Branding Spain
Analyzing the organizations behind the image of Spain in Sweden

Author: Óscar Álvarez Martínez
Subject: Master Thesis in Business Administration 15 ECTS
Program: Master of International Management
Gotland University
Spring semester 2010
Supervisor: Matilda Dahl
ABSTRACT

Globalization abates barriers and makes the world similar, but also leads countries to perform like companies seeking and competing for global capitals. In this competition the ‘nation brand’ becomes a critical tool to stand out and attract any sort of foreign investments. In this research, the factors which affect the nation brand, presented in the Anholt’s hexagon model, will be tested through the combination of theory on nation branding and empirical data. The study analyzes how different organizations affect and promote the commercial image of Spain in Sweden. Up to seven entities susceptible to affect the brand Spain were analyzed; the ICEX, the economic and commercial office of Spain in Stockholm, the embassy of Spain in Stockholm, Invest in Spain, the Elcano Royal institute, the Hispanic-Swedish chamber of commerce in Madrid and the Swedish trade council in Madrid. The study also presents an outline of the current context of the brand Spain and its projection in Sweden, as well as an overview on the trade relationship between both countries. The individual commitment of most of the organizations investigated, under the guidance of the Ministry of foreign affairs and the Ministry of industry, tourism, and trade of Spain, appears as one of the main findings. Despite the limited scope of this investigation, the relative novelty of this field of study leaves room for further research in different directions, questioning those who claim that globalization threatens local diversity.

Keywords: Nation branding, nation brand, Spain, Sweden, nation brands index, competitive identity, country of origin, made in, public diplomacy, international trade.
Acknowledgements

Although only my name appears on the cover of this work, its achievement would not have been possible without the cooperation of those estimated that helped me. Thus, it is my pleasure to thank you all for your help. Thanks to my supervisor professor Mathilda Dahl, who guided me to find this fascinating subject, and helped me to focus the lens at all stages before taking the final picture. I also want to thank the insightful comments of professor Per Lind that helped to shape the image and give it a more dynamic approach. I would like to give special thanks to Simon Anholt, political consultant and author of the model on which I base my analysis, for giving away a few minutes of his valuable time to answer my questions. Being an acclaimed eminence in the field, his attention to a humble master student only makes my admiration increase. On the other hand, I also want to express my gratitude to the deputy head of the Embassy of Spain in Stockholm, Mrs. Miriam Álvarez, to the market analyst of the economic and commercial office of Spain in Stockholm, Mrs. Ana Isabel Garcia, to the secretary general of the Hispanic-Swedish chamber of commerce, Mrs. Belen Camarero, and to the strategic sales manager of Exportrådet in Madrid, Mr. Missael Lundqvist, who also gave away a few minutes of their precious time to provide me with an interview. Without their cooperation the result of this work would not have been the same. I also want to thank my classmates for their valuable comments and opinions that helped to improve the quality of this paper, and especially to Alejandro Rodriguez whose thoughtful recommendations kept me on track.

I am eternally grateful to my late father Antonio, who taught me to never give up. Without you, I would never have managed to get where I am. I am also extremely grateful to my mother Rosa and my brothers, Daniel and Jorge, for their unconditional support in the distance.

Last but not least, I also want to thank you Marina, for your support and patience during this arduous journey.

Visby, 30 May 2010

Óscar Álvarez Martínez
<table>
<thead>
<tr>
<th>Acronyms</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>COO</td>
<td>Country of Origin</td>
</tr>
<tr>
<td>DDI</td>
<td>Sociedad Estatal para el Desarrollo Del Diseño y la Innovación (Society for the Development of Design and Innovation of Spain)</td>
</tr>
<tr>
<td>DIRCOM</td>
<td>Asociación de Directores de la Comunicación (Association of Communication Managers of Spain)</td>
</tr>
<tr>
<td>ESOMAR</td>
<td>European Society for Opinion and Marketing Research</td>
</tr>
<tr>
<td>FDI</td>
<td>Foreign Direct Investments</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
</tr>
<tr>
<td>G2G</td>
<td>Government-to-Government</td>
</tr>
<tr>
<td>G2P</td>
<td>Government-to-People</td>
</tr>
<tr>
<td>HORECA</td>
<td>Hotel/Restaurant/Café</td>
</tr>
<tr>
<td>ICEX</td>
<td>Instituto de Comercio Exterior (Foreign Trade Institute of Spain)</td>
</tr>
<tr>
<td>IP</td>
<td>Intellectual Property</td>
</tr>
<tr>
<td>ITC</td>
<td>Information Technology and Communications</td>
</tr>
<tr>
<td>IUOG</td>
<td>Instituto Universitario Ortega y Gasset (Ortega y Gasset Academic Institute)</td>
</tr>
<tr>
<td>NBI</td>
<td>Nation Brands Index</td>
</tr>
<tr>
<td>OPIEX</td>
<td>Observatorio Permanente de la Imagen de España en el Exterior (Permanent Observatory of Spain’s Image Abroad)</td>
</tr>
<tr>
<td>PME</td>
<td>Proyecto Marca España (Brand Spain Project)</td>
</tr>
<tr>
<td>P2P</td>
<td>People-to-People</td>
</tr>
<tr>
<td>SEACEX</td>
<td>Sociedad Estatal Para La Acción Cultural Exterior (State Corporation for Overseas Cultural Action)</td>
</tr>
</tbody>
</table>
# Table ofcontents

1. Introduction .......................................................................................................................... 1
   1.1 Background ....................................................................................................................... 1
   1.2 Problem Formulation ......................................................................................................... 3
   1.3 Purpose & Research Question.......................................................................................... 5

2. Methodology .......................................................................................................................... 7
   2.1. Theory strategy ............................................................................................................... 7
   2.2. Research Design .............................................................................................................. 7
   2.3. Research strategy ............................................................................................................ 8
   2.4. Reliability and Validity ................................................................................................... 10
   2.5. Data collection .............................................................................................................. 11
      2.5.1. Interviews .............................................................................................................. 12
      2.5.2. Secondary data ...................................................................................................... 13
   2.6. Limitations ..................................................................................................................... 14

3. Theoretical framework .......................................................................................................... 14
   3.1. Concept of nation branding ............................................................................................ 15
      3.1.1. Founding father ...................................................................................................... 15
      3.1.2. The concept ............................................................................................................ 16
      3.1.2. Experiences in country branding projects ................................................................. 20
      3.1.2. The role of the Government ...................................................................................... 20
   3.2. The Hexagon model ........................................................................................................ 21
   3.3. How to brand nations ..................................................................................................... 24
   3.4. Critiques ......................................................................................................................... 27
   3.5. The Nations Brand Index ............................................................................................... 28
   3.5. Ambassadors as drivers ................................................................................................ 30

4. Empirical Results .................................................................................................................. 30
   Perception ............................................................................................................................... 31
   4.1. Spanish-Swedish trade ................................................................................................... 31
   4.2. Exportrådet: The Swedish trade council in Madrid ......................................................... 33
   4.3. Spain in the Anholt Nation Brands Index ....................................................................... 34
   4.4. The Elcano Royal Institute ............................................................................................ 37
4.5. The ICEX

4.6. Economic and commercial office of Spain in Sweden

4.7. The Hispanic-Swedish Chamber of Commerce

4.8. Embassy of Spain in Stockholm

4.9. Invest in Spain

5. Analysis

5.1. Brand Spain Context

5.2. Answering the research question

6. Discussion & Conclusion

6.1. Suggestions on further research

7. References

8. Sources

8.1. Interviews

8.2. Documents & WebPages

9. Appendix

9.1. Interview guide: Economic and commercial office of Spain in Sweden

9.2. Interview guide: Embassy of Spain in Stockholm

9.3. Interview guide: Swedish-Hispanic chamber of commerce in Madrid

9.4. Interview guide: Swedish trade council in Madrid
Fig.1: Joan Miró 1982

Fig.2: The Nation Brand Hexagon © Simon Anholt 2002. Source: Anholt (2005: 3)

Fig.3: Business research methods © Bryman & Bell 2007 (p. 28)

Fig.4: Examples of Nation branding. *What is being branded?* Source: Fan (2005: 6)

Fig.5: Summary of the operational plan of country brand development. *How to brand Nations, Cities and Destinations.* Source: Moilanen & Seppo (2009: 160)

Fig.6: Channels of natural communication. Source: (Anholt Gfk-America, 2010)

Fig.7: Surveyed countries in the Anholt-GfK NBI, Source: GfK Roper Public Affairs & Media (2009b)

Fig.8: Nations measured in the Anholt-GfK NBI, Source: GfK Roper Public Affairs & Media (2009b)

Fig.9: Reverse portal in China. Source: Spain Business.com.cn

Fig.10: Spanish trade balance with Sweden, report year: 2009. Source: ICEX (2009a)

Fig.11: Evolution of Spanish Exports to Sweden by Sector, report year: 2009. Source: ICEX (2009a)

Fig.12: Evolution of the top 10 Spanish export sectors to Sweden, report year: 2009. Source: ICEX (2009a)

Fig.13: Spain 2009 Economy and Technology. Source: Invest in Spain (2010)

Fig.14: NBI Ranking Spain 2005. Adapted from Anholt-GMI, Source: Iberglobal (2006)

Fig.15: Swedish assessment of Spanish brand. Adapted from Anholt GFK RNBI (2009), Source: Simon Anholt (2009 b)

Fig.16: Anholt-Gfk Roper NBI. Source: 2008 and 2009 GfK Roper Public Affairs & Media

Fig.17: Commercial promotion of Spain in Sweden. Own elaboration inspired by Anholt’s Hexagon Model (2002)
1. Introduction

The British Industrialization in the XIX century, advances in mobility, telecommunications and finally, the internationalization of companies, have had a strong influence on current trends of international trade. Globalization, understood as a continuous process where barriers fall and new countries appear on the stage, leads to new areas of research still under development. Among these areas, *nation branding* arises as an alternative for countries to promote and rebuild their images in order to attract or exchange any sort of capitals, goods, and services across international borders. Nowadays, the importance that international trade acquired in terms of GDP, leads countries to work on their nation brands in the same way that companies work on branding their products. The more powerful your brand is the most resources and investments you gain from the global market. Then, nation branding creates a new market where the core product is the nation and the main weapon its brand. This new field of study opens a window for those developing countries which aim to clean their negative reputation and to gain a place in the global market. Like this, through analyzing the performance of different actors, this thesis aims to shed light on how countries promote its image abroad.

1.1 Background

Researchers of nation branding present Spain as one of the most successful cases of repositioning a nation brand. In 1975, recently exited from a blockade period under Franco’s dictatorship which lasted 36 years, the country was poor, isolated and far from being part of the modern Europe. For instance, the tourism industry was based mainly on cheap package holidays. Nevertheless, “Nowadays, Spain is wealthy and has transformed into a modern European democracy” (Moilanen & Seppo, 2009:72). Researchers on the field claim that this quick and great transformation took place as the result of a successful rebranding process which started with a tourism marketing campaign launched in 1982 on the occasion of the World Soccer Cup held in Spain (Vicente, 2004). Hence, rather than a campaign, it could be seen as a national promotion program where a symbol representing the sun (fig.1), took the lead in the modernization of the Spanish image. Big companies were privatized, cities such as Bilbao, were
rebuilt with modern architecture, i.e. Guggenheim museum. Furthermore, in 1995, the Expo in Seville and the Olympic games in Barcelona, were the optimal showcase for the promotion of a new image. The advertising campaign was carefully planned and coordinated, with contributions from private companies and individuals, such as, the architect Santiago Calatrava, the director Pedro Almodovar or the designer Adolfo Dominguez, who collaborated to create a fresher, free and more competitive image of Spain (Moilanen & Seppo, 2009).

Nevertheless, there are counterarguments against this re-branding success, “The change in the national image of Spain is the result of fundamental changes in its political, economic and social systems which have taken place over the past 20 years or so, not the result of some wishful campaigns in nation branding. Branding might have played a role in the transformation, but its importance should not be exaggerated.” (Fan 2005: 11). Certainly there is controversy concerning the factors responsible for the success of Spain’s transformation, but it is undeniable the impact that the efforts of the Spanish government had in the promotion and modernization of Spain and its image abroad.

At that time, Spain got right using the tourism industry to promote its brand. “Tourism is often the most visible aspect of a country’s brand…is usually also the biggest spender and the most competent marketing force.” (Anholt, 2005: 3) and traditionally has been the sector where most developing countries focus their nation-branding efforts (Teslik, 2007 a). Nevertheless tourism is not the only factor that may affect the image of a country or its nation brand. Indeed, according to Simon Anholt, considered as the founding father of the concept of ‘nation brand’, there are other 5 factors susceptible to affect a nation’s image; people, culture and heritage, exports, government and investments and immigration. Thus, Anholt coined the ‘hexagon model’, an easy concept where the 6 factors which affect a nation’s image are presented as the 6 corners of a hexagon. (fig.2)

Nowadays and for some years, Spain has been working on plans to enhance its nation brand and boosting other sectors but tourism. It is time to assessing its achievements and performance in a specific scenario.
1.2 Problem Formulation

Twenty eight years have passed from the beginning of the repositioning process of the Spanish brand. Nowadays the Joan Miro’s sun symbol of Spain still remains as an icon used by the tourism industry. The problem arises when trying to expand this positive image to other scopes. The core claim for the Spanish Marketing plans were focus on the tourism industry in 1985, 1991 and 1999, which always pointed out the concepts of sun and beach. According to Noya (2002), during 30 years, the core message has not changed but only improved in the communication techniques. Then, Spain met a lack of promotion in other industries except tourism, which complicates the role of the exporting sector in the economy and the internationalization of companies and products. For instance, in Asia, a growing market attractive for investments, the economic and commercial image of Spain is associated with an agrarian and touristic economy (Acebes, 2005). These perception acts as an entry barrier for the Spanish exports in Asia. Another example and one of the principle problems of the Spanish commercial activities and products abroad is the Made in Spain concept, which does not reflects a great reputation worldwide as it does, for instance, ‘Made in Japan’ or ‘Made in Germany’. This concept is meanly evaluated due to a lack of knowledge of Spanish products and brands, together with an image of not so advanced country as its neighbours in Europe. According to the international Bozell/Gallup survey data gathered in 1994 - 1995, starting by the ranking of known products, Spain remained in the 14th position, just before Canada, Russia, México and Brazil; regarding good quality, Spain remained the 9th out of 14 countries (Noya, 2002).
Moreover, according to the DIRCOM survey concerning the strategy of the Spanish companies with activities abroad, only 57% used its Spanish origin as a communication strategy (Noya, 2002).

In a trial for enhancing the exports, the attraction of investments and to achieve new markets, Spain collides with the concept of nation brand. “Governments which succeed in creating an environment which favours and stimulates innovation, creativity and the constant development of new IP are likely to achieve a highly profitable export sector, which in turn adds value to the national brand.” (Anholt, 2005:3-4). Historically Spain counts with a structural deficit in its balance trade which calls to improvement. Such is the case with Sweden, where, regardless both countries have an old trade relationship which dates from before the 50’s, the exports in 2007 covered only 47% of imports of products from the Nordic country (Cámara de Comercio Hispano Sueca, 2010). For this reason, Sweden is taken as subject of analysis in this investigation in order to test what sort of promotional activities are conducted by Spain to improve this imbalance. Nevertheless, there are other reasons with motivates this choice. First of all, the access to data; since I am living in the country it makes easier to collect the information. Moreover, we could interpret Sweden as representative of the Nordic countries, due to historical reasons and cultural similarities with Norway, Denmark and, to a lesser extent, Finland. Thus, not all but part of the outcomes of the investigation could be taken into consideration when looking at the trade with the Nordic market in general.

As mentioned, export, investments and government, have a direct relevance in terms of nation brand. Accordingly, it seems rather logical to look at the most representative official institutions of the country on these fields. For instance, in the case of exports, we are talking of the ICEX (Spanish Institute of foreign trade), but as we will see, other organizations and stake holders are involved, as well. With this regard, analyzing the activities conducted by the most visible representatives in exports, government and investments in the specific context of Sweden, it might be of major relevance to measure its influence in the brand Spain.
1.3 Purpose & Research Question

As nation branding can be considered as a relative new field of study, analyzing its dimensions seems to be an interesting task to conduct. In my aim for understanding how the activities of exporting, implementing companies abroad or just governing can affect the image of a nation, I met different organizations. The purpose of the thesis is to analyze how these different bodies affect and promote the commercial image of Spain in Sweden.

