



Faculty of Legal Sciences

School of International Studies

**“ANALYSIS OF THE FIVE MOST REMARKABLE NATION BRANDS
ACCORDING TO ‘ANHOLT- GFK ROPER NATION BRANDS INDEXSM,
DURING 2009 AND SUGGESTIONS FOR THE DEVELOPMENT OF THE
ECUADOR NATION BRAND”**

**Presentation of a graduate thesis in order to obtain the title of
Bachelor of International Studies with a major in Foreign Trade**

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DEDICATION

With endless gratitude and devotion to
My Heavenly Father,
My parents and
To Juandiego.

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ABSTRACT

The following thesis reviews the well-known method known as “The Nation Brand Index[®] (NBI)” created by the independent policy advisor Simon Anholt. The NBI takes into consideration six different dimensions concerning different aspects of national life of several countries, with the only purpose of proposing guidelines to be considered, in order to improve and build the identity and reputation of a country.

By identifying weaknesses that ought to be replaced and strengths that should be potentiated, a coalition could be created among the government, business and civil society to influence public opinion and to achieve success in negotiations and foreign trade, as well as in Diplomatic and Cultural affairs with other countries.

The creation of an attractive image must be accompanied by citizen campaigns that reveal the values of its people or those seeking a change of an attitude in its people through citizen involvement in the decision-making processes or by marketing campaigns that propose a logo and slogan that somehow encompasses the proposal of the nation.

The success of an attractive image for the international market relies on the idea that the goals of the country in question are consistent with the values and beliefs of its people, and not in terms of a culturally alienated model.

The economic, tourist and diplomatic proposal of a country should be easily recognizable; therefore a strategy of a constantly changing Nation Brand and one that does not reflect the local reality will simply dissipate in the mind of potential customers.

The comparative analysis between successful proposals in the six different dimensions of the “Nation Brand Hexagon[®]” and the Ecuadorian reality, allows us to suggest through the identification of attributes and errors of our country, different proposals to improve our reputation and define our identity.

INTRODUCTION

The present graduation proposal aims to analyze the “Country Brand” Ecuador based on the methodology proposed by Simon Anholt, former State policy advisor of the British Government, which through its “Nation Brand Index[®]” uses a “Hexagon” with six measurement dimensions that analyzes Exports, Governance, Culture, People, Tourism, Immigration and Investment. In this analysis, I intend to place Ecuador within its reality in the comparative chart of the best-positioned countries alongside different points proposed by Anholt.

The methodology I will use includes the study of Anholt’s analysis, research through books and the Internet, as well as personal interviews with personnel involved to support this proposal.

In order to achieve this work, we consider the main objective to propose a Nation Brand based on an attempt to define the Ecuadorian identity through accomplishments of the governmental and private sectors; then this image will result in the success of its financial, tourist and foreign diplomatic offer.

CHAPTER 1: DEFINITION OF THE TERM “NATION BRAND” AND THE METHOD OF MEASUREMENT OF THE MOST SUCCESSFUL NATION BRANDS

Nation Brand

Difference between the term Country Brand and Nation Brand

The term Nation Brand, made its first appearance in 1996 when the British government Policy Advisor, Simon Anholt (2009) carelessly, combined the words in one of his articles. No one ever imagined the powerful influence that this 'play on words' would exert worldwide, in addition to all the questioning by his critics and the actual expectations on the part of several governments.

Anholt (2009) gave the following conceptualization of the term Nation Branding: “(it) is the application of consumer marketing techniques to countries in order to improve their image”, in order to give another approach to the well-known and overused Country Brand concept¹, and attempting to demystify the supposed tourist and commercial success of a country, just by adopting a slogan and an attractive visual image.

Despite the emphatic superficiality that is attributed to branding, strictly related to the marketing and consumer products, many say this has little to do with the 'promotion' of countries outside of themselves.

In the words of Anholt (2009) regarding the branding of nations and corporations, he highlights the importance of building a reputation for a brand, be that what it may: “Nations may have brands – in the sense that they have reputations, and those reputations are every bit as important to their progress and prosperity in the modern world as brand images are to corporations and their products-”

¹ **Country Brand:** Sign or device that identifies a country and sets it apart from others. Like any brand, includes, or may include, a logo and a slogan. The conventional branding principles are generally applicable to countries, regions or cities, although some methodological difference. (www.poraqui.net)

Anholt (2009) further clarifies the difference between building a 'brand' to promote a country and, on the other hand, a brand for any product: “(...)but the idea that you can “brand” a country (or city or region) in the same way that companies “brand” their products, is both futile and foolish”

An idea has been endorsed worldwide, which is certainly wrong, that you just need to 'build' a slogan, or a logo to immediately change the perception people have of a country, or what is better known as Country Brand. With such strategies millionaires have joined efforts with governments around the globe, from the belief that creating an attractive logo can immediately change how this or that country is perceived internationally.

Simon Anholt (2009) makes a very interesting categorization regarding this problem and compares these campaigns that seek to change the international perception of countries with weight loss programs, and limits that are: “(...) just as naïve and just as lazy as trying to make somebody lose weight by massaging the parts of their body that look fat.”

He also states why such 'efforts' are anything but beneficial: “It doesn’t work because the fat is beneath the surface, and no amount of pummeling will get it out. One has to change the sources of nutrition that created the fat in the first place: diet and exercise are the only things that work, and they take time as well as effort, in addition to a sincere commitment to changed behavior.”

When Simon Anholt used the phrase Nation Branding in 1996, this idea generated great enthusiasm in government circles of various countries, thanks to the tempting but illusory prospect of a quick fix for a national image, be it either weak or negative. The combination of the words 'nation' and 'brand' have much impact, partly because there is an important truth: the brand images of places are equivalent to their progress and prosperity. This was the main point on which Anholt based his study; to date and develop a system for measuring the profile and reputation of countries with a renowned global public relations agency.

In a world where cultural and commercial exchange is the order of the day, the brand image becomes a critical factor, the 'shortcut' necessary for a purchase decision.

The conceptualization of the word 'brand' as such, applied to any area of human endeavor captures the importance of reputation nowadays. Reputation tends to accrue as a result of societies that become larger and more complex since most negotiations are developed within a trusted environment in the first place. . (Anholt, 2009, p 20)

The image of a country is essential to achieving its goals, and, if possible, to create a brand for a place in the same manner as a product. Further, the task of governments would be easier, since a portion of its budget would be to hire the best marketing and public relations agencies. But the reality is more complex; the national image cannot be created through communications, nor can it be altered by communications.

Communication in marketing applied to products and services is usually presented as equivalent to success, but nothing is further from reality. Although large advertising campaigns, attractive logos and memorable slogans are strongly related to powerful trademarks, this is not the main reason a brand becomes influential: “(...) brands become powerful when the product behind them earns trust.”

Countries and cities are not for sale so the marketing communication campaigns associated with them may only be empty propaganda: instead of saying ‘please try this product’, they are expressing “please make up your mind about this country”, which is a failure in communication.

The management of a brand in a commercial sphere only works because the company that owns the brand has a high amount of control over the product and its channels of communication, and can thus influence both the consumer experience and how this is presented in the media.

“A good company with a good product can, with sufficient skill, patience and resources, build the brand image it wants and needs and which its product deserves (...)”

Soon this will be happening with all nations; there is no agency that can control its ‘national product’ in the same manner as a product or how it communicates this to the world. The smallest town is infinitely more complex, more diverse and less unified than the largest corporations, due to the different reasons people live there.

“Places around the world have no single, unifying purpose, unlike the simple credo of the shareholder value that binds corporations together: a contract of employment is mainly about duties, whereas a social contract is mainly about rights.”

National reputation cannot be built or invented, it can only be earned.

The Importance of the Nation Brand

There is a growing need in the export and tourism sector to expand its economic strength, positively validate their exports and home production in regards to internationalization, and capture attention and respect from governments and people of the world. This is the dramatic advancement of globalization today.

Organizations and individuals are engaged in a rushed career in today's complex world. According to an article published in 2007 by Simon Anholt, our opinions about the other regions of the world are based on clichés and hardly reflect the reality of the place, and perhaps stereotyped behavior -be it positive or negative- affects our behavior in other places, to its people and its products.

Despite the injustice of these preconceptions, little can be done to change this situation, as persuading each individual to understand the wealth of variations that lie behind one stereotype, is virtually impossible. This situation is reflected in places with a positive reputation; they find that all they undertake in the international field is satisfactory, whereas places with poor reputations will find the journey nearly always burdened with obstacles.

It is for this reason that responsible governments, on behalf of its people, its institutions and its companies, need to discover what perception people have of their country in the rest of the world, and develop a strategy to manage it. It is the key part of their job to create a new vision working towards a common future that defines the goals of the country not in terms of a model culturally alienated, but according to the values and beliefs of its people. This mission has been established as one of the main responsibilities of government in the 21st century. (Anholt 2007, 2009).

The most common error incurred in many organizations and institutions of a country trying to sell a range of products abroad, is not doing so in a coordinated manner, but instead promoting its own version of the country and, unfortunately, ending up presenting a contradictory image of the country. The result of this flawed management is that people have a consistent picture of the place and its global reputation remains stagnant or even regresses.

Countries or cities must engage with the outside world in a clear, coordinated and communicative way if they are to influence public opinion. A healthy, productive coalition between government, business and civil society, as well as the creation of new institutions and structures to achieve and maintain this behavior, is necessary to succeed in a harmonization of goals, themes, communications and behaviors in the long term” (p. 12)

The Anholt - GfK Roper Nation Brand IndexSM

What is the Anholt – GfK Roper Nation Brand Index?

The way a country is seen can make a fundamental difference to the success of its business, trade and tourism efforts, in addition to diplomatic and cultural relations with other nations.

For over 16 years, since Anholt coined the term “nation branding” and gave birth to this important new strategy, he has been working with various governments to help them plan policies, strategies, investments and innovations that guide countries towards an improved profile and reputation.

Now, Anholt jointly with GfK Roper, a leading global market research corporation, developed the popular “Anholt – GfK Roper Nation Brand Index” as a mechanism that measures the image and reputation of the nations of the world. This is a highly effective and unique tool for governments, equipping them with useful information to better manage the standing of its country.

The importance and use of this component analysis is that it helps to: “(...) understand measure and, ultimately, build a strong national image and identity for the government, organizations, regions, and businesses they represent.”

How a better and stronger reputation is built, according to Simon Anholt.

We live in a world where reputation is of great importance. The importance of reputation tends to increase as societies become larger, more spread-out and hence more complex because business deals depend on trust to proceed. (Anholt, 2009, p 20)

The trust established from many satisfied customers creates a "cloud of trust". This is a fundamental feature that "surrounds" the product on the market and makes it stand out from others due to the familiarity with the brand and the product created by the customer, besides the advantages and benefits it provides. This particular feature is stated as the essence of strong brands.

The "cloud of trust" provides certain merits to the product, such as quality, reliability, competitiveness and honesty; attributes that make the buyer's first direct experience pleasurable and therefore will undoubtedly be repeated throughout the life of the consumer. (Anholt, 2009).

The attractiveness of a product that is sufficiently desirable and attractive, combined with a "cloud of trust", is critical to the success of many of the offers that are on the market.

"The system of a "cloud of trust" has taken several centuries to reach its current stage of development" (Anholt, 2009).

Anholt (2009) asserts that branding has its roots in Italy in the early fourteenth century when the names of certain families, such as Buonsignori of Siena, Florence Frescobaldi, Bardi, Acciaiuoli, among others, emerged as symbols of wealth, confidence and integrity, and they were able to expand their business transactions to Europe, Middle East and Africa.

Even in this century, these merchants were discussing the importance of being recognized as honorable citizens, as supporting culture and being an active part of noble causes. This aspect of corporate reputation has again captivated the attention of major operations within large corporations. (Anholt, 2009)

The recognition and power these surnames possessed are identical to the ones enjoyed by modern brands: they act as informants on a purchase or an investment decision, and successively become synonymous with honesty. This is where the "cloud of trust" is created, says Simon Anholt (2009).

Today, in a world where we work, live and trade every minute with the farthest reaches of the planet, with people we do not know; these transactions must happen under a "cloud of trust".

The confidence dissemination system called branding is more often associated with commercial transactions because this science has been developed within the business world, but the same basic principles apply equally to almost any sphere of public and private life: politics, social and cultural, official and unofficial, public and private. (Anholt, 2009)

The branding of nations according to Anholt (2009) relates only to places where the country, city or region is the administrative unit under which their individuals behave in a certain way in order to get the "branding effect". However, if we could dispense with the place, the group identity would remain intact.

The different characteristics of individuals belonging to a certain region contribute to the "branding effect", which is identified as public identity that influences, conceals and, at some point, deforms their individual identity. (Anholt, 2009)

The societies to which we belong, inevitably “label us” under the social position we occupy according to our income, educational level, and regional identity, among other factors, and the reality of creating such differentiations and forced to use the “‘label’ as a uniform that cannot be removed”, according to Anholt (2009), creates profound psychological effects of an unimagined extent.

The most significant aggravating factor regarding the reality of inequality in a globalized world is the stereotype of a country by a group, nation, or organization located within state boundaries. Even these situations are likely to cause violent separatism, as these organizations are considered oppressive even in the territory to which they belong.

The first example presented to illustrate the above is the endless circle of hostility between Islam and the West which, of course, does not begin or end with the negative branding of the non-Muslim against Muslims and vice versa but continues with, the enormous damage inflicted on the brand image of many Muslim nations, constraining their ability to establish commercial relations for an undetermined period of time.

Actual data on this issue shows that “anti-Muslim” attitudes, like the ones that reject Islam in all its forms and obviously conceived under extreme ignorance, have perpetuated unfair treatment and a deplorable image and reputation, especially of the Arab and Muslim world in the United States.

