THE REPUBLIC OF TURKEY

BAHCESEHIR UNIVERSITY

BUILDING A STRONG NATION BRAND: CASE OF TURKEY

Master's Thesis

BARIŞ YILDIZ

ISTANBUL, 2017

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This is to certify that we have read this thesis and we find it fully adequate in scope, quality and content, as a thesis for the degree of Master of Arts.

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ABSTRACT

In the 21st century, competition is not only among companies but also between countries. As a result of the increasingly competitive conditions in the globalizing world, countries are seeking a strong and trusting image on the international platform for many reasons, such as getting more foreign direct investment or attracting more tourists. This necessity has led to the adaptation of brand and branding concepts traditionally identified with private companies to country brands and to develop innovative strategies at the same time. The main purpose of this study is to elaborate the notion of the branding of a country that started to be spoken at the beginning of 1990s and has become more important in recent years. It is aimed to understand the concept of this new marketing approach by taking a deep literature investigation along with basic lines of the subject. With the completion of the conceptual analysis, the research part was structured through the case of Turkey. In this respect, it has been examined what kind of strategies are developed by the country in the light of its current position, strengths and weaknesses, especially the "Turkey: Discover the potential" campaign, which is considered as Turkey's new branding movement, is mentioned.

ÖZET

21. yüzyılda rekabet sadece firmalar arasında değil, aynı zamanda ülkeler arasında da yaşanmaktadır. Küreselleşen dünyada artan rekabet koşulları neticesinde ülkeler, daha fazla yatırım elde etmek veya daha fazla turist tarafından ziyaret edilmek gibi birçok nedenden ötürü uluslararası platformda güçlü ve güven veren bir imaj çizmeye çalışmaktadırlar. Bu ihtiyaç da geleneksel olarak özel şirketlerle özdeşleştirilen marka ve markalaşma kavramlarının ülke markalarına uyarlanmasına ve aynı zamanda yenilikçi stratejiler geliştirilmesine yol açmıştır. Bu çalışmanın temel amacı da doksanlı yılların başında konuşulmaya başlanan ve son yıllarda daha da önem kazanan ülke markalaşması kavramını detaylı bir şekilde ele almaktır. Derin bir literatür taramasıyla beraber bu konunun temel hatlarına çalışma içerisinde yer verilerek bu yeni pazarlama kavramının anlaşılması hedeflenmiştir. Kavramsal analizin tamamlanmasıyla beraber Türkiye örneği üzerinden araştırma kısmı kurgulanmıştır. Bu doğrultuda Türkiye'nin yeni markalaşma hareketi olarak nitelendirilen "Turkey: Discover the potential" kampanyası başta olmak üzere, ülkenin ne gibi stratejiler geliştirdiği ve mevcut konumu, güçlü ve eksik yönleri ışığında gelecek hedeflerini nasıl belirlediği irdelenmiştir.

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LIST OF ABBREVIATIONS

COO	: Country-Of-Origin
FIST	: Fully Inclusive Stakeholder
COA	: Country-Of-Assembly
COD	: Country-Of-Design
COP	: Country-Of-Parts
NBI	: Nation Brands Index
GDP	: Gross Domestic Product
FDI	: Foreign Direct Investment
TIM	: Turkish Exporters Assembly
EXIST	: Energy Exchange Istanbul
UN	: United Nations
PISA	: Program for International Student Assessment
OECD	: Organisation for Economic Co-operation and Development
IT	: Information Technology
TUIK	: Turkish Statistical Institute
EU	: European Union
IPSAT	: Investment Support and Promotion Agency of Turkey
FETO	: Fethullah Terrorist Organization
AFAD	: Afet ve Acil Durum Yönetimi Başkanlığı

1. INTRODUCTION

Today, brand and branding concepts have very important places in companies' marketing strategies and almost all kind of organizations look to raise the value of their brands by allocating large budgets for that. Creating a strong and well-known brand is one of the prerequisites to increase the value of provided products and services of a company and to reach more people in the market. The branding tool, which has long been seen as belonging to private organizations, has been recognized as applicable to countries since the early 1990s. Especially in recent years, increasing global competition and challenging business conditions have forced countries like companies to make their brands stronger. Dinnie (2008, p.37) refers the globalization factor in nation branding as follows: "Globalization means that countries compete with each other to attract the attention, respect and trust of investors, tourists, consumers, donors, immigrants, media and the governments of other nations. In such a context, a powerful and positive nation-brand provides crucial competitive advantage."

According to several studies that reveal the strongest and most valuable nation brands, countries like USA, UK, Japan, Germany and China dominate the first places of the lists. This shows that first of all a country must accomplish high standards in many areas such as politics, economy, and culture and secondly promote the nation brand in a good way to be realized as a strong and influential country in the world. Although nation branding is not as simple as building a private brand, countries need to improve their brand and enhance their brand images in order to achieve different objectives such as increasing trade, catching tourists, attracting foreign direct investment (FDI) and convincing talented immigrants.

In this study, nation brand phenomenon that has gained great importance in recent years is analyzed by focusing on the case of Turkey. The aim of the study is to investigate the basic principles and functions of nation brand concept and to evaluate Turkey as a nation brand in the light of these principles and functions in order to enhance the

country brand.

The study is composed of three main parts. In the first part of the thesis, brand and nation brand concepts are touched upon. The elements of the concepts are examined in the marketing context and the main differences between company and nation brands are presented.

In the second part of the study, the functions of the nation branding are handled from different angles by focusing on the strategy stage of the branding process. After that current position of Turkey is analyzed by mentioning about Turkey: Discover the potential campaign and conducting SWOT analysis.

In the third part, the research stage of the thesis is placed. Turkey is selected as the case of the study and steps of the research process are explained in detail. In the study qualitative research method is applied through in-depth interview with the coordinator of corporate communications of Turkish Exporters Assembly to gain detailed information about current position and nation branding strategies of Turkey. Finally, findings of the interview are presented in several topics.

2. UNDERSTANDING BRAND AND NATION BRAND CONCEPTS

2.1 CONCEPTUAL DEFINITIONS OF BRAND IN MARKETING

Brand is one of the most complex phenomena in marketing. Before starting to understand and analyze the concept of nation brand it will be beneficial to go through some definitions of what a brand means. Farquhar (1989, p.24) made a historical definition of brand, as "The brand concept evolved in the eighteenth century as the names and picture of animals, places of origin, and famous people replaced many producers' names." Another definition of brand related to its origin is given by Sarkar and Singh (2005, p.80), who suggest that Greek and Roman people in ancient times used marks to identify their commercial products like wines, saucepans or pomades. With the development of industry, business and trade organizations scope of the brand in marketing field has changed. The American Marketing Association characterizes the brand as "A name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers."[1] Philip Kotler (1997, p.443) who is an American marketing consultant, professor and author of Marketing Management also focuses on the role of a brand to provide distinction from its competitors in his brand definition. Another definition of brand is " a mixture of tangible and intangible attributes symbolized in a trademark, which, if properly managed, creates influence and generates value." (Plant,Willcocks & Olson 2003, p.270). In today's world and competitive business environment everyday new products, services and concepts are created and because of that every organization introduces new ideas to differentiate their brands. A short definition of brand that also emphasizes the differential advantage of an organization is given by Kotler and Keller (2006, p.276) who state that names, images, attributes or all of these factors, aimed to specify products or services and to provide differentiation from the rivals.

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[1] The American Marketing Association (AMA) [online]
https://www.ama.org/resources/pages/dictionary.aspx?dLetter=B [accessed 01.03.2017]

2.2 ELEMENTS OF A BRAND

2.2.1 Brand Equity

In marketing literature the relationship between customers and brands is defined by the term "brand equity" and Dinnie (2008, p.62) precisely describes brand equity as worth of a brand. The discussions in accounting and marketing literatures about brand equity have revealed that during brand management process importance of a long-term plan for brand equity must be taken into consideration (Woods 2000, p.663). Brand equity is generally examined in two ways that are the financial view and the customer-based view. The financial view focuses on the brand value to company and the customer-based approach is concerned with brand value to consumers (Kim et al. 2003, pp.335-351).

Since customer-based approach of brand equity is more related to the subject of our topic customer-based view will be analyzed in this part. Kevin Lane Keller (1993, p.2), who is the author of Strategic Brand Management and studied on managing brand equity, states that customer-based brand equity is the differential impact that brand information has on consumer reaction to the marketing of the brand. Keller (2003, p.53) also suggests that if consumers have remarkable awareness and affinity with a brand and carry powerful, favorable and distinctive brand association in their memories, then customer-based brand equity takes place. A strong relationship between brand and consumer that contains reliance and emotional bond can be created by brand equity in course of time (Dinnie 2008, p.63). Aaker (1996, pp.7-8) broadens the customer-based brand equity concept and suggests that there are four elements of consumer based brand equity which are:

    i.   brand loyalty

    ii.   brand awareness

    iii.   perceived quality

    iv.   brand image

2.2.2. Brand Identity

Brand identity is not an old concept and it firstly started to be discussed by Jean-Noël Kapferer who is one of the leading and most influential experts on brand management.[2] Brand identity is "a unique set of brand associations implying a promise to customers and includes a core and extended identity." (Bhimrao 2008, p.5). This definition shows that brand identity is a tool that can be changed, controlled and directly managed by the organization itself. Fundamentally brand identity symbolizes what the organization desires the brand to mean (Mittila 2014, p.371). In his The New Strategic Brand Management book, Kapferer (2012, p.150) emphasizes that identity of a brand must be unique and pursue a personalized goal that has distinctive features from others.

2.2.3. Brand Image

Before starting to go through the brand image approach it is better to introduce the main differences between identity and image terms in order to understand the link and gap between brand identity and image. Dinnie (2008, p.42) places a simple and strong perspective about this subject and according to this perspective identity suggests what something really means, its core, whereas image stands for the perception of something. This view reveals that brand image is directly related to target group's perception and comprehension. In this context, Kapferer (2008, p.174) states that brand image is more related to receivers' side. Brand researches are generally centered upon the perceptions of the various groups about a product, service, nation, or cooperation. The image deals with the way in which people interpret the symbols and signs expand from products, services and channels contained by a brand. A similar definition of brand image is mentioned in Asian Brand Strategy and represented as a picture that exists in external stakeholders' and consumers' mind. It can be affected by many factors such as target groups, markets, communications, and marketing objectives (Roll 2015, p.108).

If an organization desires to be successful in its field the customers' perception for the brand must be evaluated and according to the results of the assessments the organization

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[2] Brand Manager Guide [online] https://brandmanagerguide.com/2014/11/24/the-brand-prism-as-part-of-brand-identity/ [accessed 02.03.2017]

must establish tactics and plans that serve a common purpose and victoriously compete in the market. As a result, the organization can provide a strong brand image that is crucial for a sustainable brand development.

2.2.4. Brand Association

For a strong brand consumers must have positive associations with the brand that might be anything related to the brand like symbols, product attributes, or thoughts. Brand association is briefly explained as any information about a brand that is stored in our memory (Aaker 1991, p.109). And in addition, providing meaning for consumers is the main role of brand associations. Brand association is more related to what exists in the minds of consumers about the brand, which can be either positive or negative and is saved in the brain memory (Emari 2012, p.5693). If the brand associations are higher in the product or service provided, consumers will remember them more and be more loyal towards the brand (Jumiati 2015, p.278).