When linking the results of the investigation to the concept of nation brand and the Anholt’s hexagon model, other questions may arise as well. Nonetheless, the analysis of the activities conducted by the different actors involved in the promotion of Spain in Sweden will be the core of research, which aims to give answer to the following question:

* RQ1: How does Spain promote its commercial image in Sweden?

In addition, with the information collected to give answer to the RQ1, and the association with the mentioned concepts, other questions will be answered as well:

* What is the current context of the brand Spain and its projection in Sweden?
* Is nation branding in the Swedish case about the six dimensions mentioned in the hexagon model?

As a representative of the Spanish exporting activity, the ICEX together with other official institutions likely to affect the brand Spain will be the subject of analysis of this research. Analyzing all their functions and scope it is not the aim of this research. Rather than that, according to the participation of these organizations, with regards to the improvement of the Spanish brand abroad, this research aims to analyze the specific work done in Sweden by the ICEX through the economic and trade office of Spain, the Embassy of Spain, the Royal Institute Elcano, the institution Invest in Spain and the Hispanic-Swedish chamber of commerce. Although to a lesser extent, the Swedish trade council will be investigated as well, for the purpose of assessing Swedish perceptions of the Spanish market.
Furthermore, other objective of this investigation is to understand how the promotion of exports, government, and investments, affect in a practical case, the nation brand, considering the Anholt’s hexagon model. With this regard, in my belief that the factor people cannot be promoted through marketing techniques, the following hypothesis which links with one of the proposed questions will be tested:

*H1: The promotion of Spain in Sweden does not cover the six dimensions of the hexagonal model

Consequently, the aim of this thesis is to analyze a specific case which could be worth for instance for ICEX own, as well as for the other institutions involved in the research. Since most developed countries use similar promotion techniques through commercial offices allocated worldwide, the findings on this investigation may shed light to those inexperienced in the field, and give room for ideas to the experienced ones. In the same way, due to the proximity and similarities of Sweden with its other country neighbours, the findings of this investigation might be extrapolated to other Nordic markets. In addition, being the enhancement of the image of Spain one of the aims of some of the institutions investigated in this report, this research could be interpreted as well, as an audit of its performance in Sweden.

From an academic perspective, considering the novelty of the field of nation branding, the estimation of any practical case contributes to the empowerment of a new doctrine. In particular, this research could be taken as a practical case of nation branding between developed countries which can show interesting differences with the promotion conducted towards developing countries. Besides, the application of the Anholt’s model to a practical case of commercial promotion could give way to new questions or approaches. Finally, the investigation also analyzes the trade relation between Spain and Sweden, which can contribute to researchers on international trade.
2. Methodology

This chapter will present the approach of this thesis, explain and motivate my choice of research strategy, the object of the research and the compilation of empirical data.

2.1. Theory strategy

It is useful to think of the relationship between theory and research in terms of deductive and inductive strategies but these strategies are possibly better thought of as tendencies rather than as a hard-and-fast distinction (Bryman & Bell, 2007). As part of investigating and clarifying the purpose of this thesis, I adopted a deductive approach. Regarding the theoretical logic applied during the thinking process, the deductive approach seemed to be the best alternative to follow. The deductive strategy is the commonest view of the nature of the relationship between theory and research, where the researcher deduces a hypothesis subjected to empirical scrutiny, on the basis of a particular domain and its theoretical considerations (Bryman & Bell, 2007). I built the development of my investigation on the basis of the Anholt’s hexagon theoretical model. We can visualize the process that Bryman & Bell present in his work:

Theory → Hypothesis → Data collection → Findings → Hypothesis confirmed or rejected → Revision of theory

The compilation of theory on nation branding helped to raise the hypothesis H1: The promotion of Spain in Sweden does not cover the six dimensions of the hexagonal model. Furthermore, the combination of both stages drove the process of gathering data. Hence, epistemologically, I adopted a positivist approach. On the other hand, although the inductive approach contains a deductive element too, it still implies the generation of theory based on observations and findings (Bryman & Bell, 2007), which is not our case of study. Therefore, although equally valid as a research approach, it has been discarded on the purposes of this investigation.

2.2. Research Design

According to Ghauri et al. (1995: 88), “when to use which research method depends upon the type of research questions; the control of the researcher over behavioural events; and the focus on a current as opposed to historical phenomenon.” Then, “when ‘how’ and ‘why’ questions are
asked, a case study method is favoured as a research strategy”. Given that in this research we are following a deductive strategy, the theory led me to find a significant representation of the Spanish promotion activities as subject of study. The study adopted different organizations as the main actors participant in such activities, and ‘how’, as the question which motivates our research strategy. Ghauri et al. (1995: 89) express perfectly, the specific situation which justifies the case study as my election choice: “If we want to follow a theory which specifies a particular set of outcomes in some particular situation, and if we find a firm which finds itself in that particular situation, we can use the case study method for a critical test of theory and its applicability to the organization”.

Consequently, I conclude that case study is the most suitable research design when analyzing the activities of a small group of entities. This sort of design usually implies, among other factors, a participant observation and unstructured interviewing which are helpful in the generation of an intensive and detailed examination of a case (Bryman & Bell, 2007). Nevertheless, we must understand that these are usual characteristics of a case study, not straight forward rules. For instance, semi-structured interviews based on interview guides have been used as well in this analysis, in addition to other variants, such as, e-mail contact. In general terms, what is clear to the choice of the case study, is my aim to provide an in-depth elucidation of the Spanish promotion activities in Sweden, what in terms of Bryman & Bell (2007) is considered as an idiographic approach. In principle, regards to the different types of cases distinguished in Bryman & Bell (2007: 64), this investigation will be a single case design and similar to a critical case, “…the researcher has a clearly specified hypothesis, and a case is chosen on the ground that it will allow a better understanding of the circumstances in which the hypothesis will and will not hold.”, but it can also share some characteristics from the longitudinal case since there will be references to changes over time related to the evolution of the promotion activities.

2.3. Research strategy

Writers on methodological issues find it helpful to distinguish between quantitative and qualitative research although the distinction is ambiguous, “…it is almost simultaneously regarded by some writers as a fundamental contrast and by others as no longer useful or even
simply as ‘false’” (Bryman & Bell, 2007: 28). In any case, concerning its generalized and continued use and the shared characteristics of my investigation with one of the mentioned approaches, I consider appropriate to make a distinction. Basically, what we can infer from Bryman & Bell (2007) is that the qualitative method tends to be more descriptive through the use of words while the quantitative tends to be more analytical through the use of numbers.

The purpose in this thesis is to investigate how different entities affect the commercial image of Spain in Sweden. Taking into consideration that my research encompasses one case study, I wanted to go relatively deep with this organizations instead of conducting a survey among companies. If I had included the mentioned survey, the study would have appeared far too extensive from the given time frame. Perhaps, considering that quantitative results usually shows a great percentage of reliability whether well conducted, some researchers would claim that applying a quantitative research in this thesis would show a more accurate outcome. From my point of view, the results certainly would not reflect an overall picture since each industry counts with its own reputation. If we would use a quantitative approach, the investigation should count with a sufficient representative sample of companies of each industry which was not possible with the given time frame, location and budget. This thesis intends to give a general perspective of this image through the analysis of the main organizations involved, which can provide an overview upon it. In previous sections I explained the reasons that led me to choose deductive approach as a theory strategy. I am aware of the usual association made between qualitative research and the inductive approach (Fig.3).

<table>
<thead>
<tr>
<th>Fundamental differences between quantitative and qualitative research strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Quantitative</strong></td>
</tr>
<tr>
<td>Principal orientation to the role of theory in relation to research</td>
</tr>
<tr>
<td>Epistemological orientation</td>
</tr>
<tr>
<td>Ontological orientation</td>
</tr>
<tr>
<td><strong>Qualitative</strong></td>
</tr>
<tr>
<td>Deductive: testing of theory</td>
</tr>
<tr>
<td>Natural science model, in particular positivism</td>
</tr>
<tr>
<td>Objectivism</td>
</tr>
<tr>
<td>Inductive; generation of theory</td>
</tr>
<tr>
<td>Interpretivism</td>
</tr>
<tr>
<td>Constructionism</td>
</tr>
</tbody>
</table>

Fig.3: Business research methods. © Bryman & Bell 2007 (p.28)

Nonetheless, according to Bryman & Bell (2007: 14) “…this characterization of the inductive strategy as associated with qualitative research is not entirely straightforward: not only does much qualitative research not generate theory, but also theory is often used at the very least as a
background to qualitative investigations.” In the same way, “The case study method is not synonymous with qualitative research or methods. A case study may very well involve quantitative methods or be entirely quantitative.” (Ghauri et al., 1995: 89) In other words, I will combine qualitative results obtained from interviews, with quantitative results obtained from secondary data, considering that those types of methods are not designed to be strictly followed but to guide the investigation.

2.4. Reliability and Validity

According to Bryman & Bell, (2007: 63) ”The question of how well the case study fares in the context of the research design criteria—measurement validity, internal validity, external validity, ecological validity, reliability, and replicability—depends in large part on how far the researcher feels that these are appropriate for the evaluation of case study research.” I already talked about the intention to analyze the role that different actors play in this image. Hence, having few organizations as subjects of investigation, the case study was the best option to analyze in detail. However, one controversial question concerns the external validity or generalizability of case study research, “How can a single case possibly be representative so that it might yield findings that can be applied more generally to other cases?” (Bryman & Bell, 2007:63). Well, in line with Bryman & Bell (2007), the answer is that they cannot. Therefore, why to choose case study to develop my thesis whether the findings will not be fruitful for future purposes of the scientific community? To take an obvious example, many researchers emphasize that even though they are interested in the detail of a single case, they do sometimes claim a degree of theoretical generalizability on the basis of it, “…in her study of Indsco Supply Corporation, Kanter (1977) explains that the case enabled her to generate concepts and give meaning to abstract propositions, which she then sought to test in three other large corporations” (Bryman & Bell, 2007:63). Thus, even though my investigation is based on the activities of different institutions in Sweden, the outcomes could reflect clarity upon the basis of other Nordic markets, as well as its peculiarities with the Spanish commerce. This argument could be worth to support the external reliability or the degree to which the study could be replicated, likewise the external validity. These concepts are used in addition to internal reliability, internal validity and
external validity, to monitor whether you are observing, identifying, or measuring what you say you are (Bryman & Bell, 2007). Moreover, considering that brand’s perception can change quickly, some critics could arise concerning the stability of the results. Nevertheless, as we will develop in further chapters, nation brands do not work exactly as product brands, it takes long to alter its perception. Besides, the scenario is set by two developed countries within the frame of the EU, a fact, that makes the promotional activities analyzed in this report something stable which should not switches overnight.

Furthermore, since only one person is conducting the analysis, the degree of consistency in the interpretation of results is total, which improves the internal reliability but which also lead us to a high degree of subjectivism. With regards to internal validity, this factor tends to be the strength of qualitative research when “...prolonged participation in the social life of a group over a long time allows the researcher to ensure a high level of congruence between concepts and observation” (Bryman & Bell, 2007: 410). Unfortunately, the prolonged participation could not be the case on this research. However, the implication and analysis of only a case, has made possible to generate and link information to achieve the enough level of congruence with the theory. Besides, being a single case design, the combination of methodologies should count in. Then, triangulation is used to improve the validity of the research. “Through triangulation we can improve the accuracy of judgements and results by collecting data through different methods or even collecting different kinds of data on the subject matter of our study” (Ghauri et al., 1995: 93).

2.5. Data collection

According to Bryman & Bell (2007: 11), “Embedded within the hypothesis will be concepts that will need to be translated into researchable entities”. Then, we need to specify how data can be collected in relation to the concepts that make up the hypothesis. As mentioned, in this thesis, triangulation is used to improve the accuracy of judgements and results by collecting data through different methods. Ergo, interviews are used as the collecting method of primary data while secondary data is used to support and reinforce the validity of the investigation.
2. Methodology

2.5.1. Interviews

My investigation demands detailed information in order to make it trustworthy. Thus, interviewing is selected as method to collecting primary data. Nevertheless, according to Ghauri (1995), the data obtained through this method is of questionable reliability since, again, the subjectivity is implicit both in the responses of the interviewed, as in the interpretation of the interviewer. Taking into consideration this fact, I combine the interviews with the collecting of secondary data to improve the reliability and validity of the research. The typology of interviews chosen is personal and telephonic. This choice may give rise to critics since two different kinds of interviews are being conducted, obtaining therefore, different results. However, the questions and findings expected from each interviewed are of different nature, coupled with geographical limitations, since some of the interviewed organizations are located in Spain. Semi-structured interviews were chosen as interviewing type, where the interviewed have the possibility to talk freely and respond with openness. In addition, an interview guide was designed as back up to bring up the main topics for the conversations.

Four interviews were conducted in total, two personal and two telephonic. A personal interview with the market analyst of the economic office of Spain in Stockholm was conducted in order to get a more precise view on the work of this concrete office, its connection with the ICEX and the peculiarities of the Swedish-Spanish commercial relations. Moreover, a personal interview with the deputy head of mission of the Embassy of Spain in Stockholm was performed to clarify the participation of the ambassador and the embassy in the promotion of Spain in Sweden. Both interviews aimed to provide as much as possible reliable and detailed information which could not be found in other sources. The disadvantage related to in-depth interviews is that they demand a skilled and cautious interviewer with a complete understanding of the research problem (Ghauri et al., 1995). Hence, an exhaustive preparation on the field of study was carried out previous to the interviews. A guide was sent to the interviewee previously and it was used to lead the main topics of the conversations. The conversations were recorded and supported with field notes. With regards to the telephonic interviews, a semi-structured style and an interview guide was used as well, and only one of the interviews was recorded. The subjects of telephonic interview were: the strategic sales manager of the office of the Swedish trade council and the
Secretary General of the Swedish-Hispanic chamber of commerce both located in Madrid, Spain. Both interviews aimed to gather data regarding Swedish commercial perceptions of Spain as well as the possible participation of these entities in the promotion of Spain in Sweden. Besides, being the Swedish trade council the Swedish counterpart of the ICEX in Spain, a brief comparison among their promotion activities will be relevant as well.

In addition to the interviews, a contact through e-mail was reached with Simon Anholt, the author of the concept of nation branding and the hexagon model on which I based this research. One question was presented to Anholt, who provides us with a personal opinion. The answer to the question will be shown in further chapters, as a part of the empirical investigation.

2.5.2. Secondary data

One of the main arguments against the use of secondary data is that the found data usually has been collected with another purpose, or for a different sort of study. Although the information found may not fit our problem, it can clarify the track to follow and where to find more information. Indeed, researchers recommend to looking first for information on these sources before going out to collecting our own data (Ghauri et al., 1995). In that way, using secondary data in this investigation, I saved time and concentrate efforts in the interviews which aim to get the information which is not available in other sources. Therefore, I collected information from statistics reports and market research elaborated by the ICEX as well as specific requests provided by its assistance service. Moreover, other sort of information has been collected from the Swedish Trade Council, organization which make it easier for Swedish companies to grow internationally, the Swedish-Hispanic chamber of commerce, which objective is to foment the commercial relations between Spain and Sweden, from the Royal Institute Elcano which acts as analysis forum and discussion of the current international affairs of the Spanish international relations. Furthermore, other sort of data concerning the nation brand of Spain in Sweden and worldwide, has been obtained from the Anholt-GMI Nations Brand Index and the Anholt-Gfk Roper Nation Brands index, analytical rankings of the world's nation brands, assisted by the author of the concept, Simon Anholt.
2.6. Limitations

Some limitations arose throughout the compilation of data which initially threatened the quality of the research. Two more interviews, which could not be conducted, were planned to get a better perspective on the brand Spain and its promotion campaigns. The subjects of such interviews were the ICEX headquarters and the Elcano Royal Institute, both located in Madrid. The objective was to obtain specific information about the development and work on the brand Spain, as well as their cooperation with other institutions. In addition, considering the activities conducted by the Elcano Royal Institute, the interview aimed to gather information concerning Swedish perceptions of Spain. Nevertheless, this investigation revolves around the promotion of Spain in Sweden and not about the institutions itself as I mentioned in the purpose section. With this regard and based on the defined scope of this research, the most representative institutions participating in the commercial promotion in Sweden have been approached. Besides, the performer arm of ICEX in Sweden was interviewed and a detailed approach has been put into gathering secondary data which also involves the work of both, the Elcano Royal Institute and the ICEX.

