

T.C.

GALATASARAY UNIVERSITY

INSTITUTE OF SOCIAL SCIENCES

DEPARTMENT OF RADIO TELEVISION AND CINEMA

**NATION BRANDING AS ONE OF THE NEW BRANDING
STRATEGIES: THE CASE OF TURKEY**

MASTER THESIS

Gözde KURT

Thesis Advisor: Asst.Prof. Elgiz YILMAZ

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ABBREVIATIONS

CEO	: Chief Executive Officer
CI	: Competitive Identity
CIA	: Central Intelligence Agency
COO	: Country-of-Origin
EU	: European Union
NGO	: Non-Governmental Organization
PR	: Public Relations
PSC	: Product, Service or Corporate
UK	: United Kingdom
UNDP	: United Nations Development Programme
US	: United States

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RESUME

NATION BRANDING COMME L'UNE DES NOUVELLES STRATEGIES DE MARQUE: LE CAS DE LA TURQUIE

Dans le 21^{ème} siècle avec le processus de mondialisation, la concurrence n'est pas seulement entre les grandes entreprises, mais les nations et dans cet environnement concurrentiel, les pays qui peuvent utiliser l'instrument de nation branding la plus efficace peut être en mesure d'atteindre une réputation internationale dans la scène mondiale et peuvent être développés dans de nombreux domaines différents. Dans cette thèse de maîtrise, tout d'abord, nation branding est définie, puis sa structure, son processus, ses composants et sa dynamique sont expliqués. Puis la relation de nation branding avec la diplomatie publique et le marketing est examinée et enfin, l'étude est ponctuée par l'analyse de la Turquie, en supposant qu'il s'agit d'une nation brand potentielle.

Au cours de cette étude, en utilisant la méthode de l'analyse de contenu, le sujet est examiné en détail et les livres, les articles, les sites Internet, les enquêtes, les index et les rapports relatifs à ce sujet ont été utilisés. En plus, j'ai également visité T.C. Başbakanlık Kamu Diplomasisi Koordinatörlüğü pour mieux comprendre la relation entre nation branding et la diplomatie publique.

Peter van Ham affirme que "jusqu'à récemment, il a été le manque d'information que les gens forme l'image d'autres endroits, plutôt que la surcharge d'information."¹ Aujourd'hui, avec le développement des technologies de la communication, le monde est beaucoup plus petit mais c'est un fait que certains pays sont toujours plus populaires et attractif que d'autres. Dans ce cas, quelques-unes des questions à poser peuvent être les suivantes: « Pourquoi avons-nous plus d'informations sur certains pays, alors que nous ne savons même pas le nom de certains autres? Pourquoi certains pays sont très attractifs pour les vacances, alors que certains autres ne jamais attirent notre attention? Qui préfèrent porter des chaussures bulgares au lieu de chaussures américaines? Pourquoi certains pays sont

¹ Peter van Ham, "Place Branding: The State of the Art", *The Annals of the American Academy of Political and Social Science*, 616, March 2008, p.133.

toujours dans le top 10 pour vivre ou pour étudier? La Turquie est un pays européen ou est-il un pays du Moyen-Orient? »

Il y a plusieurs raisons pour expliquer pourquoi l'image d'un pays est si important. Simon Anholt exprime l'importance de nation branding comme suit: «*Il y a de bonnes raisons pour les pays d'essayer de le faire, car une nation de marque puissante et positive bénéficie les exportateurs, les importateurs, le gouvernement, le secteur de la culture, le tourisme, l'immigration et à peu près tous les aspects des relations internationales.*»²

Anholt dessine la route de nation branding par «*Nation Brand Hexagon* ». Selon ce modèle, une nation peut devenir une bonne et forte nation brand si elle peut coordonner son tourisme, sa culture, ses investissements et sa immigration, ses exportations, sa gouvernance et son peuple et si elle peut faire des innovations et des améliorations dans ces domaines et d'assurer la communication entre les parties prenantes dans le processus de nation branding.

«Exportations» est un facteur important dans nation branding. Par exemple, alors que le Japon est dominant sur le marché des appareils électroniques, les parfums français, les chaussures italiennes, les films américains ou les chocolats suisses sont parmi les exemples de «*Country-of-origin effect* » les plus connus. Si nous examinons la question sur la base d'entreprises mondiales, Apple est les Etats-Unis, de même que Sony est le Japon, la Finlande est Nokia et IKEA est la Suède. Pour cette raison, «Exportations» comme l'un des points de Nation Brand Hexagon est très important pour nation branding.

Un autre point de nation branding est la «Culture». Tout type d'activité culturelle d'un pays apporte une contribution positive à son image. Dans ce contexte, que le taux d'appréciation d'un pays augmente dans le domaine de la musique, du cinéma, de la littérature, du sport et de la culture culinaire etc., il obtiendra beaucoup plus rétroactions positives de tout le monde.

² Simon Anholt, Jeremy Hildreth, **Brand America: The Mother of All Brands**, Cyan Books, Great Britain, 2004, pp.14-16.

Dans nation branding, le « Tourisme » est le facteur le plus sensible aux stratégies de nation branding. Une stratégie efficace de nation branding directement attire plus de touristes au pays parce que le tourisme est le seul point où les gens peuvent vivre pleinement la nation brand.

«Les investissements et l'immigration » est un autre point de Nation Brand Hexagon qui reflète les perceptions sur un pays s'il est attirant et habitable, et c'est l'un des points où nation branding est pleinement senti. Par exemple, le "Rêve américain" est exactement équivalent à ce point.

Points du « Peuple » et de l' « Administration » constituent les éléments les plus importants de nation branding. En matière d'administration, l'image de l'administration politique d'un pays, l'importance accordée aux questions de démocratie, de justice, du développement et de l'environnement sont quelques-unes des étapes les plus importantes à prendre par l'administration pour un pays si elle est sur le chemin de nation branding. Le facteur du «Peuple» est l'une des sources constantes d'un pays dans nation branding. Ce facteur peut être modifié et transformé en long terme et autant que ce facteur est bonne et forte dans un pays, c'est beaucoup plus facile pour ce pays de devenir une bonne et forte nation brand.

Alors, qui va assumer toutes ces responsabilités de nation branding ? Nation branding est un concept multidimensionnel et il est ouvert à la participation de nombreux intervenants différents. L'avis général des experts de nation branding est que nation branding doit être géré par le gouvernement, mais cela ne signifie pas que le gouvernement devrait appliquer une autorité absolue, nation branding exige une certaine autonomie aussi. Dans ce contexte, nation branding est un processus qui devrait être géré par le gouvernement avec les contributions des entrepreneurs du secteur privé et les citoyens, et en obtenant d'opinions des leaders d'opinion, des universitaires, des chefs d'entreprise, des artistes etc..

Lorsque nous examinons la question de nation branding en Turquie, la vérité observable est que la Turquie est une nation brand moyenne. Il semble que la Turquie comme un pays qui se classe 36. parmi 50 pays dans Nation Brands Index 2008, a un long chemin à parcourir dans nation branding.

Donc à l'avenir, est-ce que la Turquie peut devenir une bonne nation brand? Pour répondre à cette question, les dynamiques politiques et socio-économique de la Turquie doit être bien interprété. Après cette étape, il sera discuté de façon plus saine si nation branding marche en Turquie. Tout d'abord, il convient de noter que nation branding est une méthode qui va au-delà de construction d'image, il coordonne de nombreux domaines différents, sous une seule autorité. C'est une structure qui encourage le pays et ses intervenants pour faire des innovations, coordonne les différentes parties prenantes et fournit une stratégie de communication. Selon Anholt, aussi bon qu'un pays peut coordonner les points de Nation Brand Hexagone, et autant qu'il peut transmettre le même message aux ses citoyens et à l'étranger, ce pays va augmenter ses chances de devenir une bonne et forte nation brand.³ À cet égard, les projets en cours comme la Vision Stratégique 2023, TIM et Turquality sont des projets prometteurs, mais ils ne peuvent pas être effectifs comme nation branding. Si ces projets peuvent être réunis sous l'égide de nation branding, la Turquie peut avoir une image beaucoup plus positive et efficace sur la scène mondiale.

L'avis général des experts de nation branding est que nation branding doit être bâtie sur les réalités du pays. Sinon, à cause de personnes qui ont perdu la confiance en stratégie de nation branding, nation branding sera de courte durée et sera en vain. Voici la question qui révèle à l'objectif de cette étude aussi: «Peut-Turquie, comme un pays qui a des problèmes internes et externes, devenir une bonne et fort nation brand? »

A la suite de cette mémoire de maîtrise, il est possible de dire que nation branding est un concept qui va au-delà des domaines de la publicité, des relations publiques et du marketing. À cet égard, la condition préalable d'une stratégie efficace est accepter la situation actuelle du pays et faire des améliorations et des innovations autour de sa position actuelle. Sinon, tous les efforts déployés seront désignés comme « la gestion de l'image », pas de nation branding. Fan clarifie la question comme suit : « Le problème d'image d'une nation ou d'un lieu est souvent la réflexion de certains troubles plus graves comme des problèmes politiques et socio-

³ Simon Anholt, **Competitive Identity**, Palgrave Macmillan, New York, 2007, p.31.

économiques dans ce domaine. Le maquillage ne va pas aider un patient cancéreux sentir en bonne santé. »⁴

Il y a certaines règles à respecter pour une nation qui est sur la voie de devenir une nation brand. Par exemple, une nation brand doit se différencier des autres dans certains domaines, car avec la mondialisation, de nombreux pays avec les mêmes promesses se ressemblent tellement qu'ils deviennent indistincts. Dans ce contexte, la Turquie a un potentiel de se différencier des autres et c'est un pays qui peut utiliser cela d'une manière beaucoup plus efficace.

Un pays qui veut devenir une nation brand devrait accroître son attractivité en développant de nouvelles idées, nouveaux produits, nouvelles technologies, etc., mais il est évident que ces innovations nécessitent une certaine infrastructure humaine. Dans ce contexte, nous arrivons à l'hypothèse de cette étude que, pour devenir une bonne et forte nation de marque, il est nécessaire pour un pays d'avoir une bonne et forte infrastructure humaine.

En conclusion de cette mémoire de maîtrise, nous avons vu que la dynamique la plus importante de l'image de marque nationale est le facteur du peuple et puis le facteur d'administration, qui est également liée au facteur du peuple. Nous avons fait valoir que les nations qui veulent être une bonne nation brand doivent faire des investissements principalement dans ces deux domaines, car les pays qui sont améliorés dans ces deux domaines-là, seront développés progressivement dans d'autres domaines et seront avoir des places importantes dans la scène mondiale.

Dans ce contexte, la Turquie peut devenir une bonne et forte nation de marque autant qu'il peut développer son peuple et son administration. Bien que ces changements et transformations se rendent compte en long terme, le pays doit continuer à faire des investissements sans cesse. Si la Turquie qui est ouverte au développement ne peut pas utiliser ainsi son potentiel actuel, ses avantages peuvent se transformer en inconvénients. Par exemple, si la Turquie qui a une jeune

⁴ Ying Fan, "Branding the nation: What is being branded?", *Journal of Vacation Marketing*, Vol.12-5, 2006, p.13.

population ne peut pas créer sa population jeune qualifiée, cette population sera plus comme un désavantage qui embarrasse le pays. Pour cette raison, nation branding peut être une bonne solution pour un pays comme la Turquie qui a un potentiel critique et une image vague à l'étranger autant qu'elle peut investir dans son peuple sans aucun doute.

ABSTRACT**NATION BRANDING AS ONE THE NEW BRANDING STRATEGIES:
THE CASE OF TURKEY**

In the 21st century with the globalisation process, competition is not only between big companies but nations and in this competitive environment, countries that can use nation branding instruments most effectively can be able to achieve global reputation in the world scene and can be developed in many different areas. In this master's thesis, first of all, the definition of nation branding has made, then its structure, process, components and dynamics are explained. Then the relationship of nation branding with public diplomacy and marketing areas is examined and finally the study's punctuated by analysing Turkey, assuming that it's a potentiel nation brand.

During this study, by using method of content analysis, the subject has examined in detail and books, articles, Internet sites, surveys, indexes and reports related to the subject have been used. I also visited T.C. Başbakanlık Kamu Diplomasisi Koordinatörlüğü to better understand the relation between nation branding and public diplomacy.

Peter van Ham says that *"until quite recently, it was the lack of information that shaped people's image of other places, rather than information overload."*¹ Today, with the development of communication technologies, the world's much smaller but it's a fact that some countries are still more popular and attractive than others. In this case, some of the questions to be asked may be as follows:

"Why do we have more information about some certain countries, while we do not even know the name of some others? Why some countries are very attractive for holidays, while some others never attract our attention? Who prefer to

¹ Peter van Ham, "Place Branding: The State of the Art", *The Annals of the American Academy of Political and Social Science*, March 2008, p.133.

wear Bulgarian shoes instead of American shoes? Why some countries are always in the top ten lists to live or to study? Is Turkey a European country or is it a Middle East country? Is Turkey a European country or is it a Middle East country?"

There are many reasons to tell why a country's image is so important. Simon Anholt expresses the importance of nation branding as follows: *"There are good reasons for countries to try to do this, because a powerful and positive national brand benefits exporters, importers, government, the culture sector, tourism, immigration and pretty much every aspect of international relations."*¹

Anholt draws the roadmap of nation branding by "Nation Brands Hexagon". According to this model, a nation can become a good and strong nation brand if it can coordinate its tourism, culture, investments and immigration, exports, governance and people factors and if it can make innovations and improvements in these areas and ensure communication between the stakeholders of its nation branding process.

"Exports" is an important factor in nation branding. For example, while Japan is dominant in electronic devices market, French perfumes, Italian shoes, American movies or Swiss Chocolates are among the most well-known "Country of-origin-effect" examples. If we look at the issue on the basis of global companies, Apple is the United-States of America, just as Sony is Japan, Nokia is Finland and IKEA is Sweden. For this reason, "Exports" as one of the points of the Nation Brands Hexagon is very important in nation branding.

Another point of nation branding is "Culture". A country's all kind of cultural activity makes a positive contribution to its image. In this context, as the rate of appreciations of a country increases in the area of music, cinema, literature, sports and culinary culture etc., it will get much more positive feedbacks from the entire world.

¹ Simon Anholt, Jeremy Hildreth, **Brand America: The Mother of All Brands**, Cyan Books, Great Britain, 2004, pp.14-16.

In nation branding, “Tourism” is the most responsive factor to nation branding strategies. An effective nation branding strategy directly attracts more tourists to country because tourism is the only area where people can fully live the nation brand.

“Investments and Immigration” is another point of Nation Brand Hexagon which reflects perceptions about how attractive and livable a country is, and also it’s one of the points that nation branding is fully felt. For example, the “American Dream” and “American Way of Life” are exactly equivalent to this point.

Points of “People” and “Governance” constitute the most important elements of nation branding. In governance, the image of a country’s political administration, the importance given to democracy, justice, development and environment issues are some of the most important steps to be taken by the government for a country if it’s on the way of nation branding. “People” factor is one of the constant power sources of a country in nation branding. This factor can be changed and transformed in long-term and as much as this factor is good and strong in a country, it’s much easier for that country to become a good and strong nation brand.

So who is going to shoulder all these nation branding responsibility? Nation branding is a multi-dimensional concept and it’s open to participation of many different stakeholders. The general view of nation branding experts is that nation branding should be managed by government but that does not mean that government should apply an absolute authority. Nation branding requires a certain autonomous structure too. In this context, nation branding is a process which should be managed by government with the contributions of private sector entrepreneurs and citizens, and by getting opinion leaders’, academicians’, businessmen’s, artists’ etc. opinions.

When we look at the issue of nation branding in Turkey, the observable truth is that Turkey is an average nation brand. It seems like Turkey as a country which ranks 36th among 50 countries in Nation Brands Index 2008, has a long way to go in nation branding.

So in future can Turkey become a strong and nation brand? To answer this question, Turkey’s political and socio-economic dynamics should be well interpreted. After this stage, it would be discussed in a healthier way whether nation

branding would work in Turkey. First of all, it should be noted that nation branding is a method that goes beyond image building; it coordinates many different areas under one authority. Nation branding is a structure which encourages country and its stakeholders to make innovations, coordinates different stakeholders and provides necessary communication strategy. According to Anholt, as good as a country can coordinate the points of Nation Brand Hexagon, and as much as it can transmit the same continuous message to its citizens and abroad, that country increases its chance of becoming a good and strong nation brand.² In this regard, the current projects like the Strategic Vision 2023, TIM and Turquality are promising projects but they cannot be effective as much as nation branding. If these projects can be brought together under the umbrella of nation branding, Turkey can have a much more effective and positive image in the world scene.

The general view of nation branding experts is that nation branding should be built on the realities of the country. Otherwise, because of the people who lost confidence to nation branding strategy, nation branding will be short-lived and work to no avail. So here is the question which reveals to the purpose of this study too: “Can Turkey as a country that has some internal and external problems become a good and strong nation brand?”

As a result of this master’s thesis, it’s possible to say that nation branding is an area which goes beyond the areas like advertising, public relations and marketing. In this regard, pre-condition of an effective nation branding strategy is accepting the current status of country and making improvements and innovations about its current position. Otherwise, all the efforts made will be named as image management, not nation branding. Fan clarifies the issue as follows: “*The image problem of a nation or place is often reflection of some more serious political and socio-economic troubles in that area. Facial make-up will not help a cancer patient feel healthy.*”³

² Simon Anholt, **Competitive Identity**, Palgrave Macmillan, New York, 2007, p.31.

³ Ying Fan, “Branding the nation: What is being branded?”, *Journal of Vacation Marketing*, Vol.12-5, 2006, p.13.

There are certain rules to obey for a nation which is on the way of becoming a nation brand. For example, a nation brand should differentiate from others in certain areas because with globalization, many countries with the same promises look so alike that they become indistinct. In this context, Turkey has a potential of differentiating from others and it's a country which can use this in a much more effective way.

A country that wants to become a nation brand should increase its attractiveness by developing new ideas, products, technologies etc. but it's obvious that these innovations requires a certain people infrastructure. In this context, we reach to the hypothesis of this study that to become a good and strong nation brand, it is necessary for a country to have a good and strong people infrastructure.

In the conclusion of this master's thesis, we saw that the most important dynamic of nation branding is the people factor and the governance factor which is also related to the people factor. We argued that nations that want to be a nation brand should make investments primarily in these two areas because the countries that are improved in these two areas, will be developed gradually in other areas too and will get an important position in the world scene.

In this context, Turkey can become a good and strong nation brand as much as it can develop its people and governance points. While this change and transformation will be realized in the long term, country should continue to make non-stop investments. If Turkey which is open to developing does not use its current potential well, it's advantages can turn into drawback. For example, if Turkey as a young populated country cannot create its qualified young population, its young population will be more like a disadvantage which will embarrass the country. For this reason, nation branding can be a good solution for a country like Turkey which has critical potentials and garbled image abroad, as much as it can invest in its people.

ÖZET**YENİ MARKALAMA STRATEJİLERİNDEN ULUS MARKALAMA:
TÜRKİYE ÖRNEĞİ**

21.yy’da küreselleşme ile birlikte rekabet sadece büyük firmalar arasında değil, artık ülkeler arasında da görülmektedir ve bu rekabet ortamında ulus markalama araçlarını en etkili şekilde kullanabilen ülkeler, dünya sahnesinde hem itibar elde edebilmekte hem de birçok farklı alanda gelişme gösterebilmektedirler. Bu tez çalışmasında, öncelikle ulus markalama tanımı yapıp, ulus markalamanın yapısı, süreci, unsurları ve dinamikleri anlatılmış, ulus markalamanın kamu diplomasisi ve pazarlama alanlarıyla olan ilişkisi irdelenmiş ve son olarak da potansiyel ulus marka olarak kabul ettiğimiz Türkiye örneği incelenerek çalışma noktalanmıştır.

Bu çalışma süresince, içerik analizi metodu kullanılarak konu detaylıca incelenmiş ve konu ile ilgili kitaplardan, makalelerden, internet sitelerinden, anketlerden ve raporlardan yararlanılmıştır. Ayrıca, ulus markalama ve kamu diplomasisi arasındaki ilişkiyi daha iyi bir şekilde anlayabilmek için T.C. Başbakanlık Kamu Diplomasisi Koordinatörlüğü ziyaret edilmiştir.

Peter van Ham, “*çok yakın bir zamana kadar, bilgi fazlalığından ziyade, bilgi eksikliğinden dolayı insanların kafalarında diğer yerlerle ilgili belli bir imaj şekillenmekteydi*”¹, demiştir. Bugünse, iletişim teknolojilerinin gelişmesiyle birlikte, dünya çok daha küçüktür ancak yine de bazı ülkelerin diğerlerine göre her zaman daha popüler ve çekici olduğu ortadadır. Bu durumda sorulması gereken sorulardan bazıları şunlar olabilir: “Neden bazı ülkeler ile ilgili daha fazla bilgiye sahipken, bazı ülkelerin adını bile bilmiyoruz? Neden bazı ülkeler tatil için çok cazipken, bazı ülkeler hiç ilgimizi çekmiyor? Amerikan ayakkabısı yerine kim Bulgar ayakkabısı giymeyi tercih

¹ Peter van Ham, “Place Branding: The State of the Art”, *The Annals of the American Academy of Political and Social Science*, March 2008, p.133.

eder? Neden yaşamak veya eğitim almak için belli başlı ülkeler her zaman ilk on içindedir? Türkiye bir Avrupa ülkesi midir yoksa bir Orta Doğu ülkesi midir?”