There is a close relationship between brand association and loyalty of a brand. Brand association is a critical element that sustains the improvement of brand relationship that results consumers' brand loyalty and impressiveness of oral communication related to the brand (Wang 2015, p.2).

Since the brand associations may be anything places in consumers' mind those are also linked to the identity of the brand and a part of brand equity notion. Different brand associations are necessary sources of brand equity to affect customer attitudes.
Brand association is not only a single approach, but also it is an assessable tool to resolve the efficiency of the brand equity in germane market (Kilei et al. 2016, p.87). Consequently, it is obvious that there is a strong positive relationship between brand equity and associations that must be meticulously managed to have a strong brand.

2.3 IMPORTANCE OF A STRONG BRAND IN GLOBALIZED WORLD

A strong brand symbolizes all positive aspects of a brand in consumers' mind such as quality, status, trust, etc. and makes members of target markets believe that there is no any other equal alternative for the brand. According to Keller (1993, pp.1-22) strong brands bring about expressive images in the minds of customers. Eventually, individuals consubstantiate themselves with the brand and easily prefer the products or services under the brand name. In order to establish common values and maintain brand loyalty with consumers, an organization needs to build up a strong brand that can lead spread the word of brand to other potential customers.[3]

According to another approach a strong brand must have two components. First one is unique brand promise that is related to the customer focus and the second one is excellent brand delivery, which is the organizational framework and implementation behind the guarantee. According to Roll (2015, pp.16-25), who mentions about the 9 features of a powerful brand that are indicated in Table 2.1, these two components (See Figure 2.1) must provide everlasting balance to reach a strong brand.

Surely it is not easy to establish a potent brand in today's globalized world in which high competition exists in terms of price, investment, multiplication of rivals, innovation, etc. The author of the book Building Strong Brands David A. Aaker (1996, p.26) likens a brand builder to a golfer and states that "The brand builder who attempts to develop a strong brand is like a golfer playing on a course with heavy roughs, deep sand traps, sharp doglegs, and vast water barriers."

It is not easy to perform well in such circumstances and significant pressures and obstacles, both inner and outer, can limit an organization that endeavors to build a strong brand (Aaker 1996, p.26). In spite of the mentioned backbreaking market conditions building a strong brand is crucial and beneficial for an organization. Linda

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[3] Fanaras, L., 2013, Five major benefits of a strong band [online], Millenium Integrated Marketing. http://www.mill-im.com/creative/5-major-benefits-strong-brand/ [accessed 02.03.2017].

Fanaras, president of Millenium Integrated Marketing, mentions the importance of a strong brand and proposes five major benefits that can be expected to experience when a strong brand is built.

Figure 2.1 Branding excellence model

Strong brands have 2 basic components	
A. Brand Promise	B. Brand Delivery
• Brand Essence • Brand Identity • Brand Position	• Attributes, benefits and values • Organization and distribution • Brand Image
Characteristics: 1. Brand Promise and Brand Delivery are equally balanced and leveraged 2. Uniqueness and differentiation are key drivers 3. Consistency across products, markets, organisations and cultures 4. Strong brand management systems and processes in place 5. Board and corporate management are deeply engaged and committed	

Source: ROLL, M. (2006). Asian brand strategy: how Asia builds strong brands.

These five major benefits of a strong brand (Table 2.2) are customer recognition, competitive edge in market, easy introduction of new products, customer loyalty and shared values, and enhanced credibility and ease of purchase.[4]

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[4] Fanaras, L., 2013, Five major benefits of a strong band [online], Millenium Integrated Marketing. http://www.mill-im.com/creative/5-major-benefits-strong-brand/ [accessed 02.03.2017].

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Table 2.1 The nine characteristics of a strong brand

1. A brand drives shareholder value
2. The brand is led by the boardroom and managed by brand marketers with an active buy-in from all stakeholders
3. The brand is a fully integrated part of the entire organization aligned around multiple touch points
4. The brand can be valued in financial terms and must reside on the asset side of the balance sheet
5. The brand can used as collateral for financial loans and can be bought and sold as an asset
6. Customers are willing to pay a substantial and consistent price premium for the brand versus a competing product and service
7. Customers associate themselves strongly with the brand, its attributes, values, and personality, and they fully buy into the concept, a response that is often characterized by a very emotional and intangible relationship (higher customer loyalty)
8. Customers are loyal to the brand and would actively seek it and buy it despite the availability of several other reasonable and often cheaper options (higher customer retention rate)
9. A brand is a trademark and marquee (logo, shape, color, etc.) that is fiercely and pro-actively protected by the company and its legal advisors

Source: ROLL, M. (2006). Asian brand strategy: how Asia builds strong brand

2.4 DEFINING NATION BRAND AND NATION BRANDING CONCEPTS

Treating nations as brands is not an old approach that firstly arose in 1990s. Since the competition is not only between companies but also among the nations countries have had to establish strategies to have a strong brand like companies under the harsh conditions of globalized world. However, creating a country brand is not as simple as building brand of an organization. It will be beneficial to touch upon the nation brand concept before analyzing what really nation branding is.

Table 2.2. Five major benefits of a strong brand

Customer recognition	Having a strong brand works to build customer recognition. This means when a customer is shopping for a particular product or considering a company to perform a service, they recognize your company in the running. Consumers are far more likely to choose a brand that they recognize over something unfamiliar, even if they don't know a great deal about your company at the time.
Competitive edge in market	Your brand is what differentiates you in the marketplace. When customers recognize and back your brand, it helps lend a competitive edge to your company. The more recognition you receive and the more you build your brand, the more you will find that your brand elevates and is competitive with other well-known brands.
Easy introduction of new products	When you already have a strong brand and loyal customers, it is often easier and less expensive to introduce new products or test them out before you further invest in them. If you have a loyal brand following, your customers will often be interested in your new products and even anticipate them being released.
Customer loyalty and shared values	The recognition and elevation that a strong brand builds upon all lend to greater customer loyalty. Customers are attracted to brands that they share values with. When you build a strong brand, you need to convey these values to build an emotional connection with customers. Brand loyalty often lasts a lifetime and even transfers to future generations.
Enhanced credibility and ease of purchase	Having a strong, well-known brand enhances your credibility with customers, your industry, and the marketplace as a whole. As you build your credibility, you also build recognition, loyalty, and competitiveness. Everything goes hand-in-hand, and you'll find that your credibility has a direct connection to customers ease of purchase. We want to buy from companies we like, know, and trust. If you're brand is credible, you're far more likely to get the sale.

Source: http://www.mill-im.com/creative/5-major-benefits-strong-brand/, 01 April 2017

Keith Dinnie (2008, p.15) defines nation brand concept as "the unique, multidimensional blend of elements that provide the nation with culturally grounded differentiation and relevance for all of its target audiences." Fan (2006, p.8) defines brand of a country as following: "whole image, covering political, economic, historical and cultural dimensions. The concept is at national level, multidimensional and context dependent." As companies that provide products or services nations undergo similar processes to create a strong brand, but those processes are much more complicated compared to company branding. Kleppe and Mossberg (2006, p.219) parallel this by saying "In the same way as companies, stores and individuals how specific images among their respective audiences, countries can also have a "brand" or images." Andereas Markessinis (2010) who is a nation-branding expert mentions a strong nation brand as "Ideas and feelings associated with a nation are widely shared by a large proportion of people. Most people think the same things when they hear North Korea or

when they hear Sweden, so consequently these two countries have strong nation brands, no matter if they are positive or negative."[5]

Before comparing the company and nation branding in next chapter it is better to figure out the evolution of nation branding and what it really means. Simon Anholt (2013, p.6) refers to the evolution of the nation branding approach and states that he was one of the first authors who talked about nation branding concept in 1996. He initially observed that prestige of nations operate like brand images of private organizations and they are evenly crucial to the improvement and welfare of the nations (Anholt 2011, p.6). National identity and country-of-origin (COO) disciplines were interacted under the influence of economic concerns caused by globalization (See Figure 2.2) and that interaction became the origin of emergence of nation branding (Dinnie 2008, p.20).

As stated before country branding is a complex phenomenon and compared to company branding it is quite complicated. Magdalena Florek (2005, p.216) who is place marketing professional defines the branding work in each country as "the building of positive associations for itself, its inhabitants and products" and also adds that the key mission of the branding a nation is to inform the people in other countries and change the biases against the nation if they have.

But the eventual aim of the nation branding is to enhance the conditions of the citizens (Florek 2005, p.216). Nation branding is suggested as a process of creating convenient environment and potential for a country to brand itself in order to enter into the rivalry with other countries in global markets (Dzenovska 2005, p.175). Fan (2010, p.101) portrays nation branding as "a process by which a nation's images can be created or altered, monitored, evaluated and proactively managed in order to enhance the country's reputation among a target international audience", whereas Anholt (2008, p.265) defines as "the management of the country's overall reputation."

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[5] Markessinis, A., 2010, A pocket dictionary of Nation Branding, [online] 26.06.2010, http://nation-branding.info/2010/06/26/a-pocket-dictionary-of-nation-branding/ [accessed 04.03.2017]

Figure 2.2. The evolution of nation branding

National
Identity

Country-
of-Origin

Academic discipline:
Political geography;
international relations;
political science; cultural
anthropology; social
psychology; international
law;sociology; history

Academic discipline:
Marketing
Sub-streams:
Consumer behaviour;
advertising and promotional
management; brand
management; export
marketing

Economic globalization causing contradictory
effects of:
(a) homogenization of markets
(b) increasing sense of national identity

Lowering of trade barriers between nations

Emergence of **nation branding** as countries turn to
brand management techniques in order to compete
effectively on the world stage

Source: DINNIE, K. (2008). Nation branding: concepts, issues, practice.

Moreover, Dinnie (2008, p.18) gives place to various authors' opinions about key issues
related to nation branding in his book as seen in Table 2.3.

Table 2.3. Key subjects in behaving nations as brands

Author	Themes and issues
Aldersey-Williams [20]	The branding or rebranding of a nation is a controversial and highly politicized activity
Wolff Olins [21]	Although historically brands are associated with products and corporations, the techniques of branding are applicable to every area of mass communications; political leaders, for example to inspire, need to become brand managers of their parties and preferably of the nation
O'Shaughnessy and Jackson [22]	The image of a nation is so complex and fluid as to deny the clarity implicit in a term such as brand image; different parts of a nation's identity come into focus on the international stage at different times, affected by current political events and even by the latest movie or news bulletin
Gilmore [23]	The importance of truthfulness when constructing the nation-brand; what is required is amplification of the existing values of the national culture rather than the fabrication of a false promise
Mihailovich [24]	The simplistic strapline approach to nation branding could be counter-productive; altruistic goals such as sustainable long-term employment and prosperity are objectives that may be met through emphasizing all forms of cluster and kinship alliances
Anholt [25]	The vocabulary of branding can appear cynical and arrogant; therefore, to some extent, politicians need to avoid the explicit use of such terminology

Source: DINNIE, K. (2008). Nation branding: concepts, issues, practice.