3. Theoretical framework

In this chapter, concepts, theory and the model on which I based the study, will be presented. A complete introduction to the concept of nation branding will be held at first, to get a close view on the foundations of the hexagon model. Afterwards, the mentioned model will be explained focusing on the channels considered for this analysis. Furthermore, specific guidelines about how to brand a nation and some critiques towards nation branding will be held. In addition, an overview on the Nations Brand Index will be explained, including methodology, in order to clarify the scope and relevance of this measurement tool. Finally, a mention on the participation of Ambassadors as promoters will be held.
3. Concept of nation branding

There is no single definition of nation branding but, in the broadest sense, “nation branding concerns applying branding and marketing communications techniques to promote a nation’s image” (Fan, 2005:6). Some analysts simply refer to it as another term for Country of Origin effect or place marketing. The most important thing is that in addition to marketing, nation branding involves many other aspects of a nation’s character. (ibid.). In other words, nation branding intends to measure, manage and develop a distinct image of the nation itself to satisfy the nation’s interests through creating a positive international reputation. It is considered one of the most controversial issues in public diplomacy and it is growing in importance and legitimacy over time.

3.1.1. Founding father

There is a general acceptance that the term ‘nation branding’ was first coined by Simon Anholt in 1996, who published the first paper on the field in 1998. He also developed the concepts of ‘place brand’ and ‘city brand’ and he is beyond doubt, the author of reference on nation branding, “…he has played a key role in establishing the discourse of nation branding through consulting practice, speaking engagements, and efforts to institutionalize nation branding as an academic field with scientific legitimacy.” (Kaneva, 2009:20).

Simon Anholt is an independent policy advisor, author and researcher who specialized in national identity and reputation, public diplomacy and the public perceptions of nations, cities and regions (Simon Anholt, 2009 a). Mr. Anholt was awarded with a Nobels Colloquia Prize for Leadership in Economics and Management in 2009 “…..for his pioneering work on understanding and managing the identity and image of nations, cities and regions; and the impact of reputation on their prosperity and competitiveness.” (GFK Custom Research North America, 2009). On the top of that, Anholt conducts two global surveys known as the Anholt-GfK Roper Nation Brands Index and Anholt-GfK Roper City Brands Index and he is also the editor of the professional and academic journal: Place Branding and Public Diplomacy (Simon Anholt, 2009). Another “founding father” of nation branding is Wally Olins, also a British brand consultant, whose work for governments, speaking engagements, and publications are commonly referenced in the literature (Kaneva, 2009). His agency has been behind successive projects in

3.1.2. The concept

Anholt describes nation branding as “…nothing more than standard product promotion, public relations and corporate identity, where the product just happens to be a country rather than a bank or a running shoe” (Anholt, 2007 a). Anholt arose the concept of ‘nation branding’ in 1996, when observing that “the reputations of countries are rather like the brand images of companies and products, and equally important.” (Anholt, 2007 a). However, nowadays, Anholt moves away from the idea of nation branding, considering it still as an important part of his work, but shifting the approach upon ‘Competitive Identity’. For Anholt, this field of study has to do much more with national identity, politics and economics of the competitiveness, than with branding, as it is usually perceived (Anholt, 2007 a). In fact even the word ‘brand’ is presented often in this field, Anholt refuses of marketing, advertising or public relations:

“Having a positive image can make a world of difference to a country, city or region, just as it does for companies and their products. That’s why the expressions which Simon Anholt first coined more than ten years ago – ‘nation brand’, ‘city brand’ and ‘place brand’ – are heard so often. But the similarities end there. Places can’t construct or manipulate their images with advertising or PR, slogans or logos – and although some governments spend large amounts of money trying to do just that, there is absolutely no proof that it works.” (Simon Anholt, 2009)

Although the concept of nation branding might seem relatively new, what marketing academics name as COO or country of origin, sounds much more familiar. In line with Anholt (2005:2), COO could be considered as “the power of an explicit or implicit Geographical indication to add appeal to products and services, to create a price premium for them, and to stimulate customer loyalty towards them”. Then, it is well widespread the good reputation regarding quality which uphold the German engineering, the Japanese electronics, the French luxury goods or the Italian fashion. When we decide to travel to France or Spain, to buy a German car or to go to an Italian Opera we are choosing nation brand in the same way that we buy Nike or Nestlé (GMC, 2006).
Anholt points out that a basic assumption of nation branding is that the COO extends far more than a country’s exported goods and services:

“…it makes a significant difference to the world’s acceptance of the country’s people (whether as employees, investors, immigrants, politicians or media stars), of its sporting and cultural endeavors, of its political and diplomatic relations with other countries, of its tourism and heritage attractions, of its investment offerings, of its media and other intellectual and creative productions.” (Anholt, 2005:2)

Furthermore, nation branding, or as Anholt lately describes as competitive identity, is very close in meaning to what is called ‘public diplomacy’. The term of Public diplomacy was coined in the mid-1960s by former U.S. diplomat Edmund Gullion, partly to distance overseas governmental information activities from the term propaganda, which acquired pejorative connotations (USC, 2010). It is usually associated to the USA Information agency that used the term to refer to its foreign policy focused on foreign publics. Anholt explains that this link can be made if we apply public to the messenger as well as the audience, “when a substantial part of the population is motivated and energized through a benign national ambition, and instinctively seizes every opportunity to tell the world about its country” (Anholt, 2007a: 105) Then, while traditional diplomacy works government-to-government (G2G) and public diplomacy works government-to-people (G2P), according to Anholt, an effective nation branding also includes a factor of P2P or word of mouth. Whether a nation gets to the point where entire populations promote the nation’s values and qualities, then you have a more powerful advertising channel than many worthless and expensive campaigns leaded by private agencies.

Anholt believes that everyone has a particular feeling for a country where he has never been before. The author exemplifies with his particular attraction for Sri Lanka, which apparently was out of reason. After time, the writer realized that the special feeling came from the passionate way a man from Sri Lanka described it to him during the break of a conference. Finally, after visited and having a miserable time in the country, the political advisor went away still thinking that it was the best country in the world, “…I had been subjected to the most powerful piece of marketing I had ever experienced in my life: it was 100 percent effective, because it even survived a disappointing experience with the product”. (Anholt, 2007 a:106) Then, when we
extend this phenomenon to the media the results might be astonish. Wally Ollins labelled the film *Borat* where a British comedian interprets a Kazakhstan citizen in the USA, as a ‘disaster’ for the Kazakhs. In the same way, Simon Anholt claimed that the film brought “raw awareness that they would never have managed otherwise” (The economist, 2006: 1).

According to Anholt, two main concepts separate new forms of nation branding from more traditional forms of public diplomacy. First, nations are much more aware of the worth of its brand as an asset. This awareness supports the countries to plan better the investments on their images. Second of all, there is a change on the approach of managing the nations’ image. At this point, Anholt suggests to using officials from governments, nonprofits, and leave the private enterprises aside on the role of assuring that the message the country is putting out really works in creating a fundamental common purpose. (Teslik, 2007 a)

Then, the nation’s brand may affect every aspect of the international activities of a country, playing a leading role in its economic, social, political and cultural progress. Given that scenario, and considering the increasing competition for investments, trade, or tourism, which is ongoing in the global market, nation branding is becoming of increasing importance for those developing countries which aim to change the negative perception projected upon the international arena, and to absorb and make of their own, specific productive sectors or improving political relations with other states. Nevertheless, not only developing countries are interested in working with their national image. Nation branding seems to be practiced by states of many developed countries as well. In an interview to The Economist in 2006, Anholt claimed that a country a week was asking for his help. Besides, public-relations companies assure that it is being one of their most lucrative new lines (The economist, 2006). However, there is a difference of approach towards this new field of study from the standpoint of developing countries and developed countries. Developed countries benefit from a strong and positive international image in many of its key markets; on the top of that, probably, a coherent marketing plan might boost their economies. Nonetheless, for developing countries which remain unknown or which suffer of negative perceptions, the rebranding of its nation can make the difference and allow them to jump into the international market (Moilanen & Seppo, 2009). Some countries in Africa are dotted by the bad reputation of their country neighbours associated with war, genocides, corruption, disease or famine (Anholt, 2007 b). A strong nation brand may involve “...a shift from their status as low
margin commodity producers to manufacturers of premium finished products and brand owners in their own right” (Moilanen & Seppo, 2009:62).

3.1.1. Interpretations

In agreement with Fan (2005), one of the problems with nation branding is that not being a tangible product it can be interpreted in several different ways (fig.4). In a basic sense, it can be a synonym of product country, where the country’s name or logo is used by organizations or companies to emphasize the country of origin. This interpretation leads to using the nation’s image to promote exports and sales. Place branding or destination branding is another interpretation, which aims to promote the country as a touristic destination, creating in addition inward investments, jobs and settlement. A third interpretation is represented by political marketing, where the image of one’s own country is promoted against the image of enemy countries. Such as the example of Soviet Union and EEUU during the Cold War or the more actual denomination of ‘axis of evil’ used for the group formed by Iran, Iraq and North Korea. Finally, branding of regions also can be considered as nation branding. The term of ‘four dragons’ coined in the 80’s to refer to Hong Kong, Taiwan, Korea and Singapore is a clear example.

<table>
<thead>
<tr>
<th>Example</th>
<th>What is being branded</th>
</tr>
</thead>
</table>
| COO effect | Rover cars use the Union Jack as part of its logo
The New Zealand Way | Being part of the product brand
A quality mark to promote exports |
| Country | 100 % Pure New Zealand | Destination – place marketing |
| Nation | Cool Britannia | People, culture – nation branding? |
| State | ‘Axis of evil’ | Regime – political marketing |
| Region | Four Dragons in Asia | A term used in the 1980s to refer to the newly industrialized countries |

Fig.4: Examples of Nation branding. What is being branded? Source: Fan (2005:6)
3.1.2. Experiences in country branding projects

Among the cases of success on Nation branding, some of them stand out for its radical change of the perception and awareness of their nation identities abroad. This is the case of Australia, New Zealand, Spain or Ireland. On the contrary, we also find failure cases such as the occurred with Switzerland which tried to erase its banks reputation of saving Nazis´ gold; Belgium, which gave up when not seeing quick results, or Norway, which started in 1998 and where €50 million were invested in an unsuccessful brand building which ceased in 2003. Many countries have undergone nation branding processes such as the case of the USA and its new government where, a rebranding process was conducted upon the American values. Countries like South Africa, France, United Kingdom, Japan, China, South Korea, South Africa, Canada, New Zealand, and most Western European countries have went also through nation branding plans. Indeed, as Fan (2005) pointed out, not only countries but also cities and entire regions are being branded. Such, is the case of the Baltic Sea Region plan, presented by the Baltic Development Forum and assisted by Simon Anholt, which affect Denmark, Estonia, Finland, Latvia, Lithuania, Norway, Sweden, the northern parts of Poland and Germany, and the north-western part of Russia. (Moilanen & Seppo, 2009)

3.1.2. The role of the Government

Another basic assumption of nation branding is that usually requires a protagonist role of the governments. In that way, the grade of disposition of the government for the international markets is of great importance. According to international marketing, governments intervene in the nations and world economy by acting in different ways: they can plan, control or stimulate the exports. In that sense, three different types of governments can be identified (Albaum et al., 1998:81):

- Those that promote of facilitate the international/export marketing transactions
- Those that impede such transactions
- Those that compete with or replace international/export marketing transactions by private business firms
On the one hand, those governments which impede this sort of transactions are far from benefit of nation branding. Generally speaking we could refer to countries which undergo dictatorship regimes and which incentivize the autarchy. On the contrary, those governments which promote, and carry themselves the nation branding process are on the good track of success. According to Anholt, to letting this task in hands of private agencies can vitiate the results motivated by a target based on mere profits. In any case, Governments have understood that countries, regions and even cities need a new approach upon identity, strategy and competitiveness, to benefit from the new configuration of the world stage (Anholt, 2007a).

3.2. The Hexagon model

At the end of the 90’s, Simon Anholt developed a model where the six factors which he considers affect a nation’s image, are represented by a hexagon. For Anholt (2005:2), a clear, trustful and attractive national brand is created “…when the country’s main bodies, activities and investments are – accidentally or deliberately – organized around a clear and shared vision, and when its communication channels with the rest of the world (tourism, investment and export promotion, cultural relations, public diplomacy and so forth) are harmonized”. So, all these factors that he calls, ‘natural channels of national communication’, can be depicted in a hexagon.

GfK Roper Public Affairs & Media (2010), the current partner of Anholt in the elaboration of the Nations Brand Index, summarizes what represents each of the channels of natural communications presented in the hexagon (fig 6).

<table>
<thead>
<tr>
<th>Channel</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exports</td>
<td>Determines the public's image of products and services from each country and the extent to which consumers proactively seek or avoid products from each country-of-origin.</td>
</tr>
<tr>
<td>Governance</td>
<td>Measures public opinion regarding the level of national government competency and fairness and describes individuals' beliefs about each country's government, as well as its perceived commitment to global issues such as democracy, justice, poverty and the environment.</td>
</tr>
<tr>
<td>Investment &amp; Immigration</td>
<td>Determines the power to attract people to live, work or study in each country and reveals how people perceive a country's economic and social situation.</td>
</tr>
<tr>
<td>Culture &amp; Heritage</td>
<td>Reveals global perceptions of each nation's heritage and appreciation for its contemporary culture, including film, music, art, sport and literature.</td>
</tr>
<tr>
<td>People</td>
<td>Measures the population's reputation for competence, education, openness and friendliness and other qualities, as well as perceived levels of potential hostility and discrimination</td>
</tr>
<tr>
<td>Tourism</td>
<td>Captures the level of interest in visiting a country and the draw of natural and man-made tourist attractions.</td>
</tr>
</tbody>
</table>

Towards the purpose of this research, only three of these factors will be considered in detail for this analysis. The reasons which motivate this choice are based on the relevant impact that exports and inward investments, and government in the background, have on the creation of a strong nation brand (Anholt, 2005). Also, a more tangible way on which these factors can be affected through branding projects and other sort of measures, make this choice the most suitable. Consistent with this reasoning, tourism would also play a main role regarding its relevance on the Spanish GDP, being the most visible aspect of a nation brand (Anholt, 2005), and considering that traditionally has been the sector where most developing countries focus their nation-branding efforts (Teslik, 2007 a). Nevertheless, as mentioned, tourism is already a well developed industry in Spain, representing the promotion engine of the Spanish brand for...
more than 30 years. With this regard, tourism will be set aside to focus on other sectors where the Spanish government is playing efforts to take off and gain international recognition.

According to Anholt (2005:4) the people channel represents the country’s main source of intangible value, “the skills, abilities, values and behaviour of the people are its primary resource”. Changing the people’s attitude and behaviour of a nation through marketing techniques seems to be a rather non-viable task since we are talking of the values and behaviour of entire populations. Considering this fact, the people factor it has been omitted in this analysis. Culture and heritage will not be seen in detail but, considering that the Ministry of Foreign Affairs of Spain believes in cultural promotion as a way to make foreign policy, we can interpret culture as well as a conductor and captor of incomes. With this regard, also culture will be partially seen in this report.

Respecting exports Anholt (2005) claims, that developing countries usually make the mistake of exporting products and services as unbranded commodities. He considers that they miss the opportunity of improving the market value through the ‘Intellectual Property’ of brand. Only those governments which promote innovation and constant development of IP are likely to achieve a highly profitable export sector, adding value to the national brand in the end, “A powerful, distinctive, broad-based and appealing national brand is the most valuable gift which a government can give to its exporters” (Anholt, 2005:4). Once again, we may think of the Made in Japan for electronics, Made in Germany for engineering or Made in Italy for the fashion.

In relation to governance, places are also judge by the performance of the leaders in foreign and domestic affairs. Anholt (2005) distinguishes from ‘IP policy’ and ‘Political IP’. Through IP policy there are different ways to establish a place’s position in the international context, but only in synergy with the other channels. On the other hand, Political IP has a particularly strong impact on the other channels. It is the reputation that the government acquires for its innovative participation and policy making in both, the domestic and the foreign affairs.

About investment and Immigration, Anholt (2005) explains that many examples of fast growth in the last century occurred thanks to the capitation of investments, business ventures or talents, “A
reputation for plentiful intellectual capital invariably attracts more of the same, creating a virtuous circle of accelerating quality and innovation.” (Anholt, 2005:4)

Finally, Anholt (2005) talks of culture (country’s heritage, geography and history) as a well known factor but usually not transferred into ‘added value’ for sellable assets. Culture, provides a third dimension to the brand image which is not achieve by those regions which focus only in economic growth, limiting themselves to a 2D nation brand only attractive to investors, currency speculators and tax exiles. (Anholt, 2005)

3.3. How to brand nations

The task of branding Nations is not easy. The process of developing a country-brand often takes 10 to 20 years (Moilanen & Seppo, 2009). According to an article published on The Economist, there are two ways a country can improve its image quickly: luck and innovation. The concept of luck is based on successful cases related to the media. Such is the case of the film Crocodile Dundee, which switched American perceptions of Australia, or “The Lord of the Rings” which served to showcase the spectacular landscapes of New Zealand. On the other hand, innovation meaning new, brands, products, music, art, politicians even new public administrations (The economist, 2006).