According to a survey conducted by the “Arab American Institute” in late 2010, published on its website, revealed astonishing data about the attitudes of both Democrats and Republicans in the United States toward Arabs and Muslims. The results are as follows:

ATTITUDES TOWARDS ARABS		
	FAVORABLE	UNFAVORABLE
DEMOCRATS	57%	30%
REPUBLICANS	28%	66%

Chart 1

ATTITUDES TOWARDS MUSLIMS		
	FAVORABLE	UNFAVORABLE
DEMOCRATS	54%	34%
REPUBLICANS	12%	85%

Chart 2

According to Anholt (2009) this is the oppressiveness of public opinion, the austere effect of simple definitions we use to arbitrarily summarize complex groups of people. To counteract this deleterious effect of extreme ignorance, Anholt proposes an approach to the Competitive Identity, “a term to describe the synthesis between brand management with public diplomacy and trade, investment and export promotion”.

Competitive Identity is a new model that starts by highlights national competitiveness in a global world, and ends with the problems caused by people who know very little about other places and other groups of people. There is an eternal human habit of reducing people and places to a convenient, superficial, and often negative level, so that any approach that helps to promote a broader and richer understanding of humanity, its populations and cultures will produce long-term benefits to society (Anholt, 2007). Simon Anholt (2009) asserts that the main challenge of a competitive identity is to attract the attention of an indifferent public, in order to create a sense of importance, when in fact most people are convinced that nothing interesting is happening.

The speech given by Martin Luther King "I have a dream", in 1963 during the Civil Rights March; the famous words of former President of Ecuador Sixto Duran Ballen "Not one step back" during the war between Ecuador and neighboring Peru; "It's one small step for a man, one giant leap for mankind" uttered by Neil Armstrong in 1969 by becoming the first man to reach moon; This, among other examples demonstrate the significance of a phrase, a declaration made at a time of crisis or a historical effervescence.

Anholt (2009) considers these expressions powerful brands, which gain their power with the passage of time and understanding that such events crystallized a crucial moment in history.

The legitimacy of Competitive Identity is that its implementation is to prove the point of view, rather than just communicate. This requires a substantial shift of culture in and around the government, a vast coordination between public and private sectors, and a fundamental commitment to change among the population. (Anholt, 2009)

Countries must capture the attention of the world and also influence public opinion, not simply with by changing with a well implemented strategy but also with a healthy and productive partnership between government, business and civil society, as well institutions and structures that maintain harmony and achieving long-term goals, according to Anholt (2009).

Despite the effectiveness of the implementation of the above-mentioned strategies, these are not enough to persuade public opinion abroad to change their prejudices and perceptions of a country. The application of these three techniques lead, according to Simon Anholt (2009), to an improved reputation:

1. Strategy: Knowing who a nation is and where it stands today, knowing where it wants to get to, and knowing how it is going to get there. The two main difficulties associated with strategy development are: a) channeling all the interests of the general public in one direction, and b) finding a strategic objective that is feasible and inspiring at the same time.

2. Substance: Effective implementation of the strategy in the form of new economic, legal, political, social, cultural and educational activity: the real innovations, structures, legislation, reforms, investments, institutions and policies that will bring the desired progress.

3. Symbolic actions: A particular class of reality that happens to have an intrinsic communicative power: could be innovations, structures, legislation, reforms, investments, or policies which are especially suggestive, exceptional, remarkable, memorable, picturesque, newsworthy, topical, poetic, poignant, surprising or dramatic. Above all, they are emblematic of the strategy: they are at the same time a component of national history and the means of telling it.

Ireland and its policy of exemption from income tax for writers, composers and other artists show the state's respect for talent and creativity. This is an example of the implementation of Strategy, Substance and Symbolic Actions. The implementations of these techniques aspire to continue over time with constant innovations throughout the conglomerate spanning the state.

Identity, sense of belonging, pride in making known the resources which my country, nation, and place of residence possess, is an intrinsic need of any citizen and the duty of every responsible government to recognize the reputation of the place it governs as one of the most valuable resources of its people, as well as improving it for the benefit of future generations.

“Nation Brand Hexagon[®]”: Analysis of the six dimensions of National Competence”



Illustration 1

The Nation Brand Hexagon[®] is comprised of six different areas of expertise that measures how interesting and attractive the offer is of a particular country; the image projected abroad is determined by analyzing each of these six resources as well as how substantial its long-term strategy is.

The six fields of competence of the Nation Brand Hexagon[®] are:

Exports:

Among the ‘marketers’ this field is also known as the “country of origin effect”. Knowledge of the origin of any product and whether the country has strengths in science and technology, as well as creative energy, increases or decreases the chance of buying that product.

In order to illustrate the above we can use Japan as an example, which, by extraordinary technological development, has managed to achieve a name globally as synonymous with quality and innovation, a situation reflected in the large export of its products.

Governance:

This field is represented by competence and honesty, and respect for citizens' rights and fair treatment advocated by the government to which they belong. These strengths are an accurate indicator of the government's reputation and the civil liberties enjoyed by its citizens. Also, the global behavior of the government regarding external affairs such as peace, security, poverty reduction, environmental protection, among others, are subjects that are magnified in importance in an era where people are in constant interaction worldwide.

Culture:

The cultural aspects measured in this field are the perceptions that people have regarding the heritage of their country and the cultural richness of its history. The current cultural expressions in the arts, the reputation the country could enjoy by becoming a major factor in the world of high culture, and above all the excellence shown by its citizens in sports competitions of all levels (demonstrates what? I am having trouble understanding this sentence or what you are trying to express).

People:

One of the most cherished values in this field is how friendly and well-behaved people are from a country, which makes tourists feel welcome when they visit. Another no less important aspect in this field is the appeal of the people on a personal level - would I want to have a close friend from this country, and does the person have attributes such as loyalty, good humor, interesting and affinity. The next and final assessment includes the likelihood of hiring a well-qualified employee, based on the intellectual, professional and ethical practices in the workplace of that nation.

Tourism:

The evaluation of this field is focused on the measurement of a country that is seen as an attractive tourist destination, under the following parameters: natural beauty of its mountains, beautiful beaches, beautiful countryside, the indigenous quality of its forests and other endemic havens, combine to make an area a desirable destination. Also, an abundance of monuments and buildings, archaic ruins and other landmarks make up the architectural richness of a country and tourist attractions related to urban appeal and a vibrant nightlife are all a part of a tourist's evaluation of a place.

Immigration and Investment:

The ability of a country to attract talent and capital lies not only in a wave of people who consider the place an excellent destination to study, work or live, but its economic prosperity, equal opportunities for its inhabitants and the quality of life it offers to its citizens, also come into play.

Economic conditions and business opportunities in a country, whether these are stagnant, declining or developing, are part of measuring investment and immigration.

The total score of the Nation Brand Index is an average of the scores from the six fields mentioned above. There are between three to five questions assessed for each one of the dimensions. The evaluations are based on a scale of 1 to 7 with seven being the highest and best, one being the lowest and worst, and four being the middle position which is neither positive nor negative. Each point of the hexagon has a question about choice of words that helps develop understanding of the properties or image of a nation.

Methods of measurement used to conduct the Nations' Survey

Components and questions for each dimension of the “Nation Brand Hexagon[®]”

The Nation Brand Index core questions were developed and translated into several languages. They have been finalized by professional translators throughout various processes including grammar correction, syntax, style and punctuation, so there is a proper understanding by locals.

Online programming of the questionnaire for all survey countries is done by GfK online Operations. Before the live launch, the online versions are tested online by either the GfK Nation Brand Index research team (for English versions), or by the Nation Brand Index translation teams (for versions in other languages than English).

Below there is a list of the languages used for each country surveyed:

Argentina	Spanish, localized	Japan	Japanese
Australia	English	Mexico	Spanish, localized
Brazil	Portuguese	Poland	Polish
Canada	English and French, localized	Russia	Russian
China	Chinese (simplified)	South Africa	English
Egypt	Arabic and English	South Korea	Korean
France	French	Sweden	Swedish
Germany	German	Turkey	Turkish
India	English	United Kingdom	English
Italy	Italian	United States	English

Chart 3

The “word association” method and the questions ranking

Questions outline

The questionnaire for all survey countries contains the following questions:

Awareness of nations

- Very familiar
- Familiar
- Some knowledge,
- Only name known
- Haven't heard of

Favorability towards nations: 7 point scale

- 7 = Extremely favorable.
- 4= Neither favorable nor unfavorable.
- 1= Extremely unfavorable.

Experience with and attitudes regarding nations:

- Visited for vacation
- For business
- Purchased products or services from country
- Response to the current economic downturn.

Rating scales are used in all questions in the “hexagon” areas below, except for the last item in each area which is a word association question. Seven-point scales are anchored by ‘strongly agree’, and ‘strongly disagree’, and the middle point is anchored by neither agree nor disagree which are used for the assessment questions (other appropriate anchor words are used in some scales):

Exports:

- If they notice products are made in following countries, they would feel indifferent/better about buying those products;
- Makes major contribution to innovations in science and technology;
- It is a creative place with cutting edge ideas and ways of thinking;
- Product/service categories most associated with each country (multiple answers allowed in 2009; single answers in 2008)

Governance:

- Is competently and honestly governed;
- Respects the rights of its citizens and treats them with fairness;
- Behaves responsibly in international peace and security;
- Behaves responsibly in protecting the environment;
- Behaves responsibly to help reduce world poverty;
- Adjectives that most accurately describe government (single word answers only, 2009 & 2008)

Culture:

- Excels at sports;
- Has rich cultural heritage;
- Is an interesting/exciting place for contemporary culture such as music, films, art and literature;;
- Cultural activities/products most anticipated to observe or be produced (multiple answers allowed in 2009; single answers in 2008)

People:

- Would like a person from the country as a close friend;
- Are the people very welcoming;
- Willingness to hire well-qualified people from the country;
- Adjectives that most accurately describe people (multiple answers allowed in 2009; single answers in 2008)

Tourism:

- Strongly like/not like to visit if money is no object;
- Rich in natural beauty;
- Abundant in historical buildings and monuments;
- Has a vibrant city life and urban attractions;
- Words that most accurately describe current economic and business conditions (multiple answers allowed in 2009; single answers in 2008).

Immigration and investments:

- Willingness to live and work for a substantial period;
- Place with a high quality of life;
- Good place to study for educational qualifications;
- Has businesses I would like to invest in;
- Country cares about quality in society;
- Word that most accurately describe current economic and business conditions (single word answers only, 2009 & 2008)

Standard demographic questions, including age, gender, type of area lived in, education, employment status, profession, income, plus, where applicable, geographical region and race/ethnicity.

The list of fifty nations surveyed is based on the political and economic importance of those nations in global geopolitics, and the flow of trade, businesses, people, and tourism activities.

The following is a list by region of the nations included in the survey, during 2009:

North America: U.S., Canada.

Western Europe: United Kingdom, Germany, France, Italy, Spain, Ireland, Scotland, Sweden, Denmark, Holland, Belgium, Switzerland, Finland, Austria.

Central/Eastern Europe: Russia, Poland, Czech Republic, Estonia, Lithuania, Hungary, Turkey, Romania.

Asia Pacific: Japan, South Korea, China, India, Thailand, Indonesia, Malaysia, Singapore, Taiwan, Australia, New Zealand.

Latin America: Argentina, Brazil, Mexico, Chile, Ecuador, Peru, Cuba, Colombia.

Middle East/Africa: Angola, United Arab Emirates, Iran, Egypt, Saudi Arabia, South Africa, Kenya.

Sample Design and Fieldwork

Each year, a total of approximately 20,000 adults, ages 18 and up, are interviewed online in twenty core panel countries.

Country Selection:

Twenty countries are selected for the survey of the Nation Brand Index (NBI) study, representing major developed and developing countries that play important and diverse roles (in what?). The core twenty panel countries in 2009 are the following:

- *Western Europe/North America:* U.S., Canada, U.K., Germany, France, Italy, Sweden.
- *Central and Eastern Europe:* Russia, Poland, Turkey.
- *Asia – Pacific:* Japan, China, India, South Korea, Australia.

- *Latin America:* Argentina, Brazil, Mexico.
- *Middle East/Africa:* Egypt, South Africa.

Participant Selection:

In each country, pre-recruited online panels are utilized for the study; likewise panel's participants are regularly updated. In countries with less developed online markets, a blended approach –using more than one panel supplier- is used in order to achieve a reasonable balance of simple key parameters.

Simple Balancing and Weighting:

During a two week period, the total achieved sample includes all participants, with no exception.

The achieved sample in each country has been weighted to reflect key demographic characteristics such as age, gender, and education of the 2009 online population in that country.

GfK's in-house Statistical Sampling and Methodology Department calculates the characteristic 'weight' or importance for each country.

Fieldwork:

In all, 20,939 interviews have been conducted online with approximately 1,050 interviews per country for the 2009 NBISM Survey. GfK Online Operations' hosted the interviews for all survey countries.

In each panel country the list of fifty nations is randomly assigned to participants, each of who rates 25 of the 50 nations, resulting in each nation getting approximately 500 ratings per panel country.

Data processing and analyses

The sampling and data processing is carried out by GfK team after the data has been validated by the NaciónSM Brands Index GfK project team, both in the preliminary and final stages.

A GfK Marketing Sciences sampling expert reviewed individual countries' the individual weightings against the distribution achieved by each sample to ensure the benefits of conforming to the objective proportions.

The NBISM score is an average of the scores from the six categories mentioned above. Each of the six categories is an average of the scores of the evaluated questions from the corresponding area. There are between three and five evaluated questions for each of the categories.