Bir ülkenin imajının bu denli önemli olmasının pek çok sebebi vardır. Ulus markalamasının önemini Simon Anholt şu şekilde ifade etmektedir: “*Ülkelerin ulus markalamayı denemeleri için iyi sebepleri vardır çünkü güçlü ve pozitif bir ulus markadan ihracatçılar, yatırımcılar, hükümet, kültür sektörü, turizm, göç ve uluslar arası ilişkilerle ilgili olan hemen hemen her alan faydalanır.*”²

Simon Anholt ulus markalamayı “*Nation Brand Hexagon*” ile açıklar. Bu modele göre bir ülke, turizm, kültür, yatırımlar ve göç, ihracatlar, yönetim ve insan faktörlerinin koordine etmesi, bu alanlarda yenilikler yapması ve iletişimi sağlaması ile iyi ve güçlü bir ulus marka haline gelebilir.

Ulus markalamada ihracat önemli bir unsurdur. Örneğin, elektronik cihaz piyasasında Japonya üstünlüğünü sürdürürken, Fransız parfümleri, İtalyan ayakkabıları, Amerikan filmleri ya da İsviçre çikolatası en bilinen “*country-of-origin effect*” örnekleri arasındadır. Global şirketler bazında konuya bakacak olursak, Apple ne kadar Amerika ise, Sony de bir o kadar Japonya, Nokia Finlandiya ve IKEA İsveç demektir. Bu sebepten ulus markalamasının ayaklarından biri olan “İhracatlar” konusu ulus markalama sürecinde olmazsa olmazlar arasındadır.

Ulus markalamasının bir başka ayağı ise “Kültür” ayağıdır. Bir ülkenin her türlü kültürel faaliyeti o ülkenin imajına pozitif bir katkıda bulunmaktadır. Bu bağlamda, bir ülkenin müzik, sinema, edebiyat, spor, mutfak kültürü gibi alanlardaki topladığı takdir oranı arttıkça, dünyadan çok daha fazla pozitif geri dönüş alması kaçınılmazdır.

“Turizm” ise ulus markalamaya en çabuk cevap veren faktördür. Etkili bir ulus markalama stratejisi, aslında direkt olarak daha çok turist demektir çünkü turizm, insanların ulus markayı tam olarak yaşayabilecekleri yegâne alandır.

² Simon Anholt, Jeremy Hildreth, **Brand America: The Mother of All Brands**, Cyan Books, Great Britain, 2004, pp.14-16.

Ulus markalamasının bir diğerk ayağı olan “Yatırımlar ve Göç” ayağı, bir ülkenin dışarıda ne kadar çekici ve yaşanılır bir ülke olarak algılanmasıyla alakalı olmakla birlikte, ulus markalama sonuçlarının en çok hissedildiği alanlardan biridir. Örnek vermek gerekirse “Amerikan rüyası” ve “Amerikan tarzı yaşam” fikri tam olarak bu noktanın karşılığıdır.

“İnsan” ve “Yönetim” unsurları ise ulus markalamasının en önemli ayaklarını teşkil etmektedir. Bir ülkenin siyasi yönetiminin çizdiği imaj, demokrasi, adalet, kalkınma ve çevre gibi konulara önem vermesi, o ülkenin ulus marka olma yolunda atacağı en önemli adımlardan bazılarıdır. “İnsan” faktörü ise bir ülkenin ulus markalama alanındaki sabit güç kaynaklarından biridir. Bu faktör ancak uzun vadede değişip dönüşebilir ve bir ülkede bu faktör ne kadar iyi ve güçlü olursa, o ülkenin iyi ve güçlü bir ulus marka haline gelebilmesi o derece kolaydır.

Peki tüm bu ulus markalama sorumluluğunu kim üstelenecektir? Ulus markalama çok boyutlu ve pek çok farklı kesimden katılıma açık bir alandır. Bu konuda uzmanlaşmış olan kişilerin görüşlerinin ortak paydası, ulus markalamasının devlet eliyle yapılmasının uygun olduğu fakat bunun mutlak bir otorite anlamına gelmemesi gerektiği, ulus markalamaya belli bir otonomi sağlanması gerektiği yönündedir. Bu bağlamda, ulus markalama devlet eliyle, özel sektör girişimcileri ve vatandaşların katkısıyla, akademisyenlerin, kanaat önderlerinin, iş adamlarının, sanatçıların vb. fikirleri alınarak yürütülmesi gereken bir süreç olarak karşımıza çıkmaktadır.

Türkiye’de ulus markalama konusuna baktığımızda ise, göze ilk olarak çarpan unsur, Türkiye’nin ortalama bir ulus marka olmasıdır. Nation Brands Index 2008’e göre 50 ülke arasında 36. olan Türkiye’nin, bu konuda alacak daha çok yolu var gibi görünmektedir.

Peki gelecekte Türkiye iyi ve güçlü bir ulus marka haline gelebilir mi? Bu soruya yanıt verebilmek için öncelikle Türkiye’nin siyasi ve sosyo-ekonomik dinamiklerini iyi yorumlamak gerekir. Bu aşamadan sonra ulus markalamasının işe yarayıp yaramayacağı daha sağlıklı şekilde tartışılabilir. Özellikle belirtmek gerekir ki ulus markalama *image*

buildingin ötesine geçen bir yöntemdir; ulus markalama, ülkede yenilikler yapılmasını teşvik eden, ülkedeki farklı paydaşları koordine eden ve gerekli iletişimi sağlayan bir stratejidir, ayrıca farklı birçok alanın tek bir çatı altında koordine edilmesidir. Anholt'a göre bir ülke Nation Brand Hexagon'ın ayaklarını ne kadar iyi koordine edip, ülkeden kendi vatandaşlarına ve yurtdışındakilere ne sıklıkla aynı mesajın iletilmesini sağlayabiliyorsa, o ülkenin iyi ve güçlü bir ulus marka haline gelme şansı o derecede artmaktadır.³ Bu bakımdan Türkiye'de son dönemde hayata geçirilen Stratejik Vizyon 2023, Türkiye İhracatçılar Meclisi, Turquality gibi projeler umut vaat etmekte fakat ulus markalama etkisini gösterememektedirler. Türkiye'deki bu projeler ulus markalama çatısı altında toplanırlar ise, Türkiye dünya sahnesinde çok daha etkili ve pozitif bir imaja sahip olabilecektir.

Ulus markalama uzmanlarının görüşlerinin ortak paydası, ulus markalamanın ülkenin gerçekleri üzerine inşa edilmesi gerekliliğidir. Aksi takdirde, insanların güvenini kaybeden bir ulus markalama stratejisi kısa ömürlü olacak ve bir işe yaramayacaktır. Burada akla çalışmanın amacını da ortaya koyan şu soru gelmektedir: “Bazı iç ve dış problemleri olan bir ülke olan Türkiye, etkili bir ulus markalama ile iyi ve güçlü bir ulus marka haline gelebilir mi?”

Bu tez çalışmasının sonucunda, ulus markalamanın reklam, halkla ilişkiler ve pazarlama gibi alanları aşan bir alan olduğunu söylemek mümkündür. Bu bakımdan, etkili bir ulus markalama çalışmasının ön koşulu, ülkenin bulunduğu noktanın tespit edilmesi ve bulunduğu konum ile ilgili iyileştirmeler ve yenilikler yapılmasıdır. Aksi takdirde gösterilen tüm çabaların adı, ulus markalama değil, imaj yönetimi olacaktır ki bu yöntem ülkenin gerçeklikleri ile yaratılan algıların çatışması sonucunu doğurabilen bir yöntemdir. Fan bu konuyu şu şekilde aydınlatmıştır: “*Bir ulusun ya da yerin imaj problemleri sıklıkla daha çok o yerin siyasi ve sosyo-ekonomik sıkıntılarının*

³ Simon Anholt, **Competitive Identity**, Palgrave Macmillan, New York, 2007, p.31.

*yansımasıdır. Yüz makyajı, bir kanser hastasının kendini sağlıklı hissetmesini sağlamaz.*⁴

Ulus marka olma yolunda olan bir ülkenin uyması gereken bazı kurallar vardır. Örneğin ulus markanın diğer ülkelerden belli alanlarda farklılaşması gerekmektedir çünkü küreselleşme ile birlikte pek çok ülke aynı vaatlerde bulunmakta, böylece diğerleriyle benzeşmekte ve silikleşmektedir. Bu bağlamda, Türkiye farklılaşma potansiyeli olan ve bunu çok daha etkili bir şekilde kullanabilecek bir ülke olarak göze çarpmaktadır.

Ulus marka olmak isteyen bir ülke, yeni fikirler, yeni ürünler, yeni teknolojiler vb. geliştirerek cazibesini arttırmalıdır fakat bu yeniliklerin belli bir insan alt yapısını gerektirdiği aşikârdır. Bu bağlamda “iyi ve güçlü bir ulus marka olmak için iyi ve güçlü bir insan alt yapısına sahip olmak gerekir” hipotezine ulaşmış oluyoruz.

Sonuç olarak bu yüksek lisans tezinde, ulus markalamanın en önemli dinamiği olarak insan unsuru ve yine bu unsura bağlı olan yönetim faktörü ön plana çıkmıştır. Ulus marka olmak isteyen ülkelerin öncelikli yatırımlarını bu iki alana yapmaları gerektiği savunulmuştur çünkü bu iki alanda kalkınabilmiş olan ülkeler, zamanla diğer alanlarda da ilerleme kaydedebilmekte ve dünya sahnesinde önemli bir konum elde edebilmektedirler.

Bu bağlamda Türkiye, insan ve yönetim faktörlerini geliştirebildiği ölçüde iyi ve güçlü bir ulus marka haline gelebilecektir. Bu değişim ve dönüşüm uzun vadede gerçekleşeceğinden, bu alanlara yapılacak olan yatırımlara kesintisiz devam edilmelidir. Türkiye konumu itibarı ile gelişmeye açık bir ülke olmakla beraber, mevcut potansiyelini iyi kullanmazsa sahip olduğu avantajları, dezavantaja dönüşebilecek bir ülkedir. Bu bağlamda, örneğin ağırlıklı olarak genç nüfuslu olan Türkiye, kalifiye bir

⁴ Ying Fan, “Branding the nation: What is being branded?”, *Journal of Vacation Marketing*, Vol.12-5, 2006, p.13.

genç nüfus yaratamazsa, gelecek yıllarda bu genç nüfus avantajdan çok dezavantaj olarak ülkeyi sıkıntıya sokacaktır. Bu sebepten, ulus markalama, Türkiye gibi kritik potansiyelleri olan ve yurtdışında hala karışık bir imaja sahip olan bir ülke için ağırlıklı olarak insana yatırım yapıldığı ölçüde, mevcut Türkiye algısını değiştirebilmek için uzun vadede iyi bir çözüm yolu olabilir.

INTRODUCTION

“Nation branding is an important concept in today’s world. Globalization means that countries compete with each other to attract the attention, respect and trust of investors, tourists, consumers, donors, immigrants, media and the governments of other nations. In such a context, a powerful and positive nation-brand provides crucial competitive advantage. It is essential for countries to understand how they are seen by other publics around the world, how their achievements and their failures, their assets and their liabilities, their people and their products are reflected in their brand images.”

Keith Dinnie - Nation Branding

“The competition in today’s world is not only between the companies but the nations. The ‘branding’ tool has become crucial in the global market of nations competing for attention and goodwill, the remedy against prejudice is branding. It facilitates the ‘illustration of a nation’s character’, so that people are not ‘puzzled by different accounts’”, says Widler.¹

Janine tells the story of nation branding as follows:

“Nation branding emerged in the 1990s to meet both ideological and pragmatic needs of nation-states and transnational corporations. The abrupt end of the Cold War produced geo-political identity crises, forcing nations to rethink their alliances and positioning in the world. In the master narrative of globalization, which quickly gained traction in Western policy circles, “market” replaced “war” as the foundation metaphor. Globalization encouraged devolution of the nation-state by promoting the privatization of public property and services, and sought to integrate the world market and promote trade by reducing trade barriers. Under the new regime, a nation’s power and prestige would, in theory, be judged by its performance in the marketplace rather than on the battlefield. Countries possessing global brands like Nike or Sony, were well-positioned to compete within the new order, while others were faced with the challenge of leveraging the visibility of their

¹ Janine Widler, “Nation Branding: With Pride Against Prejudice”, *Place Branding and Public Diplomacy*, Vol.3-2, March 2007, p.144.

*products. Before long, as Olins (1999) put it, countries and products were “trading identities”. Companies recognized that positive national identities attracted investments, exports began to promote the national brands of companies. This convergence of interests produced the public-private partnerships that made nation branding possible and attractive to government and corporate leaders.”*²

Nation branding is one of the consequences of globalization and in this new order, most of the nations such as United States, Canada, Spain, China and so on discovered nation branding as an effective strategy to improve their country and accordingly their image. At this point it should be noted that nation branding is not about making illusions, it's about managing realities of country and society.

This study focused on the concept of nation branding and its role for nations in the 21st century, particularly for Turkey. In the Nation Brands Index 2008, Turkey ranks 36th among 50 countries. It's a fact that Turkey has a garbled image abroad, so this means that for some people, Turkey is a good country, for some it's a bad country and for some others Turkey does not mean anything at all.

In this study, we assumed that nation branding can be effective in countries which are strong enough politically and socially. Accordingly, we argued whether Turkey can earn a better reputation in the world scene and improve its garbled image by nation branding.

This study is composed of three main parts. We considered content analysis as the appropriate model for this research. In the first part of the thesis, definition, mechanism, functions of nation branding have been touched upon to understand the conceptual framework of nation branding. Then, indexes about nation branding are examined in detail.

In the second part, firstly nation branding strategies are touched upon. Then, the relationship between nation branding, public diplomacy and marketing is studied.

² Sue Jurry Jansen, “Designer nations: Neo-liberal nation branding – Brand Estonia”, *Taylor&Francis*, Vol.14-1, January 2008, pp.124-125

In the third part, we analyzed Turkey as a potential nation brand. The study has been carried out on why and how Turkey should use nation branding and which points of the “Nation Brand Hexagon” should be put in the foreground.

1. UNDERSTANDING NATION BRANDING

Nation branding is one of the new generation branding strategies which emerged in 1990s as a result of globalization process. In today's world, globalization means competitiveness which is not only between the companies but also nations. So in this context, it can be said that just like the companies, nations need branding strategies too. In this chapter, the definition of nation will be made and general content of nation branding will be analyzed according to approaches of different nation branding experts.

1.1. What is Nation Branding?

As a concept, the nation branding is not a simple term to define. Hence it's necessary to take into consideration some different points of view of nation branding 'gurus' like Simon Anholt, Keith Dinnie, Wally Olins, Ying Fan and Andreas Markessinis to draw the outline of the term more clearly. According to Ying Fan, nation branding concerns a country's whole image, covering political, economic, historical and cultural dimensions.³ Another nation branding expert, Simon Anholt says that country image is the sum of beliefs, ideas, impressions and judgments that people have about a specific country, which depends on nation wealth development level, infrastructure quality and cultural progress.⁴ He explains the nativity and the evolution of the term "nation branding" as follows:

"I first began to write about an idea I called nation branding in 1996. My original observation was a simple one: that the reputations of countries function like the brand images of companies and that they are equally critical to the progress and prosperity of those countries. The notion of brand value is still an important part of my work, but I now call the approach Competitive Identity (*Representing the nation brand), because it has more to do with national identity and the politics and*

³ Ying Fan, "Branding the Nation: What is being branded?", *Journal of Vacation Marketing*, Vol.12-1, March 2005, p.8.

⁴ Maria D. Alvarez, Kıvanç Inelmen, Şükrü Yarcın, "Do Perceptions Change? A Comparative Study", *Anatolia*, Vol.20-2, 2009, p.403.

economics of competitiveness than with branding as it is usually understood in the commercial sector.”⁵

According to Markessinis, definition of nation branding is as follows:

“Nation branding: The adoption of real-life policies and tactics following a strategic plan to gain relevance and perceived value in one or several aspects of a country’s reputation. Or, simply put, defining what reputation a country wants to have, and taking the necessary measures to become by fact what a country intends to be known for. Another one: deserving that reputation by implementing those strategies, policies, activities, investments and media-friendly symbolic movements. In other words, doing the right things to prove the country deserves the desired brand among citizens, both inside and outside the country.”⁶

In his book, *Nation Branding*, Keith Dinnie clarifies the structure of nation branding by illuminating its different aspects:

“Nation branding is an exciting, complex and controversial phenomenon. It is exciting, as it represents an area in which there is little existing theory but a huge amount real world activity; complex, because it encompasses multiple disciplines beyond the limited realm of conventional brand strategy; and controversial, in that it is a highly politicized activity that generates passionately held and frequently conflicting viewpoints and opinions. Furthermore, nation branding is steadily gaining prominence, with more and more countries around the world committing resources to the development of their nation-brand.”⁷

Nation branding is a multi-dimensional concept which has different definitions. Ying Fan explains nation branding as follows:

“There is no single definition of nation branding. To some it is simply another term for COO effect or place marketing. To others it refers to a consistent and all-

⁵ Keith Dinnie, **Nation Branding: Concepts, Issues, Practice**, Elsevier, 2008, pp.22-23.

⁶ Andreas Markessinis, <http://nation-branding.info/2010/06/26/a-pocket-dictionary-of-nation-branding/>, 08 May 2011.

⁷ Dinnie, **op. cit.**, p.13.

embracing national brand strategy which determines the most realistic, most competitive and most compelling strategic vision is supported, reinforced and enriched by every act of communication between the country and the rest of the world. In nation branding the aim is to create a clear, simple, differentiating idea built around emotional qualities which can be symbolized both verbally and visually and understood by diverse audiences in a variety of situations. To work effectively, nation branding must embrace political, cultural, business and sport activities. Note the key words used in this statement – clear, simple, differentiating, diverse, variety – this shows the complexity inherent in nation branding involves not just marketing but also almost all aspects of a nation’s character.”⁸

Finally it should be noted that the nation branding has been described as “one of the most contentious political concepts of our time”⁹ by Wally Olins which is a key comment about nation branding because as it is going to be discussed in next chapter, the dynamism of nation branding comes out from its marketing aspect but it’s internal mechanism is made of politics.

1.1.1. Functions of Nation Branding

Nations are making increasingly conscious efforts to transform their country into a brand. There are a lot of micro and macro-benefits of nation branding as it is possible to summarize the general functions and purposes of nation branding as follows:

- Nation branding is a key to attract tourists, to stimulate inward investment and to boost exports. It is also a key for the talent attraction, where by countries compete to attract higher education students, and skilled workers.
- Nation branding can increase currency stability; help restore international ratings downgrades; increase international political influence; stimulate

⁸ Fan, **op.cit.**, p.6.

⁹ Jansen, **op.cit.**, p.121.

stronger international partnerships and enhance nation building (by nourishing confidence, pride, harmony, ambition, national resolve).¹⁰

- It has also been suggested that the unbranded state has a difficult time attracting economic and political attention, and that image and reputation are becoming essential parts of the state's strategic equity. A powerful and positive nation-brand can provide crucial competitive advantage in today's globalised economy.¹¹ Anholt shares the same point of view as he mentions that a country's brand image can profoundly shape its economic, cultural and political destiny.¹²
- In nation branding, experts claim that prejudice is responsible for false perceptions others have towards a nation, which can create negative consequences for the economic development of a country.¹³ Brand positioning gives a country a competitive advantage over other nations and that activate repositioning of a country through branding can be done successfully and holds great potential for countries, particularly in cases where a country's stereotype lags behind reality.¹⁴ Nation branding can help erase misconceptions about a country and allow the country to reposition itself more favourably with regard to targeted audiences.¹⁵
- States, regions, and cities now adopt proactive branding strategies in the knowledge that as a strong, attractive place brand, they can charge higher prices, achieve higher profit margins, and expand their market and political share by creating a brand premium. By managing their location's brand equity, politicians do two things. Externally, they aim at attracting more clients, charge more for their products/services, and generate overall economic/political advantage for themselves. Internally, they are making

¹⁰ Dinnie, *op.cit.*, p.17.

¹¹ *Ibid*, p.18.

¹² Claduia Bell, "Branding New Zealand: the National Green-Wash", *British Review of New Zealand Studies*, Vol.15, June 2005, p.25.

¹³ Janine, *op.cit.*, p.144.

¹⁴ Dinnie, *op.cit.*, p.19.

¹⁵ *Ibid*, pp.18-19.

their citizens feel better and more confident about themselves by giving them a sense of belonging and a clear self-concept.¹⁶

1.2. Mechanism of Nation Branding

Branding the nation in a globalized world is a form of positioning; a strategy or tool in the competition for attention and wealth; and a tool of self-affirmation.¹⁷ In this context, a powerful nation-brand provides crucial competitive advantage to attract the attention, respect and trust of investors, tourists, consumers, donors, immigrants, media and the governments of other nations which also serves to the national wealth and development. So it's possible to come to a conclusion that nation branding is an important issue not only for the countries, and also for their people and their public and private sphere. In this section, the process of becoming a nation-brand and the stakeholders of nation branding will be examined in detail with the contribution of nation branding experts' model suggestions about setting up this process and determining its responsibilities.

1.2.1. Nation Branding Process

Nation branding is a multi-dimensional teamwork and the important question is who is going to shoulder its responsibility and coordinate it? The Figure 1.1. demonstrates throughly the nation branding process: Nations are composed of nation-brand identity components like history, language, territory, political regime, architecture, religion, music etc. and the communicators of nation-brand identity like branded exports, sporting achievements, brand ambassadors, government, prominent personalities etc. are the carriers of these key components to other audiences which builds up the global reputation of a nation.