One of Anholt’s main assumptions is that national reputation cannot be artificially created. The reputation can be only gained through consistent and effective contributions to the supranational issues that matter to people around the world (Anholt Gfk-America, 2010).

“It is only when public diplomacy is carried out in coordination with the full complement of national stakeholders as well as the main policy makers, and all are linked through effective brand management to a single, long-term national strategy, that the country has a real chance of affecting its image and making it into a competitive asset rather than an impediment or a liability”. (Anholt, 2007 a:14)

Thus, Anholt (2009 a) explains that only changing the way places behave they will get to change their images “they need to focus on the things they make and do, not the things they say”. In
general terms, these are the ways that Anholt propose, in order to gain a better and stronger nation’s, city’s or region’s reputation (Simon Anholt, 2009:c):

- Through courageous and enlightened social, economic, environmental and foreign policies;
- Through the dynamic development of tourism, foreign investment and exports;
- Through carefully chosen international cultural, sporting and political events;
- Through improved cultural and academic relations with other countries;
- Through a strategic commitment to international development and poverty reduction;
- Through productive engagement with multilateral institutions, regional organizations and with NGOs at home and abroad;
- Through effective coordination between government, industry and civil society;
- Through enhanced public and private diplomacy overseas;
- Through a visionary long-term approach to innovation, investment and education.

Nevertheless, countries must be careful with what are they branding, since promotion of different sectors may overlap. Mr. Torres from Bloom consulting explains referring to their experience with Portugal, “the country’s reputation as a laid-back holiday destination muffles its desired image as a good place for high-tech investment” (The economist, 2006:1).

From a more practical perspective I recover the work of Teemu Moilanen and Seppo Rainisto (2009) who develops a general operational plan for creating and sustaining a country-brand. The plan consists of five consecutive stages: Start-up and organization, research, forming brand identity (strategic work stage), making, executing and enforcing the plan and Implementation and follow-up. An estimation of the plan’s cost is elaborated at the beginning. Research, strategic and planning stages take 18 months. The last stage, ‘implementation’ is long-term focused, it might take around 5 years. The overall plan should increase the country’s positive image, level of knowledge and the strength and values of the country abroad in a frontier of time of 10 to 20 years. (Moilanen & Seppo, 2009). The figure 5 illustrates a summary of the whole process:

<table>
<thead>
<tr>
<th>Step</th>
<th>Responsibility bearer</th>
<th>Actor (s)</th>
<th>Timetable (month)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Commitment</td>
<td>Promotion Board</td>
<td>Promotion Board</td>
<td>1-2</td>
</tr>
<tr>
<td>2. Organization</td>
<td>Promotion Board</td>
<td>Promotion Board</td>
<td>1-2</td>
</tr>
</tbody>
</table>

3. Theoretical framework
3. Visibility for the project

Promotion Board

Communications consultant + Promotion Board

3-4

4. Vast interest group discussions

Steering group

Independent consultant

5-8

5. Country image in the home country

Steering group

Marketing research agency

5-7

6. Country image abroad and analysis of competitors

Steering group

Marketing research agency

5-7

7. Completing the basic information

Steering group

If needed. Int. marketing research agency

7-8

8. Analyzing and interpreting the results

Steering group

Consultant

8-9

9. Choosing elements of brand identity. Core idea, identity, positioning, and a promise of value. Creative concept

Started by Steering Group. Steering Group and financiers decide.

Steering + team + marketing agency participating in creative design

10

10. Interest groups’ discussion about the concept

Steering group + parties participating in financing

Prepared by a marketing agency with the most central financiers

11-12

11. Strategic decisions. Objectives, brand’s structure, organization and distribution of work, financing

Steering group

Interest group discussions-consultant; market testing-global market research department

14

12. Consulting and testing. Fine-tuning

Steering group

15-16

13. Laying integrating implementation plans. Operations, visual look, timetables, costs, responsibilities

BMCO

BMCO

15-16

14. Co-ordination between the operations and actors

BMCO

15-16

15. Arranging follow-up

BMCO

Global market

17

16. Ending the planning stage and reporting.

Steering group

Communications agency

18

Fig. 5: Summary of the operational plan of country brand development, How to brand Nations, Cities and Destinations. Source: Moilanen & Seppo 2009 (p.160)

Regarding resources, there is not a universal figure required to changing a nation’s image since, as we saw each country counts with specific characteristics, also different factors are branded. To get a rough idea, between 2003 to 2006, Australia spent €205 million of public funding, around €51 million per year, in addition to €120 million invested by private companies in what is considered as one the most developed-country brand building plans. Moreover, although there are already indexes of measurement of the nation brands, it is still truly complicated to create a correlation between the investment and the results. (Moilanen & Seppo, 2009)
3.4. Critiques

Mr. Olins warns that the money spent in Nations branding can be wasted. He notes that countries usually do not respond as companies because there are fundamental differences between a nation brand and a commercial product brand, “Countries…find it hard to stick to a strategy, project a clear message, or measure success” (The economist, 2006:1). Besides, as it happened to Anholt´s perception of Sri Lanka, “most people's views of foreign countries are deeply rooted and cherished. Unfavorable and comical stereotypes outweigh positive news.” (ibid.). Products can be removed from the market, improved or restyled and replaced or re-launched, while nations can only create emotional benefits rather than functional (Fan, 2005).

According to Fan (2005), nation branding should be distinguished from nation brand since each country has its own image in the international context without any previous branding process. To Fan, nation branding can theoretically improve a nation´s image but from a marginal role since a nation´s perception it depends on many other factors. He criticizes the calling that Anholt makes upon developing countries to use nation branding, because, first of all, they need to have or make a product or service competitive for the market place. Teslik (2007:a) also argues that the most basically factor to ensure a nations branding successful project is the quality of the product that the country is trying to sell. Thus, Fan claims that for developing countries, investment, technology and know-how are more necessary than nation branding, “How can nation branding help a country´s image building if it is plagued by war, poverty, crime or terrorism?” (Fan, 2005: 13). In an interview to Anholt conducted by Lee Teslik (2007 b), the policy advisor defends that rather than telling countries how to do marketing to solve problems caused by bad policies he simply advises on what policies to undertake in order to gain the reputation they feel they deserve. In the same interview (Teslik, 2007 b) Anholt also notes the high risk that mishandling campaigns could have on the image of a nation. He warns that public officials disqualified on the field can be victims of marketing firms from the private sector not really concern with the nation´s interests but the profit. In the same way, Professor Papadopoulos considers that a real effective nation branding requires expertise and cohesion that most countries lack yet. (Frost, 2010)
Furthermore, some critics consider that is demeaning and deceptive to treat a nation’s identity as a brand to be sold. Professor Craig Hayden (2007) is concern about the political and moral implications, as well as the efficacy of branding, “If we invite audiences to view us as brand, we can be just as easily discarded as a consumer product”. Other critics claim that the branding concept runs against the international dialogue rules, while is unfair regarding the values represented by a national brand.

### 3.5. The Nations Brand Index

The hexagon model depicts the foundation for the ‘Nations Brands Index’, a way to measure and managing the image and reputation of the world's nations, and to follow-up their evolution in time. Simon Anholt developed the Nation Brands Index in 2005 in partnership with Global Market Insite, Inc. creating the Anholt-GMI Nations Brand Index. In 2008, Anholt entered a partnership with GfK Roper Public Affairs & Media to offer the Anholt-GfK Roper Nation Brands Index. The index helps to understanding, measuring and building a strong national image and identity for the government, organizations, regions, and businesses with representation (Anholt Gfk-America, 2010).

In 2005, the first edition assessed 35 countries, but nowadays the study rose to 50. The index measures the power and quality of each country's brand image by combining the six channels represented in the hexagon model (Anholt Gfk-America, 2010). The index also allows to measuring the rating of one country towards another. In that way the results are more accurate, facilitating the possibility of developing branding plans more focused.

<table>
<thead>
<tr>
<th>India</th>
<th>Argentina</th>
</tr>
</thead>
<tbody>
<tr>
<td>Italy</td>
<td>Australia</td>
</tr>
<tr>
<td>Japan</td>
<td>Brazil</td>
</tr>
<tr>
<td>Mexico</td>
<td>Canada</td>
</tr>
<tr>
<td>Poland</td>
<td>China</td>
</tr>
<tr>
<td>Russia</td>
<td>Egypt</td>
</tr>
<tr>
<td>South Africa</td>
<td>France</td>
</tr>
<tr>
<td>South Korea</td>
<td>Germany</td>
</tr>
<tr>
<td>UK</td>
<td>Sweden</td>
</tr>
<tr>
<td>USA</td>
<td>Turkey</td>
</tr>
</tbody>
</table>

Fig.7. Surveyed countries in the Anholt-GfK NBI, Source: GfK Roper Public Affairs & Media (2009b)
The study methodology is based on interviews to citizens of 20 countries (fig. 7) around the world. In each survey country, about 1,000 online interviews are conducted with people over 18 years old. Each of the 50 nations is evaluated by up to 10,000 people in this global study. Nations measured in each wave of the survey include (ibid.):

<table>
<thead>
<tr>
<th>Region</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>Canada, US</td>
</tr>
<tr>
<td>Western Europe</td>
<td>Austria, Belgium, Denmark, Finland, France, Germany, Holland/The Netherlands, Ireland, Italy, Scotland, Spain, Sweden, Switzerland, UK</td>
</tr>
<tr>
<td>Central/Eastern Europe</td>
<td>Czech Republic, Estonia, Hungary, Lithuania, Poland, Romania, Russia, Turkey</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>Australia, China, India, Indonesia, Japan, Malaysia, New Zealand, Singapore, South Korea, Taiwan, Thailand</td>
</tr>
<tr>
<td>Latin America</td>
<td>Argentina, Brazil, Chile, Columbia, Cuba, Ecuador, Mexico, Peru</td>
</tr>
<tr>
<td>Middle East/Africa</td>
<td>Angola, Egypt, Iran, Kenya, Saudi Arabia, South Africa, United Arab Emirates.</td>
</tr>
</tbody>
</table>

Fig. 8. Nations measured in the Anholt-GfK NBI, Source: GfK Roper Public Affairs & Media (2009 b)

Up to six additional countries may be added to each wave of the survey fielded, based on the specific requests and interests of NBI subscribers or as world events dictate. (GfK Roper Public Affairs & Media, 2010)

In spite of the fact that each country counts with different resources and needs, nowadays, the vast majority of nations are working together with PR firms to try to improve their brand ratings in the NBI. An often practice is to link the exports to positive conceptions of the country to improve their competitiveness. Moreover, other types of brand marketing are becoming usual such as, ‘investment branding’, where countries promote their infrastructure, favorable tax configuration, or other investment incentives. Nevertheless, tourism promotion has been traditionally the sector where most developing countries focus their nation-branding efforts. (Teslik, 2007 a)
3.5. Ambassadors as drivers

Being Ambassadors civil servants and representatives of the nation’s interests in foreign countries, they are good links to be used by governments, or indirectly by other stake holders in the process of branding. According to Anderson and Ekman, even rare, using ambassadors in branding of places is being employed and it is of increasingly use (Liljedahl, 2009). For the authors, the purpose of using ambassadors is to promote a place’s image and attractiveness (ibid.). Liljedahl (2009) explains that ambassadors constitute a credible testimony of the distinctive character of the place and its attractiveness. The core of the idea is that Ambassadors can affect the promotion of a place through networking and word of mouth. Communication through word of mouth is cost-effective relative to advertising, for instance, and very effective when building a positive image (Liljedahl, 2009). Moreover, Silverman claims that consumers usually trust more the view of friends and acquaintances than messages coming from advertising or corporate spokespeople (Liljedahl, 2009). Indeed, Andersson and Ekman, cited in Liljedahl (2009) talk of a type of Ambassador’s network described as “the citizen-focused network”, whose purpose is to create proud and attract residents to regions. That way, Ambassadors can mobilize local pride and boost self-confidence by increasing the awareness of values and achievements of locations among foreign residents. (ibid.)

4. Empirical Results

This chapter will present the gathered empirical material of the research, a combination of interviews and secondary data will be shown. Detailed information concerning the organizations subject of study and the research question will be emphasized. Apart from the seven organizations investigated, two more sections concerning exports and brand are shown in this chapter. With this regard, to ensure an easy understanding, the chapter has been divided into two sections. The first section includes information concerning the Swedish perception of Spain, and the second section presents information regarding the promotion of Spain in Sweden through different organizations.
4. Empirical Results

4.1. Spanish-Swedish trade

When analyzing the nation brand it is important to understand what are the dominant sectors and products in the foreign market. In that sense, we can assess which sectors undergo a lack of promotion and awareness and analyze those which succeed and its specific circumstances. The acceptance and reputation of the products in the foreign country are the basis of the exports measurement in the hexagon model. Therefore, I gathered some figures concerning the trade between Spain and Sweden, to have a better perspective about their commercial relationship.

<table>
<thead>
<tr>
<th>Year</th>
<th>Exports Value</th>
<th>% Previous Year</th>
<th>Imports Value</th>
<th>% Previous Year</th>
<th>Balance Value</th>
<th>% Previous Year</th>
<th>Coverage</th>
<th>% Previous Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>1.224,060,58</td>
<td>0</td>
<td>2.690,832,72</td>
<td>0</td>
<td>-1.466,772,14</td>
<td>0</td>
<td>45,5</td>
<td>0</td>
</tr>
<tr>
<td>2000</td>
<td>1.251,335,01</td>
<td>2,23</td>
<td>2.638,848,74</td>
<td>-1,93</td>
<td>-1.387,513,73</td>
<td>-5,4</td>
<td>47,4</td>
<td>4,24</td>
</tr>
<tr>
<td>2001</td>
<td>1.303,668,35</td>
<td>4,18</td>
<td>2.149,908,39</td>
<td>-18,53</td>
<td>-846,240,04</td>
<td>-39,01</td>
<td>60,6</td>
<td>27,88</td>
</tr>
<tr>
<td>2002</td>
<td>1.215,053,39</td>
<td>-6,8</td>
<td>2.288,243,08</td>
<td>6,43</td>
<td>-1.073,189,70</td>
<td>26,82</td>
<td>53,1</td>
<td>-12,43</td>
</tr>
<tr>
<td>2003</td>
<td>1.319,536,43</td>
<td>8,6</td>
<td>2.714,923,57</td>
<td>18,65</td>
<td>-1.395,387,14</td>
<td>30,02</td>
<td>48,6</td>
<td>-8,47</td>
</tr>
<tr>
<td>2004</td>
<td>1.475,496,17</td>
<td>11,82</td>
<td>2.703,503,10</td>
<td>-0,42</td>
<td>-1.228,006,93</td>
<td>-12</td>
<td>54,6</td>
<td>12,29</td>
</tr>
<tr>
<td>2005</td>
<td>1.492,965,24</td>
<td>1,18</td>
<td>2.984,417,88</td>
<td>10,39</td>
<td>-1.491,452,64</td>
<td>21,45</td>
<td>50</td>
<td>-8,34</td>
</tr>
<tr>
<td>2006</td>
<td>1.638,543,14</td>
<td>9,75</td>
<td>3.412,575,90</td>
<td>14,35</td>
<td>-1.774,032,76</td>
<td>18,95</td>
<td>48</td>
<td>-4,02</td>
</tr>
<tr>
<td>2007</td>
<td>1.696,437,56</td>
<td>3,53</td>
<td>3.548,769,10</td>
<td>3,99</td>
<td>-1.852,331,54</td>
<td>4,41</td>
<td>47,8</td>
<td>-0,44</td>
</tr>
<tr>
<td>2008</td>
<td>1.638,931,37</td>
<td>-3,39</td>
<td>3.005,556,97</td>
<td>-15,31</td>
<td>-1.366,625,60</td>
<td>-26,22</td>
<td>54,5</td>
<td>14,07</td>
</tr>
<tr>
<td>2009</td>
<td>1.224,635,58</td>
<td>-25,28</td>
<td>2.093,303,98</td>
<td>-30,35</td>
<td>-868,668,40</td>
<td>-36,44</td>
<td>58,5</td>
<td>7,28</td>
</tr>
</tbody>
</table>

According to the Swedish Statistics Institute (SCB) in 2006 Spain awarded the 16th position on the list of exporting countries to Sweden (Cámara de Comercio Hispano Sueca, 2010). From that position, Spain records a chronic deficit, as exports to Sweden in 2007 cover only 47% of imports of products from the Nordic country. Nonetheless, we see an improvement throughout the years and it seems to follow a positive pace. For instance, in 2009 the data reflects an increase in the coverage to 58.5%. The market analyst of the Spanish economic office pointed out that the reason of this deficit is completely structural. Sweden is a country eminent exporter and Spain is eminently importer. Spain has a huge trade deficit not only with Sweden, and on the other hand Sweden has large surpluses. When putting both together the unbalanced result was expected.