The methodology used in 2009 for the NBISM, keeps in the same line as the contents for the 2008 questionnaire, including sampling techniques, fieldwork procedures, and data processing, in order to facilitate comparisons between the two years.

Report writing is carried out by the GfK Roper Public Affairs' global Nation Brands Index team, with peer review and senior researcher review processes, and with country-specific insights from Simon Anholt.

This chapter highlights the conceptualization of terms relevant to our study and an in-depth knowledge of the methodology used by Anholt that produce his conclusions regarding best rated countries in each of the dimensions of the "Nation Brand Hexagon[®]".

The approach that we provide with this analysis is to discard the idea that only by applying marketing techniques you can build a better picture of a country; in the words of Anholt (2009): "a better image can only be won; it cannot be constructed or invented".

CHAPTER 2: INVESTIGATION OF THE “OVERALL NATION BRANDS INDEX®” THROUGH THE METHOD OF THE “NATION BRAND HEXAGON©”

Overall Nation Brands Index® of 50 Nations from 2008-2009, according to Anholt-GfK RoperSM

“Overall Nation Brands Index®” according to Anholt-GfK RoperSM

The table below presents the Overall Ranking of the Anholt - GfK Roper Nation Brand Index SM 2009, which shows the countries surveyed -by score-, according to the measurement methods used to carry out the research; methods that were addressed in the previous chapter.

This ranking includes the indicators from 2008 to draw comparisons with 2009, and to give a broader perspective of what has happened from one year to the next regarding the reputation of the fifty countries in question.

It can be seen that in both 2008 and 2009, countries that antecede the list demonstrate a strong association between the country brand strength and its economic status. The top ten countries on the list are largely in Western Europe, with Japan being the only Asian country to be present within the top 20.

The most outstanding change in this list is the United States, which went from the seventh position in 2008 to jump to number one in 2009, due to the change in its image with the election of Barack Obama for president, and a reputation enhanced by the Culture and Tourism dimensions in comparison with the 2008 results. Despite this change, the list remains almost identical to last year.

It also shows the jump of China from position twenty-eighth to twenty-second in 2009, which is due to a stronger performance in the economic sector, in addition to having been the hosts of the 2008 Beijing Olympics. This has improved its ranking in Exports, Culture, People and Tourism, but the countries' biggest challenges continue to be inequality, human rights and governance.

Regarding the Middle East, Egypt shows significant improvements in several dimensions in the ranking, with the most prominent being Culture and Export, unlike the rest of its neighbors such as Iran, UAE and Saudi Arabia, which occupy the last ten positions in the overall ranking.

Latin America positions are scattered throughout the ranked list with Brazil at twentieth to Colombia at forty-seventh.

Baltic countries such as Lithuania and Estonia, as well as Ecuador, also occupy some of the last ten positions in the rankings, which is more a consequence of very limited awareness and exposure, rather than strong negative perceptions.

OVERALL NATION BRANDS INDEX®

2009 Ranking Order	2008 Ranking Order	Nation	2009 NBI score	2009 Ranking Order	2008 Ranking Order	Nation	2009 NBI score
1	7	United States	67.98	26	27	India	53.54
2	2	France	67.35	27	30	Poland	53.27
3	1	Germany	67.24	28	26	Mexico	53.21
4	3	United Kingdom	66.70	29	28	Hungary	53.19
5	5	Japan	66.13	30	31	Czech Republic	53.00
6	6	Italy	66.03	31	33	South Korea	52.19
7	4	Canada	65.98	32	36	Turkey	52.03
8	8	Switzerland	64.78	33	34	Thailand	51.36
9	9	Australia	64.18	34	35	Taiwan	51.31
10	11	Spain	63.57	35	37	South Africa	50.95
11	10	Sweden	63.57	36	38	Malaysia	50.74
12	12	Holland	61.75	37	41	Romania	49.98
13	13	Austria	60.58	38	38	Chile	49.79
14	16	Scotland	59.95	39	40	Peru	49.63
15	17	New Zealand	59.90	40	44	United Arab Emirates	49.51
16	15	Denmark	59.57	41	43	Indonesia	48.94
17	18	Finland	59.23	42	44	Estonia	48.33
18	20	Belgium	58.70	43	42	Lithuania	48.26
19	19	Ireland	58.42	44	46	Cuba	47.83
20	21	Brazil	57.33	45	48	Saudi Arabia	47.53
21	22	Russia	56.52	46	46	Ecuador	47.28
22	28	China	54.29	47	n/a	Colombia	45.79
23	24	Argentina	53.96	48	n/a	Kenya	45.79
24	24	Singapore	53.68	49	n/a	Angola	42.54
25	31	Egypt	53.64	50	50	Iran	39.43

Chart 4

Analysis of the 5 best Brands according to the “Overall Nation Brands Index[®]”

United States:

The economic and military power of the U.S. has no global rival. Its GDP is roughly equivalent to one quarter of the world's total, and an estimated budget for military spending is even higher than the amount of the entire world's defense budget together. ("United States", 2012, ¶ 2)

United States is considered the cradle of the popular culture and entertainment worldwide.

"America is not just a country, it is also a brand" (Anholt and Hildreth, 2004, p. 6). The United States dominates the entire spectrum of a national image; its presence is massive in imports and exports, and its foreign policy, despite all its critics, has the distinct feature of having a certain supremacy over the rest of the world. In regard to cultural influence, the United States dominates in the film industry, television, music, books, magazines and internet. (Anholt & Hildreth, 2004).

At present, there is no person, place or thing that has managed to achieve recognition like The U.S.'s influence on a global scale. It prides itself on being the country where the darkness and fascism of World War II that existed in Europe turned into freedom when it came to the land where opportunities flow like milk and honey. "Like all wonderful advertising promises, it's effective because there's an element of truth in it: it's an exaggeration, not a lie" (Anholt & Hildreth, 2004, p. 21)

"Powerful brands need symbols, and America is no exception" (Anholt & Hildreth, 2004, p. 23). The powerful brand of this nation is represented by various symbols that have become national icons: buildings, films, special festivities, food, animals, and songs, among others.

The use-even at times exaggerated- of their national symbol cannot be compared elsewhere in the world, for example; their flag in gas stations, homes, on the police uniform, in stores, etc. These are some examples that demonstrate that Americans "live the brand".

There is a sense of "... shared values and common purpose" (Anholt & Hildreth, 2004) which undoubtedly leads into a sense of identity, belonging and a reputation earned as discussed by Anholt (2009); activities which have been occupying American thinking since the beginning of its history to the present day.

It is a country that likes to feel and confirm that their actions reflect their own beliefs and how the world 'should' work. Often, their foreign policies are justified with "philosophical rationalities, great doctrines and major ideals" (who are you quoting?).

These are some examples of the strong sense of nationalism that continually strengthens the idea that America has of itself. (Anholt & Hildreth, 2004)

The images of the merchant, buying and selling, or the entrepreneur, are intrinsic to the United States citizen and are considered values worthy of admiration within its own nation.

In spite of the successes and several failures in foreign policy in which the United States has immersed itself, it is still the largest brand the world has ever seen, as Anholt quotes in his book. (2004).

France:

This one of the main and decisive actors in European and world politics, a country that seduces locals and foreigners alike with its art, architecture and first-class culinary tradition, hence it derives its importance as one of the exceptional destinations worldwide.

France ranks as one of the founders of European integration, having actively sought out continental reconstruction after the devastating World War II.

Today, it is the second largest economy in the Eurozone and its industry is highly diversified, occupying a preferential place in the world (economy?).

The French government is known for its high degree of centralization, but as of March 2003 the Parliament approved amendments to the constitution, which returned more control to its regions and departments.

The French colonial past has been an important factor in the presence of various multicultural populations. It is home to more than five million people of Arab and African descent.

France is home to some of the most influential writers and thinkers of the continent, from Descartes and Pascal in the seventeenth century, through Rousseau and Voltaire in the eighteenth century, Baudelaire and Flaubert in the nineteenth century, to Sartre and Camus in the twentieth. (France Profile, 2012, ¶ 10).

In the past two centuries, France's contribution to art has produced big names such as Renoir, Monet, Cezanne, Guaguin, Matisse and Braque, to name a few. ("France Profile", 2012, ¶ 11).

France possesses one of the world's major cuisines, known for its refinement, variety, delicacy and presentation. Its culinary tradition includes a variety of over 250 cheeses and its wines are among the most recognized of the globe. ("France Profile", 2012, ¶ 12).

France has a lifetime of stories to tell about its artistic legacy and its constant struggle to maintain their status of a country with an artistic tradition.

Germany:

Germany is the world's most industrialized and populated country from old Europe, renowned for its technological achievements as well as having produced the most celebrated composers, philosophers and poets of the continent. ("Germany Profile", 2012, ¶ 1)

Germany reached national unity later than other European nations due to its defeat in both World War I and II, which left the country destroyed, as well as the complex legacy of Nazism, and finally the division of states because of the tensions during the European Cold War. ("Germany Profile", 2012, ¶ 2)

Since the successful reconstruction of a troubled Germany, it has become a giant of the European economy and one of the main leaders in cooperation. Its success lies in its powerful export industries, fiscal discipline, consensus and welfare-based industrial relations. ("Germany Profile", 2012, ¶ 3-4)

The year 2008 ranks as the worst year for the German industry since 1949, as it were hit hard by the global financial crisis.

But the debate about the troubling issues of German welfare are the order of the day: the growing aging population and the permanent question of how much Germany could continue spending on social security, how to achieve the integration of immigrants from a post-war nation who helped rebuild the country and how to safeguard any possible attempt to destabilize the peace in Europe due to the painful legacy of Nazism. ("Germany Profile", 2012, ¶ 6-10)

Germany is a key part of European integration. In 1950 it was one of the six founding nations of the European Economic Community, the organization that would later evolve into the European Union.

Their beer tradition is world famous. Their purity laws date from 1516, limiting the ingredients for beer fermentation to malted grains, hops, yeast and water.

Also, Germany's contribution to the European music is colossal: Sebastian Bach, Ludwig van Beethoven and Johannes Brahms, are just some famous composers among other names of great performers. Goethe, Heine, Kant and Thomas Mann are giants in the world of literature and philosophy. (“Germany Profile”, 2012, ¶ 12).

Order, punctuality and industrialization are intrinsic to this nation that rose from the ashes.

United Kingdom:

Throughout its long history and tradition, The U.K. established itself as the world's first industrialized country and the first world power during the nineteenth and early twentieth century. Currently, it is still considered a benchmark of global power in the economic, cultural, military, scientific sectors and influential in international affairs. ("United Kingdom", 2013, ¶ 3)

The United Kingdom has been a permanent member of the United Nations Security Council, one of the predecessors of what is now known as the European Union, and also an active member of NATO (North Atlantic Treaty Organization), among other important international authorities.

Britain was the first industrialized country in the world. Its economy remains one of the greatest, but for several years this has been based on services rather than manufacturing. ("United Kingdom Profile", 2013, ¶ 4)

Despite being one of the most important members of the European Union, it is not part of the Eurozone (it does not accept the Euro as legal tender), and through the years critics from both the Conservative and Labour Party are still considering the possibility of proposing referendum that the UK should leave the European Union.

The United Kingdom presently consists of England, Wales, Scotland and Northern Ireland. These regions do not enjoy full autonomy in decision-making inherent in their own area. Discussions about the possibility of returning power to each region are still open. ("United Kingdom Profile", 2013, ¶ 1, 7)

The UK is ethnically diverse, due in part to its imperialist legacy. Since the terrorist attacks in 2005 to the London Underground, the country has been discussing proposals for policy change on multiculturalism, immigration and national identity.

The heyday of popular referenced culture such as The Beatles; who were catapulted to the status of “demigods” among young people of the sixties, and even today could be described as the most famous band in the world; realize the influence exerted by Britain worldwide.

Japan:

Japan has the third largest influential economy worldwide, having achieved remarkable growth during the second half of the twentieth century, after the devastating Second World War ("Japan Profile", 2013, ¶ 1).

Its creditworthiness and monetary resources protects the global economy, as well as being a world power producing vehicles and electronic devices, which are well-known for their high quality.

Japan's debt reached its peak in the nineties, debt that subsequent governments have failed to alleviate.

Japanese society has been historically characterized for being highly unconventional in the social and workforce sectors, men tend to work for the same employer for their entire career. ("Japan Profile", 2013, ¶ 6). The strong influence of Western culture on Japanese youth has “endangered” this and other traditions.

Other major challenges that the Japanese government currently faces is the high cost of social security investment for a growing population of seniors.

Japan's relations with neighboring countries are considered quite conflictive due to the strong nationalist sentiment that has hindered acceptance and a *mea culpa* about its actions in the occupied countries before and during World War II. Further, there is strong criticism worldwide due to its ambiguous position on compensation to Korean women forced to work as sex slaves.

In recent times, Japanese politicians have called for a revision of the constitution, which was amended to a more pacifist position, following the events brought about

by the Second World War, so military forces take part in peace missions abroad. ("Japan Profile", 2013, ¶ 12-13)

20% of the totals of earthquakes worldwide occur in Japan. Its inhabitants are involved in continuous drills, and waiting for the "big one" is rooted in the psyche of all Japanese people.

The “continuous improvement process” in which all Japanese are immersed, whether it is industrial or personal, has allowed Japan to position itself as one of the economic and technological forces in the world.