As a result, it is obvious that in this world being visible, successfully managing general reputation and having a strong brand really matters to all countries. It is not only significant for a single country but also important for all nations, because nation branding will establish global justice by promoting economic growth and relevantly closing the gap between rich and poor countries (Browning 2016, p.55). What if a country does not involve in nation branding process or fails? Browning (2016, p.54) answers this question in a stunning way and states that if nations cannot control their own brands and fail to proceed an effective branding strategy it is high probability for them to face image sabotage caused by other countries.

2.5 DIFFERENCE BETWEEN COMPANY AND NATION BRANDS

Brand value sometimes accounts for almost 40-60 percent of the worth of the companies (Jansen 2008, p.125), and that's why companies have executed various marketing programs to build a strong brand image and gained positive reputation from

the consumer for many decades. By doing so companies could distinguish the products or services they offer in order to differentiate themselves from their competitors and have competitive edge in the globalized economy (Dinnie 2008, p.14). As suggested in previous chapters traditional branding approach of companies can be expanded to the branding of nations, and there is a common discussion about whether nations can be undergone branding processes like companies (Jaffe and Nebenzahl 2001, p.139). But compared to country branding it is more complex and complicated issue. In this chapter main difference between country and company brands will be discussed and the reason why nation branding is not as simple as company branding will be introduced.

The first difference between country and company brands is related to brand ownership issue. Anholt (1998, p.39) suggests that there are two types of brands, which are private and public domain brands. Traditionally a sole trader generally owns companies, a partnership consists of two or more people, or a corporation in which shareholders who elect a board of directors to manage the company operates. In all these alternatives there is an ownership structure that is formed by limited number of certain people who can decide, plan and implement and this is called as private domain brands. In contrast, a nation brand is the property of all members in the society; it is complicated, and contains various planes, parts and fields (Fetscherin 2010, p.467).

Private domain brands are companies, whereas public domain brands, that are not someone's property, include countries, cities, and demographic groups (Kleppe and Mossberg 2006, p.218). Since nation brands are examples of public domain brands, if nations belong to anyone it is not to managers or directors, it is to multiple stakeholders of countries, which are government, citizens, labors, media, business and cultural institutions. Keith Dinnie (2008, p.187) refers to the importance of related stakeholders' involvement in nation branding and need for the involvement of different parts of the related stakeholder groups in the process of design and implementation of country branding strategies. Originality of a nation brand is essential for a successful nation branding and required attendance and acknowledgement of various stakeholders of the nation (Kleppe and Mossberg 2006, p.221). Dinnie (2008, p.188) also suggests that investigation of variety of stakeholders and their consultancy is necessary for a well-developed nation brand and presents the fully inclusive stakeholder (FIST) approach

(See Figure 2.3) demonstrates a frame that indicates the various stakeholders in the nation brand.

The second distinguishing factor is control of the brand. Company directives, plans and objectives are poured down from the top to below and this method is called as top-down approach in business context. Carol Deeb defines top-down management, as "The top-down approach to policy decisions, also known as autocratic leadership, is the process of upper management or the chief executive officer reaching independent conclusions that change or improve the workplace or business systems."[6]

Figure 2.3 The FIST (fully-inclusive stakeholder) approach
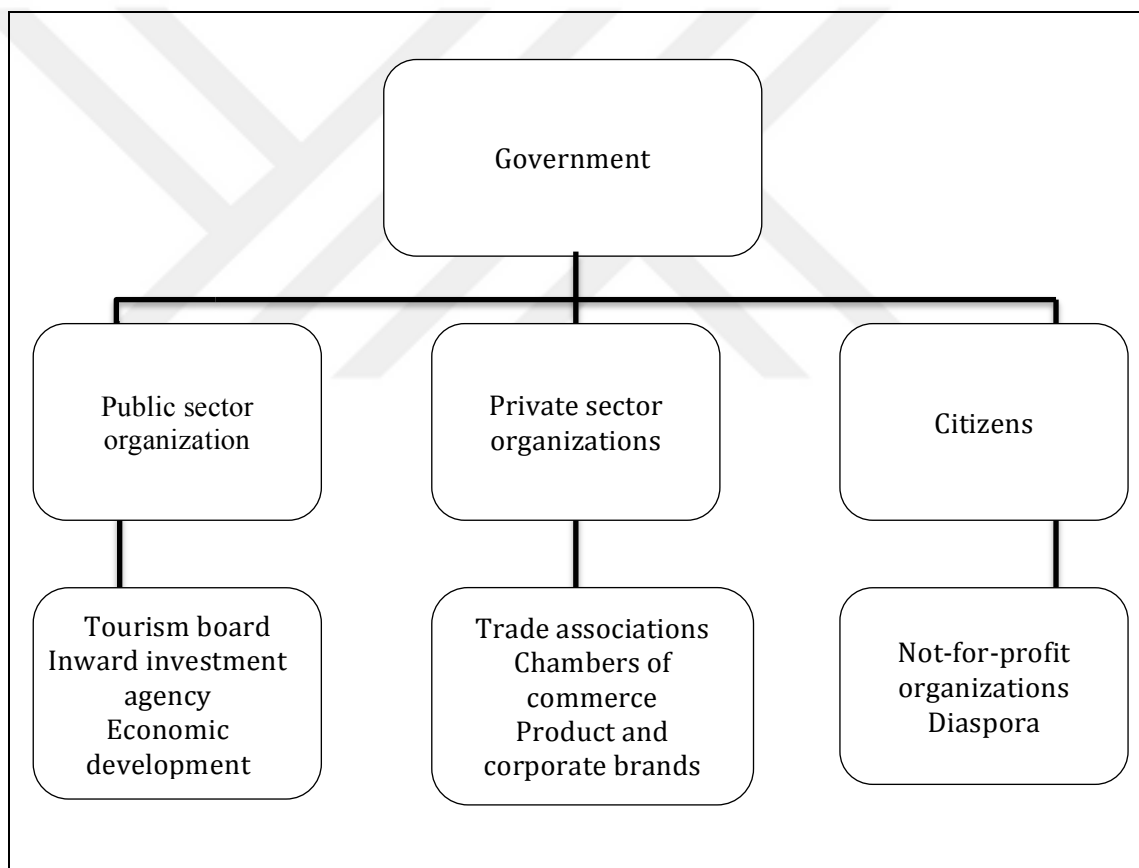
Source: DINNIE, K. (2008). Nation branding: concepts, issues, practice.

On the other hand in modern world countries are generally managed by means of sophisticated multilevel systems of political establishments that must decide or take

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[6] Deeb, C., Top-down approach to policy decisions, [online], http://smallbusiness.chron.com/topdown-approach-policy-decisions-35494.html [accessed 05.03.2017]

action considering pluralistic benefits and necessities (Watkins, 1976 cited in Kleppe and Mossberg 2002, p.8). That's why "Monolithic control of the proprietor and small group rewards of the partnership do not translate well to the social and community aspects essential to democratic government." (Beckett 2000, p.200). The participation of the people in a democratic community is a primary and permanent interest for governments (Kleppe and Mossberg 2002, p.7).

It is not possible to manage a nation brand by certain decisions and directions flow down from the top, because of the existence of multiple stakeholders that must be consulted and involved. Whole stakeholders must be collaborated under the country's brand vision and common values to operate together and arrange their movement to an agreed national strategy (Browning 2016, p.65).

If the stakeholder involvement and participation occur in terms of establishing a branding program, management of public domain brands results better. Otherwise it is highly possible that nation-branding campaign fails. For example, lack of cooperation among stakeholders was one of the major reasons why country-branding campaign of New Zealand became unfruitful (Kleppe and Mossberg 2002, p.9). Similar situation has been experienced once Britain executed "Cool Britannia" campaign that could not get enough support from the all stakeholders in the nation brand and as a result short-lived Cool Britannia campaign failed (Dinnie 2008, p.30). Previous cases show that it is crucial for a successful nation brand to hear all the voices given by the multiple stakeholders who must be involved and participated in nation branding. A top-down method or a monophonic government control cannot work well in a nation branding process and most probably would be failed.

The third difference between nation and company branding which will be the last one is the politicized nature of nature branding. A private domain brand does not have an objective to affect the country politics or to change the position of the nation in international platform. Moreover, any commercial organization does not need to legitimate its decisions, directions and practices related to the branding strategy. As long as those plans, programs and implementations are not illegal company brand management is free to act and does not have to get approval from the people other than

brand of directors and owners of the company. Besides, the ultimate goal of a commercial organization is shortly to make a profit. It does not mean that companies only care about money. They also develop non-profit strategies to get prestige, reputation and awareness. However all those come after financial concerns of an organization that provides existence to a company. Since management of a private sector organization is not voted for short terms and does not experience any election concern like a government body the main interest of a company becomes more financial rather that emotional and the company can strongly focus on branding strategies and implementations.

Conversely, nation branding is not a commercial organization; it is a politicized action that creates disagreements and sometimes even polarization in terms of providing ideas and suggestions (Dinnie 2008, p.13). Governments play an important role in branding of a nation and must organize all stakeholders who are involved in the process to positively affect the country's politics and enhance the position of the country in global market. A strong nation brand can be used as a managerial mean to increase the international credibility and investor trust.[7] Moreover, governments have to take democratic issues like transparency, pluralism and ethics into account while developing branding strategies of the countries and need to consider their political future. This fact can be accepted as a pressure and limitation by governments during the nation branding process. Governments may choose to develop new branding strategies and cancel the previous attempts executed by different political parties considering the political future of them. For example, since there is not an overall compromise between several political parties about how country image must be handled in Eastern Europe nation branding campaigns have failed many times in past. Consequently, entrusted governments caused interruptions of nation branding promotions in countries like Hungary (Szondi 2008, p.202). If country-branding process can be programmed and planned with the participation of all stakeholders including different political parties and organizations it cannot easily affected by changes in domestic politics and long term sustainability and continuity of country promotion can be succeed.

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[7] Temporal, P., 2009. It's time for India to brand itself. *Times of India,* [online], 22 February 2009, http://www.temporalbrand.com/press/press-200903.shtml [accessed 06.03.2017].

3. NATION BRANDING AND TURKEY

3.1 WHY COUNTRIES NEED NATION BRANDING?

Consumers generally tend to select purchasing branded products for many reasons such as safety, peace of mind, difference, value and emotional expectations that are provided by the brands.[8] As a reason of competition between countries resulted from globalized market environment countries began to establish a strong nation brand that may similarly foster the consumers to select products due to the effect of COO, or have influence on people to invest in their country, or attract the international tourists, or convince talented professional to work in their country. Browning (2016, p.51) summarizes all mentioned purposes by stating "In short, it is hoped that branding might provide a competitive edge in the globalized economy by helping branded nations stand out from the crowd." Forek (2005, p.206) refers to the objective of nation branding and indicates that the role of a strong nation is to enhance the general prosperity of the citizens.

