

NATION BRANDING: CONCEPTUAL DEVELOPMENT, MEASUREMENT,  
AND EFFECTS ON GOODWILL TOWARDS THE NATION

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Approval of the Graduate School of Social Sciences

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## ABSTRACT

### NATION BRANDING: CONCEPTUAL DEVELOPMENT, MEASUREMENT, AND EFFECTS ON GOODWILL TOWARDS THE NATION

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Nation Branding is an emerging topic of Marketing and Brand Management disciplines and it will be the favorite area of study in the upcoming decades. Both business relationships and reputation of a nation in the international arena are strongly influenced by the success of its nation branding efforts (i.e., the way the nation is perceived by others). In effect, every person is perceived by members of other nations in the light of or under the shadow of their nation's brand.

In today's global world where people, services, policies, products move beyond the borders of their homelands, every nation has to compete with other nations not only for its survival but also for communicating what it has to say, for getting more from the world income, for attracting talent.

The present study proposes a conceptual model of Nation Branding, including its many dimensions, develops a measurement scale that is applicable for all nations and captures, individually, the many specific components of a nation that together constitute the concept of nation brand and drive reactions from others.

Lastly, the study explores the relative effects of each dimension (component) of the concept of nation brand on the degree of goodwill displayed by others.

The study suggests that Nation Brand is the combined effects of the major characteristics of a nation on the thoughts, attitudes, and reactions of members of other nations. The study further suggests that there is positive correlation between these major characteristics and the goodwill towards the nation.

**Keywords:** Nation Branding, Goodwill Measurement

## ÖZ

### ÜLKELERİN MARKALAŞMASI: KAVRAMSAL GELİŞİM, ÖLÇÜM VE ÜLKEYE KARŞI İYİ NİYETE ETKİLERİ

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Ülkelerin Markalaşması, Pazarlama ve özellikle de Marka Yönetimi disiplinleri içerisinde yükselen bir araştırma konusudur. Ülkeyi markalaştırmak esasen ülke yöneticileri ve ilgili paydaşlarca sıkça uygulanagelmıştır. İş ilişkileri ve uluslararası düzeyde ülke itibarı, güçlü bir şekilde, başarılı ülke markalaştırma çabalarından beslenmektedir. Gerçekte her insan başkaları tarafından, ülke markasının gölgesi yahut da ışığı altında değerlendirilmektedir. İnsanların, hizmetlerin, politikaların, ürünlerin ait oldukları ülke sınırlarının dışında hareket halinde olduğu günümüzde, her ulus diğer uluslarla, varolma ihtiyacının ötesinde, sözünü dinletmek, dünya hasılasından daha çok pay almak ve yetenek çekmek için rekabet etmek zorundadır.

Bu çalışma, Ülkelerin Markalaşması üzerine kavramsal bir model öne sürmektedir. Bu modelde, bir ülkenin markasını oluşturan tüm bileşenler ele

alınmış ve tüm uluslar için uygulanabilir bir ölçek geliştirilmiştir. Son olarak bu çalışma, ülke markasını oluşturan her bir unsurun, diğer ülkelerden insanların o ülkeye karşı geliştirdiği iyi niyete etkilerini araştırmaktadır.

Çalışma göstermektedir ki Ülke Markası bir ülkenin ana özelliklerinin, diğer ülkeden insanların düşünce, tutum ve tepkileri üzerindeki etkileri bütünüdür. Buna ek olarak çalışma, bir ülkenin ana özelliklerinin her ikisinin de (Performans Özellikleri ve Kalıtsal Özellikler), o ülkeye karşı iyi niyetle pozitif korelasyona sahip olduğunu göstermektedir.

**Anahtar Kelimeler:** Ülkelerin Markalaşması, İyi Niyet Ölçümü



*to music and Turkish coffee*



## ACKNOWLEDGEMENTS

Before this year, I couldn't imagine I could ever get passionate about an academic work. I read every article in detail and enjoyed every single word I wrote in this study.

Years ago, I had seen an article in a magazine and never forgot about it: the United States was employing marketing executives to manage its public diplomacy and to make its policies accepted by the masses all over the world. Could it be the reason millions of people still love America despite the frequency of engagement in militaristic discourses? What were the dynamics behind such influential power? Was Turkey able to explain itself in front of the international audience, even when there is a huge effort? With such thoughts in my mind, I remember the day I first read about Nation Branding and discussed it with my supervisor enthusiastically. In this regard, I thank Prof. Dr. Cengiz Yılmaz for creating such an intellectual atmosphere and putting my intentions into a scientific frame.

I owe my gratitude to all members of my family for keeping me with music, with our cultural heritage and with love, to Yusuf Kenan whom I'm the mother of his name, to Servet Kasım and Elif Gaye for being so cute, to Dr. Patricia Schroeder for her coaching in many of my life plans, to Assoc. Prof. Pınar Acar for always supporting my academic career, to Prof. Dr. Murat Yülek for knowing me well and guiding me, to Wally Olins for his inspiring speech in Istanbul, to Dr. Lokman Ayva for supporting my intention to study Nation Branding, to Fatma Bilim for warm winters together in Istanbul and in Ankara, and to Gökçe Değirmen with whom I can sing songs on the streets.

## TABLE OF CONTENTS

PLAGIARISM.....	iii
ABSTRACT.....	iv
ÖZ.....	vi
DEDICATION.....	viii
ACKNOWLEDGMENTS.....	ix
TABLE OF CONTENTS.....	x
LIST OF TABLES.....	xiv
LIST OF FIGURES/ILLUSTRATIONS/SCHEMES.....	xvi
LIST OF SYMBOLS/ABBREVIATIONS.....	xvii
CHAPTER	
1 INTRODUCTION: MANAGING THE FATE OF YOUR NATION.....	1
<u>2</u> LITERATURE REVIEW: MORE THAN CONVENTIONAL BRANDING.....	5
2.1. Brand.....	5
2.1.1. What is a Brand and Why Branding?.....	5
2.1.2. Brand Equity.....	6
2.2. What is Nation Branding?.....	9
2.2.1. The Idea of Branding a Nation.....	9
2.2.2. Nation Branding vs Other Types of Branding.....	10
2.2.3. Nation Branding: History and Today.....	13
<u>3</u> THE MODEL OF NATION BRANDING AND THE PROPOSITION.....	16
3.1. Performance Characteristics: Governance, Economics, Science and Technology, and Sports and Arts.....	21
3.1.1. Governance.....	23
3.1.1.1. Military Power.....	23

3.1.1.2. Security.....	24
3.1.1.3. International Relations .....	25
3.1.1.4. Competency & Fairness .....	26
3.1.2. Economics .....	27
3.1.2.1. Quality of Goods and Services .....	28
3.1.2.2. Investment & Immigration .....	29
3.1.2.3. Quality of Life .....	30
3.1.2.4. Economic Strength .....	31
3.1.3. Science and Technology.....	32
3.1.3.1. Scientific Competency .....	32
3.1.3.2. Education.....	33
3.1.4. Sports and Arts .....	34
3.1.4.1. Leading Role in Sports .....	34
3.1.4.2. Leading Role in Arts .....	34
3.2. Inherited Characteristics: History, Culture, Land, and People.....	35
3.2.1. History .....	37
3.2.1.1. Historic Background.....	38
3.2.1.2. Wars & Alliances .....	39
3.2.2. Culture .....	40
3.2.2.1. Living Culture .....	41
3.2.2.2. Language .....	42
3.2.2.3. Religion .....	44
3.2.2.4. Created Heritage and Acquired Heritage .....	45
3.2.3. Land.....	46
3.2.3.1. Climate and Nature.....	47

3.2.3.2. Distance & Size .....	48
3.2.4. People .....	48
3.2.4.1. Characteristics .....	49
3.2.4.2. Physical Appearance .....	49
<b>4 RESEARCH DESIGN AND METHODOLOGY .....</b>	<b>51</b>
4.1. Research Objectives .....	51
4.2. Previous Measures and Problems in Measurement .....	52
4.3. Participants and the Country in Question .....	53
4.4. Survey Design .....	55
4.4.1. Focus Group and Pretest .....	55
4.4.2. Familiarity and Goodwill Measurement .....	56
4.4.3. Nation Branding Measurement .....	58
4.4.3.1. Performance Characteristics Measurement .....	58
4.4.3.2. Inherited Characteristics Measurement .....	62
4.5. Procedure (Data Collection) .....	64
<b>5 DATA ANALYSIS AND FINDINGS .....</b>	<b>65</b>
5.1. Data Screening and Cleaning .....	65
5.2. Measure Purification-Exploratory Factor Analysis .....	65
5.2.1. EFA for Familiarity and Goodwill .....	66
5.2.2. EFA Results for Performance Characteristics .....	68
5.2.2.1. EFA Results for Governance .....	69
5.2.2.2. EFA Results for Economics .....	72
5.2.2.3. EFA Results for Science & Technology .....	76
5.2.2.4. EFA Results for Sports & Arts .....	78
5.2.3. EFA Results for Inherited Characteristics .....	79
5.2.3.1. EFA Results for History .....	79

5.2.3.2.	EFA Results for Culture.....	81
5.2.3.3.	EFA Results for Land .....	85
5.2.3.4.	EFA Results for People.....	86
5.3.	Second Level Exploratory Factor Analysis .....	87
5.3.1.	Second Level EFA Results for Performance Characteristics .....	88
5.3.2.	Second Level EFA Results for Inherited Characteristics .....	90
5.4.	Third Level Exploratory Factor Analysis.....	93
5.5.	Analysis .....	94
5.5.1.	Linear Regression Analysis.....	95
<u>6</u>	<u>DISCUSSION AND CONCLUSION</u> .....	103
6.1.	Limitations.....	103
6.2.	Implications for Theory .....	104
6.3.	Directions for Future Research.....	111
6.4.	Implications for Practice: Turkey’s Brand Story.....	113
<u>7</u>	<u>REFERENCES</u> .....	115
<u>8</u>	<u>APPENDICES</u> .....	120
A.	ENGLISH SURVEY .....	120
B.	TURKISH SURVEY .....	123
C.	TURKISH SUMMARY/ TÜRKÇE ÖZET.....	126
D.	TEZ İZİN FORMU .....	141

## LIST OF TABLES

1. Partial Exhibition of Fan's Comparison Between Nation Brand and Product Brand.....	11
2. The Model of Nation Branding 2018.....	17
3. Performance Characteristics of a Nation Brand.....	21
4. Inherited Characteristics of a Nation Brand.....	36
5. Demographics of the Respondents.....	52
6. Measures of Familiarity.....	55
7. Measures of Goodwill.....	56
8. Measures of Governance.....	57
9. Measures of Economics.....	58
10. Measures of Science & Technology.....	59
11. Measures of Sports & Arts.....	59
12. Measures of History.....	60
13. Measures of Culture.....	61
14. Measures of Land.....	62
15. Measures of People.....	62
16. EFA Results for Familiarity.....	65
17. EFA Results for Goodwill.....	66
18. EFA Results for Military Power.....	67
19. EFA Results for Security.....	68
20. EFA Results for International Relations.....	69
21. EFA Results for Competency & Fairness.....	70
22. EFA Results for Quality of Goods & Services.....	71
23. EFA Results for Investment & Immigration.....	72
24. EFA Results for Quality of Life.....	73
25. EFA Results for Economic Strength.....	74
26. EFA Results for Scientific Competency.....	75

27. EFA Results for Education.....	76
28. EFA Results for Leading Role in Arts.....	77
29. EFA Results for Historic Background.....	78
30. EFA Results for Wars & Alliances.....	79
31. EFA Results for Living Culture.....	80
32. EFA Results for Language.....	81
33. EFA Results for Religion.....	82
34. EFA Results for Created Heritage.....	83
35. EFA Results for Distance & Size.....	84
36. EFA Results for Characteristics.....	85
37. EFA Results for Physical Appearance.....	86
38. Second Level EFA Results for Governance.....	87
39. Second Level EFA Results for Economics.....	88
40. Second Level EFA Results for Science & Technology.....	89
41. Second Level EFA Results for Sports & Arts.....	89
42. Second Level EFA Results for History.....	90
43. Second Level EFA Results for Culture.....	91
44. Second Level EFA Results for Land.....	91
45. Second Level EFA Results for People.....	92
46. Third Level EFA Results for Performance Characteristics.....	93
47. Third Level EFA Results for Inherited Characteristics.....	93
48. The Model of Nation Branding and Goodwill Relationship for Regression.....	96
49. Effects of 23 Nation Brand Components on Goodwill.....	97
50. Characteristic Based Regression Model with Arithmetic Means.....	99
51. Effects of 8 Nation Brand Characteristics on Goodwill.....	100
52. Inherited and Performance Characteristics Based Regression Model with Weighted Averages.....	101
53. Effects of Performance and Inherited Characteristics on Goodwill.....	101

54. EFA Results for International Relations and Wars and Alliances  
    Combined.....107

55. Familiarity Responds of the Participants.....108





## LIST OF FIGURES

1. Partial Exhibition of Aaker’s “How Brand Equity Generates Value”.....7
2. Partial Exhibition of the Brand Consensus Map of the Labour Party.....8
3. Basic Pie Exhibition of Anholt’s Place Branding Hexagon.....16



## **LIST OF ABBREVIATIONS**

CFA Confirmatory Factor Analysis

EFA Exploratory Factor Analysis

KMO Kaiser- Meyer-Olkin Measure of Sampling Adequacy







## CHAPTER 1

### INTRODUCTION: MANAGING THE FATE OF YOUR NATION

Nation Branding is an emerging topic of Marketing and Brand Management disciplines and it will be the favorite area of study in the upcoming decades. Nation branding is commonly practiced by governments and related agencies all around the world. Both business relationships and political standings of a nation in the international arena are strongly influenced by the success of its nation branding efforts (i.e., the way the nation is perceived by others). In effect, every person is perceived by members of other nations in the light of or under the shadow of their nation's reputation. Some of the nation branding activities are unconscious and not performed under a brand strategy. That is why "not all nations qualify as 'brands', but when they do, they have a measurable competitive advantage (Cevero, 2014)."

Despite the ample number of practices in the field, except for the pioneering works of Anholt (2002, 2007), little theory exists in the Marketing literature on Nation Branding. Previous attempts to define the concept is economics and tourism-oriented, thus failing to capture several critical characteristics of a nation that drive reactions from other nations. For example, the literature provides many studies on the country of origin effect, which is customer's attitudes towards products based on their country of origin. Further development of the concept of Nation Branding towards a more comprehensive approach to include all major aspects of a nation is therefore necessary. A well-founded theory may have a positive influence on the branding practices of nations. Theoretical development of the field will boost the practice. According to Kumar (2017) "...the significant evidence-based knowledge created through academic research in marketing and related fields has provided organizations valuable insights for managing their businesses" (p.1).

The present study (1) proposes a conceptual model of Nation Branding, including its many dimensions, (2) develops a measurement scale that is applicable for all nations and captures, individually, the many specific components of a nation that together constitute the concept of nation brand and drive reactions from others. Lastly, (3) the study explores the relative effects of each dimension (component) of the concept of nation brand on the degree of goodwill displayed by others.

Methods used include quantitative approach. The measurement scale developed as a result of a series of in-depth interviews and focus group sessions includes 72 items, each tapping into a different aspect of one of the 8 major components of the concept of nation brand. Several case studies exist in the academic literature and in the practitioner studies. Yee (2009) argues in his Singapore case study that case studies give insight however though, one case study is unique and has data specific to the country, therefore cannot be generalized. Therefore a unique survey is designed, with questions that can be asked about every nation. To test the reliability of questions, 182 people from age group from 19-67 answered the questions for a selected country. After the measure is purified and validated, model testing was used to reveal the relative effects of the dimensions of Nation Brand on the “goodwill” of the respondents toward the nation under question.

The results indicate that (the proposition is that) *Nation Brand is the combined effects of the major characteristics of a nation on the thoughts, attitudes, and reactions of members of other nations*. A nation brand is comprised of universal components that determine a person’s goodwill towards that nation. These universals are found in two pillars: Performance Characteristics and Inherited Characteristic. Within each of two pillars are four dimensions: Performance Characteristics includes Governance, Economics, Science and Technology and, Sports and Arts; Inherited Characteristics includes History, Culture, Land, and People. The results further indicate that nation brand perceptions might vary significantly across demographic groups and that each one of the eight dimensions of the concept of nation brand might drive further goodwill toward the nation independently from each other. Theoretical and managerial implications of the findings are discussed.

### *Major Contributions*

The literature on Nation Branding is weak in defining the true characteristics of a nation. This creates problems in managing and measuring the nation brand as well. The study introduces important components of a nation brand to the literature like Language, Quality of Life, Religion, Land, Sports & Arts for the first time. On the other hand, a measurement scale of 72 questions is the first survey in the literature to tap all the components of a nation.

### *Nation Branding as a Definite Better off Strategy*

In today's global world where people, services, policies, products move beyond the borders of their homelands, every nation has to compete with other nations not only for its survival but also for communicating what it has to say, for getting more from the world income, for attracting talent. As stated by McClory (2016), "The ability of a country to engage with and attract global audiences has never been so critical to prosperity, security, and international influence" (p.4).

The use of marketing tools in order to meet this demand of positioning a country in a good state provides a comprehensive approach to manage the competitive dynamics of the nation. Some countries like the United States are not only employing marketing tools but also marketers in public diplomacy. "Even Naomi Klein recently had a go at nation branding, taking aim at the appointment of Charlotte Beers, a retired Madison Avenue CEO, as the US Government's Under Secretary of State for Public Diplomacy"(Anholt, 2002, p.59).

The frequent employment of marketing executives as consultants or Public Diplomacy managers in the United States has a complicated and multifaceted story behind. As noted by Fan, "Another example is the image of the USA in the Arabic world after the Iraq war. The USA appointed a former advertising executive as the new chief for public diplomacy in 2003, and subsequently launched campaigns to rebrand America as a force for good" (Fan, 2006, p.12).

In the justification of the direct involvement of marketers in the process, Anholt (2003) notes:

Political parties, governments, good causes, state bodies, even non-governmental organizations are turning to Marketing as they begin to understand that profound truth about human endeavor which marketers always knew: that being in possession of the truth is not enough. The truth must be sold. (p.214)

In this regard, “Smart states are building their brands around reputations and attitudes in the same way smart companies do” (van Ham, 2001, p. 3–4).

As depicted by Olins (1992), “Globalism is about turning the world into one vast single marketplace” (p. 719). In such a borderless marketplace, the importance of nations’ brand images are more critical than ever and the question is how to manage it. As emphasized by Fan (2006), “A nation has a brand image with or without nation branding” (p.5). Why not manage it while you can? Kotler and Gernter (2002) discussed that “Even when a country does not consciously manage its name as a brand, people still have images of countries that can be activated by simply voicing the name. Country images are likely to influence people’s decisions related to purchasing, investing, changing residence and traveling” (p.252).

While states which involve in nation branding activities have their voice in the international arena and boost their economies, unbranded states experience the opposite. As Cerhatory (2008) cautioned, “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” (p.18).



## CHAPTER 2

### LITERATURE REVIEW: MORE THAN CONVENTIONAL BRANDING

#### 2.1. Brand

##### 2.1.1. What is a Brand and Why Branding?

Before the introduction of the Model of Nation Branding and discussion of the results of the study, it is useful to have a broader understanding of the concept of Branding. What is meant by brand and what is the philosophy behind branding? A brand can be defined as "a name, term, sign, symbol, or design, or combination of them which is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors" (Kotler 1991, p. 442).

Kotler's widely accepted definition of a brand has two points: First, it is about a visual or symbolic representation of an *offer* (product, service or any value). In this regard, Samsung refers to a mobile phone (product) brand whereas McKinsey refers to a consultancy (service) brand. Secondly, this representation is necessary as it distinguishes the owner of the brand in the eyes of customers, as companies are usually not alone in the field in which they are operating their business. In the classical sense, Turkish Airlines is an airline brand in competition with Lufthansa and Qatar Airways.

The reason behind branding activities is the value it creates. Not only the quality of goods and services but also marketing activities affect customer's decision making. Hanssens and Pauwels (2016) explain that:

...the consumer or customer is the target and recipient of all these actions, the combination of which will create the consumer's attitude toward the brand and, eventually, his or her purchase behavior. In assessing marketing's value, we, therefore, pay close attention to the integration of marketing activities as

they affect consumer behavior (p. 2). (Hanssens & Pauwels, 2016)(Hanssens & Pauwels, 2016)(Hanssens & Pauwels, 2016)

Brands create a power of a size equal to or larger than a country. Companies perform branding because branding is the only way to tell your story to the customer (the audience). Successful brands can endure long times. Today's giant companies have an accountless investment in branding activities. As remarked by Aaker (1992), "Investment to build or maintain strong brands can be difficult or impossible to justify when considering the short-term financial outlook. What is required is a vision and a belief that such investments will pay off"(p.32).

The product or service, mainly the offer is perceived under the branding strategy of the customer. Branding is necessary not only to tell your customer that you exist but to underline that you are in a different position than your competitors existing in the market. Therefore, Aaker (1992) is right to tell that "A key to developing a vision and having faith in it is to understand the ways in which a brand can generate competitive advantage" (p,32).

Branding gives attributes to the product, beyond its function and physical being. Although common understanding is that branding is an argument of capitalism, branding creates a fairer distribution of the world's wealth and a true branding strategy brings the owner the power to add the intangible values to the product, service or place, whatever is being branded (Anholt, 2003).

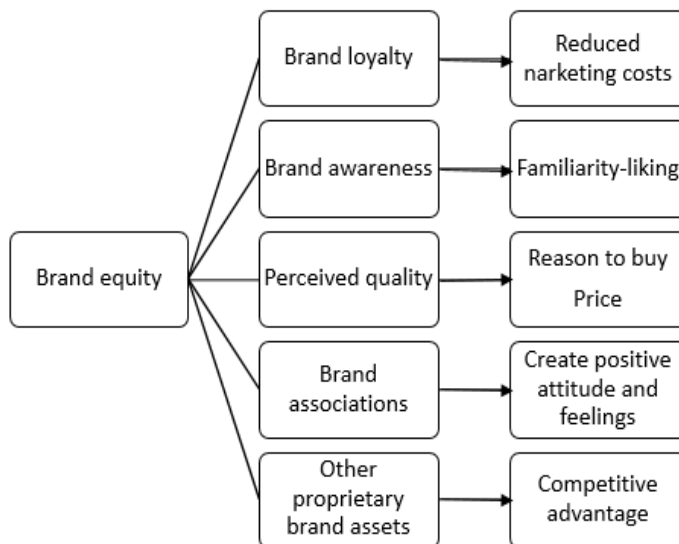
### **2.1.2. Brand Equity**

Brand equity is the value that the customer perceives from an offer. Customer-based brand equity is the indicator of the reactions based on the marketing mix (price, product, promotion, place) of a brand. Keller (1993) asserted that:

A brand is said to have positive (negative) customer-based brand equity when consumers react more (less) favorably to an element of the marketing mix for the brand than they do to the same marketing mix element when it is attributed to a fictitiously named or unnamed version of the product or service. (p. 1)

Aaker (1992) explains that “Five brand equity assets are the source of the value created. As shown in the exhibit, these assets include brand loyalty, brand awareness, perceived quality, brand associations and other proprietary assets like patents, trademarks, and channel relationships”(p, 28). Brand loyalty performed by customers help reduce the marketing costs and costs of attracting new customers. Brand awareness is the familiarity of the brand in the mind of the customer and enables to consider the brand in the decision-making process. Perceived quality is the perception of the customer for the price he pays, the reason to buy and the value he gets in return. Brand associations are more complex and refer to the attitudes and feelings towards the brand. Other proprietary assets help create a competitive advantage for the brand in the market.

Figure 1  
 Partial Exhibition of Aaker’s “How Brand Equity Generates Value”

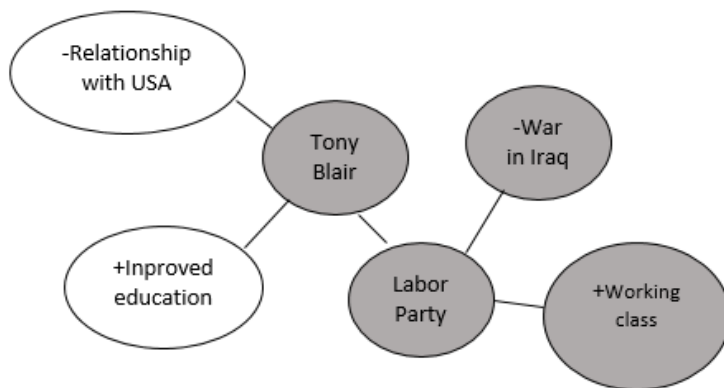


Note. Adopted from Aaker, D. A. (1996). Measuring Brand Equity Across Products and Markets. *California Management Review*, 38(3), 102–120.  
<https://doi.org/10.2307/41165845>

Those five assets are important in building a brand of a product, a service, a nation or whatever is being branded. Keller (1993) observes that “Building customer-based brand equity requires the creation of a familiar brand that has favorable, strong, and unique brand associations”(p, 9).

According to associative network models of memory, brand associations are important to derive a response from a customer for the value offer. Associations help create the uniqueness of a brand. Some brands are surprisingly tied to unrelated items. For example, apart from the burgers and potato chips, McDonald's resembles childhood birthdays.