Analysis of the best Nation Brands in each one the dimensions “Nation Brand Hexagon[®]”

Exports Index 2009: Analysis Japan

The three points to be analyzed according to the Nation Brand Hexagon[®], about the incidence of Japan in world exports in 2009, are:

- **A nation’s leadership in innovation in science and technology is a substantial aspect that demonstrates the economic power of a nation:** Japan’s permanent investment in research and development of high quality products, and the belief in the need to promote large-scale exports, has become an important part of the country’s image as a “nation processor”. The Japanese import raw material, process it and add value to it before exporting. Currently, Japan has established itself as the largest exporter to fifteen countries around the globe including: China, USA, South Korea, Taiwan, Germany, Singapore, and Hong Kong. ("Japan Export", 2010, ¶ 1)

Japan has invested systematically and extensively in the research and development of its products, and it is the origin for many of the leading brands in quality and technology worldwide. (Zhao, 2008, “The Anholt GfK Roper”, ¶ 10). Some examples of its best known brands are: Toyota, Canon, Honda, Sony, Panasonic, Nissan, Yamaha, Shiseido, Lexus, and Nikon.

- **The value given to a product or service for their country of origin:** “Made in Japan” has become a general rule of excellence in electronics and vehicles, enjoying that “aura” of perfection and durability in their product. One only needs to show that a product bears the insignia of a white rectangle with a red circle in the middle (the Japanese flag), to be immediately associated with quality and prestige.

Japanese excellence lies in its ability to combine in all products the following attributes: "well made, durable and affordable" ("Japan brand survive?" 2012, ¶3).

- **It is seen as a development of innovative ideas which stimulates creativity:** Its path to technological revolution and industrial quality started after losing the war in 1945. Japan, in an effort to rebuild a country in ruins, hired an expert in statistics, William Edwards Deming, an American, for assistance in statistical process control.
- Deming advocated that when quality is relentlessly pursued, resources are optimized, costs are lowered and the conquest of the market begins (going against classical economic theory, which predicted a disaster). ("William E. Deming", 2012, ¶ 3-4)
- The talks given by this expert fell on fertile ground. Since the fifties, "The Land of the Rising Sun" has embarked upon a process of 'continuous improvement' in both the productive area, and on the personal level of each of its citizens.

Despite its great strengths, Japan has faced many difficulties over the years in improving its international image. Even the attitudes of Japanese are perceived as 'closed' and very traditional, with extreme rejection of other cultures, and this has erected many barriers against foreign investment. Their difficulties in paying off its debt have tarnished their competitiveness in all areas, in addition to tense situations with countries like China and Korea over past wars, among other obstacles.

Today, Japanese public diplomacy combines strategies to promote its gastronomic culture (not just sushi oriented), establish reliable and diverse local brands, and launch its very own Japanese fashion label as a global brand.

The three countries that appear in this ranking, Japan, the U.S. and Germany, are the world's largest economies. The United States has strengthened its position relative to Japan and Germany; in 2009 Japan's classification within the polls places it either in position one or two, in terms of contribution to science and technology.

Governance Index 2009: Canada Analysis

The points to be analyzed according to the Nation Brand Hexagon[®], about the impact of Canada on the Governance Index for 2009, are:

- **It is a competently and honestly governed country:**

Canada is a constitutional monarchy and a federal state with a democratic parliament. Although the head of state is the Queen of England, it has remained an independent and sovereign democracy, but it is also a federal state with ten provinces that govern themselves. ("How Canadians", 1980, ¶ 1)

Canada has provided sufficient independence and flexibility in decision-making processes to their regions regarding their particular realities.

The Constitution is the foundation of the Canadian Federation. The federal system is based on highly adaptable mechanisms that make it possible to make changes and adjustments without the need to amend the constitution. ("Canada: A Flexible", 2000, ¶ 2)

Canada is a flexible and dynamic federation, able to adjust and evolve to meet the needs of its members. ("Canada: A Flexible", (n.d.), 2000, ¶ 10)

Regarding how honestly it is ruled, Canada is ranked eighth in the ranking of Least Corrupt Countries worldwide, and ranked first on the American continent. ("Corruption Perceptions Index", 2009, ¶ 1)

- **Respects the rights of its citizens and treats them with fairness:**

“The Canadian Charter of Rights and Freedoms”, which defends the rights and freedoms of its people, has been an integral part of the Constitution of this country.

This Charter guarantees, among many other rights, freedom of religion, equality before the law, freedom to be educated in either country's official languages (English and French), and that rights and freedoms will be guaranteed as long as they are within the limits declared by a free and democratic nation.

The Canadian people are known for being strong advocates of human rights, and were part of the “Universal Declaration of Human Rights” drafting in 1948. (“Canada’s International”, 2012, ¶ 1).

Human rights are a key issue in Canadian foreign policy for the following reasons:

Canadians expect their government to be a leader in human rights protecting the values of its people.

- Recognize that their interests are best served by a stable international system based on rules. Canadians believe the best fuel for development and respect for human rights is to follow the rules.
- The United Nations Charter urges countries to promote and protect human rights. For Canada this is a must.

- **Protects the environment:**

The environmental policy of Canada enacts responsible conservation of the environment by preserving natural heritage, and by delivering relevant and accurate information to its citizens.

Its achievements in the area of the environment are backed by scientific research, effective regulations and legislation. They have a team of experts in science and technology, in various fields, highly supported by the state budget.

Their research and publications are of great source of reference for the international community, and largely focus on the following topics: water, air quality, climate change, climate, and weather and nature preservation.

Natural Resources Management seeks to:

- Preserve and improve the quality of the environment.
- Conserve renewable resources.
- Conserve and protect water,
- Deliver information about the weather.
- Coordinate environmental policies and programs for the federal government.

- **Collaborate with global poverty reduction:**

Canada has a state-sponsored agency, the “Canadian International Development Agency” (CIDA), which is responsible for promoting the reduction of global poverty. Priority issues to be addressed in the agenda are:

- Food security: through food aid to several countries in need, sustainable agricultural development, and research.
- Securing the future of children and youth through environmental sustainability, gender equality and strengthening government institutions and practices.

- Encouraging sustainable growth through foundations and promoting the growth of local businesses and investing in people. ("Stimulating Sustainable", 2012, ¶ 8-10)

The results, projects, statistics and accountability on the feasibility of the processes carried out by this agency are continually published and available online. ("About CIDA", 2012, ¶ 12)

Culture Index 2009: France Analysis

The points to be analyzed according to the Nation Brand Hexagon[®], about the incidence of France in the Culture Index for 2009 are as follows:

- **The country excels in sports:** France has had an endless number of sports events of international significance, to name a few: The Rugby World Cup, Tour de France, Roland Garros, among others.
- French authority's policy focuses on promoting high-level sports and accessible practice for all, a strategy that has become a factor of national identity and cohesion. For the French, their various sports activities contribute to the economic development of the country and its international status.
- The French authorities are not only seeking to promote sports activities within the country, but also to promote the French sports model worldwide, likewise its French language and culture.
- Their sport incentive strategies are also reflected in the constant support to its educational institutions for the practice of physical education in modern sports facilities.

The government initiatives also target young people in difficulty. In 2006 the project "Solidar'été" (union of the french words Solidarity and summer), promulgated by the Ministry of Sport and Tourism,

helped thousands of economically disadvantaged young people to discover the activities of sports professionals.

The appreciation of natural and rural areas, the development of training, employment and services related to sports and tourism contribute to economic growth and social cohesion. ("Sport in France," 2012, ¶ 1-7)

- **The richness of the cultural heritage of a country:**

Since medieval times, art, architecture, music and French literature have played a key role in the development and refinement of what we now know as "Western culture". ("French Culture and ..." 2011, ¶ 2).

More than 750 pieces have been entered in the "List of World Heritage" by UNESCO.

French people have a deep sense of pride in their national identity, the positive achievements of their country, the dialect of their region (which differentiates socially from one region to the next), culinary secrets, and traditions.

Their traditions are quite entrenched in their cultural memory; for example at weddings a usual custom is the 'beheading' of the champagne bottle with a saber, a tradition that was started in the time of Napoleon and symbolizes victory.

Another tradition alive today is the fervent celebration of Bastille Day with parades and fireworks on French streets.

The French are entitled to five weeks vacation a year; they generally take them during August, where almost all the shops in town close for vacation.

French cuisine has well-kept culinary secrets, and they change from one region to another in preparation. French culture emphasizes the importance of

a refined *cuisine*; the components are always ripe cheeses and wine. They are also the best wine producers worldwide.

The French capital, Paris is "the world's capital of fashion" and the creations of well-known French designers are world famous. Despite having serious competition in London, Japan, New York or Milan, Paris is still the center of operations in all aspects of the fashion in the world.

France has been, until now, the preferred destination for tourists from around the world, with 76 million visitors annually. French culture is definitely the most studied and respected by all, whether countrymen or foreigners. ("Facts about French ...", 2012, ¶ 12)

- **The country is an interesting and exciting place for contemporary culture such as music, literature, film and art**
 - Through the ages, France has been a benefactor and promoter of different artistic expressions through events that bring together the finest selection of music, film and art, not only nationally but worldwide.
 - All musical styles, from the traditional to the most popular, are supported by the state through a number of schools and institutes of higher education in music. To cite one example, the Institute for Research and Coordination Acoustic / Music (IRCAM) has prepared the "*Ensemble Intercontemporain Orchestra*"; talented musicians who spread contemporary classical music throughout the world.

The site where the famous Opera occurs is impressive. The Opera Bastille in Paris is equipped with the latest facilities, and its main concert hall has a capacity for 2700 people.

In 1982, the French Minister stated that June 21st is a day to celebrate music and the musicians with the now famous “*Fête de la musique*”, where the most diverse musical expressions, whether professional or amateur, converge in an environment of excitement. This tradition continues to this day.

Currently, this event is held simultaneously in more than 100 countries, at the initiative of the French cultural network present in various nations. (“Music”, 2011, ¶ 3).

The French are proud of having invented the concept of cinema. According to historians of this art, the pioneers of this were the Lumière brothers when they presented a film of less than one minute in 1895. After this was George Méliès, with his 10-minute film “*Voyage dans le lune*” (Trip to the moon); this work premiered in 1902 and is a milestone of special effects as well as being the first science fiction film.

French films are exported to many countries in the world. The most ardent consumers of these works are Germans, Belgians, Italians, and Spaniards, among others. However, in U.K. and the U.S. interest in French films is declining. (“French Cinema”, 2004, ¶ 2)

French cinema has been considered an alternative to Hollywood cinema, as it is classified in a separate category for its cultural content, photography, and artistic image that attract specific audiences in 168 different film festivals annually, that occur in France. Such as:

- Cannes Film Festival
- Festival of Clermont-Ferrand
- Festival *Cinéma du réel*

The French government assigns a portion of the state budget for the development of the local film industry. The government, through these incentives, hopes that its films will be recognized as works of art, through diversity in production and the audience it reaches, and make this industry great. ("The French government's" 2009, ¶ 6)

The book is the main French cultural industry, with annual revenues equivalent to nearly three billion euros. It is also a sector where the international aspect has a lot of influence: books are the second largest French export in the field of cultural property, obtaining 25% of their profits in foreign markets. ("Action Areas", 2012, ¶ 1)

The Ministry of Foreign Affairs (MFA) has a large network of French cultural services and facilities abroad. Among its features are:

- Make culture and artwork from French artists known abroad: the French cultural network abroad organizes around 50,000 cultural events a year;
- Build lasting networks between creators and cultural policy makers, so that they can respond to the demands of foreign professionals and artists.

The diffusion of contemporary art in all its expressions

- **Overseas** operations such as "Baltic Sounds French" in contemporary music, "France Danse" in contemporary dance, or "Paris Calling" in London regarding contemporary art. There are also galleries exchanges such as Berlin-Paris or multidisciplinary festivals such as "Croisements" in China.
- **In France** with the platform "Focus": since 2008, in dance, theater, circus and street arts spheres.

- **The Year of France:** together with local authorities, several events of art, science, academic and economic areas are organized in a guest country.

Building the professional capacity of different artistic sectors

France pursues a policy of cooperation and solidarity with vulnerable regions such as the “*Afrique et Caraïbes en créations*” (Africa and Caribbean in creations)” to promote foreign and local artists, and an economic development of their culture. (“Cultural Diplomacy”, 2012, ¶ 1-11).

France has an extensive and consolidated support for arts, seconded only by state policies. In addition, its important artistic heritage has allowed them to develop their identity on a global level, and they are the pride of their nation.

People Index 2009: Analysis Canada

The points to be analyzed according to the Nation Brand Hexagon[®], about the incidence of Canadian People Index for 2009 are as follows:

- I would like to have a person of that country as a close friend. The people of that country make me feel welcome.
- Canadians are considered honest, friendly, kind, educated, interesting and healthy. (“Facts on Canada”, 2000, ¶ 6).

The natural beauty of their country and the special care they give to the environment, make Canada a special place to choose as a destination or a place to make friends.

Canada is admired worldwide for its progressive tendencies and their great generosity to other societies. Canada is a country where people enjoy enough freedom to develop in the way that suits them. (“Facts on Canada”, 2000, ¶ 7)

In 1971, Canada was the first country in the world to adopt multiculturalism as an official policy; where all citizens are perceived as equals, regardless of their racial or ethnic origin, language or religious worship.

- **Willingness to hire well-qualified people in this country:**

The reputation of Canadian education and their beneficiaries are based on the quality and recognition of excellence in its entire education sector. In research and collaboration of various studies conducted internationally, Canadians are considered to define these communities of knowledge, for these the reasons:

- Primary and secondary students are continually rated globally in the top 5 in math, reading and science.
- Four Canadian universities have been ranked among the top 100 in the world according to the Top 100 Academic Ranking of World Universities (ARWU).
- Canadian universities have agreements with over 5,000 locations around the world.
- Over 90% of college graduates find work in their field of study within the six months after graduation, and 93% of employers are happy with their performance.
- Canada also has various programs for young people interested in scholarships for academic excellence and opportunities available to those abroad interested in living and working in the country.
- The Canadian government subsidizes its citizens studying abroad through awards, loans, scholarships and financial support to carry out research.