There are many incentives to design a strong nation brand and all of them contribute to the prosperity of the country's citizens. Improving the international status of a country, stimulating new strong partnerships, eliminating the negative images caused by old economic or social experiences, and motivating the citizens for a potent nation are some of the incentives. But four major objectives will be mentioned in this part are that increasing trade, catching tourists, attracting foreign direct investment (FDI) and convincing talented professionals which were referred many times in different authors' studies. For example, Kilduff and Tabales (2017, p.83) refer to the four major objectives of nation branding which are promoting tourism, increasing trade and attracting FDI and talent. Likewise, Melissa Aronczyk (2008, p.42), associate professor at Rutgers University, supports this by stating, "nation branding allows national governments to better manage and control the image they project to the world, and to

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[8] Haskins, D.J., 2015. 7 reasons why brands matter to your consumers. [online] , 17 March 2015, https://microarts.com/insights/7-reasons-why-brands-matter-to-your-consumers/ [accessed 06.03.2017].

attract the "right" kinds of investment, tourism, trade, and talent." In this part mentioned four major targets will be analyzed under the topics that are trade, tourism, FDI and immigration.

3.1.1 Trade

There are many issues influence the consumer preferences in terms of purchasing goods or services. If the one side of the decision making process is related to foreign products image of the foreign country places great importance on the consumers' selection and this situation is described with the country-of-origin (COO) concept that will specifically be explained in next chapter. In short the definition of COO effect is "the effect that a product or service's origin has on consumer attitudes and behavior towards that product or service." (Dinnie 2008, p.84). By means of a strong nation brand products or services of the country can easily have positive influences on international consumers that significantly contribute to the exports of the country. For example, Japan, which is one of the countries that have the strongest nation brands, is identified with its high technology products by consumers and as a result consumers tend to prefer Japanese products compared to other countries' products because of the safety, trust, functionality and longevity features provided by the Japanese brands. In contrast, Chinese products are known with features like low quality, cheaper materials and lack of safety concerns that discourage consumers to prefer technological products made in China. As a result, it is obvious that a strong nation brand differentiated in some commercial areas influences the consumers' decision-making process and affects the export performance for the benefit of the country.

3.1.2 Tourism

Name of a country should not be remembered with crime, terror, unfriendly population, or any other issues that prevent international tourists to visit the country. If internal security is not provided and improvements in conditions related to the hospitality of the visitors cannot be enhanced it does not matter how beautiful or amazing your country is. Cromwell (n.d.) supports this by explaining as "If your country is widely viewed as a

modern, secure, clean and efficient state, your chances of getting tourists to visit attractive destinations are good."[9] As mentioned in the previous chapter nation branding is a key to promote goods and services of a country and one of the most significant facets of developing a strong nation brand is to attract international visitors.

With a successful nation branding campaign in which all the relevant stakeholders participate and involve it is reasonable to think that improving the nation's image and reformulating the nation brand might create a high potential in terms of tourist attractions. Brian J. Hurn (2016, p.83) emphasizes to the usage of nation branding as an advantage during the destination marketing as follows: "In the case of tourism and travel, marketing should, in addition to the factors of price, means of transport and accommodation, focus on the cultural heritage of the destination country, its people, their values, way of life and the welcome with which they great tourists. In effect, the host country's own nation branding can, in many cases, be used to advantage."

3.1.3 FDI

In order to perceive the influence of country branding on foreign direct investments (FDIs) of a country it is necessary to introduce what a FDI means. FDI is "investment from one country into another (normally by companies rather than governments) that involves establishing operations or acquiring tangible assets, including stakes in other businesses."[10] As stated before strong nation brands carry great benefits to the countries, such as "currency stability, restoration of international credibility and investor confidence, reversal of international ratings downgrades, and attraction of global capital"[11] which are key components evaluated by a foreign investor during the decision making process. Surely, nation-branding campaign is not enough by itself to attract foreign investors. Governments need to enhance the regulations related to tax issues, bureaucracy, incentives, and infrastructure. Szondi (2007, p.14) states that other crucial

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[9] Cromwell, T. Why nation branding is important for tourism. [online]
http://www.diplomatictraffic.com/nation_branding.asp?ID=18 [accessed 07.03.2017]
[10] Financial Times [online] http://lexicon.ft.com/Term?term=foreign-direct-investment [accessed 08.03.2017].
[11] Temporal, P., 2009. It's time for India to brand itself. *Times of India* [online], 22 February 2009, http://www.temporalbrand.com/press/press-200903.shtml [accessed 06.03.2017].

factors like appropriate infrastructure, talented labor force, and suitable tax policies have key impacts on attracting foreign investments in addition to managing a nation branding campaign. Thus, improvements of those factors together with a successful nation-branding program can have great influence on international investors and enhance FDI performance of a country.

3.1.4 Immigration

One of the major objectives of building a strong nation brand is to have an efficient immigration system in which conditions for attracting talented and skilled professionals exist. People around the world are seeking to improve their living conditions and a significant majority of these people prefer to live, work, or study in another country. On the other hand, with the effects of competitiveness in globalized world countries aim to obtain most talented workers from the international movement of people and that's why a strong nation brand is an important means to affect those people. Dinnie (2008, p.17) indicates this objective by particularly mentioning demand for the higher education students and talented laborers that produces rivalry among the nations. In a nutshell, a strong nation brand does not only affect the welfare of the inhabitants, but also have significant impact on foreigners who can play an important role on the nation's brand development as an economic migrant.

3.2 NATION BRANDING AND COUNTRY-OF-ORIGIN EFFECT

Country-of-origin (COO) is one of the most important marketing concepts related to the nation-branding phenomenon (Mittila and Lauren 2014, p.23). There is a mutual relationship between COO and nation branding and that's why significance of COO in building a strong nation brand process increases. Dinnie (2008, p.84) refers this mutual relationship as follows: "There is a positive association between the product and its COO, although it may not always be clear in which direction the positive perceptions flow – does a prestigious brand such as Sony enhance the nation brand image of Japan or does the high credibility of Japan as a source country for high technology products

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enhance the Sony brand?" But before analyzing this relationship in detail it is necessary to present different definitions of COO in marketing context for a better comprehension. One of the earlier definitions of COO as follows: "The overall perception consumers form of products from a particular country, based on their prior perceptions of the country's production and marketing strengths and weaknesses." (Roth and Romeo 1992, p.480). Another precise definition is "The nation in which referenced goods were grown, manufactured or produced, or for some customs valuation criteria, substantially transformed."[12] People have had chance to reach foreign products easily more than ever as a consequence of the lowered trade barriers between the nations resulted from the globalized economic environment, and thus role of COO as a distinguishing factor during the buying decisions of consumers have significantly increased (Dinnie 2004, p.166). COO has been identified with "Made in" label for many years that has an influence on consumers' decision-making process and according to the awareness and perceptions about the origin of the product consumers might have reacted in a positive or negative way.[13]

But today things have changed. With the effect of globalization products began to be designed, manufactured, or assembled in different regions; rather than in one country as before. Surely, like this fact COO concept has passed through many changes and progressions due to the effects of globalization from yesterday to today. Dinnie (2004, p.167) indicates this conceptual development of COO construct by compiling the statements of different authors between 1965 and 2003 (Table 3.1).

As stated before the lowered trade barriers and increased integrations between different countries in the design and production processes of products COO concept has been partitioned into three different substances: Country of assembly (CoA), country of design (CoD), and country of parts (CoP). (Insch and McBride 2004, p.256) For example, IPhones, a well-known and bestseller smart phones in the world, are designed by Apple in California, assembled in China, and parts of the phones are supplied from

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[12] Global Negotiator, Country of origin [online] http://www.globalnegotiator.com/international-trade/dictionary/country-origin/ [accessed 03.03.2017]
[13] Czinkota, M., 2013. Country of origin effects [online], 9 January 2013, http://michaelczinkota.com/2013/01/country-of-origin-effects/ [accessed 05.03.2017].

different countries like Japan, South Korea and Taiwan.[14] Although the labels of IPhones are "Made in China" nobody perceives them as Chinese products and consumers' overall perception about them are that IPhones are high quality and uniquely designed American products.

Table 3.1 Conceptual development of the country-of-origin construct 1965 - 2003

AUTHOR(S)	CONCEPTUALISATION OF COUNTRY-OF-ORIGIN CONSTRUCT
Schooler (1965)	First study in the country-of-origin literature. Established that a country-of-origin effect does exist, but did not investigate strength and direction of such country-of-origin effects.
Schooler and Sunoo (1969)	Investigated consumers' perceptions of international products by contrasting regional versus national labelling, e.g. 'Made in Latin America'
Nagashima (1970; 1977)	Longitudinal approach taken to examining 'made in' product image. Findings indicated the dynamic rather than static nature of country image.
Yaprak (1978)	Both general country and product attributes, and specific product attributes, found to be statistically significant in affecting purchase intentions. Exemplifies the conceptual advances made in country-of-origin literature since the simple single cue manipulations of the 1960s.
Han (1989)	Demonstrated that country image can be used by consumers in product evaluations either as a halo or as a summary construct.
Papadopoulos and Heslop (1993)	Criticised the country-of-origin construct as being narrow and misleading, since it assumes a single place of origin for a product. Proposed the term product-country image (PCI) to account for the multidimensional character of products/brands and also the multiple places potentially involved in a global production system.
Thakor and Kohli (1996)	Introduced the concept of brand origin, defined as the place, region or country to which the brand is perceived to belong by its target consumers.
Askegaard and Ger (1998)	Argued that analyses of images attached to a product and its place(s) of origin must use a richer set of connotations and stereotypes than is used in standard approaches. Acknowledged the cultural context in consumers' product evaluations by proposing the concept of contextualised product-place image (CPPI)
Javalgi, Cutler, and Winans (2001)	Addresses the dearth of studies in the country-of-origin literature relating to the marketing of services rather than tangible products.
Lenartowicz and Roth (2001); Laroche, Papadopoulos, Heslop and Bergeron (2003)	Examined the effects of within-country subcultures on business outcomes, as opposed to most previous country-of-origin studies which implicitly assumed that national markets are composed of homogeneous consumers.
Parameswaran and Pisharodi (2002)	Posit that an understanding of acculturation and other assimilation processes of immigrants would be valuable to domestic and international marketers operating in culturally heterogeneous societies.
Quelch (2003)	Places geopolitical concerns into the country-of-origin domain
Chisik (2003)	Moves country-of-origin research towards nation branding through focusing on country-of-origin reputational comparative advantage

Source: DINNIE, K. (2003). Country-of-origin 1965-2004: a literature review

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[14] Minasians, C., 2017, Where are Apple products made? How much Iphone cost to make? [online], 17 February 2017, http://www.macworld.co.uk/feature/apple/where-are-apple-products-made-how-much-does-iphone-cost-make-india-3633832/ [accessed 07.03.2017].

This contradiction gave rise to the creation of a new concept that is called brand origin. Brand origin is "the place, region or country to which the brand is perceived to belong by its target consumers." (Kohli and Thakor 1996, p.27). Moreover, branding strategies of a company that is established on a more positive COO than the brand's original COO can lead misunderstandings of consumers. Visual resemblance, names, or symbols correlated with a particular country may lead consumer confusions (Table 3.2).

Table 3.2 Brand origin – potentially perceived origin vs. actual origin

Brand	Product category	Potentially perceived origin	Actual origin
Haagen-Dazs	Ice cream	Scandinavia	United States
Matsui	Consumer electronics	Japan	United Kingdom
Lexus	Automotive	United States	Japan
Klarbrunn	Bottled water	Switzerland, Austria, Germany	United States

Source: DINNIE, K. (2008). Nation branding: concepts, issues, practice.