Figure 2  
Partial Exhibition of the Brand Consensus Map of the Labour Party



Note. Adopted from French, A., & Smith, G. (2010). Measuring political brand equity: a consumer-oriented approach. *European Journal of Marketing*, 44(3/4), 460–477. <https://doi.org/10.1108/03090561011020534>

According to respondents answers from French and Smith’s (2010) study, the brand consensus map is derived from the political brand of the Labour Party by its supporters. The party and its first-order associations are shown shaded; second-order associations are un-shaded with a solid outline; third-order associations are shown with dashed outlines (French & Smith, 2010). According to the map, when the respondents are being asked, some of the first order associations for Labour Party are

Tony Blair, War in Iraq, Party for the working class, whereas the special relationship with the USA and have improved education is in second-order.

As maintained by Keller (1993), "... the relevant dimensions that distinguish brand knowledge and affect consumer response are the awareness of the brand (in terms of brand recall and recognition) and the favorability, strength, and uniqueness of the brand associations in consumer memory" (p, 3).

## **2.2. What is Nation Branding?**

### **2.2.1. The Idea of Branding a Nation**

Parallel to Keller's(1993) description of brand equity, nation branding is about a person's favorable or unfavorable reaction to a component of a nation. Therefore *Nation Brand is the combined effects of the major characteristics of a nation on the thoughts, attitudes, and reactions of members of other nations.*

The concept of Nation Branding originated in the early 21<sup>st</sup> century from the idea of seeing the country as a brand or a product. First studies discussed the importance of the name of the country and its effects on exports focusing on "country of origin". "Clearly, the 'made in' label is an indicator of quality and customer perceptions" (Gertner & Kotler, 2002). The examples provided in their study support the impact the name of the country has on economic development, tourism and attracting companies in terms of making an investment in that country.

Although one of the pioneers of the concept states that "I first began to write about an idea I called "nation brand" in 1996 (Anholt, 2013), Olins (2002) contends that branding a nation existed early in the history.

How do you relate this view to the historical reality that almost every nation has reinvented itself as its regimes and circumstances have changed?... You may not like the term, you may prefer to talk about a new or reinvented nation or state, but if revolutionary France wasn't a new brand I don't know what is. (Olins, 2002, p.1)

The idea of branding is commonly perceived as a manipulation tool and an unethical activity. On the other hand, if it is about manipulating, Fan (2006) states that “manipulating the images of one’s own country against those of enemy countries has long been used as a powerful weapon in propaganda” (p.7).

As endorsed by Kenava(2011), the literature on Nation Branding views it as a persuasion tool and giving the best information about the policies of a nation for the targeted audience by using marketing methods.

As stated earlier, Nation Branding has an interdisciplinary position. The intersection point is stronger between Marketing and Political Science as the term *brand* is owned by Business and Marketing and *nation* is owned by Politics. Since branding is about the perception of *others*, International Relations is involved as well. Not in an academic manner though, the intersection of those disciplines seem to have lost its novelty in practice. The governing powers and the state bodies recognized the importance of marketing activities and their created value. The usage of soft power, foreign development aids, lobbying activities are no different than corporate social responsibility projects and public relations activities of marketers.

### **2.2.2. Nation Branding vs Other Types of Branding**

Maybe it is not enough to compare and contrast the idea of Nation Branding with the conventional form of branding. The concept is confused with the limited versions of it such as Place Branding and Destination Branding. Nation Branding has differences even from the concept closest to it, Country Branding. Before distinguishing Nation Branding from the other new branding concepts, a brief comparison with conventional branding is worth considering.

Although the branding techniques are applicable to nations, there are differences between conventional branding and Nation Branding in terms of volume and effort. Fan (2005) makes comparisons between Nation Branding and Product Branding under subcategories.

Table 1

*Partial Exhibition of Fan's Comparison between Nation Brand and Product Brand*

	<i>Nation brand</i>	<i>Product brand</i>
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

Note. Adopted from Fan, Y. (2006). Branding the nation: What is being branded? *Journal of Vacation Marketing*, 12(1), 5–14.  
<https://doi.org/10.1177/1356766706056633>

According to the table, Nation Branding differs from conventional branding in terms of offer, attributes, benefits, image, associations, purpose, ownership and audience. Conventional or product branding has a definable offer such as a drink and a haircut service whereas a nation's offer is not single and cannot be limited. A nation can offer policy, ideology, celebrity, mobile phones, historical places etc. In that sense Dolce & Gabbana brand offers fashion clothing, jewelry and shoes, and Ferrari brand offers luxury sports cars. The offer is clear and has a scope that is measurable. What does Italy offer? There are favorable offers which are not limited to Rome, Venice, architecture, Michelangelo, Prada, cuisine, latte and unfavorable offers like Berlusconi and the mafia. There are countless things to associate with Italy, depending on the knowledge degree of the audience. Each one of them is perceived as an *offer* by Italy. This is the primary difference between conventional and nation branding.

This hard to define situation is the same for attributes as well. The benefits of a product brand can be tested by its function and can give emotional benefits, yet a nation is completely emotional. Referring to the brand associations we discussed earlier, with respect to its limited scope, product brands have relatively fewer and more specific associations whereas nations have numerous and diverse. One

common feature between Nation Branding and Product Branding is the purpose which is to promote the value offer in the eyes of the audience. Finally, ownership and audience are completely different in both types. Product brands have a sole owner and target audiences whereas nation brand is owned by multiple stakeholders like the citizens, politicians, and exporters.

In terms of ownership, the managers of the nation brand, the executive institutions, and the image consultants might be trying to manage the nation's brand but who owns it? Fan (2005) points out the issue "In product branding, the brand has a sole owner whose legal right is protected by law. In nation branding, the nation itself has no control over the use (or abuse) of its name and image" (p. 4).

The broad scope of Nation Branding has difficulties in terms of how to communicate a single message or image to different audiences compared to product branding. Despite the targeting efforts "international audiences have a different degree of knowledge and experience about the nation" (Fan, 2005, p.5). On the other hand, a nation brand's favorableness or the opposite depends on the audience. Germany's message is not perceived the same in the eyes of people from Switzerland and people from Israel.

About Place Branding and Destination Branding, they have been the trending categories under brand management in the recent decade. "A place's image is defined here as the sum of beliefs, ideas, and impressions that people have of that place" (Gertner & Kotler, 2004). The definition of a place image resembles the definition of Nation Branding in terms of addressing the beliefs, ideas, and impressions that people have. Place Branding is mostly an argument for tourism based marketing. It is also called destination marketing and promotes a place not just for visits and tourism but also for inward investment, job creation, and settlement(Fan, 2006).

While place branding is highly referred in city promoting and tourism literature, it is limited to the characteristics of a place, its location, its monuments, etc. On the other hand, country branding can be considered to have a broader scope than a destination brand due to its volume. "The country image can be understood as 'the sum of beliefs and impressions people hold about places. Images represent a



simplification of a large number of associations and pieces of information connected with a place” (Kotler & Gertner, 2002, p.249).

Whether it is a nation-state like France or a multinational state like the United States of America, the word nation is interchangeably used with ‘country’, especially in American English. The dictionary definition of country is as follows: “Country: A nation with its own government, occupying a particular territory” (Oxford Dictionaries, 2018).

However, a nation has a deeper meaning as it consists of the people, language, history and all the other attributes regardless of the territory of a country. The definition of a nation and the arguments on the topic is deep in Political Science dialectics. The liberals and the conservatives, or Marxists have different approaches, yet the commonly accepted variety suggests that a nation is “a large body of people united by common descent, history, culture, or language, inhabiting a particular state or territory- oxford dictionary” (Oxford Dictionaries, 2018).

A nation is commonly represented by flag, land, the language and a national anthem yet those official elements fail to represent a nation as a whole. The elements that build a nation are a larger spectrum. The wars in the past, the celebrities, the dress code of the citizens, the products that are exported throughout the world act in a cohesive harmony and each one of them is in interaction with each other and with nation’s brand, in different levels. One success or failure in an element has an effect on the nation’s current politics and foreign affairs. In this regard, the nature of the *brand* itself refutes the economics orientation or any *one-sided* approach as they fail to measure the true perception of a nation’s brand. Despite the existing literature, the scope of nation branding is not framed by economics and tourism only.

### **2.2.3. Nation Branding: History and Today**

As depicted earlier, although it is newly formulated in the academy, politicians performing marketing activities to manage or shape their audiences is nothing new. Constantine the Great’s conversion to Christianity reshaped the Roman

Empire. The law, the architecture, the verbal and written culture changed radically. The collapse of the Soviet Union and remaining countries meeting with Capitalism changed the politics of the region. Japan's technology attacks after World War II created a new image of Japan.

Olins (2002) describes those big transitions as *re-branding*, as practiced by commodity brands. Olins (2002) insists that nations can be treated as brands and gives historical references proving that although an emerging theory, the practice of nation branding has historical roots. Taking nation branding one step forward, the examples such as the three French republics, German republics, and the secular Turkish Republic after the defeated Ottoman Empire are considered to be "rebranding" activities, arguing that the classic branding techniques are applicable for nation branding.

In addition to Olins' (2002) historical perspective, Dinnie (2008) put academic and practitioner studies together in a book. He discussed the key branding concepts of brand identity, brand image, and brand positioning and evaluated country case studies in terms of their branding, brand positioning, brand repositioning strategies, tourism slogans and their effects and drawbacks on the date they were created.

Anholt (2005) disputes the idea of nation branding by asserting that:

In an ideal world, countries would not and should not be branded like products, because they are too complex and too contradictory: they are sometimes good and sometimes bad, progressive in some areas and backward in others, tolerant in some ways and intolerant in others. The policies of their governments ought never to be conflated with the morals of their society, or the quality of their products with the culture of their citizens. (p. 224)

This is the opposite of where Olins stand. The examples Anholt (2005) provides are the same case with Volkswagen's workers and managers having different values. Although the commercials are liked very much, the reverse distribution of some series effect negatively the customer's decision making process. In this regard, whether their politics are different or not, an average American is likely to perceive an Iranian with the current regime of the country, which means that nation brand image of countries exists by nature and therefore must be managed.

Although political approaches see nation branding activities as a form of propaganda, (Kaneva, 2011), the examples of nation branding are not limited to epic historical events. Today it is strategically applied by advanced economies to reposition themselves or to communicate the characteristics of a nation to the world. The emergence of Italy as a fashion country is a clear example of nation branding of our times. As questioned by Pinchera and Rinallo (2017)

How could a country like Italy, so shortly after the Second World War, come to challenge Paris's (and France's) long-established fashion hegemony? Historical analyses on the emergence of Italy as a fashion country have highlighted the important role that Giovanni Battista Giorgini's collective fashion shows in Florence played in the development of a distinctly Italian fashion that provided North American department stores and consumers with an alternative to French fashion for the first time. (Pinchera & Rinallo, 2017, p.1)

South Korea's attempts to be a nation brand is another successful example which created a dramatic competitive advantage for the products, politics, and culture transfer of the country. "The Lee Myung-bak administration (2008–13) took drastic action by establishing the Presidential Council on Nation Branding (PCNB) in 2009 to deal with nation branding"(Choi & Kim, 2014, p.347).

## CHAPTER 3

### THE MODEL OF NATION BRANDING AND THE PROPOSITION

Then what are the dynamics of Nation Branding? What makes an input for the brand of a nation? What is it built on? As an answer to those questions, existing literature highly benefitted from the Place Branding Hexagon of Anholt (Anholt, 2003), which later he used it as Nation Branding Hexagon.

Figure 3

*Basic Pie Exhibition of Anholt's Place Branding Hexagon*



Note. Adopted from Anholt, S. (2003). Branding places and nations. *Brands and Branding*, 213–226. <https://doi.org/10.1287/mksc.1050.0153>

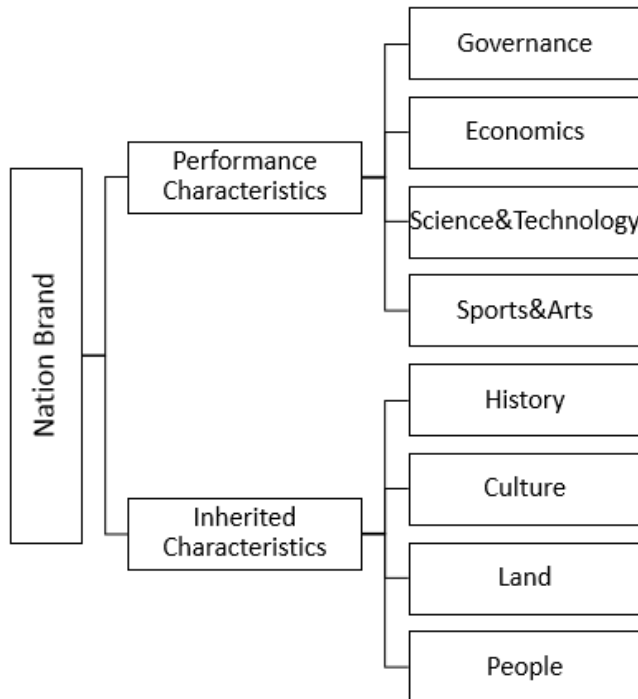
The hexagon builds place or nation branding on six dimensions, which are: Export Brands, Foreign and Domestic Policy, Investment and Immigration, Culture and Heritage, and People and Tourism. Three of the six dimensions in this model are related to economics (Tourism, Export brands, Investment and immigration). Additionally, People dimension is studied as “workforce” (Anholt, 2003, p.215), not

the personal characteristics or manners of the citizens. Therefore the hexagon fails to capture the critical characteristics of a nation that derive reactions from others. Based on the hexagon, Anholt developed a ranking of nation brands for practitioner studies. Because that the hexagon does not capture a nation's full characteristics, there are regional, cultural and economic biases. As discussed in the brand theories, awareness is an important component of brand equity. Nation Brand Index of Anholt counts Sweden and Switzerland in the top ten list and Japan is the only country of non-western origin in the list (GfK, 2018). However, in most part of the world like Southeast Asia, Siberia and Latin America (with a population of billions) a welfare state like Sweden is not even recognized or confused with Switzerland. Countries like India, China or Russia clearly are more powerful as brands in those regions. Nation branding is not the development level or economic welfare of a nation (strategic nation branding plays a role in both though), it is something else.

As described earlier *Nation Brand is the combined effects of the major characteristics of a nation on the thoughts, attitudes, and reactions of members of other nations*. Referring to Aaker's (1992) focus on the brand associations, our proposed model is comprised of universal components that determine a person's goodwill towards that nation. These universals are found in two pillars: Performance Characteristics and Inherited Characteristic. Within each of two pillars are four dimensions: Performance Characteristics includes Governance, Economics, Science and Technology and, Sports and Arts; Inherited Characteristics includes History, Culture, Land, and People.

Table 2

*The Model of Nation Branding 2018*



As shown in the model, Nation Brand is built on two major characteristics. First one is Performance Characteristics, which has room for improvement and strategy building. Performance Characteristics of a nation change depending on the political regime, macro environment or intrinsic policies regarding the components. The new model combines Tourism, Export brands, Investment and immigration dimensions of Anholt's hexagon under Economics, and People is referred to as the citizens and their characteristics.

The second of the characteristics, Inherited Characteristics are inherited from the ancestors, influencers, and builders of the nation and least likely to change like geography, physical appearance and language.

Performance Characteristics have four dimensions: Governance, Economics, Science & Technology and Sports & Arts. Each one of the dimension is explained by subdimensions which are discussed in the following chapters.

Performance Characteristics:

1. Governance
  - i. Military Power
  - ii. Security
  - iii. International Relations
  - iv. Competency & Fairness
2. Economics
  - i. Quality of Goods and Services
  - ii. Investment and Immigration
  - iii. Quality of Life
  - iv. Economic Strength
3. Science & Technology
  - i. Scientific Competency
  - ii. Education
4. Sports & Arts
  - i. Sports and Arts Leading Role in Sports
  - ii. Leading Role in Arts

Inherited Characteristics has four dimensions: History, Culture, Land, and People. Each one of the dimension is explained by sub-topics which all will be discussed.

1. History
  - i. Historic Background
  - ii. Wars & Alliances
2. Culture
  - i. Living Culture
  - ii. Language
  - iii. Religion
  - iv. Created Heritage
  - v. Acquired Heritage

- 3. Land
  - i. Climate and Nature
  - ii. Distance and Size
- 4. People
  - i. Characteristics
  - ii. Physical Appearance

Therefore, the proposition of the study is:

P1: Nation Brand is the combined effects of the major characteristics of a nation on the thoughts, attitudes, and reactions of members of other nations.

- a. Performance Characteristics includes Governance, Economics, Science and Technology and, Sports and Arts
  - i. Governance includes Military Power, Security, International Relations, Competency & Fairness.
  - ii. Economics includes Quality of Goods and Services, Investment and Immigration, Quality of Life, Economic Strength.
  - iii. Scientific Competency includes Scientific Competency, Education.
  - iv. Sports & Arts includes Leading Role in Sports, Leading Role in Arts.
- b. Inherited Characteristics includes History, Culture, Land, and People.
  - i. History includes Historic Background, Wars & Alliances
  - ii. Culture includes Living Culture, Language, Religion, Created Heritage, Acquired Heritage
  - iii. Land includes Climate and Nature, Distance and Size
  - iv. People includes Characteristics, Physical Appearance



### **3.1. Performance Characteristics: Governance, Economics, Science and Technology, and Sports and Arts**

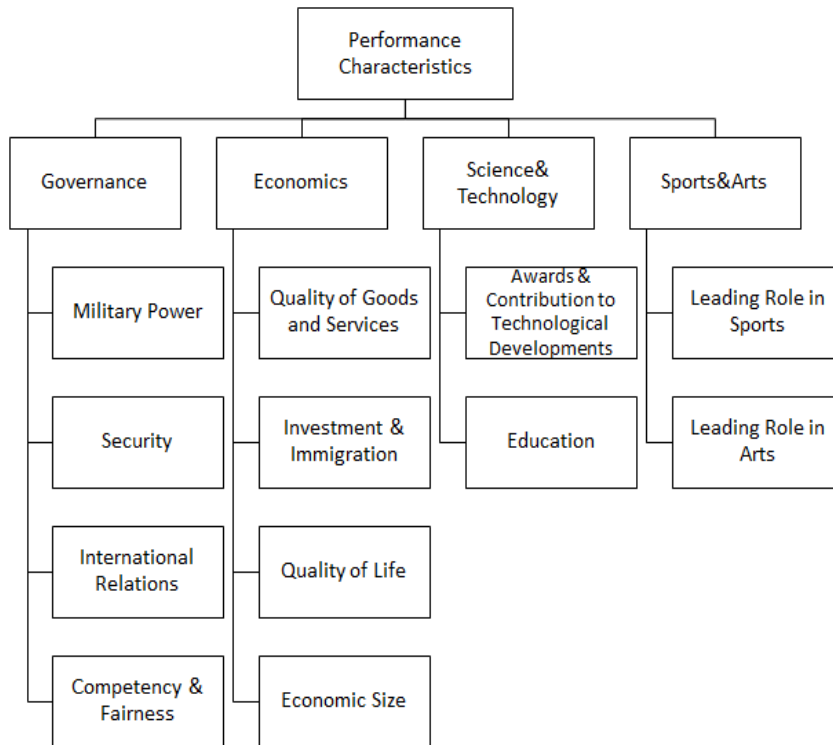
As depicted earlier Nation Brand is built on two major characteristics. The first one is Performance Characteristics which is basically how well a nation performs in all the competitive areas in internal and international platforms. Therefore not only the volume of export but also governance, quality of life, education and sports competitions are important.

The first of the Performance Characteristics, Governance is explained by Military Power, Security, International Relations and Competency & Fairness of a country. The second of the Performance Characteristics is Economics, explained by Quality of Goods and Services, Investment and Immigration, Quality of Life and Economic Strength. Performance of a nation is assessed by the third characteristics, Science & Technology which is explained by the Scientific Competency and Education. Finally, Sports & Arts is the last Performance Characteristics and explained by the Leading Role in Sports and Leading Role in Arts.

Kotler and Gertner (2002) developed a similar understanding: “Not only are product categories such as perfumes, electronics, precision instruments, wines, cars and software strongly identified with certain places, but so also are societal ills such as Aids epidemics, political riots, civil rights violations, attack on the environment, racial conflict, economic turmoil, poverty and violent crime” (Kotler & Gertner, 2002, p.253). In developing a reaction to a nation, people are concerned with not only what they purchase but also with what they know about the living standards, political regimes, education opportunities or simply Olympic successes of the nation in question.

Table 3

*Performance Characteristics of a Nation Brand*



Branding is all about differentiating a product or a service (offer) from the competitors in the eyes of the customer. In today's global world, whether they like it or not each nation is in a competition with every other nation with what they offer to their citizens, to the immigrants, to the investors. Also in a rapidly changing world, nations are in competition to have their voice heard and persuade other nations in international relations. Nation branding activities give a country the chance or power to let people hear its voice, similar to but not limited to the function of “soft power.”

As remarked by Choi and Kim (2014), “In brief, hard power is the ability to use coercive force, either military or economic, to forcefully achieve foreign policy aims. Soft power, on the other hand, relies upon the capacity to convince or persuade, through force of argument and positive examples, in order to bring others around to one’s own point of view” (p.349).

### **3.1.1. Governance**

The first of the Performance Characteristics is Governance. It is a characteristics of a nation that a person from other nation considers in the decision-making process regarding the nation in question. Governance is effective on travel and investment choices of the people and has an effect on even becoming friends with a country's citizens. Governance is clearly how the nation is governed and explained by four factors which are Military Power, Security, International Relations, Competency and Fairness.

First of the Performance Characteristics: Governance

- i. Military Power
- ii. Security
- iii. International Relations
- iv. Competency & Fairness

#### **3.1.1.1. Military Power**

Countries put tremendous effort to have their voice in the international arena by building ministries, institutions, NGOs and engaging in international events. Public diplomacy is a common way to do so. However, military actions can be as effective as public diplomacy and soft engagements in shaping the perceptions towards the country and their effects are hard to be forgotten over time.

As noted by Dinni and Lio (2010) "...the Olympics is a major event aimed at showing the world that China has made it but this has not worked out so well...The same respondent went on to say that 'this fundamental unease is exacerbated by the host of bilateral disputes...China's military expenditures, human rights violations in Tibet and elsewhere, territorial disputes in the East China Sea, and Chinese concerns over Japan's attitudes regarding World War II' ( p.203).

China's engagement in the international events like the Olympics aims to build a positive country image yet the volume of military activities can shadow the

positive image. Dinnie and Lio (2010) maintain their idea by asserting that “China’s greater propensity to make militaristic-sounding statements, and violence in Tibet, do no good; pollution is also a problem” ( p.204).

Despite the Industrial and Technological Revolutions, some countries are still military oriented like Israel and the United States as in the examples of Israel’s intense public relations activities for promoting their Israel Defence Forces (IDF) and the U.S.’s invasion of Iraq in 2003. Perceptions of the military of a country are effective on the goodwill towards itself.

### **3.1.1.2. Security**

As the second component of the Governance characteristic, Security is a concern in many decision-making processes about a country. Especially in investment, education and touristic decisions, crime rates play an important role. As cautioned by Gertner and Kotler, “A wave of violence presents a real threat to a country’s image. A kidnapping epidemic has swept across Latin America”(Gertner & Kotler, 2004).

Turkey’s rising trend as an attractive place was badly affected by the terrorist attacks in its big cities. In a study Altınbaşak (2008) summarises the responses from the respondents in her study: “The terrorist attacks, covered extensively by the foreign media, created concerns about security issues in Turkey. It was stated that many people were afraid to travel or preferred not to travel specifically because of these concerns” ( p.46).

There are several other concerns for foreigners or immigrants not to feel secure within the borders of a country other than the bombings and kidnappings. For example, Trump’s presidency of the U.S. has created many discussions regarding the political and psychological safety of the citizens, visitors, and students from the Middle Eastern origin. As endorsed in BrandFinance’s (2017) consultancy report, “However, perceptions of Donald Trump’s presidency are not exactly helping Brand America either” (p.10).

### 3.1.1.3. International Relations

Although a subset of nation branding (Anholt, 2006) public diplomacy is one of the most palpable activity to represent a nation in the eyes of others. Iwabuchi's (2015) study on the cultural exchange of Japan reports that

The webpage of the Japanese Ministry of Foreign Affairs (MOFA), for example, states that MOFA engages in the development of cultural diplomacy in relation to the increasing significance of two diplomatic strategies, which are public diplomacy and soft power. Public diplomacy is defined as a diplomatic strategy to enhance international understanding of Japan's position on various issues by acting directly on the people of foreign countries via effective publicity. (p. 419-420)

People know if they can trust and have goodwill towards a nation mostly depending on its reputation in the international arena. In addition to Iwabuchi's example, Rawson's (2007) study articulates the respondents' view of US foreign policy by capturing signal words in parallel to French and Smith's (2010) brand consensus map of the Labour party by Labour supporters displayed in section 2.1.2.

To investigate the existence of a national political brand, respondents were asked to give the first three words that came to mind when thinking about US foreign policy, which produced unusually negative, passionate and in some cases, attacking responses. The words most frequently used were: Iraq, imperialism /imperialist / imperialistic, aggressive, bad, and domineering / dominant / dominance. (Rawson, 2007, p.217)

The international presence of a nation is not limited to public diplomacy. Engaging in major events and being a host country are commonly practiced activities. In this regard, South Korea leader Lee's strategies were expressed in Choi and Kim's (2014) study as: "Lee's administration actively pursued the strengthening of South Korea's global outreach role, for instance by hosting the G20 Summit Meeting in 2010 and the Nuclear Security Summit Meeting in 2012" (p.347).

As stated earlier, China hosted major international events to show itself and create a positive and powerful image of China in the international arena. Chen (2012) argued that (as cited in Choi & Kim, 2014), " the Beijing Summer Olympics in August 2008, the Shanghai World Expo in May–October 2010, and the

Guangzhou Asian Games in November 2010. In doing so, the images of China's three largest cities have been branded nationally and internationally" (p.361).