Tourism Index 2009: Analysis Italy

The points to be analyzed according to the Nation Brand Hexagon[®], on the incidence of Italy in the Tourism Index during 2009, are as follows:

- **Interest in visiting the destination if money is no object:**

Italy has been for centuries one of the classic sites for tourism because of its beautiful coastline, its thousands of monuments of amazing antiquity, its great food, its history, the friendliness of its people and the idyllic lifestyle that embodies the *Dolce Vita* concept or the “Italian way of life”, which has allowed Italy to improve its international image.

The Italian atmosphere is considered relaxing, by countrymen and tourists alike. Its tourism and hotel offers are considered quite accessible because they satisfy any budget.

- **Natural Wealth, historic buildings and monuments:**

Italy has been blessed with a beautiful coastline bathed by five seas with amazing cliffs, picturesque villages and islands with beautiful natural spots worth visiting.

The various possibilities offered by the landscapes of the Italian coastal area are extremely well served by luxury hotels or family hotels in the small coastal villages. The activities are varied, and available for the entire family.

The natural landscapes, such as its mountainous zone and lakes, are celebrated places to go sightseeing in Italy.

Italy has more than 1,000 lakes, and each with its own characteristics. The world famous lakes include Lake Como, Lake Maggiore and Lake Garda, which have housing for all budgets.

The beautiful Italian mountain area can be accessed both in winter and summer. The Italian mountain landscape offers tourists alpine lakes, forests, villages full of tradition and history, and exquisite delicacies.

Outdoor activities in these areas range from hiking, biking, or ice skating to snowboarding and mountaineering.

The richness and variety of the natural landscape of Italy, together with the wide range of hotels covering all budgets and outdoor activities, make this country one of the sites frequently chosen by tourists worldwide.

- **Milestones and architectural heritage:**

Italy claims to have 65% of total artworks and monuments of great artistic value in the world. It has been classified as an outdoor museum.

The Italian Artistic and Cultural Heritage have been inventoried by UNESCO, as follows:

- 95,000 monumental churches,
- 40,000 fortresses and castles,
- 30,000 historic mansions with gardens,
- 36,000 files and libraries,
- 20,000 historic centers,
- 5,600 museums and archaeological sites, and
- 1,500 convents.

This great cultural attraction fascinates millions of tourists in all seasons, who are amazed by the magnificence of Italy's works of art, and the ancient cities which are pieces of art themselves.

Visiting Italy is a journey through time and history, like archaeological sites Pompeii and Herculaneum, which are signs of a great past or discovering the private residences of ancient and noble families such as the Uffizi Gallery in Florence, passing through the Capitoline Museums in Rome and finally culminating with a walk through the beautiful towns of Assisi, Venice, Pisa and Naples. (“Art and History”, 2013, ¶ 4)

Italy is a grand collection of artworks, where landscape and culture live in natural harmony with history and art, architecture and urbanism.

- **The country has a vibrant city life and urban attractions:**

Month to month, Italy is a unique venue for events that reach an international scope. The modern art exhibitions are perfectly combined in the Venice Biennale, the famous “*Ópera de la Scala de Milán*” is unparalleled, the world famous Carnival of Venice held ever year, and all religious processions, music festivals, dance and folklore, among others, make Italy a vibrant place with thousands of activities and an endless source of entertainment. (“Arts & Entertainment”, 2013, ¶ 2).

Italian Art cities are the most popular destinations requested by tourists from all over the globe, for its impressive churches, castles, museums and historic mansions.

Some of the historical cities of Italy are Turin, Milan, Bologna, Florence, Naples, and Palermo. These cities are characterized by a well-preserved architectural, historical and artistic heritage. Moreover, they preserve the original urban city plan. (“City Art”, 2013, ¶ 2-3)

The tours through city-museums can be done on foot, and in addition, you can enjoy the modern architecture, shops, traditional restaurants, fairs, and other activities that combine fun and history. (“City Art”, 2013, ¶ 5).

Immigration / Investment Index 2009: Analysis Canada

The aspects to be analyzed according to the Nation Brand Hexagon[®], on the incidence of Canadian Immigration and Investment Index for 2009, are:

- **Willingness to live and work for a considerable period of time**
- **Quality of life**
- **A good place to receive education certifications**
- **Equal opportunities**

There are several aspects that come together within this category that make Canada one of the favorite places to live or invest:

- **Cultural Diversity:** Canadians are proud of their diversity and cultural heritage. UNESCO named Toronto as the most multicultural city in the world.
 - **Human Rights:** The Canadian Charter of Rights and Freedoms does not allow discrimination in any form based on race, ethnicity, color, religion, age, sex, sexual orientation, marital status, family status, disability or a convicted crime which has been pardoned.
 - **Strong economy:** It is the only member of the G7 which for seven consecutive years has had a surplus in its budget; from 1997 to date, it has not had federal deficit.
 - **Social Security:** Canadian citizens within its whole territory enjoy the benefits of Social Security including medical care.
 - **Education System:** It is one of the countries that invest a significant amount in education of its citizens, which has allowed Canada to enjoy higher standards of living, opportunity for growth and most of all, to have a reputation for being a place where skill development and intellectuality are priorities for its people.

- **Security and Stability:** This country prides itself on being a place of peaceful coexistence, of having political stability and providing security to its citizens. Canadians have laws that protect the rights of its citizens and further, this country has hardly ever been affected by natural disasters.
- **Diverse and Healthy Environment:** Canada offers its citizens an area of great natural beauty and a clean environment. The largest conservation agreement undertaken by any country was achieved by Canada, promising to protect about 600 million hectares of boreal forest (more than half the land base of the country).
- **International Policy:** Canada provides economic humanitarian relief for more than two billion Canadian Dollars annually. Additionally, it supports and is an active participant in peacekeeping operations led by the United Nations, NATO, the European Union and the African Union. (“Discover”, 2008, ¶ 1-10)

The country has businesses in which I would like to invest: Canada is one of the most welcoming and profitable nations in the world for international business and direct foreign investment.

It is a country that drives economic growth and employment through the expansion of its markets and attracts entrepreneurial people who have capital,, insight and knowledge of the international market.

The Canadian economy continues to play a role as one of the most industrialized countries in the world. Among the advantages this country has for investing, are the following:

- Low costs in corporate taxes.
- Quick access to markets.
- Highly skilled workforce.

- Strong public support for research and development of production.
- Stable and solid financial institutions.

The Canadian business climate nurtures innovation and promotes economic growth. ("Invest in Canada", 2013, ¶ 2)

Successful proposals in each of the dimensions of the “Nation Brand Hexagon[®]” by Simon Anholt in 2009 show the strong cases and strategies that allowed each of these countries to project a positive image and reputation to the rest of the world.

The country examples cited above have made their local reality align with the way they are perceived abroad, highlighting their attributes and strengths internally and externally, fostering a positive reputation and image to attract investment and an influx of tourists, having an interesting and contemporary culture program, improving the quality of education and the attitude of its citizens to a global reality, responsible practices with the environment and a policy of respect for their countrymen.

CHAPTER 3: ANALYSIS AND RECOMMENDATIONS FOR THE DEVELOPMENT OF AN ECUADOR NATION BRAND

A brief overview of the different attempts towards the development of an Ecuador Country Brand through the years.

First Attempt Ecuador Country Brand



Illustration 2

During the presidency of Gustavo Noboa, the tourism portfolio managed by the then Minister Rocío Vazquez in 2001 became the first real attempt of an Ecuador Country Brand, which did not materialize. The agreement for the creation of this national brand was between the Ministry of Integration, Trade, Fisheries and Competitiveness, Ministry of Foreign Affairs and the “Corporation for the Promotion of Exports and Investments”² (CORPEI, in its Spanish initials).

The aim was to identify, through a single logo, the country's activities in order to project Ecuador internationally as a mega diverse tourist destination, one that was multicultural and unique. Furthermore, it aimed to promote the country in foreign markets as a producer and exporter, located in the middle of the world, with a clear identity, defined and unified. (Iglesias and Molina, 2008, The Country Brand Strategy, ¶ 10).

² CORPEI: Corporación para la Promoción de Exportaciones e Inversiones

Trying to gather information on the authors of the design and the origin of this attempt to brand the country, has resulted in a complex task without being able to determine who the creator was.

In this first attempt of a Country Brand, we present a logo, which consists of two main graphical elements, the logo and isotype. The isotype consists of four areas of color (yellow, blue, red and green) plus a star and in the center, the initial letter of the Ecuador, "E", is placed.

The logo is made up of letters with their own characteristics, which flowed from left to right on a white line which represented the Equator.

According to its creators, the interpretation of the logo was meant to be the four natural regions of Ecuador: Coast, Andes, Amazon and Galapagos. Moreover, the colors represented the flag of the country, plus green, because of Ecuador's wealth of natural habitats.

The letter "E" incorporated in the center of the logo, should be read as the beginning of the word Ecuador, and the logo should convey the feeling of country located on the Equator, because of the white line that goes from the letter "E" to the right.

Comprehension of the logo by people who have no access to the "Corporate Visual Identity Manual" is not necessarily understood in the context that the authors wanted, for the following reasons:

- The use of colors can be interpreted as flags of any country that shares similar colors.
- The tips of the star in four directions denote aggressiveness for their sharp edges, creating more of a sense of suspicion and not the image they initially wanted to project.
- Finally, in the logo the word "Ecuador" is probably the only element that contributes to the country's identity in this attempt to country brand.

In conclusion, the ephemeral and complex interpretation of this first attempt to brand the country, ceased to be used in 2004, under the leadership of the then president of Ecuador, Lucio Gutierrez, who then decreed the creation of a new tourism country brand. Thus was born, "Ecuador, Life at its Purest".

Second Attempt an Ecuador Country-Tourism Brand “Life at its purest”



Illustration 3

This was an ambitious project directed under the scope of the newly created “Tourism Integrated Marketing Plan”.

The logo contains a wavy band with blue background, with plant and animal depictions representing the four natural regions of the country: Sierra, Coast, Amazon and Galapagos.

The drawings illustrated are the sun (representing the Pre Columbian sun and the coast), an iguana (Galapagos Islands), the mountains (the Sierra Andina), a hummingbird (the Amazon), leaves (the mega diverse flora), fish (marine flora) and the dome (cultural heritage).

This logo was intended to show the many natural beauties of the country, which includes a variety of ethnic and historical heritage, as well as the flora and fauna of Ecuador.

The main purpose of creating this new country-tourism brand was to double the number of international tourists coming into the country by 2006 (to reach 1.5 million tourists), triple tourism revenue and create 50,000 jobs. These projections were supported by the “Tourism Promotion Fund” (FPT by its initials in Spanish)³

³FPT: Fondo de Promoción Turística.

created by the Ministry of Tourism in 2002, which recommended a campaign with several strategies around the world, including participating in tourism and major products fairs worldwide, as well as television broadcasting of Ecuadorian tourism.

According to CORPEI, the country brand "Life as its purest" is focused only in promoting the natural and cultural attractions of the country. So, the new strategy was to create a complementary brand oriented to the exports sector of Ecuadorian production, using a logo that symbolized the quality and origin of the goods.

Second Attempt Country-Product Brand “Ecuador Calidad de Origen”⁴



Illustration 4

This logo was born from the effort to create a Country-Product Brand by CORPEL. During 2006, among several studies, including opinions from the sectors involved and various analyses, a creation of an export brand for traditional products was determined, with the main objective to guarantee the desired attitude toward these products.

The Country-Product Brand “Ecuador Calidad de Origen” was launched on February 8, 2007 in the “Frutilogistic Fair” in Berlin.

This brand sought to symbolize the commitment of guaranteed quality and the promotion of the national production for export. Furthermore, it was looking for a product identity in the international market through the logo “Ecuador Calidad de Origen”, which would add value to national products and services.

This logo puts together a set of ideas that tries to structure an ideal vision of the goals the country pursued. Symbolically, it seeks to become a spokesman that talks about and for us, pursuing new opportunities in the international market.

⁴ “Ecuador, Quality of origin”

This brand was applied to exported goods, which fulfilled a set of parameters of international quality, in order that the products became competitive in the international market, to generate a higher volume of exports in the short and long term.

Third attempt of Country Brand “Ecuador Love Life”



Illustration 5

The proposal to evolve from a static to a more dynamic concept, came to life when updating the idea and image of the Ecuador country brand had been raised.

Directed under the new framework of the “Integrated Tourism Marketing Plan 2014” 8PIMTE, by its initials in Spanish)⁵, the current Minister of Tourism, Mr. Freddy Ehlers, together with the support of the recent national government during the “Enlace Ciudadano”⁶ in October 16, 2010, launched the new logo with the slogan "Ecuador Love Life."

⁵ PIMTE: Plan Integral de Marketing de Turismo de Ecuador (by its initials in Spanish)

⁶ “Enlace Ciudadano” is the name of the radio and TV space which airs Saturday mornings from 10h00 to 13h00, for 54 stations supporting the Ecuadorian president Rafael Correa Ecuador, through Ecuador TV state television and Gama TV . It broadcasts from 2007.

Freddy Ehlers, during the launch of the new Country Brand, said: "this logo is based on the sun, the earth, our biodiversity, represented in the pre-Columbian textiles, fabrics, flowers and fauna. There are some people who see a straw hat, a shawl, human eyes, light, the circles ..."⁷

According to the official website of our current Country Brand, the new proposal represents the country as a whole, incorporating intangibles values perceived as the strength of its natural wealth and its people.