As a result of this kind of conceptual contradictions recent definitions of COO that contain the brand origin approach is broadened as follows: "COO or Country of Origin Effect refers to the practice of marketers and consumers associating brands with countries and making buying decisions made on the country of origin of the product."[15] Or "Country of origin effect can be defined as any influence that the country of manufacture, assembly, or design has on a consumer's positive or negative perceptions of a product."[16]

Another important issue is that how consumers use COO while they make decisions about a product. One of the most referred studies about this subject, done by C. Min

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[15] Management Study Guide, What is a country of origin effect? [online], http://www.managementstudyguide.com/country-of-origin-effects-on-marketing.htm [accessed 08.03.2017].

[16] Citeman, Country of origin effects on global brands. [online], http://www.citeman.com/20090-country-of-origin-effect-on-global-brands.html [accessed 08.03.2017].

Han, proposes that the usage of COO by consumers and role of country image are involved in product evaluation in two forms that are "halo" and "summary construct" effects. The halo effect (See Figure 3.1) comes out when consumers do not have enough data regarding a product and depend on their general information about the country in which the product is manufactured, designed or assembled in order to match their attributes and perceptions about the country with the product (Han 1989, pp.222-223).

Figure 3.1 Halo effect diagram
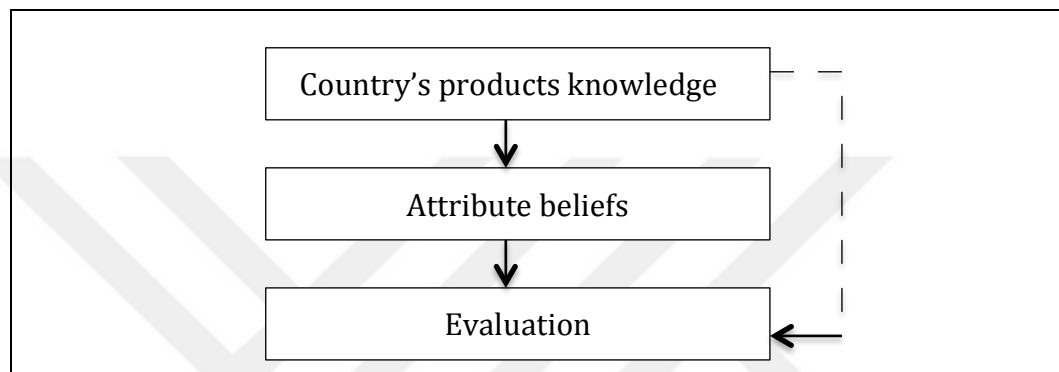
Source: HOSSAIN, A. (2015). COO effects and consumer production evaluation process.

Whereas summary construct (See Figure 3.2) is "a file of information about various brands from a country that consumers develop over time, store in their memory in the form of overall evaluations of products from the country and retrieve readily when evaluating the brands." (Han, 1989 cited in Hossain 2015, p.4).

Figure 3.2 Summary construct diagram
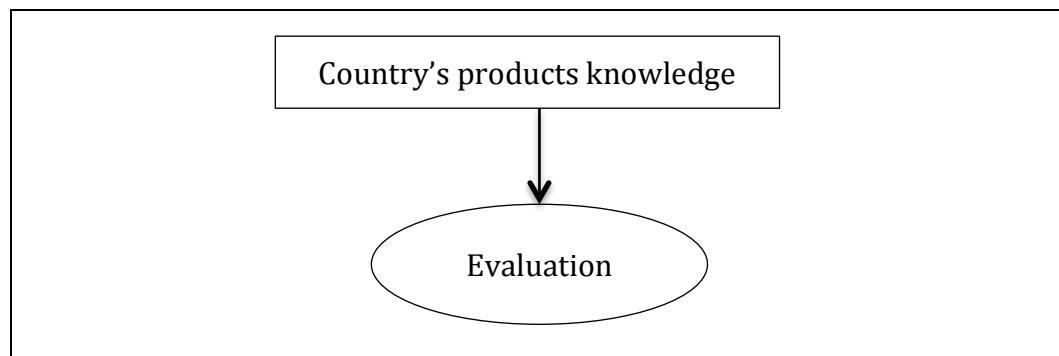
Source: HOSSAIN, A. (2015). COO effects and consumer production evaluation process.

A strong nation brand is very crucial in terms of trading performance of a country in abroad as mentioned in previous chapter and this situation enhances the effect of COO

on foreign consumers' buying decisions. Consumers tend to have value perceptions associated with some countries and not surprisingly all these countries constitute the top ten countries of Nation Brands Index (See Table 3.3) conducted by Gfk.[17]

Table 3.3 Top 10 countries of the Nation Brands Index in 2016

2016 Rank	Country
1	United States
2	Germany
3	United Kingdom
4	Canada
5	France
6	Italy
7	Japan
8	Switzerland
9	Australia
10	Sweden

Adopted from: http://nation-brands.gfk.com

This table clearly demonstrates that there is a high correlation between strong nation brands and COO effect. But this is not a one-way relationship and there is a mutual interaction between a strong nation brand and COO. As a strong nation brand contributes to the COO effect and positively affect the consumers' perception about a product or service, some products and services can enhance the nation brand in turn. Martin Roll (2014) indicates that successful global brands considerably play an important role in the enhancement of their origin country's image and accordingly governments must follow efficient policies to support these brands in international market [18] and he also provides a guideline consists of six elements to how nations might positively change the imagery of COO that brings about a strong nation brand:

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[17] GfK, About NBI [online], http://nation-brands.gfk.com [accessed 05.03.2017]

[18] Martin Roll, How nations and brands overcome country of origin challenges [online], http://martinroll.com/resources/articles/marketing/how-nations-and-brands-overcome-country-of-origin-challenges/ [accessed 09.03.2017].

i.   Underline and differentiate sources of competitive advantage

ii.   Improve English language abilities

iii.   Advance health & safety regulations

iv.   Reform intellectual property rights

v.   Be aware of foreign policy's effect on leading brands

vi.   Acknowledge their best brands in public[19]

For example, Samsung, which is one of the world's greatest information technology companies, had a positive effect on nation brand image of South Korea, with its rising global inspiration and contribution to the technological developments in the world.[20]

Therefore countries must not only develop strategies for its own nation branding campaign but also support the national brands that enhance the brand image of the country.

3.3 NATION BRANDING STRATEGY

Countries have different social, cultural and economic features, geographical and political conditions and thus each country is unique. As a consequence of this situation there is not a single template for nation branding strategies of countries and each nation must build up its own road map by taking its characteristics and dynamics into account. However, there are basic principles that must be applied by countries to build a strong nation brand. If a country can successfully formulate its own tactics on the basis of basic strategic principles it is high probability to create a well-organized and cooperated national program to promote the country brand in target markets.

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[19] Martin Roll, How nations and brands overcome country of origin challenges [online], http://martinroll.com/resources/articles/marketing/how-nations-and-brands-overcome-country-of-origin-challenges/ [accessed 09.03.2017].
[20] Martin Roll, How nations and brands overcome country of origin challenges [online], http://martinroll.com/resources/articles/marketing/how-nations-and-brands-overcome-country-of-origin-challenges/ [accessed 09.03.2017].

3.3.1. Principles of Nation Branding Strategy

One of the explanatory definitions of strategy is "the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations." (Johnson et al. 2005, p.9). As in the companies countries must establish a long-term strategy and strategic plans in order to reach their aims in different areas and Simon Anholt (2005, p.297) puts these areas together in his Nation Brand Hexagon (See Figure 3.3) diagram.

Figure 3.3 Nation Brand Hexagon

Source: https://www.researchgate.net/, 14 April 2017

Brand image of a country is the sum of all these factors that are people, governance, exports, tourism, investment & immigration, and culture & heritage (Anholt 2005, p.298). These six dimensions of nation brand hexagon that are used to measure the strength and power of the countries must be analyzed and evaluated very well due to their effects on nations' reputation in foreign countries. The results of the analysis and evaluation contribute to the determination of the principles of nation branding strategy. In addition, Dinnie (2008, p.220) mentions about three questions that generate the basics of nation branding principles as follows: "First, where are we now? Second,

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where do we want to go? Third, how do we get there?" All these questions respectively symbolize the strategic analysis, which consists of internal and external analysis, strategic planning and strategic implementation that are the main steps of nation branding strategy. To evaluate the country brand's actual position, positive and negative sides in competition with other countries it is crucial to run internal and external analysis.

The ultimate goal of internal analysis for a nation brand is to measure the country's potential in different areas in which country competes with other countries. This strategic analysis must be conducted on a sectorial basis and implemented like SWOT analysis to demonstrate the capabilities of the country in those sectors, particularly in tourism, FDI, trade, and immigration as mentioned in detail before. Dinnie (2008, p.221) presents key success factors in attracting tourists, foreign consumers, investors and talented professionals (See tables 3.4, 3.5, 3.6, 3.7).

Table 3.4 Nation brand internal analysis – tourism

Key success factors	Nation-brand capability									
Customer service levels	1	2	3	4	5	6	7	8	9	10
Safety	1	2	3	4	5	6	7	8	9	10
Value for money	1	2	3	4	5	6	7	8	9	10
Accessibility	1	2	3	4	5	6	7	8	9	10

Source: DINNIE, K. (2008). Nation branding: concepts, issues, practice.

Table 3.5 Nation brand internal analysis – FDI

Key success factors	Nation-brand capability									
Stable economic and political environment	1	2	3	4	5	6	7	8	9	10
Skilled workforce	1	2	3	4	5	6	7	8	9	10
Streamlined administrative procedures	1	2	3	4	5	6	7	8	9	10
Infrastructure	1	2	3	4	5	6	7	8	9	10

Source: DINNIE, K. (2008). Nation branding: concepts, issues, practice.

Table 3.6 Nation brand internal analysis – export promotion

Key success factors	Nation-brand capability									
High quality brands	1	2	3	4	5	6	7	8	9	10
Effective COO positioning	1	2	3	4	5	6	7	8	9	10
Strategic development of target markets	1	2	3	4	5	6	7	8	9	10
Innovation	1	2	3	4	5	6	7	8	9	10

Source: DINNIE, K. (2008). Nation branding: concepts, issues, practice.

Table 3.7 Nation brand internal analysis – talent attraction

Key success factors	Nation-brand capability									
Favourable residency criteria (for visa, passport, etc.)	1	2	3	4	5	6	7	8	9	10
Attractive lifestyle	1	2	3	4	5	6	7	8	9	10
Opportunity for career progression	1	2	3	4	5	6	7	8	9	10
Reputation for higher education	1	2	3	4	5	6	7	8	9	10

Source: DINNIE, K. (2008). Nation branding: concepts, issues, practice.

However external analysis focuses on the competitors of a country and the environmental factors that positively or negatively affect the brand of the nation. Dinnie (2008, p.223) provides nation brand competitor analysis matrix (See Table 3.8) and refers to the key questions related to the competitor analysis that presents information about the competitors and their strengths, weaknesses, goals, and strategies.

