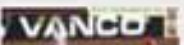
FORDÍTÁS



#### Tunisia, land of freedom

Réalisation et montage: Amel Guafaty, Parole et musique: Amel Guafaty, Chant: Sofya Guafaty  
Inspire Hype: Maher Kerd Un grand merci à Moez ...  
- ameshow átal | 4 hónappal ezelőtt | 26.903 meglátás

FORDÍTÁS



#### tunisia vs morocco 2 1 can 2012

FORDÍTÁS

#### Kiemelt videók



#### Profiel documentary...

algere music foot chemak  
lans de l'allen Bouabou  
Africa Age ...  
- Kolumbuszka | 215.576 meglátás



#### Beauty Haul! Sephor...

Thanks for watching, love!  
Don't forget to... Subscribe to my ch ...  
- Macbeth07 | 216.972 meglátás



#### Medal of Honor: Allie...

This can be viewed at 720p  
HD - This is mission 1, level 2  
called ...  
- qstake | 42.211 meglátás



#### Yassine RAMI - L'GH...

il rap clip algérie  
egy új libanai casablanca  
hírség 180 ...  
- YASSINERAMOFFICIEL | 323.423 meglátás



#### How to Give a Swedis...

Woods flor: Baltimore native  
and Howard University  
Graduate, Tunisia ...  
- expertvillage | 86.637 meglátás



#### Maher Zain - Sepanja...

The Best of My Life" Lyrics  
Official 2011 "New Music  
Video ...  
- ankerongrecords | 264.774 meglátás

# Stakeholder participants in nation branding campaigns

CAMPAIGN	'Brazil IT'	'Iceland Naturally'	'The New France'
<b>KEY OBJECTIVES</b>	<ul style="list-style-type: none"> <li>-To gain global recognition for the Brazilian IT industry as a capable producer of IT services and products, particularly in the United States, the world's largest consumer of IT products</li> </ul>	<ul style="list-style-type: none"> <li>-To increase demand for Icelandic products in the North American market</li> <li>-To promote the purity of Icelandic products</li> <li>-To encourage travel to the country</li> </ul>	<ul style="list-style-type: none"> <li>-To raise France's economic profile among five leading target investment countries: the USA, the UK, Germany, Japan, and China</li> <li>-To improve foreign investor opinions of France to attract new business and increase inward investment</li> <li>-To create solid relationships with foreign investors for long-term dialogue</li> </ul>
<b>STAKEHOLDER PARTICIPANTS</b>	<ul style="list-style-type: none"> <li>-Brazilian government through Brazil's export promotion agency, APEX Brasil</li> <li>-Several IT clusters throughout Brazil</li> <li>-Individual IT companies</li> <li>-Brazil Information Center, a non-profit trade organization based in the US which promotes Brazil to American opinion-makers and consumers</li> </ul>	<ul style="list-style-type: none"> <li>-Icelandic government through the Ministry of Foreign Affairs and Ministry of Communication</li> <li>-Icelandic Foreign Service (Overseas Business Services)</li> <li>-Iceland Tourist Board</li> <li>-Eight leading Icelandic companies and associations: Iceland Group plc, Icelandair, Icelandic Agriculture, Iceland Spring Natural Water, Leifur Eiriksson Air Terminal, 66° North, Blue Lagoon, Glitnir Bank</li> </ul>	<ul style="list-style-type: none"> <li>-Campaign developed and run by the Invest in France Agency, a government organization</li> <li>-UBIFrance, international business development agency</li> <li>-Maison de la France, the national tourist office</li> <li>-Information Service Department</li> <li>-Ministry of Foreign Affairs</li> <li>-French Economic Mission</li> <li>-Sopexa, the national agricultural marketing and communication consultant</li> <li>-EDUFrance, the education promotion agency</li> <li>-Treasury Directorate</li> <li>-French State Council</li> <li>-Pierre Dauzier, communications expert and ex-President of advertising company Havas</li> </ul>