¹⁶ Peter van Ham, "Place Branding: The State of the Art", *The Annals of the American Academy of Political Science and Social Science*, 616:116, 2008, p.131.

¹⁷ Bell, *op.cit.*, p.17.

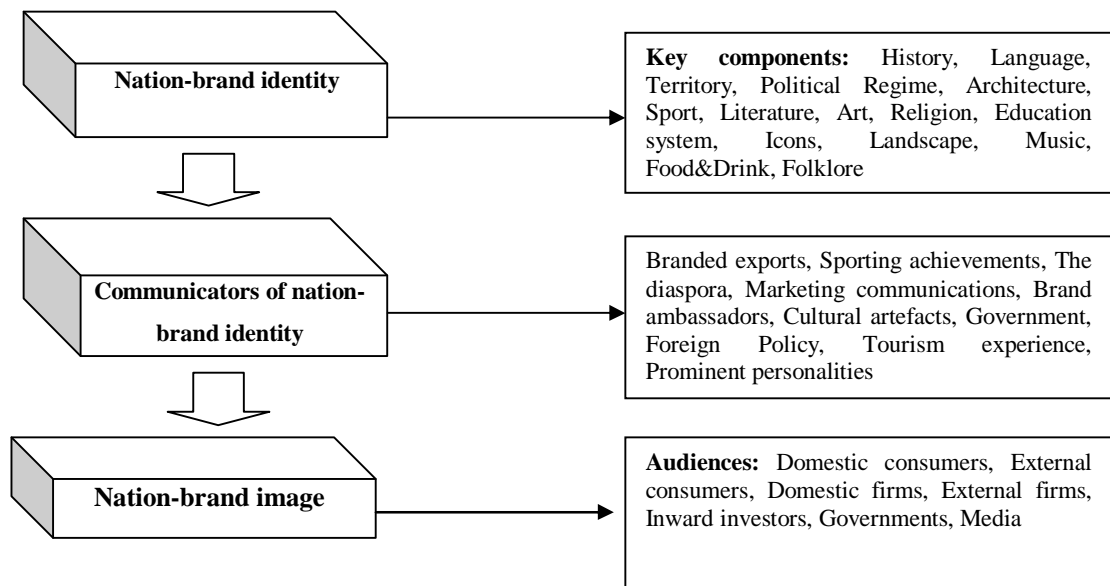


Figure 1.1 Conceptual model of nation-brand identity and image, Source: Keith Dinnie, *Nation Branding*, Elsevier, 2008, p. 49.

It can be seen from the Figure 1.1. that there are several components of nation branding process and it's impossible to say that it belongs to only one person, to an organization or to government. Simon Anholt describes it this way: “*National image is communicated through a complex web of channels and sectors, and none of the owners of those channels have absolute control over all the factors that affect their interests.*”¹⁸

1.2.2. Stakeholders of Nation Branding Process

According to Keith Dinnie, nation branding process should be coordinated by the government. It can be seen from the Dinnie's “The FIST” table (See Figure 1.2.) that the government is the only one of the nation's key actors that can realistically aspire to coordinate nation-brand activities encompassing the full range of stakeholders. The coordinating body needs to be set up by government, but the coordinating body also needs to possess a degree of political independence so that

¹⁸ Anoush Rima Tatevossian, “Domestic society's (often-neglected) role in nation branding”, *Place Branding and Public Diplomacy*, Vol.4-2, February 2008, p.1.

nation-brand strategy, which is a long-term undertaking, does not veer off-course every time a new minister is appointed.¹⁹

It should be noted that Keith Dinnie’s “The FIST approach” may be considered to represent the ideal state, rather than the actual state, regarding levels of stakeholder inclusiveness in the formation of nation branding strategy.

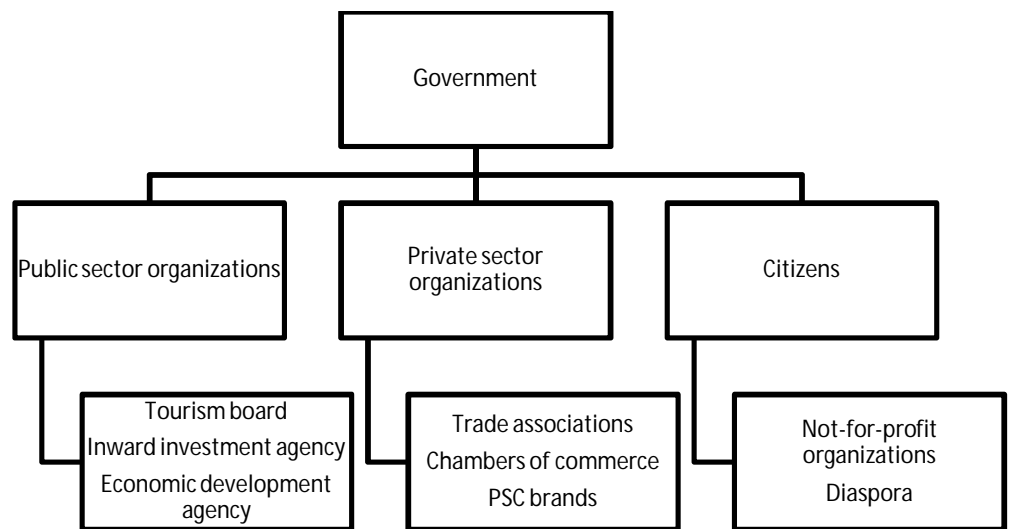


Figure 1.2 The FIST (fully-inclusive stakeholder) Approach. Source: Keith Dinnie, *Nation Branding*, p.188.

Dinnie adds right after the table that governments need to give some consideration to the ways in which the nation’s citizens can be included in the development of nation brand strategy.²⁰ According to Philip Kotler, there are four main stakeholders of place marketing: They are found at the local level, regional level, national level, and international level.²¹ Kotler thinks that the real challenge is to coordinate all the public and private interest groups into a cohesive working body that agrees on the ends and the means to be pursued. He continues as follows:

¹⁹ Dinnie, *op.cit.*, p.189.

²⁰ *Ibid.*

²¹ Philip Kotler, Donald H. Haider, Irving Rein, **Marketing Places: Attracting investment, industry and tourism to cities, states, and nations**, Maxwell Macmillan International, New York, 1993, p.40.

*“Too often, within the public sector itself, agencies with overlapping and competing responsibilities lead either to interaction or cross-purpose actions. Some of the private sector actors may disagree with the vision, causing a fracturing of the total effort needed. Bringing all the disparate groups together to support a common cause takes leadership.”*²²

Simon Anholt suggests that the initiative has to be a major, nationwide, public-private partnership. The government, tourist boards, airlines, major brands and corporations have to agree on a common branding strategy (informed by a profound understanding and objective evaluation of overseas markets), and stick to it for many years. He advises to establish a government department to coordinate all the work of nation branding by explaining the mechanism as follows:

*“Ideally, a government department needs to be established with this exclusive mandate, and fully empowered to make it happen. It is this department’s job to drive the strategy forwards, create standards, ensure compliance, and generally commit itself to making sure that every single message which comes out of the country – whether it comes through exported brands, tourism promotion, inward investment or employment promotion, art, culture and sport, acts of foreign policy or the comments of internationally-renowned personalities – plays unerringly on the same basic themes.”*²³

W. Olins suggests to create a working group with representatives of government, industry, the arts, education and the media to implement the initiative and also to create a public-private liaison group to launch the program and keep it active in government, commerce, industry, the arts, and media, etc.²⁴

Peter Van Ham also mentions that place branding involves multiple stakeholders, often with competing interests; unlike product branding, place branding is seldom under the control of one central authority. He continues as he makes an important criticism about branding authorities in government: *“What is more, few in*

²² Ibid, p.42.

²³ Simon Anholt, **Brand New Justice**, Elsevier, Great Britain, 2005, p.130.

²⁴ Jansen, **op.cit.**, p.130.

government have the skills required to design major and long-term branding campaigns, which is why most place branding campaigns fade away-probably too quickly."²⁵

1.3. Measuring Global Perceptions: Nation Brand Perception Indexes

There are three main indexes that rank countries according to their perception and/or perceived brand value.

East West Communications produces quarterly and annual Nation Brand Perception Indexes, including the East West Global Index 200 that measures perceptions of countries based on textual analysis of articles in several dozen major international media sources.²⁶ The indexes rank countries by the tone of coverage that is reflected in a perception score and by the volume of mentions. The indexes cover 200 countries and major territories, including all 192 members of the United Nations. The indexes rank countries globally and by region.

Simon Anholt regularly conducts two global surveys known as the Anholt-GfK Roper Nation Brands Index and Anholt-GfK Roper City Brands Index. The nation brands index ranks 50 developed countries based on responses to some 20,000 surveys submitted by people knowledgeable of the countries.

The Anholt-GfK Roper Nation Brands Index measures the power and quality of each country's brand image by combining the following six dimensions:

- **Exports** – Determines the public's image of products and services from each country and the extent to which consumers proactively seek or avoid products from each country-of-origin.
- **Governance** – Measures public opinion regarding the level of national government competency and fairness and describes individuals' beliefs about each country's government, as well as its perceived commitment to global issues such as democracy, justice, poverty and the environment.

²⁵ Peter Van Ham, *op. cit.*, p.133.

²⁶ <http://eastwestcoms.com/global.htm>, 09April 2011.

- **Culture and Heritage** – Reveals global perceptions of each nation's heritage and appreciation for its contemporary culture, including film, music, art, sport and literature.
- **People** – Measures the population's reputation for competence, education, openness and friendliness and other qualities, as well as perceived levels of potential hostility and discrimination.
- **Tourism** – Captures the level of interest in visiting a country and the draw of natural and man-made tourist attractions.
- **Investment and Immigration** – Determines the power to attract people to live, work or study in each country and reveals how people perceive a country's economic and social situation.

FutureBrand also produces a Country Brand Index which is based on the assessment by industry experts and compares the tourism offerings of several countries.²⁷ This is not strictly a nations brand index, but a nations tourism index.

²⁷ <http://www.futurebrand.com/think/reports-studies/cbi/2010/overview/>, 01 February 2011.

2. A NATION BRANDING DILEMMA: NATIONS BETWEEN PUBLIC DIPLOMACY AND MARKETING

2.1. Nation Branding Strategies

In the strict sense of the word “branding”, branding is in the field of marketing communications but when the term is “nation branding”, there is no concurrence of opinion between different nation branding experts if it is in the field of marketing or public diplomacy. So in this chapter, firstly different nation branding strategies and approaches will be analysed and then the correlations and dissociations of nation branding, public diplomacy and marketing will be examined in detail with bringing in the quotations of different nation branding experts.

One of the generally recognized principles of branding is that the brand is not only based on what is, but equally on what is perceived to be.²⁸ So it can be said that branding a nation is also an art of changing perceptions or creating new ones. As Simon Anholt expresses, branding is primarily about people, purpose and reputation.²⁹ In this context, firstly it would be useful to argue why branding is both necessary and beneficial before examining nation branding strategies:³⁰

1. Products, services and locations have become so alike that they can no longer differentiate themselves by their quality, reliability, and other basic traits. Branding adds emotion and trust to these “products”, thereby offering clues that make consumers’ choice somewhat easier.

2. This emotional relationship between brand and consumer ensures loyalty to the brand.

3. By creating an aspiration lifestyle, branding offers a kind of *ersatz* for ideologies and political programs that are losing their relevance.

²⁸ Nikolas Glover, “Imaging Community Sweden in ‘cultural propaganda’ then and now”, *Scandinavian Journal of History*, Vol.34-3, September 2009, p. 258.

²⁹ Janine Widler, *op. cit.*, p.146.

³⁰ Peter van Ham, *op. cit.*, pp.129-130.

4. The combination of emotions, relationships, and lifestyle (values) allows a brand to charge a price premium for their products, services, and locations, which would otherwise hardly be distinguishable from generics.

Simon Anholt, the father of the term nation branding, draws the roadmap of nation branding with a “Nation Brand Hexagon” (See Figure 2.1). As seen below, each country's score across the six dimensions is succinctly captured in the Nation Brand Hexagon which is a visual rendering of the total Index score. This tool provides a consistent framework for country-to-country comparisons against the key factors impacting a nation's reputation and for managing a country's reputation around the world. So it's clear that according to this hexagon, a nation's image is the sum of these six dimensions which are named as “People”, “Tourism”, “Exports”, “Culture and Heritage”, “Governance” and “Investment and Immigration”.³¹



Figure 2.1 The Nation Brand Hexagon, Source: Brand America, Simon Anholt, p.15.

- The country's tourism promotion, and people's experience of visiting the country as tourists or business travellers. This is often the loudest voice in branding the nation because the tourist board usually has the biggest budget and the best marketers.
- The country's exports, which are powerful ambassadors of the country's image abroad, but only when it's clearly stated where they are made.

³¹ http://www.gfkamerica.com/practice_areas/roper_pam/nbi_index/index.en.html, 09 April 2011.

- The policy decisions of the country's government. Policy is traditionally communicated through diplomatic channels, but policy makers are much closer to the international media than they used to be.
- To business audiences, the way the country attracts inward investment, foreign talent and foreign companies.
- The country's cultural activities and exports: a world tour by a national opera company, the works of a famous author, the national sports team etc.
- The people of the country themselves: the high-profile leaders, media and sports stars and the general population; how they behave when abroad and how they treat visitors at home.

Anholt says that most countries send out messages about themselves most of the time, via a hexagon of communication channels and actions and behaviours, and it's the cumulative effect of these which over the years creates their brands. He thinks that countries can influence their brand image if they have a good, clear, believable idea of what they really stand for, and if this message comes out clearly and consistently through some or all points of the hexagon. He explains it as follows:

*“Countries generally get the biggest improvement in their overall brand image when all the points of the hexagon are aligned with a common strategy. The ministry of foreign affairs may or may not be the right body to lead this process, but whatever the administrative structure, it's clear that all the major stakeholders of the country's image need to be fully represented on it.”*³²

Anholt continues as he underlines the importance of creating positive national brand as follows: *“There are good reasons for countries to try to do this, because a powerful and positive national brand benefits exporters, importers, government, the culture sector, tourism, immigration and pretty much every aspect of international relations.”*³³

³² Simon Anholt, Jeremy Hildreth, **Brand America: The Mother of All Brands**, Cyan Books, Great Britain, 2004, p.51.

³³ Ibid, pp.14-16.

Anholt defends the opinion that building “Competitive Identity”* (*as mentioned in Chapter 1, he uses the term “Competitive Identity” representing the nation brand) needs clearly stated and properly agreed goals. He suggests that countries with a Competitive Identity should find:³⁴

- Clearer domestic agreement on national identity and societal goals
- A climate where innovation is prized and practised
- More effective bidding for international events
- More effective tourism and business travel promotion
- A healthier “country of origin effect” for exporters of goods and services
- Greater profile in the international media
- Simpler accession into regional and global bodies and associations
- More productive cultural relations with other countries and regions.

Anholt mentions that there are two important mottos to keep in mind before starting Competitive Identity project: The first one is “actions speak louder than words” and the second motto is “don’t talk unless you have something to say”.³⁵ So it can be said that marketing communications such as advertising and PR should only be undertaken when there’s a good reason: something to report like a new product, an exciting initiative, an example of real innovation.³⁶ Anholt thinks that advertising is important but brand management should be treated as a component of national policy, never as a “campaign” that is separate from planning, governance or economic development.³⁷ He mentions that if brand management is put into a silo of “communications” or “public affairs”, there is little it can do but when it informs policy-making and becomes implicit in the way the country is run, it can dramatically accelerate change.³⁸ In this respect, he continues as follows:

³⁴ Simon Anholt, **Competitive Identity** The New Brand Management for Nations, Cities and Regions, Palgrave Macmillan, New York, 2007, pp. 28-29.

³⁵ Ibid, p.34.

³⁶ Ibid, p.36.

³⁷ Ibid, p.33.

³⁸ Ibid.

*“Governments should never do things purely for brand-related reasons; no action should be dedicated to image management alone. But there should be something unmistakable about these innovations, the style of their conception and delivery and their alignment with each other, which will gradually drive the country from the image it has inherited towards the one it needs and deserves.”*³⁹

Anholt says that innovations are very important to attract global attention as he also underlines the importance of aligning the innovation to a strategy for enhancing the country’s international reputation.⁴⁰ He thinks that this makes the innovation more focused and more appropriate to the needs and resources of the country; and the relatively faster improvement in the country’s image helps bring in additional investment, better markets for the commercialized innovations, and more international interest and respect for the changes taking place.⁴¹ The first steps to get to the CI strategy are as listed as follows:⁴²

1. Find out how people really see the country today, and understand why this view is preventing more of them from taking an active interest in the country, respecting and admiring it, listening to what it says, investing in its economy, spending more time and money there, or whatever the particular aims of the country are.
2. Come up with a clear vision of how people would need to see the country, in order for them to start doing all of these things.
3. Work out a democratic, effective and accountable process for getting from the current brand to the future one.

³⁹ Ibid, p.38.

⁴⁰ Ibid, p.33.

⁴¹ Ibid.

⁴² Ibid, p.30.

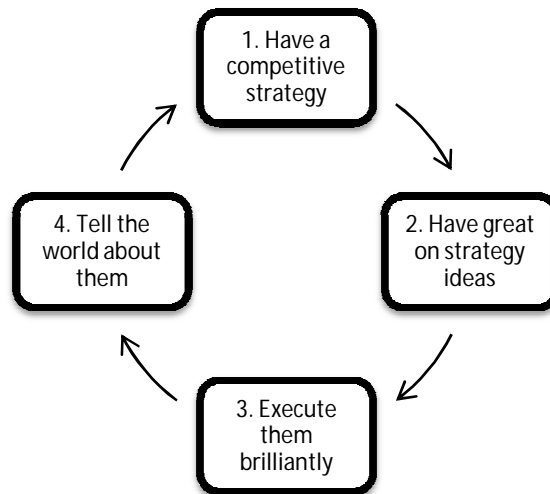


Figure 2.2. The Virtuous Circle of Competitive Identity, Source: Competitive Identity, Simon Anholt, p.35.

Having a strategy means having plans and being in a process. Nation branding is a macro-strategy which is composed of micro-plans within a process. Anholt explains this process with the “Virtuous Circle of Competitive Identity” (See Figure 4) which is the basic strategy of nation branding:

“The virtuous circle illustrated in Figure 4 shows how a nation’s identity can become more competitive. It depends in the first place on having a proper competitive strategy for the country; on the creation of a culture of innovation in every sector so that the country starts to produce a constant stream of new ideas, all of which serve to prove the truth of the strategy and achieve its goals. These initiatives then need to be executed impeccably, to the highest international standards: and it is here that the greatest investment needs to take place, because there is nothing more dispiriting (or bad for a country’s image) than good ideas poorly executed. Then, and only then, is it time to start communicating these success stories to the world, both through the media and, wherever possible, directly to audiences around the world.”⁴³

Anholt always insists on creating harmony between stakeholders that if they all tell the same powerful, believable, interesting story about the country, then the country has starts to achieve some control over its international image but at the

⁴³ Ibid, p.34.

same time he adds that getting everybody in the country to speak with one voice is just part of the solution.⁴⁴ According to him, what really seems to make a difference to the images of countries is when they become dedicated to developing new ideas, new policies, new laws, new products, new services, new companies, new buildings, new art, new science and new intellectual property.⁴⁵ He says that “*when those innovations prove a few simple truths about the country they come from, reputation starts to move; the place produces a buzz, people pay attention and prepare themselves to change their minds.*”⁴⁶

Anholt defends the opinion that Competitive Identity for a country, region or city is 80 per cent innovation, 15 per cent coordination and 5 per cent communication. He thinks that most of the places need to do these actions:⁴⁷

- Decide on their identity strategy and get a good number of stakeholders behind it
- Help create a new climate of innovation among those stakeholders
- Show them how those innovations can really benefit their business and be aligned with the CI strategy at the same time
- Encourage them to reflect and reinforce the identity in everything they say and do.

Anholt summarizes the role of government, the importance of the six points of Nation Branding Hexagon, the common direction of stakeholders and the role of real changes in one of his articles with giving the example of China as follows:

“Building a reputation, as China will discover, is like filling a bathtub without a plug: no sooner have you achieved something that makes people good about you, than it’s down the plughole and forgotten. Governments must plan for the long term, and obsessively ask: “What can we do next?” A successful Olympics is the start of the process, not the end. And of course it takes more than sporting events to build a national image: Policy, products, people, culture, tourism and business have to work

⁴⁴ Ibid, p.31.

⁴⁵ Ibid, p.32.

⁴⁶ Ibid.

⁴⁷ Ibid, p.37.

*together to earn the country a better reputation. The globalization of media has made propaganda virtually impossible, and only real changes, sustained over the very long term, can turn around a national image – especially one as mad as China’s.”*⁴⁸

Another nation branding expert, W.Olins suggests a seven-step process of nation branding which is more like a “to do list” of nation branding, paraphrased and abridged as follows:⁴⁹

1. Create a working group with representatives of government, industry, the arts, education and the media to implement the initiative.

2. Using qualitative and quantitative methods, find out how the nation is viewed both domestically and abroad.

3. Consult with opinion-leaders regarding the nation’s strengths and weakness and compare results with findings of the international and external studies.

4. Identify the core strategy of the campaign, and create the central idea on which the strategy is based; basically this boils down to a slogan, around which the rest of the campaign is framed.