The image of a powerful nation or country has pretty much to do with the ability to enforce its position in foreign policy, in the eyes of the audience. For the majority of people on earth, political leaders' or institutions' responses from other countries towards macro events can easily be followed through media. As suggested by Çevik (2016), "Turkish foreign aid, humanitarian and development aid, have been an integral strategy in Turkey's global communication efforts" (p.400). It is no doubt that Syrian War has been one of the most critical events of our century so far. Therefore countries' involvements or responses regarding Syrian War cannot be separated from the nation brand image of that country. In another study, it is confirmed that

The Syrian refugee crisis eventually became a cornerstone in Turkey's foreign aid and a story to be narrated to target audiences. In 2012, Turkey donated \$1 million in humanitarian assistance, making it the fourth most generous donor country. The donations total up to 0.13 percent of its national wealth – an unprecedented ranking for the country. Since then, Turkey has been acclaimed as one of the most generous donor countries. (Cevik& Sevin, 2017, p.399)

#### **3.1.1.4. Competency & Fairness**

Competency and Fairness is another critical element of Governance. Although it looks like it is a concern for citizens living in the country in question, the perceptions regarding the corruption level, the strength of democratic institutions, the promptness of the justice institutions of a country is effective on the thoughts and reactions one develops about the country. As argued by McClory(2016), "The political values, laws, and institutions that govern a nation strongly impact global perceptions of that country. When government institutions effectively uphold values like transparency, justice, and equality at home, they are naturally more attractive to publics abroad" (p.20).

Another example in explaining competency and fairness could be Heslop's (2010), as he contended that "China has also been criticized in the Western media

because of its Communist political ideology and over China's human rights record" (p. 409).

A fair and competitive business climate is another indicator of the level of competency and fairness. On the other hand, in a world where big companies redesign themselves into adopting green strategies, and employee oriented HR strategies, countries' attitudes towards their citizens, business life, and the environment is more important than ever. As confirmed by Anholt (2010): "more and more people in more and more countries feel unable to admire or respect countries or governments that pollute the planet, practise or permit corruption, trample human rights or flout the rule of law: in other words, it's the same audience, starting to apply the same standards to countries as they apply to companies"(p.70).

### **3.1.2. Economics**

Economics being the second of the Performance Characteristics is a concrete and a measurable area of a nation's competitiveness. In the literature, the dominant area of study in explaining Economics characteristic of a nation is "country of origin" of the products. The study area goes further with "country of manufacture" of the products people buy in the global market. In the new model, the effect of the economy of a country on its nation brand is studied with four parameters which are Quality of Goods and Services, Investment and Immigration, Quality of Life and Economic Strength.

Second of the Performance Characteristics: Economics

- i. Quality of Goods and Services
- ii. Investment and Immigration
- iii. Quality of Life
- iv. Economic Strength

Sometimes economic offers of a country are so powerful that they represent the whole country with the associations they create in the minds of the people. Wally Olins (1992) thought that "the TGV and Chanel No 5 perfume from France; Pepsi

and Apple from the U.S. admired models for new nations from all over the world. They present an idea of a nation in a palpable form, and give substance to its self-image” (p. 719).

Some nations successfully branded themselves as the homeland of high-quality products or services which create a competitive advantage for themselves. Kinra (2006) studied that (as cited in Steenkamp and Jong, 2010) “Indian consumers, even those who hold strong nationalistic sentiments, regard foreign brands as higher quality and more reasonably priced alternatives” (p.20).

On the other hand, Economics characteristic is not limited to the origin of the products or to the volume of the economy. The importance of economic activities is explained in many case studies. For example study on China’s economic activities in the recent years suggests that “recent economic openness and growth, and rising disposable incomes, studying Chinese consumers as potential buyers of foreign products and services is of fundamental importance for multinational companies” (Rojas-Méndez, Murphy, & Papadopoulos, 2013, p.1029).

### **3.1.2.1. Quality of Goods and Services**

As explained earlier, Anholt’s (2003) hexagon considers Tourism as a separate dimension. In the new Model of Nation Branding, Tourism is studied under the umbrella of Quality of Goods and Services together with other parameters as Tourism is the quality of services of a nation that the tourists experience. History and sightseeing dimensions of Tourism is studied under the Inherited Characteristics (see section 3.2.2.4 and 3.2.2.5). In this regard, Gnoth (2002) argues that “the systemic elements are transport, accommodation, additional hospitality services such as restaurants and/or shops and entertainment, and attractions that exert the “pull” for tourists to come” (p. 266).

Quality of Goods and Services is not only concerned with touristic activities inside the country. The quality of the exported products plays the role of an embassy in representing the nation. Aaker (1996) posited that “Perceived quality is one of the



key dimensions of brand equity—it is the core construct in the Total Research approach to measuring brand equity”(p.109).

Some countries have built a sound strategy to be resembled by offering the best quality in specific industries. For example, Giorgini, described as “the man who created fashion shows in Italy” by Vogue (2012) branded the whole nation as ‘tasteful in dressing’. His fashion shows promoted the idea of Italy as the country offering the best products in both men and women clothing.

On the other hand, Choi and Kim’s study (2014) underlines the importance of nation branding in the perceptions of the quality of the products of the country. Their study suggests that “Korean export products such as textile and mechanical goods were under-priced because of their low brand valuation in the past. This was not a question of marketing and advertisement but of nation branding” (p.348). Turning quality into powerful brands is an important achievement of the developed countries. Branding is a guarantee for the added value. Martinovic (2002) believed that “No country can expect a respectable added value for its export products and services unless it creates a genuine brand” (p.103).

A person with no or little satisfaction with what the country has to offer is less likely to develop a goodwill towards the country. The goodwill can be in both general and specific terms and can include the will of purchasing again, willing to pay more, and willing to visit. As confirmed by Oliver and Swan (1989), "satisfaction in exchange is necessary if ongoing relationships are to be maintained and future relationships are to be facilitated" (p. 21).

### **3.1.2.2. Investment & Immigration**

Investment and immigration is an important decision for foreigners regarding a country. Willingness to invest, spend money, build facilities, immigrate as talent and spend the rest of the life in a foreign country highly interact with the nation brand of the country. Lodge (2002) relates that “people are unlikely to invest in a place they do not know” (381). In this regard, many investment campaigns have

been designed by governments to attract investors: “Support British Industry”, “Invest in Britain”, “CzechInvest” (Papadopoulos & Heslop, 2002) are some of them.

Willingness to study, work or start a business in the country is part of a nation’s brand. Today, Canada is the first country to come to mind as being an immigrant/ workforce receiving nation. The study shows that “ In 2008, Canada introduced the Canadian Experience Class (CEC) as a new immigration stream for skilled temporary foreign workers and/or international students who have a record of employment in Canada”(Bhuyan, Jeyapal, Ku, Sakamoto, & Chou, 2017, p.48).

To provide another successful example, Dubai has been the rising attraction place globally. Dubai’s position is remarked as “Dubai has taken a leading role in setting up a range of industrial and service clusters to allow for huge economic growth” (Hafeez, Foroudi, Dinnie, Nguyen, & Parahoo, 2016, p.385).

Canada’s brand image in Investment and Immigration is associated with security, welfare, well-established infrastructure and a moderate life for families. A research suggests that “advanced infrastructure could nurture economic growth, increase the attractiveness of the country to foreign investors and visitors, and stimulate its exports” (Justman & Teubal, 1995 as cited in Sun, Paswan, & Tieslau, 2016, p. 236). On the other hand, Dubai has branded itself as a center for Finance and Tourism. This situation was endorsed by the study that “The Financial cluster seems an exception where state policies and investment with the view to make Dubai a Centre for Islamic finance has directly benefitted the cluster”(Hafeez et al., 2016, p.398).

### **3.1.2.3. Quality of Life**

Gertner and Kotler (2004) assert that “The image must suggest why people would want to live in, invest in, work in or visit a place. Australia, Chile, and Singapore have exploited their performance in regional and world rankings regarding different attributes, such as economic stability, quality of life, openness, infrastructure etc, to lure prospects with a compelling, permanent appeal” (p.55). In

this regard, the perception of a nation's welfare level and quality of life is effective on not only the economic decisions but also on the respect that people have towards the country. The welfare and quality of life within the nation is one of the most important contributions of the Model of Nation Branding to the literature in explaining the effect of Economy on the nation brand. Assessing quality of life helps to identify the developed countries from the countries that are large in economic strength but have gaps in the distribution of wealth. China is the second largest economy but people are concerned with the quality of life that Chinese people experience. Dinnie and Lio (2010) observed that in media, "coverage of environmental problems, reinforcing China's poor reputation" (p.205).

Benefitting from the easy access to data, people have information regarding the living standards of other nations. Whether based on reality or prejudices, this information creates feelings that decide how people react to that nation. Anholt (2013) comments that

...even if we aren't fully aware of this and don't always admit it to ourselves: Paris is about style; Japan about technology; Switzerland about wealth and precision; Rio de Janeiro about carnival and football; Tuscany about the good life; and most African nations about poverty, corruption, war, famine, and disease. (p.3)

#### **3.1.2.4. Economic Strength**

Economic Strength is the most measurable form of Economics characteristics of a nation. Although in branding, the perception of the customers or people is much of a concern, Economic Strength data of the countries, for example, and OECD ranking refers to the volume of the economy in terms of Gross Domestic Product and might be an indicator of a nation's level of interaction with the rest of the world.

Being a strong and a competitive economy in the eyes of the people or the strength of the currency is effective in the decision making process for people. In this regard, although the importance of quality of life is underlined, being a large manufacturing economy, being a donor country is a part of a strong nation brand.

### **3.1.3. Science and Technology**

Being the third of the Performance Characteristics of a nation, Science and Technology is another concern for people in reacting a nation. Today, we are equipped with technological devices from mobile phones to kitchen robots and most importantly with cars. Technology and engineering capabilities of nations are everywhere for our judgments.

Third of the Performance Characteristics: Science & Technology

- i. Scientific Competency
- ii. Education

The first indicator of the Science and Technology characteristics of a nation is the scientific competency. Secondly, education is studied under Science and Technology characteristics as it is the basis of a country's scientific and technologic development level.

#### **3.1.3.1. Scientific Competency**

Goods and services that are produced in a country can picture an image of the country's level of engagement in science and technology. The technologic development level of a country creates goodwill towards itself by means of willingness to purchase the products or trust in the quality of the data that is produced in the country. Some countries have a strong nation brand image based on technology like Japan. Japan's situation creates a competitive advantage for itself in competing with other nations in the global market for many product types from automobiles to computers. This is such a strong brand image of a country that technological products from other countries can be associated with those who branded themselves as the home of technology. Choi and Kim (2014) report that, "According to one survey conducted in the US...58% respondents answered Samsung was a Japanese company compared with 10% recognizing it as Korean" (Choi, D. Y., & Kim, P. S., 2014, p.357 ).

Today many emerging economies like China and Turkey are centers for the assembling facilities of technology involved products. However, not being the assembling country but being able to build high technology products or engines creates stronger brand images for nations. As related by Fetscherin and Toncar (2010), “Our results provide some novel insights, particularly in light of the fact that the Chinese car made in China was perceived to have a stronger brand excitement than the American car made in China” (p.174).

Contribution to technology is never limited to engineering and high technology products. International awards like the Nobel Prize, level of contribution to medicine industry, laboratory research facilities, nanotechnology, cosmology, and space activities are some of the important indicators of a nation’s capabilities. Although many customers would not recall a technological product of Switzerland in the global markets, The European Organization for Nuclear Research, known as CERN is an important center for the country. NASA of the U.S. and the Soviet space program can be considered as the intentions of building a strong nation brand images. Being a world leader in technology, a nation’s ability to generate significant science figures in the world is more important than ever in history.

### **3.1.3.2. Education**

As described earlier, education is the basis for Science & Technology characteristics of a nation. Media coverage of the scientific awards or papers from Northern European countries is reminiscent of the fact that Scandinavian countries have developed advanced early education systems. The education capacity and the know-how within the country is essential for building a strong nation brand.

On the other hand, not only the workforce but also the students and intellectual talents are in a global movement today. Some countries are known for their prestigious universities and the job opportunities they create for their graduates, as exemplified in Gilmore’s (2002) study:

20 years ago, a Swede interested in business administration would consider the Stockholm School of Economics his or her only real choice. Now it is just

one out of more than 1.000 business schools in the world and such a student would be choosing between Harvard Business School in Boston, London Business School, IESE in Barcelona and even INSEAD's Singapore campus. (p.290)

#### **3.1.4. Sports and Arts**

The last of the Performance Characteristics of a nation is Sports and Arts. Sports and Arts is basically how a nation competes in the international arena in having a leading role in sports and leading role in arts.

Fourth of the Performance Characteristics: Sports & Arts

- i. Leading Role in Sports
- ii. Leading Role in Arts

##### **3.1.4.1. Leading Role in Sports**

As mentioned earlier, hosting the Olympics are mega-events that allow a country to have the attention of the whole world. Other than being a host country, some nations are remembered for their gold medals in diving, marathon swimming, and rhythmic gymnastics. Having a leading role in sports does not only show that the country won the race, but also indicates the quality of life and welfare of the country.

Competing in sports at the international level has more popular forms than the Olympics. Today, football and basketball teams and individual tennis players have millions of supporters worldwide. Britain's Wimbledon Championships, Spain's football teams like Barcelona and Real Madrid, the U.S.' sports leagues like NBA and Super Bowl are just a few examples.

##### **3.1.4.2. Leading Role in Arts**

The expected effect of the Leading Role in Arts is the same as the Leading Role in Sports; being successful in an art form in a competition with other nations

has an impact on the nation brand of a country. The impact of traditional art forms on the brand image and ancient artists of a nation are studied under Inherited Characteristics. In this regard, Mozart of Austria is an Inherited Characteristics, but a gold medal in a piano recital is under Leading Role in Arts.

Just like the Olympics, Eurovision song contest or likely art events are platforms that nations consciously compete as nations, not with the identity of the artist. However, a nation's international good standing in arts is not limited to the classical form of contests. Film directors, singers, designers, novelists are good representatives of a nation's leading role in art. World famous living artists are the most encapsulated form of a nation's brand image with all of its characteristics as most of those artists are known with their country of origin and they represent their nation's characteristics just like the products do. In this regard, French museums, German film festivals, Hollywood movies, Turkish TV series, Japanese anime cartoons, British music bands highly interact with the country's nation brand image.

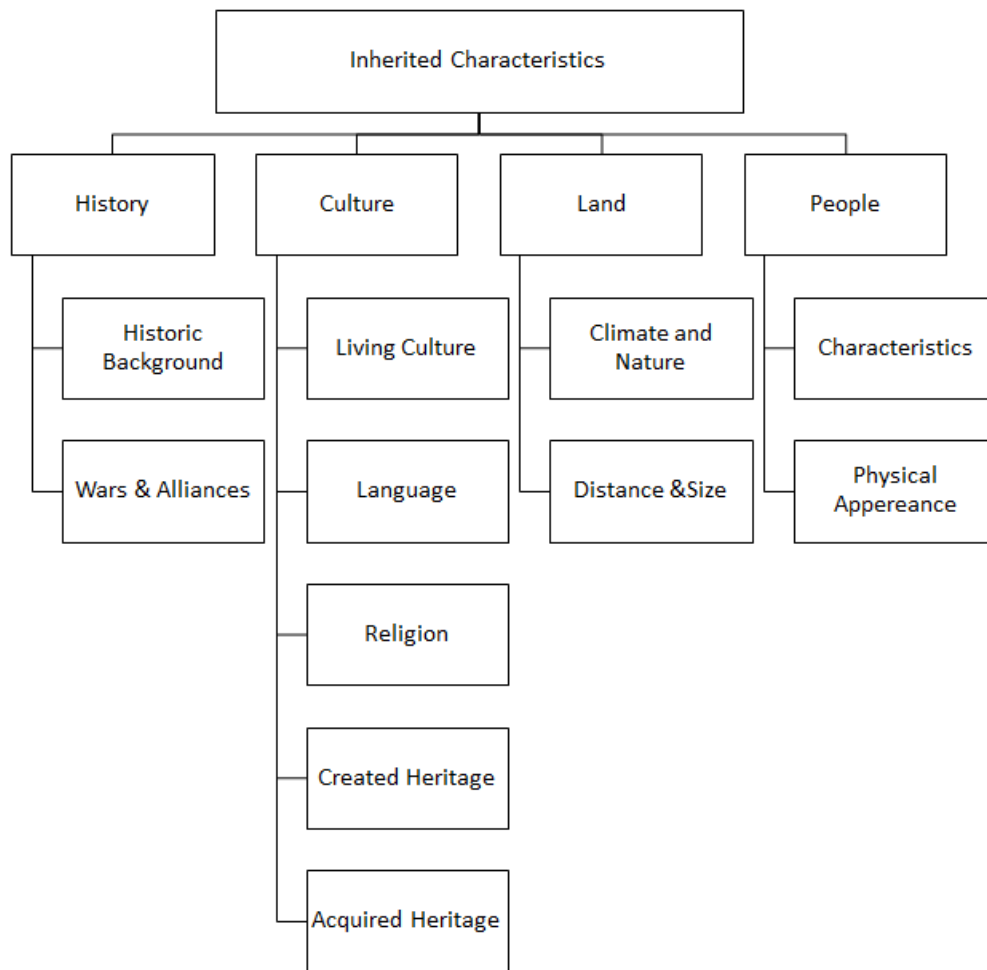
### **3.2. Inherited Characteristics: History, Culture, Land, and People**

As depicted earlier Nation Brand is built on two major characteristics. The first one is the Performance Characteristics which is discussed above. The second major characteristic of a nation is the Inherited Characteristics. Inherited Characteristics is simply about what a nation has been doing throughout its existence and what is exhibited today from that heritage. While Performance Characteristics gives a concrete and measurable idea of what a nation offers to the global market, Inherited Characteristics is mostly about the associations with the brand name. Most of the components in our model has never been suggested to explain a nation's brand. They are hard to measure and solely mostly on the perceptions of the respondent and memories, values, aesthetic concerns are involved most of the time. As explained by Kotler and Gertner(2002), "The image of a country is a product of

its geography, history, art and music, famous citizens, product brands, stereotypes, and other factors” (p.257).

Table 4

*Inherited Characteristics of a Nation Brand*



The first of the Inherited Characteristics, History is explained by Historic Background, and Wars & Alliances. The second of the Inherited Characteristics is Culture, explained by Living Culture, Language, Religion, Created Heritage and Acquired Heritage. The third of the Inherited Characteristics, Land is built on Climate and Nature. Finally, People is the last Inherited Characteristics and explained by the Characteristics (Personal) and Physical Appearance.



Inherited Characteristics are not only effective on the goodwill towards the country but also effective on the Performance Characteristics such as International Relations under Governance. In his article Iwabuchi (2015) explains Japan's intentions to promote its culture, language and other inherited characteristics to create soft power, therefore to make people more receptive to Japan's position.

### **3.2.1. History**

Being the first of the Inherited Characteristics, History plays a significant role in shaping a nation's brand in the eyes of the audience as the past of a nation has an influence on its today. As depicted by Celeveland, Laroche, and Papadoloulos (2015): "Ethnic identity is a product of past affiliations modified by present social, economic, and political circumstances" ( p.543).

The distinction between the Performance and the Inherited Characteristics mostly depend on the position of the characteristics against change. Although building public diplomacy on a fact from the history in the international arena is subject to change (As discussed under the first of the Performance Characteristics, Governance), History itself is not subject to change, it is inherited. People from different age groups have different interactions with the nation in question and develop different attitudes towards it. History of a nation is dominantly dependent on Historic Background and Wars & Alliances of the nation.

First of the Inherited Characteristics: History

- i. Historic Background
- ii. Wars & Alliances

### **3.2.1.1. Historic Background**

Historic background of a nation can be the sole determinant of the animosity or goodwill towards itself. The goodwill does not have to be a monetary transaction as in the example of “willing to purchase” or “willing to visit” or “willing to invest in”. One's values play an important role in judging a nation based on its historic background. At this point, Arnett, Germand, and Hunt (2003) refer to Kotler's (1972) definition of transaction:

For example, when donors give money to a nonprofit they do not receive any product or service in return. Similarly, when they donate products or services they do not receive monetary compensation. This type of transaction is better represented by Kotler's (1972) broader concept of a transaction, which he defines as an exchange of values between two parties. (p.90)

Countries and borders have changed throughout the history and nations lived under different country names such as Turkish nation living within the territory of the Republic of Turkey, the Ottoman Empire, the Seljuk Empire and so on. In this regard, nations are older than country borders and formed traditions and contributed to civilization at different levels. Some nations are associated with their rich tradition and history and have had substantial contributions to civilization like India and China. As remarked by Durkheim and Mauss (1971), “If there does not exist one human civilization, there have been and there still are diverse civilizations which dominate and develop the collective life of each people” (p.812). The leading impact on the world history of the nations with the powerful historic background is effective in people's decision making process about the nation.

### 3.2.1.2. Wars & Alliances

Although nations performed different policies in different historical periods or in different circumstances, people do have an instant attitude towards a nation's position in history as a whole. In this regard, animosity and affinity become important concerns regarding constituting a thought or reaction to a nation.

Animosity results as a consequence of a direct interaction with the nation in question or can be a product of the values a person has. A nation's position as an aggressive country in the past foreign relations can create animosity. Studies suggest that "Animosity toward another country can have many sources, from a relatively benign rivalry as a result of sharing a contiguous border (e.g., the United States and Canada) to more serious manifestations stemming from previous military events or recent economic or diplomatic disputes" (Klein, Ettenson, & Morris, 1998, p.90). Animosity towards a country can result in a boycott, being the opposite of "willing to purchase". As exemplified in a study, "South Korea's post-World War II 50- year ban on Japanese products, which was removed as recently as 2002" (Leong et al., 2008, p.996).

Another example of the boycott policies depending on the animosity towards a country could be of Australians towards France. "... the ongoing animosity of Australians towards France and reluctance to buy French products due to French nuclear testing in the South Pacific in the mid-1990s" (Heslop & Nadeau & O'Reilly, 2010, p.409). Papadopoulos, El Banna and Murphy's study (2017) report that

War animosity can be stronger in predicting purchase intent than affinity but also that affinity may extend beyond cultural proximity and include other countries that may be perceived as generally "neutral" or share something as simple as a passion for soccer. (p.78)

In addition to conflicts, the alliances of a nation play a role in being recognized as a fair, moderate and helpful country. For example, "The USA was closely aligned with other Western countries in refusing to recognize the People's

Republic of China before 1970 following China's political split with the Soviet Union, its Communist ally" (Heslop & Nadeau & O'Reilly, 2010, p.409).

On the other hand, a war in history doesn't always end up with animosity or boycott. Other major characteristics of a nation brand can be powerful enough to compensate the negative reactions towards itself. Iwabuchi's (2015) study confirmed that "The growing popularity of Japanese TV programs in Asian countries demonstrated that Japan's colonial past did not prevent Japanese TV programs and pop idols from being accepted in East and Southeast Asia "(p. 420). Also, Papadopolulos's (2017) study on Tunisian customers' attitudes toward Israeli products argues that Tunisian feel animosity due to the Sinai Occupation but every purchasing decision is not effected by that animosity. He points out that "... consumers withhold their negative feelings from product judgments only when the latter involve technical features, as is the case with Israel's high ratings on technology and innovativeness" (p.76).

On the other hand, affinity creates positive or neutral reactions for a component of a nation's brand. Affinity is depicted as "...natural liking, or a seek for a relationship with another" (Oberecker, Riefler, & Diamantopoulos, 2008, p.24). Foreign aid agencies of governments like TIKA of Turkey and JICA of Japan are building an affinity effect, therefore goodwill for their nations. Choi and Kim (2014) admits this issue for the case of Korea in their study that "In line with this policy orientation, overseas aid, official development assistance (ODA), the knowledge sharing programme (KSP), peace-keeping operation (PKO), and hosting international events were all positively promoted as a way of nation branding" (p.354).

### **3.2.2. Culture**

Culture, being the second of the Inherited Characteristics of a nation brand, is the most multifaceted of all the other characteristics due to its complex nature. Pant (2005) asserted that "Culture has been described as the most intangible yet the most

distinguishing element of any population and country” (p. 72). Culture, in our model, is explained and investigated under Living Culture, Language, Religion, Created Heritage and Acquired Heritage.

#### Second of the Inherited Characteristics: Culture

- i. Living Culture
- ii. Language
- iii. Religion
- iv. Created Heritage
- v. Acquired Heritage

Anholt (2010) observed that:

Most people don't think very much or very hard about most other countries, and this is usually because there is no reason for them to do so. If a country wants to be admired, it must also be relevant, and in order to become relevant, it must participate usefully, productively and imaginatively in the global 'conversations' on the topics that matter to people elsewhere and everywhere. (p.69)

Culture is a major tool for being relevant, creating association maps in the minds of the audience, thus has a leveraging effect on a nation brand. Iwabutchi's (2015) study maintains “promote Japan's brand image further by exporting attractive Japanese media forms (especially manga and anime)” (p.424).

#### **3.2.2.1. Living Culture**

Living Culture distinguishes from Heritage and the difference can be exemplified in Greece: There are different segments of tourists visiting Greece for different reasons. While an old, well-educated French couple visits Greece to see the roots of Western civilization in the sightseeing areas of Athens like the Acropolis, a middle-aged Turkish secular couple visits Greece to dance to Sirtaki and drink Uzo in Greek taverns in a summer holiday. The second reason to visit is the living culture effect of Greece. Although Sirtaki and Uzo are also inherited, they are still alive and

does not require a museum ticket to taste. Therefore, a nation's cuisine, the carnivals, and festivals are good examples of Living Culture.