Fig.10: Spanish trade balance with Sweden, report year: 2009. Source: ICEX (2009 a)
With regards to the exports sector, we perceive a wrong idea of the reality of today’s Spain. There is a widespread image of the Spanish exporting sector associated just to agro-food products, such as wine and fruits, and also to other sectors such as shoes. As the interviewee at the economic office pointed out, “these sectors are important but nowadays they represent just a few of the total exporting activity”. Indeed, the sector which most exports to Sweden is the industrial one, consisting of raw materials, industrial products and capital goods, which includes for instance, automotive and components or chemical industry. This sector represents a 60% of the total of exports to Sweden. Indeed, according to data obtained from ICEX (2009 c) concerning the total Spanish exports to the world, agro-food is not either in the top 5. Still, industrial technology heads the list followed by chemical industry, fashion, auxiliary mechanical industry and construction, raw materials, semi manufactured and intermediate products.

Regards to the Swedish Hispanic chamber of commerce (2010), the main products of the Spanish exports are electric and telecommunications products, machinery, agro-food products, raw, textile products, shoes and automobiles. The fig.12 shows the top 10 Spanish export sectors to
Sweden. The ranking is headed by steel products represented by 8.6% of the total and which remains on the top 10 for the last 4 years. Fresh vegetables still occupies a third position.

In any case, we must notice that Sweden is on the 23th position out of 50 countries concerning Spanish exports (ICEX, 2009 b). Even though it is not one of the Spanish main destination markets, it still counts with a great average position considering the small market which represents in terms of population which surround the 10 million, almost the same as only the community of Madrid in Spain. Moreover, it is 7th positions ahead to the next Nordic market which is Denmark. (ICEX, 2009 b)

4.2. Exportrådet: The Swedish trade council in Madrid

The Swedish Trade Council in Spain is located in Madrid and supports Swedish companies to establish or grow within the Spanish market. A well-developed network, the knowing of the language and the business culture are some of the resources used on this office to support Swedish companies. (Swedish trade council, 2010)

The office was established around the 80’s, in words of the strategic sales manager. As reported by the Swedish trade council (2010), “Spain is one of the fastest growing economies in Europe. The unemployment rate, GDP and inflation are developing in a positive manner. The markets that are growing most rapidly are building, automation, engineering, services (tourism) and telecommunications”. Ignoring the recent crisis which altered the current reality for some of these sectors, those presented by the council were good promotional arguments to attract Swedish companies. Indeed, in line with the interviewee, Swedish companies have already a positive perception before entering the Spanish market and also once established. They perceive it as a mature market with great opportunities in renewable energy, biotechnology and telecommunications which headed the trading activity for at least the last 5 years. Besides, the interviewee described the Spanish market as, “the main market of southern Europe, an entry bridge to Latin America and a nearby market”, referring to characteristics which make it attractive for the Swedish companies. Nevertheless, in consonance with the interviewee, some entry barriers are found concerning culture and language.
As well as the Spanish economic office in Sweden, the promotional activity is carried out through fairs, which are organized for Swedish companies in Spain but designed for both. In line with the strategic sales manager, the office itself has an impact in the commercial image of Sweden. They work as a bridge through the network they have created along the years. Hence, the performance of each company has an impact which rebound directly into the office, which is partly responsible for the selection.

Apart of Promotional activities, the office support through providing information. They mostly provide with market analysis, finding of partners and agents, recruitment of personal, tax information and administrative information. In any case, either in promotion or information, the office does not work with ICEX but with Swedish companies, Spanish central offices and mostly, with collaboration centers of specific Sectors.

4.3. Spain in the Anholt Nation Brands Index

As mentioned in the theoretical section, the Nation Brands Index is one of the best tools for measuring the country’s reputation worldwide, providing with a unique barometer of global opinion. It compares the image of each country as a brand through setting a ranking among 50 countries. An overview of the general results and position of Spain in the ranking, as well as the Swedish’ perception upon Spain, are relevant for the subsequent analysis.

In the first edition launched in the first quarter (Q1) of 2005, Sweden was assessed as the strongest nation brand (Anholt-GMI 2005 a). However, as new countries were included in the research, its first position was replaced. In the second edition (Q2, 2005), Australia was the nation with the best brand image among 25. The second position corresponded to Canada, followed by Switzerland, United Kingdom and Sweden (Anholt-GMI, 2005 b).

Spain was ranked 12, just ahead of Ireland and Japan. In assessing the quality of their products and brands, Spain was ranked 12. When asked about what was the type of product which was expected to be produced in Spain, the most mentioned was "food". Surprisingly, in tourism, Spain ranked a weak 10 position. The respondents had to choose one adjective to describe his experience visiting Spain; the most cited by the respondents was ‘exciting’. In Investment &
immigration, Spain was ranked 12. Modern was the adjective most often cited. The assessment of the population was 14. The most voted adjective to describe the population was "fun." The government valuation was ranked 11, the Spanish government was considered "trustworthy". The most valued aspect was the cultural heritage. When asked what was the cultural product or activity that more be expected to be produced in Spain, the most-cited answer was "museums". (iberglobal, 2006)

<table>
<thead>
<tr>
<th>Anholt-GMI Nation Brands Index</th>
<th>Ranking Spain 2005 (out of 35 nations)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism</td>
<td>10</td>
</tr>
<tr>
<td>Products</td>
<td>15</td>
</tr>
<tr>
<td>Government</td>
<td>11</td>
</tr>
<tr>
<td>Investments &amp; Immigration</td>
<td>12</td>
</tr>
<tr>
<td>Culture &amp; Heritage</td>
<td>6</td>
</tr>
<tr>
<td>Population</td>
<td>14</td>
</tr>
</tbody>
</table>

Fig.14: adapted from Anholt-GMI, NBI Ranking Spain 2005. Source: Iberglobal (2006)

The index also allows to assessing the perception of one country towards another. In such a way, in the edition of 2009, Sweden rated the Brand Spain the 14th out of 50 countries (fig.15).

<table>
<thead>
<tr>
<th>Anholt GFK Roper Nation Brands Index</th>
<th>Swedish assessment of Spanish brand (out of 50 nations)</th>
</tr>
</thead>
<tbody>
<tr>
<td>People</td>
<td>13</td>
</tr>
<tr>
<td>Products</td>
<td>21</td>
</tr>
<tr>
<td>Governance</td>
<td>18</td>
</tr>
<tr>
<td>Tourism</td>
<td>6</td>
</tr>
<tr>
<td>Culture</td>
<td>8</td>
</tr>
<tr>
<td>Immigration &amp; Investments</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>13</td>
</tr>
</tbody>
</table>

Fig.15: Swedish assessment of Spanish brand, adapted from Anholt GFK RNBI (2009). Source: Simon Anholt (2009 b)
Besides, it is the first year that Spain jumped into the top 10, sharing with Sweden the 10th position in the overall ranking. Spain stands out only in the tourism channel with a third position after Italy and France, which in comparison to 2005 is a great breakthrough.

| Anholt Roper Nation Brands Index™  
<p>| Ranking 2009 (out of 50 nations) |</p>
<table>
<thead>
<tr>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>United States</td>
</tr>
<tr>
<td>2</td>
<td>France</td>
</tr>
<tr>
<td>3</td>
<td>Germany</td>
</tr>
<tr>
<td>4</td>
<td>United Kingdom</td>
</tr>
<tr>
<td>5</td>
<td>Japan</td>
</tr>
<tr>
<td>6</td>
<td>Italy</td>
</tr>
<tr>
<td>7</td>
<td>Canada</td>
</tr>
<tr>
<td>8</td>
<td>Switzerland</td>
</tr>
<tr>
<td>9</td>
<td>Australia</td>
</tr>
<tr>
<td>10</td>
<td>Spain, Sweden (tie)</td>
</tr>
</tbody>
</table>

Fig.16: Anholt-GfK Roper NBI. Source: 2008 and 2009 GfK Roper Public Affairs & Media

In accordance with Anholt (GMC, 2006) in statements on the NBI edition 2005, the brand of Spain is pretty consistent, “Spain is still popular among the European tourist as a place where to have low cost holidays on the beach”. Nevertheless, the political advisor claimed that Spain should be careful with new competitors in this sort of tourism, such as Slovenia or Croatia, which are taking market share in this sector. Anholt assured that the brand of Spain was at risk of losing positions on the ranking in the future, due to a promotion focused on a regional scope. The awarded colloquia Nobel Prize compared the situation with the last ranking, “one might wonder if these campaigns have served some purpose or have been only a waste of time and money. All is well that Spain wants to escape from the topic of ‘sun and sangria’, but it needs a good investment promotion agency”(GMC, 2006).

In the end, a question was presented to Anholt regarding the impact that trade promotion reflects on the nations’ image. The policy advisor provide us with a personal evaluation upon it:
“Trade promotion can be an important part of the development and maintenance of a nation's image, as long as it is well coordinated with the activities and fundamental messages of the country's other main stakeholders (foreign policy and public diplomacy, cultural and sporting events, tourism promotion, foreign direct investment promotion, and as far as possible the private sector too). I don't believe in the direct manipulation of national image by marketing communications, but effective promotion of good products and product sectors is a different matter, and can be very effective. After all, the excellent images of France, Italy and Germany owe a great deal to the effective promotion of their quality exports. In the end, it's the exporters themselves - their products and marketing - which have the most impact and a national or sectoral trade institute can't do much more than make their lives easier, but that is still an important contribution.”

4.4. The Elcano Royal Institute

The Elcano Royal Institute is a private entity, independent of both the public administration and the companies which finance it. It was established, under the honorary presidency of Prince of Asturias, on 27 December 2001 for the purpose of generating ideas on the international scenario and on Spain’s strategic options in international relations that are of practical use to politicians, the business world, academics, the media, and the public opinion at large. The institute aims to establish a global strategy resulting in political proposals having a practical application. (Elcano royal institute, 2010)

The Spain’s image across the globe is one of the institute areas of research, in that sense the body initiated a program called OPIEX or Permanent Observatory of Spain’s Image Abroad to perform a constant measurement through surveys and other research methods of the image which Spain reflects abroad. Besides, as mentioned, the institute also belongs to the Brand Spain Project (PME) together with the ICEX and other bodies. The project consisted of 3 phases. On its participation on the first phase of the project, Elcano royal institute published in 2002 a compilation of publications upon the image of Spain abroad which gave the first overall perspective in many different areas. The research was based on surveys on the public and general leaders’ opinions. Among the findings of such compilation, I focused on those which have a commercial relevance and also certain concerning with Sweden:
The Eurobarometer 46 (1997) contained information which confirms the trend of accumulation of confidence in Spain. The survey compares the 15 EU countries’ confidence you have in people from 25 countries: in addition to 15 of the same EU, other East European, U.S., Turkey and Japan. On a scale 1 to 4, no trust, not many, some or a lot, the average obtained by Spain was 2.72 - Spain was ranked 11th in the ranking of the 25 countries. The maximum was 2.9 - 3, obtained by the Nordic countries, included Sweden, and Netherlands, and the minimum of 1.8 - 1.9, obtained by Russia and Turkey. For this reason, we can say that Europeans have a medium to high confidence in Spain. By countries, those in which trust is higher in Spanish were: Netherlands (2.81) and Sweden (2.84). (Noya, 2002)

Furthermore, according to the Eurobarometer 47.2 (1997), a survey conducted in all the E.U. countries to people from 15 to 24 years old, arranging countries in the percentage of young people interested in learning the Spanish language, Sweden hold the first position with a 43% followed by Holland and Italy. (Noya, La imagén de España en el exterior, estado de la question, 2002)

Assessing the concept of made in Spain, the survey IUOG-96 focused on the European market, to position Spanish products against those of other nationalities, intended to obtain a measure of the effect on a usual product of no particularly high profile, has made in a specific country. Spain was always postponed to any of the other four sources, Italy, UK and France. Of the four products studied, which arouses interest is the olive oil. Still, French, British and Germans were more interested in the Italian oil than the Spanish. The only point of optimism on Spanish olive oil put it precisely, the Italians. (Noya, 2002)

Moreover, foreign consumers’ perceptions of product categories were probed in the global survey ESOMAR among 9 different countries. In this case, Spain was slightly associated with the entertainment industry which represents music and tourism. (Noya, 2002) Also, in an international scope, according to the global data Bozell / Gallup the position of the Made in Spain is not very encouraging. First, in the ranking of product knowledge, Spain held the tenth place on a total of 14 countries: only better than Canada, Russia, Mexico and Brazil.
The second phase of the project aimed ‘listening’, most relevant institutions and other relevant experts were going to be called to discussion groups to discuss on the reality and problems of the Spain´s image abroad, including (Noya, 2002):

- History, sociology and marketing experts
- The central, autonomous regions and municipal public administrations.
- The business community
- Journalism, advertising and communication professionals
- Spanish brand ambassadors (Spanish personalities from different walks of life who have achieved certain fame abroad)
- Those responsible for the image policies in other countries.

The third phase aimed to draft the brand Spain communication guidelines. A group of communication experts and executives would look upon the previous phases and propose specific positioning and communication tactics. According to Noya (2002), at that time Spain was undoubtedly one of the countries exerting the greatest efforts in foreign image analysis and improvement.

**Promotion**

**4.5. The ICEX**

Throughout previous sections, I have mentioned some of the reasons which drove us to choose the ICEX as object of analysis. To have a better perspective, I will take a deeper overview at it and the specific characteristics which motivated its choice.

The Spanish Institute of Foreign Trade (ICEX) is a public body with legal personality attached to the Ministry of Trade under the Ministry of Industry, Tourism and Trade, which provides services to Spanish companies with the aim to promote and facilitate their international expansion in every of its stages (ICEX, 2010). The institution counts with its own financial resources and manpower. On regular basis, according to ICEX (2010) the Institute is active in the following areas:
- Designs and implements programs of trade promotion in foreign markets.
- Develops and disseminates information on the range of Spanish products, and international markets.
- Promotes technical training of cadres of the company, and training of professionals in foreign trade.
- Promotes investment projects, industrial or business cooperation in foreign markets.

To effectively achieve its objectives, thanks to the work of over 1,000 professionals, ICEX operates abroad through the network of 94 Economic and Commercial Offices of the Embassies of Spain, likewise, through the Regional and territorial Offices in Spain. This organization collaborated to a large extent, to the fast expansion of the Spanish economy into the international scene in recent years. To take an obvious example, the sum of exports and imports of goods and services to GDP rose from 30% in the early 90s to a percentage close to 60% nowadays, ahead of countries like France, Britain and Italy. From the investment perspective, Spain has gone from being a recipient of foreign direct investment to be net investment issuer, accumulating a stock of outward direct investment in 1980 reached even 1% of GDP and that the currently stands at around 35%. (ICEX, 2010)

ICEX provides full support to Spanish businesses in order to increase their international profile. Among its results: 30 Investment and Business Forums organized around the world: China, Brazil, Morocco, Senegal, Bulgaria, Thailand…, marketplace of ideas to foster business development, 193 investment projects supported in 2006, 5,000 companies have taken part in international trade shows in partnership with ICEX, 110 international marketing plans for goods and services “Made in Spain” (ICEX, 2010). Besides, ICEX offers info on the business portfolio of Spanish firms competing in foreign markets through databases, statistics on Spanish foreign trade and an extensive list of websites: fashionfromspain.com, winesfromspain.com, interiorsfromspain.com, technologyfromspain.com, as well as customized information to approach each market in China, spainbusiness.com.cn, Japan, spainbusiness.jp, Germany, Russia, France, USA, North Africa… During more than 25 years, this body has developed a set of services to meet the specific needs of each company, becoming close collaborator in the functions of advisory and promotion into international markets (ibid.).
As any other organization ICEX counts with a strategic plan which guides the objectives and responsibilities of the body in the medium term. Thus, the Strategic plan ICEX 2009 – 2012 (ICEX, 2008) is based on 5 core strategies:

1. Increase the basis of start-up companies in the internationalization via exports or investment.
2. Provide companies with the maximum use of the opportunities offered by foreign markets, driving new business competitiveness factors.
3. Improve the knowledge and image of Spanish goods and services abroad.
4. Promote institutional cooperation for internationalization.
5. Enhance customer orientation and results of ICEX and its recognition as a benchmark for internationalization.