Table 3.8 Nation brand competitor analysis matrix

	Strengths	Weaknesses	Strategic goals	Current strategies
Tourism				
Country A				
Country B				
FDI				
Country C				
Country D				
Export promotion				
Country E				
Country F				
Talent attraction				
Country G				
Country H				

Source: DINNIE, K. (2008). Nation branding: concepts, issues, practice.

The second step of nation branding strategy is strategic planning which is defined as: "the process of devising a plan of both offensive and defensive actions intended to maintain and build competitive advantage over the competition through strategic and organizational innovation."[21] Countries must set measurable and achievable goals after a comprehensive strategic analysis of their current competitive positions by considering the multiple aspects of building a strong nation brand. Ansoff Matrix, which is a functional instrument in strategic planning, (Figure 3.4) can be applied in formulating a strategic planning for a nation brand program (Proctor 2000, p.502).

The final step of the strategy is to implement the selected strategies derived from the strategic analysis and planning studies for a strong nation brand. It is obvious that the implementation stage is the most difficult one because stakeholders of a nation brand cannot be programmed and controlled like an organization and operation of a company (Dinnie 2008, p.224).

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[21] Evans, J., How long should it take to complete a strategic plan [online]
http://www.evancarmichael.com/library/joe-evans/How-Long-Should-It-Take-To-Complete-A-Strategic-Plan.html [accessed 10.03.2017]

Figure 3.4 Ansoff Matrix
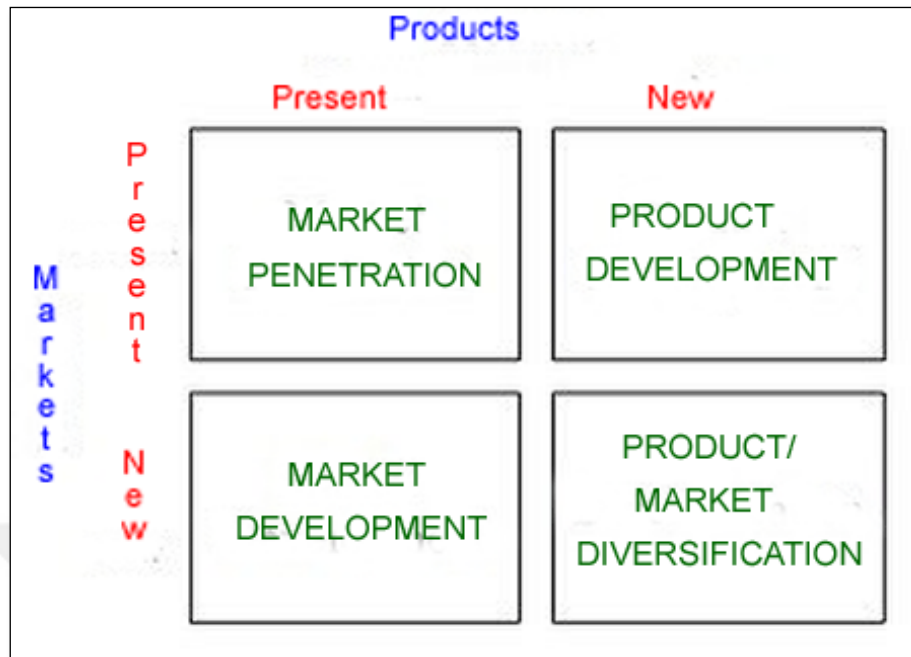
Source: http://www.ansoffmatrix.com, 15 April 2017

This is not the only challenge that may be encountered by the countries during the nation branding process and that's why it is crucial to diagnose these challenges and to overcome them for a long-term successful nation branding strategy.

3.3.2 Elements of a Nation Branding Strategy

There are many important dimensions of nation branding strategies that must be handled in strategy development processes and must be implemented according to the unique futures of each country. In this chapter, some examples of elements of nation branding strategy that are advertising, citizen relationship management, nation brand ambassadors, and diaspora mobilization will be mentioned in a general perspective.

3.3.2.1 Nation brand advertising

Advertising is defined as: "The non-personal communication of information usually paid for and usually persuasive in nature about products, services, or ideas by identified sponsors through the various media." (Bovee and Arens 1992, p7). Especially, with the

enhancement of all communication channels, ease of access to information, and share of all types of knowledge via virtual communities and networks, specifically via social media channels the importance of advertising has enormously increased, and forms of advertising have significantly diversified. As a result of all these developments role of advertising gains much more importance for companies in terms of increasing sales, awareness, and loyalty and companies allocate remarkable budgets for effective advertising campaigns. Likewise increased competitiveness between countries due to effects of economic, political and cultural globalization governments began to organize promotions in target countries in order to attract tourists, capitals and talents. However nation brand advertising is not as simple as company advertising campaigns, because of the complexity of nation brand promotions and variety of tools that must be driven by countries for a powerful nation branding process. Dinnie (2008, p.224) refers this as " Advertising can obviously be a powerful tool, but it is only one element of a nation brand's overall strategy. (…) However, if the funds are available, then advertising should be used as part of an integrated strategy to achieve specific, clearly stated goals." Traditional advertising methods cannot be applied in nation branding by itself and advertising campaigns must be evaluated as a part of integrated branding strategy that encloses worldwide organizations (Olympic games, sport tournaments, song contests, etc.), effective use of media (films and TV series), international festivals and events, building of iconic monuments, and so on. Unless all these factors are employed thoroughly and creative contents to market can be created, advertising of the nation brand is doomed to fail. Anholt (2007, p.34) summarizes this fact in one motto: "Don't talk unless you have something to say."

3.3.2.2 Citizen relationship management

CRM is a well-known tool in business world and generally reflected to mean "customer relationship management". CRM technique is applied to attract customers, establish brand loyalty and increase profitability through interpreting the customer practices and manage an effective communication with the customers (Swift 2000, pp.12-13). CRM method in business environment corresponds to the "citizen relationship management" in nation branding concept that is used by governments to get in touch with and talk

back to the citizens as the companies communicate with their customers and to manage customer portfolio formed by different areas like tourism, FDI, export and talent attraction (Dinnie 2008, p.227).

3.3.2.3 Nation brand ambassadors

Employing brand ambassadors is another effective element of a nation branding strategy and has been applying by countries for many years. Generally, brand ambassadors "are people who have been recruited to represent and talk about a company or organization in a positive way, preferably in front of lots of potential customers."[22] Tiger Woods, who is one of the most successful golfers of all time, is brand ambassador of luxury watch brand Tag Heuer since 2002.[23] Since both Tiger Woods and Tag Heuer brand are foremost representatives of their areas, Tiger Woods is a well-decided name to transfer the values and positioning of Tag Heuer effectively to target group. As the private domain brands, countries can benefit from brand ambassadors, such as famous sportive figures, actors/actresses, and musicians in order to create positive awareness about the nation brand worldwide. It is obviously impossible to expect all citizens to behave like a nation brand ambassador, that's why it is better to determine some specific people who are eligible and eager to take such a position (Dinnie 2008, p.228).

3.3.2.4 Diaspora mobilization

The presence of the proactive diasporas around the world is a great opportunity for a country to enhance the nation brand. The definition of diaspora is "a community of people who live outside their shared country of origin or ancestry but maintain active connections with it."[24] The power of diaspora can be used to motivate foreign people in terms of attracting FDIs, tourists, talents and developing long-term commercial activities. Dinnie (2008, p.228) maintains the role of diasporas in nation branding

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[22] Carlson, K., The definition of brand ambassador [online], 11 February 2016, https://business.experticity.com/the-definition-of-brand-ambassador/ [accessed 10.03.2017].

[23] http://www.golf.com/ap-news/tag-heuer-continues-sponsor-tiger-woods [accessed 10.03.2017].

[24] International Diaspora Engagement Alliance [online], 23 April 2012, http://www.diasporaalliance.org/am-i-part-of-a-diaspora/ [accessed 12.03.2017].

process as follows: "The existence of diaspora networks spread across the globe represents a potentially immense asset for the nation, not only in terms of stimulating FDI through interventions by well-placed senior executives in international firms. Furthermore, the reputation building capacity of diaspora networks represents another key opportunity to enhance the nation brand."

3.3.3 Evaluation of the Strategy: Nation Brand Index

One of the most crucial steps of a long-term and sustainable branding strategy is to interpret the results of the current situation. Evaluation of the results is at least as important as strategy designing and planning phases because of its illuminating effect that must be used to measure actual performance of implementation stage and to take corrective actions for further practices.[25]

There are few tools that provide numeric data in terms of rankings of the nations and can be benefited as a part of strategy evaluation of a nation brand. One of the most referred surveys that reveal the perceptions of countries is the Anholt-GfK Nation Brands Index, which is conducted by GfK that is German's largest market research company in collaboration with Simon Anholt. "The Anholt-GfK Nation Brands Index (NBI) helps governments, organizations and businesses understand, measure and ultimately build a strong national image and reputation."[26] This index is conducted every year to measure the strength and quality of selected 50 developed countries' brand image by collecting data about six dimensions indicated in Nation Brands Hexagon (See Figure 3.5) in the previous sections that are exports, tourism, investment & immigration, culture & heritage, people, and governance.

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[25] Management Study Guide, Strategy evaluation process and its significance [online], http://www.managementstudyguide.com/strategy-evaluation.htm [accessed 08.03.2017].
[26] GfK, About NBI [online], http://nation-brands.gfk.com [accessed 05.03.2017].

Figure 3.5 Nation Brands Hexagon with the explanations of the elements

Public opinion about national government competency and fairness, as well as its perceived commitment to global issues.

The population's reputation for competence, openness and friendliness and other qualities such as tolerance.

The public's image of products and services from each country.

Global perceptions of each nation's heritage and appreciation for its contemporary culture.

The level of interest in visiting a country and the draw of natural and man-made tourist attractions.

Governance

People

Exports

Nation Brands

Culture & Heritage

Tourism

Investment & Immigration

The power to attract people to live, work or study in each country and how people perceive a country's quality of life and business environment.

The Nation Brand Hexagon © 2000 Simon Anholt

Source: http://nation-brands.gfk.com

Another influential company working on nation brands ranking is Brand Finance. The company that was founded in 1996 and headquartered in London operates in the field of business valuation and strategy consultancy for more than 20 years. Brand Finance values over 3500 brands from different sectors and regions and shares the results publicly.[27] The company conducts different studies like "Mexico's strongest and most valuable brands", "the most valuable brand of football sector", "world's most valuable media brands", and so on.[28] The most remarkable of these researches is Nation Brands 100. It was stated "Nation Brand 100 provides a comprehensive report on the world's leading nation brands and presents an analysis of the impact that a country's reputation and image have on foreign consumers and investors."[29] The results are derived from economic, demographic and social factors that are meticulously evaluated by the company.

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[27] Brand Finance, Brand Finance Nation Brands 2016 [online], http://brandfinance.com/knowledge-centre/reports/brand-finance-nation-brands-2016/ [accessed 04.05.2017].

[28] Brand Finance, Reports [online], http://brandfinance.com/knowledge-centre/reports/ [accessed 04.05.2017].