While Living Culture is a widely employed tool to attract tourists, the capacity is not limited to tourism: promoting Living Culture is effective on the other components of a nation brand. Italian living culture like crowded families, pasta, and Catholic Christianity is highly promoted in the Italian fashion brand Dolce Gabbana's photoshoots and product creations. Other than artistic concerns, brands promoting their living culture or their national identity is a tool for policymakers. Study on Italian fashion reveals that "Under the new regime, dressmakers had to declare their activities to the Authority and mark at least 25% of their models with a label attesting to the design and production's 'Italianness'" (Pinchera & Rinallo, 2017, p.6).

As mentioned earlier, the transfer of culture is important in promoting a nation's brand. Honda's (1994) study agreed, "... Japanese media culture now provides for ordinary young people from Tokyo to Singapore could foster dialogue on a scale and closeness never before achieved" (p.77).

### **3.2.2.2. Language**

A nation's language and the way they expose their language to the rest of the world is effective on the brand image of a nation. This effect is depicted by Czinkota and Ronkainen (1995) as "language is the mirror of culture" (p.3).

Majority of the people today are being exposed to English since the very early ages. Through English education and other areas of the usage of the language, people are also familiar with the culture of the British nation. A study on the language-culture relationship shows that: "Language intricately interweaves with culture. Acquiring another language provides the tools for interpreting that culture's values and rules guiding social engagement. Hundreds of millions of consumers are currently learning and using English as a second (or third, etc.) tongue" (Cleveland et al., 2015, p.542).

Depending on the geography and rapid change in the internet, we have ideas about the widely spoken languages on earth like Chinese, Spanish, and Arabic. The way they sound and our perceptions regarding the depth or richness of the language picture a brand image of those nations. Some countries put strategic effort in language education to foreigners and cultural exchange activities. Turkey's effort on building Yunus Emre Institute as in the popular benchmarks of Goethe Institute and the British Council can be shown as an example to the initiation of such strategic effort. As mentioned earlier, Korea built a Nation Branding Council and spreading the language was an important activity under the nation branding umbrella. Choi and Kim (2014) report that "The PCNB focused on spreading the Korean language by establishing the King Sejong Institute (Sejong-handing, which is similar to the British Council, Goethe Institute, Alliance Francaise, or Confucius Institute) in many countries"(p.355).

On the other hand, even their language is widely spoken, there are unsuccessful countries in promoting their culture. Dinnie (2011) argues that, "Countries of North Africa and the Middle East lack influential cultural organizations such as Germany's Goethe Institute or the United Kingdom's British Council, both of which play an important role in downplaying those two nations' imperialistic past and in projecting and supporting a more cosmopolitan approach to people-to-people relations"(p.80).

Language and cultural transactions are able to build strong goodwill towards the country, independent from the nation's performance in other components of a nation brand. This situation is described in one of Anholt's (2013) writings as:

I remember hearing about a study carried out in Iraq some years after the United States/United Kingdom invasion, in which young Iraqis were questioned about their attitudes towards the presence of British soldiers in Baghdad: some 99 percent of those interviewed expressed strong antipathy to their presence, but 1% had much more favourable views. It turned out that this 1 percent corresponded almost exactly to individuals who had used the British Council Library in Baghdad. If you know people through understanding and sharing their culture, it's hard to hate them. You can sometimes hate what they do, but that's infinitely easier to deal with and to recover from. (p.7)

### 3.2.2.3. Religion

Perhaps the most important contribution of the expanded Model of Nation Branding to the literature is Religion. Religion has always been a matter of consideration between two different cultures/civilizations/nations. Having the same religion, having a moderate understanding of religion or having strict religious rules in a country might create affinity, fear or neutrality that decide one's reactions to the country.

Tunisia's affinity for Egypt is explained by the religious and cultural similarities by Papadopoulos's (2017) study as "The rationale for Tunisia as the affinity country was the reverse, with reference to its religious and cultural similarities with Egypt from as early as the Fatimid civilization (909–1171)" (p.66).

Religion can create questions for the interlocutor as well as it creates affinity. Turkey's EU accession process was widely discussed around the argument of religion difference between the EU countries and Turkey. Islam, being different from European Christianity is experienced in Metropol areas due to the North African immigrants in the European countries. This situation is related by Kemming and Sandikci (2007) as "A large Muslim immigration history might explain why Turkey's membership request would be rejected in France" (p.33).

Although the thesis that religion is effective on the EU's reactions and attitudes towards Turkey, studies on the Balkans come up with the same result. Hall's (2002) study asserts that "The Balkans, a term loosely interchanged with south-eastern Europe, is a region on the western edge of the Islamic world which has been viewed in largely negative terms in the West" (p.328).

On the other hand, it is not always the difference in religion. But the understanding of religion within a country decides many reactions. Back to the discussions of the EU accession process of Turkey, Kemming and Sandikci (2007) report a respondent's point of view: "So the difference is not only being Muslim versus Christian but a very religious [ ... ] country vis-à-vis a post-religious continent" (p.37).



Not only religion shapes other dimensions in nation branding, but also extrinsic major incidents like 9/11 in the US was effective in forming people's opinions towards Muslim countries. As pointed out by İğsiz (2010), "Following 9/11, the so-called rift between the "East" and the "West" has informed heated debates, acts of racism, violence, and wars... Labeling the "war on terror" as a "crusade" was not uncommon, as exemplified in President George W. Bush's press conference on September 16, 2001" (p.690).

It is the same case when extremists perform disrespectful discourses against Islam. Anholt (2013) comments on his nation brand rankings, noting that "Egypt's grades for Denmark has fallen dramatically after the Danish cartoons insulting Prophet" (p.6).

Another aspect of a religion's effect on the audience is the associations or attractions come with the particular religion. For example, Asian religions are widely accepted as meditative and supporting inner development. Taoism, Hinduism or Sufi Islam is attracting thousands of people from all around the world. Also being a center for a religion like the Vatican for Catholic Christianity and Mecca for Islam shape people's attitudes towards that place.

#### **3.2.2.4. Created Heritage and Acquired Heritage**

As given earlier, Culture is the second Inherited Characteristics of a nation. Harrison (2002) points out culture's importance in a nation image saying that "The unique asset which heritage and culture represent for any nation or region is a fundamental basis for social stability and pride" (p.363). In our model, Culture is explained with Living Culture, Language, Religion, and Heritage. Heritage is divided into two types as Created Heritage and Acquired Heritage.

The protection and exhibition capacity of a nation's historical artifacts of ancient civilizations can be an indicator of the power of that nation's brand. Harrison (2002) believed that "A presentation of national and regional heritage is as much a

statement about the perceived image of the present and the future as a statement about the past” (p.367).

The difference between created and acquired heritage can be exemplified by Turkey’s heritage. In this regard, while the Blue Mosque in Istanbul is the created heritage of the Turkish nation, designed and built by Turkish architects, artists, and engineers, the Hagia Sophia standing next to the Blue Mosque is the acquired heritage within the borders of Turkey, built by Greek Orthodox and acquired by the Ottoman Empire. The Giza Pyramids is the acquired heritage of the Arab Egyptians while the Al-Azhar Mosque is a created heritage of them. The same case is for Andalusia, as the architecture is created by Muslim artists and now acquired by the Spanish nation. In order to be able to assess the true nation brand, those two must be separated.

Heritage is never limited to the architecture. The written and oral culture developed in a nation, the philosophers, poets, and scientists are good examples of created heritage. In this regard, as discussed earlier in Performance Characteristics, Sports & Arts, Mozart is the heritage of Austrian nation. Japan’s unique calligraphy talent is their heritage.

People have perceptions towards nations regarding their culture. Some are perceived as having a rich and traditional culture while some don't provide information. The names of the countries and the image is also inherited. “Some places inherit great names. A name that is exciting (Cuba), romantic (France) or stately (Japan) has an advantage in today’s image-conscious global economy” (Gertner & Kotler, 2004, p.56).

### **3.2.3. Land**

The land is the third Inherited Characteristics of a nation’s brand. The literature on Nation Branding nearly doesn't ever refer to the effect of the physical assets a nation has on the nation brand. The Land is built on two components: Climate and Nature, and Distance and Size which create strange associative network

memories in our minds about a country. The jungles of Africa, the deserts of the Middle East, the surface area of Russia shape our attitudes, perceptions, associations and therefore reactions to a country.

Third of the Inherited Characteristics: Land

- i. Climate and Nature
- ii. Distance and Size

### **3.2.3.1. Climate and Nature**

Having an attractive climate and nature has always been an attraction for immigration, business or touristic activities throughout the history. Climate and Nature is subject to touristic activities very often: The northern lights of Iceland, the mountains of the Far East, and the artificial gatherings benefitting from the nature like Ice festivals are some examples. As reported in Gertner and Kotler's (2004) study, "Every winter, the Swedish village of Jukkasjarvi in Lapland builds a 30,000 square foot hotel made of 10,000 tons of crystal clear ice that can accommodate up to 100 guests at a time"(Gertner & Kotler, 2004, p.52).

Climate and Nature is not limited to climate. The vegetation and the species living in a country is the natural heritage of a nation and sometimes they are very powerful to represent the nation like the Panda of China and the Kangaroo of Australia. Those animals represent the country not only because that those animals widely live in that particular country, but also the characteristics of the animals are associated with the whole nation. The study shows that "For Australia, it is the kangaroos, Sydney, and Australians – nature and geographic associations combine with high consumer evaluations for pleasant, ideal, friendly, and appealing scenery attributes to form an image of a strong tourism destination" (Elliot, Papadopoulos, & Szamosi, 2013, p.13).

### **3.2.3.2. Distance & Size**

While we are exposed to several nations frequently, some nations are never in our interest area. They are rarely present in the market with their products, hardly covered in the News or by song or a novel. Being able to describe where the country in question located is a part of the awareness of the country. On the other hand, sometimes people can describe the location by the continents. For most of the people living in Asia, Scandinavian countries are not different than each other and for many “rednecks” in the U.S., it is the same case for the Asian countries.

On the other hand, we have overwhelming ideas about some parts of the world. Also, the geographic location of the respondents plays a role in the awareness level: while some countries share borders, some countries are very far and hardly are a concern.

### **3.2.4. People**

People is the fourth and the last Inherited Characteristics of a nation and built on Characteristics and Physical Appearance. The citizens or people of a nation can give concrete and easy interpretations about that nation. Whether we like it or not, we have stereotypes towards people from other nations. As expressed by Gertner and Kotler (2004), “Several regions of the world, such as Latin America, Africa and the Middle East, countries, such as Mexico, Ireland and Turkey, and cities, such as Bogota, Dublin and Rio de Janeiro, generate a number of well-known stereotypes” (p.51).

Fourth of the Inherited Characteristics: People

- i. Characteristics
- ii. Physical Appearance

#### **3.2.4.1. Characteristics**

The crowds of a country like India, or the opposite situation like Luxemburg, the friendliness or coldness of the people, their level of honesty and trustworthiness and whether we just like them or not, affect our reactions towards an independent component of a nation, towards its International Relations, towards their products or any of the nation's offer to the global market.

People component has been subject to study in country brand image research. One study states that "Conceptually, the beliefs about a country and its people represent an example of the cognitive component in country image research" (Heslop & Nadeau & O'Reilly, 2010, p.407).

Although characteristics are for individuals, cultural codes do shape people living in that society. In this regard, the characteristics, the behaviors of people are strong enough to represent a nation. Dinnie (2011) believed, "An illustrative but not exhaustive range of country image formation factors would include...the behavior of the country's citizens" (p.80).

Some of the attitudes we have for a nation's people might be based on experiences and some might have historic roots and based on myths. In their study Kemming and Sandikci (2007) exemplified this situation as "For example, the phrase 'Mamma mia, the Turks are coming' in Italian, or the children song ' C-A-F-F-E ' in Germany warning children not to drink too much coffee since the Turk's drink is not good for them" (p.37).

#### **3.2.4.2. Physical Appearance**

Whether we admit it or not, nations have dominant physical appearances. An average American student can distinguish that the Japanese girl is not American and their neighbor is Indian. On the other hand, because of the geographical distance and a low degree of familiarity, some nations are hard to distinguish. An Indian might

fail to tell the difference between a Danish and a Finnish girl. A unique physical appearance of the people of a nation is able to shape our nation brand image.

Some countries have unique dressing style, representing the beliefs, the geographical conditions and traditions of a nation like the kimono of Japan, sombrero hat of the Mexicans and the abaya of Arab women. Those items represent many about a nation and frequently subject to our aesthetic judgments. Aesthetics can go further in a way that people of some countries are perceived as beautiful/handsome.



## CHAPTER 4

### RESEARCH DESIGN AND METHODOLOGY

#### 4.1. Research Objectives

The aim of this research is to understand and identify the pillars that constitute the nation brand of a country. Hence, the very first aim of the research is to test the validity of the Model of Nation Branding that is developed during this study. In this regard, all the eight characteristics and the components of those characteristics (twenty-three component in total) are examined.

Additionally, this study develops a unique survey to measure the nation brand of a country. Therefore second research objective is to test the reliability of the survey that is expected to be applicable for all nations and captures, individually, the many specific components of a nation that together constitute the concept of nation brand and drive reactions from others.

Lastly, the study explores the relative effects of each dimension (component) of the Model of Nation Branding on the degree of goodwill displayed by others.

In summary, the following parts of the study try to give empirical data to the justification of the Model of Nation Branding which is built on the universal components that determine a person's goodwill towards that nation. These universals are expected to be found in two pillars: Performance Characteristics and Inherited Characteristic. Within each of two pillars are four dimensions: Performance Characteristics includes Governance, Economics, Science and Technology and, Sports and Arts; Inherited Characteristics includes History, Culture, Land, and People.

## 4.2. Previous Measures and Problems in Measurement

Measurement is the key to a successful management. Thus, measuring nation brand is critical to manage a nation brand for governors or for those who are involved in and affected by their nation's brand image. Measurement of a multifaceted concept like Nation Branding is a hard task. This issue is described by Aaker (1996) as:

The ability to set objectives and measure results are the hallmarks of successful managers. Such basics are extremely difficult for intangible assets such as brands, information technology, and people. The conceptualization of brand equity at the level of measurement and the development of specific measures should provide a missing ingredient for those who would build and nurture brands. (p.120)

Existing perceptions and stereotypes play role in nation branding strategies. Pinchera & Rinallo (2017) studied that "Most nation branding approaches are built on already-existing national stereotypes, which can be an advantage in international markets; for example, France's long-established association with taste and luxury, Germany's superior technology, and Italy's recognized product aesthetics" (p.4). This concludes that the perceptions are important in measurement and need to be captured from the audience by techniques like surveys and interviews.

Dinnie's (2008) measurements of Nation Branding benefit from phone interviews with the general population and opinion leaders, and face to face interviews with students. Also, his study offers country case studies. Although the case studies give insights, they are not capable of generalizing as discussed earlier. Therefore quantitative measurement tools play a significant role in measuring.

Apart from the academic literature, practitioner nation branding measurement techniques are based mostly on creating indexes and ranking the countries in terms of their nation branding strength. Some of the indexes are BrandFinance's (2017) Nation Brands, McClory's (2015) The Soft Power 30 (2015), Samsung Economic Research Institute's nation brand index (2009), and GfK's (2008) Nation Brands Index. The indexes benefit mostly from surveys conducted online in different regions



of the world which do not propose a clear measurement method and do not provide the questions that were asked to the respondents.

Another practitioner measure is Fetscherin's (2010) Country Brand Strength Index which benefits from the actual indicators of a country's some of the performance characteristics like data from the World Bank, United Nations Conference on Trade and Development (FDI Stats) and United Nations Report on World Population Policies. This method obviously does not capture the attitudes, perceptions, and reactions of the people, therefore failing to present a nation's important dynamics that create its brand.

#### **4.3. Participants and the Country in Question**

Data were collected from Turkish Citizen and over 18 years old individuals. Among the 182 respondents, 89 were male and 93 were female. 5 of them were High School graduates, 92 were a Bachelor's, 68 were Master's and 17 were Ph.D. level graduates. Age of the respondents ranged from 19 to 67. The visit duration to the country in question ranged from 'never been to' to 'lived for 33 years'.

Table 5

*Demographics of the Respondents*

Number of Respondents	182
Nationality	
Turkish	182
Age	
Mean	30.4
Range	19-67
Gender	
Female	93
Male	89
Education Level	
High School	5
Bachelor's	92
Master's	68
Ph.D.	17
Duration of Stay in Germany	
Mean	17 months
Range	0-33 years

Given that *Nation Brand* is the combined effects of the major characteristics of a nation on the thoughts, attitudes, and reactions of members of other nations, the country in question should be any country but Turkey. In this regard, such country is selected so that some of the Turkish people have a strong familiarity and direct interaction, while some perceive it as just a country from Europe: Germany. The rationale for selecting Germany lies not only in the historical alliances between the Ottoman Empire and Germany but also Turkish laborforce immigrants. People in Turkey have relatives, neighbors or friends whose family lived in Germany. Therefore respondents had different awareness levels and different levels of goodwill towards Germany.

#### **4.4. Survey Design**

How do you truly measure a nation brand? As described earlier, a nation brand is comprised of universal components that determine a person's goodwill towards that nation. These universals are found in two pillars: Performance Characteristics and Inherited Characteristic. Within each of two pillars are four dimensions: Performance Characteristics includes Governance, Economics, Science and Technology and, Sports and Arts; Inherited Characteristics includes History, Culture, Land, and People. Thus, the survey is based on the the question that, “do any of the characteristics of a nation (Performance Characteristics: Governance, Economy, Science & Technology, and Sports & Arts; and Inherited Characteristics: History, Culture, Land, and People) create goodwill towards a nation in question, and to what level (negative, positive, strong etc)?” What are the thoughts, attitudes, and reactions of members from other nations towards the characteristics of a nation in question? Therefore the survey is designed to capture the ‘perceptions’ of the respondents.

##### **4.4.1. Focus Group and Pretest**

The scale is developed as a result of a series of in-depth interviews with academics and foreigners from the US, Colombia, Iran, Germany, and Russia; and focus group sessions with people from different employment backgrounds from Medicine to Education and Finance.

The questions are pre-tested on a focus group, consisting of people from 18 different job and educational background and the questions are spoken out loud. The meaning of each word and the vocabulary is discussed. After the pretest, some questions are omitted.

The conceptual model is developed in English and the survey is first designed in Turkish. The Turkish survey is translated into English and English version is revised by a native speaker instructor who teaches writing in Business Administration department. The final version of the English and Turkish surveys of

5 demographic and 72 topic related questions are approved by the Human Subject Ethics Committee (HSEC) in METU.

#### **4.4.2. Familiarity and Goodwill Measurement**

As mentioned in Aaker's (1992) model, Brand Awareness is one of the five components of Brand Equity. Keller's (1993) description of brand name awareness is helpful for understanding the phenomena: "brand name awareness relates to the likelihood that a brand name will come to mind and the ease with which it does so...Brand awareness plays an important role in consumer decision making..." (p.3).

The familiarity or awareness level regarding a nation can be maintained through products, famous citizens, celebrity, visit, TV commercials, movies, the news, books or national memory. Respondents' level of awareness of a nation shapes their reactions to it. People from different demographics such as different age groups might have experienced a characteristic of a nation in question in a different way than the other groups due to the level of familiarity. A study on Mozambique's perception of 'Europe' as a brand shows that, the older age group in the respondents has different views:

Mozambique won independence from European colonization only in 1975. CEI (consumer ethnocentric identity) may be strong, yielding a preference for the national rather than the competing European brand. Moreover, older consumers would have experienced the transition from colonial rule to self-rule, biasing them towards the national brand (Lee et al., 2010).

In this regard, the correlation between the level of familiarity and goodwill is worth researching. The level of familiarity of the country in question is assessed by the following statements. The scale is constructed by the author and measured with five-point Likert scales (1 = strongly disagree, 5= strongly agree).

Table 6

*Measures of Familiarity*

Statement
I have information about this country.
I know this country well.
I am familiar with this country.

On the other hand, goodwill is being referred to in literature in two different forms: First, goodwill of a nation is understood as the good standing of a nation. As mentioned in a study “... the concept of “Nation Goodwill”, a nation’s true intangible capital”(Design & Paris, 2012, p.4). The second usage is goodwill towards the nation, basically the good deeds and good attitudes about a nation, which eventually result in the goodwill of the nation.

The goodwill towards the nation or towards the citizens of a nation is more important than the willingness to buy the products or willingness to visit only, as the last two requires familiarity but regardless of the awareness of the nation’s products or services, goodwill can make a person buy the products or make another kind of positive decisions. This effect is confirmed by Elliot (2013) as “Considering the low Familiarity and yet relatively high Receptivity levels for products, it seems that Australia is a country with a sizeable amount of goodwill among consumers – they are prepared to consider Australian products positively even though they do not know much about them” (p.15).

For some countries applying strong nation branding strategies like the US, people do have goodwill towards the country despite the negative scores it gets in the international arena. Anholt (2005) admitted that “America really did build an empire by making people love it, by giving them wonderful dreams, unbelievable products, and the greatest entertainment shows on earth” (p.303). The goodwill statements are constructed by the author and measured with five-point Likert scales (10 strongly disagree, 5 = strongly agree).

Table 7

*Measures of Goodwill*

Statement
I want this nation to be powerful.
I have positive thoughts about this nation.
I wish happiness and welfare for this nation.
I want the goodwill for the people of this country.
I want this nation to be more influential in the international arena.

#### **4.4.3. Nation Branding Measurement**

As discussed earlier in section 4.2. previous attempts to measure Nation Brand benefits from actual statistics of a country in question (like the economic size and GDP per capita) and surveys. The survey is a better alternative to capture the perceptions of the people, however, the survey questions are not shared in the literature of Nation Branding.

64 of the 72 questions are designed to tap the characteristics of a nation that are described above (3 out of 72 assess the familiarity while 5 out of 72 assess the goodwill). Out of 64, 32 questions assess the Performance Characteristics and 32 assess the Inherited Characteristics. The survey is designed both in English and Turkish with the aim of creating the same meaning.

##### **4.4.3.1. Performance Characteristics Measurement**

The scale reflects the personal perspectives regarding the country under question. The scale items are specially constructed for this study and measured with five-point Likert scales ( 1= strongly disagree, 5= strongly agree). The full English survey that the respondents received is exhibited under Appendix A, and the Turkish version is exhibited under Appendix B.

The first of the Performance Characteristics, Governance is operationalized to be composed of four factors which will be discussed under Exploratory Factor Analysis and 12 questions in total.

Table 8

*Measures of Governance*

Statement
This country has nuclear power.
This country has a strong military power.
There is a terror threat in this country.
Crime rates are low in this country.
Foreigners feel secure in this country.
This country's foreign policy has always been trustworthy.
This country has a good reputation in the international arena.
This country can always enforce its position in foreign policy.
Relative to others, the corruption level in this country is low.
Democratic institutions are well established in this country.
Justice institutions of this country function promptly and properly.
Business life is fair and competitive in this country.

The second of the Performance Characteristics, Economics is operationalized to be composed of four factors which will be discussed under Exploratory Factor Analysis and 13 questions in total. The items are created by the author and measured with five-point Likert scales (1= strongly disagree, 5= strongly agree).

Table 9

*Measures of Economics*

Statement
This country is a great tourism destination.
The products of this country are of high quality
This country has strong brands.
I could spend the rest of my life in this country.
I would be willing to study or work in this country.
I would be willing to start a business in this country.
Citizens of this nation have a good quality of life.
People in this country have a joyful time after work.
I want my children to live in this country.
In this country, life is good.
This country's economy is strong and competitive.
The currency of this country is strong.
This country is one of the largest economies in the world.

The third of the Performance Characteristics, Science & Technology is operationalized to be composed of two factors which will be discussed under Exploratory Factor Analysis and 7 questions in total. The items are created by the author and measured with five-point Likert scales (1= strongly disagree, 5= strongly agree).



Table 10

*Measures of Science & Technology*

Statement
This country can manufacture cars, engines, and robots.
This nation is one of the world leaders in technology.
This nation is one of the biggest contributors to science.
This nation has produced the world's most significant science figures.
This country has prestigious universities.
The education system functions in a healthy manner in this country.
Graduates of this country's schools can be successful all around the world.

The last of the Performance Characteristics, Sports & Arts is operationalized to be composed of two factors which will be discussed under Exploratory Factor Analysis and 4 questions in total. The items are created by the author and measured with five-point Likert scales (1= strongly disagree, 5= strongly agree).

Table 11

*Measures of Sports & Arts*

Statement
This nation has produced very successful significant sports figures.
This nation has a special understanding of art.
This nation has generated world-famous artists.
This nation is one of the most significant contributors to art.

#### 4.4.3.2. Inherited Characteristics Measurement

The first of the Inherited Characteristics, History is operationalized to be composed of two factors which will be discussed under Exploratory Factor Analysis and 6 questions in total. The items are created by the author and measured with five-point Likert scales (1= strongly disagree, 5= strongly agree).

Table 12

##### *Measures of History*

Statement
This nation has a rich tradition and history.
This nation has made substantial contributions to civilization.
This country is one of those which had a leading impact on the world history.
This country has always been fair in foreign relations.
This country has always been aggressive in foreign relations.
This country was moderate and helpful in foreign relations in the past.

The second of the Inherited Characteristics, Culture is operationalized to be composed of five factors which will be discussed under Exploratory Factor Analysis and 13 questions in total. The items are created by the author and measured with five-point Likert scales (1= strongly disagree, 5= strongly agree).