Given that is an operational plan for 3 years the content is very dense. Considering the scope of this report I am interested in the third point which aims to improve the image of Spanish goods and services and which works upon the concept of nation brand. This strategy narrows in different solutions and specific actions which contribute to improve this image. Therefore, three different paces are followed in order to fulfill this objective:

- Dissemination of information on the Spanish supply of goods and services
- Promoting the image of Spanish goods and services, and knowledge of the brands and companies, in collaboration with industry associations through sectoral and macro sectoral plans.
- Promotion of institutional relationships in strategic markets.

In order to carry out these objectives the ICEX has designed specific tools, such as:

The reverse portals target foreign buyers or partners to connect with local Spanish companies. These web sites based on one platform, centralizes information on economic and commercial interest in Spain and it is structured around six sections: country profile, the Spanish market, legal framework, products, Spanish firms, events and advocacy and news. Today ICEX has a total of 10 markets reverse, for the U.S., German, Arabic, Chinese (fig.9), Japanese and Portuguese-speaking countries and is expected the upcoming release of inverse portals in French, Russian and Turkish. (ICEX, 2008)
For some years, ICEX is participating in initiatives of analysis and foment of the nation-image, of brands and of products and services in different levels. Spain is projecting a new image abroad based on sports which reflects youth, team, innovation and creativity. In the economy area, those characteristics are shown as well through business competition. All those features are positive elements to add to the concept of Made in Spain. Therefore, in June 2008 a plan named Made in/by Spain was launched in the EEUU to improve the image of Spain. It is a pilot project which will be export to other emergent markets whether successful. Another example is the campaign Spain, technology for life, which aims to internationalize the Spanish technology, as well as, a plan to internationalize the culture industries. (ICEX, 2008)

Finally, another outstanding mechanism is the foreign promotion comity. This comity was created in 2006 with the aim to put together the different economic agents which intervene in the Spanish commercial and investments promotion abroad. This comities work in two different ways, activities of cooperation in processes and management systems and cooperation activities in the foreign promotion of Spanish goods and services and business and brands. (ICEX, 2008)
4.6. Economic and commercial office of Spain in Sweden

The Economic and commercial offices are an instrument of the Spanish administration to support the internationalization of Spanish companies. (Ministry of industry, tourism and trade, 2010). To conduct its activities this offices are embedded in the Ministry of industry, tourism and trade, through the Secretary of state for trade (ibid.). From the administrative perspective the general Direction of Trade and Investments is in charge of the financial, economic and technical issues. At the same time these offices are used by the ICEX to carry out its activities abroad. ICEX has its own staff in some offices that are integrated within the network but not in all of them. The offices compose a network of 95 offices located throughout 77 countries. According to the interviewed market analyst of the economic office in Sweden, “the current strategy is to open offices in emerging and uncovered markets such as Africa”.

The economic and commercial office of Spain in Stockholm is the only awarded in Sweden. The office has complete functional independence, but it also follows guidelines from ICEX. Nevertheless, when conducting activities for the ICEX, the office generates also its own ideas and proposals based on a better understanding of the Swedish market. The organizational chart is composed by a counsellor, a market analyst, an administrative, an administrative-accounting, two administrative assistants, and four scholars from the ICEX.

The office was set prior to the 40’s with the main purpose of controlling and linking the processing of Spanish fruit exports, and up to 2009 it was also in charge of Latvia. Certainly more than 70 years trading in the modern history seems to be a long-track relationship. Nevertheless, to find a correlation between the number of Spanish companies established in Sweden and the promotional performance of the office in the time, seemed to be not feasible, or at least, for the scope of this research. According to the market analyst, surely there is not a direct correlation, “we are talking about a stage away from the reality of today”. Nowadays, since both countries are included in the EU, an increase in the trade would distort the analysis, also, exports are not consider as such any longer due to the condition of EU members, and the procedures have changed very much.
The attractiveness of the Swedish market for Spain is relatively small. It seems that the Swedish market is very mature and focused, with a few large companies for each sector. The interviewee talked of the concept of cooperative as very characteristic of Sweden, “few groups decide what is done in each sector”. Then, it is hard to enter because a bottleneck is created in the distribution. Besides, being a developed country the opportunities of business are not as open as new entry markets i.e. Asia. Especially in Sweden, the office encourages the Spanish companies to look for and follow the clients rather than waiting for new orders, claiming that the current markets is based on the demand and not in the offer anymore. The interviewee mentioned also that traditionally the Spanish firm first goes to Portugal, France, Germany and United Kingdom where there is a huge demand and consumption. Therefore, thinking of going farther, to supply a population of roughly 10,000,000, it seems not attractive. Nevertheless, the Swedish population has a high purchase power and there are some sectors which outstand which offer opportunities in technology assets, industrial goods, as well as a potential for infrastructures and wind power. Indeed an infrastructures plan is being implemented in Sweden and it is seen as a great opportunity for Spain which has long experience in the sector. At this point, the key is to stop associating the Spanish exporting image with only the agro-food industry, which currently has a small weight. Related to this fact it comes the image that Spain projects in Sweden. The market analyst explains that even though over a million of Swedes owns a second house in Spain there is still an ignorance of its potential, “...there is much to do yet, but there is still a big ignorance of what is Spain today and of the Spanish products”. In such a way, some sectors outstand but there is a limited perception.

The interviewee claims that working with the nation brand is one of the objectives of ICEX. As mentioned, the offices are the enforcement arm of the agency of ICEX in different countries. In the case of Sweden, none staff is on the payroll except trainees, but the office carry out many functions of ICEX concerning plans to promote Spanish products, providing with all sorts of information, and improving the knowledge of Spain for Swedish companies and consumers. To carry out these promotion activities the office works through fairs, exhibitions, seminars, maintenance of a website, information and support to professionals. Basically, the main channels are the promotions and events. The market analyst identifies the increase of awareness of the country’s image as a brand. Given that, “this creates the duty to communicate, because brands
must be communicated, with pavilions at fairs, group participation, actions that seek to make visible the brand of Spain”. Thus, one of the most visible instruments for the promotion used by the Office is the *fairs*. The fairs are made in Sweden for Swedish and Spanish companies. The office works mainly with promotional activities of agro-food products and also wines, since Sweden is one of the principal markets for export of wines, but other sectors such as consumer goods, raw materials, industrial products and industrial goods, and services are promoted as well. In the case of the wine the office work, either with the Swedish wine importers which promote to the next distribution channel, the customers, or with the monopoly and the Horeca channel. In the case of the wine which is their most prominent promotion they organize around 5 ferias with different characteristics in addition to the collaboration in other ferias. Also, the office visits the major trade fairs of Sweden with Spanish participation. Then, we may infer that the Spanish companies itself have a part of responsibility whereas interacting with Sweden they can affect the commercial image of a sector. At this point the interviewee referred to this fact as a ‘feedback loop’. The office has a responsibility for selecting which companies have more opportunities, which ones fulfil the basic requirements concerning business experience or language negotiation skills for instance.

Moreover, besides informing about specific products to Swedish importers which demand Spanish suppliers, the office use another visible tool called *reverse missions*. These missions aim to provide support in Swedish professional invitations to go to fairs or visit companies in Spain. Moreover, although in the case of Sweden is not so usual, also to present at trade fairs in the country, for instance, a fair of a group of Spanish companies going to participate in an exhibition in Sweden. Furthermore, concerning the pilot campaign *Made in/by Spain* launched in USA, which is the clearest ICEX tool for an effective promotion of good products and product sectors, some interesting findings were derivate from the interview. As mentioned, the campaign is specific for USA but another campaign instead has been used in Sweden. The market analyst explains that the campaign, *Spain technology for life*, produced enough material for communication on the tip technology sectors in which Spain has an important role, such as, wind power or high-speed trains. The campaign designed in several languages, was used in Sweden as well. The point is that campaigns as the USA are designed by ICEX for specific big players which they named as high-potential markets, such as, India, Brazil or the ‘current’ EE.UU. Besides, an interesting fact is that being both Sweden and Spain members of the EU, there are
promotional actions that cannot be made because they go against the free competition and anything that relates public support is limited. Nevertheless, being the current world so interconnected, it would not be so wrong to think that specific promotion actions designed for the USA market may have an impact on the Swedish-Spanish relations. In the case of USA, the interviewee agrees that is absolutely feasible, “A whole infrastructure plan is underway in the USA. Skanska, Sweden's largest construction has a major presence in the U.S. and hence can go means of cooperation. Building a highway in the USA is a very good reference”. Indeed, she suggests to any Spanish company interested in Sweden, to present their position in other Nordic markets as an entry-strategy.

Thereby, according to the main areas of activity of ICEX the office contributes to the 4th of them in different ways. First, they execute and design promotion plans such as those focused on wine or canary tomatoes, in addition to the reverse missions. Second, they elaborate market research to spread among the Spanish companies, likewise answering queries of Spanish products raised by Swedish companies. Third, they host and train professionals in foreign trade for a year through the ICEX scholarship program, likewise organize seminars about Sweden in Spain. At last, in a lesser extent they contribute to the attraction of investments through spreading information of investment opportunities facilitated by other bodies.

Concerning collaborations, among the other the official representations of Spain in Sweden conducted by the chancery, the tourist office and the Cervantes Institute, the economic and commercial office only cooperates with the chancery. The interviewee talked of the ambassador as a figure which also aims to improve the image of Spain. In its relationship with ICEX the ambassadors plays as a coordinator in fairs and as the official representation. Other organizations susceptible to cooperate are found in the Swedish counterparts, such as the Swedish chamber of commerce, the Swedish trade or the Swedish-Hispanic chamber of commerce. Nonetheless, these institutions are only used as sporadic consultation and support, finding no relationship in the day to day basis. On the other hand, there is cooperation with other Spanish entities which also participate in the promotion of Spain. The market analyst explains that the office also work encouraging investments in Spain. Thus, they supported in Sweden the organization Invest in Spain to present to some Swedish companies, the potential of Spain as a country appealing for
establishment and investments in the ICT sector. In this case, the office cooperated disseminating such information.

4.7. The Hispanic-Swedish Chamber of Commerce

The Hispanic-Swedish Chamber of Commerce is a nonprofit private organization created by companies, bodies and natural persons, to promote the commercial relations between Spain and Sweden. It intends to promote meetings and contacts between entrepreneurs, managers and people interested in doing business within the Hispano-Swedish market. It was founded in 1949 and is headquartered in Madrid. (Cámara de Comercio Hispano Sueca, 2010)

In words of the secretary general, the perception of Swedish companies of the Spanish market differs from sector to sector. When entering in the UE what it could make appealing the Spanish market was the lower prices of soil and labor force, likewise, the longer work journeys. Besides, a gap in technology development made the Spanish market attractive. Furthermore, the interviewee, as well as the market analyst of the economic office, did not consider the language as an entry barrier for Swedish companies.

To accomplish its network function the chamber organizes business meetings which includes presentations and seminars, symposium business, lectures, cultural visits or social events. Besides, it does a reporting function through the publication of a magazine which focuses on the current economic and business issues of Spain and Sweden.

Concerning promotion, the Chamber provides with institutional support and advisory services such as, company and product promotion, market research, business visitation programs or translation and interpretation. (Cámara de Comercio Hispano Sueca, 2010). They seize its knowledge of both markets and intend to put special emphasis on Spanish exports to Sweden, the chamber is aware of the deficit in the trade balance and it tries to work on it. Nevertheless, the interviewee claimed that although improving the trade balance for Spain is one of their main targets, in the end, they represent more Sweden than Spain. The Chamber does not count with a body in Sweden as it does in Madrid, it counts simply with partnerships. Then, the most visible promotional activity for Spain conducted by this body is what they name commercial missions,
which is close in meaning with the reverse missions carried out by the ICEX in Stockholm. In words of the general secretary, they gather up to 8 or 10 companies in a specific sector such as technology. They organize a sort of agenda, looking for Spanish and Swedish companies interested in establishing a trade relation. Then they put them together during 2 days through meetings and seminars in Sweden. The bottom line of these missions and of the Chamber itself is what they try to do with the image of Spain from its humble contribution. The interviewee explained, “We want to cease seeing Spain as the land of sunshine wine and food, but also in infrastructure issue, Spain is well above many countries in Europe. Then we want to promote that”. In this way, the chamber focuses on that sectors which has a great potential, “…mainly, in clean energy and infrastructure, we believe that Spain has much to offer. We are aware of the Swedish infrastructure plan, and we try to take advantage of the situation”. Indeed, in words of the interviewee, the chamber is working on a current mission in collaboration with the Swedish Trade council in clean energy and infrastructures.

Concerning cooperation, the chamber organizes periodical meetings and joint events with other Chambers of Commerce. It works closely with the Swedish Embassy in Spain and share facilities with the Swedish Trade Council in Madrid, which facilitates the cooperation in certain projects. Regarding ICEX, some sporadic consultations have been done, and the Chamber usually performs as channel, putting in contact companies with the ICEX in Sweden. Nevertheless, the relationship is far from being a day to day work. Moreover, more often is the collaboration set with Invest in Spain.

4.8. Embassay of Spain in Stockholm

In words of the deputy head of the mission, the diplomatic relationship between Spain and Sweden dates approximately, from the decade of 1910. Starting from a diplomatic delegation subsequently shifted to the rank of Embassy around 1928. The current embassy is represented by the Ambassador, a deputy head in charge of political affairs who replaces the Ambassador when necessary, a cultural Advisor, responsible for consular and administrative matters, and a Chancellor who is chief of the staff and deals with the daily administrative affairs.
Concerning perception, the deputy pointed out that nowadays, the relationship between Spain and Sweden is very good, “…of progressive convergence within the EU. Although historically, the connection is not as strong as other European countries geographically closer to Spain, the relationship between both Royal families is very good.” Nevertheless it seems that the image has undergone a great positive change in the last 30 years. The interviewee explains that this change is not only because of the tourism, which experienced a boom around the 70’s, but also due to the incorporation and a relevant role of Spain into the EU, “Nowadays Sweden look at Spain as a modern country. The politic of equality from the previous Socialist governments has had an impact on Sweden”. In any case there are some sectors which stand out, such as, the architecture or the Spanish art. In line with the deputy, in 2009, an exhibition of Picasso launched in the Moderna Muset in Stockholm, was the most visited from the last 10 years of this Museum. Besides, other institutions such as the Cervantes Institute, the largest institution devoted to teaching the Spanish language, has gotten an important position in spite of the widespread idea of free education which prevails in Sweden. Other sectors where Spain stands out, such as the high velocity trains, are generating expectation in Sweden but the viability of the projects are still suspended. The deputy explains that the Spanish foreign policy does not vary much regardless of party rule. Latin America, Middle East, or Mediterranean Europe, are usually the core of interest. Therefore, bilateral relations with Nordic Europe are not as important as they are in Portugal or Morocco due to geographic and historical reasons.

The embassy is aware of the concept of Nation Brand but it is not something on which they work on a day to day basis. The deputy explains that its work is more politic oriented “…to inform Madrid about the Swedish domestic and foreign policies, development aids, etc.” For this reason, there is not a specific plan of image improvement, but the embassy just follows the objectives which are defined by the Ministry of foreign affairs. For instance, the interviewee mentioned the plan ‘alliance of civilizations’ released on 2004 by the mandate of the president of the Spanish Government, Mr. Rodriguez Zapatero. Such sort of plans must be presented in Sweden by the Spanish Embassy. In any case, although there is not a specific plan, any act of the Ambassador affects the image of Spain. The interviewee claims, “He represents Spain in social events, awards ceremonies and political events. It depends on how the Ambassador assumes his duties.” Thus, the ambassador personality itself, behind the figure of civil servant, may influence the image of
Spain. The deputy agrees, “A shy Ambassador projects a different image but he must be aware of his duties. An Ambassador cannot simply play a reporting role to the government, he must leave the embassy and meet the people, be in contact with the society at all levels, cultural associations, NGOs, the law school, the royal house...”

Concerning image promotion, the embassy is present, primarily in politics and culture. The Embassy has an annual budget for cultural affairs which the cultural counseling uses to organize events. The interviewee explains, “Nowadays the Ministry of Foreign Affairs believes that one way to make foreign policy is through cultural policy”. Moreover, the Embassy must attend political and social events organized by countries that Spain recognizes such as national days. i.e. Seminar about the Baltic countries organized by the Swedish Government or a EU event organized by the Europahuset. Besides, The Embassy organizes its own events where invites representatives of the Swedish government, the diplomatic corps or prominent personalities of the Swedish society and culture, among others.