[29] Brand Finance, Brand Finance Nation Brands 100 [online], http://brandfinance.com/knowledge-centre/reports/brand-finance-nation-brands-100/ [accessed 04.05.2017].

3.4 TURKEY AS A NATION BRAND

In today's globalized world there is a high competition among all types of organizations and consequently each organization has to be differentiated in some specific areas in order to gain a competitive advantage in its business environment. One of the first steps for a differentiation process is to build a strong brand that creates value to the customers and therefore companies have put great effort for brand development for so many years. As the private domain brands, nation branding has gained great importance in recent years and is accepted as an innovative marketing tool that can be used to attract tourists, investments, talents and to increase the trading performance of the country (Kilduff & Tabales 2017, p.83). So what about Turkey after all definitions, comparisons and evaluations in previous chapters? As an answer to this question in this section firstly Turkey will be investigated as a nation brand by focusing on the current status, strategies and analysis of the brand. Secondly the place of Turkey in the most valuable nation brands rankings will be mentioned. After that Turkey: Discover the potential campaign, which is organized by TIM and Ministry of Economy, will be discussed in detail. Finally SWOT analysis will be conducted to have better understanding about Turkey and the nation brand that tried to be enhanced.

3.4.1 Turkey In Brief

Turkey is a unique country with its geopolitical location, culture and heritage, politics, history and social dynamics. The most important city of Turkey is Istanbul in which Europe and Asia meets and this geographical fact also refers to the acceptance of Turkey as a bridge between East and West. Aksu (2013, p.vii) refers this as: "Turkey, a bridge between the East and the West, has emerged as a true regional power and a significant global player since the end of the Cold War. Especially after the 2000s, Turkey has become a success story in every aspect of the social, political and economic spectrums." The roots of the modern Turkey depend on the Ottoman Empire that was one the greatest empires in world history and founded in 13th century in northwestern Anatolia (Finkel 2005, pp.2-7). By the end of Sultan Suleiman's ruling period, the empire spanned approximately 2.273.720 square kilometers and extended to three

continents (Mansel 1997, p.61). Although the empire could not maintain its power and control in Suleiman's time the existence of Ottoman Empire was sustained until the beginning of 20th century. After a transitional period began in 1908 the sultanate was abolished in 1922 and Republic of Turkey was formed as the successor of Ottoman Empire in 1923 (Axiarlis 2014, p.11). Mustafa Kemal became the first president of Turkey and created many changes with radical reforms in order to establish a secular regime in new Turkey (Bowering et al. 2012, p.49).

Until 1945 there was single-party rule in Turkey and Republican People's Party was forming government for almost 23 years. (Akıncı & Usta 2015, p.41). Although the transition to the multi-party period was huge step to put the democratic concerns in the foreground, three military coups staged in Turkey in 1960, 1971 and 1980.[30] In addition, in 1997 the Turkish military interfered the ruling of Turkey through many recommendations and forced the government to practice them. As a result, Necmettin Erbakan who was the prime minister was forced to resign. This duration and the activities in that time are called as post-modern coup in Turkey.[31] In 1980s, PKK, which is a terrorist organization, started to become a significant security problem for Turkey and as a result of the terrorist attacks of PKK tens of thousands of people died and PKK still remains as a major problem for Turkey.[32] But despite all mentioned hurdles and difficulties the country has obtained stronger economic growth and more powerful political stability with the economic liberalization of Turkey in 1980s (Sayarı 1992, p.29). Especially with the European Union membership process that has started in 1959 governments have realized many reforms that enhance the living conditions of the people in the country and economic, social and political standards of Turkey.[33] During 2000s Turkey has become an important player in international league and particularly in

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[30] Burke, M., Turkey has a history of military coups [online],
https://www.usatoday.com/story/news/world/2016/07/15/turkey-military-coup-history/87153106/
[accessed 08.05.2017].

[31] Tezkan, M., Postmodern darbe neydi? [online], http://www.milliyet.com.tr/yazarlar/mehmet-tezkan/postmodern-darbe-neydi--1527528/ [accessed 08.05.2017].

[32] BBC, Turkey's PKK peace plan delayed [online], http://news.bbc.co.uk/1/hi/8352934.stm [accessed 09.05.2017].

[33] The Guardian, Timeline: Turkey and the EU [online],
https://www.theguardian.com/world/2002/dec/13/turkey.eu3 [accessed 10.05.2017].

the Middle East and Muslim countries Turkey has gained great sympathy as a role model for themselves.

At the present time, Turkey is in search of a stable, strong, effective and resolute country and a strong nation brand that is indispensable for the sustainability of economic, politic and social improvements.

3.4.2   Place Of Turkey In Nation Brands 100 Table In Past 6 Years

i.   2011

According to the 2011 report Turkey ranked among the top twenty most valuable brands for the first time as a result of the increasing economic stability and business friendly environment in an unstable region (See table 3.9). In the report the geographical importance of Turkey was highlighted and growing ties to the Middle East and country's position as a gas corridor to Europe were mentioned.[34]

Table 3.9 Turkey's place in Nation Brands 100 index - 2011

2011	2010	NATION	2011 BRAND VALUE	2011 % CHANGE IN BRAND VALUE	2011 BRAND RATING	2010 BRAND VALUE	2010 % CHANGE IN BRAND VALUE	2010 BRAND RATING
1	1	USA	11,370	-4.8%	AA-	11,939	18.1%	AA
2	2	Germany	3,146	1.5%	AA	3,100	20.7%	AA
3	4	China	3,001	40.4%	A+	2,137	29.9%	A+
4	3	Japan	1,940	-25.9%	A	2,619	-14.4%	AA-
5	5	United Kingdom	1,849	-4.9%	AA-	1,944	-15.5%	AA-
18	18	Sweden	471	5.4%	AA+	446	3.6%	AA+
19	21	Turkey	373	19.8%	A	312	10.2%	A-
20	19	Belgium	369	-7.1%	AA-	397	25.8%	A+

Source: http://brandfinance.com/news/press-releases/brand-finance-launches-nation-brands-100/, 08 May 2017

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[34] Brand Finance, Brand Finance launches nation brands 100 [online], http://brandfinance.com/news/press-releases/brand-finance-launches-nation-brands-100/ [accessed 11.05.2017].

ii.   2012

In the report of 2012 Turkey held its place as the 19th in the world in terms of the most valuable nation brands (See table 3.10). In 2012, the brand value of Turkey increased by 33% compared to previous year and Turkey became one of the biggest gainers in 2012.[35]

Table 3.10 Turkey's place in Nation Brands 100 index - 2012

Rank 2012	Rank 2011	Nation Brand	2012 BRAND VALUE ($ Billions USD)	2012 % CHANGE IN BRAND VALUE	2012 BRAND RATING	2011 BRAND VALUE	2011 % CHANGE IN BRAND VALUE	2011 BRAND RATING
1	1	United States	14641	18.5%	AA	12351	3.1%	AA-
2	3	China	4847	60.6%	A+	3018	40.4%	A+
3	2	Germany	3903	26.3%	AA	3091	-0.9%	AA
4	4	Japan	2552	30.2%	AA-	1960	-25.3%	AA-
17	16	South Korea	722	26.2%	A+	572	25.1%	A+
18	18	Sweden	666	48.4%	AA	449	4.5%	AA
19	19	Turkey	487	33.4%	A	365	17.6%	A-
20	24	Poland	472	74.5%	A	271	18.0%	A

Source: http://brandfinance.com/images/upload/bfj_nation_brands_100_2012_dp.pdf , 08 May 2017

In the report, Brand Finance handled the Turquality program under a special topic and introduced it as a very positive branding program to support Turkish companies operating internationally.[36] Turquality program was launched in 2005 and initially started with textile industry. It now covers almost 200 companies from different areas and helps them by defining strategic business plans for the companies, educating executives and middle managers of the companies with specially designed MBA programs, organizing vision seminars with business leaders to inspire the companies and so on. Moreover under the Turquality topic correlation between company brands and nation brands was referred. Turquality program that supports the trend of increasing

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[35] Brand Finance, Top 100 Nation Brands 2012 [online], http://brandfinance.com/images/upload/bfj_nation_brands_100_2012_dp.pdf [accessed 12.05.2017].
[36] Ibid.

Turkish exports was introduced as a good means for the positive correlation between Turkish brands and country brand of Turkey (See figure 3.6). It is stated "a world class brand can act as a soft power ambassador for a country and bring with it both an increase in a nation's brand value as well as investment and business partnerships for other companies within the nation."[37]

Figure 3.6 Turkish Merchandise Exports Billions USD
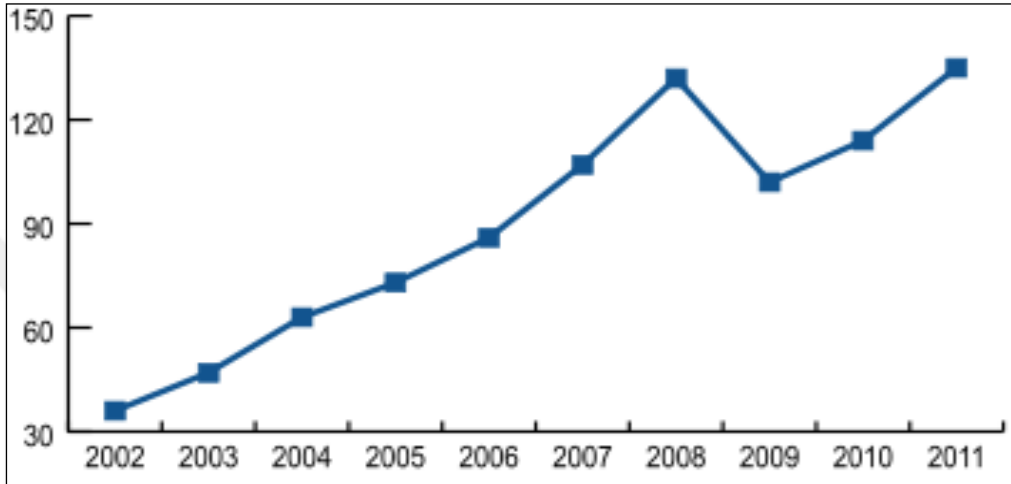
Source: http://brandfinance.com/images/upload/bfj_nation_brands_100_2012_dp.pdf , 08 May 2017

iii.   2013

According to the 2013 data Turkey sustained its successful performance with 41% increase in brand value compared to the previous year and held its place by becoming the 19th most valuable nation brand (See table 3.11). Turkey had a good performance in all four fields; tourism, people & skills, goods & services, and investment in spite of the discomfort with social policies in the country and got the 4th place in top winner countries.[38]

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[37] Ibid.

[38] Brand Finance, Nation Brands 2013 [online],
http://brandfinance.com/images/upload/brand_finance_nation_brands_2013.pdf [accessed 13.05.2017].