5. Develop a visual design and attach it to everything that represents the nation abroad.

6. Correlate and adjust the message to target audiences: tourism, internal and external investors.

7. Create a public-private liaison group to launch the program and keep it active in government, commerce, industry, the arts, and media, etc.

Jaffe and Nebenzahl, a German television network, asks W. Olins to create a national brand for Germany and this unofficial campaign aims at changing

⁴⁸ Simon Anholt, “Nation Branding in Asia”, *Place Branding and Public Diplomacy*, Vol.4-4, November 2008, p.268.

⁴⁹ Jansen, **op. cit.**, p.130.

consumer perceptions of Germany from what was found to be a nation of “mechanical perfection”, which lacks creativity, to a country that is also “exciting and surprising”. Olins suggests six practical steps to the German government and its agencies addressing the issue of branding Germany:⁵⁰

1. Set up a national brand-steering committee under the leadership of the Chancellor or President of the Republic;
2. Create a research and development team responsible for reporting to the steering committee;
3. Begin a process of national consultation involving representatives of all the Lander as well as national figures in industry, commerce, education, media, culture and the arts;
4. Commission extensive research into perceptions of Germany overseas, benchmarking these studies against data on perceptions of other nations;
5. Carry out a thorough review of how and where the national brand could appropriately be utilized;
6. Draw up and submit for Bundestag approval a programme of implementation for the brand options adopted by the national steering committee.

According to Philip Kotler, there are five approaches to place development, namely community development, urban design, urban planning, economic development and strategic marketing planning.⁵¹ He continues as follows:

“Underlying all these approaches is the idea that places, if they are to succeed, must use the tools of businesses, because they are competing for resources. They must recognize dynamic global forces that impact their local industries. They must understand that they compete with other places for tourists, conventions, educated residents, factories, corporate headquarters, and start-up firms. They must be

⁵⁰ Dinnie, **op. cit.**, p.24.

⁵¹ Kotler, **op. cit.**, pp.72-79.

excellent or superior in some special ways. They must be market-conscious and market-driven. The infrastructure, industries, attractions, and people skills that they build today will affect their market position tomorrow. If they choose the wrong industries, if they make the wrong bets, they are in the same position as companies that produce the wrong products: Namely, they will nosedive into obscurity."⁵²

Another expert, Joseph Nye, names his public diplomacy strategy as "soft power" which is related to nation branding with its aspects of attracting people without using hard power. He has defined soft power as "*the ability to get what you want through attraction rather than coercion or payment. A country's soft power rests on its resources of culture, values and policies*".⁵³ According to Nye, soft power should be considered a significant asset in influencing others, not by using "hard" military power, but by "the ability to attract" which goes beyond influence or persuasion.⁵⁴ Nye mentions that the soft power of a country rests primarily on three resources: its culture (in places where it is attractive to others), its political values (when it lives up to them at home and abroad), and its foreign policies (when they are seen as legitimate and having moral authority).⁵⁵ Related to these descriptions, Anholt reconciles soft power and branding as follows:

"As Nye says, 'a country may obtain the outcomes it wants in world politics because other countries want to follow it, admiring its values, emulating its example, aspiring to its level of prosperity and openness'. Soft power is making people want to do what you want them to do, which is fundamental to the idea of branding."⁵⁶

At this point, Dinnie shares the same point of view with Anholt and adds that a country should advocate an ideology like human rights, respect for environment to attract people etc. as he underlines the difficulties of maintaining a stable policy because of changing governments or political regimes in a country:

⁵² Ibid, p.72.

⁵³ Joseph S. Nye, "Public Diplomacy and Soft Power", *The Annals of the American Academy of Political and Social Science*, 616, 2008, p.94.

⁵⁴ Peter van Ham, *op cit.*, p.126.

⁵⁵ Nye, *op. cit.*, p.96.

⁵⁶ Anholt, **Brand America: The Mother of All Brands....**, p.44.

“A further creative approach to identity-building lies in the possibility for brands to advocate an ideology, by standing up for what the consumer believes in and visibly sharing their convictions. Human rights, sustainable development and respect for the environment potentially represent some ideologies that nation-brands could advocate, although the political nature of such ideologies throws into doubt whether such a tactic could withstand a change of political regime within a country. An incoming government policies than the outgoing government and therefore would not embrace or advocate the same ideology. Changes in political leadership can thus affect the direction of a nation-brand in the same way that the arrival of a new CEO or marketing director can affect the direction of a product, service or corporate brand.”⁵⁷

Peter Van Ham claims that critics of the concept of soft power maintain that it has many inherent limitations and shares his convictions about the issue as follows:

“Barry M. Blechman argues that ‘soft power exists, and may be influenced by governmental choices, but it is more an existential factor in the policy environment than something policy makers can utilize to their advantage’. Blechman further claims that soft power ‘will never be shaped fundamentally by the government, nor can it be tapped for use in particular situations’.”⁵⁸

Certainly, nation branding strategies depend on the country because every country case is different from others. Despite the fact that there are basic steps of nation branding strategies, it’s obvious that nation branding is a complex and multi-dimensional concept with its sub-components like people, political regime, economic, culture etc. and there is no magical “one-size-fits-all” strategy to reduce to practice yet.

⁵⁷ Dinnie, **op. cit.**, p.45.

⁵⁸ Ham, **op. cit.**, p.132.

2.2. Nation Branding and Public Diplomacy

Can nation branding be considered as public diplomacy or can public diplomacy be considered as nation branding? First of all, there is no “one definition” of public diplomacy because its definitions have changed and continue to change over time and this is where the problem of positioning of nation branding and public diplomacy begins. Basically, the common definition of public diplomacy is that it’s the communication with foreign publics to establish a dialogue designed to inform and influence.⁵⁹

Anholt gives details about history of public diplomacy as follows:

*“The idea of public diplomacy –that governments need to represent their countries to foreign publics and not only to other governments – is usually considered to date from the mid-twentieth century, and is seen as a typical product of media age. The term itself is a modern one, and an American invention: a study prepared for the Senate Foreign Relations Committee by the Library of Congress mentions that it was first used by Dean Edmund Gullion of the Fletcher School of Law and Diplomacy at Tufts University in 1965.”*⁶⁰

Afterwards, Edmund Gullion establishes an Edward R. Murrow Center of Public Diplomacy and the brochure for the new center provides a description of the concept as follows:

*“Public diplomacy... deals with the influence of public attitudes on the formation and execution of foreign policies. It encompasses dimensions of international relations beyond traditional diplomacy; the cultivation by governments of public opinion in other countries; the interaction of private groups and interests in one country with another; the reporting of foreign affairs and its impact on policy; communication between those whose job is communication, as diplomats and foreign correspondents; and the process of intercultural communications.”*⁶¹

⁵⁹ http://en.wikipedia.org/wiki/Public_diplomacy, 21 March 2011.

⁶⁰ Anholt, **Brand America: The Mother of All Brands...**, p.49.

⁶¹ Anholt, **Competitive Identity...**, p.12.

Simon Anholt thinks that there are some similarities between public diplomacy and brand management which is related to Competitive Identity. He defends his opinion as follows:

“Of the various ways in which countries and their governments represent themselves to the rest of the world, the area that has most in common with the brand management of companies is public diplomacy. It is public diplomacy, twinned with brand management, that underpins the idea of Competitive Identity.”⁶²

As a term, nation branding is a term borned a decade ago but some practitioners argue that countries have always branded and re-branded themselves in the course of history, and therefore nation branding is not a novel concept, simply a new term for image management⁶³, so it’s obvious that some practices of nation branding overlap with the practices of public diplomacy because as mentioned before, nation branding is a multidimensional concept which covers the whole subject. Anholt clarifies the comprehensive dimension of nation branding with these sentences:

“Public diplomacy is now recognized as a vital component of nation branding. In fact, the two terms are often used interchangeably, partly because the State Department is in charge of marketing the nation. But using the term in this context is confusing because it also has a more precise meaning – the public communication of government policy – that is only one point of the hexagon, not the whole thing.”⁶⁴

As it was explained under the heading of “Strategies of Nation Branding”, one point of the hexagon was “People”. It’s clear that a nation branding strategy without motivated people won’t work because in fact every single person in the country is the face of the strategy and the communication age made these faces more visible and accesible. In this context, Anholt defends the opinion that nation branding is more “public” then the “public diplomacy”:

⁶² Ibid.

⁶³ Gyorgy Szondi, “Public Diplomacy and Nation Branding: Conceptual Similarities and Differences”, *Netherlands Institute of International Relations ‘Clingendael’*, October 2008, p.3.

⁶⁴ Anholt, **Brand America: The Mother of All Brands...**, p.51.

“The term ‘public diplomacy’ is closer in meaning to nation branding if the word ‘public’ is applied to the messenger as well as the audience; in other words, when the entire population is motivated and energized through a benign national ambition, and instinctively seizes every opportunity to tell the world about their country. If traditional diplomacy is government-to-government (G2G) and public diplomacy is government-to-people (G2P), then effective nation branding also includes an element of people to people (P2P).”⁶⁵

Szondi shares the same point of view with Simon Anholt. He mentions that branding targets mass audiences in the target nation – who are largely passive – while public diplomacy targets well-defined publics such as the cultural or political elites, opinion formers and leaders, those interested in foreign news or policy.⁶⁶ He continues to compare nation branding and public diplomacy as follows:

“Nation branding targets the general public of a country and therefore is more ‘public’ than public diplomacy, which is more elite-orientated. Nation branding practitioners can define and choose the most advantageous people – or market – they (or the country) wish to communicate with while public diplomacy does not have this luxury. Public diplomats need to communicate with less convenient groups of people as well who might even oppose their government’s policies or activities. These groups or publics define themselves rather than being defined by the government.”⁶⁷

Peter Van Ham compares place branding and public diplomacy as follows:

“Conceptually, public diplomacy can be compared with place branding since they both combine foreign policy goals with internal soft power strategies and objectives. The challenge of place branding and public diplomacy is to attract and satisfy these two, often radically different, objectives with one, coherent set of images and messages. For both place branding and public diplomacy, a key element is to build personal and institutional relationships and dialogue with foreign audiences by

⁶⁵ Ibid, p.52.

⁶⁶ Szondi, **op. cit.**, p.13.

⁶⁷ Ibid.

focusing on values, setting them apart from classical diplomacy, which primarily deals with issues.”⁶⁸

Eytan Gilboa compares branding and public diplomacy as follows:

“Public diplomacy and branding are similar in certain areas but very different in others. Similarities include image and symbols management, relationship building, and extensive use of the mass media. The differences include goals or outcomes – increased sales versus foreign policy, means, types of communication, management, language, and culture. Callahan (2006) correctly observed that PR, advertising, political campaigns, and movies are related to public diplomacy as much as baseball is related to cricket. Advertising and branding of products are specific and self-defining; movie-makers want to entertain, political strategies work in familiar domestic settings, and PR rarely goes beyond clichés. Public diplomacy, on the other hand, has to deal with complex and multifaceted issues, must provide appropriate context to foreign policy decisions, and cope with social and political impetus not easily understood abroad. In short, public diplomacy cannot be reduced to slogans and images.”⁶⁹

In Chapter 1, the stakeholders of nation branding are discussed and it was clear that definitions of nation branding do not refer directly to governments but the government is often identified as the initiator and coordinator of nation branding process. At this point, Szondi points out an important difference between nation branding and public diplomacy:

“An interesting trend is that while in public diplomacy the visibility and role of government is decreasing, giving ways to more credible actors, such as NGOs and other non-state actors, nation branding practitioners call for more government involvement to achieve co-ordination and a holistic approach.”⁷⁰

⁶⁸ Ham, **op. cit.**, p.135.

⁶⁹ Eytan Gilboa, “Searching for a Theory of Public Diplomacy”, *The Annals of the American Academy of Political and Social Science*, 616: 55, 2008, p.68.

⁷⁰ Szondi, **op. cit.**, p.12.

Anholt argues the role of public diplomacy and its effects to the background reputation of country as follows:

“Public diplomacy is virtually useless unless it has some power to affect the background reputation of the country whose policies it attempts to represent; and since that background reputation can only be altered by policies, not by communications, the critical success factor for public diplomacy is whether its connection to policy making is one-way or two-way. If there is a two-way mechanism that allows the public diplomacy function to pass back recommendations for policy making, and these recommendations are taken seriously and properly valued by government as critical “market feedback”, then public diplomacy has a chance of enhancing the good name of the country, thus ensuring that future policy decisions are received in a more favourable light. It’s a virtuous circle, because of course under these circumstances the policies need far less “selling”. Simply, ensuring that the public diplomacy function has an influence over government policies, however, can have only a limited impact on the background reputation of countries. It is only when public diplomacy is carried out in coordination with the full complement of national stakeholders as well as the main policy makers, and all are linked through effective brand management to a single, long-term national strategy, that the country has a real chance of affecting its image and making it into a competitive asset rather than an impediment or a liability.”⁷¹

As we asked in the first paragraphe, the question of “Is nation branding public diplomacy or is public diplomacy nation branding?” does not have one single answer. Szondi suggests that five different views can be identified as far as the relationship between nation branding and public diplomacy is concerned. (See Figure 2.3) According to the first one, these concepts are unrelated and do not share any common grounds. In other views, these concepts are related and it is possible to identify different degrees of intergration between public diplomacy and nation

⁷¹ Anholt, **Competitive Identity...**, pp.14-15.

branding. In the final version, the concepts are exactly the same, public diplomacy and nation branding are synonyms for the same concept.⁷²

⁷² Szondi, **op. cit.**, pp.14-15.

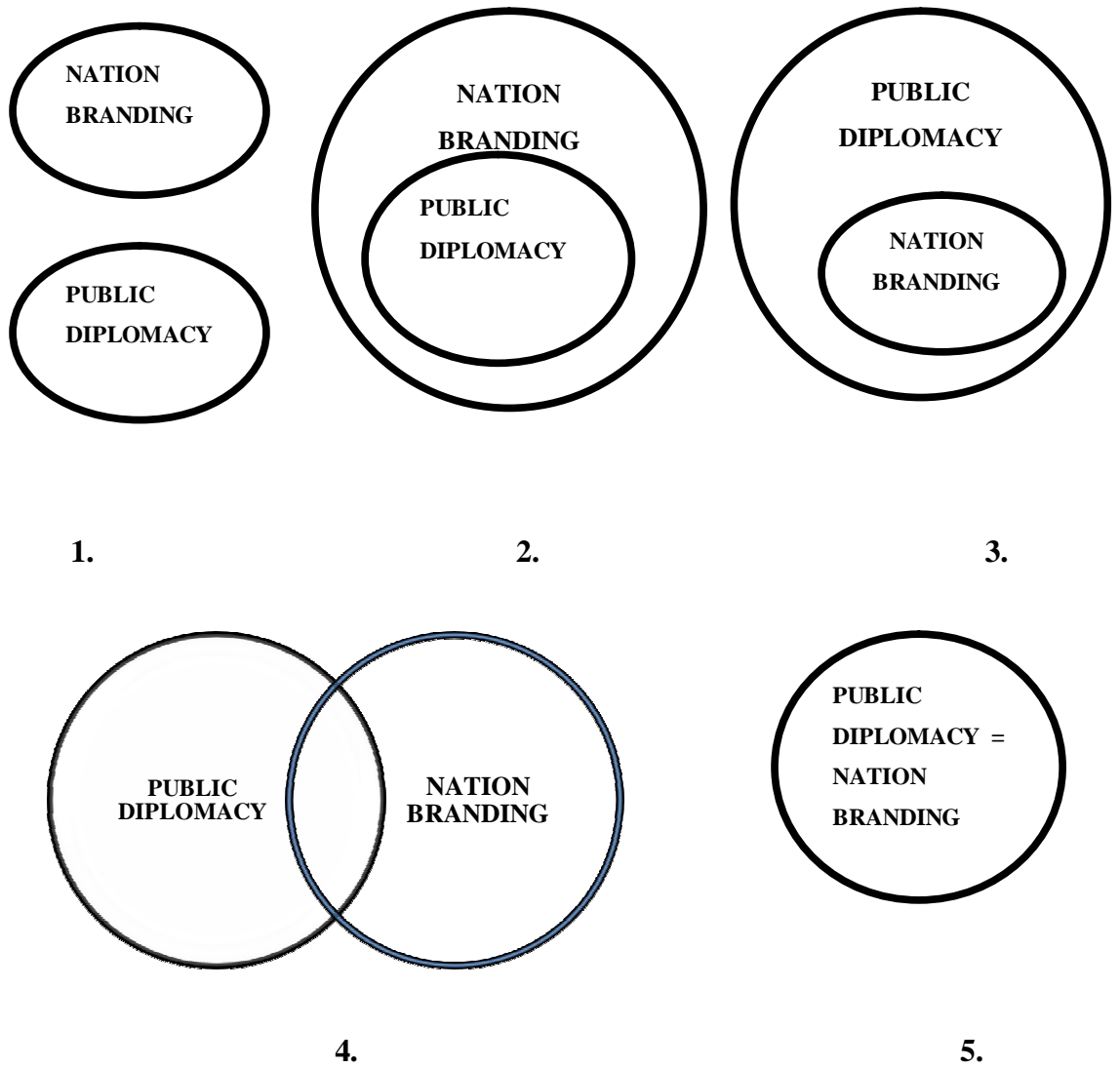


Figure 2.3 The possible relationships between nation branding and public diplomacy, Source: Szondi, op. cit., pp.14-15.

The view of “Public Diplomacy and Nation Branding are Distinct Spheres” advocates that nation branding and public diplomacy has different goals, strategies, tools and actors.⁷³ Szondi summarizes the issue as follows:

“Differentiation is an inseparable feature of branding, as a strong brand identity can differentiate the actual product or company from its competitors. There is general agreement among nation branding scholars as well as practitioners that countries and their governments should engage in nation branding to differentiate their countries from others to gain competitive advantages. A core idea of nation branding is to identify the ‘uniqueness’ of the country, its people, culture or landscape to identify and draw on features that distinguish and differentiate ‘us’ from ‘them’, as opposed to public diplomacy, which often tries to identify those elements of the history, culture or people that unite, rather than separate, ‘us’. In nation branding, therefore, the appeal factor (the soft power) is the difference, the otherness.”⁷⁴

According to the approach of “Nation Branding is Part of Public Diplomacy”, nation branding is considered as an instrument of public diplomacy, through which foreign nations and people can be reached.⁷⁵ Adopting a public diplomacy approach to nation branding can help:⁷⁶

- Rely upon and tap into the network of embassies, which can serve as a local agency in the particular countries,
- These embassies can focus on one dimension of country branding, relevant in the target country by taking into account the special features of the target culture and people,
- Bring stability to the branding in the sense that in some countries a relatively stable staff (civil servants) do not change jobs as frequently,
- Provide the necessary leadership and co-ordination,

⁷³ Szondi, **op. cit.**, p.15.

⁷⁴ Ibid, p.16.

⁷⁵ Ibid, p.23.

⁷⁶ Ibid, pp.23-24.

- Correct the effects of negative branding by other governments or institutions as the following example demonstrates.

The approach of “Distinct but Overlapping Concepts” is advocated by Professor Jan Melissen.⁷⁷ Szondi concludes his approach as follows:

“Image creation is shared by both concepts, however identifying ‘creating a positive image’ as the ultimate goal of both nation branding and public diplomacy can seriously reduce the essence of both concepts, although positive images are vital by-products of both activities. Identity too can link the two areas identity is genetically coded – or should be coded – in both nation branding and public diplomacy. Dinnie devotes two chapters in his book to the role of national identity and its different manifestations in nation branding. National identity building and promotion are also common public diplomacy goals. Culture is also in the common segment of the two areas, especially if public diplomacy incorporates cultural diplomacy and relations, which follows the American approach to public diplomacy.”⁷⁸

The final option is that both nation branding and public diplomacy cover the same activity: Country promotion with the ultimate goal of creating positive images.⁷⁹ Szondi adds right after that equating public diplomacy and nation branding is the least beneficial model of all because it would ignore important differences and neither concept could be utilised to its full potential.

2.3. Nation Branding and Marketing

Nation branding experts and practitioners often argue if branding a nation is marketing management or branding a nation means using the same branding techniques of branding a commercial product. Peter Van Ham says that territorial entities such as countries, regions, and cities are now branded like companies and products.⁸⁰ *‘The corporate brand has become an essential part of the business*

⁷⁷ Ibid, p.26.

⁷⁸ Ibid, pp.26-27.

⁷⁹ Ibid, p.29.

⁸⁰ Ham, **op. cit.**, p.128.

*identity that helps audiences to identify with a company and encourages them to buy its products and services. In a similar way, it is believed that branding has become essential to create value in the relationship between territorial entities and individuals’ argued Van Ham.*⁸¹ In this context, Fan clarifies this issue as follows:

“According to the American Marketing Association (AMA), a brand is a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition. However, a nation is not a product in the conventional sense. A nation brand offers no tangible product or service; instead, it represents and encompasses a wide variety of factors and associations:

- *Place – geography, tourist attractions*
- *Natural resources, local products*
- *People – race, ethnic groups*
- *History*
- *Culture*
- *Language*
- *Political and economic systems*
- *Social institutions*
- *Infrastructure*
- *Famous persons (the face)*
- *Picture or image”*⁸²

Anholt shares the same point of view with Fan and he defends the opinion that branding a country is not the same thing with branding a commercial product:

“Here is one of the most important distinctions between the way brand management works in the commercial sphere and in the context of nations, cities and regions: you can’t simply make up the brand of place, because it almost invariably has one already. When divising a new corporate or product brand, the start of the

⁸¹ Ibid.