Regarding coordination, among the functions of the embassy is to improve the image of Spain in Sweden, to promote the imports of Spanish products to Sweden and to veil for the economic and commercial interests of Spain. The relationship with the ICEX, Invest in Spain and the Royal Institute Elcano are merely of collaboration, coordination and networking. The deputy clarify that each counselor is in charge of its field and the Ambassador is the final responsible, assisting to the events or delegating in a subordinate.

4.9. Invest in Spain

Invest in Spain, is the leading government organization that supports foreign companies seeking to set up or expand their business in Spain. It is the executive arm which aims to affect and attract foreign investments. The ICEX is the sole shareholder of this body. It is an important corporation when it comes to affect the attraction of investments and that is why is considered in this report. It provides comprehensive, efficient and confidential consultation at no cost during all stages of the investment process, from planning and evaluation, to start-up and post-investment services. Although ICEX is the sole shareholder, the corporation is governed by the
Ministry of Industry, Tourism and Trade through the Secretariat of State for trade, with oversees the corporation's management and efficiency. It operates according to civil, merchant and labor legislation for private enterprise, in spite of the fact that contracts, financial control, accounting and budget are governed by public legislation. (Invest in Spain, 2010)

In any case, the economic and trade offices established worldwide depend on the Ministry of Industry as well, and still they execute and follow activities set by the ICEX. What it means that the organizational structure or the source of the power of these entities it does not disturb the common objectives which pursues the Ministry of Industry.

The main objectives of Invest in Spain can be summarized as follow (Invest in Spain, 2010):

- Promote Spain's image as a destination for direct foreign investment
- Generate foreign investment to create employment and wealth.
- Value added services to established foreign investors to maintain their investment and encourage reinvestment.
- Establish channels of cooperation with all institutions that promote and attract investment at a national, regional and local level.
- Improve the favorable and attractive business climate for foreign investments

Within its activities, this body work together with ICEX to boost a new image of Spain closer to the current reality. It aims to attract investments and in that aim, is essential to show the strengths of the Spanish financial markets but also of the overall picture of Spain. Occasionally it shows information based on high-standard rankings, which make the message reliable as well as influential. The fig.13 depicts the sort of promotional role of this body concerning the attraction of investments.
5. Analysis

This chapter analyzes the empirical data with the help of theory in order to give answers to the research question and to the suggested hypothesis. Six different actors susceptible to affect the image of Spain in Sweden and/or experienced in Swedish perceptions’ of Spain, were investigated throughout interviewing and gathering secondary data in the empirical part. Moreover, a detailed overview towards the nation branding field and the hexagon model was conducted on the theoretical investigation. Both parts will be now connected through the analysis of the factors of the hexagon model in order to answer the research question, *RQ1: How does Spain promote its commercial image in Sweden? As well as the hypothesis *H1: The promotion of Spain in Sweden does not cover the six dimensions of the Hexagon model. Nevertheless, to give answer to this questions, we must talk first of *the current context of the brand Spain and its projection in Sweden.*
5.1. Brand Spain Context

From reviewing the theory we may infer that the way a country is branded can make the difference between remaining unknown or gain a recognized position into the Global markets, with the subsequent benefits that entails in terms of incomes for the national economy. Professor Fan (2005) claimed that beyond a powerful brand, the country must have something appealing to sell. Fan was referring here to developing countries and regards to this, Teslik (2007 a) explained that tourism promotion has been traditionally the sector where most developing countries focused their nation-branding efforts. As I opened up the topic of the thesis, Spain’s efforts in tourism promotion have been the leading power of the image of Spain abroad for the last 30 years. Nowadays, Spain suffers of a lack of recognition in other sectors probably overlapped by the tourism industry. We saw it in the case of Bloom consulting with Portugal, “the country's reputation as a laid-back holiday destination muffles its desired image as a good place for high-tech investment” (The economist, 2006).

According to the Anholt-Gfk NBI (2009) the only channel where Spain stands out was Tourism with a 3rd position after Italy and France. Then, although the Spanish tourism industry has not been subject of analysis in this report we may assume that the promotion of this industry it is and it will remain active since Spain counts with the resources, it represents an important part of the GDP and it generates large employment figures. Nevertheless, regarding the interviews conducted to the Embassy and the economic and trade office both interviewees agreed that Spain not only outstands in Tourism but also in high-speed trains, infrastructures and wind power. Spain is on the top of clean energies being the 4th worldwide largest producer of wind power and the 2nd of solar power (Roberts, 2010). Nonetheless, these results seem to have not a rapid impact on the international perception of Spain’s industrial reality, which regarding Moilanen and Seppo (2009) would make sense considering that deliberate processes of creating a Nation brand takes from 10 to 20 years. In any case, contrary to widespread assumptions of Spain as producer of agro-food products, this sector does not appear either in the top 5 of the total of Spanish exports. The list is headed by industrial technologies which actually, is also the first sector exported to Sweden. This situation, complies with the new trade theory of Paul Krugman, where developed countries do not play with competitive advantage but exchange the same sort of industrial goods.
in favour of scale economies; given that the sector which Spain most import from Sweden is the industrial as well. Then, being both Spain and Sweden developed countries exchanging almost the same sort of products, the gap left for promoting is rather small.

In addition, while interviewing the deputy head of the embassy, other factors arose, that makes the Swedish market less appealing to Spain than others: it is geographically far, it is small in terms of population and consumption, the demand is saturated by a bottleneck controlled by cooperatives and its condition of EU member prevents from certain promotional participations from the governments. Only in certain occasions there seem to be attractive opportunities for Spanish business in the Swedish market. Such is the current plan of infrastructures which is ongoing in Sweden, which also involves high-velocity trains and where Spain is trying to participate.

Considering the previous circumstances, the Swedish market is not defined as a ‘high-potential market’. Each market, each country even each sector have its own characteristics, but we can make a clear distinction between the promotional activities applied to ‘high-potential’ markets and those applied to ‘mature’ markets, as is the case of Sweden. In line with the interviewee of Exportrådet in Madrid, the Spanish market is also considered mature, but more than that, it is seen by Swedish companies as a door to Latin-America and the most important market of southern-Europe. However, in words of the secretary general of the Hispanic-Swedish chamber of commerce, the attractiveness of the Spanish market to Swedish companies was higher when both countries got into the EU and the costs of the Spanish manpower and land were lower. Consequently, many Swedish companies are nowadays well established in Spain but not the other way around. At this point, Spain faces a chronic deficit on the trade balance with Sweden. Therefore, the sum of all this factors creates a need of boosting and promoting to invert the flow and increase the trade to Sweden.

The promotion and the project of building the brand Spain is not a task to implement by simply one actor, or caused by a sole channel of natural communication. Nevertheless as Anholt (2005) explained, the concept of ‘Political IP’ may have a particularly strong impact on the other channels. Among the Spanish institutions investigated in this report is the ICEX for its
participation and involvement in the brand Spain, the one that stands out. It is logical since ICEX is the referent in foreign trade. Besides, trade promotion together with inward investment and tourism are the key factors for the elaboration of a strong nation brand (Anholt, 2005). As mentioned, it is also the only share holder of Invest in Spain. According to the UN (2009), if the main promotion strategy is to attract export-oriented foreign direct investments (FDI), it can be useful to combine investment and trade promotion activities in one agency in order to make it quick and facilitate information and formalities. In addition, we saw how together with the royal institute Elcano, the three bodies participated in the Brand Spain Project (PME) which was the first attempt for rebuilt the Brand Spain after the marketing plans applied before and during the Olympic games 92’ and the Expo 92’. Plans that could be seen as a failure if we consider the assessment that other countries made of Spanish products on the OPIEX.

The royal institute Elcano also works specifically with the image of Spain abroad, and its measuring function, is of great relevance, as well as it was its active participation in the PME. However, the ICEX follows a specific objective of improving the brand Spain which is stated on its strategic plan 2009-2012. It counts with defined mechanism and strategies such as the reverse portals, the Made in/by Spain project or the foreign promotion comity, and it is in charge of its direct implementations. Nonetheless, it could be argued that this objective stated in the strategic plan is just as consequence of the PME project. In any case and although there is not just one responsible for the brand Spain, the direct implication in affecting exports promotion and its condition of share holder in attraction of inward investments, makes of ICEX a major player on the board.

5.2. Answering the research question

* RQ1: How does Spain promote its commercial image in Sweden?

Along the theoretical part of this research, different perspectives of the concept of nation branding were held. From those perspectives we may perceive nation branding as the development of an image for a country based on positive values and perceptions relevant to export, emphasizing the image when promoting tourism, trade and inward investments.
(Domeisen, 2003). Hence, these three factors arise as the boosting elements subjects of the promotion of a country’s image. From these three elements, tourism was set aside in this report aiming to go deep into other sectors or channels which do not count with such reputation and which have direct commercial implications. Besides, culture which was initially aside of the research gain relevance, playing an important role together with the channel government.

After whole the interviewing process and the compilation of data, I conclude that Spain does not conduct a specific brand implementation plan in Sweden regarding the channels analyzed in the hexagon. However, there is a commercial and cultural promotion conducted by different actors with individual targets which lead to a common benefit. Behind this common benefit we can find a rather obvious responsible which, to a greater or lesser extent, controls the activities of these actors. These responsible are the Ministry of foreign affairs and the Ministry of industry, tourism and trade of Spain, which implements the foreign policies through most of these entities which represent its executive arms in the foreign markets.

Nowadays, it is difficult to find a clear and tangible branding plan of Spain in Sweden, apparently, because it is not considered a ‘high-potential’ market. Even though, the construction of a brand image theoretically faces a global scope, the promotion of products, services even tourism is usually done by markets, and with this regard, those countries with higher potential will head the prioritization process, becoming in some cases ‘pilot’ projects. Such is the case of the project “Made in/by Spain” which focuses in USA. Nevertheless, we do find vestiges of branding Spain in Sweden. Such is the case of the program “Spain, technology for life” a campaign designed and implemented to promote wind power and high-velocity trains, two sectors where Spain are very interested to take part in Sweden. This campaign was not designed only for the Swedish market but for multiple countries, aiming to boosting these sectors and enhance the reputation of the Spanish’ technology abroad. As Anholt (2005) explains an “appealing national brand is the most valuable gift which a government can give to its exporters”.

Regarding exports, we must talk of ICEX and its participation through the economic and trade office. Regardless the different mechanisms described in its strategic plan 2009-2012, to improve
the knowledge and image of Spanish goods and services abroad, which in terms of Anholt (2010) being not marketing communications can be very effective, the ICEX in Sweden seems to work only with the foreign promotion comities. There is not ‘reverse portal’ nor plan ‘Made in/by’ in Sweden. Ergo, besides supporting with information the most visible and effective commercial promotion is conducted through ‘fairs’ and ‘reverse missions’ where the companies selected become partly responsible for the reputation of the sector creating a feedback cycle which affects the economic office reputation itself. The economic office implements and also develops, based on a better knowledge of the market, this activities under the guidelines or in collaboration with the ICEX. In addition, the Hispanic-Swedish chamber of commerce also performs reverse missions but with less frequency since it is subject to a limited budget and a lack of presence in Sweden. Although, to a lesser extent, we also should include the Swedish trade council in Madrid since it also collaborates with the chamber in some promotion activities. To take an obvious example, currently both institutions are collaborating in a reverse mission to promote Spain in clean energies and infrastructures. Moreover, the embassy also collaborates, performing the Ambassador or any delegated as coordinators.

Although I mentioned that promotion of services and products must be done by markets, we should not assume that it must be necessary done in the target market. Through the analysis of the activities of ICEX, an interesting assumption came up based on the concept of globalization. The market analyst at the economic office in Stockholm stated that there is a high probability that plans such as Made in/by Spain or the participations of Spanish companies on the infrastructure plan which is ongoing in USA could have implications in the image which Spain projects in Sweden as well. This happens concerning the large participation that Swedish companies like ‘Skanska’ have in the American market and that could lead to cooperation. Ergo, even not being directly implemented, promotion activities and other sort of pilot plans can affect to unexpected markets.

Regarding investments, only one of the organizations considered in this investigation was qualified as unique responsible for a direct and deliberated promotion of Spain. This does not mean that there are not other organizations involved, but the emphasis of ‘Invest in Spain’ for attracting investments is clear and defined. This institution cooperates with ICEX as well as with
the Hispanic-Swedish chamber of commerce and even with the Embassy. The main instrument used by this institution seems to be based on information campaigns focus on emphasizing the virtues of the financial markets of Spain but also it promotes any sort of sector subject to investment. Thus, and being ICEX its only stake holder, the tasks conducted by both institutions are interconnected to some extent. Having not representation in Sweden, Invest in Spain uses the economic and commercial office, the embassy and even the Hispanic-Swedish chamber of commerce to carry out its promotional campaigns, to gathering markets’ data and to request contacts.

Regarding governance, it could be argued that since most of the institutions considered in this research depend in the end on the ministries, all of them might be considered as part of this communication channel. Nevertheless, it is the embassy as a representation of the government of Spain in Sweden the responsible for the rest of counselling and official institutions which affect Spain´s image. With this regard, I consider the embassy and the ambassador the responsible for this channel in Sweden.

In its participation on the commercial promotion of Spain, the embassy plays as a network coordinator and supplier of information to the rest of bodies. Nevertheless, one of the main promotion activities conducted by the embassy is related to another channel of communication, ‘the culture’. Cultural promotion is one of the main activities conducted by the embassy, concerning the image of Spain. It is a task coordinated by the cultural Advisor and boosted by the current Ministry of foreign affairs which considers it as very effective way of promotion. Indeed, in Sweden seems to be effective, considering the success of some cultural exhibitions at the Moderna Musset such as the one hosting Picasso’s work. More than that, also through the use of the Spanish design, that is described by the Minister of Economy of Spain as “a vehicle for conveying a solid image of our country, promoting the quality and prestige of Spanish brands and products, and contributing to the internationalization of our economy” (SEACEX & DDI, 2002:9). The cultural promotion is also carried out by the Institute Cervantes which main activity is to promote the Spanish language but also other cultural affairs.
The other way the embassy work with the image of Spain is represented by any political or social act of representation carried out by the Ambassador who, paraphrasing Liljedahl (2009) can affect the promotion of a place through networking and word of mouth. Then, besides attending the embassy also organizes social and political events where Spain is represented in the figure of the ambassador. At this point, an interesting factor arose from the interview with the deputy head of the embassy: the ambassador personality itself it is important to consider when analyzing the way that a country is promoted. Anholt (2007) mentioned the concept of P2P and talked of ‘the most powerful piece of marketing’ when a citizen’s promotion of Sri Lanka captured and blocked his perception of the country during a conference break. We may assume that the impact of an experienced ambassador in touch with different levels of the society should be greater than the humble contribution of a citizen.

Along this line, four out of the six communication channels presented in the Anholt’s hexagon are promoted by these different actors in Sweden. However, we cannot forget the work done by the Royal institute Elcano. Its work on assessing the image of Spain abroad it also considers the perceptions of Sweden. More than that, its active participation on the PME was completely relevant regarding the work that ICEX do with the brand Spain. Thus, even not presented as an active actor it must be considered since, according to the operational plan for creating and sustaining a country-brand of Moilanen and Rainisto (2009), a branding process cannot be done without a previous research.

On the other hand, regarding the classification of governments set by Albaum et al. (1998) the government of Spain seems to fit into the first category, those which ‘promote and facilitate the international marketing transactions’. Indeed, but considering the limited data gathered in this investigation, if we look at the 9 guidelines stated by Anholt (2009) to gain a better and stronger nation’s reputation, we may identify that in the case of Sweden, Spain is working at least in 6 of them:

- Through courageous and enlightened social, economic, environmental and foreign policies;
- Through the dynamic development of tourism, foreign investment and exports;
- Through carefully chosen international cultural, sporting and political events;
Through effective coordination between government, industry and civil society;
Through enhanced public and private diplomacy overseas;

In line with the deputy head of the Spanish embassy in Stockholm, nowadays Sweden looks at Spain as a modern country partly because of the politic of equality from the previous Socialist governments which have had an impact on Sweden. This might be interpreted as a social enlightening of the foreign policies. Moreover, considering the results shown by investments and exports in the previous analysis of the hexagon model, we can state that also in this regard the government of Spain performs an effective role. The mentioned cultural promotion organized and implemented by the embassy and the Cervantes Institute are clear examples of international cultural events as well as the mentioned participation and organization of the ambassador is part of a carefully chance among different political events. For instance, in words of the interviewee Spain does not recognize Kosovo and the embassy of Spain in Stockholm do not attend its events in Sweden. Furthermore, the activities conducted by ICEX might be considered as a link between the government, the industry and the company owners which aim to establish business in foreign markets. Also, the role played by both, the ICEX and the embassy represents an enhancing of the public and private diplomacy overseas.