Origin of the Brand

The brand has been conceived under the conceptualization of “Ecuador Center of the world”, and origin of life. In the original concept for the creation of this new Country Brand, there is an applicable concept: “The equinox is the axis base, rotating at 6 degrees”⁸, which leaves us with a mystery of how to interpret this starting point. Speaking of 6 degrees, we ask ourselves if the creators alluded to the four seasons and the axis tilt of the Earth which is $23^{\circ} 27'$, hypothetically forcing us to interpret that the 6 degrees correspond to a quarter of the angle of inclination.

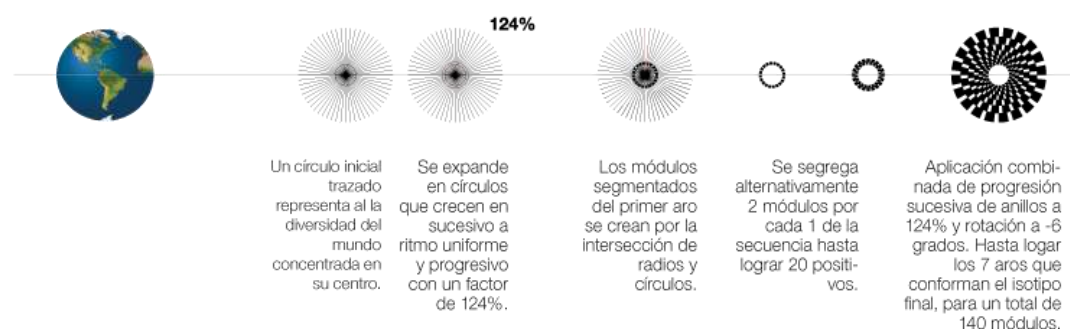


Illustration 6

⁷ Translated from: “el logotipo está basado en el sol, en la tierra, en la biodiversidad, en los tejidos precolombinos, los tejidos, las flores, la fauna, hay gente que ve un sombrero de paja toquilla, los ojos humanos, la luz, los círculos...”

⁸ Translated from: “El equinoccio es el eje base, que gira a 6 grados”

Another possible interpretation would be the use of Duncan Watts' theory "Six Degrees of Separation", which suggests that starting from the center of the world, where Ecuador is, to the rest of the planet's inhabitants, is achievable in six "jumps".

Then, the creators of the brand ventured to use a mathematical progression with a factor of 124 degrees in creating the final artwork for the country brand.

This country brand graphic obeys a mathematical graph based on fractal geometry or the use of the "Fibonacci number"⁹.

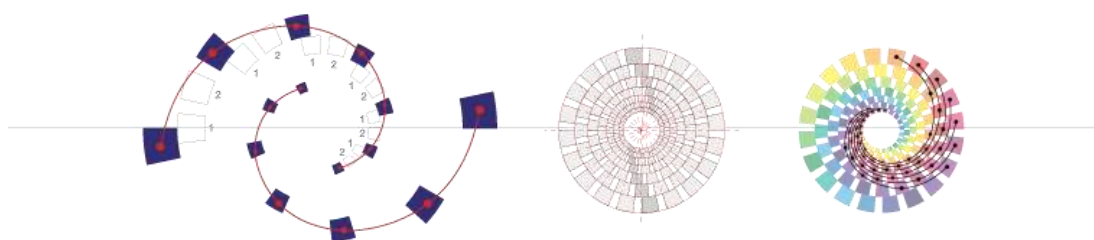


Illustration 7

Also, for the construction of the logo, the following elements are used: pre-Columbian seal, or stamp, samples like the culture of *Jame Coaque*, of which one is incorporated as a checkerboard and the spiral of the same culture.



Illustration 8

The use of colors, according to the creators of the brand: "There are twenty shades of our color palette, representing all the colors existing in all the regions of the country, its people, landscapes, ethnicities, crafts, food and cultural expressions of all kinds"

⁹ Fibonacci number: the first two numbers in the Fibonacci sequence are 0 and 1, and each subsequent number is the sum of the previous two.

This does not allow us to interpret that there is a correlation between the palette of twenty colors and the Ecuadorian diversity.

In conclusion, the interpretation of the Country Brand logo that represents Ecuador has no visible elements that permit the person who sees this graph to associate it with the reality of Ecuador. Rather, it reminds us of a mathematical composition and perhaps a mystical one based on the Tibetan culture of the Mandalas.

Highlights of the management towards the development of the Country Brand Ecuador

In the first attempt of Country Brand, we can appreciate the efforts of the different government agencies related to tourism and exports, but it does not develop completely, as it does not even register a slogan for the brand, which is why its use was very short. The silver lining of this effort was that for the first time they tried to link Ecuador with a country brand.

The second attempt, with “Life at its Purest”, is a concerted effort from both the Ministry of Tourism and CORPEL. To promote this brand, the government and private companies printed thousands of copies in brochures in an effort to raise awareness in Ecuador of this new country brand.

The “Tourist Promotion Fund of Ecuador” (FMPT, by its initials in Spanish)¹⁰ for the first time had a budget that allowed Ecuador’s presence in all relevant tourism fairs in the world. Probably the most praiseworthy effort was during ITB Berlin 2006 Fair, which all train and bus stops in Berlin that led to the fairgrounds had banners and flags with the new Country Brand of Ecuador. For this purpose, this fair consisted of an investment of 1.8 million USD by Ecuador.

Among other strategies attempted, we can cite a few:

- The official launch of the new Country Brand (Ecuador, Life at its purest) took place during the pageant "Miss Universe 2004" and the XXXIV Meeting of the Organization of American States (OAS); events that took place in Quito.

¹⁰ FMTP: Fondo Mixto de Promoción Turística del Ecuador (by its initials in Spanish).

- Target markets to attract tourists were set in Europe, North America and South America.
- Support for Ecuadorian diplomatic missions and consulates abroad by organizing various events to promote an image of the country as an attractive tourist destination.
- Active participation in tourism fairs around the world, for example: XIX Fair Korea World Travel Fair in Korea (2006), Adventures in Travel Expo Fair in New York (2006), XXVI International Tourism Fair in Madrid (2006), etc.
- Trade food fair and other areas: Gastronomic Festival in Switzerland (2005), Mexico's Food Fair 2005, World Floral Expo 2005 and, "Ecuadorian week in Genova and Film Show" (2004).
- Opening of Tourism Promotion offices abroad including USA Canada, Brazil, Argentina, Chile, England, Germany, Austria, Switzerland, Netherlands, Belgium, Luxembourg, France, Spain and Italy.
- Media campaigns in Europe and America: CNN International and CNN Spanish, written and audiovisual material in English, German and Spanish.
- "Honorary Ambassadors": The outstanding performance of the football team in the German World Cup, 2006, who, according to the words of the former Minister of Tourism Maria Isabel Salvador, "(...) their stunning performances in the world soccer championship projected the country's image in Germany and worldwide. Their outstanding participation also has meant a great contribution to the promotion of the country as a tourism destination internationally".
- The government increased the size of the space on the fairgrounds to accommodate all Ecuadorians exhibitors, sheltered under the new slogan, "Life at its purest".

The third attempt, “Ecuador Love Life” which in its most essential elements claims a kindred relationship with the National Plan for Good Living 2009-2013¹¹; a project that aims to ensure the rights and quality of life for all Ecuadorians. Based on the contents of the Plan and seeking to project the image of this new Country Brand, the current Ministry of Tourism, began conceptualizing “conscientious tourism” under the following precept: “a transforming life experience”, based on the physical and spiritual welfare of man; plans to give a new twist to the tourist experience to transcend recreation and leisure travel, to allow a positive influence in the way travelers conceive and live their lives, and to be given the opportunity to become better human beings.

Among the successes of the campaign "Ecuador Love Life", we find:

- II International Congress on Ethics and Tourism from WTO (World Tourism Organization): During the event, issues discussed were Conscious Tourism for a new era, the Ethical Framework for Responsible Tourism, Tourism in promoting Human Rights and Social Inclusion, and Private Sector Engagement and accessible Tourism.
- With the support of the World Tourism Organization (WTO) and the Organization of American States (OAS), Ecuador hosted the 54th Meeting of the UNWTO Commission for the Americas (CAM), the II International Congress on Ethics and UNWTO, and XX Inter-American Congress of Ministers and High Authorities of Tourism. This happened on September, 2012 in Quito, hosting more than 600 representatives from 36 countries.

¹¹ Plan Nacional para el Buen Vivir.

International Recognitions:

- World Travel Awards: ‘Destination Excellence Ecuador’, ‘Best Green Destination’, ‘Galapagos Green Destination Leader in Latin America 2012’.
- Virtuoso Travel Advisor: ‘Ecuador, the newest and most exciting destination in the world’. Las Vegas (USA).
- Los Angeles Times TRAVEL SHOW: ‘Best Stand’. Los Angeles (USA).
- USTOA (United States Tour Operators Association): Third most important destination in the world and first in Latin America, 2012.
- KOTFA "Korea World Travel Fair" Best tourism marketing, best stand design and best folkloric presentation. (Korea)
- Lonely Planet ‘Best in Travel’: 4th place ‘Best in Travel’ 2013 and first in Latin America.
- International Living: ‘Paradise for retirees’, first place in Annual Retirement Index, 2012.
- “*El País*” from Spain: 2nd best place to discover in 2013, first in Latin America.
- National Geographic Traveler Magazine: Quito Best Undiscovered World City in 2013.

Tourism Infrastructure Growth in Ecuador

The sustained increase in foreign tourist arrivals and Ecuadorian travelers to various tourist destinations in the country, has led to the growth of tourism infrastructure in Ecuador, which rose from 8,000 tourist facilities in 2006 (accommodation, food and beverage services, transportation, tourism operations, brokerage, amusement parks and recreation) to 19,800 tourist establishments in 2012.

This growth has created 100,235 jobs nationwide in 2012, compared to the 36,000 jobs that were recorded in 2006.

Strategic Alliances

- Ministry of Tourism signed an agreement with CFN: it signed an “Interagency Cooperation Agreement” in order to boost tourism sector development through investment in tourism activities, modernization and expansion of tourism, and increased productivity and quality of service provided.
- Ministry of Tourism and *Banco Nacional de Fomento*: In April, 2012 these two public entities signed an interagency cooperation agreement that provides the tourism industry microloans from \$500 to lines of credit up to USD 300,000 for the development and strengthening of tourism activities in the country.

Awareness campaigns

- Comprehensive improvement of infrastructure and restroom equipment in tourist establishments and gas stations in the country. This campaign began in 2011, acting through Control and Regularization establishments, and continues to the present day.

Tourism Management

- The “Ecuador Love Life” first official tourist magazine from the Ministry of Tourism, emerged in the first half of 2012, designed to motivate the domestic airline traveler within country. It is published bimonthly and is free.
- The TV Show "Ecuador Love Life" is an audiovisual product that aims to spread the beauty of the tourist attractions of the country, both nationally and internationally. It airs locally and it is starting to gain ground, broadcasting to Colombia, Peru and Spain.
- Channel Online “Ecuador Love Life” is the first online tourist channel of Ecuador (www.amalavida.tv) in an effort to provide tourist information to users worldwide. The site aims to include varied programming and live events related to tourism, encouraging the broadcasting of Ecuador as a travel destination.

- Redesigned Promotional Page (Ecuador.Travel): Renovated and redesigned promotional online page from Ecuador, gathering approximately 800 historic and tourist information contents and a photographic bank of 1500 images.

Comparative Analysis Chart of Ecuador and the countries with the 5 Best National Brand regarding the six dimensions of "The National Brand Hexagon[®]"

The National Brand Hexagon[®] proposed by Simon Anholt, was conceived as a crucial method to measure quantitatively and qualitatively how attractive, interesting and enduring an image of a country is over time.

This measurement is carried out through questionnaires to members from twenty countries chosen by Anholt according to his perception about the ‘transcendence’ that these countries have in the global spectrum.

The “Hexagon” measures the strength of a country’s image by examining six dimensions of national competence.

Then a comparative analysis of the countries with the best score in each one of the six dimensions of the “Hexagon”, measurements is made by the “Anholt-GfK Roper Nation Brands Index 2009[™].” This along with the current Ecuadorian context deduces the reasons why Ecuador ranked forty-sixth among fifty countries in the “Overall Nations Brands Index[®]”

EXPORTS ANALYSIS JAPAN	
<p>EXPORTS BRAND RANKING ANHOLT - GFK ROPER</p> <ol style="list-style-type: none"> 1. Japan 2. United States 3. Germany 	<p>Imports raw material and exports high quality value-added finished products.</p> <ul style="list-style-type: none"> • Manufacture Exports: cars, auto parts, electrical machinery, power generation machinery, iron and steel products. • Exports 2012: USD 792.9 billion. • Third most influential economy in the world, the first being the United States and the fourth, Germany • “Continuous Improvement” on a personal level and productive labor. • To promote exports of finished goods = continuous investment in technology. • Made in Japan = Excellence, durability, high quality. • Statistical Process Control: understand what the machines say.

Chart 5

Ecuador Exports Analysis

- Throughout its economic history, Ecuadorian foreign trade has been highly dependent on the export of raw materials.
- Raw materials exports: especially oil, which is 55% of total exports, corresponds to this area. OPEC Ranking: No. 11, just above Libya.
- Volume of exports in 2012: 23.7 billion USD.
- The most exported traditional products are bananas, shrimp, flowers, cocoa and tuna.
- Exports of products with value, or manufactured ones, are still a fledgling industry worldwide.
- Historically there have not been remarkable efforts in investing in technology development; further implementation of the *Yachay* project or City of knowledge in the future could lead Ecuador into this area.