⁸² Fan, **op. cit.**, p.7.

process is often a team of creatively minded individuals dreaming up a brand strategy that is designed to be unique, aspirational, responsive to consumer needs, and inherently competitive in the marketplace.”⁸³

At this point, Anholt points out an important nuance about the relationship between marketing and nation branding. He uses the expression “marketing the information” instead of “marketing”:

“Places, in the end, are not products on sale to a consumer, and traditional product marketing is usually completely unsuited to the task. But if, after careful and objective analysis, it can be clearly shown that the country has really been hiding its light under a bushel, then marketing the information to the audience – in other words, persuading them to absorb the information rather than simply pushing it towards them – may be part of the answer.”⁸⁴

In his article, “Branding the Nation”, Fan defends his approach by quoting Wally Olins’ opinion about “a nation as a brand” as follows: “*The idea of a nation as a brand – as Kellogg’s Cornflakes is a brand – is a very big mistake.*”⁸⁵ (See Table 2.1.)

⁸³ Anholt, **op. cit.**, p.75.

⁸⁴ Anholt, **op. cit.**, p.66.

⁸⁵ Fan, **op. cit.**, p.7.

Table 2.1 Comparison between Nation Branding and Product Branding

	Nation Brand	Product Brand
Offer	Nothing on offer	A product or service on offer
Attributes	Difficult to define	Well defined
Benefits	Purely emotional	Functional and emotional
Image	Complicated, various, vague	Simple, clear
Associations	Secondary, numerous and diverse	Primary and secondary, relatively fewer and more specific
Purpose	To promote national image?	To help sales and develop relationships
Ownership	Unclear, multiple stakeholders	Sole owner
Audience	Diverse, hard to define	Targeted segment

Source: Ying Fan, “Branding the nation: What is being branded?”, p.7.

In an interview, Wally Olins gives the following answer to the question of “What differentiates ‘nation branding’ from commercial branding?”:

“Nation branding is much more complicated. With commercial brands you deal with few stakeholders, the decision-making processes are clear and the objectives are specific. With nation branding, stakeholders are as varied as the tourism authority, the presidency, trade and investment, etc. There are many aspects involved in nation branding, such as foreign direct investment, culture, history, public diplomacy, investment and export, and you have to deal with both the public sector and the private sector. Nation branding is about finding a differentiated offering, a core idea that makes you different from other nations.”⁸⁶

Just like Olins, Fan also thinks that there are fundamental differences between a nation brand and a commercial product brand. He supports his approach by comparing products and nations as follows:

⁸⁶ <http://nation-branding.info/2010/01/30/why-brand-a-nation-a-conversation-with-simon-anholt-and-wally-olins/>, 08 May 2011.

*“Products can be discontinued, modified, withdrawn from the market, relaunched and repositioned or replaced by improved products. Nations or places do not have most of these choices. As there is no tangible offer in a nation brand, its attributes are difficult to define or describe. The only benefits a nation brand could create for its audience are emotional rather than functional.”*⁸⁷

It’s clear that Fan does not think that a nation can be branded just like a commercial product brand. Beyond marketing, he attributes another role to nation branding as explained below:

*“From the marketing perspective, nation branding has the aim of helping the nation to ‘sell’ its products and places. To succeed in this end, it needs to have a clear purpose and be product-specific, i.e. having a link with an ‘offering’ and a target audience. Beyond marketing, nation branding could perhaps play a potentially important role in cross cultural communications. Instead of reinforcing old stereotypes or creating new ones for short-term economic gains, nation branding could help different countries to develop better mutual understanding and improve international relations.”*⁸⁸

Although it’s clear that a nation brand is not a commercial product brand, Olins thinks that nations should use the power of branding:

*“Contemporary brands succeed by getting close to the dreams of their audiences. They promise a better world, and they strive to deliver one. Since nation-states today need to reengage popular support and understanding, they should use the power of branding to deliver a message about their value and values to the widest possible audience.”*⁸⁹

Keith Dinnie also mentions that the unbranded state has a difficult time attracting economic and political attention, and that image and reputation are becoming essential parts of the state’s strategic equity.⁹⁰ He underlines the

⁸⁷ Fan, *op. cit.* pp.7-8.

⁸⁸ *Ibid.*, p.12.

⁸⁹ Ham, *op. cit.*, p.129.

⁹⁰ Dinnie, *op. cit.*, p.18.

importance of branding as he mentions that a powerful and positive nation-brand can provide crucial competitive advantage in today's globalized economy.⁹¹ In his book, "Nation Branding", he says that nation branding process requires long-term commitment just like the process of branding a commercial product to strike roots in the minds of consumers:

*"A clarification regarding the role of branding is provided by de Chernatony and McDonald, who warn that it is imperative to recognize that while marketers instigate the branding process (branding as an input), it is the buyer or the user who forms a mental vision of the brand (branding as an output), which may be different from the intended marketing thrust. This point is particularly relevant to the branding of nations, where pre-existing national stereotypes may be entrenched in consumers' minds and therefore difficult to change. The notion that a brand is something that resides in the minds of consumers has been noted by some of the major writers on branding. The brand-building process requires long-term commitment over a period of several years and in the short term only a small payoff may occur. Nations need to acknowledge this reality and adopt a long-term strategic view when building their nation-brand, rather than aiming for a quick fix short-term advertising campaign whose effects may be ephemeral."*⁹²

Peter Van Ham says that *"in a turbulent market, brands are critical to customer loyalty, a company's growth, and ultimately, its long-term survival. Similar assumptions now encourage countries in the development of place branding."*⁹³ He advises to consider a place as a corporate brand (like Nestlé, or Unilever, who set a wide variety of products in the market) and not as one simple product.⁹⁴

Branding a nation is not only useful for the image of a country, it has another important role to promote the products of a country which is called "Country-of-origin effect". States realize that their political and commercial images and reputations interact as in the so-called "Country-of-origin effect" that plays an

⁹¹ Ibid.

⁹² Ibid, p.15.

⁹³ Ham, **op. cit.**, p.130.

⁹⁴ Ibid, p.133.

important role in consumers' purchase decisions (viz., "German cars" and "Japanese cameras").⁹⁵ Ham continues to explain the importance of COO as follows:

*"Since many companies remain associated with their countries of origin, the images and reputations of brands and states tend to merge in the minds of the global consumer. In many ways, Microsoft and Coca Cola are America, just as Nokia is Finland (and vice versa). As these cases indicate, place branding is no static game – quite the contrary. To do their job right, politicians all over the world have to find a brand niche for their state, engage in competitive marketing, ensure customer satisfaction, and - most of all create brand loyalty. As a result, the art of politics pursued through old-style diplomacy has been shifting to encompass the new art of brand building and reputation management. This logic applies to all economic and political actors around the world, no exceptions."*⁹⁶

Dinnie also underlines the importance of COO effect as saying that the symbiotic relationship between a nation-brand and the PSC brands (product, service or corporate brand) that highlight (or downplay) their COO deserves attention not only because it is conceptually interesting but also because the nation-branding activities of a country will impact upon COO perceptions for that country's PSC brands.⁹⁷ He notes that this represents another fundamental reason why a nation's public and private sectors must collaborate and communicate in order to fully support the economic welfare of the nation and its commercial organizations.⁹⁸

Ying Fan criticizes the COO effect from another point of view which is related to control issue of nation branding. He mentions that in product branding the brand has a sole owner whose legal right is protected by law but in nation branding, the nation itself has no control over the use (or abuse) of its name and image. He says that *"there are many well-known examples: Giordano, a Hong Kong fashion retailer, benefits greatly from its Italian name without having any connection with the*

⁹⁵ Ibid.

⁹⁶ Ibid.

⁹⁷ Dinnie, **op. cit.**, p.85.

⁹⁸ Ibid.

*country. Similarly, a Mexican firm could use a French-sounding brand name to sell perfume that is made in Mexico and has nothing to do with France”.*⁹⁹

To sum up, it should be noted that national brands are important instruments to build a nation brand. Markessinis defines national brand as follows:

*“National brand: a commercial brand coming from a specific country. Sometimes the ‘national brand’ concept gets mixed-up with ‘nation brand’ (most comonly among outsiders and newbies), but they are very different things. If you live in Germany, an example of a national brand is Siemens; if you live in France, an example of a national brand is Renault. National brands can be used in nation branding to build a nation brand. For instance, Finland uses its national brand Nokia to build Finland’s nation brand.”*¹⁰⁰

⁹⁹ Ibid.

¹⁰⁰ Andreas Markessinis, <http://nation-branding.info/2010/06/26/a-pocket-dictionary-of-nation-branding/>, 08 May 2011.

3. NATION BRANDING: THE CASE OF TURKEY

Before discussing Turkey and where it stands in the world, there are several questions to be asked to recognize the importance of nation branding for a country like Turkey. After all the descriptions, explications and comparisons made about nation branding in Chapter 1 and in Chapter 2, the first question that comes to mind about Turkey is whether it's a nation brand. So in this chapter, first of all, the position of Turkey in nation branding will be analyzed, then the applicability of nation branding concept to Turkey will be discussed in detail and finally an analysis will be made about nation branding in Turkey with the contribution of SWOT analysis and documents like reports, indexes, surveys to come to a conclusion about nation branding in Turkey.

3.1. Is Turkey a Nation Brand?

3.1.1. Nation Brands Index 2008 / 2009 / 2010

As mentioned before, the most important survey of nation branding is called Nation Brands Index which measures perceptions of 50 countries each year via a survey more than 20,000 respondents from 20 countries.¹⁰¹ In Nation Brands Index 2008, Turkey ranks 36th among 50 countries according to the total perception of its tourism, culture and heritage, exports, investment and immigration, governance and people.¹⁰²

In today's world, nation branding is all about competition between countries for tourism, for inward investment, for aid, for membership of supranational groups such as the European Union, for buyers of their products and services, and for

¹⁰¹ <http://nation-branding.info/2010/10/13/nation-brands-index-2010/>, 28 April 2011.

¹⁰² <http://nation-branding.info/2008/10/01/anholt-nation-brand-index-2008-released/>, 28 April 2011.

talented people etc.,¹⁰³ that's why it would be useful to see the competitors of Turkey in the Nation Brands Index 2008 which are listed as follows:¹⁰⁴

1. Germany	26. Mexico
2. France	27. India
3. Great Britain	28. Hungary
4. Canada	29. China
5. Japan	30. Poland
6. Italy	31. Czech Republic
7. USA	32. Egypt
8. Switzerland	33. South-Korea
9. Australia	34. Thailand
10. Sweden	35. Taiwan
11. Spain	36. Turkey
12. Netherlands	37. South-Africa
13. Norway	38. Chile
14. Austria	39. Malaysia
15. Denmark	40. Peru
16. Scotland	41. Romania
17. New Zealand	42. Lithuania
18. Finland	43. Indonesia
19. Ireland	44. Estonia
20. Belgium	45. Arabia
21. Brazil	46. Cuba
22. Russia	47. Ecuador
23. Iceland	48. Saudi-Arabia
24. Singapore	49. Nigeria
25. Argentina	50. Iran

In Nation Brands Index 2010, Turkey ranks 33th among 50 countries.¹⁰⁵ Turkey's best scores in 2010 are in culture and tourism, with rankings of 26th and 28th. Turkey ranks 29th in governance, 32nd in people, 33rd in investment and immigration and 34th in exports. The top 10 nations of Nation Brands Index 2009 and 2010 are listed as follows:¹⁰⁶

¹⁰³ Dinnie, *op. cit.*, pp.19-20.

¹⁰⁴ <http://nation-branding.info/2008/10/01/anholt-nation-brand-index-2008-released/>, 08 May 2011.

¹⁰⁵ <http://www.hurriyetdailynews.com/n.php?n=turkey-has-to-focus-on-its-8216nation-brand8217-advisor-says-2011-04-01>, 28 April 2011.

¹⁰⁶ <http://nation-branding.info/2010/10/13/nation-brands-index-2010/>, 28 April 2011.

1. United States (In 2010: United States)
2. France (In 2010: Germany)
3. Germany (In 2010: France)
4. United Kingdom (In 2010: United Kingdom)
5. Japan (In 2010: Japan)
6. Italy (In 2010: Canada)
7. Canada (In 2010: Italy)
8. Switzerland (In 2010: Switzerland)
9. Australia (In 2010: Australia)
10. Sweden (In 2009: Spain, Sweden (tie))

3.1.2. Country Brand Index 2008 / 2009 / 2010

According to 2009 Country Brand Index and 2010 Country Brand Index which are conducted by FutureBrand, Turkey ranks 51st and 55th respectively, among 110 countries.¹⁰⁷ In 2008, 2009 and 2010 Country Brand Indexes, the top 10 country brands are listed as follows:¹⁰⁸

Table 3.1 Top 10 Countries of 2008, 2009, 2010 Country Brand Indexes

2008	2009	2010
1. Australia	1. United States	1. Canada
2. Canada	2. Canada	2. Australia
3. United States	3. Australia	3. New Zealand
4. Italy	4. New Zealand	4. United States
5. Switzerland	5. France	5. Switzerland
6. France	6. Italy	6. Japan
7. New Zealand	7. Japan	7. France
8. UK	8. UK	8. Finland
9. Japan	9. Germany	9. UK
10. Sweden	10. Spain	10. Sweden

¹⁰⁷ <http://www.futurebrand.com/think/reports-studies/cbi/2009/overview/>, 05 May 2011.

¹⁰⁸ <http://nation-branding.info/2008/11/12/country-brands-index-2008/>,
<http://www.futurebrand.com/think/reports-studies/cbi/2009/overview/>,
<http://www.futurebrand.com/think/reports-studies/cbi/2010/overview/>, 11 May 2011.

When we look at the lists of 2009 Country Brand Index, Turkey is on the list of “2009 Top Country Brands per Region (Middle East, North Africa)” as 4th among 17 countries as shown below:¹⁰⁹

1. United Arab Emirates	10. Morocco
2. Egypt	11. Tunisia
3. Israel	12. Lebanon
4. Turkey* (*“Not traditional MENA country”)	13. Syria
5. Oman	14. Algeria
6. Saudi Arabia	15. Iran
7. Qatar	16. Azerbaijan* (*“Not traditional MENA country”)
8. Bahrain	17. Libya
9. Jordan	

In 2009 Country Brands Index, the ranking of Turkey is commentated as follows: *“Egypt, Israel and Turkey remain nation brands with distinctive strengths, but none shows movement toward a top ranking in the region at this time.”*¹¹⁰

It should be noted that in 2009 Country Brand Index, Turkey ranks 8th in the section of “Rising Star”* countries.¹¹¹ (*On their way to becoming major destinations) The “Rising Star” countries are listed as follows:

¹⁰⁹ <http://www.futurebrand.com/think/reports-studies/cbi/2009/rankings/>, 28 April 2011.

¹¹⁰ Ibid.

¹¹¹ <http://www.futurebrand.com/think/reports-studies/cbi/2009/overview/>, 28 April 2011.

1. United Arab Emirates
2. China
3. Vietnam
4. Croatia
5. South Africa
6. India
7. Cuba
8. Turkey
9. Costa Rica
10. Thailand

3.1.3. East West Global Index 200 2008 / 2009 / 2010

According to East West Global Index 200, Turkey ranks 160th in 2008, 141st in 2009,¹¹² and 138th in 2010 among 200 countries.¹¹³ Regionally (Middle East and North Africa) Turkey ranks 12nd in 2008, 11st in 2009 and 10th in 2010 among 20 countries.¹¹⁴ (See Table 3.2.)

¹¹² http://www.eastwestcoms.com/global_annual_2009.htm, 01 May 2011.

¹¹³ http://www.eastwestcoms.com/global_annual_2010.htm, 01 May 2011.

¹¹⁴ <http://www.eastwestcoms.com/regional.htm>, 01 May 2011.

Table 3.2. Nation Brand Perception Index, Regional Indexes (Middle East and North Africa)

2008	2009	2010
1. United Arab Emirates	1. Qatar	1. Kuwait
2. Qatar	2. United Arab Emirates	2. Qatar
3. Kuwait	3. Jordan	3. Oman
4. Jordan	4. Bahrain	4. Bahrain
5. Oman	5. Kuwait	5. Morocco
6. Tunisia	6. Oman	6. Jordan
7. Bahrain	7. Egypt	7. Tunisia
8. Saudi Arabia	8. Tunisia	8. Saudi Arabia
9. Algeria	9. Morocco	9. United Arab Emirates
10. Libya	10. Syria	10. Turkey
11. Morocco	11. Turkey	11. Egypt
12. Turkey	12. Saudi Arabia	12. Syria
13. Syria	13. Algeria	13. Libya
14. Egypt	14. Libya	14. Algeria
15. Lebanon	15. Lebanon	15. Israel
16. Israel	16. Yemen	16. Palestine
17. Yemen	17. Israel	17. Lebanon
18. Iran	18. Iran	18. Iran
19. Palestine	19. Palestine	19. Yemen
20. Iraq	20. Iraq	20. Iraq

Source: <http://www.eastwestcoms.com/regional.htm>, 12 May 2011.

The top 10 countries of the 2008, 2009, 2010 East West Global Index 200 are as follows (See Table 3.3.):

Table 3.3. 2008, 2009, 2010 East West Global Index 200

2008	2009	2010
Singapore	Singapore	Singapore
Hong Kong	New Zealand	Malaysia
Malaysia	South Korea	Kuwait
Australia	Ireland	Qatar
United Arab Emirates	Hong Kong	Canada
Qatar	Ghana	Czech Republic
Brazil	South Africa	Italy
Italy	Malaysia	Norway
Taiwan	United Kingdom	South Africa
United Kingdom	Canada	New Zealand

Source: <http://www.eastwestcoms.com/global.htm>, 12 May 2011.

It can be said that the numerical findings about Turkey shows us that currently, Turkey lacks a brand image but this does not mean that it has no potential to be among top 10 countries in future. It's obvious that Turkey is a strong regional power but the benefits of being a nation brand comes out from being a global nation brand. In fact, the top 10 countries are not on the top 10 list just because they are powerful; first of all, they try to maintain their position by making innovations and coordinating their different stakeholders. After that, they use communication and branding instruments to become a strong and good nation brand.

3.2. The Feasibility of Nation Branding in Turkey

Promoting a positive country image abroad is one of the most important issues for countries since they are in much closer relationships than ever with the globalization process in the world. Related to this reality, despite the fact that there are government entities in countries like Ministry of Foreign Affairs, Ministry of Culture and Tourism, Institute of Public Diplomacy and some other institutions to carry out international policies, some countries are suffering because of their negative country image abroad as seen in the case of Turkey too. As examined in the section of "Is Turkey a Nation Brand?", it's clear that Turkey is not a good and strong nation brand yet. The concept of nation branding comes into the picture exactly at this point; when countries realize that there is something wrong with their country image, nation branding comes on the scene to fix it. As a metaphor, it can be said that branding a nation is like tuning a string instrument to get the best sound. So related the metaphor, it's not possible to get a good sound from a country if there is no coordination and harmony between its stakeholders.

Despite the fact that Turkey is one of the rising star countries with its big potential, it still has problems of telling the world its own story. In this context, before examining the infrastructure of Turkey whether it is ready for nation branding, it would be useful to make some press quotations of different politicians, academicians and experts who talked about the issue of branding Turkey.

In 2005, the Prime Minister Recep Tayyip Erdoğan's statement about "marketing the country"*¹¹⁵ had been criticized a lot because of lack of knowledge of public opinion towards concept of "marketing the country image". Afterwards, Erdoğan made an explication about the subject as follows:

*"Ne yazık ki, bizim ülkemizde de şöyle ya da böyle farklı olumsuz yaklaşımları hep görürüz çünkü hala bunu anlamamakta direnenler var. Aşkla, şevkle, heyecanla, daha önemlisi bilimsel bir stratejik planlamayla elimizdeki metayı ki, bu içerideki tüm ekonomik imkan ve fırsatlarla birlikte topyekun bir ülkenin imajıdır, bunu çok iyi pazarlamanız gerekir. Yabancı sermayenin yönünü kendinize, ülkenize ancak bu şekilde çekebilirsiniz. (...) ilk günden itibaren içeride güven ve istikrar ortamını kalıcı hale getirerek, bunun altyapısını sağlarken, dışarıda da gece gündüz, uzak yakın demeden Türkiye'yi anlatmaya çalışıyoruz. İlk günkü kararlılığımızla da anlatmaya devam ediyoruz. İşte ben pazarlama derken hep bunu konuştum, bunu anlattım. Ama bunu anlamayan ve anlamamakta direnen ve bilimsel olarak 'ben bunu bir araştırayım gerçekten böyle bir şey var mı?' diyen olduğu gibi, hala 'ben bunu araştırmayacağım veya böyle bir şeyi kabullenmem mümkün değil' deyip bunu anlamamakta direnenler var. Varsın olsun. Biz yolumuza aynı anlayışla, aynı bilinçle, aynı inançla gideceğiz. Biz biliyoruz ki, dünyada tüm siyasi olayların, aynen nasıl ekonomideki bir metanın pazarlanması gerekirse, siyasetin pazarlaması vardır, sosyal olayların pazarlaması vardır. Bu bilimsel bir gerçektir."*¹¹⁶

The Minister of Culture and Tourism Ertuğrul Günay mentioned that they try hard to maintain the "brand Turkey" as a well-known country in the world as he continued to explain the issue as follows:

"Türkiye'yi bir marka olarak, dünyada bilinir tutmak gibi gayretimiz var. Yatırımcının imkanlarını geliştirmede önündeki engelleri kaldırmaya çalıştık. Tarihi ve doğal çevreyi korumak ve kaliteyi yukarıda tutma şartıyla. Bazı problemlerimiz var. Türkiye'yi hem dinlenenlerin, hem eğlenenlerin keyifle karşılayabileceği ülke

¹¹⁵*"Ben ülkemi adeta pazarlamakla mükellefim", The Prime Minister of Republic of Turkey Recep Tayyip Erdoğan, <http://www.milliyet.com.tr/2005/10/16/ekonomi/aeko.html>, 05 May 2011.