Table 13

*Measures of Culture*

Statement
This nation has a unique cuisine.
This nation's cuisine is delicious.
This nation's carnivals, festivals and traditional days are well known around the world.
This country has had a substantial influence on the world culture.
This nation has a rich language.
The language of this nation is spoken in different regions of the world.
The language of this nation sounds nice.
This country's religious rules are strict.
The religion of this country is meditative and supports spiritual development.
The understanding of religion is moderate in this country.
This nation has a strong culture.
Ancient writers, artists, scientists and philosophers of this nation have contributed to civilization.
This country protects the historical artifacts of ancient civilizations well.

The third of the Inherited Characteristics, Land is operationalized to be composed of two factors which will be discussed under Exploratory Factor Analysis and 3 questions in total. The items are created by the author and measured with five-point Likert scales (1= strongly disagree, 5= strongly agree).

Table 14

*Measures of Land*

Statement
This country has an attractive climate and nature.
I can describe where this country is located.
This country is crowded.

The last of the Inherited Characteristics, People is operationalized to be composed of two factors which will be discussed under Exploratory Factor Analysis and 6 questions in total. The items are created by the author and measured with five-point Likert scales (1= strongly disagree, 5= strongly agree).

Table 15

*Measures of People*

Statement
The people of this nation are friendly.
The people of this nation are honest and trustworthy.
I like the people of this nation.
People of this nation have a unique physical appearance.
People of this country are beautiful/handsome.
This country has unique dressing style like kimono, sombrero, abaya.

**4.5. Procedure (Data Collection)**

The survey is prepared in both online and printed versions. The online version is designed in Google forms with the notification that “Please answer the following questions about a selected country: Germany”. 79% of the answers are collected online. 21% of the answers are collected by distributing the printed versions to a group of students in Middle East Technical University. The data collected is transferred into SPSS to make the statistical analysis.

## CHAPTER 5

### DATA ANALYSIS AND FINDINGS

#### 5.1. Data Screening and Cleaning

After the conversion of the collected data into SPSS platform, the data is checked for the outliers and missing value. As a result of the control, no outlier and missing value are detected. On the other hand, univariate and multivariate outlier controls have resulted in no outliers.

Normality assumption is checked and the data is normally distributed. Additionally, the data is checked in terms of skewness and kurtosis. Although the skewness is between the desired values -2 and +2, one question, being 2.133, is out of the desired level of kurtosis, which is “This country can manufacture cars, engines, and robots” under the Performance characteristics. Given that the data is about Germany, this is an expected result.

Lastly, the data is observed for the careless respondents by looking at the negatively worded questions. As a result of the analysis, 7 respondents are omitted from the further analysis and 175 out of 182 are left for the Measure Purification and Exploratory Factor Analysis.

#### 5.2. Measure Purification-Exploratory Factor Analysis

After the data screening and data cleaning, exploratory factor analysis (EFA) and reliability analysis are benefitted to identify the items which have high or below expected loadings.

Exploratory factor analysis is a factor analysis technique that aims to capture the relations between variables that are subject to measurement. In this regard, EFA is performed for twenty five factors, which are Familiarity, Goodwill, Military

Power, Security, International Relations, Competency & Fairness, Quality of Goods & Services, Investment & Immigration, Quality of Life, Economic Strength, Scientific Competency, Education, Leading Role in Sports, Leading Role in Arts, Historic Background, Wars & Alliances, Living Culture, Language, Religion, Created Heritage, Acquired Heritage, Climate & Nature, Distance & Size, Characteristics, Physical Appearance.

There have been three negatively worded questions in the survey which were from Security, Wars & Alliances and Religion factors. The scores were reversed in order to have the right solution.

EFA is the first step before confirmatory factor analysis (CFA) in assessing the quality of the developed scale. Exploratory factor analysis is supported by Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) and with the Barlett's test of sphericity.

Additionally, reliability analysis is performed to test the consistency of the scale. Reliability of a measure means that the measure produces similar outputs when repeated. Aygören (2013) depicts that "Reliability is measured by Cronbach's alpha which shows the extent to which scales produce consistent results on different trials for various samples. Cronbach's alpha is an internal consistency estimate where each item in a scale is correlated with all the other items" (p.86).

### **5.2.1. EFA for Familiarity and Goodwill**

EFA is first performed for Familiarity using Varimax rotation and Maximum Likelihood Analysis. All the items belong to a single factor and correlate with each other. It is observed that Cronbach's alpha for three item scale of familiarity is 0.757, which is above the threshold level of 0.7. EFA shows the familiarity statements fall under single factor construct.

Table 16

*EFA Results for Familiarity*

Item	Factor Loadings	Cronbach's Alpha
<i>Familiarity</i>		.749
I have information about this country.	.788	
I know this country well.	.734	
I am familiar with this country.	.618	
Total Variance Explained = 67%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .681		
Significance of Barlett's Test of Sphericity= .00		

Next set of items for EFA are Goodwill items which are the dependent variables of the whole study. results show that the Cronbach's Alpha is .856 and the statements load under a single factor.

Table 17

*EFA Results for Goodwill*

Item	Factor Loadings	Cronbach's Alpha
<i>Goodwill</i>		.857
I want this nation to be powerful.	.579	
I have positive thoughts about this nation.	.619	
I wish happiness and welfare for this nation.	.973	
I want the goodwill for the people of this country.	.836	
I want this nation to be more influential in the international arena.	.521	
Total Variance Explained = 64%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .736		
Significance of Barlett's Test of Sphericity= .00		

**5.2.2. EFA Results for Performance Characteristics**

EFA is performed for each component that together constitutes the nation brand of a country. The first set of component is under Performance Characteristics. Performance Characteristics has four characteristics which are Government, Economics, Science & Technology and Sports & Arts. The four characteristics have 12 components in total which are Military Power, Security, International Relations, Competency & Fairness, Quality of Goods & Services, Investment & Immigration, Quality of Life, Economic Strength, Scientific Competency, Education, Leading Role in Sports, Leading Role in Arts.



### 5.2.2.1. EFA Results for Governance

The following analysis are the independent variables of the study. The first of the Performance Characteristics, Governance has four components. First of them, Military Power has two questions in the survey. Therefore the factor analysis is conducted with Principle Component methods. Analysis shows that two questions belong to a single factor and the Cronbach's Alpha is .640.

Table 18

#### *EFA Results for Military Power*

Item	Factor Loadings	Cronbach's Alpha
<i>Military Power</i>		.640
This country has nuclear power.	.858	
This country has strong military power.	.858	
Total Variance Explained = 74%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .500		
Significance of Barlett's Test of Sphericity= .00		

The second component under Governance is Security. Security questions loaded under single factor but the first question had low factor loading. Therefore Cronbach's alpha is .410 which is below the threshold. The rationale for the low factor loadings is discussed under Section 6: Discussion and Conclusion.

Table 19

*EFA Results for Security*

Item	Factor Loadings	Cronbach's Alpha
<i>Security</i>		.410
There is a terror threat in this country.	.185	
Crime rates are low in this country.	.835	
Foreigners feel secure in this country.	.578	
Total Variance Explained = 48%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .494		
Significance of Barlett's Test of Sphericity= .00		

The third component of Governance is International Relations which has three questions in the survey. Although three of the questions fell under single factor, the first question has low factor loading while the second question has a loading of .915. The reliability of the measure is .540.

Table 20

*EFA Results for International Relations*

Item	Factor Loadings	Cronbach's Alpha
<i>International Relations</i>		.540
This country's foreign policy has always been trustworthy.	.217	
This country has a good reputation in the international arena.	.873	
This country can always enforce its position in foreign policy.	.915	
Total Variance Explained = 57%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .480		
Significance of Barlett's Test of Sphericity= .00		

The fourth component of Governance is Competency & Fairness which has four questions. The items belong to a single factor with high loadings. The reliability indicator, Cronbach's Alpha of the Competency & Fairness measure is .906.

Table 21

*EFA Results for Competency & Fairness*

Item	Factor Loadings	Cronbach's Alpha
<i>Competency &amp; Fairness</i>		.906
Relative to others, the corruption level in this country is low.	.749	
Democratic institutions are well established in this country.	.940	
Justice institutions of this country function promptly and properly.	.886	
Business life is fair and competitive in this country.	.810	
Total Variance Explained = 78%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .835		
Significance of Barlett's Test of Sphericity= .00		

**5.2.2.2. EFA Results for Economics**

The second of the Performance Characteristics is Economics which has four components. The first of the components is Quality of Goods and Services. There are three questions in the measure which fall under a single factor. Although the first question has relatively low factor loading, the Cronbach's Alpha is above the threshold.

Table 22

*EFA Results for Quality of Goods and Services*

Item	Factor Loadings	Cronbach's Alpha
<i>Quality of Goods and Services</i>		.726
This country is a great tourism destination.	.295	
The products of this country are of high quality	.952	
This country has strong brands.	.886	
Total Variance Explained = 67%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .532		
Significance of Barlett's Test of Sphericity= .00		

The second of the Economics Characteristic is Investment and Immigration which has three questions. All of the questions belong to a single factor and the Cronbach's Alpha is .894.

Table 23

*EFA Results for Investment & Immigration*

Item	Factor Loadings	Cronbach's Alpha
<i>Investment &amp; Immigration</i>		.894
I could spend the rest of my life in this country.	.836	
I would be willing to study or work in this country.	.885	
I would be willing to start a business in this country.	.866	
Total Variance Explained = 83%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .750		
Significance of Barlett's Test of Sphericity= .00		

The third of the Economics Characteristic is Quality of Life which has four questions. All the questions belong to a single factor and successful in explaining the factor. The reliability analysis further shows that the Cronbach's Alpha is .853.

Table 24

*EFA Results for Quality of Life*

Item	Factor Loadings	Cronbach's Alpha
<i>Quality of Life</i>		.853
Citizens of this nation have a good quality of life.	.818	
People in this country have joyful time after work.	.803	
I want my children to live in this country.	.659	
In this country, life is good.	.895	
Total Variance Explained = 72%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .768		
Significance of Barlett's Test of Sphericity= .00		

The last one of the Economics Characteristic is Economic Strength which is assessed by three questions. The measure for Economic Strength has a high Cronbach's Alpha which is .945 and the questions fall under single factor with high factor loadings.

Table 25

*EFA Results for Economic Strength*

Item	Factor Loadings	Cronbach's Alpha
<i>Economic Strength</i>		.945
This country's economy is strong and competitive.	.897	
The currency of this country is strong.	.983	
This country is one of the largest economies in the world.	.901	
Total Variance Explained = 91%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .741		
Significance of Barlett's Test of Sphericity= .00		

**5.2.2.3. EFA Results for Science & Technology**

The third of the Performance Characteristics is Science and Technology which has two components. The first of the components is Scientific Competency which has four questions. All of the four questions fall under single factor with high correlations with each other. The Cronbach's Alpha is .906.



Table 26

*EFA Results for Scientific Competency*

Item	Factor Loadings	Cronbach's Alpha
<i>Scientific Competency</i>		.906
This country can manufacture cars, engines, and robots.	.875	
This nation is one of the world leaders in technology.	.916	
This nation is one of the biggest contributors to science.	.848	
This nation has produced the world's most significant science figures.	.749	
Total Variance Explained = 79%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .826		
Significance of Barlett's Test of Sphericity= .00		

The second component of Science and Technology is Education. Education is assessed with three questions which all highly correlate with each other. The factor loading are respectively .816, .925 and .812. The Cronbach's Alpha is .884.

Table 27

*EFA Results for Education*

Item	Factor Loadings	Cronbach's Alpha
<i>Education</i>		.884
This country has prestigious universities.	.816	
The education system functions in a healthy manner in this country.	.925	
Graduates of this country's schools can be successful all around the world.	.812	
Total Variance Explained = 82%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .731		
Significance of Barlett's Test of Sphericity= .00		

**5.2.2.4. EFA Results for Sports& Arts**

The last of the Performance Characteristics is Sports and Arts which is built on two components. EFA Results for the first component, Leading Role in Sports is not conducted because the component is assessed with one question. Therefore the answers are directly used in the linear regression analysis.

The second component, however, is Leading Role in Arts which has three questions all of which belong to a single component and the measure of this component has a high reliability of .912 Cronbach's Alpha.

Table 28

*EFA Results for Leading Role in Arts*

Item	Factor Loadings	Cronbach's Alpha
<i>Leading Role in Arts</i>		.912
This nation has a special understanding of art.	.956	
This nation has generated world-famous artists.	.896	
This nation is one of the most significant contributors to art.	.793	
Total Variance Explained = 85%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .728		
Significance of Barlett's Test of Sphericity= .00		

**5.2.3. EFA Results for Inherited Characteristics**

The second set of component is under Inherited Characteristics. Inherited Characteristics has four characteristics which are History, Culture, Land and People. The four characteristics have 11 components in total which are Historic Background, Wars & Alliances, Living Culture, Language, Religion, Created Heritage, Acquired Heritage, Climate & Nature, Distance & Size, Characteristics, Physical Appearance.

**5.2.3.1. EFA Results for History**

The first of the Inherited Characteristics is History which has two components. The first component is Historic Background with three questions. The factor loadings for questions are .852, .857 and .799 and fall under a single factor. Cronbach's Alpha is .873 is for this measure.

Table 29

*EFA Results for Historic Background*

Item	Factor Loadings	Cronbach's Alpha
<i>Historic Background</i>		.873
This nation has a rich tradition and history.	.852	
This nation has made substantial contributions to civilization.	.857	
This country is one of those which had a leading impact on the world history.	.799	
Total Variance Explained = 80%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .737		
Significance of Barlett's Test of Sphericity= .00		

The second component is Wars & Alliances with three questions. The factor loadings for questions are .544, .616 and .824 respectively and they fall under a single factor. Cronbach's Alpha is .681 is for this measure.

Table 30

*EFA Results for Wars & Alliances*

Item	Factor Loadings	Cronbach's Alpha
<i>Wars &amp; Alliances</i>		.681
This country has always been fair in foreign relations.	.544	
This country has always been aggressive in foreign relations.	.616	
This country was moderate and helpful in foreign relations in the past.	.824	
Total Variance Explained = 62%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .643		
Significance of Barlett's Test of Sphericity= .00		

**5.2.3.2. EFA Results for Culture**

The second of the Inherited Characteristics is Culture which has five components. The first component is Living Culture with four questions. In EFA results, the loadings of the questions are .861, .866, .330 and .351. and Cronbach's Alpha is .542 for this measure, being below the threshold.

Table 31

*EFA Results for Living Culture*

Item	Factor Loadings	Cronbach's Alpha
<i>Living Culture</i>		.542
This nation has a unique cuisine.	.861	
This nation's cuisine is delicious.	.866	
This nation's carnivals, festivals and traditional days are well known around the world.	.330	
This country has had a substantial influence on the world culture.	.351	
Total Variance Explained = 43%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .501		
Significance of Barlett's Test of Sphericity= .00		

The second important component is Language with three questions. In the case of Germany, the questions have relatively low ratings. Cronbach's Alpha is .575 for this measure, being below the threshold. Total variance explained for this measure is 55%.

Table 32  
*EFA Results for Language*

Item	Factor Loadings	Cronbach's Alpha
<i>Language</i>		.575
This nation has a rich language.	.581	
The language of this nation is spoken in different regions of the world.	.443	
The language of this nation sounds nice.	.691	
Total Variance Explained = 55%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .617		
Significance of Barlett's Test of Sphericity= .00		

The third component of Culture is Religion with is assessed by three questions. In EFA one question “This country’s religious rules are strict” belonged to a second factor with a loading of .981. Therefore the item is deleted and the rationale is discussed in Section 6: Discussions and Conclusion. Cronbach’s Alpha for religion is .646.

Table 33

*EFA Results for Religion*

Item	Factor Loadings		Cronbach's Alpha
	1	2	
<i>Religion</i>			.646
The religion of this country is meditative and supports spiritual development.	.859		
The understanding of religion is moderate in this country.	.859		
<i>Items Deleted</i>			
This country's religious rules are strict		.981	
Total Variance Explained = 74%			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .500			
Significance of Barlett's Test of Sphericity= .00			

The fourth of the Culture components is Created Heritage. The measure has two questions, therefore, principle component method is used for factor analysis. In this regard, the items exhibit high factor loadings and .811 Cronbach's Alpha.



Table 34

*EFA Results for Created Heritage*

Item	Factor Loadings	Cronbach's Alpha
<i>Created Heritage</i>		.811
This nation has a strong culture.	.919	
Ancient writers, artists, scientists and philosophers of this nation have contributed to civilization.	.919	
Total Variance Explained = 84%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .500		
Significance of Barlett's Test of Sphericity= .00		

EFA results for the component, Acquired Heritage is not available because the component is measured with one question.

**5.2.3.3. EFA Results for Land**

The third of the Inherited Characteristics is Land which has two components. EFA results for the component, Climate and Nature is not available because the component is measured with one question.

On the other hand, the second component, Distance and Size is analyzed with principal component method because the measure has two questions. The results show that the questions have high factor loadings but the Cronbach's Alpha is below the threshold level.

Table 35

*EFA Results for Distance & Size*

Item	Factor Loadings	Cronbach's Alpha
<i>Distance &amp; Size</i>		.611
I can describe where this country is located.	.850	
This country is crowded.	.850	
Total Variance Explained = 72%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .500		
Significance of Barlett's Test of Sphericity= .00		

**5.2.3.4. EFA Results for People**

The last of the Inherited Characteristics is People which has two components. The first of the two components is Characteristics. Characteristics is assessed with three questions. Three of them fall under a single factor. Total variance explained is 61%.

Table 36

*EFA Results for Characteristics*

Item	Factor Loadings	Cronbach's Alpha
<i>Characteristics</i>		.667
The people of this nation are friendly.	.473	
The people of this nation are honest and trustworthy.	.555	
I like the people of this nation.	.999	
Total Variance Explained = 61%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .483		
Significance of Barlett's Test of Sphericity= .00		

The second of the two components is Physical Appearance which is assessed with three questions. As a result of the EFA, one question is omitted from the component for further analysis because the question is not applicable for the case of Germany.

Table 37  
*EFA Results for Physical Appearance*

Item	Factor Loadings		Cronbach's Alpha
	1	2	
<i>Physical Appearance</i>			.622
People of this nation have a unique physical appearance.	.852		
People of this country are beautiful/handsome.	.852		
<i>Deleted Items</i>			
This country has a unique dressing style like kimono, sombrero, abaya.		.992	
Total Variance Explained = 73%			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .500			
Significance of Barlett's Test of Sphericity= .00			

### 5.3. Second Level Exploratory Factor Analysis

In the second level exploratory factor analysis, arithmetic means of the questions are calculated to generate a unique value for the components of a nation brand. The second level EFA is conducted by using the components under each of the eight characteristics of a nation.

### 5.3.1. Second Level EFA Results for Performance Characteristics

The first of the Performance Characteristics is Governance, operationalized to be explained by four components. The Cronbach's alpha of Governance is .693 close to the threshold and the total variance explained is 54%.

Table 38  
*Second Level EFA Results for Governance*

Item	Factor Loadings	Cronbach's Alpha
<i>Governance</i>		.693
Military Power	.406	
Security	.493	
International Relations	.777	
Competency & Fairness	.824	
Total Variance Explained = 54%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .682		
Significance of Barlett's Test of Sphericity= .00		

The second of the Performance Characteristics is Economics, operationalized to be explained by four components. The Cronbach's alpha of Economics is .844, being above the threshold and the total variance explained is 60%.

Table 39

*Second Level EFA Results for Economics*

Item	Factor Loadings	Cronbach's Alpha
<i>Economics</i>		.844
Quality of Goods & Services	.660	
Investment & Immigration	.751	
Quality of Life	.999	
Economic Strength	.647	
Total Variance Explained = 60%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .670		
Significance of Barlett's Test of Sphericity= .00		

The third of the Performance Characteristics is Science & Technology, operationalized to be explained by two components. The Cronbach's alpha of Science & Technology is .908, being above the threshold and the total variance explained is 92%.

Table 40

*Second Level EFA Results for Science & Technology*

Item	Factor Loadings	Cronbach's Alpha
<i>Science &amp; Technology</i>		.908
Scientific Competency	.957	
Education	.938	
Total Variance Explained = 92%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .500		
Significance of Barlett's Test of Sphericity= .00		

The last of the Performance Characteristics is Sports & Arts, operationalized to be explained by two components. The Cronbach's alpha of Sports & Arts is .838, being above the threshold and the total variance explained is 86%.

Table 41

*Second Level EFA Results for Sports & Arts*

Item	Factor Loadings	Cronbach's Alpha
<i>Sports &amp; Arts</i>		.838
Leading Role in Sports	.929	
Leading Role in Arts	.929	
Total Variance Explained = 86%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .500		
Significance of Barlett's Test of Sphericity= .00		

**5.3.2. Second Level EFA Results for Inherited Characteristics**

The first of the Inherited Characteristics is History, operationalized to be explained by two components. The Cronbach's alpha of History is .498, being below the threshold and the total variance explained is 60%.

Table 42

*Second Level EFA Results for History*

Item	Factor Loadings	Cronbach's Alpha
<i>History</i>		.498
Historic Background	.776	
Wars & Alliances	.776	
Total Variance Explained = 60%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .500		
Significance of Barlett's Test of Sphericity= .00		

The second of the Inherited Characteristics is Culture, operationalized to be explained by five components. The Cronbach's alpha of Culture is .731, being above the threshold and the total variance explained is 50%.

Table 43  
*Second Level EFA Results for Culture*

Item	Factor Loadings	Cronbach's Alpha
<i>Culture</i>		.731
Living Culture	.743	
Language	.748	
Religion	.575	
Created Heritage	.748	
Acquired Heritage	.677	
Total Variance Explained = 50%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .684		
Significance of Barlett's Test of Sphericity= .00		

The third of the Inherited Characteristics is Land, operationalized to be explained by two components. The Cronbach's alpha of Land is .394, being below the threshold and the total variance explained is 56%.

Table 44

*Second Level EFA Results for Land*

Item	Factor Loadings	Cronbach's Alpha
<i>Land</i>		.394
Climate & Nature	.745	
Distance & Size	.745	
Total Variance Explained = 56%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .500		
Significance of Barlett's Test of Sphericity= .00		

The last of the Inherited Characteristics is People, operationalized to be explained by two components. The Cronbach's alpha of People is .606, being below the threshold and the total variance explained is 72%.

Table 45

*Second Level EFA Results for People*

Item	Factor Loadings	Cronbach's Alpha
<i>People</i>		.606
Characteristics	.848	
Physical Appearance	.848	
Total Variance Explained = 72%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .500		
Significance of Barlett's Test of Sphericity= .00		



#### 5.4. Third Level Exploratory Factor Analysis

In the third level exploratory factor analysis, arithmetic means of the eight characteristics are calculated to generate a unique value for the third level categorization (Performance Characteristics, Inherited Characteristics) of a nation brand. Cronbach's alpha for Performance Characteristics is .884 and total variance explained is 76 %.

Table 46

*Third Level EFA Results for Performance Characteristics*

Item	Factor Loadings	Cronbach's Alpha
<i>Performance Characteristics</i>		.884
Governance	.791	
Economics	.882	
Science & Technology	.883	
Sports & Arts	.733	
Total Variance Explained = 76%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .779		
Significance of Barlett's Test of Sphericity= .00		

Cronbach's alpha for Inherited Characteristics is .710 and total variance explained is 40 %.

Table 47

*Third Level EFA Results for Inherited Characteristics*

Item	Factor Loadings	Cronbach's Alpha
<i>Inherited Characteristics</i>		.710
History	.751	
Culture	.678	
Land	.460	
People	.610	
Total Variance Explained = 55%		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .724		
Significance of Barlett's Test of Sphericity= .00		

**5.5. Analysis**

After data screening and measure purification, the data is cleaned for this phase of the study. Regression analysis is used for testing the proposition P1. Research model proposes a nation's major characteristics that create that together constitute the concept of nation brand and drive reactions from others.

P1: Nation Brand is the combined effects of the major characteristics of a nation on the thoughts, attitudes, and reactions of members of other nations.

- a. Performance Characteristics includes Governance, Economics, Science and Technology and, Sports and Arts
  - i. Governance includes Military Power, Security, International Relations, Competency & Fairness.
  - ii. Economics includes Quality of Goods and Services, Investment and Immigration, Quality of Life, Economic Strength.

- iii. Scientific Competency includes Scientific Competency, Education.
  - iv. Sports & Arts includes Leading Role in Sports, Leading Role in Arts.
- b. Inherited Characteristics includes History, Culture, Land, and People.
- i. History includes Historic Background, Wars & Alliances
  - ii. Culture includes Living Culture, Language, Religion, Created Heritage, Acquired Heritage
  - iii. Land includes Climate and Nature, Distance and Size
  - iv. People includes Characteristics, Physical Appearance

#### **5.5.1. Linear Regression Analysis**

Research model proposes that the major characteristics of a nation have effects on the thoughts, attitudes, and reactions of members from other nations. In this regard to be able to measure the thoughts, attitudes, and reactions, goodwill scale is developed in the study, which is the *dependent variable* in the regression model.

The first regression is run with holding all the twenty-three components as *independent variables* and directly affecting the goodwill. The regression model is illustrated with arrows in the following table.