*Is nation branding in the Swedish case about the six dimensions mentioned in the hexagon model?*

Considering the previous analysis we can state that Spain develops a promotional activity in Sweden concerning four of the communication channels represented in the hexagon model. However, although tourism was not seen in detailed in this research, Spain does work promoting this channel. There is a tourism office established in Sweden and an organization (TourSpain) in charge of the promotion. According to Anholt (2005) tourism is often the most visible aspect of a country’s brand, the biggest spender and the most competent marketing force which can impact many other areas of the nation’s performance, such as attraction of FDI; it must be considered as rather more than a simple sales channel. Hence, although set aside in the investigation, its role in the commercial promotion cannot be ignored.
The channel of communication ‘people’ is difficult to affect through marketing or promotion since we are talking of changing behavior and attitudes of the people. Hence, setting aside this channel, we can see that there is promotion of the brand Spain in Sweden, which can be depicted by a diamond (fig.14) and which does not follow any specific branding plan as the one described by Moilanen and Rainisto (2009).

\[ *H1: \text{The promotion of Spain in Sweden does not cover the six dimensions of the Hexagon model.} \]

Considering the previous answer and based on the findings of the investigation conducted, I might validate the hypothesis suggested. Nevertheless, I must clarify that this argument can only be validated qualifying the concept of 'people'. If by 'people', we understand just ordinary citizens, I agree that their performance as ‘individual ambassadors’, as Anholt (2005) noted, can cause positive changes in the nation brand. Nevertheless, the intangible character of this channel makes of its promotion a rather complicate task, which in the case of Sweden has not been identified. Consequently, we can confirm the suggested hypothesis. On the contrary, if in addition to citizens, we also consider media stars and civil servants, such as, diplomats or
politicians, the suggested hypothesis should be rejected. The theory and the empirical results showed that the performance of the ambassador as representative of Spain, as well as its promotion through the word of mouth might cause a positive impact in the country’s image. Indeed some researchers, such as, Andersson and Ekman, talk already of Ambassador’s network such as “the citizen-focused network”, whose purpose is to create proud and attract residents to regions (Liljedahl, 2009). In that sense, the promotion of the channel ‘people’ can be planned to some extent, as is made with the other channels, completing that way the six dimensions of the Hexagon model.

6. Discussion & Conclusion

In his work of the brand New Zealand, Skilling (2009) cites a Jacky True´s observation of the states which I recover in this research to describe, in an elegant way, what it could be considered as the foundation of the nation branding, “States, as they ‘compete for global capital’, make ‘intense efforts … to play up the distinctiveness of local characteristics”. Consequently, nation branding, competitive identity or COO arose as a mechanism to sell the images of countries as commercial brands. Nevertheless, neither Anholt (2010), considered the father of the ‘nation branding’ concept, believes in the direct manipulation of national image by marketing communications. He defends that nation branding does not make miracles, although it works on marketing principles, it cannot fix bad policies ruled by governments (Anholt, 2007). In kind, countries must have something else appealing to sell beyond a brand, and defining carefully what factor to boost since the promotion of one sector may overlap the others. Traditionally, tourism was the sector where developing countries focused their nation-branding efforts (Teslik, 2007 a). Nevertheless, not only developing countries work in this regard. Such was the case of Spain, which during years boosted its image based on the tourism promotion. Nowadays tourism is still a highly prominent factor in the brand Spain but efforts must be focused on the promotion of other sectors overlapped by the tourism itself. With this regard, trade promotion represents one of the main efforts put by the Spanish government through the ICEX. Considering Anholt´s opinion, this is a right policy to develop and maintain a nation’s image as long as it is well coordinated with the main activities of the country's other main stakeholders.
The promotion of Spain in Sweden has served as an example of the activities carried out on this field between two developed countries. The analysis showed that no special efforts are paid based on a branding operational plan of Spain in Sweden. Nonetheless, independent efforts are paid on the cultural and trade promotion conducted by different stake holders which acts under the last responsibility of the embassy and under the guidelines of the Ministry of foreign affairs and the Ministry of industry, tourism and trade. In any case, the construction and promotion of a nation´s brand is focused to the global context. Thus, Spain does work with projects and plans to promote the nation brand, and consequently, some of them have been implemented in Sweden, as well. It seems that between mature markets or at least within the EU context, the promotion of a nation´s brand is constant, even inherited to the activity of exchanging goods and services, only boosted by sporadic campaigns.

This investigation also shows that the offices in charge of promoting trade either in Spain (ICEX) or Sweden (Exportrådet) follow the same sort of promotional techniques which could be extrapolated to other countries in the EU, even developed countries in general, or serve of guidance for developing countries. Furthermore, the cooperation between both institutions and towards the other institutions involved in this research showed that, although to some extent they work to achieve similar goals, the collaborations are partial and in most of cases reduced to information sharing. In that sense, this investigation can shed light upon the multiple tasks develop by each of the actors and encourage them to a closer participation.

From a broader perspective, governments must be careful with the sectors and the ways they promote their brands to avoid the overlapping. Besides, awareness should be paid on the volatility of the brand itself since its global perception might shift overnight. With this regard, governments in general, and particularly Spain must work not only on promoting the brand but also on defending it from external threats, such as the caused by international media. Current comparisons are issued concerning Spain and Greece towards what apparently are financial crisis of different nature. This sort of linkages may bring about devastating consequences towards the attraction of FDI for Spain, and consequently it must be controlled.
6.1. Suggestions on further research

Unexpected findings arose along this investigation which must be pointed out. Trade promotion plans such as the ‘Made in/by Spain’ implemented in USA, might have impact on other untargeted markets. This implies that unanticipated positive outcomes can arise from branding operational plans. This sort of events might leave room for future research since the positive pole could turn around revealing negative outcomes instead.

Moreover, the personality of an Ambassador appeared crucial in the country´s promotion since beyond a civil servant, his human condition cannot be ignored. In addition, the concept of P2P mentioned by Anholt makes of the nation brand, through the citizens, a form of soft power capable of affecting a nation´s image and which should be investigated in detailed. “When each ordinary citizen – not just diplomats, media stars and politicians – becomes a passionate ambassador for his or her home country or city, positive change can really happen.” (Anholt, 2005:4). Thus, I encourage further research on the people factor to learn to manage its intangibility and make its promotion tangible.

Furthermore, I also suggest to paying attention on the differences of brand promotion between what I called in this research ‘high-potential’ and ‘mature’ markets. In addition, regarding that in terms of exports Sweden is 7th positions ahead to the next Nordic market (ICEX, 2009 b), the findings of this investigation might shed light on the situation on the rest of Nordic countries. Then, I also encourage further research on the Nordic region, in order to find similarities and differences, perhaps striving on the vicissitudes of their cultures.

To conclude, the information and examples gathered in this report can add more controversy, if possible, to the debate of whether globalization threatens local diversity. With this regard, this assumption clash with the foundations of nation branding where nations aim to accentuate the uniqueness virtues of their regions and resources, in order to attract global capitals and enhance their reputation.
“A brand, as the clear, highly visible manifestation of a country or a corporation, is as much an invitation to complain — indeed, a target for grudges — as it is a guarantee of quality…”

- Simon Anholt -

7. References


Liljedahl, Joel (2009). “Using place branding to attract tourist and residents to Swedish regions”, (Master’s Thesis Marketing) Luleå University of Technology, online: http://www.essays.se/essay/4dc817d0d9/ (Retrieved 2010-02-12)


Moilanen, Teemu & Seppo, Rainisto (2009). How to brand nations, cities and destinations, Great Britain: Palgrave Macmillan


8. Sources

8.1. Interviews

✓ **Personal Interview to the economic and commercial office of Spain in Sweden**
  Interviewee: Ana Isabel García López
  Position: Market Analyst
  Date: 08/04/2010
  Time: 15:00 – 16:00

✓ **Personal Interview to the Embassy of Spain in Stockholm**
  Interviewee: Miriam Álvarez de la Rosa Rodríguez
  Position: Deputy Head of Mission
  Date: 06/05/2010
  Time: 11:00 – 11:30

✓ **Telephonic interview to the Swedish-Hispanic chamber of commerce in Madrid**
  Interviewee: Belén Camarero del Río
  Position: Secretary General
  Date: 11/04/2010
  Time: 15:00 – 15:30

✓ **Telephonic interview to the Swedish Trade Council in Madrid**
  Interviewee: Missael Lundqvist
  Position: Strategic sales manager
  Date: 29/03/2010
  Time: 19:00 – 19:30
8.2. Documents & WebPages

Anholt-GMI (2005 a). “Anholt-GMI Nation Brands Index 2005”, online: 

Anholt-GMI (2005 b). “Anholt-GMI Nation Brands Index Second Quarter, 2005”, online: 

Cámara de Comercio Hispano Sueca (2010). “Comercio Hispano Sueco”, Comercio Hispano-Sueco (Instituto Nacional de Estadística de Suecia (SCB), online: 

Domeisen, Natalie (2003). “Is there a case for national branding?” © International Trade Centre, International Trade Forum, issue 1, online: 

Elcano Royal Institute (2010). “Definition and Goals”, online: 
http://www.realinstitutoelcano.org/wps/portal/ (Retrieved 2010-04-09)

Frost, R. (2010). “Mapping a country’s future”, brandchannel, online: 


8. Sources


ICEX (2010 a). “Presentación del ICEX”, online: http://www.icex.es/icex/cda/controller/pageICEX/0,6558,5518394_5593051_5711547_0_0_-1.00.html (Retrieved 2010-03-02)

ICEX (2010 b) “El papel del ICEX en un mundo globalizado”, online: http://www.icex.es/icex/cda/controller/pageICEX/0,6558,5518394_5593054_5711547_0_0_-1.00.html (Retrieved 2010-03-02)


ICEX (2009 c) “Ranking de los principales sectores exportados por ESPAÑA en el año 2009”, online: http://www.icex.es/icex/cda/controller/pageICEX/0,6558,5518394_5549233_5554587_0_\_\_\_1_SE,00.html?redirect=false&tipoinforme=RPE&moneda=EUR&ano=2010&idComunidad=-1&sector1234=-1&pais5678=SE&buscar.x=48&buscar.y=10 (Retrieved 2001-03-05)
Invest in Spain (2010). “Mission and Scope”, online: 
http://www.investinspain.org/icex/cda/controller/interes/0,5464,5322992_6262418_6278953_0,00.html (Retrieved 2010-04-04)

Ministerio de industria, turismo y Comercio (2010). “La red de oficinas y sus servicios”, online: 
http://www.oficinascomerciales.es/icex/cda/controller/pageOfecomes/0,5310,5280449_5296000_5516307_0_SE,00.html (Retrieved 2010-03-04)

Noya, Javier (2002). “The foreign image abroad as a State policy”, Real Instituto Elcano, ARI Nº 64, online: http://www.realinstitutoelcano.org (Retrieved 2010-04-09)


Simon Anholt (2009 b). “Nations Brand Index”, online: 
http://www.simonanholt.com/Research/research-introduction.aspx (Retrieved 2010-03-10)

Simon Anholt (2009 c). “Nation branding Explained”, online: 

Swedish trade council. (2010). “Swedish trade council in Spain” online: 

Teslik, Lee H. (2007 a) “Nation Branding explained”, Council on Foreign Relations, online: 

Teslik, Lee H. (2007 b) “Anholt: Countries Must Earn Better Images through Smart Policy” Council on Foreign Relations, online: 


USC Center on Public Diplomacy (2010) “What is public diplomacy?” online: 
http://uscpublicdiplomacy.org/index.php/about/what_is_pd (Retrieved 2010-05-14)
9. Appendix

9.1. Interview guide: Economic and commercial office of Spain in Sweden

Promotion

- Are you familiar with the concept of nation brand? According to an interview to the vice president executive of ICEX in 2005, Mr. Acebes, among the objectives of ICEX is to improve Spain's image abroad. In what way do you think your office contributes to the improvement of the brand Spain in Sweden? Is there any other body which assist on this issue?

- Which activities of promotion do you carry out? What is the target audience in the fairs that you organize?

- One of your main functions is to support Spanish companies interested in set, export or invest in Sweden? Do you work on the opposite direction? Do you attract investment to Spain as well? How do you do that?

- According to a survey conducted by the DIRCOM, among the strategies of Spanish companies with activities abroad, only 57% used its Spanish origin as a communication strategy. Do you have an approximate idea of which reputation and / or market acceptance do Spanish companies and products have in Sweden?

- In the U.S. the ICEX is conducting a campaign called Made in Spain. According to the Institute on Cano on a compilation check based on surveys in 2005, the concept of Made in Spain does not have an outstanding reputation. Do you work with this concept in Sweden?

Trade

- What barriers to entry do the Spanish companies meet when entering the Swedish market?

- According to the Swedish-Hispanic Chamber of Commerce, the deficit of the trade balance with Sweden shows that Spain exports just 47% of the imports. Which are the causes? What does your office do to try to improve the situation?

- Which Spanish sectors outstand in Sweden nowadays? What are the prospects?

Cooperation

9. Appendix
- Which Swedish and/or Spanish organizations do you cooperate with?

Organization & structure

- How is it the operational politics of the office? Do you have a high degree of independence respect to Madrid?

- How is it organizes the office? Briefly, what does each part work with?

- Below are depicted the main functions performed by ICEX. In brief what role does your office play in each of these functions?

  * Design and implement programs of trade promotion in foreign markets.
  * Prepares and disseminates information on the supply of Spanish products, and international markets.
  * It promotes the skills of the cadres of the company and the training of professionals in foreign trade.
  * It promotes investment projects, industrial or business cooperation in foreign markets.

9.2. Interview guide: Embassy of Spain in Stockholm

Perception

- How to define the relations between Spain and Sweden nowadays?

- There is a ranking of nation brands launched each year since 2005 with a sample of 50 countries. The factors analyzed are the government, exports, investment and immigration, people, culture and heritage. In the last edition of 2009, Spain and Sweden tied for the 10th position. Sweden evaluated Spain the 13th in 2008 and 14th in 2009. What perception do Swedish have of Spain beyond a pleasant holiday destination?

- It seems that Spain has a lot to offer for the new Swedish infrastructure plan. How is the situation at this point?

Organization & structure

- How is the organization chart of the embassy?

  Cooperation
- With what Swedish agencies do you treat regularly?

- Referring to an interview in the economic and trade office in Stockholm, the Ambassador makes an umbrella function in coordinating trade events. How do you cooperate with ICEX? What kind of functions involves the coordination?

- Do you collaborate with Invest in Spain, the Elcano Institute or some other body that may affect the Spain’s image?

**Promotion**

- The embassy serves as a representation of Spain in Sweden. As a representative, the Ambassador has some power of influence in that image. At what level? To what extent?

- How does the embassy affect Spain’s image? What sort of activities do you organize?

- According to experts in the field, "An ambassador is seen by coordinators as an item that is a credible witness of the distinctive character of the place and its appeal, and can through word of mouth influence others through their networks.” To what extent comes this true in the case of Sweden?

- Are you aware of the concept of nation brand? Do you work with it?

---

**9.3. Interview guide: Swedish-Hispanic chamber of commerce in Madrid.**

**Perception**

- What is the perception of Swedish companies/entrepreneurs of Spain and/or the Spanish market, both before and after entering?
- What makes Spain appealing for the Swedish investor or entrepreneur? What sectors stand out?
- What sectors and / or Spanish products have a better reputation / acceptance in Sweden?
- Would you say that ICEX influence the image of Spain?
- What problems meet the Swedish companies in the Spanish market?

**Promotion**

- Do you develop or take part in activities to promote Spanish companies?
- Which are the causes for the deficit of trade balance with Sweden?
- Developing commercial exports to Sweden has become one of the main aims of the camera. What are you doing to improve the situation of the balance?

**Cooperation**

- What is your relationship with ICEX? Do you cooperate with any other Spanish body?
- Do you work with the Swedish trade council?

---

**9.4. Interview guide: Swedish trade council in Madrid**

**Perception**

- What is the perception of Swedish companies about the Spanish market, both before and after operating?
- What does it make interesting the Spanish market for Sweden?
- What type of information is requested in your office? What do you offer?
- Do you believe that your office has an impact in the commercial image of Sweden?
- What barriers to entry find the Swedish companies?

**Promotion**

- How does Swedish Trade Council attract Swedish companies to Spain?

**Trade**

- Which Swedish sectors stand out nowadays in Spain?
- Which sectors outstand in the last 10 years?

**Cooperation**

- With which Spanish institutions do you collaborate? Do you collaborate with ICEX?