¹¹⁶ The Prime Minister of Republic of Turkey Recep Tayyip Erdoğan, <http://hurarsiv.hurriyet.com.tr/goster/haber.aspx?id=3499028&tarih=2005-11-09>, 01 May 2011.

*düzeyinde tutmaya çalışıyoruz. Bunları konuşacağız. Geçen yıllarda başlayan gürültü sınırlaması meselesi... Gençleri alkolden uzak tutmak, bir yandan da insanların günlük yaşamına müdahale etmemek sınırlarını konuşacağız."*¹¹⁷

In one of his articles in the newspaper, Haluk Şahin points out the underrated image of Turkey in Nation Brands Index 2005. He makes a quotation from the report which makes a comparison between Turkey and Russia as follows:

*"Türkiye içi boş bir tuval iken, Rusya herkesin kötü fikirlere sahip olduğu bir resim. Her iki ülkenin de uluslararası şöhretlerini düzeltmek için çok şeyler yapmaları gerekli. Türkiye'nin kanıtlanması gereken pek çok şey var. AB'ye katılım bu sürece çok katkıda bulunabilir. Rusya'nın ise varolan kanıtları tersine çevirmesi zorunlu.' 'Peki, ama nasıl? Türkiye ne yapmalı?' Bu soruya yanıt aramak üzere iki yıl önce 'Türkiye Markası' projesine başlanmış, özel girişim ve sivil toplum kuruluşlarının da içinde bulunduğu bir 'Tanıtım Konseyi' kurulmuştu. Araştırmalar, toplantılar yapıldı, hükümete raporlar hazırlandı. Ama somut bir sonuç çıkmadı...Öyleyse, bu türden uluslararası araştırmalarda Türkiye'nin sonuncu çıkmasına da fazla şaşırılmamak gerekiyor."*¹¹⁸

3.2.1. Nation Branding and Stereotypes in Turkey

*"The need to manage its image is especially important for countries that are affected by negative perceptions and stereotypes. This is the case of Turkey, which according to a research based on Anholt's National Brand Index, has the second most negative image among the 36 studies countries", say Alvarez and others in one of their articles.*¹¹⁹ In nation branding, one of the most dominant problems of Turkey is its stereotypes. Dinnie claims that nations are frequently stereotyped in a negative way.¹²⁰ He says that a major objective of developing a nation-brand is to counter

¹¹⁷ The Minister of Culture and Tourism of Republic of Turkey Ertuğrul Günay, <http://www.ntvmsnbc.com/id/25188646/>, 01 May 2011.

¹¹⁸ Haluk Şahin, Türkiye Markası Nasıl Düzeltir?, <http://www.radikal.com.tr/Radikal.aspx?aType=RadikalYazar&ArticleID=748829&Yazar=HALUK%20%DEAH%DDN&Date=04.05.2011&CategoryID=98>, 02 May 2011.

¹¹⁹ Alvarez and the others, **op. cit.**, p.402.

¹²⁰ Dinnie, **op. cit.**, p.126.

such potentially damaging national stereotypes.¹²¹ He continues to explain the issue as follows:

*“When using in sociology, the word stereotype means a biased (usually prejudicial) view of a group or class of people, a view that is resistant to change or correction from countervailing evidence. Nations too have stereotypes, which can be positive, negative or neutral.”*¹²²

According to Maria D. Alvarez, Kınaç Inelmen and Şükrü Yarcın, there are several factors, including historical, geopolitical and economic issues which may contribute to the perceptions related to a destination or create stereotypes, negative or positive, that influence the views of tourists and their hosts hold of each other.¹²³ This part of the article continues about the negative perceptions of Turkey as follows:

“The image of a country can also be influenced by economic, political, cultural and geographic factors (Anholt 2002; Hall 2002; Sönmez and Sirakaya 2002). In this sense, Turkey is a country whose current image, and that of its people, have been heavily, and mostly negatively, affected by historical and geopolitical factors. For example, the existence of the Islamic tradition of the Ottoman identity in the Balkan countries has led to an unfavorable image of the Turks among the Europeans. According to Boria (2006), the Ottoman incursions into many parts of Europe have left those regions with a sense of fear and anxiety regarding Turks, and an image of a cruel Turk, who should not be trusted. Perceptions regarding Turkey abroad have also been shaped in the last decades as a consequence of the outbound migration of Turks to other countries. Views on Turkey are also influenced by the international media that stresses the instability of Turkish politics, Islamic fundamentalism, issues of human rights, the Kurdish problem, and the Cyprus and Armenian conflicts (Manço 1999). Due to its geographical position in the Eastern Mediterranean and the Middle East, Turkey is sometimes viewed to be similar to Greece, but more often it is positioned next to Iraq, Iran, Syria, Egypt, Algeria and Morocco, and therefore charged with Islamic connotations (Öztürkmen 2005). Moreover, wars, terrorism,

¹²¹ Ibid.

¹²² Ibid, p.126.

¹²³ Alvarez and the others, **op. cit.**, p.404.

and security issues have resulted in an unfavorable image for Turkey (Sönmez and Sirakaya 2002), although these factors are mostly external to Turkey rather than internal (Yarcan 2007). Political factors also influence the images held on Turkey and the Turks among the Western countries' citizens. According to Vander Lippe (1997), American and British foreign policies have encouraged an image of the Turks as barbaric, enemies of civilization, for economic and strategic considerations. These policies have created the stereotype of the 'Terrible Turc', prevalent in the Anglo-Saxon realm. This negative perception has also been found in studies with US samples, in situations where there is a lack of information and direct contact (Kağıtçıbaşı 1992). Despite this stereotype, Turkey has become a close ally of the United States of America since the 1980's, as a member of the NATO alliance and a country with a strategic significance in the Eastern Mediterranean.”¹²⁴

Ying Fan thinks that stereotypes are very hard to change. He says that “*many of the stereotypes and cultural associations concerning a nation have their roots in centuries of history and will not be simply forgotten by the customer in the face of a few marketing campaigns.*”¹²⁵ So he underlines the time dimension of nation branding by saying that “*the evolution of a nation's image may take years or decades, as shown in the example of 'Made in Japan' in the West.*”¹²⁶ According to Anholt, changing negative images of countries is not an impossible task: Japan and Germany both suffered from worse images and are now among the most admired nations on earth.¹²⁷

Related to stereotypes, Ertuğrul Günay criticizes past stereotyped publicity campaigns of Turkey as follows:

“Bu değil aslında Türkiye. Türkiye'nin ne damak tadı Turkish lokumdan ibaret ne biz pala bıyıklı erkeklerimiz ne kızlarımız dansöz kıyafetinde, başımızda da fes yok. Çok uzun zamandan bu yana yok ama böyle bir yanılma var. Bu bir garip Doğulu karikatürü Türkiye'nin üzerine oturmuş. Bazı dönemlerde biz hatta neredeyse

¹²⁴ Ibid.

¹²⁵ Fan, **op. cit.**, p.10.

¹²⁶ Ibid.

¹²⁷ Anholt, **Nation Branding in Asia...**, p.268.

reklamlarımızda tekrar etmişiz. Tanıtım reklamlarımızda, şalvarlı kızlar, uçan halılar, pala bıyıklı, ata binmiş bir takım şehzadeler! Böyle bir Türkiye yok. Ben böyle bir Türkiye görmedim, yaşamıyorum. Bu doğu mu, Hindistan mı, Pakistan mı, İran mı ne olduğu belli olmayan bir şey var. Osmanlı böyle anlatılmaz. Osmanlı Selimiye, Sultan Ahmet, Fatih`le anlatılır ama böyle anlatılmaz. Uçan halı diye bir şey bizim masallarımızda bile yoktur. Biz oryantalist bakış açısıyla kendimizi tanıtmaya çalışmışız. Bu da tabii batıdaki yanlış Türk figürünü ve imajını destekleyen bir kendi gayretimiz olmuş. Şimdi bundan vazgeçmeye çalışıyoruz.”¹²⁸

Janine Widler makes important findings about stereotypes in nation branding as follows:

“That nation branding is a potentially stereotyping practice in itself is not reflected upon. Experts acknowledge that due to globalisation, people need to use shorthands in order to make sense of the world (Anholt, 2005b). Still, stereotypes are described as outdated simplifications, as generalisation based on impressions instead of facts, as distorted ideas. They are sometimes even said to be essentially wrong and unfair, and above all, they are supposedly very hard to change. Stereotypes seem to be the enemy and the best friend of nation branders at the same time, because in practice, prevailing stereotypes are often the starting point from which a nation brand is developed.”¹²⁹

In this sense, the starting point to develop the brand Turkey can be its stereotypes too. For example, clichés like “Turkey is not an European country” or “Turkey is not a safe country” can be the starting point of brand Turkey to change its stereotyped image with a new one which should be rooted in realities of the country to be credible and to convince people abroad and also its homeland citizens.

¹²⁸ <http://www.tumgazeteler.com/?a=5550965>, 02 May 2011.

¹²⁹ Widler, **op. cit.**, p.148.

3.2.2. Nation Branding and the Governmental Leadership in Turkey

Fan defends the opinion that “*without strong leadership, any campaign in nation branding, like a vehicle with no one at the wheel is doomed to fail.*”¹³⁰ At this point, Saydam agrees with him as he points out the same problem in Turkey: The lack of support of a political authority to coordinate different stakeholders to promote the brand Turkey. He explains it as follows:

*“Ülke olarak biz iki kavramı birbirine karıştırmaktan kendimizi alamadık. Turizm propagandası yapmakla ülkenin tanıtımı yapmak, konumlandırmak arasında bir farklılık göremiyoruz. Peki turizm propagandasında neler var? Göbek dansı, İstanbul, tarihi yerler, Osmanlı kültürü... vs. Bunlar İspanya’da da, Yunanistan’da da var. Elbette Turizm Bakanlığı sektörün gelişmesi için bunları yapmaya mecbur. Ama bunlar Türkiye’nin markasını geliştirmez, biz bunlardan ibaret değiliz. Birçok değerimiz var, bunları anlatmamız gerek. Bu konuda adım atmamız için enstrümanlarımız da mevcut: Dışişleri Bakanlığı, Türk Tanıtma Fonu, Türk Tanıtma Vakfı... Bunların koordinasyonunu sağlamak mümkün. Bu noktada devreye belli bir siyasi otoritenin girmesi gerekiyor. Ama şimdiye kadar olmadı.”*¹³¹

Kaleağası thinks that Turkey deserves a better reputation management. He claims that international communication, promotion of country image and nation branding should be taken seriously to get over the international communication and perception problems of Turkey:

“Türkiye’nin ulusal çıkarları açısından vahim bir sorunu var: Uluslararası iletişim. Yillardır devletin düşünce ve davranışlarında kendine bir yer edinemeyen bir alan bu. Sonunda Türkiye’nin tanıtımına yönelik olarak bizzat Cumhurbaşkanlığı ve Başbakanlık devreye girdi. Yeni atılımlar hazırlanıyor. Düşünün ki iletişimin iyice önem kazandığı son yirmi yılda Türkiye Cumhuriyeti cumhurbaşkanları ve başbakanları önemli mesajlar vermek üzere dünyanın önde gelen başkentlerine gidiyor. Yanlarında bir sürü görevli de misafir gibi onlarla gidiyor, geliyor. Kimse öncesinde gidip verilmek istenen mesajlar hakkında bir medya ve düşünce

¹³⁰ Fan, **op. cit.**, pp.8-9.

¹³¹ http://www.kobifinans.com.tr/tr/bilgi_merkezi/02030201/8697, 01 May 2011.

önderleriyle bir zemin çalışması yapmıyor. Geziler sırasında önemli konularda görüşlerimizi yansıtan renkli, reklamcı gözüyle hazırlanmış broşürler dağıtılmıyor. Sonrasında mesajların medya, ekonomi ve siyaset çevrelerinde yayılması için girişimler yok. Aynı şekilde hala ‘Made in Turkey’ hak ettiği algılamaya sahip değil. Turizmde ise Türkiye gibi bir cevher 25 milyon ziyaretçi ve düşük gelir seviyelerinde. Örnek listesi çok uzun. Sonuçta uluslararası iletişim, tanıtım ve ülke markası birbirleriyle iç içe kavramlar olarak artık ciddiye alınmalı.”¹³²

Ali Saydam touches on the same point by criticizing the lack of communication projects and perception management of the Turkish government:

“Güney Kore Cumhurbaşkanı Roh Moo-Hyun’ın Türkiye ziyaretinde iletişiminin nasıl yönetildiğini hep birlikte gördük. Gelmeden 2 ay önce, medyada Güney Kore ile ilgili araştırmalar, makaleler, yazılar yayınlanmaya başladı. Türkiye’ye geldiğinde buradaki tüm Güney Koreli firmalar gazetelere sayfa sayfa ilan verdiler, hepsinin mesajı ortaktı. Meclis üyeleri ile de görüşmeler yaptı, iş adamlarıyla da... Kısacası herşey planlıydı, ülkesine döndükten sonra da etkisi uzun süre sürdü. Sınırları Konya’dan küçük bir ülkenin Cumhurbaşkanı, özel uçağıyla Türkiye’ye geliyor, profesyonel bir iletişim çalışması yapıyor ve buradaki teşkilatı inanılmaz büyüyor. Şimdi soruyorum; bizim Başbakanımız da bu tür ziyaretler yapıyor, acaba bugüne kadar hangisi için bir iletişim projesi oluşturuldu? Güney Kore’nin Türkiye’deki algılanması üzerine bir ölçümleme yapılsaydı, bu ziyaretten 2 ay önce ve sonra nasıl bir fark çıkardı dersiniz? İşte bu fark iletişimi yönetmekle mümkün oluyor. Tabii ki Başbakanımız gittiği ülkelerde önemli ilişkiler kuruyor. Ama bu o ülkenin insanının Türkiye’yi algılamasında da fark yaratılması anlamına gelmiyor. Dolayısıyla Güney Kore Cumhurbaşkanı’nın Türkiye’ye yaptığı gezinin iletişim boyutunu derinlemesine incelemekte yarar var. 21.yy.’in dünyasında algılama yönetimi, mutlaka liderlik vasfında yönetilmesi gereken bir alandır.”¹³³

Yılmaz Argüden also thinks that Turkey is not a well promoted country. He gives details of his advices about branding Turkey as follows:

¹³² <http://www.siyasaliletisim.org/ariv/makale/553-letiim-ve-imag-canda-tuerkiye.html>, 01 May 2011.

¹³³ http://www.kobifinans.com.tr/tr/bilgi_merkezi/02030201/8697, 01 May 2011.

“Ülke markası olarak Türkiye’yi ele alacak olursak, Türkiye’nin yurtdışındaki algılanışının gerçekleri yansıtmaktan uzak olduğu görülüyor. Bu durumun en güzel göstergelerinden birisi de şu olgu ile özetlenebilir: Türkiye’ye ilk kez gelen insanların yüzde 95’inden fazlası, mutlu bir şekilde, şaşırarak ayrılıyor. Bu da gelmeden önceki beklentileriyle gördükleri arasında ciddi bir farklılık olduğu anlamına geliyor. Demek ki Türkiye iyi tanıtılan bir ülke değil. Sonuç olarak, dünya kamuoyunda, Türk şirketleri, Türk ürünleri veya Türkiye’de sunulan hizmetler hakkında heyecan uyandıran bir algılama yok. Gerçeğin çok gerisinde kalan bir algılama var. Öncelikle markayı yalnızca bir tanıtım konusu olarak değil, stratejinin de bir parçası olarak görmek gerek. Hangi hedefe ulaşmak istiyorsak, o kapsamda tanıtımı, markalaşmayı, konumlandırmayı düşünmek gerekiyor. Türkiye’nin marka olarak konumlandırılması için kavramsal bir yaklaşıma ihtiyacı var. Bu kavramsal yaklaşımı geliştirirken birtakım ilkelere dikkat etmek gerekiyor. Bunlardan ilki Mevlana’nın söylediği gibi ‘Olduğun gibi görün, görüldüğün gibi ol’. Dolayısıyla, gerçekte olmayan bir kimliği Türkiye’nin üzerine giydirmeye çalışırsak başarılı olamayız. Öyleyse Türkiye markasını gerçekten var olan birtakım değerlerin üzerine inşa etmeliyiz. İkincisi, Türkiye gerçekten çok yönlü bir ülke, her yönünü tanıtmak mümkün değil. Bunlar arasında seçim yapıp, odaklanmak gerek. Bu seçimi yaparken de, Türkiye için katma değer yaratma potansiyeline sahip olmalarına dikkat etmeliyiz. Üçüncü nokta ise, seçtiğimiz yönlerin Türkiye’yi diğer ülkelerden kolaylıkla ayırıştırabilecek özelliklere sahip olmasının gerekliliği. Henüz başkaları tarafından sahiplenilmemiş bir konu seçilmeli.”¹³⁴

Simon Anholt claims that Turkey needs nation branding because “the bad image prevents Turkey to fully reach its ambitions.”¹³⁵ He says that Turkey has to find ways of making itself indispensable to other peoples through policies, cultural relations, exports, its diaspora and its behavior in the international arena and by ensuring that people in other countries feel glad that Turkey exists.¹³⁶ According to Anholt, Turkey’s best chance to increase its reputation in the world is to be the

¹³⁴ <http://www.arguden.net/makale.aspx?id=376>, 02 May 2011.

¹³⁵ <http://nation-branding.info/2010/07/31/does-your-country-need-nation-branding/Turkey>, 08 May 2011.

¹³⁶ <http://www.hurriyetdailynews.com/n.php?n=turkey-has-to-focus-on-its-8216nation-brand8217-advisor-says-2011-04-01>, 04 May 2011.

bridge between Europe and Asia, between Islam and other religions.¹³⁷ He says that some of the positions are objectively lower than Turkey actually deserves:

*“Turkey’s image [underrates] the reality, especially in terms of cultural heritage, where Turkey ranks 13th as a global average, but as low as 31st among Americans and 29th among Canadians, for example. The problem is getting people sufficiently interested in Turkey to abandon their prejudices and be prepared to change their minds.”*¹³⁸

He continues as he shares his point of view about the issue of nation branding in Turkey as follows:

*“Image comes from policy, not from communications. The Turkish government needs to abandon the naïve and wasteful belief that national reputation can be directly manipulated through marketing communications. Turkey should start thinking about how it can actually earn a better reputation. Creating a vision for the future of the country and its role in the world with the full participation of business and civil society is the first stage. Membership to the European Union would contribute greatly to nation-branding efforts, as it would be the first step toward proving its value as a cultural bridge.”*¹³⁹

3.2.3. Nation Branding and Differentiating Turkey

Another difficulty of nation branding is its focusing aspect to differentiate the country from others. Widler claims that:

“As Dzenovska points out, in the case of branding a nation, the branding techniques are not neutral and non-political anymore (Dzenovska, 2005). Diversity in terms of people, culture and ideas does not naturally go together with the idea of

¹³⁷ Ibid.

¹³⁸ Ibid.

¹³⁹ <http://www.hurriyetdailynews.com/n.php?n=turkey-has-to-focus-on-its-8216nation-brand8217-advisor-says-2011-04-01>, 04 May 2011.

one nation, one brand, one voice. To create nationwide enthusiasm for a nation (brand) in itself is a process."¹⁴⁰

As a country, Turkey still has identity problems. Is Turkey an European country or is it a Middle Eastern country? It's known that there are several ethnic groups, religions and languages in Turkey but according to Anholt that kind of richness is an asset not an obstacle in nation branding.¹⁴¹

According to the World Tourism Rankings, Turkey ranks 8th in 2008 and 7th in 2009 at the category of top ten countries of international tourism destinations.¹⁴² The rivals of Turkey in 2009 are France, United States, Spain, China, Italy and United Kingdom, respectively. Turkey ranks 6th in 2009 with its 21.3 millions of tourist arrivals at the category of Europe. It's interesting that in the World Tourism Rankings, Turkey is at the category of European countries but in the Country Brands Index, Turkey is considered as a Middle Eastern country. So it can be said that the position of Turkey is blurred not only for its people and its government but also for some other institutions and people abroad. Ahmet Davutoğlu touches on the results of this issue as follows:

*"Ortak zaman-mekan idrakinden kaynaklanan güçlü bir kimlik ve aidiyet hissine sahip olan ve bu his ile psikolojik, sosyolojik, siyasi ve ekonomik usnurları harekete geçirebilen kültürel yapısı oturmuş toplumlar sürekli yenilenebilen stratejik açılımlar gerçekleştirme imkanına sahiptir. Buna karşılık kimlik bunalımı yaşayan ve bu bunalımı bir kültür buhranı haline dönüştüren toplumlar psikolojik, sosyolojik, siyasi ve ekonomik dalgalanmaların kaskacında stratejik bir açmaz içine düşerler."*¹⁴³

Another important point is that in Nation Brands Index 2008, Turkey ranks 31st in tourism which is an interesting paradox for a country ranked 8th in the 2008 World

¹⁴⁰ Widler, **op. cit.**, p.149.

¹⁴¹ <http://nation-branding.info/2010/01/30/why-brand-a-nation-a-conversation-with-simon-anholt-and-wally-olins/>, 09 May 2011.

¹⁴² http://en.wikipedia.org/wiki/World_Tourism_rankings, 02 May 2011.