Table 48

*The Model of Nation Branding and Goodwill Relationship for Regression*

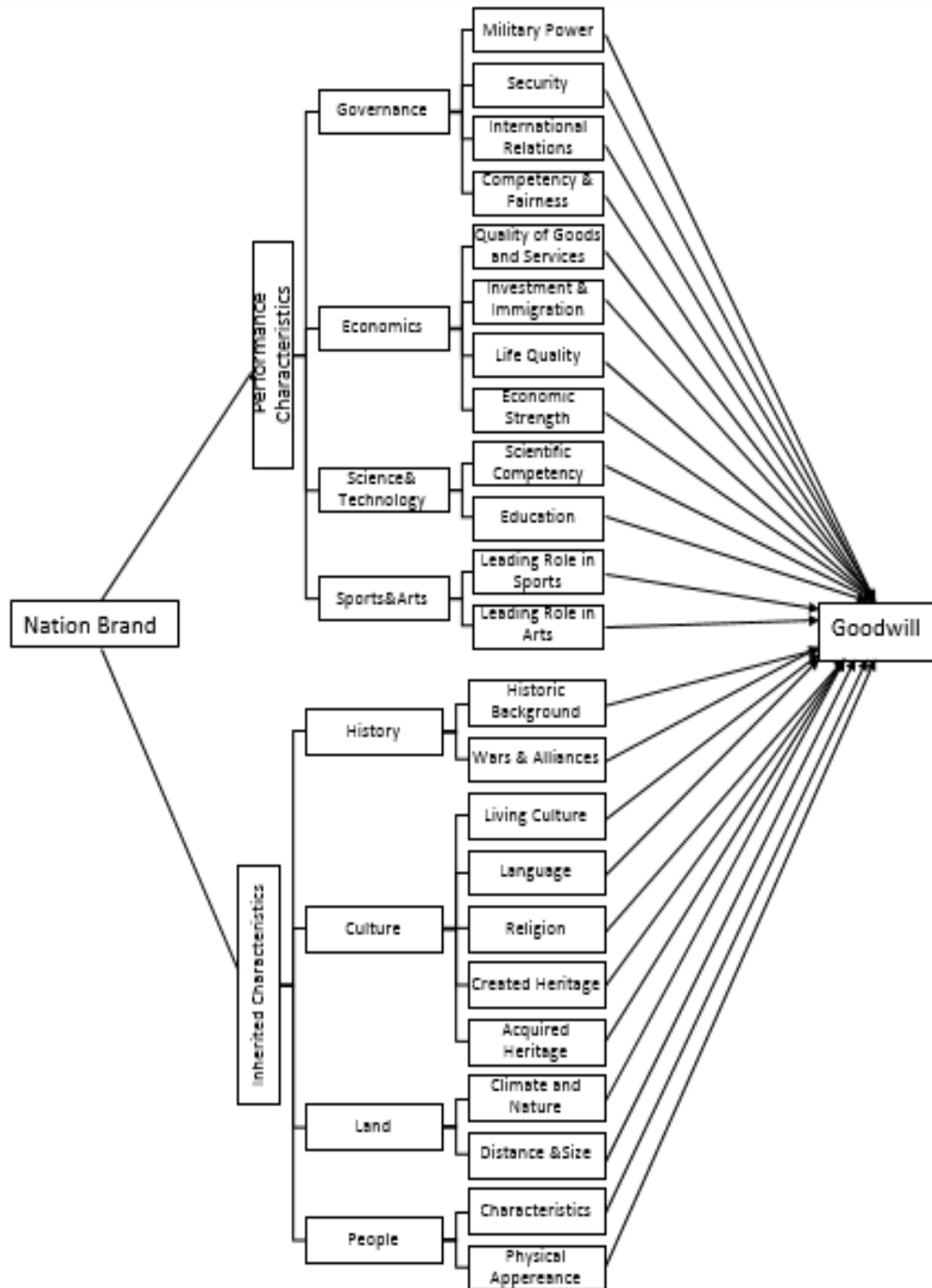


Table 49  
*Effects of 23 Nation Brand Components on Goodwill*

Model	Goodwill		
	Std Beta	t value	Sig.
Military	-.084**	-1.532	.064
Security	-.094***	-1.677	.048
International Relations	.240***	3.270	.000
Competency & Fairness	.112*	1.233	.110
Quality of Goods & Services	.000	.002	.5
Investment & Immigration	.150***	1.826	.035
Quality of Life	.108*	.978	.115
Economic Strength	.365***	2.842	.000
Scientific Competency	-.147*	-1.130	.130
Education	-.136**	-1.309	.096
Leading Role in Sports	-.130**	-1.420	.079
Leading Role in Arts	.093*	1.094	.138
Historic Background	.004	.044	.482
Wars & Alliances	.155***	2.470	.008
Living Culture	-.006	-.087	.466
Language	.027	.402	.344
Religion	.034	.554	.290
Created Heritage	.004	.049	.431
Acquired Heritage	-.006	-.088	.465
Climate & Nature	-.012	-.224	.410
Distance & Size	.014	.180	.428
People-Character	.315***	4.523	.000
People-Physical Appearance	.038	.624	.266

F= 13.166; Sig. = .00; R<sup>2</sup> = .667; Adjusted R<sup>2</sup> = .617

\*significant at p value 0.1

\*\*significant at p value 0.05-0.1

\*\*\*significant at p value <0.05

Results show that when directly run in a regression,  $R^2$  of the model is .667 meaning that nearly 70% of nation brand is explained by the significant items. In a survey where data on Germany is collected from Turkish citizens, out of 23 components, 10 of them are not in a relationship with goodwill towards the country. The components that are effective on the goodwill with high degree of significance (significant at p value <0.05) are Security, International Relations, Investment & Immigration, Economic Strength, Wars & Alliances and People-Character. Significant at p value 0.05-0.1 components are Military, Education and Leading Role in Sports. The related components with low level of significance are Competency & Fairness, Quality of Life, Scientific Competency and Leading Role in Arts.

In the second trial of linear regression, the equation is re-designed. This time goodwill is the *dependent variable*, while the eight characteristics of a nation are the *independent variables*. Each characteristic is calculated with the data provided in the survey. In this regard, Governance is calculated with the arithmetic mean of the twelve questions that are expected to explain Governance. The same procedure is repeated for the other seven characteristics. The regression model is illustrated with arrows in the following table.

Table 50

*Characteristic Based Regression Model with Arithmetic Means*

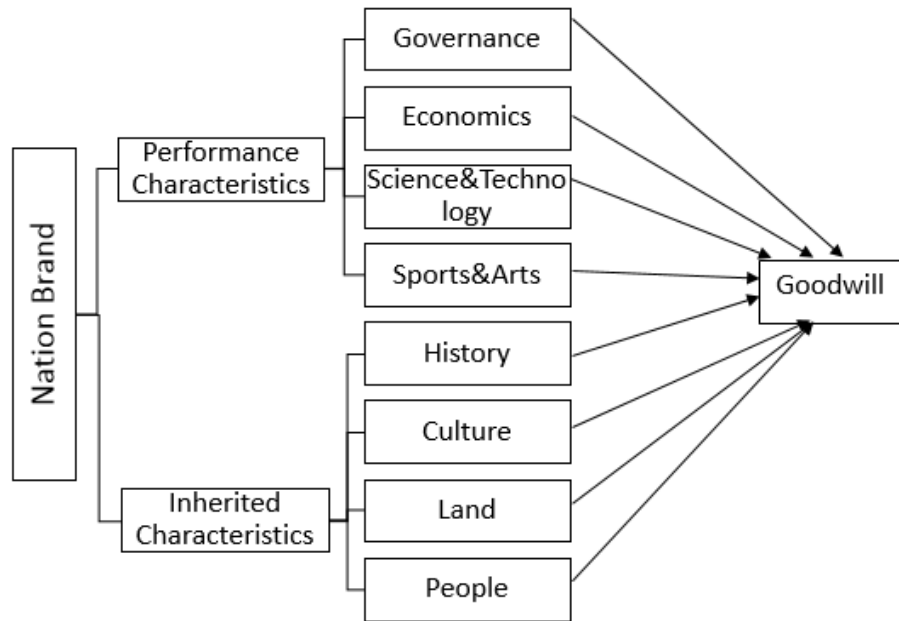


Table 51

*Effects of 8 Nation Brand Characteristics on Goodwill*

Model	Goodwill		
	Std Beta	t value	Sig.
Governance	.139***	1.671	.048
Economics	.492***	4.905	.000
Science & Technology	-.302***	-2.993	.002
Sports & Arts	-.036	-.453	.325
History	.171***	2.483	.007
Culture	.067*	1.040	.151
Land	-.050	-.721	.236
People	.326***	5.239	.000

F=29.603; Sig. = .00; R<sup>2</sup> = .588; Adjusted R<sup>2</sup> = .568  
 \*significant at p value 0.1  
 \*\*significant at p value 0.05-0.1  
 \*\*\*significant at p value <0.05

Results show that when when characteristics are involved as independent variables R<sup>2</sup> of the model is .588 meaning that nearly 60% of nation brand is explained by the significant items. In a survey where data on Germany is collected from Turkish citizens, out of 8 characteristics, two of them are not effective on the goodwill towards the country while Governance, Economics, Science and Technology, History and People show strong significance with the relationship and Culture is significant at p value 0.1.

Although the values for the eight characteristics are calculated with arithmetic means, this regression is closer to P1 as P1: Nation Brand is the combined effects of the major characteristics of a nation on the thoughts, attitudes, and reactions of members of other nations.

In the third trial of linear regression, the equation is re-designed. This time goodwill is the *dependent variable*, while the two major characteristics of a nation



are the *independent variables*. Each characteristic is calculated with the data provided in the survey. In this regard, Performance Characteristics is calculated with the weighted average of the four characteristics that together build Performance Characteristics as Governance is explained by four component while Sports& Arts is explained by two. The same procedure is repeated for the Inherited Characteristics. The regression model is illustrated with arrows in the following table.

Table 52

*Inherited and Performance Characteristics Based Regression Model with Weighted Averages*

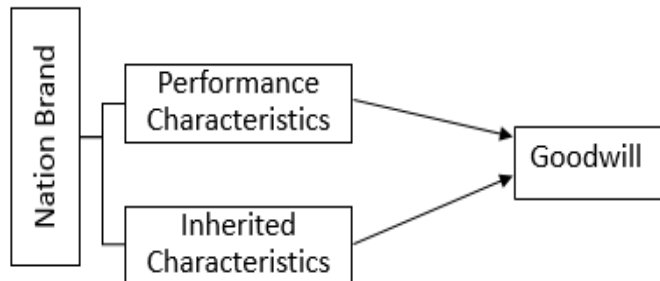


Table 53

*Effects of Performance and Inherited Characteristics on Goodwill*

Model	Goodwill		
	Std Beta	t value	Sig.
Performance Characteristics	.196***	2.397	.009
Inherited Characteristics	.493***	6.048	.000

F=61.411; Sig. = .00; R<sup>2</sup> = .417; Adjusted R<sup>2</sup> = .410

\*significant at p value 0.1

\*\*significant at p value 0.05-0.1

\*\*\*significant at p value <0.05

In this construct, results show that when upper-level characteristics are involved as independent variables, both Performance Characteristics and Inherited Characteristics show significance with .009 and .000 respectively.  $R^2$  of the model is .417, meaning 40% of nation brand is explained.



## CHAPTER 6

### DISCUSSION AND CONCLUSION

#### 6.1. Limitations

The study aims to develop a theoretical ground for Nation Branding. Different from country-specific case studies, the scope of the study has 195 countries on earth. An empirical research that aims to support the theoretical development of Nation Branding, there are 195 countries to question and 195 respondent countries to collect data. The combination is limitless. In order to be able to test the model, several types of research should be conducted for several countries from different regions of the world. The study has one country to test the model. On the other hand, to test the nation brand of a country, many countries should be involved as respondents to represent different ideas towards the country.

The first scenario for a research set-up was to define Turkey as the country in question and collect data from multiple nations. The length of the survey was not applicable for the internet use. Therefore the necessary data collection conditions were not available to be able to collect data from international respondents, And a sufficient number of face-to-face respondents were not available for analysis.

In this study, after data screening there are 175 respondents, all of them are Turkish citizens. Although the pre-test included Japan and Egypt, the final survey was about Germany only. The sample size was the major limitation of the study.

On the other hand, goodwill measurement can further be developed and concepts like the willingness to buy, or willingness to visit can be included. Additionally, reverse questions can be developed to assess the animosity (anti-goodwill) towards the country.

## 6.2. Implications for Theory

As exhibited in section 5.2. EFA is conducted to measure purification intentions. Given that each nation produces different data for the eight characteristics and 23 components of their nation brand, researchers are likely to have different factor loadings. In a research set-up where data on Germany is collected from Turkish Citizens, out of 72 survey questions, 3 questions had low factor loadings and 2 questions belonged to different factor than expected.

### The Rationale for Low Factor Loadings

Although Security statements belonged to a single factor, the first question had low factor loading, below the threshold. The statement and the factor loading is as follows: *There is a terror threat in this country, .185*

Demographics of the participants suggest that some of the respondents lived in Germany for years (33 years maximum). The labor force transition from Turkey to Germany beginning in the 1960's has had a large volume. Nearly 60 years of experience and millions of Turkish labors in Germany created a strong familiarity for the nation. Unfortunately, during that time period, part of the Turkish people experienced sabotage, threat and deadly terror attacks by the extreme rightist in Germany. Therefore the answers to the questions differed from others. On the other hand, rising terror attacks of ISIS in the different cities across the Europe created a negative image against the security in Europe.

Another similar result towards Germany was observed in International Relations component. Although International Relations statements belonged to a single factor, one question had low factor loading, below the threshold. The statement and the factor loading is as follows: *This country's foreign policy has always been trustworthy, .217*

Majority of the respondents admit that Germany is a strong and reputable country in the international arena. However, there are some historical and actual reasons behind the low level of trust for Germany's politics. First, formal education of history in Turkey suggests that alliance with Germany during World War-I had

fatal consequences for the Turkish nation. Secondly, during the EU accession process of Turkey, Germany was known as the major opposition against Turkey. Last of all, despite the fact that Turkey hosted millions of Syrian refugees, Germany's tentative position was highly criticized.

On the other hand, the wording of the question refers to the all time periods of Germany's foreign policy. Therefore Hitler is included in the decision making process of the respondents.

Last of the undesired factor loading was within Quality of Goods and Services. Although the rest of the statements under this category performed perfectly in EFA, the first question showed different results. The statement and the factor loading is as follows: *This country is a great tourism destination, .295*

The reason behind this result is both due to Turkish respondents and Germany's reputation as a high-quality engineering country all over the world. There might be two reasons, first, Germany is perceived as a country of technology, not a perfect tourism destination where popular touristic activities like swimming, sightseeing and relaxing are expected. Also in the study, a country's attraction instruments like geography, living culture, and cultural heritage were discussed and assessed under Inherited Characteristics. Tourism's economic dimension was aimed to be captured under Performance Characteristics. The assumption might have failed.

### The Rationale for Deleted Items

EFA results suggest that there are two items to be deleted for the further steps of the analysis. The questions are deleted because although they are applicable for many other nations, in the case of Germany they are not significant. The statement and its factor load to a separate factor are as follows: *This country's religious rules are strict, .981.*

Item	Factor Loadings		Cronbach's Alpha
	1	2	
<i>Religion</i>			.646
The religion of this country is meditative and supports spiritual development.	.859		
The understanding of religion is moderate in this country.	.859		
<i>Items Deleted</i>			
This country's religious rules are strict		.981	
Total Variance Explained = 74%			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .500			
Significance of Barlett's Test of Sphericity= .00			

The question is originally designed for countries such that their reputation of religiousness is effective on their nation brand images like Saudi Arabia and Iran. For Germany, the question does not support the study.

Another culture-specific question is under Physical Appearance. The statement and its factor load to a separate factor are as follows: *This country has a unique dressing style like kimono, sombrero, abaya, .992.*

Item	Factor Loadings		Cronbach's Alpha
	1	2	
<i>Physical Appearance</i>			.622
People of this nation have a unique physical appearance.	.852		
People of this country are beautiful/handsome.	.852		
<i>Deleted Items</i>			
This country has a unique dressing style like kimono, sombrero, abaya.		.992	
Total Variance Explained = 73%			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .500			
Significance of Barlett's Test of Sphericity= .00			

The question is originally designed for countries such that their unique dressing style is effective on their nation brand images like Japan, Saudi Arabia and Hispanic nations. Germany is one of the countries that is not recognized for their cultural dressings like many other European countries and the U.S.

### **Statements for Wars & Alliances**

During the measure purification, it is observed that statements for assessing Wars & Alliances might fail to capture the specific component due to the disguised wording. Additionally, it is observed that although one is under Governance and the other is under History, International Relations and Wars and Alliances questions

have close meanings. Thus, exploratory factor analysis is conducted by uniting their questions and no fixed number of factors is set. The result is as follows:

Table 54

EFA Results for International Relations and Wars and Alliances Combined

Item	Factor Loadings		Cronbach's Alpha
	1	2	
<i>IR and Wars&amp;Alliances</i>			
This country's foreign policy has always been trustworthy.	.791		
This country has always been fair in foreign relations.	.797		
This country has always been aggressive in foreign relations.	.657		
This country was moderate and helpful in foreign relations in the past.	.772		
This country has a good reputation in the international arena.		.866	
This country can always enforce its position in foreign policy.		.905	
Total Variance Explained = 68%			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy= .644			
Significance of Barlett's Test of Sphericity= .00			

The results imply that the first factor is related with International Relations and the second factor could be re-named as *International Reputation*. However, when the new factors are included in the regression, no meaningful result is observed and International Relations lost its significance.



## Familiarity

In this study, familiarity statements were designed to distinguish the difference between the goodwill level of respondents with high familiarity and low familiarity levels. In this regard two separate linear regression models could be run. However, in the specific case for Germany as country in question and Turkey as the respondent country, familiarity level is high. In the following table, number of respondents are exhibited for each familiarity statement.

Table 55

### *Familiarity Responds of the Participants*

Familiarity Statements	Number of Respondents				
	strongly agree	agree	neutral	disagree	Stonrgly disagree
I have information about this country.	21	66	77	16	2
I know this country well.	14	44	83	34	7
I am familiar with this country.	23	65	59	29	6

The results suggest that for the first statement of familiarity, 90% of the respondents answered neutral and above and for the second and third statements the percentages are 78%, and 81 % respectively. Therefore one regression construct is benefitted.

## Regression Analysis

In the first construct, when each of the 23 components are involved as independent variables, International Relations effects goodwill in a positive way with standardized beta of .240. Germany's strong reputation in the international arena created positive effect with high degree of significance. The components that are in a positive relationship with goodwill are as follows: Investment &

Immigration with standardized beta of .150, Economic Strength with standardized beta of .365, Wars & Alliances with standardized beta of .155, People-Character with standardized beta of .315, Competency & Fairness with standardized beta of .112, Quality of Life with standardized beta of .108 and Leading Role in Arts with standardized beta of .093. The results are expected as Germany scored in a good way in the areas mentioned above.

On the other hand, Security is in a relationship with goodwill in a negative way with standardized beta of -.094. The rationale is discussed above in the low factor loading section. Military is negatively effective on the goodwill towards the nation with a standardized beta of -.084. Militaristic power of any country is less likely to create a goodwill towards itself. In the countries like North Korea or Israel, the standardized beta could be higher in a negative way. One of the surprising results of this regression model is Leading Role in Sports with standardized beta of -.130. The rationale behind this negative relationship could be the football competitions between those two countries, Germany and Turkey. Scientific Competency is another negatively related component with a standardized beta of -.147. Although responses suggest that Germany is recognized as the origin country of high quality cars, the budget deficit it creates to Turkey, the high taxes and the frequent coverage of import-export imbalance in the news created negative effect.

In the second construct, the characteristics are involved as independent variables. In this model, Sports and Land are not in a relationship with goodwill, while Governance positively effects goodwill with a standardized beta of .139, Economics does with a standardized beta of .492, History with .171, People with .326 and Culture with .067. The results suggest that when grouped under the eight characteristics and effect together, some of the sub components lost their negativity in the model. However, Science and Technology is still negative with a standardized beta of -.302 as both Scientific Competency and Education were negative in the first model.

In the final construct, the independent variables are the upper level factors which are the major characteristics of the nation, Performance Characteristics and Inherited Characteristics. This time both of them are positively effective on the

goodwill towards Germany with high degree of significance and standardized beta of .196 and .493 respectively. The  $R^2$  of this construct is .417.

The proposition of the study suggests that Nation Brand is the combined effects of the major characteristics of a nation on the thoughts, attitudes, and reactions of members of other nations. Therefore running the 23 components as the independent variables in a regression model is not the suggestion of the study. The suggestion is that Nation Brand is a combined effect. Therefore the more comprehensive the independent variables are, the more reliable results we have.

### **6.3. Directions for Future Research**

#### **Sample Size Should be Expanded**

The study aims to develop a theoretical ground for Nation Branding. Different from country-specific case studies, the scope of the study has 195 countries on earth. An empirical research that aims to support the theoretical development of Nation Branding, there are 195 countries to question and 195 respondent countries to collect data. The combination is limitless. In order to be able to test the model, several types of research should be conducted for several countries from different regions of the world. The study has one country to test the model. On the other hand, to test the nation brand of a country, many countries should be involved as respondents to represent different ideas towards the country.

#### **Media and Famous Citizens Effect**

Literature suggests that media and famous citizens have a moderating effect on the relationship between the eight dimensions of the nation brand and the goodwill towards the nation. As suggested by Altınbaşak, “Together with the prejudices formed in history, movies are stated to be very influential sources that create and reinforce prejudices”(Altınbaşak, 2008).

Videos are powerful tools to tell a story. Hollywood movies, Turkish TV series, Japanese animes, BBC news present ideas about many dimensions of a nation’s brand like its economy, historical places, politics, and people. If the content

of the media is managed by the country in question, it can reinforce the goodwill towards itself. As stated earlier in section 3.2.1.2., Iwabuchi (2015) believed “The growing popularity of Japanese TV programs in Asian countries demonstrated that Japan’s colonial past did not prevent Japanese TV programs and pop idols from being accepted in East and Southeast Asia” (p.420).

Media and famous citizens increase the awareness which is an important component of the brand equity. Today, any type of information regarding a nation is easily accessed. Most of the nation brand images in our minds are shaped by being exposed to media, not first-hand experiences such as visiting or living or purchasing a product of that origin.

Famous citizens have the power to shape or promote the image of a nation too. Most of the rock stars or pop bands shaped our images about the U.S. This due to the nature of the fame but sometimes celebrities are strategically employed by the nation itself to promote its brand. For example, due to his large number of fans in Russia, Turkish singer Tarkan was cast as a farmer by the Turkish Citrus Promotion Group (Narenciye Tanıtım Grubu) in their commercials for Russia televisions to promote Turkish citrus (Radikal, 2009).

Not only celebrities but also politicians or historical figures create a moderating effect on the relationship between the characteristics of a nation and their goodwill on the country. Gertner and Kotler (2004) posited about Nelson Mandela that, “His persona continues to tower over South Africa, having changed the country’s image in the minds of people all over the world” (p.54).

Therefore new survey questions can be designed for this variable and the relationship between media and famous citizens and the eight dimensions of the nation brand can be studied in an empirical research set-up.

#### 6.4. Implications for Practice: Turkey's Brand Story

Brand story of Turkey has been fluctuating, changing and discrete over time. Due to its both performance and inherited characteristics, it is such an influential country that Turkey is referred to in almost every article, book, and comparative studies. Turkey has a country of origin initiatives like Turquality and “invest in”, and established institutions like Yunus Emre to promote its culture. However, there should be an *umbrella strategy* integrating marketing and policy-making together in every area of managing its nation brand.

...nation branding had already become a must, and the key question was no longer whether but how to do it successfully in light of the many challenges in this field. Indeed, the number of countries (and other places) that engage in systematic nation branding has increased exponentially (Rojas-Méndez, Papadopoulos, & Murphy, 2013, p.48).

Olins (2012) comments on Turkey's nation branding story in an interview:

We can talk about one thing that Turkey did not or could not do: Putting the efforts in a frame! You witness the economic and political development of Turkey. You witness the invasion to Syria and relationships with Israel. There is no integrity between these moves, no nation branding policy. Tourism is a different subject, while politics is another (Brandage, 2012).

Turkey's parallel growth graphics with South Korea in the 50s has fallen apart in time which can be explained by South Korea's effective nation branding policies. “Nation branding promotes a particular organization of power, knowledge, and exchange in the articulation of collective identity” (Aronczyk, 2008, p.46). As frequently referred above, Korea employs an umbrella strategy to manage its nation brand. As reported by Choi and Kim (2014):

The PCNB (Presidential Council on Nation Branding) was designed to work with government ministries and the private sector, so the members of the PCNB included about 30 civilian experts and 12 ministers, including finance, culture, foreign, education, knowledge economy, land, public administration, and so on (p.363).

Choi and Kim maintain the effect of nation branding policies of Korea by pointing out the results of the measurements: “... the level of Korea's image

compared with the OECD average increased from 89 percent in 2009 to 101 percent in 2012” (Choi & Kim, 2014, p.362).

Turkey manages its major characteristics through separate institutions and for some characteristics there is not a national strategy. As depicted by Olins (2012), Turkey should manage its brand image under a coherent strategy. Additionally, Turkey has multiple nation brand images, which should be in consideration. The literature suggests that its brand is perceived differently in the Islamic world and in the West recently. Regarding our discussions about Culture, History, Religion, and Governance, it is not a surprise. Nye (2004) admits that “political image could result in both positive and negative perceptions by people in different regions” (p.19).

On the other hand, we should keep in mind that Nation branding is soft power. Nation branding can be employed not only in the international area but also to promote domestic policies. “A country’s brand must be used as the anchor upon which to build loyalty with its people”(Gilmore, 2002, p.291).

To conclude, Nation Branding brings a comprehensive approach to a nation’s overall identity and one-sided approaches like economics or tourism oriented definitions fail to define and measure the nation brand. It creates an absolute competitive advantage for the nation. One element of a nation’s brand has an effect on the perception of a very different element of it. Nations should develop a comprehensive strategy to manage their brands to shape the fate of the nation for today, and for the future generations.