Below is a brief overview of the trajectory of the most exportable traditional products from Ecuador:

- **Bananas:** • In the fifties, Ecuador was ranked the number one World Exporter. In 1948 it exported 2.7 million USD, and in 1952 21.3 million USD, which means a percentage increase of a thousand percent. These figures have not been equaled since.
Today it is ranked 5th in the ranking of producers worldwide, well below India and Brazil. The leading cause of disease in banana production in Ecuador was the appearance of the black *sigatoka* fungus, which decreased the export production of this product.

- **Flowers:** Export of this product is well below production of Colombia and the Netherlands, which are the two largest exporters of flowers worldwide.

The possibility of promoting the Ecuadorian flower in the world market is affected by the lack of support from the current government in command. Comparatively, to excellent work has been accomplished by Ecuador's principal competitor, Colombia. They have succeeded in this sector because they have managed to get 10 % cheaper freight costs, compared to Ecuadorian flowers, in the American and European markets which are the main commercial partners of this product.

- **Cocoa:** By the 1830s, wealthy families had discovered the possibility of growing cocoa in Ecuador, and, for more than a century, they became the mainstay of the Ecuadorian export economy. In the twenties, the emergence of diseases such as "Monilla" and "witch broom", plus the depression from World War I and lack of transportation caused cocoa production to become quite unstable.

Although Ecuador has the best fine aroma cacao in the world, "Arriba Nacional" does not yet figure in the ranking of the leading exporters of the product (the Netherlands, Germany and Ivory Coast). Ecuador has developed high quality chocolate in recent years and has received awards worldwide for its delicacy, quality, environmental sustainability, and originality. This may have a favorable impact in the near future thanks to the efforts made by private enterprises.

- **Shrimp:** At the beginning of the seventies, Ecuador's shrimp production began in the provinces of Guayas and El Oro due to their natural qualities, such as abundance of saltpeter and mangroves. The expansion of this product continued until the nineties.

Ecuador currently occupies fifth place in exporting shrimp, behind Vietnam, Thailand, Indonesia and India. In addition to their high mortality rate, the main problem faced by the shrimp industry was the appearance of the 'white spot', a virus that attacked the growth and development of the crustacean. These are the factors that have influenced the position of Ecuadorian shrimp exported worldwide.

GOVERNMENT ANALYSIS: CANADA	
<p>GOVERNMENT BRAND RANKING ANHOLT - GFK ROPER</p> <ol style="list-style-type: none"> 1. Canada 2. Switzerland 3. Sweden 	<ul style="list-style-type: none"> • Canada is a constitutional monarchy and a Federal Democratic state, which has delegated full power over decision-making to ten provinces. • Ranked eighth in the rankings of Least Corrupt Countries Worldwide. • Rights and freedoms are guaranteed and respected under a strict democratic framework. • Canadians are passionate defenders of human rights: they believe that strictly following the rules, leads to development and respect for rights. • Environmental Conservation: through the preservation of its natural wealth, the Canadian government devotes considerable ongoing research for the preservation of its natural wealth. • It has contributed greatly to poverty reduction programs, and food security at the international level. • Social Security is one of the biggest attractions for immigrant residents, since they can enjoy a Health Card from the third month of arrival in Canada. • Their politicians do not fall into notorious political corruption scandals, embezzlement, or inexperience. <p>Many of these features can be found in all countries that occupy the first positions in the analysis of Anholt's "Hexagon"</p>

Chart 6

Government Analysis Ecuador

The following is an analysis based on assumptions about the reality of Ecuador, and why it does not appear within the top countries with better governance.

Among the countries that are at the top, you can see that political decisions are made within each of its federal states according to their needs and realities, while in Ecuador; decisions are made by the federal legislative branch, located in the capital, Quito.

- In regards to rights and freedoms in Ecuador, unlike the citizens of countries with four seasons, it appears that there is a certain behavior intrinsic to the people of the tropics. The presence of distinct seasons where winter plays the role of an unforgiving judge, forces people to survive together in a radical manner. If they do not prepare well in advance, people in these latitudes, would probably perish in the harshness of winter.

If we consider this principle for tropical inhabitants, they do not face any extreme climates that could jeopardize their survival.

Considering these principles as a basis, we can conclude that the behavior of an inhabitant beyond thirty degrees North or South latitude will be enslaved to a number of rules and behaviors forced onto them by the climate. However, tropical countries do not deal with impositions of any kind, because nature has formed an anarchic character stereotype. Therefore, we can deduce that governments have historically been located along the fringe of the tropics, and have had to use stronger and more oppressive government systems in order to keep these "anarchists" in order. This behavior is then reflected in willingness to perform tasks. Paraphrasing Rossana Vinueza de Tama (Domínguez, 2013), former –Sub-Secretary of the Ministry of Social Welfare: “An Ecuadorian needs five hours to go from being an anarchist to a person who obeys laws and knows how to behave” (the time of the flight between Guayaquil and Miami).

- In the case of human rights, Ecuador has always been questioned about its management among its own people. Ecuador has been in several controversies throughout its republican history; it is one of five countries with the highest number of violation of human rights complaints in the Americas.
- In countries better rated in this area, environmental conservation policies are “engraved in stone” because of the importance that these countries have given to their natural reserves. Although a system of national parks and protected areas has been created in Ecuador, managing them has been subject to the economic needs of the government in office, so much so that major national parks boundaries have been moved according to the need for oil, destroying thousands of hectares of unrecoverable tropical forest. Furthermore, the destruction of mangroves, wetlands and other biotic zones has been a frequent occurrence. Additionally, it is important to note that the most important natural heritage of Ecuador, the Galapagos Islands, has been put on the list of endangered UNESCO World Heritage Sites several times.
- As for the policies of the top-positioned countries in global poverty reduction, it is rather obvious that Ecuador has been a recipient of aid, instead of sponsoring poorer countries.
- Unfortunately, the name of Ecuador, due to the actions of politicians over the years, has resulted in a negative image internationally. At one time Ecuador changed presidents with unusual frequency; they were linked to many relatives and acquaintances of the leaders of the day, acting with nepotism and corruption that transcended internationally. Because of this kind of political behavior, Ecuador has generated an erroneous, negative image of the country.

PEOPLE ANALYSIS: CANADA	
<p>PEOPLE BRAND RANKING ANHOLT - GFK ROPER</p> <ol style="list-style-type: none"> 1. Canada 2. Australia 3. Italy 	<ul style="list-style-type: none"> • The perception of Canadians abroad is of an honest, friendly, kind, educated, interesting and healthy human being. • In 1971, Canada was the first country in the world to adopt multiculturalism as an official policy, where all the citizens are perceived as equals regardless of their racial or ethnic origin, language or religious worship. • Its academic reputation precedes them as a sign of excellence. The educational excellence of its academic institutions has placed its students in the primary and secondary spots of the top five in the world in math, science and reading. • Four Canadian universities have been ranked among the top 100 in the world according to ARWU Top 100. • There are scholarship programs for academic excellence for its citizens and foreigners interested in an education in this country. <p>The Canadian government subsidizes its citizens studying abroad through awards, loans, scholarships and financial support for research, in order to promote education.</p>

Chart 7

People Analysis Ecuador

- Worldwide knowledge of the Ecuadorian people is almost unknown. Considering that a good percentage of foreign citizens are unaware of the exact location of our country in a world map, a judgement cannot be made about our behavior. On the other hand, those who have had the opportunity to visit Ecuador or know an Ecuadorian have such varied opinions ranging from them being good workers, hospitable, and friendly, to some simply branding them as dishonest. These are the reasons why it is difficult to give a verdict on what Ecuadorian's identity and reputation is around the world.
- The education system in Ecuador has not changed in decades, and has become poor because of its inactivity caused by the politicization of it through entities that have governed both primary and secondary education. The Ecuadorian academy has become a sector without major student achievements and nothing attractive to students worldwide.
- As for universities, they have not contributed in any major field, which is why the highest ranking university in the "Ranking Web of Universities"ⁱ is ESPOL at #1002.
- Sixty universities from Ecuador are positioned between N° 1002 and N° 19499; this rating is based on contributions regarding research of various kinds by their students.

In Ecuador, financial aid for students has focused almost exclusively on the loans granted by the IECE for the past several decades. Today, the efforts being made by the current government are taking an unprecedented twist, which is trying to support students studying at foreign universities.

Chart 8

CULTURE ANALYSIS FRANCE	
CULTURE BRAND RANKING ANHOLT – GFK ROPER 1. France 2. Italy 3. United States	<p>The points which have enabled France to excel within this category are:</p> <ul style="list-style-type: none">• According to French law companies and employers are obliged by law to participate by means of works councils in cultural and personal development activities for their employees.• Among the points that qualify France within the top of cultural analysis, we find that France stands out for its contribution to sports development, investment efforts in items such as film, literature, music, painting, and architecture.• Additionally, a transcendental element has been their gastronomic development and enology tradition, and the production of dairy products such as cheeses that have given an added value to world culture. <p>The French government's effort to enact the values and its culture such as their language, and any cultural artistic expression through its diplomatic network in the world the French Alliance is noteworthy.</p> <p>Finally, nationalism makes the French ambassadors of their culture wherever they go.</p>

Culture Analysis Ecuador

The analysis of the situation in Ecuador concerning this point allows us to assert that efforts in terms of development in sports in our country have not been crowned with seats of honor nor have renowned Ecuadorian figures been sent to other countries, although there are a few exceptions.

- All successful efforts in Ecuador have been achieved exclusively with the support of private enterprises., In all other cultural expressions Ecuador has had a dearth of exhibitors in different branches, such as painting, music, film, architecture, etc.
- Also due to the Spanish colonial presence in the territories of Latin America, none of our vernacular cultures had the opportunity to thrive due to a slavery system applied here, which resulted in an “indigenous is bad” philosophy, For this reason we have no remarkable culture that has transcended borders. Even the Inca culture, which was one of two that boomed during the arrival of the Spanish, is not identified with Ecuador, but rather with Peru where the Inca Empire flourished.

The lack of Ecuadorian nationalist sentiment is given by the hybridization between indigenous and Spanish, *mestizo* and Spanish, or mestizo and indigenous. Nationalist sentiment in countries that have developed this feeling for their region or country is given by many factors such as racial conditions, as well as achievements in art, sports, and cultural fields.

Given these characteristics, which are directly applicable to the success of a country brand and why Ecuador has not succeeded in developing a 'something' which identifies a nation, we could say that the few elements found present to allow the Ecuadorian chauvinistic feeling for their country, are very few:

- In spite of the success achieved by Jefferson Perez with gold and silver medals at the Olympics, the defeat of *Roland Garros* by Andres Gomez, the two classifications of our national soccer team to the FIFA World Cup, international recognition of Galapagos and some achievements less relevant in sports or cultural areas which have gone unnoticed, we are well below a possible national identity. I dare to say that at one point the most important national symbol for the Ecuadorian resident in the country and abroad became the national team jersey, "The skin of my country".
- Ecuador has no significant products that transcend beyond the local, regional or national. Among inconsequential local festivals we have the pagan festival of "La Mama Negra" that takes place in Latacunga, Guaranda and Ambato Carnivals, the Inti Raymi (Festival of the Sun) in different regions of the country and the "Chonta Party" in Shuar territories.

TOURISM ANALYSIS: ITALY	
<p>TOURISM BRAND RANKING ANHOLT - GFK ROPER</p> <ol style="list-style-type: none"> 1. Italy 2. France 3. Spain 	<p>Italy has appeared through the centuries as an emblematic touristic place due to its majestic, historical monuments and museums, beautiful coastline, stunning nature and the friendliness of its inhabitants.</p> <ul style="list-style-type: none"> • The Italian mountainous landscapes offer tourists more than 1000 alpine lakes, forests, villages full of tradition and history, and exquisite delicacies. All these attractions have housing facilities for all budgets. • Its Artistic-Cultural Heritage boasts hundreds of thousands of artifacts ranging from churches, castles, archives, museums, and archaeological sites of great importance, among others. • Italy is a huge set of works where the landscape and culture live in natural communion with history, art, architecture and urbanism.

Chart 9

Tourism Analysis Ecuador

Ecuador as a tourist destination offers four natural regions which are: The Galapagos, the coast, the Andes and the Amazon. In addition it has the added value of various indigenous and cultural groups.

When analyzing Ecuador as a tourist destination and considering three of its four regions the coast, the Andes and the Amazon, global competition is huge and Ecuador holds no special attention-grabbing particularity:

- **The Coast:** worldwide entertainment seekers prefer main destination sites that have sun and sea. Due to the presence of the Humboldt Current, El Niño and the proximity to the Andes, Ecuador's coastal region does not enjoy abundant hours of sunshine, nor does it have white sandy beaches or the blue sea that are the cliché sought by most tourists worldwide.
- **The Andes:** The Ecuadorian Andes as a tourist destination and mountain range should be compared with other massifs, such as the Alps, Himalayas or Andes of any other South American country. Not having mountains that differ by their height or forms, the Ecuadorian Andes do not stand out as much as the Cordillera Blanca in Peru, which is its nearest competitor, Torres del Paine in Chile and Argentina, or even the Rockies in U.S.
- | Meanwhile in Europe the Alps, Apennines, Dolomites are known for their unique beauty, and finally the mountains of the Himalayas between Pakistan, India, Nepal, China, Bhutan, are unparalleled within the world.

- **The Amazon:** The Ecuadorian Amazon, almost unknown to the world and at an advanced stage of destruction caused by the presence of oil and social colonization projects, must compete with the quintessential Amazon country that is Brazil, as well as with Peru's Manu National Park, Colombia, Venezuela with the National Park Tepuyes and Roraima, Darien in Panama, and Palo Verde National Park in Costa Rica. In addition, this rainforest biotope is also found in Indonesia, India and Southern Asia.