¹⁴³ Ahmet Davutoğlu, *Stratejik Derinlik*, Küre Yayınları, İstanbul, 2010, p.23.

Tourism Rankings. This situation can be commented by saying that Turkey is a successful country in tourism but it's not a good and strong nation brand yet.

Focusing for differentiating is seeing only one part of the picture and ignoring the rest. Related to this, Fan thinks that national identity is notoriously difficult to define in nation branding.¹⁴⁴ Widler agrees with Fan by saying that *“even if nation branding allows citizens to have different views on their nation, even if it accepts the challenge to represent diversity in some way, it still implies that all citizens share some characteristics, respectively intentions.”*¹⁴⁵ Widler also adds that *“nation branding in a social constructionist’s view cannot represent the true character of a nation, simply because this absolute truth does not exist.”*¹⁴⁶ Dinnie claims that *“many contemporary discussions of international competition stress global homogenization and a diminished role for nations but in truth national differences are at the heart of competitive success.”*¹⁴⁷ Widler agrees with Dinnie as she continues as follows:

*“Differentiation between nations is difficult, but differentiation is what competition is all about and it is what branding is all about. Based on the assumption that every nation is different from all the other nations in the world, the demanding task nation branding imposes on itself is to identify the unique characteristics of a nation and to display them in a comprehensive way, without being reductive.”*¹⁴⁸

Another problem of differentiating countries from others is the issue of “differentiating what for who?” According to Fan, the biggest challenge in nation branding is how to communicate a single image or message to different audiences in different countries.¹⁴⁹ He criticizes nation branding as follows:

“Branding requires simplicity and clarity, but the image of a nation is complex and vague. Using one logo plus one slogan might be just sufficient to promote a

¹⁴⁴ Fan, *op. cit.*, p.9.

¹⁴⁵ Widler, *op. cit.*, p.148.

¹⁴⁶ Ibid.

¹⁴⁷ Dinnie, *op. cit.*, p.18.

¹⁴⁸ Widler, *op. cit.*, p.147.

¹⁴⁹ Fan, *op. cit.*, p.10.

washing powder, but it is impossible for nation branding to develop a new national image in the same way. A slogan such as ‘A small country with a big heart’ is in fact not very meaningful as it can be used by almost any small country. Similarly, values such as ‘trust, friendliness and honesty’ will not help develop a truly unique national image. A campaign promoting a country’s highly skilled and innovative workforce will not appeal to potential tourists. In each context the customer has different needs, and so a nation brand that tries to be all things to all people will inevitably fail, as it will isolate a significant proportion of its target audience through its vagueness. Thus it may be concluded that it is almost meaningless to talk about a nation brand in general.”¹⁵⁰

At this point, Anholt clarifies his point of view about branding nations and branding products as follows:

“As people frequently and quite rightly point out, a country is not a product, and while there is huge potential in the enlightened, imaginative and responsible application of product marketing techniques to places, it is certainly not the case that countries may be dealt with as if they were soap powder.(...) A more accurate and more useful metaphor than ‘country as product brand’ is ‘country as corporate brand’ – in other words, instead of drawing parallels between the country itself and product brands like Dove or Snickers, one considers it as something more like a holding company which manages a group of related sub-brands: a Unilever or a Mars.”¹⁵¹

Turkey uses the taglines of “Turkey Welcomes You” and “Turkey, Open for Everyone” since 2008 and it’s discussed a lot whether they are comprehensive enough to promote the country.¹⁵² Anholt shares his point of view about symbolic presentations of countries by saying that “I don't think one needs to worry too much about symbolic presentation. That's an advertising issue and is a concern merely for the tourist board.”¹⁵³ Related to this comment, it can be said that taglines are just one

¹⁵⁰ Ibid.

¹⁵¹ Anholt, **Brand New Justice...**, p.125.

¹⁵² <http://arsiv.ntvmsnbc.com/news/431035.asp>, 10 May 2011.

¹⁵³ <http://nation-branding.info/2010/01/30/why-brand-a-nation-a-conversation-with-simon-anholt-and-wally-olins/>, 10 May 2011.

part of the tourism strategy but not the entire issue in nation branding. Finally, Dinnie mentions that “meaningful differentiation” is the right key to open branding door of countries. He explains the issue as follows:

*“A further incentive for countries to embrace branding lies in the capacity of branding techniques to create meaningful differentiation. In the tourism sector, for instance, most destinations make almost identical claims regarding the beauty of their scenery, the purity of their beaches, the hospitable nature of the locals and so on, and therefore, the need for destinations to create a unique identity, to find a niche and differentiate themselves from their competitors, is more critical than ever. This needs to be done on a long-term strategic basis and not as an ad hoc event if positive outcomes are to be sustained and not ephemeral.”*¹⁵⁴

3.3. Brand Turkey: Perceptions versus Realities

3.3.1. SWOT Analysis of Brand Turkey

If we consider Turkey as a future nation brand, it would be useful to examine the country according to the six points of the Nation Brand Hexagon. As mentioned before, according to the Nation Brands Index 2010, the strongest points of Turkey are “Culture and Heritage” and “Tourism” and its weak points are “Governance”, “People” and “Investment and Immigration”.¹⁵⁵ The weakest point of Turkey is “Exports”.

When we look at the figure of “the SWOT Analysis of Brand Turkey” (See Figure 3.1.), it’s obvious that the opportunities and also the threats of the country mostly depend on results of political and diplomatic issues. When we look at the opportunities of brand Turkey, as a regional power, Turkey is among the rising star countries with its growing economy and its EU candidacy. Turkey’s best chance to improve its reputation abroad is being the bridge between Europe and Asia, not only with its geopolitical position but also with its soft power such as the policy of “Zero

¹⁵⁴ Dinnie, *op. cit.*, p.19.

¹⁵⁵ <http://nation-branding.info/2011/05/04/simon-anholt-on-turkey-nation-brand/>, 23 May 2011.

Problems with Neighbors” and “The Alliance of Civilizations”.¹⁵⁶ On the other hand, problems like terrorism, security issues, Kurdish problem, Cyprus and Armenian Conflicts, Islamic fundamentalism, freedom of expression, human rights, political freedom and press freedom still put Turkey’s image into the shade.

Figure 3.1 The SWOT Analysis: Brand Turkey

<p><u>Strengths</u></p> <p>Culture and Heritage</p> <p>Tourism</p>	<p><u>Weaknesses</u></p> <p>Governance</p> <p>People</p> <p>Investment and Immigration</p> <p>Exports</p>
<p><u>Opportunities</u></p> <p>Rising Star Country</p> <p>Regional Power, EU Candidate</p> <p>The Policy of “Zero Problems with Neighbours”, “The Alliance of Civilizations”</p> <p>Soft Power, Bridge between Europe and Asia</p> <p>Growing Economy</p> <p>Values, the Unique Democracy in the Region</p>	<p><u>Threats</u></p> <p>Terrorism, Security Issues</p> <p>Kurdish Problem, Cyprus and Armenian Conflicts</p> <p>Islamic Fundamentalism</p> <p>Human Rights, Political Freedom, Press Freedom, Freedom of Expression Problems</p>

3.3.1.1. Culture and Heritage

The “Culture and Heritage” point of the hexagon reveals global perceptions of each nation's heritage and appreciation for its contemporary culture, including film, music, art, sport and literature. According to the Nation Brands Index 2010, Turkey ranks 26th in culture and heritage. This is always the strongest point of Turkey in Nation Brands Indexes. At this point, it should be noted that every actor of culture is very important for the image of the country. Anholt explains the importance of culture for nations as follows:

¹⁵⁶ <http://www.unaoc.org/about/>, 25 May 2011.

“The cultural aspect of national image is irreplaceable and uncopiable because it is uniquely linked to the country itself; it is reassuring because it links the country’s past with it’s present; it is enriching because it deals with non-commercial activities; and it is dignifying because it shows the spiritual and intellectual qualities of the country’s people and institutions.”¹⁵⁷

Nation branding experts claim that famous people are as important as public ambassadors to promote the country. Markessinis says that *“all countries willing to be somewhat famous need to have at least 2 to 3 public ambassadors. They can be an actress like Penelope Cruz, a painter like Frida Kahlo or a rock band like Scorpions, but your country needs them. While your country is not famous, celebrities are deciphered through their nationality and wherever they are, your country becomes flesh.”¹⁵⁸*

Dinnie agrees with Markessinis about the importance of famous people who represent the country as he also underlines the importance of ordinary citizens in nation branding who represent their home nation abroad:

“Famous sporting or cultural figures may perform an unplanned, unscripted form of nation-brand ambassador role, without any official endorsement from their nation or any agreement by the individual concerned that they are in fact a type of ambassador for their nation. Likewise, the behavior of individual citizens when in foreign countries can be interpreted as being representative of their home nation. When this behavior is bad, as in the case of English football hooliganism during the 1980s, it can tarnish the overall country image. It is clearly unrealistic to expect every citizen in a population of millions to act as a nation-brand ambassador, yet it may be possible to identify certain individuals who are qualified and willing to play such a role.”¹⁵⁹

Anholt agrees with Markessinis and Dinnie as he underlines the importance of famous people to promote the country as follows:

¹⁵⁷ Anholt, **Brand New Justice**, pp.137-138.

¹⁵⁸ <http://nation-branding.info/2010/07/28/12-recipes-country-branding-cookbook/>, 14 May 2011.

¹⁵⁹ Dinnie, **op. cit.**, p.228.

*“Some actions are more effective than others, and the words and deeds of a well-known person are many times more potent than those of ordinary members of the public: because famous people are under constant observation by millions of other people, their actions and preferences have enormous leverage.”*¹⁶⁰

Markessinis says that *“hosting world-class sports events may have been proved economically inefficient for some countries, but sportsmen are definitely worth investing. Just think about the service Nadia Comaneci, Cristiano Ronaldo or the Kenyan long distance runners have rendered or continue to render to Romania, Portugal and Kenya respectively.”*¹⁶¹

3.3.1.2. Tourism

This point of the hexagon captures the level of interest in visiting a country and the draw of natural and man-made tourist attractions.

“Tourism is often the primary stakeholder in promoting the national brand, and that the two are sometimes confused. This is because tourist promotion is usually the only way in which countries ever consciously engage in marketing themselves to the outside world: it is about the only area of activity where, traditionally, a government minister and a director of marketing will actually work side by side, and it’s often one the few areas where the division between public sector and private enterprise is unclear.”, says Simon Anholt.¹⁶²

According to Nation Brands Index 2010, Turkey ranks 28th in tourism but in reality Turkey ranks 8th in World Tourism Rankings 2008 and 7th in World Tourism Rankings 2009 at the category of popular international destinations. In 2008, 24.99 million of tourists and in 2009, 25.51 million of tourists visited Turkey. According to the Turkey’s Tourism Strategy 2023, the tourism vision of Turkey is expressed as follows:

¹⁶⁰ Anholt, **op. cit.**, pp.119-120.

¹⁶¹ <http://nation-branding.info/2010/07/28/12-recipes-country-branding-cookbook/>, 14 May 2011.

¹⁶² Anholt, **op. cit.**, p.162.

“Sürdürülebilir turizm yaklaşımı benimsenerek istihdamın artırılmasında ve bölgesel gelişmede turizmin öncü bir sektör konumuna ulaştırılması ve Türkiye’nin 2023 yılına kadar uluslararası pazarda turist sayısı ve turizm geliri bakımından ilk beş ülke arasında önemli bir varış noktası ve uluslararası bir marka haline getirilmesinin sağlanmasıdır.”¹⁶³

According to Turkey’s Tourism Strategy 2023, Turkey should be branded nationally, regionally and locally.¹⁶⁴ The tourism strategy of Turkey is presented as follows:

“Strateji: Ulusal, bölgesel ve yerel ölçekte markalaşmanın hedeflenmesi, ulusal tanıtım ve pazarlamaya ek olarak varış noktası bazında tanıtım ve pazarlanma faaliyetlerine başlanması”¹⁶⁵

As it’s shown in the section of “Threats” in the SWOT analysis of brand Turkey, Turkey has some important political problems which influence its tourism sector too. In Turkey’s Tourism Strategy 2023, it’s explained as follows:

“Türkiye turizmini doğrudan etkileyen terörist faaliyetlerin, demokrasi, insan hakları gibi konulara ilişkin olarak dış basında yer alan olumsuz yayınlar ve Türkiye’nin coğrafi konumu nedeniyle yakın bölgesinde yaşanan savaşlar ile siyasi istikrarsızlıkların neden olduğu imaj sorunlarının olumsuz etkilerini azaltmaya dönük tanıtım çalışmaları yapılarak iyi imaj yaratılmasını sağlayıcı proje ve programlar yaratılacaktır.”¹⁶⁶

¹⁶³ <http://www.kultur.gov.tr/TR/belge/1-61449/turkiye-turizm-stratejisi.html>, p.3, 13 May 2011.

¹⁶⁴ <http://www.kultur.gov.tr/TR/belge/1-61449/turkiye-turizm-stratejisi.html>, 13 May 2011.

¹⁶⁵ Ibid.

¹⁶⁶ Ibid.

3.3.1.3. Governance

This point of the hexagon measures public opinion regarding the level of national government competency and fairness and describes individuals' beliefs about each country's government, as well as its perceived commitment to global issues such as democracy, justice, poverty and the environment. In Nation Brands Index 2010, Turkey ranks 29th in governance. When we look at some surveys, reports and indexes which measure political environment of Turkey, the results are as follows:

- World Economic Forum, Global Gender Gap Report, 2010, Turkey ranks 126th among 134 countries.
- The Global Competitiveness Report 2010-2011 (World Economic Forum), Turkey ranks 61st among 139 countries.
- UNDP Human Development Index, 2010, Turkey ranks 83rd among 169 countries.
- The 2010 Environmental Performance Index (EPI), Turkey ranks 77th among 163 countries.
- Transparency International Corruption Perception 2010, Turkey ranks 56th among 178 countries.
- World Wide Press Freedom Index 2010, Turkey ranks 138th among 178 countries.
- Freedom House, 2010, Turkey Political Rights Score: 3, Civil Liberties Score: 3 (Scale is between 1-7)
- Economist Intelligence Unit's Index of Democracy 2010, Turkey ranks 89th among 167 countries. Regime: Hybrid Regime. Status: Partly Free.

These rankings show us that the perceptions of Turkey abroad and numerical findings about the political, economic and social atmosphere of the country are quite different, so this point of the hexagon brings up an interesting paradox for Turkey: Although the reports are telling just the opposite, Turkey's governmental perception rankings are much more positive abroad than the rankings of Turkey in reports. In this case, it's another discussion whether this situation is a good thing for Turkey, but this also shows that if Turkey can make some real efforts about its policies, then it

can get much faster and positive feedbacks than it can imagine from the world. At this point, related to this, Markessinis claims that countries should develop innovative laws to gain the world's recognition as he continues as follows:

*“Innovative laws can put your country on the map. Develop now the laws that are likely to be common rule in 10 years time and gain the world's recognition as a pioneer (if you can make it to the news). It can be laws about the electric car, CO2 emissions, gender equality, copyright and copyleft, universal health, internet freedom and net neutrality, genetics, healthy and fatless food, human rights, prostitution, animal mistreatment, same-sex marriage, religion, whatever that has real substance in it but also is and looks modern (if you want to look modern, that is). No need to say, before that you need to have law and order reign – that's an indispensable prerequisite.”*¹⁶⁷

3.3.1.4. People

In Nation Brands Index, this point of the hexagon measures the population's reputation for competence, education, openness and friendliness and other qualities, as well as perceived levels of potential hostility and discrimination. Turkey ranks 32nd in people in Nation Brands Index 2010.

According to World Values Survey 2007, 76.3 % of Turkish people are “very proud of their nationality”.¹⁶⁸ 40.9 % of them do not trust very much to people of other nationality and 27.2 % do not trust them at all.¹⁶⁹ 39.4 % do not trust very much to people of other religion and 27.8% do not trust them at all.¹⁷⁰ 43.2 % agree and 37.1 % strongly agree on the statement of “I see myself as a world citizen”.¹⁷¹

Markessinis says that *“polite and friendly nationals are the best ambassadors of a country brand. They can be serious like the Germans or attentive like the Japanese, but both as hosts and as tourists they represent the nation. Hosts inside the*

¹⁶⁷ <http://nation-branding.info/2010/07/28/12-recipes-country-branding-cookbook/>, 13 May 2011.

¹⁶⁸ <http://www.wvsevsdb.com/wvs/WVSAalyzeQuestion.jsp>, 13 May 2011.

¹⁶⁹ Ibid.

¹⁷⁰ Ibid.

¹⁷¹ Ibid.

*country and tourists overseas help other people's figure how their country might be – they shape an image.*¹⁷²

Anholt claims that *“when the entire population is galvanized into becoming the mouthpiece of a country's values and qualities, then you have an advertising medium which is actually equal to the enormous task of communicating something so complex to so many.”*¹⁷³

Gilmore discusses the issue from a different angle. She underlines the importance of convincing skeptical citizens for the goodwill of nation brand as follows:

*“If left alone, skeptics with their absence of pride in and commitment to the country and their active doubting of its potential will damage and undermine the country's brand...[Therefore], the most important thing is for the branding program to have credibility. For this it may have to be supported by real physical infrastructural changes, promotion of strategic industries through tax incentives, attraction of venture capital, encouragement of creativity, and getting citizens who have an international profile and opinion formers to be brand ambassadors...”*¹⁷⁴

3.3.1.5. Investment and Immigration

The point of “Investment and Immigration” determines the power to attract people to live, work or study in each country and reveals how people perceive a country's economic and social situation. Turkey ranks 33rd in investment and immigration in Nation Brands Index 2010. The CIA Report about investing in Turkey is explained as follows:

“Further economic and judicial reforms and prospective EU membership are expected to boost Turkey's attractiveness to foreign investors. However, Turkey's relatively high current account deficit, uncertainty related to policy-making, and

¹⁷² <http://nation-branding.info/2010/07/28/12-recipes-country-branding-cookbook/>, 13 May 2011.

¹⁷³ Anholt, **Brand New Justice...**, p.119.

¹⁷⁴ Tatevossian, **op. cit.**, p.183.

fiscal imbalances leave the economy vulnerable to destabilizing shifts in investor confidence."¹⁷⁵

Projects like "Invest in Turkey" can be a good step to present Turkey as an attractive country to investors but this point of the hexagon strictly depends on the infrastructural realities of countries, so if Turkey can develop other points of the hexagon, this point will be automatically affected by others.

3.3.1.6. Exports

Exports determine the public's image of products and services from each country and the extent to which consumers proactively seek or avoid products from each country-of-origin. In Nation Brands Index, Turkey ranks 34th in exports and it should be noted that this is Turkey's worst ranking among others.

*"We know that it's valuable for branded products to talk about their national identity to consumers; and increasingly, brands are actually the means by which those consumers form their views about national identity in the first place. While an older audience might associate Switzerland, for example, William Tell (culture), cheese, chocolate, cuckoo-clocks and banking (unbranded produce and services), mountains and skiing (tourism), or neutrality (foreign policy), the first associations of younger people are far more likely to be Swatch or Swiss Army (branded products). Similarly, the first reaction of most children when asked what they know about Japan is 'Sony', 'Nintendo', 'Hello Kitty', 'Sailor Moon' or 'Pokemon'."*¹⁷⁶ mentions, Simon Anholt.

Markessinis underlines the importance of exports of a country as follows:

"Find out what your country does best in the world. Argentina is known for its meat, Japan for its electronics and France for its parfums but, what should your country be famous for? A world-leading industry can speak a lot about a country – who you are, and what do you do best. (...) Choose your country's leading brands and help them become global. Ikea represents Sweden and Swedish values better

¹⁷⁵ <https://www.cia.gov/library/publications/the-world-factbook/geos/tu.html>, 13 May 2011.

¹⁷⁶ Anholt, *op. cit.*, pp.133-134.

than your regular Affaires Étrangères office. So do BMW for Germany, Apple for the US and Nokia for Finland. Promote brands that people like and can associate to your country and make the most of this relationship. (...) Having a famous beer or spirit also helps telling a nation-branding story. Think of what Scottish whisky has done for Scotland, French champagne for France or sangria for Spain. Nationally-branded commercial brands also help: Bailey's and Ireland, Foster's and Australia... ”¹⁷⁷

Anholt summarizes effectiveness of products for country branding as follows:

“None the less, it is worth pointing out that products make far more effective ambassadors for the national image than promotional campaigns, because they make money rather than costing money; people welcome products and avoid advertisements; and people take products into their homes and keep them, rather than throwing them away or deleting them as soon as they can. ”¹⁷⁸

Turkey has to give more importance to its exports if it wants to be nation brand. “Turquality” and *Türkiye İhracatçılar Meclisi* is among the most important nation branding attempts in Turkey and if Turkey can develop more projects about its brands to present them to the whole world, the rankings of Turkey in Nation Brands Indexes will be directly better than today's.

3.3.2. Major Country Promoting Activities of Turkey between 2008 and 2011

There are several country promoting activities in Turkey but every activity of country promoting cannot be considered as nation branding. Some major nation branding activities, public diplomacy activities and marketing activities of Turkey between 2008 and 2011 can be examined in the Table 3.4 to see the contextual differences between them more clearly. It should also be noted that in the Table 3.4., there are only major country promoting activities which are only under the auspices of the government.

¹⁷⁷ <http://nation-branding.info/2010/07/28/12-recipes-country-branding-cookbook/>, 13 May 2011.

¹⁷⁸ Anholt, **Competitive Identity...**, p.92.