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## APPENDICES

### A. ENGLISH SURVEY

Age:

Gender:

Nationality:

Education level (High school, University, Master's degree, Ph.D.):

Have you ever been to this country? If yes, for how long?

	strongly agree	agree	neutral	disagree	strongly disagree
1. I have information about this country.	—	—	—	—	—
2. I know this country well.	—	—	—	—	—
3. I am familiar with this country.	—	—	—	—	—
4. I want this nation to be powerful.	—	—	—	—	—
5. I have positive thoughts about this nation.	—	—	—	—	—
6. I wish happiness and welfare for this nation.	—	—	—	—	—
7. I want the goodwill for the people of this country.	—	—	—	—	—
8. I want this nation to be more influential in the international arena.	—	—	—	—	—
9. This country has nuclear power.	—	—	—	—	—
10. This country has strong military power.	—	—	—	—	—
11. There is a terror threat in this country.	—	—	—	—	—
12. Crime rates are low in this country.	—	—	—	—	—
13. Foreigners feel secure in this country.	—	—	—	—	—
14. This country's foreign policy has always been trustworthy.	—	—	—	—	—
15. This country has a good reputation in the international arena.	—	—	—	—	—
16. This country can always enforce its position in foreign policy.	—	—	—	—	—
17. Relative to others, the corruption level in this country is low.	—	—	—	—	—
18. Democratic institutions are well established in this	—	—	—	—	—

19. Justice institutions of this country function promptly and properly.	—	—	—	—	—
20. Business life is fair and competitive in this country.	—	—	—	—	—
21. This country is a great tourism destination.	—	—	—	—	—
22. The products of this country are of high quality	—	—	—	—	—
23. This country has strong brands.	—	—	—	—	—
24. I could spend the rest of my life in this country.	—	—	—	—	—

1

	strongly agree	agree	neutral	disagree	strongly disagree
25. I would be willing to study or work in this country.	—	—	—	—	—
26. I would be willing to start a business in this country.	—	—	—	—	—
27. Citizens of this nation have a good quality of life.	—	—	—	—	—
28. People in this country have joyful time after work.	—	—	—	—	—
29. I want my children to live in this country.	—	—	—	—	—
30. In this country, life is good.	—	—	—	—	—
31. This country's economy is strong and competitive.	—	—	—	—	—
32. The currency of this country is strong.	—	—	—	—	—
33. This country is one of the largest economies in the world.	—	—	—	—	—
34. This country can manufacture cars, engines, and robots.	—	—	—	—	—
35. This nation is one of the world leaders in technology.	—	—	—	—	—
36. This nation is one of the biggest contributors to science.	—	—	—	—	—
37. This nation has produced the world's most significant science figures.	—	—	—	—	—
38. This country has prestigious universities.	—	—	—	—	—
39. The education system functions in a healthy manner in this country.	—	—	—	—	—
40. Graduates of this country's schools can be successful all around the world.	—	—	—	—	—
41. This nation has produced very successful significant sports figures.	—	—	—	—	—
42. This nation has a special understanding of art.	—	—	—	—	—
43. This nation has generated world-famous artists.	—	—	—	—	—
44. This nation is one of the most significant contributors to art.	—	—	—	—	—
45. This nation has a rich tradition and history.	—	—	—	—	—
46. This nation has made substantial contributions to civilization.	—	—	—	—	—
47. This country is one of those which had a leading impact on the world history.	—	—	—	—	—
48. This country has always been fair in foreign relations.	—	—	—	—	—

2

	strongly agree	agree	neutral	disagree	strongly disagree
49. This country has always been aggressive in foreign relations.	—	—	—	—	—
50. This country was moderate and helpful in foreign relations in the past.	—	—	—	—	—
51. This nation has a unique cuisine.	—	—	—	—	—
52. This nation's cuisine is delicious.	—	—	—	—	—
53. This nation's carnivals, festivals and traditional days are well known around the world.	—	—	—	—	—
54. This country has had a substantial influence on the world culture.	—	—	—	—	—
55. This nation has a rich language.	—	—	—	—	—
56. The language of this nation is spoken in different regions of the world.	—	—	—	—	—
57. The language of this nation sounds nice.	—	—	—	—	—
58. This country's religious rules are strict.	—	—	—	—	—
59. The religion of this country is meditative and supports spiritual development.	—	—	—	—	—
60. The understanding of religion is moderate in this country.	—	—	—	—	—
61. This nation has a strong culture.	—	—	—	—	—
62. Ancient writers, artists, scientists and philosophers of this nation have contributed to civilization.	—	—	—	—	—
63. This country protects the historical artifacts of ancient civilizations well.	—	—	—	—	—
64. This country has an attractive climate and nature.	—	—	—	—	—
65. I can describe where this country is located.	—	—	—	—	—
66. This country is crowded.	—	—	—	—	—
67. The people of this nation are friendly.	—	—	—	—	—
68. The people of this nation are honest and trustworthy.	—	—	—	—	—
69. I like the people of this nation.	—	—	—	—	—
70. People of this nation have a unique physical appearance.	—	—	—	—	—
71. People of this country are beautiful/handsome.	—	—	—	—	—
72. This country has unique dressing style like kimono, sombrero, abaya.	—	—	—	—	—

## B. TURKISH SURVEY

Yaşınız:

Cinsiyetiniz:

Uyruğunuz:

Eğitim seviyeniz (Lise, Üniversite, Yüksek Lisans, Doktora):

Daha önce bu ülkede bulundunuz mu? Bulunduysanız süresi nedir?

	kesinlikle katılıyorum	katılıyorum	nötr	katılmıyorum	kesinlikle katılmıyorum
1. Bu ülke hakkında bilgi sahibiyim.	—	—	—	—	—
2. Bu ülkeyi iyi tanıyorum.	—	—	—	—	—
3. Bu ülkeye aşinayım.	—	—	—	—	—
4. Bu milletin güçlü olmasını istiyorum.	—	—	—	—	—
5. Bu ülke hakkında olumlu düşüncelerim var.	—	—	—	—	—
6. Bu millet için mutluluk ve refah istiyorum.	—	—	—	—	—
7. Bu ülkenin insanların iyiliğini istiyorum.	—	—	—	—	—
8. Bu ülkenin uluslararası arenada daha etkili olmasını istiyorum.	—	—	—	—	—
9. Bu ülke nükleer güç sahibidir.	—	—	—	—	—
10. Bu ülkenin askeri gücü yüksektir.	—	—	—	—	—
11. Bu ülkede terör bir tehdit unsurudur.	—	—	—	—	—
12. Bu ülkede suç oranları düşüktür.	—	—	—	—	—
13. Yabancılar bu ülkede kendilerini güvende hisseder.	—	—	—	—	—
14. Bu ülkenin dış politikası her zaman güvenilir olmuştur.	—	—	—	—	—
15. Bu ülkenin uluslararası alanda saygınlığı vardır.	—	—	—	—	—
16. Bu ülke dış politikada daima sözünü dinleten bir ülkedir.	—	—	—	—	—
17. Bu ülkede yolsuzluklar diğer ülkelere göre az seviyededir.	—	—	—	—	—
18. Bu ülkede demokratik kurumlar gelişmiştir.	—	—	—	—	—
19. Bu ülkede adalet kurumları hızlı ve doğru işler.	—	—	—	—	—
20. Bu ülkede iş hayatı adil ve rekabetçidir.	—	—	—	—	—
21. Bu ülke çok iyi bir turizm destinasyonudur (Turistler için cazip bir ülkedir).	—	—	—	—	—
22. Bu ülkenin ürünleri kalitelidir.	—	—	—	—	—
23. Bu ülkenin güçlü markaları vardır.	—	—	—	—	—

	kesinlikle katılıyorum	katılıyorum	nötr	katılmıyorum	kesinlikle katılmıyorum
24. Ömrümün kalanını bu ülkede geçirebilirim.	—	—	—	—	—
25. Bu ülkede okumak veya çalışmak isterim.	—	—	—	—	—
26. Bu ülkede iş kurmak isterim.	—	—	—	—	—
27. Bu ülkenin vatandaşları refah içinde yaşamaktadır.	—	—	—	—	—
28. Bu ülkede insanlar iş dışında keyifli vakit geçirmektedir.	—	—	—	—	—
29. Çocuklarımın bu ülkede yaşamasını isterim.	—	—	—	—	—
30. Bu ülkede hayat güzeldir.	—	—	—	—	—
31. Bu ülkenin para birimi güçlüdür.	—	—	—	—	—
32. Bu ülkenin ekonomisi güçlü ve rekabetçidir.	—	—	—	—	—
33. Bu ülke dünyanın büyük ekonomilerinden biridir.	—	—	—	—	—
34. Bu ülke otomobil, makine ve robot üretebilmektedir.	—	—	—	—	—
35. Bu ülke teknolojiye dünya liderlerinden biridir.	—	—	—	—	—
36. Bu ülke bilime en çok katkı yapan ülkelerden biridir.	—	—	—	—	—
37. Bu ülke dünyanın en iyi bilim insanlarını yetiştirmiştir.	—	—	—	—	—
38. Bu ülkenin saygın üniversiteleri vardır.	—	—	—	—	—
39. Bu ülkede eğitim sistemi sağlıklı işlemektedir.	—	—	—	—	—
40. Bu ülkenin okullarından mezun olanlar dünyanın her yerinde başarılı olabilir.	—	—	—	—	—
41. Bu ülke başarılı sporcular yetiştirmiştir.	—	—	—	—	—
42. Bu ülkenin özgün bir sanat anlayışı vardır.	—	—	—	—	—
43. Bu ülke dünyaca ünlü sanatçılar yetiştirmiştir.	—	—	—	—	—
44. Bu ülke sanata en çok katkı sağlayan toplumlardan biridir.	—	—	—	—	—
45. Bu ülkenin köklü bir geçmişi ve tarihi vardır.	—	—	—	—	—
46. Bu ulus medeniyete önemli katkılarda bulunmuştur.	—	—	—	—	—
47. Bu ülke dünya tarihini yönlendiren ülkelerden biridir.	—	—	—	—	—
48. Bu ülke uluslararası ilişkilerde adil bir ülke olmuştur.	—	—	—	—	—



	kesinlikle katılıyorum	katılıyorum	nötr	katılmıyorum	kesinlikle katılmıyorum
49. Bu ülke uluslararası ilişkilerde saldırgan bir ülke olmuştur.	—	—	—	—	—
50. Bu ülke geçmişte uluslararası ilişkilerde ılımlı ve yardımsever bir ülke olmuştur.	—	—	—	—	—
51. Bu ülkenin mutfağı orijinaldir.	—	—	—	—	—
52. Bu ülkenin mutfağı lezzetlidir.	—	—	—	—	—
53. Bu ulusun karnavalları, festivalleri, bayramları ve geleneksel günleri dünyaca bilinmektedir.	—	—	—	—	—
54. Bu ülke dünya ortak kültürüne önemli etkilerde bulunmuştur.	—	—	—	—	—
55. Bu ulusun dili çok zengindir.	—	—	—	—	—
56. Bu ulusun dili çok farklı coğrafyalarda kullanılmaktadır.	—	—	—	—	—
57. Bu ülkenin dili kulağa hoş geliyor.	—	—	—	—	—
58. Bu ülkenin dini kuralları katıdır.	—	—	—	—	—
59. Bu ülkenin dini, rahatlatıcı ve iç gelişimi destekleyen niteliktedir.	—	—	—	—	—
60. Bu ülkedeki din algısı ılımlıdır.	—	—	—	—	—
61. Bu ülkenin güçlü bir kültürü vardır.	—	—	—	—	—
62. Bu ülkenin eski yazar, sanatçı, bilim adamı ve filozofları medeniyete katkıda bulunmuştur.	—	—	—	—	—
63. Bu ülke eski medeniyetlerin eserlerini iyi korumaktadır.	—	—	—	—	—
64. Bu ülkenin doğası ve iklim şartları çekicidir.	—	—	—	—	—
65. Bu ülkenin nerede olduğunu tarif edebilirim.	—	—	—	—	—
66. Bu ülke kalabalıktır.	—	—	—	—	—
67. Bu ülkenin insanları sıcakkanlıdır.	—	—	—	—	—
68. Bu ülkenin insanları dürüst ve güvenilirlerdir.	—	—	—	—	—
69. Bu ülkenin insanlarına karşı sempati duyuyorum.	—	—	—	—	—
70. Bu ülkenin insanların kendine özgü fiziksel özellikleri vardır.	—	—	—	—	—
71. Bu ülkenin insanları güzeldir/yakışıklıdır.	—	—	—	—	—
72. Bu ülkenin kendine özgü (kimono, şapka, kandura gibi) giyim tarzı vardır.	—	—	—	—	—

## C. TURKISH SUMMARY/ TÜRKÇE ÖZET

### 1. Giriş

Ülkelerin Markalaşması, Pazarlama ve Marka Yönetimi disiplinleri içerisinde yüzyılımızın gözde çalışma konusudur ve gelecek yıllarda da uygulama ve teorik anlamda önemli pozisyonunu korumaya devam edecektir. Bir ülkeyi markalaştırma, yönetimler ve ilgili taraflarca çokça pratiğe dökülen bir olgudur. Bu bağlamda, hem iş ilişkileri, hem de bir ülkenin uluslararası arenadaki politik konumu, güçlü bir şekilde o ülkenin ülke markalaşması çabalarından (o ülkenin başkaları tarafından algılanma biçimi) etkilenmektedir. Esasen her birey, ülkesinin itibarının ışığı ve yahut da gölgesi altında değerlendirilmektedir.

Anholt'un (2002, 2007) öncü çalışmaları dışında Pazarlama literatüründe Ülkelerin Markalaşması konusunda çok az çalışma bulunmaktadır. Ülke markası tabirini tanımlamaya yönelik girişimlerin çoğu ekonomi yahut turizm odaklı olup, bir ülke markasını oluşturan bir takım kritik bileşenleri yakalayamamaktadır. Literatür çoğunlukla *menşei ülke etkisi*, yani müşterilerin ürünleri üretim ülkelerine göre yargılamaları üzerine çalışma sunmaktadır. Dolayısı ile ülke markalaşmasını, ülkenin tüm ana unsurlarını içeren, daha kapsamlı bir zemine oturtmak elzemdir. Nitekim iyi kurulmuş bir teori, uygulamaya da olumlu katkılar sunacaktır. Kumar'a (2017) göre "...pazarlama çalışmalarındaki kanıt temelli bilgiler kurumlara, yönettikleri işlere dair değerli bir anlayış kazandırmaktadır" (s.1.).

Elinizdeki tez (1) Ülkelerin Markalaşması ve boyutları üzerine kavramsal bir model sunmakta, (2) tüm ülkeler için kullanılabilir bir ölçüm metodu geliştirmekte ve (3) ülkeyi oluşturan unsurların o ülkeye karşı iyi niyeti nasıl etkilediğine dair açıklamalar sunmaktadır.

Çalışma nicel nitelikli olup, geliştirilen ölçek derin mülakatların ve odak grup çalışmalarının sonunda ortaya çıkan 72 soruluk anketten oluşmakta, her bir soru, ülkenin 8 karakteriğinden birini ölçmektedir. Literatürde ülke vaka çalışmaları ve

akademi dışında uygulama çalışmaları bulunmaktadır. Singapur vaka analizinde bahsettiği üzere Yee'e (2009) göre her vaka biriciktir, veri o ülkeye aittir ve bir vaka çalışması bu yüzden genellenemez. Bu yüzden evrensel bir teori ve ölçüm metodu geliştirilmelidir. Soruların güvenilirliğini ölçmek için 19-67 yaş arasında 198 kişiye, seçili bir ülke için sorular sorulmuştur. Ölçüm temizlenip doğrulandıktan sonra, regresyon analizi yapılmış ve ülke markasını oluşturan karakterlerin, o ülkeye olan iyi niyeti nasıl etkilediği gözlemlenmiştir.

Sonuçlar göstermektedir ki (önerge odur ki) *Ülke Markası bir ülkenin ana özelliklerinin, diğer ülkeden insanların düşünce, tutum ve tepkileri üzerindeki etkileri bütünüdür.* Bir ülke markası o ülkeye karşı iyi niyeti belirleyen evrensel bileşenlerden oluşmaktadır. Bu evrensel bileşenler iki başlıktadır: Performans Özellikleri ve Kalıtsal Özellikler. Her iki bileşende de dört özellik vardır: Performans Özellikleri Yönetim, Ekonomi, Bilim ve Teknoloji ile Spor ve Sanat'ı içerirken; Kalıtsal Özellikler Tarih, Kültür, Yurt ve İnsan'ı içerir. Ek olarak sonuçlar göstermektedir ki ülke markası algıları demografik gruplara göre değişmekte ve bir ülkenin her bir sekiz özelliği o ülkeye karşı iyi niyeti farklı seviyelerde etkilemektedir.

### **Kaldıraç Etkisi İçin Ülke Markalaşması**

İnsanların, hizmetlerin, politikaların, ürünlerin kendi ülke sınırları dışında hareket halinde olduğu küresel düzende, her ülke diğer tüm ülkelerle, varlığını sürdürme, sesini duyurma, dünya hasılasından aldığı payı artırma ve yetenek çekme için rekabet etmek zorundadır. McClory'nin (2016) de vurguladığı gibi, "Bir ülkenin dünya nüfusuyla etkileşimde olması ve onların dikkatini çekmesi, refah, güvenlik ve uluslararası etki yaratmak için hiç bu kadar kritik olmamıştı" (s.4).

Ülkeyi uluslararası resimde iyi konumlandırmak amacıyla pazarlama araçlarının kullanılması, ülkenin rekabetçi dinamiklerinin yönetilebilmesi için geniş bir bakış açısı, kapsayıcı bir yaklaşım sunar. Amerika Birleşik Devletleri gibi bazı ülkeler yalnızca pazarlama araçlarını kullanmakla kalmamakta, kamu diplomasi

yönetimi için pazarlamacılarla çalışmaktadır. “Naomi Klein dahi, eski bir Madison Avenue yöneticisi olan Charlotte Beers’i Kamu Diplomasından Sorumlu Devlet Bakanı olarak atayarak ülke markalaşmasına yöneldi” (Anholt, 2002, s.59).

Amerikanın kendi imajını dünya nezdinde bir pazarlama yöneticisine teslim etmesinin ardında karmaşık ve çok yönlü nedenler bulunmaktadır. Bu nedenlere ilişkin Fan şöyle belirtmektedir, “...bir diğer örnek de Irak savaşından sonra ABD’nin Arap dünyasındaki imajıdır. ABD 2003 yılında eski bir reklam yöneticisini Kamu Diplomasından Sorumlu Devlet Bakanı olarak atayarak Amerika’nın iyi bir ülke olduğu yönünde yeniden markalaşma kampanyaları yürüttü” (Fan, 2006, p.12).

Pazarlamacıları politik süreçlere direkt dahil etme konusuna Anholt (2003) şöyle bir izah getirmektedir: “Siyasi partiler, hükümetler, devlet kurumları ve dahi sivil toplum örgütleri Pazarlama’ya yöneliyor çünkü pazarlamacıların hep bile geldiği bir insan çabasını artık anlamaya başladılar: gerçeğe sahip olmak yeterli değildir, bu gerçeğin satılması gerekir” (s.214). Bu bağlamda diyebiliriz ki, “Akıllı devletler itibar ve marka değerlerini akıllı şirketlerin yönettiği biçimde yönetmektedirler” (van Ham, 2001, s. 3–4).

## **2. Marka ve Ülkelerin Markalaşması Düşüncesi**

Çalışmanın sonuçları ve tartışmalara geçmeden önce marka kavramına ilişkin geniş bir bakış açısı kazanmak faydalı olacaktır. Marka ile ne kastedilmektedir ve markalaşma aktivitelerinin ardında yatan felsefe nedir? Marka, “bir hizmet veya ürünün rakiplerden ayrışmasına yarayan isim, tabir, işaret, sembol, tasarım ya da bunların bütünüdür” (Kotler 1991, s. 442).

### *Marka Değeri*

Marka değeri, müşterinin ona sunduğunuz teklife atfettiği değerdir. Müşteri odaklı marka değeri, müşterinin pazarlama karmasına (fiyat, ürün, dağıtım, tutundurma) olan tepkilerinin belirleyicisidir.

Ülke markalaşması çalışmamız ve konuya bakış açımız marka yönetimi literatüründeki klasik yaklaşımlardan beslenmekle birlikte hem klasik ürün markalaşmasından hem de literatürde bulunan “yer markalaşması” ve “destinasyon markalaşması” çalışmalarından çok daha geniş kapsamlıdır.

Keller’in (1993) marka değeri tanımına paralel olarak, Ülke Markası, bir kişinin o ülkenin özelliklerine olumlu yahut olumsuz tepkileri hakkındadır. Dolayısı ile *Ülke Markası, bir ülkenin ana özelliklerinin, diğer ülkeden insanların düşünce, tutum ve tepkileri üzerindeki etkiler bütünüdür.*

Teorik anlamda ülkelerin markalaşması fikri 20.yy sonu ve 21.yy başında, ülkeleri marka ya da bir ürün/hizmet olarak değerlendirmeye başladı. İlk çalışmalar ülke isminin ihracattaki önemine vurgu yapan “menşei ülke” kavramı üzerinedir. Gernet ve Koteler’e (2002) göre “made in” etiketi kalite ve müşteri algılarının göstergesidir. Çalışmalarında sunulan örnekler ülke isminin ülkenin iktisadi gelişimine, turizm ve yatırımcıları çekme kapasitesine etkisi olduğunu göstermektedir.

Olins (2002) bir ülkeyi markalaştırmanın günümüze özgü olmadığını, bunun tarihte de var olduğunu iddia eder: “Rejim değişikliği yahut hal değişikliğinden sonra neredeyse tüm ulusların kendilerini baştan kurmaları gerçeğine ne diyacaksınız?... Tabiri sevmeyebilirsiniz, ülkenin yeniden keşfi gibi bir şey kullanmak istersiniz, ama eğer devrim sonrası Fransa yeni bir marka değilse başka nedir bilmiyorum” (Olins, 2002, p.1).

### **3. Ülke Markası Modeli**

Öyleyse ülke markalaşmasının dinamikleri nelerdir? Bir ülke markasının bileşenleri nelerdir? Neler üzerine inşa edilmiştir? Bu sorulara cevap olarak, literatürün Anholt Yer Markalaşması Altıgeni’nden (Anholt, 2003) faydalandığımızı görmekteyiz.

Altıgen, yer markalaşmasını altı boyut üzerine kurgulamaktadır. Bunlar: İhraç Markaları, Dış ve İç Siyaset, Yatırım ve Göç, Kültür ve Miras, İnsan ve Turizm’dir. Altıgen’deki boyutların 4 tanesi Ekonomi tabanlıdır. 6 boyuttan biri olan

İnsan, karakteristik özellikler, tutum ve davranışlar olarak değil iş gücü olarak tanımlanıp çalışılmıştır (Anholt, 2003, s.215). Bu durumda bu boyutların tümü, bir milletin tüm unsurlarını açıklamakta yetersiz kalmaktadır.

Daha önce tanımlandığı gibi *Ülke Markası*, bir ülkenin ana özelliklerinin, diğer ülkeden insanların düşünce, tutum ve tepkileri üzerindeki etkileri bütünüdür. Aaker'ın (1992) marka çağrışımları çalışmasına referansla, önerdiğimiz yeni model bir insanın bir ülkeye karşı iyi niyetini belirleyen evrensel bileşenlerden oluşmaktadır. Bu evrensel bileşenler iki başlıkta incelenebilir: Performans Özellikleri ve Kalıtsal Özellikler. Her iki bileşende de dört özellik vardır: Performans Özellikleri Yönetim, Ekonomi, Bilim ve Teknoloji ile Spor ve Sanat'ı içerirken; Kalıtsal Özellikler Tarih, Kültür, Yurt ve İnsan'ı içerir.

Çalışmanın temel önergesi şu şekildedir:

P1: *Ülke Markası*, bir ülkenin ana özelliklerinin, diğer ülkeden insanların düşünce, tutum ve tepkileri üzerindeki etkiler bütünüdür.

a. Performans Özellikleri, Yönetim, Ekonomi, Bilim ve Teknoloji ile Spor ve Sanat'tan oluşur.

i. Yönetim; Ordu Gücü, Güvenlik, Uluslararası İlişkiler ve Yetkinlik ve Adalet'ten oluşur.

ii. Ekonomi; Ürün ve Hizmet Kalitesi, Yatırım ve Göç, Hayat Kalitesi ve Ekonomik Güç'ten oluşur.

iii. Bilim ve Teknoloji Bilimsel Yetkinlik ve Eğitim'den oluşur.

iv. Spor ve Sanat Sporda Öncü Rol ile Sanatta Öncü Rol'den oluşur.

b. Kalıtsal Özellikler Tarih, Kültür, Yurt ve İnsan'dan oluşur.

i. Tarih; Tarihi Geçmiş ile Savaş ve İttifaklar'dan oluşur.