These are some of the reasons why Ecuador cannot compete as a tourist destination within the Amazon. However, the most outstanding feature of the tourist destinations in Ecuador, the Galapagos Islands, have positioned themselves to be unique worldwide and are probably the most remarkable feature of Ecuador's image. However, it is important to emphasize that in the global tourist circuit they tend to associate Galapagos Islands with Peru rather than Ecuador, as they are offered together with Macchu Picchu in tourist packages.

Other items that still have not been brought out are our biodiversity in which we are immersed, and the number of species of orchids that we are among the largest in the world.

Another highlight is the possibility of visiting all the natural regions in such a short period of time, which is impossible to find in other countries.

- Within UNESCO World Heritage List, Ecuador has two natural sites: Galapagos and Sangay National Park, and two cultural sites: Quito and Cuenca.

INMIGRATION/INVESTMENT ANALYSIS	
<p>INMIGRATION /INVESTMENT BRAND RANKING ANHOLT - GFK ROPER</p> <p>1. Canada</p> <p>2. United States</p> <p>3. Switzerland</p>	<p>Again, Canada is listed as N°1 in another indicator of the “Hexagon”, this time in “Immigration/Investment.” These are the parameters that make this country favorite:</p> <ul style="list-style-type: none"> • Canada is proud of its multiculturalism, and the “Canadian Charter of Rights and Freedoms” does not permit racial, ethnic or sexual orientation discrimination. • It is one of the economically strongest and also industrialized countries, and from 1997 to date has reported no fiscal deficit. • All residents in the Canadian territory have free access to their Social Security benefits. • The development of education with high standards of quality is a priority for the Canadian state. • It is a country where peaceful coexistence is certain, in addition to political stability. • Protective environmental laws, allow them to coexist in a healthy environment of great natural beauty. • It is a country that drives economic growth and employment through the expansion of their markets attracting entrepreneurial people, with capital, insight and knowledge of the international market. Among the advantages of investing in Canada are : <ul style="list-style-type: none"> • Low cost on corporate taxes. • Quick access to markets. • Highly skilled and educated workforce. • Strong public support for research and development of production. • Stable and solid financial institutions.

Chart 10

Immigration/Investment Analysis Ecuador

When comparing Ecuador to attractive countries for investment and immigration one should take into account several aspects:

- **Legal:** as to what legal support for foreign investment means, Ecuador has not provided the facilities for which the procedures are easily accessible and quite often they are promoted through legal interpretations that hinder the process of establishing foreign investment.
- **Tax:** with regard to taxes, Ecuador does not promote any compensation to production that could be attractive to both the investor and migrants who wish to settle in Ecuador. Within this point it should be noted that the tax burden caused by the surcharge on basic services for industries makes products that could be produced in Ecuador have higher exportation costs in other countries, which have other subsidiary policies. Thus, the foreign investor will consider this point before settling in Ecuador
- **Labor:** Ecuador labor laws are unfair and rather tend to be pro employee, which is why any international company who wants to settle in Ecuador, finds this to be an obstacle.
- **Skilled Workforce:** due to the quality of education in Ecuador cited above, it is easy to deduce that the lack of skilled labor is not a consequence of it. In addition, the lack of technological development directly affects the production chain.
- **Logistics:** Ecuador has three major seaports, which due to its geographical location should position them as an important port in the whole world, but due to the lack of technology and infrastructure, they do not offer any major logistical support regarding expedited processes.

- **Geographical Reality:** Another major restriction in Ecuador is its geographical location, which is occupied by more than three quarters of unusable territories for any kind of productive activity. While the territories of the coastal region are the most suitable for agricultural export, they have restrictions due to weather conditions such as “El Niño” that can eventually affect them. In the Sierra Region, the two mountain ranges that separate the Interandean Alley range from a few hundred meters above sea level to peaks of 6310 m. in the Cordillera Occidental and 5980 m. in Oriental. Therefore only the Interandina Regions located between 1800 m. and 3000 m. are suitable for high consumable crops in the local market and for export.
- **Economic and political stability:** economic stability in Ecuador is due to a strong currency like the dollar, which is one of the good points of the economy. However, economic management of recent governments has prevented sustainable economic growth causing inflation rates to grow so that the industry produced in Ecuador - exportable goods – has become uncompetitive in economies with more flexible markets. Actually, due to the fact that our governing currency is foreign, it appears as a straitjacket in making economic decisions for successive governments, making tools such as devaluation widely used in the competitive market of exports, impossible to use.
- In regard to **political stability**, Ecuador had been on the global picture more for its political scandals than for its successes in the democratic management. This gave the image of our country a quixotic tone until the arrival of the regime lead by Rafael Correa, where finally the political landscape balanced with presidential periods that had come to an end, as it should be in a democratic country.

- **Immigration laws** in Ecuador are very permissible in allowing the establishment of natural persons. The requirements are flexible and accessible to people with an investment capital higher than 30000 USD. Also, a foreigner who wants to settle in Ecuador just needs to buy property and will then be received legally in the country. In the last two years Ecuador has experienced an increase of immigrants, especially elderly retired immigrants from the United States due to marketing work done by the magazine “International Living”, which states Cuenca as a favorite destination for retirees. This same company promoted the establishment of foreigners in Vilcabamba and Cotacachi.

Another strong migration was the settlement of Colombian refugees due to political problems at the border, but also the entry of Cubans, Pakistanis and Chinese due to governmental procedures.

Suggestions to improve Nation Brand Ecuador

Having reviewed both attempts to create an image of Ecuador through multiple marketing strategies over the last decade, as well as quantitative and qualitative analysis to achieve better locate perception countries abroad through The “Nation Brand Hexagon[©]” and its six dimensions can infer and suggest that each one of the three attempts to brand the country that have occurred in Ecuador until today could not fulfill its mission because of the following reasons:

- The positioning of a concept, an image, or slogan is not a short-term issue. Since their first appearance the three different efforts to brand the country have been - constantly changing and to date, have failed to settle in the mind of local and international audiences.
- Our country is urgent to have success in the short term, and this remains one of our greatest weaknesses, as we focus on immediate gains, leaving aside the goals that need time to be achieved.
- The image and reputation of Ecuador has tended to be located within the perception of ignorance on the side of respondents from other countries in regards to the reality of our country because of the fragility of our mission, goals and identity that we are looking for and seek to project.

Thus, the first suggestion would be to involve various sectors such as industry, tourism, environment, culture, foreign affairs, and sports, at a local level, where consensus could be drawn in regards to identifiable elements and suggestions for improvement regarding the weaknesses that each of these sectors faces up in the “Hexagon”. This country needs not only an objective vision of an identifiable element, but a state policy for the improvement of all aspects that can contribute to change the international perception of Ecuador.

Among the identifiable elements that have endured over time, which have remained despite the vicissitudes suffered in any aspect mentioned above, and are a significant part of reality and identity are Ecuadorian biodiversity, the location on the equator, the four natural areas, and cultural and natural heritages of Humanity. Therefore these are key to achieve identification and tend to create a National Brand. These elements could be divided in two:

1. Lasting in time: are due to immovable elements or that have a prolonged duration in time, such as natural and cultural heritage, biodiversity, the Equator, Galapagos, closest point to the sun, natural regions, and indigenous cultures. Considering these factors, we could define Ecuador as the country closest to the sun with huge and unique biodiversity, pierced by an Equator Latitude 0 °. A place where the lack of seasons allows the weather to be nearly uniform throughout the year. If within this, we look carefully the most noteworthy elements to be used as the identity of the Ecuador brand are the Galapagos tortoise as a recognizable and unique element in the world, Chimborazo as the closest point to the sun, the 0° latitude, from which Ecuador gets its name, and , the associated hot spots of biodiversity¹² in the world, of which Ecuador has three of the most important (Tumbes-Chocó-Magdalena Endemic Center).

2. Transitory: these elements are those that give positive merit to the country through a major sport achievement by one or more athletes that make Ecuador a voice to be heard worldwide. Also an artistic, cultural or political success that has the same effect as above. These transitory elements lost sight in short moments of time in the global retina, and should be exploited during their time.

For the exploitation of this resource, the government should create a public relations firm to identify and give potential to Ecuadorian achievements by making them known through the world press. In addition the use of ‘brand

¹² Biodiversity hotspot is a bio geographic region with a significant reservoir of biodiversity that is under threat from humans.

ambassadors' is a basic resource in promoting transitory achievements reaching wider audiences by using modern marketing strategies.

Before these two elements which make up the graphical part of what could be taken into account when devising a national brand, we make a proposal - test that we believe might work to project itself as a logo, hence creating a slogan.

- **Logo:**

The logo that should refer to the brand Ecuador, could be one of the permanent elements mentioned above, simplifying the image so that it is always identifiable with Ecuador. Something such as the Galapagos tortoise (*"Geochelone nigra"*), which is a recognizable element worldwide as belonging to the Galapagos Islands would therefore, by association to the country of Ecuador, be a wise choice if the association job of Ecuador with Galapagos, is done right.

Two elements could be included in regards to Ecuador being the closest point to the sun, through the Whymper summit of the Snow-Capped Chimborazo (6310 meters above sea level) and zero latitude, associated with the Equator homonymous to the country's name. These items can last over time because of their tenure and durability. This effort should be undertaken by different governments as a core of Ecuador to perpetuate identity over time, accompanied by potential transitory elements according to the feats to be worked towards by its ambassadors.

The slogan should make reference to that of unique biodiversity with emphasis on the four natural regions and multiculturalism.

The most crucial and relevant element at the time of the creation of a national brand is identity, as this reveals the real values of a country's people and allows them to achieve the purpose of this analysis which is, the construction of a local strong image to promote what the country has to offer to the world market.

- **Identity**

The identity of a country is found in the elements of pride that are brought from the smaller core, which are extended families, to local, regional and national realities that cause the chauvinist empowerment of a country.

In Ecuador, the regions are so divided that the realities of the most influential ones, Quito, Guayaquil and Cuenca have no common convergence by idiosyncrasies and different realities. Thus we cannot speak of a single Ecuadorian stereotype, and must compete with each one of the stereotypes from Guayaquil, Quito and Cuenca that could all be well summarized in the theatrical satire “Marujita died with leukemia” in which three very real stereotypes are identified in regards to the experiences of these three cities: the cultured and educated woman from Quito, well-traveled and immersed in the political reality of Ecuador, the “guayaquileña” worried about her physical and aesthetic presence and divorced of the reality outside her social circle of her city, and the “cuencana” traditionalist, deeply rooted in her origins connected with European nobility.

This satire identifies how we work as Ecuadorians, not through a non-national identity, but as regional identities that do not transcend.

The only elements with which Ecuador has had an identity cohesion have been the moments of great success in sports, including Ecuador’s participation in the FIFA World Cup, and sport feats achieved by Jefferson Perez, Rolando Vera, Rolando Saquipay, Andres Gomez, and others of less importance.

Another strategy would be a proposal to promote national identity, raising the country’s awareness not as theoretical subject in schools, high schools and universities, but as an existential methodology in which during the academic years, students would be sponsored by the government to travel through the different regions and provinces of Ecuador. Thus all Ecuadorians would

become ambassadors of their very own Country Brand after discovering the attributes of their own country.

Also as part of governance, participation and citizen involvement should be allowed in proposals and projects in the various state portfolios, which from the common view could provide solutions or ideas in decisions making processes in order to strengthen these institutions through participatory democracy.

A national brand strategy is not only to promote a country's business portfolio overseas. The main stakeholders in a project of this nature must be the Ecuadorians. Without our support, understanding and assimilation of the brand identity, any country brand project will fail.

CONCLUSION

The concluding study about the proposed analysis suggests that addressing a proposed marketing strategy to promote the image of a country cannot be achieved if there is not a joint effort from different sectors and actors, such as government policies of promotion and development, coupled with the empowerment of the citizens in the form of nationalism, an identification with their homeland, and / or region.

Although it's true that the methodology and the work are perhaps the most important consultants regarding public diplomacy and nation branding nowadays, a ranking of 50 nations has been proposed to take place every year from 2005 until today. However, this does not necessarily reflect reality one hundred percent. So there are many countries and actors who have been sidelined, but for this case study Ecuador is part of this project.

The Second Chapter undertakes a tour of each of the countries listed as the winning entry in each of the six dimensions of national life that proposes the analysis of the method of the “Nation Brand Hexagon[®]”.

This analysis of each nation qualitatively responds to each of the questions suggested by the questionnaire of the “Anholt-GfK Roper Nation Brand IndexSM”, but not in a quantitative manner as dictated by the methodology; because worldwide polling tools cannot be counted on to carry out the implementation of this in full.

Bibliographic information available both online and in specialized texts on the topic, including books and Simon Anholt essays, have led to an investigation of the strategies and policies, which have been accepted and adapted, making the most of the weaknesses by turning them into success stories.

The evidence is palpable when combined with a high quality export offer in a country with paltry resources in terms of raw material, as in the case of Japan, which imports large volumes but exports value-added manufacturing.

Canada is an example of how a country, competently and honestly governed strides in education, in respect for the rights of their fellow citizens. It also provides safety and good health to their inhabitants, maintains clear environmental conservation policies, and promotes and subsidizes local businesses while attracting foreign investment.

Canada for all these attributes has been listed as the favorite place to immigrate, study and live.

The countries occupying the first places in Tourism and Culture in 2009 according to the “Nation Brand Index” are located in Europe. Italy and France respectively are listed as the favorite destinations for sightseeing and experiencing the culture as they are holders of an abundant Cultural and Historical Heritage, which has been equated with an interesting range of hotels, thousands of family activities and exquisite cuisine.

It should be emphasized that all these achievements have been possible, because their citizens have a clear identity linked to the place they are from. . They have become the best ambassadors of their brand, along with budget and citizen involvement programs in the local context.

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