Table 3.4. Major Nation Branding Activities, Public Diplomacy Activities and Marketing Activities of Turkey between 2008 and 2011

<u>Nation Branding Activities</u>	<u>Public Diplomacy Activities</u>	<u>Marketing Activities</u>
Turkey's Strategic Vision 2023	<i>Akil Adamlar Konferans Serisi</i>	İstanbul Shopping Fest
England-Turkey CEO Platforme "Branding Turkey"	<i>Gazeteci Heyetleri Programı</i>	İstanbul 2010-European Capital of Culture
Turquality	<i>Ülke Programları</i>	Erzurum 2011 Winter Universiade
Invest In Turkey	<i>Yabancı Basın Bilgilendirme Faaliyetleri</i>	<i>Kültür ve Turizm Bakanlığı 2010-2014 Stratejik Planı</i>
		Turkish Season in France 2009-2010
		2008 Year of Turkish Culture in Russia

As seen in the table 3.4., Turkey's Strategic Vision 2023 can be considered as a nation branding attempt but it should be underlined that it is not exactly nation branding because first of all it's short-termed project and although there are several innovations about the country's infrastructure, there is no coordination between different stakeholders. Under this project, there are also other projects like Turkey's Tourism Strategy 2023, *Türkiye İhracatçılar Meclisi (TIM)*, National Education Strategy 2023 etc. It is clear that if this important project can be developed, it can be considered as the pre-nation branding step for Turkey.

England-Turkey CEO Platform is another attempt for branding Turkey.¹⁷⁹ In this project, English CEOs will market brand Turkey to develop the economic relations between Turkey and England. This project reflects the interest of the Turkish government in branding Turkey. Related to this area, “Invest in Turkey” is another important attempt to present Turkey as an attractive country to investors which is under the auspices of the Republic of Turkey Prime Ministry Investment Support and Promotion Agency.¹⁸⁰ As mentioned before, “Investment and Immigration” point was one the weakest points of Turkey in Nation Brands Indexes and it is clear that Turkey is in a need of inviting investment projects like “Invest in Turkey”.

Turquality is one the most important projects which contributes developing brand Turkey. It’s the unique branding programme in the world which is supported by the government.¹⁸¹ It is founded to develop global Turkish brands to increase the exports of Turkey and to improve the image of Turkey and Turkish products through improved Turkish brands. As seen in Nation Brands Index 2010, the point of “Exports” was the weakest point of Turkey and Turquality is a kind of project that nation branders always insist in supporting because it cannot be denied that brands are the best ambassadors of countries abroad.

Ali Saydam summarizes the importance of Turkish brands for the positive image of Turkey as follows:

“Bence konuya şu noktadan giriş yapmak gerekiyor: 2023’de Türkiye’den dünya markaları çıkmış olacak mı? İşte 2023’de nasıl bir Türkiye’de yaşayacağımızın, Türkiye’nin nasıl bir marka olacağıının, nasıl algılanacağıının yanıtı da burada... Eğer marka olmayı başaramazsak şansımız yok. Size şöyle bir soru sorayım: Mercedes dediğimizde akla hangi ülke geliyor? Almanya. Sony denilince hangi ülkeyi düşünüyoruz? Japonya! Teknoloji ya da otomotiv denilince, bu ülkelerin ürünlerini tercih ediyoruz, çünkü bu markalardan aldıkları güçle, vaatle

¹⁷⁹ <http://www.hurriyet.com.tr/ekonomi/17439040.asp>, 19 May 2011.

¹⁸⁰ <http://www.invest.gov.tr/tr-TR/Pages/Home.aspx>, 23 May 2011.

¹⁸¹ <http://www.turquality.com/6.aspx>, 19 May 2011.

*bize güven veriyorlar... Dolayısıyla bu ülkelerden çıkan diğer ürünler de maça 1-0 galip başlıyor. Markalar, buldukları ülkelerin önünü açıyor.”*¹⁸²

In Turkey, official public diplomacy activities like *Akil Adamlar Konferans Serisi*, *Gazeteci Heyetleri Programı*, *Ülke Programları*, *Yabancı Basın Bilgilendirme Faaliyetleri* can only be one part of nation branding activities but they cannot be directly considered as nation branding activities because they are not enough to promote the country. As seen in the Table 3.4., marketing activities of Turkey like Turkish Season 2009-2010, İstanbul Shopping Fest or Erzurum 2011 Winter Universiade etc. are not among nation branding activities too because first of all, there is no “monopoly” of one authority in these activities. They are under the auspices of presidency, prime ministry, coordinator of public diplomacy or ministry of foreign affairs etc. and there is no coordination neither between them, nor between their stakeholders and citizens. Besides, these projects are ephemeral and with its ranking of 33rd country in Nation Brands Index 2010, Turkey needs much more time to become a good and strong nation brand. Short-term projects like “Turkey’s Strategic Vision 2023” can only answer some infrastructural needs of Turkey but it cannot serve to the brand Turkey in the long-term. As mentioned before, nation branding is about the development of all the points of the hexagon but for example there is no concrete project to develop “Governance” and “People” points of Turkey yet. In Nation Brands Index 2010, the weakest point of Turkey is “Exports”. Turquality is an important project which aims at developing ten global Turkish brands in ten years but in fact, this is an insufficient number for a country like Turkey which is ranked as 16th largest economy in the world and 6th largest economy compared with the EU in 2010.¹⁸³ If Turkey wants to prove itself to the world, it should improve more brands or create new global ones of first priority.

3.3.3. General Analysis of Nation Branding in Turkey

In nation branding, there is a clear state of war between perceptions and realities of countries. Some nation branders claim that nation branding is about making innovations, and some others defend the opinion that nation branding is

¹⁸² http://www.kobifinans.com.tr/tr/bilgi_merkezi/02030201/8697, 01 May 2011.

¹⁸³ <http://www.invest.gov.tr/tr-TR/investmentguide/Pages/10Reasons.aspx>, 23 May 2011.

about changing perceptions or creating new ones by using perception management, reputation management or branding techniques. Just like the most of the countries, Turkey seeks to be a respected and effective country in the world scene too. As a developing country, Turkey absolutely needs nation branding but nation branding requires some special features before starting the process, so the first rule of it is reflecting the real assets of the country. Anholt claims that *“nation branding is supposed to do whatever is possible to ensure that the country’s reputation is a fair, balanced and useful reflection of its real assets, competencies and offerings, and not merely on outdated or unjustly biased cliché, informed by long-past events or ignorant assumptions”*.¹⁸⁴

So according to Anholt, nation branding must be rooted in realities of countries and its society, not in illusions, clichés or ignorant assumptions. Tatevossian agrees with him as she refers to the subject as follows:

*“The nation brand must be rooted in the realities of a country and its society. In the Journal of Brand Management, Fiona Gilmore (2002) clarifies this: ‘The important thing to realize about branding a country is that it must be an amplification of what is already there and not a fabrication...The country’s brand should be rooted in reality, and in fundamental truths about the destination’. If a brand is not rooted in reality and credible, the audiences (domestic and international) will sense the dissonance and lose trust the brand.”*¹⁸⁵

In this sense, realities of Turkey and its society as a future nation brand should be discussed realistically by avoiding romanticizing the past, the present and the future. Fan claims that *“the image problem of a nation or place is often reflection of some more serious political and socio-economic troubles in that area. Facial make-up will not help a cancer patient feel healthy.”*¹⁸⁶ So it can be said that some image problems of Turkey can be the consequences of its political and socio-economic problems, which do not depend only on its communication or advertisement problems. Fan clarifies his point of view about the issue as follows:

¹⁸⁴ Widler, **op. cit.**, p.148.

¹⁸⁵ Tatevossian, **op. cit.**, p.183.

¹⁸⁶ Fan, **op. cit.**, p.13.

“The current studies on nation branding are characterized by an interesting phenomenon. Nation branding has been vaunted as a panacea – something equivalent to a grand national economic development strategy – desperately needed by developing countries. Nation branding is believed to be able to work miracles and solve many of the world’s problems, for example the poverty gap between the North and the South. It is undeniable that branding is an extremely powerful tool, but it is equally important to realize that branding is only one part of a marketing strategy which itself is a part of the whole business strategy. Branding will not work if other components of the strategy (finance, R&D, production, distribution) fail to deliver what the customers want. Nation branding is no exception. To the proponents of nation branding, Spain has provided a most successful example of rebranding a nation. However, this is a kind of misunderstanding. The change in the national image of Spain is the result of fundamental changes in its political, economic and social systems which have taken place over the past 20 years or so, not the result of some wishful campaigns in nation branding. Branding might have played a role in the transformation, but its importance should not be exaggerated. Before political reform takes place there is no role for nation branding.”¹⁸⁷

As a country, Turkey is in a process of transformation and what Turkey needs in nation branding is making more powerful innovations which are related to having a revisionist vision first and foremost. It’s known that Turkey’s prime target is to be among the biggest ten economies in the world, but in nation branding having a good economy is not enough for a country to be a good and strong nation brand, so when we do a “general analysis of nation branding in Turkey”, we should keep the fact in mind that fixing negative or garbled image of Turkey is an urgent matter which does a great harm to the future brand Turkey. Although Turkey explicitly needs nation branding, there is still no concrete step taken by the government about the issue yet. In fact, Turkish government lately delivered hopeful promises about creating “Brand Cities” in Turkey but as we cannot find much detailed information about the project, it seems more like a vague promise, at least for now.

¹⁸⁷ Ibid, p.11.

In the political area, Turkey has a long way to go. Every kind of liberty like civil liberties, political liberties, fundamental freedoms, individual rights and freedoms, religious liberties, freedom of information and freedom of the press etc. are fundamental principles in liberal democracies and as seen in Nation Brands Indexes, the top countries are not only economically strong countries but they are also mostly developed countries in the areas of freedom, security and justice. To become a good and strong nation brand, Turkey should present itself as a libertarian country - of course by making real innovations - especially to break the common prejudices of the West towards Muslim populated countries. It should be noted that Turkey is the unique secular country in the world with its dense Muslim population, so differentiating Turkey from others is not an impossible task because The Republic of Turkey is already a different country from others in the region with its political infrastructure and conjuncture since its foundation in 1923.

There is no doubt that Turkey tries hard to be among developed countries in the world but if it's really eager to become a good and strong nation brand, it should follow some steps of nation branding. First of all, as mentioned in the Chapter 1, the important point is who is going to coordinate the process and shoulder the responsibility? If we want to see Turkey as a nation brand, Turkey needs a real and new branding structure which should be coordinated by the government. This means that stakeholders, citizens and government should act in a collective consciousness to get the optimum nation branding results. In this process, every point of the hexagon should transmit the same message with great insistence to convince the world about Turkey's own real story. At this point, Dinnie claims that "*nation-branding strategy must include a significant investment in ongoing research in order to track which attributes people are editing out or rearranging when forming their country image perceptions.*"¹⁸⁸ In this sense, Turkey needs to make a serious investment in ongoing research to become a good and strong nation brand before making nation branding plans.

¹⁸⁸ Dinnie, *op. cit.*, p.127.

Harold Lasswell is well known for his comment on communications: “*Who (says) What (to) Whom (in) What Channel (with) What Effect*”.¹⁸⁹ Just like this model, nation branding is also a comprehensive programme which interests in all stages of a multiphase branding program to send the right message to targeted audiences by the mediation of the most effective channels.

If Turkey wants to be a nation brand, the starting point can be questions like “As a future nation brand, where is Turkey right now?”, “Where does Turkey want to go?”, “How can Turkey get there?” and “Can Turkey measure the results of this process?” After these questions, the key questions are “What can be the content of the right message for brand Turkey?” and “Who are the targeted audiences?” To answer these questions, Turkey should be in a close collaboration with its citizens, researchers, professionals and opinion leaders from a vast spectrum of sectors to set the tone of nation branding in the country. For example, Dinnie says that “*branding and marketing professionals are not generally renowned for their narrative skills, and therefore, it would make sense for nations to invite their “real” writers to be involved in constructing the nation’s narrative-poets, playwrights, novelists and other creative writers could potentially play a significant role in enchancing their nation’s reputation.*”¹⁹⁰

Ali Saydam defends the opinion that Turkey should follow the support policy of its own values as follows:

“Türkiye yıllarca kendi değerlerine sahip çıkmak yerine ‘Hayır ben de sizin gibiyim’ demeye çalıştı. Türkiye’nin kendi değerlerini reddetmesi değil, tam tersine sahip çıkmasıyla, onların iletişimini yapmasıyla algılama yönetimini başarıyla gerçekleştirebilir. Nereden bakarsak bakalım, Batı, hayranlık duyduğu değerler sistemiyle geldiği noktada, en yüksek intihar oranlarına sahip olan, en mutsuz toplumların yaşadığı ülkelerden oluşuyor ve daha birçok sorunu var; çevre kirliliği, tarım, yaşlı nüfus vb. gibi. 18 yaşından küçüklere alkollü içecek satmanın yasak

¹⁸⁹ Prof. Dr. Şermin Tekinalp, Ruhdan Uzun, **İletişim Araştırmaları ve Kuramları**, Beta, İstanbul, April 2009, pp.65-66.

¹⁹⁰ Dinnie, **op. cit.**, p.45.

olduđu İsveç, Avrupa’da alkolizmin en yüksek olduđu ülke... Dolayısıyla, Türkiye 2023’de kendi markasını yaşamak istiyorsa, değerlerine sahip çıkmalıdır.”¹⁹¹

In nation branding, perceptions and realities of a country is discussed a lot whether perceptions and realities of a country can switch places and vice versa through nation branding. Fan makes a criticism of Anholt’s nation branding concept which is related to the issue of perceptions vs. realities of a country as follows:

“Anholt calls for the poor countries in the Third World to use nation branding in developing their economies, but they first have to find or make something to sell: a product or service which is competitive in the market place. To achieve this, they need investment, technology and know-how far more than they need nation branding. Without a good product, branding would work to no avail. There is rather a chicken-and-egg situation here. How can nation branding help a country’s image building if it is plagued by war, poverty, crime or terrorism?”¹⁹²

Anholt clarifies this issue as follows:

“As Nye says, ‘a country may obtain the outcomes it wants in world politics because other countries want to follow it, admiring its values, emulating its example, aspiring to its level of prosperity and openness.’ Soft power, he says, is making people want to do what you want them to do. National branding is about making people want to pay attention to a country’s achievements, and believe in its qualities. It is the quintessential modern exemplar of soft power. The implications of Nye’s theory for my argument are clear: you can only wield hard power over countries, which lie beneath the rest, the only power which they can hope to wield is soft. The vocabulary is immaterial: one can call these principles of soft power ‘marketing’ or ‘branding’, but one can equally call them psychology, diplomacy, rhetoric, politics, the art of persuasion, or plain good sense. What matters is whether they work or not. And they do work.”¹⁹³ mentions, Anholt.

¹⁹¹ http://www.kobifinans.com.tr/tr/bilgi_merkezi/02030201/8697, 01 May 2011.

¹⁹² Fan, **op. cit.**, p.13.

¹⁹³ Anholt, **op. cit.**, p.13.

The undoing of this knot is a controversial issue but in fact, all the approaches in nation branding come to the same end: Politics. When we analyze the Nation Brand Hexagon, it can be said that culture and heritage belongs to people. Tourism, exports and investment and immigration belong to governance and finally governance belongs to people. Then in this case, it can be said that the most important point of the hexagon is people because when this point is strong, the other ones are just reflections of the aforementioned point. Ahmet Davutoğlu claims that the most important strategic power of a country is its people factor.¹⁹⁴ He underlines the matter of people factor in Turkey's strategic departure as follows:

“Türkiye'nin stratejik yönelişindeki en ciddi mesele insan unsuru ile ilgilidir. Türkiye tarih ve coğrafya verileri ve bu verilerin tezahürünü sağlayan kültürel altyapı açısından küresel stratejiler geliştiren birçok ülkeyi kışkırtacak bir birikime sahiptir. Ancak bu yeterli değildir. Bir stratejik gücü oluşturan bütün unsurları dinamik bir şekilde yorumlayabilecek, değişen uluslar arası konjonktüre uyumlu hale getirebilecek, değişik güç unsurları arasındaki koordinasyonu sağlayabilecek, kademeli güç stratejileri geliştirebilecek donanımlı ve ufku açık bir insan unsuru olmaksızın bütün bu potansiyellerden kinetik bir enerji çıkarabilmek mümkün olmaz. Bu donanımda yeterli insan unsuruna sahip olunsa bile, bu insan unsuru ile siyasi sistemin stratejik tercihleri arasında tam bir anlamlılık ve meşruiyet ilişkisi kurulamazsa, bu yetmiş insan unsuru verimsiz alanlarda düşük kapasite ile çalıştırılmış olur.”¹⁹⁵

Davutoğlu describes the power formula of a country as below:¹⁹⁶

Power = (Constant Data+Potential Data) x (Strategic Mentality+Strategic Planning+Strategic Willpower)

Constant Data = History+ Geography+ Population+ Culture

Potential Data = Economic Capacity+Technological Capacity+Military Capacity

¹⁹⁴ Davutoğlu, **op. cit.**, p.35.

¹⁹⁵ Ibid, p.36.

¹⁹⁶ Ibid, p.17.

Related to this formula, Davutoğlu underlines the importance of strategic mentality, strategic planning and strategic willpower as follows:

“Stratejik zihniyet, stratejik planlama ve siyasi irade ise bütün bu unsurları çarpan etkisi ile etkiler. Yani sabit ve değişken unsurları ne ölçüde büyük avantajlar sağlarsa sağlasın, stratejik zihniyeti oturmayan, stratejik planlaması ve siyasi iradesi yeterince güçlü ve tutarlı şekilde devreye giremeyen ülkelerin güç oluşturmaları imkansızdır. Hatta bazen menfi stratejik planlamaya ve siyasi iradenin oluştuğu durumlarda eksi çarpan dolayısıyla sabit ve değişken unsurların toplam güç üzerindeki etkileri negatif olarak gerçekleşir. (...) İyi bir stratejik planlama ve siyasi irade oluşumu, sabit ve değişken unsurları zayıf bir ülkeye kendi potansiyelinin üzerinde bir güç oluşumu sağlarken, tutarsız bir stratejik planlama ve zayıf bir siyasi irade, potansiyeli güçlü bir ülkenin kendi ölçeğinden daha düşük seviyelerde bir güç denkleminde sahip olmasına yol açabilir.”¹⁹⁷

Finally, to come to a conclusion about nation branding in Turkey, it would be useful to look at the description of “nation”: “A nation can refer to a sovereign state, as for instance in the member states of the United Nations, or to a community of people who share a common language, descent, history, and, although not necessarily, a common government.”¹⁹⁸ Thus, it’s clear that nation is about people and/or country which also reflect the origin of nation branding too.

¹⁹⁷ Ibid, pp.34-35.

¹⁹⁸ <http://en.wikipedia.org/wiki/Nation>, 31 May 2011.

CONCLUSION

The world of today is more and more complex and competitive not only for companies but also for nations. Most of the nations of 21st century know that image of a nation is very important if a nation wants to play a key role in the world scene. For example, who can deny the influence of “American Dream” and “American way of life” over other countries or people?

With or without conscience, many countries try to maintain or fix their current image by making innovations, advertising or using marketing, communication or branding techniques but there is always positioning of “top 10 countries and the rest” in Nation Brands Indexes because perceptions of a country is not a chance event, it depends on the innovations, long-term efforts and coordinated strategies of a country.

Nations have to adapt to the conditions of the new order of globalization. In so doing, in this master`s thesis, we argued that today`s nations, including Turkey, must manage not only its realities but also its image but when we examine the essence of nation branding, we see that nation branding is more than just image building. It goes beyond perceptions and manages the realities of a country to be credible and effective first for its home citizens, then abroad. In this regard, we assumed that nation branding is an effective way to end the state of war between perceptions and realities of a country, in the case of Turkey too.

Specifically, this master`s thesis aimed to study nation branding dynamics of countries in the world. We started our research by trying to understand the essence of nation branding and by trying to underline the importance of nation branding and we sought to position the relationship between nation branding, public diplomacy and marketing.

In this respect, we asked the following question: “Can Turkey as a country which has some internal and external problems become a good and strong nation brand?” We focused on the case of Turkey by assuming that it`s a future nation brand.

Since our research mainly focused on discovering nation branding and its feasibility in Turkey, we used content analysis method including books, articles, surveys, indexes, reports, quotations and websites about the issue.

In the first section, we studied the definition and the scope of nation branding. Our master's thesis focused on functions, mechanism of nation branding by examining actors of nation branding process and indexes prepared about nation branding.

In the second section, we examined the relationship between nation branding, public diplomacy and marketing.

The last section of the study includes the case of Turkey in nation branding. In this section, we argued whether Turkey is a nation brand and whether it needs nation branding and how it can become a nation brand.

In our research, we proposed that nation branding is an useful concept for countries which have garbled images or which want to improve their images. The present study was a preliminary examination of nation branding in Turkey. Finally, the findings indicated that Turkey can be a good and strong nation brand as much as it can trust its people and vice versa which is also another problematic to study and research. If Turkey continues to ignore its actual situation and does not do anything about its image problem, Turkey can be an average nation brand which reflects the actual state but if Turkey goes further into the matter of nation branding, Turkey can be among the rising star countries not only in tourism indexes but also in all the areas related to nation branding.

Because of the wideness of the concept, this master's thesis can be the starting point for other researchers who interest in nation branding. The components of nation branding like tourism, culture, exports, imports and immigration, people and governance can be examined one by one in other researches in order not to overlook details of nation branding. Overall, we hope this study will stimulate the study of nation branding in the fields of administration, international relations and marketing.

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