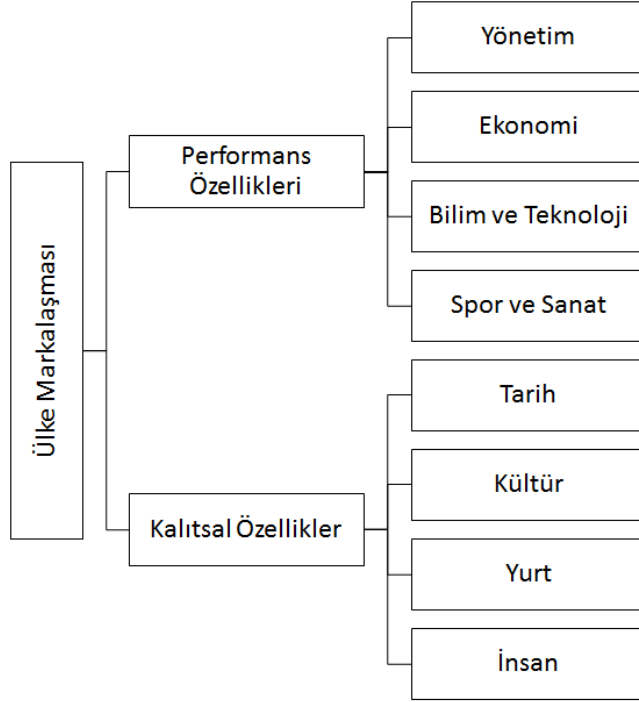
ii. Kültür; Yaşayan Kültür, Dil, Din, Oluşturulan Miras ve Devralınan Miras'tan oluşur.

iii. Yurt; İklim ve Doğa ile Uzaklık ve Büyüklük'ten oluşur.

iv. İnsan; Karakter ve Dış Görünüş'ten oluşur.

Tablo 1

*Ülkelerin Markalaşması Modeli 2018*



Modelde gösterildiği gibi ülke markası, bir ülkenin iki temel özelliği üzerine inşa edilmiştir. Bunlardan ilki Performans Özellikleri olup geliştirmeye ve strateji inşa etmeye açık özelliklerdir. Bir ülkenin performans özellikleri siyasi rejime, makro çevreye ve ekonomi, yönetim gibi alanlarda içeride geliştirilen politikalara göre değişiklik arz etmektedir. Öte yandan Kalıtsal Özellikler, o ulusu kuran, ona ilham olan atalardan miras alınmıştır ve coğrafi özellikler, fiziksel görünüm ve dil gibi değiştirme alanı dar olan bileşenlerden oluşur.

### **3.1. Performans Özellikleri Dört Bileşenlidir: Yönetim, Ekonomi, Bilim ve Teknoloji, Spor ve Sanat**

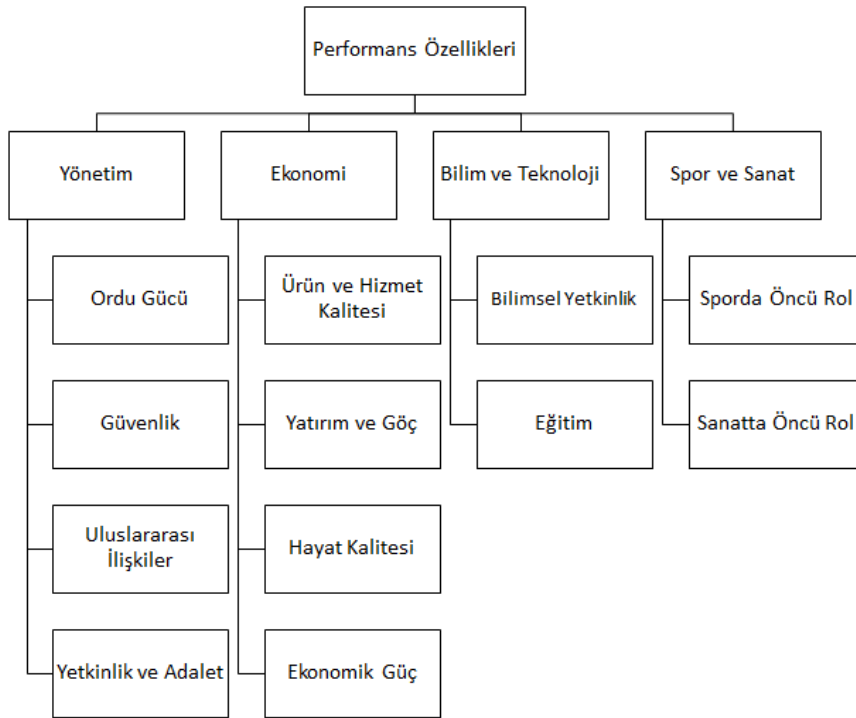
Bir ülkeyi/ ulusu oluşturan özelliklerden ilki olan Performans Özellikleri temelde bir ülkenin ulusal anlamda nasıl performe ettiği ve uluslararası

platformlarda nasıl rekabet ettiği üzerine kuruludur. Bu bağlamda yalnızca ihracat hacmi değil, hayat kalitesi, eğitim ve spor gibi alanlar da önemli olmaktadır.

Kotler and Gertner (2002) çalışmalarında benzer bir anlayış geliştirmişlerdi: “Yalnızca parfüm, elektronik, şarap ve araba gibi ürün kategorileri bir yerle güçlü bir biçimde bağdaştırılmaz; Aids gibi toplum hastalıkları, politik isyanlar, insan hakları ihlalleri, çevreye zarar, ekonomik çalkantı, fakirlik ve suçlar da bu bağdaştırmalara dahildir” (Kotler & Gertner, 2002, s.253).

Tablo 2

*Ülke Markasını Oluşturan Performans Özellikleri*



Performans Özelliklerinin ilki olan Yönetim; Ordu Gücü, Güvenlik, Uluslararası İlişkiler ve Yetkinlik ve Adalet ile açıklanmaktadır.

İkinci performans özelliği olan Ekonomi; Ürün ve Hizmet Kalitesi, Yatırım ve Göç, Hayat Kalitesi ve Ekonomik Güçle açıklanmaktadır.

Üçüncü performans özelliği olan Bilim ve Teknoloji’yi Bilimsel Yetkinlik ve Eğitim oluşturmaktadır.



Son olarak Spor ve Sanat son Performans Özelliğidir ve Sporda Öncü Rol ile Sanatta Öncü Rol başlıklarında açıklanır.

### 3.1.1.Yönetim

Yönetim'in ilk bileşeni olan Ordu Gücü'nün ülke imajına etkisini Dinnie ve Lio (2010) şöyle örneklendirmiştir: "Çin'in militaristik söylemleri ve Tibet'teki şiddet eğilimi ülke için iyi değil; Çevre kirliliği de bir sorun "(s.204).

Yönetim'in ikinci bileşeni olan Güvenlik ve kişilerin tutum ve davranışlarına etkisi Türkiye üzerinden açıklanabilir: "Yabancı medya tarafından kapsamlı olarak ele alınan terör saldırıları, Türkiye'deki güvenlik sorunları hakkında endişeler yarattı. Bir çok insanın bu endişelerden dolayı seyahat etmemeyi tercih ettikleri belirtilmiştir "(Altınbaşak, 2008, s.46).

Yönetim'in üçüncü bileşeni olan Uluslararası İlişkiler için Güney Kore insiyatifleri örnek gösterilebilir: "Lee'nin yönetimi, 2010 yılında G20 Zirvesi Toplantısı'na ve 2012'de Nükleer Güvenlik Zirvesi Toplantısına ev sahipliği yaparak, Güney Kore'nin küresel erişim rolünün güçlendirilmesini aktif olarak sürdürdü (Kim, 2014, s.347).

Yönetim'in son bileşeni olan Yetkinlik ve Adalet için McClory (2016) şöyle demiştir, "Bir ulusu yöneten politik değerler, yasalar ve kurumlar, o ülkenin küresel algılarını güçlü bir şekilde etkiler"(s.20).

### 3.1.2.Ekonomi

Ekonomi'nin ilk bileşeni Ürün ve Hizmet Kalitesi için Aaker'ın (1996) "Algılanan kalite, marka eşitliğinin temel boyutlarından biridir" (s.109) ifadesi açıklayıcıdır.

Öte yandan Ekonomi'nin ikinci bileşeni Yatırım ve Göç için "İnsanların bilmedikleri bir yere yatırım yapma olasılığı yoktur" (Lodge, 2002, s. 381) söylemi önem arz etmektedir.

Ekonominin üçüncü bileşeni Hayat Kalitesi ülke markası üzerinde etkisi olan diğer bir gündemdir. “Bunun tam olarak farkında olmasak ve her zaman kendimize itiraf etmese bile: Paris stil ile; Toskana iyi yaşam ile ; ve çoğu Afrika ülkesi yoksulluk, yolsuzluk, savaş, kıtlık ve hastalıkla ilgili çağrışımlar yapar ”(Anholt, 2013, s.3).

Son olarak Ekonomik Güç, Ekonomi'nin dördüncü ve en kolay ölçümlenebilir bileşenidir. OECD sıralamaları, döviz kuru, kişi başına düşen GSYİH bu anlamda bilinen göstergelerdir.

### 3.1.3. Bilim ve Teknoloji

Performans Özellikleri'nin üçüncüsü olan Bilim ve Teknoloji, Bilimsel Yetkinlik ve Eğitim bileşenleri üzerine inşa edilmiştir. Bu anlamda Bilimsel Yetkinlik uluslararası manada Nobel Ödülü, ilaç sanayi, nanoteknoloji, kozmoloji ve uzay faaliyetleri gibi göstergelere sahipken Eğitim'i Gilmore'ın (2002) şu örneği ile açıklayabiliriz: “20 yıl önce, iş idaresiyle ilgilenen bir İsveçli, Stockholm Ekonomi Okulu'nu tek gerçek tercihi olarak görmekteydi. Şimdi dünyadaki 1.000'den fazla işletme okulundan sadece bir tanesi ve böyle bir öğrenci Boston'daki Harvard Business School, Londra İşletme Okulu, Barselona'daki IESE ve hatta INSEAD'ın Singapur kampüsü arasında seçim yapmakta ”( s.290).

### 3.1.4. Spor ve Sanat

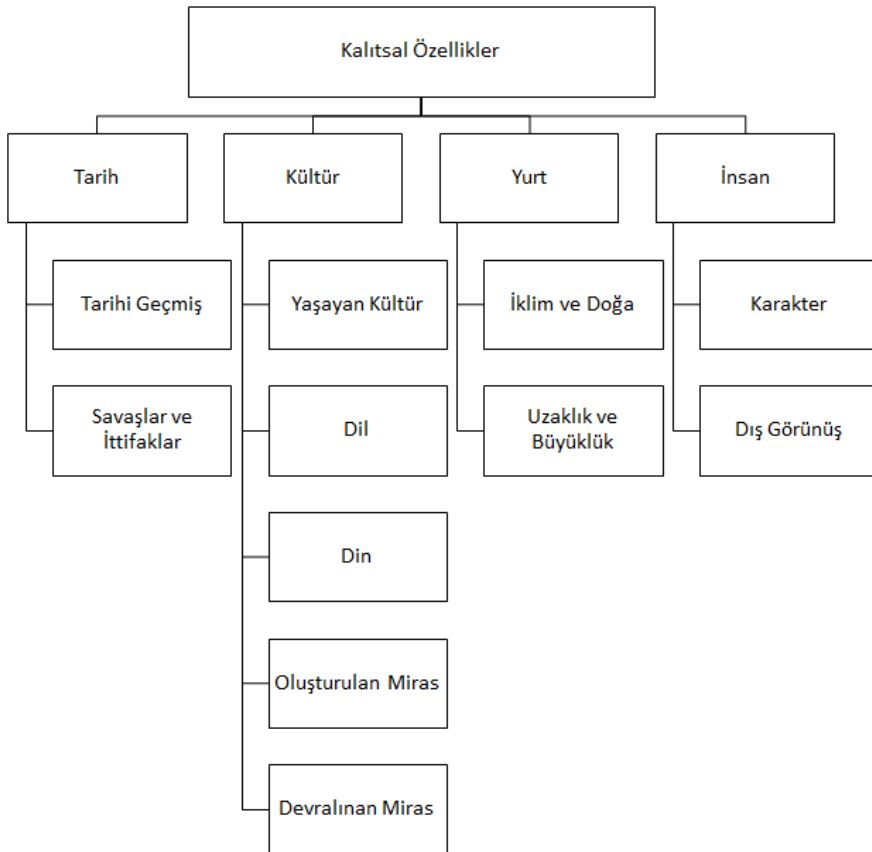
Performans Özellikleri'nin sonuncusu olan Spor ve Sanat, Sporda Öncü Rol ve Sanatta Öncü Rol ile açıklanmaktadır. Olimpiyatlar'ın yanı sıra İngiltere'nin Wimbledon Şampiyonası, İspanya'nın Barcelona ve Real Madrid gibi futbol takımları, ABD'nin NBA ve Super Bowl gibi spor ligleri Sporda Öncü Rol'e örnek teşkil edilebilirken; Eurovision şarkı yarışması, Fransız müzeleri, Alman film festivalleri, Hollywood filmleri, Türk dizileri, Japon anime çizgi filmleri, İngiliz müzik grupları da ülkenin ulusal marka imajıyla son derece etkileşimde olduğundan Sanatta Öncü Rol'e örnek gösterilmektedir.

### 3.2.Kalıtısal Özellikler Dört Bileşenlidir: Tarih, Kültür, Yurt ve İnsan

Bir ülkeyi/ ulusu oluşturan özelliklerden ikincisi Kalıtısal Özelliklerdir. Kalıtısal Özellikler temelde bir ulusun varoluşundan bu yana yapageldikleri ve bu mirastan bugün gösterimde olmaktadır. Performans Özellikleri bir ülkenin küresel dünyayla nasıl etkileşimde olduğu ile ilgiliyken, Kalıtısal Özellikler ulusun taşıdığı, coğrafya, dil, fiziksel görünüm gibi değişime çok açık olmayan özelliklerdir. Kotler ve Gertner'in (2002) de açıkladığı gibi, " Bir ülkenin imajı onun coğrafyası, tarihi, sanat ve müziği, ünlüleri, ürünleri ve diğer faktörlerin ürünüdür" (s.257).

Table 3

*Ülke Markasını Oluşturan Kalıtısal Özellikler*



Kalıtsal Özellikler Tarih, Kültür, Yurt ve İnsan'dan oluşmaktadır.

Kalıtsal Özellikler'in ilki olan Tarih; Tarihi Geçmiş ile Savaş ve İttifaklar'dan oluşmaktadır.

İkinci Kalıtsal Özellik olan Kültür; Yaşayan Kültür, Dil, Din, Oluşturulan Miras ve Devralınan Miras ile açıklanmaktadır.

Üçüncü Kalıtsal Özellik olan Yurt; İklim ve Doğa ile Uzaklık ve Büyüklük'ten oluşur.

Son Kalıtsal Özellik olarak İnsan; Karakter ve Dış Görünüş ile açıklanmaktadır.

### 3.2.1. Tarih

Hindistan ve Çin gibi bazı ülkeler, zengin gelenekleri ve köklü tarihleri ile bilinegelmişlerdir ve medeniyete önemli katkılarda bulunmuşlardır. Tarih'in ilk bileşeni olan Tarihi Geçmiş'te bu unsurlar incelenmektedir.

Tarih'in ikinci bileşeni olan Savaş ve İttifaklar, tek başına o ülkeye karşı iyi niyet veya kötü niyet üzerinde etkili olabilmektedir. Bu durum Güney Kore ve Japonya özeline şöyle dile getirilmiştir: "Güney Kore'nin İkinci Dünya Savaşı sonrası 50 yıllık Japon ürünleri yasağı 2002'de kaldırıldı" (Leong et al., 2008, s.996).

### 3.2.2. Kültür

Kültür'ün ilk bileşeni olan Yaşayan Kültür, o ülkedeki yaşam kültürü, festivaller, yeme içme alışkanlıkları ve popüler kültür unsurlarını içermektedir. Bu anlamda Honda'nın (1994) çalışması popüler kültürün ülke markasına etkilerine iyi bir örnek teşkil etmektedir: "... Japon medya kültürü artık Tokyo'dan Singapur'a gençlere ulaşarak, daha önce hiç ulaşılmayan bir yakınlık ve diyalog oluşturmaktadır" (s.77).

Kültür'ün ikinci bileşeni olan Dil, Ülkelerin Markalaşması literatüründe kendine çok az yer bulmakta olup, ülke markasına etkileri çok yüksektir, zira, "Dil,

kültürün aynasıdır” (Czinkota ve Ronkainen, 1995, s.3). Bu anlamda British Council, Goethe Institute, Alliance Francaise ya da Konfüçyüs Enstitüsü dil üzerinden kültür yayma faaliyetlerine yönelik bilinen örneklerdir.

Kültür’ün üçüncü bileşeni olan Din, modelin literatüre en önemli katkılarından. Türkiye’nin Avrupa Birliği’ne üyelik süreci din eksenli tartışılmıştır. “Büyük bir Müslüman göç tarihi, Türkiye'nin üyelik talebinin Fransa'da neden reddedileceğini açıklayabilir” (Kemming ve Sandikci, 2007, s.33). Öte yandan bunun tersi de tecrübe edilmektedir: “Mısır'ın Danimarka'ya yönelik notları, Peygamber’e hakaret eden Danimarkalı karikatüristten sonra dramatik bir şekilde düştü” (Anholt, 2013, s.6).

Kültürün son iki bileşeni Oluşturulan ve Devralınan Miras’tır. Bu ikisi arasındaki ayırım, Türkiye üzerinden açıklanabilir. Bu bağlamda, İstanbul'daki Sultanahmet Camii, Türk mimarları, sanatçıları ve mühendisleri tarafından tasarlanıp inşa edilmiş olup Türk milletinin Oluşturulan Miras’ını oluştururken, Sultanahmet Camii'nin yanında duran Ayasofya, Rum Ortodoks kültürü içinde inşa edilmiş ve Türkiye sınırları içindeki Devralınan Miras’tan olmuştur.

### 3.2.3. Yurt

Kalıtıl Özellikler’in üçüncüsü olan Yurt, İklim ve Doğa ile Uzaklık ve Büyüklük’ten oluşur.

Yurt’un ilk bileşeni olan İklim ve Doğa’ya o ülkeyle özdeşleşen canlı türleri de dahildir. Bu anlamda, “Avustralya için, kanguru, güçlü bir turizm destinasyonu görüntüsü oluşturmak için hoş, ideal, arkadaş canlısı ve çekici manzara özellikleri ile yüksek tüketici değerlendirmeleri oluşturmaktadır” (Elliot, Papadopoulos, & Szamosi, 2013, s.13). Diğer taraftan, katılımcıların coğrafi konumu farkındalık düzeyinde bir rol oynar: bazı ülkeler birbirleri ile sınırlarını paylaşırken, bazı ülkeler çok uzaktır ve gündemde değildir.

### 3.2.4. İnsan

Kalıtısal Özellikler'in sonuncusu olan İnsan, Karakter ve Dış Görünüş bileşenleri üzerine kuruludur. Dinnie'nin (2011) söylediği gibi, "Ülke imajını oluşturan faktörlerin en somutlarından biri, o ülke vatandaşlarının davranışlarını içermektedir" (s.80).

Öte yandan bazı ülkeler, Japonya'nın kimonoları, Meksikalıların fötr şapkaları ve Arap kadınlarının abayası gibi bir ulusun inançlarını, coğrafi koşullarını ve geleneklerini temsil eden eşsiz bir giyinme stiline sahiptir. Bu öğeler bir millet hakkında çok şey ifade etmektedir.

## 4. Ölçüm ve Metodoloji

Güçlü ülke markalarının oluşturulması ve yönetilmesi için, bu markaların ölçülebilir olmaları elzemdir. Bu doğrultuda, çalışmanın ölçüm kısmı ile ilgili yaklaşımını Aaker'ın (1996) şu sözleri özetlemektedir:

Hedef belirleme ve sonuçları ölçme yeteneği başarılı yöneticilerin ayırt edici özellikleridir. Bu tür ölçümler, markalar, bilgi teknolojileri ve insanlar gibi soyut kavramlar için son derece zordur. Marka değerinin ölçüm seviyesinde kavramsallaştırılması, markaları inşa edecek ve yönetecek olanlar için eksik olan bir bileşeni sağlamalıdır. ( s.120)

Literatürde ülke markası ölçümü eksik bir bileşendir ve çalışmada bu bileşen oluşturulmaya çalışılmıştır. Buna nisbetle bir ulus markası nasıl ölçülebilir? Daha önce açıklandığı gibi, *Ülke Markası bir ülkenin ana özelliklerinin, diğer ülkeden insanların düşünce, tutum ve tepkileri üzerindeki etkileri bütünüdür*. Öyleyse metodolojimizin sorusu, "Bir ülkeyi inşa eden özelliklerden hangileri, o ülkeye karşı iyi niyeti, ne seviyede etkilemektedir?"

Bu temel soruyu cevaplamak için, her biri, yukarıda anlatılan ülke markası özelliklerini ölçümleyen, 72 soruluk bir anket oluşturulmuştur. İngilizce ve Türkçe olarak iki dilde hazırlanan bu ankete, iyi niyet ölçümleyen sorular da eklenmiştir. Sorular, farklı iş ve eğitim geçmişinden oluşan 18 kişilik bir odak grubuna yüksek

sesle okunmuş ve soruların anlaşılabilirliği test edilmiştir. Anket, ODTÜ bünyesindeki İnsan Hakları Etik Kurulu (HSEC) tarafından onaylanmıştır.

Anket, 182 Türk vatandaşı katılımcı ile cevaplanmıştır. Ankete konu olan ülke Almanya'dır ve bunun gerekçesi sadece Osmanlı İmparatorluğu ile Almanya arasındaki tarihi ittifaklarda değil, aynı zamanda yakın tarihli Türk işgücü göçmenlerinin bir aşinalık yaratmasındadır. Bu nedenle katılımcıların Almanya'ya karşı farklı farkındalık düzeyleri ve aynı şekilde farklı düzeyde iyi niyetlerinin olması beklenmektedir.

## 5. Veri Analizi ve Bulgular

Veri temizlemesi ve keşifsel faktör analizlerinden sonra anket verileri doğrusal regresyona hazır hale getirildi. Buna göre doğrusal regresyon üç farklı senaryo içerisinde gerçekleştirildi.

İlk senaryoda ülke markasını oluşturan en alt seviye bileşenlerin tamamı bağımsız değişken olarak tanımlanırken, iyi niyet bağımlı değişken olarak tanımlandı. Sonuçlara göre bu 23 bileşen yani bağımsız değişkenden 10 tanesinin, ülkeye karşı iyi niyetle herhangi bir ilişkiye girmediği gözlemlenirken, 13 tanesi farklı seviyelerde iyi niyet üzerinde etkilidir. Bu senaryoda  $R^2$  .667 olup, modelin yaklaşık %70'lik kısmı açıklanmıştır.

İkinci regresyon senaryosunda ülke markasını oluşturan 4 Performans, 4 Kalıtsal Özellik için değerler hesaplanmış ve 8 adet bağımsız değişkenle birlikte bağımlı değişken olarak iyi niyet işleme sokulmuştur. Almanya ile ilgili verilerin Türk vatandaşlarından toplandığı bir araştırmada, 8 özellikten ikisi, ülkeye yönelik iyi niyet üzerinde etkili değilken, Yönetim, Ekonomi, Bilim ve Teknoloji, Tarih, İnsan ve Kültür etkili özellikler olarak çıkmıştır. Bu senaryoda  $R^2$  .588 olup, modelin yaklaşık %60'ı açıklanmıştır.

Üçüncü ve son senaryoda Performans Özellikleri ve Kalıtsal Özellikler için bütünleşik değerler hesaplanmış ve bu ikisi bağımsız değişken, iyi niyet bağımlı değişken olarak regresyona sokulmuştur. Bu durumda her iki bağımsız değişken de iyi niyet üzerinde pozitif etkili görünmektedir. Bu senaryoda  $R^2$  .417 olup,

çalışmanın önergesine paralel sonuçlar elde edilmiştir çünkü tanıma göre Ülke Markası, onu oluşturan unsurların etkileri bütünüdür.

## 6. Sonuç ve Öneriler

Literatür, medyanın ve ünlü vatandaşların, ülke markası algılarında belirleyici bir role sahip olduğunu öne sürmektedir. “Tarihte oluşan önyargılar ile birlikte, filmlerin önyargıları yaratan ve güçlendiren çok etkili kaynaklar olduğu belirtilmektedir” (Altınbaşak, 2008). Ükelere karşı marka algılarımızı çoğunlukla orayı ziyaret ederek veya o ülke menşeli bir ürün olarak değil, medya üzerinden şekillendirmekteyiz. Bu durum, farklı boyutları ile ülkelerin markalaşması çalışmalarında ele alınması gereken bir konudur.

Öte yandan Türkiye'nin marka hikayesi hem pratik hem teorik anlamda masaya yatırılması gereken bir konudur. Performans Özellikleri ve özellikle de Kalıtsal Özellikleri ile Türkiye, literatürde sıklıkla kendine yer bulmaktaysa da Türkiye'nin bir ülke markalaşması stratejisi bulunmamakta, bu faaliyetler farklı kurumlarda birbirinden bağımsız planlar içerisinde yürütülmektedir. Bu anlamda, Turquality inisiyatifi, Yunus Emre Enstitüsü, Kültür ve Turizm Bakanlığı faaliyetleri, Ekonomi ve dış siyaset bir bütün içinde hareket etmesi gerekmektedir.

Sonuç olarak, Ülkelerin Markalaşması, ulusun genel kimliğine kapsamlı bir yaklaşım getirmekte ve ekonomi ya da turizm odaklı tek taraflı yaklaşımlar ülke markasını tanımlamakta yetersiz kalmaktadır. Ülke markasını yöneten milletler için mutlak bir rekabet avantajı vardır. Ülkeler, bugünlerini ve gelecek nesillerin kaderlerini şekillendiren markalarını yönetmek için strateji geliştirmelidir.



## D. TEZ İZİN FORMU

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