Table 3.11 Turkey's place in Nation Brands 100 index - 2013

Rank 2013	Rank 2012	Brand	Brand Value 2013 (USDbn)	Brand Rating 2013	Brand Value Change (%)	Brand Value Change (USDbn)	Brand Value 2012 (USDbn)	Brand Rating 2012
1	1	United States	17,990	AA	23%	3,349	14,641	AA
2	2	China	6,109	AA-	26%	1,263	4,847	A+
3	3	Germany	4,002	AA	3%	99	3,903	AA
4	5	United Kingdom	2,354	AA	8%	165	2,189	AA
5	4	Japan	2,263	AA-	-11%	-289	2,552	A+
6	6	France	1,938	AA-	-1%	-25	1,963	AA-
17	18	Sweden	752	AA	13%	86	666	AA
18	13	Spain	725	A+	-20%	-183	908	A
19	19	Turkey	688	A+	41%	201	487	A

Source: http://brandfinance.com/images/upload/brand_finance_nation_brands_2013.pdf , 08 May 2017

iv. 2014

In 2014, the result was still same and Turkey was the 19th most valuable nation brand with 9% increase in brand value according to the Brand Finance study (See table 3.12). The ranks for the most countries in top 20 also remained same compared to 2013 and United States became the most valuable one again as previous years.[39]

Table 3.12 Turkey's place in Nation Brands 100 index - 2014

Rank 2014	Rank 2013	Nation Brand	Brand Value 2014 ($bn)	Brand Rating 2014	Brand Value Change %	Brand Value Change ($bn)	Brand Value 2013 ($bn)	Brand Rating 2013
1	1	United States	19,261	AA+	7%	1,271	17,990	AA
2	2	China	6,352	AA-	4%	242	6,109	AA-
3	3	Germany	4,357	AA+	9%	355	4,002	AA
4	4	United Kingdom	2,833	AA	20%	478	2,354	AA
5	5	Japan	2,458	AA-	9%	196	2,263	AA-
6	7	Canada	2,212	AA-	19%	349	1,863	AA
18	18	Spain	801	A+	11%	76	725	A+
19	19	Turkey	751	A+	9%	63	688	A+
20	20	Poland	602	A	21%	105	497	A

Source: http://brandfinance.com/images/upload/brand_finance_nation_brands_report_2014_final_edition.pdf , 08 May 2017

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[39] Brand Finance, Nation Brands 2014 [online], http://brandfinance.com/images/upload/brand_finance_nation_brands_report_2014_final_edition.pdf [accessed 17.05.2017].

v.   2015

In 2015, Turkey's brand value declined by 11% for the first time since 2011 despite Turkey held its place as being the 19th most valuable nation brand (See table 3.13). In the report the reasons of this decline was analyzed and it was stated that the ongoing war in Syria negatively affected the international reputation of not only Turkey but also other Gulf States engaged in the war. Additionally increasing tension with PKK and general conflicts on Turkey's borders were put forward as a reason of the decline in brand value in 2015.[40]

Table 3.13 Turkey's place in Nation Brands 100 index - 2015

Rank 2015	Rank 2014	Nation	National Brand Value 2015 (USDbn)	Change (%)	National Brand Value 2014 (USDbn)	Brand Strength 2015 (Rating)	Brand Strength 2014 (Rating) (Rebased)
1	1	United States	19,703	2%	19,261	AAA-	AAA-
2	2	China	6,314	-1%	6,352	AA-	A+
3	3	Germany	4,166	-4%	4,357	AAA-	AAA-
4	4	United Kingdom	3,010	6%	2,833	AAA-	AAA-
5	5	Japan	2,541	3%	2,458	AAA-	AA+
18	12	Russia	810	-31%	1,167	A	A
19	19	Turkey	668	-11%	751	A+	A+
20	20	Poland	566	-6%	602	A+	A

Source: http://brandfinance.com/knowledge-centre/reports/brand-finance-nation-brands-2015/ , 08 May 2017

vi.   2016

In 2016 Turkey became one of the biggest fallers in brand value ranking and took the 25th place with a 29% drop in the value (See table 3.14). Jordan and Turkey were shown as two countries that suffered most from the instability in neighboring Syria. However the main reason of this significant fall was presented as the failed coup that caused breakdown to all sectors in the economy and regression in FDIs due to the uncertain politic and economic conditions.[41]

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[40] Brand Finance, Nation Brands 100 – 2015 [online], http://brandfinance.com/knowledge-centre/reports/brand-finance-nation-brands-2015/ [accessed 17.05.2017].
41 Brand Finance, Nation Brands 100 – 2016 [online], http://brandfinance.com/knowledge-centre/reports/brand-finance-nation-brands-2016/ [accessed 17.05.2017].

Table 3.14 Turkey's place in Nation Brands 100 index - 2016

Rank 2016	Rank 2015	Nation	National Brand Value 2016 (USDbn)	Change (%)	National Brand Value 2015 (USDbn)	Brand Strength 2016 (Rating)	Brand Strength 2015 (Rating) (Rebased)
1	1	United States	20,574	4%	19,703	AAA	AAA-
2	2	China	7,067	12%	6,314	AA	AA-
3	3	Germany	3,882	-7%	4,166	AAA-	AAA-
4	5	Japan	3,002	18%	2,541	AAA	AAA-
5	4	United Kingdom	2,942	-2%	3,010	AAA	AAA-
6	6	France	2,339	8%	2,158	AA+	AA
22	22	Saudi Arabia	482	-5%	506	AA	AA
23	30	Norway	478	23%	388	AAA	AAA-
24	29	United Arab Emirates	478	19%	403	AAA	AAA
25	19	Turkey	474	-29%	668	AA-	A+
26	26	Singapore	469	14%	412	AAA	AAA

Source: http://brandfinance.com/knowledge-centre/reports/brand-finance-nation-brands-2016/ ,
08 May 2017

3.4.3 Turkey: Discover The Potential Campaign

Communication, advertising, marketing and public relations are the key factors for a successful organization and all these factors are not independent from each other.[42] For an effective promotion campaign there must not be different voices and all messages must be united under one slogan and one declaration. In view of this fact, Turkish Exporters Assembly (TIM), which is the head organization of exporter companies since 1993, has leaded a study for Turkey brand in order to represent the country abroad at a high level and increase the perception of Turkish goods and services in international market.[43] As a result of the study logo, slogan and campaign, which were shaped by a team consists of 150 participants including businessman, advertisers, designers, academicians and artists, were launched in 2014.[44] The logo was inspired by 8 different motifs that Turks used in fields like rugs, architecture and handicrafts in history. These 8 motifs symbolize 8 different characteristics such as growth, synergy, world, meeting, both eastern and western, innovation, togetherness and harmony (See figure 3.7).[45] With the creation of the new logo it started to be used in many social, economic, commercial,

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[42] Important India, Meaning, Objectives, and Importance of Advertising [online], http://www.importantindia.com/23997/meaning-objectives-and-importance-of-advertising/ [accessed 13.05.2017].

[43] TIM, About Us [online], http://www.tim.org.tr/en/about-tim-about-us.html [accessed 13.05.2017].

[44] Memleket, Turkey Discover the Potential ne demek? [online], http://www.memleket.com.tr/turkey-discover-the-potential-ne-demek-487646h.htm [accessed 14.05.2017].

[45] TIM, Reading The Brand [online], http://www.discoverthepotential.com/en/news/get/the-turkish-perspective-2014-25-reading-the-brand [accessed 17.05.2017].

cultural and sportive organizations arranged by public or private establishments. In addition to the new logo TIM has launched the new slogan of Turkey brand that is "Discover the potential". Mehmet Büyükekşi (2014), the chairman of TIM, stated that the slogan is an offering to the world to discover the potential of Turkey that is final product and combination of different civilizations settled on this land and the rich heritage left from these civilizations.[46]

Figure 3.7 Motifs and their meanings in the new logo

He also added that this work is an important step to "tell our story to the world" and in this way as a potent and promising country Turkey must develop new communication methods in addition to traditional advertising and PR approaches.[47]

This slogan will be a milestone in this process and a common voice to reach the world to encourage them to discover the potential of Turkey. Moreover the promotion of the

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[46] Ibid.

[47] TIM, Turkey Discover The Potential İle Tüm Dünyaya Keşfet Çağrısı [online], http://www.tim.org.tr/tr/tim-gundem-turkey-discover-the-potential-ile-tum-dunyaya-kesfet-cagrisi.html [accessed 19.05.2017].

country brand that consists of two stages will be accelerated with this new step. The first stage will be pursued within the country and the aim of this stage is to inform the citizens about this new attack started with the new slogan and logo. The second stage is to associate the Turkish people abroad and friends of Turkey with this process.[48] In order to manage this promotion process well Turkey must produce inspiring stories and contents in addition to advertising that requires quite large resources or PR that provides long-term results. Büyükekşi (2014) referred these new stories and contents by mentioning about Turkish series that are very popular all over the world and he stated that the export of Turkish series in last 10 years has contributed to the promotion of Turkey more than the pursued advertising and PR works.[49] This kind of new contents will provide more result oriented promotions and enhance the brand awareness of Turkey rather than conventional advertising strategies.

The new slogan and logo of Turkey became a very efficient starting point for the branding of Turkey and "Discover the potential" was perceived as a global invitation to build this powerful brand together with all current and future partners. At the end of this process the goal is to be explaining not only by the members of Turkey and but also by all countries and partners that perceive Turkey as a valuable nation brand[50].

3.5 SWOT ANALYSIS OF TURKEY BRAND

In this section SWOT analysis is conducted for the nation brand of Turkey that was listed in Table 3.15, and then each topic is explained in detail.

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[48] Ibid.
[49] Ibid.
[50] Ibid.

Table 3.15 Swot analysis table

STRENGTHS	WEAKNESSES
Culture and Heritage	Education
Tourism	Lack of Global Brands
Geopolitical Importance	
OPPORTUNITIES	**THREATS**
Young Population	Terrorism
Growing Economy	Uncontrolled Immigration

3.5.1 Strengths

3.5.1.1 Culture and heritage

The cultural richness of a nation is a unique specification that cannot be copied or replaced and it is like a bridge that unites the past and present of the country. Since the cultural aspect of a country's image demonstrates the intangible properties of the country's people it is very valuable and dignified (Anholt 2005, pp.137-138). Anatolia is situated between Europe and Asia and hosted many civilizations throughout its long history.[51] There are countless historical and artistic works left by the civilizations in the land of Anatolia and all these artifacts carry the culture of its period to present generations. These works were performed in different areas such as archeology, architecture, ceramic, carpets, literature, miniature and so on. 16 cultural and natural sites of Turkey are included in UNESCO as of 2017 and Historic Areas of Istanbul, City of Safranbolu, Hattusha: The Hittite Capital, Mount Nemrut, Cappadoccia, Ephesus and

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[51] Turkish Cultural Foundation, Archaeological Sites in Turkey [online], http://www.turkishculture.org/archaeology/archaeological-sites-in-1018.htm [accessed 21.05.2017].

Archeological Site of Troy are some examples of these sites.[52] In addition to world heritage sites Turkey has 14 cultural elements on the list of UNESCO Intangible Cultural Heritages as of 2017, such as Turkish coffee culture, Kırkpınar Oil Wrestling Festival, Turkish Art of Marbling and Mevlevi Sema Ceremony.[53]

3.5.1.2 Tourism

Tourism sector in Turkey has entered a heavy decline since 2015 as a result of terrorist attacks organized by ISIS and PKK, ongoing war in Syria, conflicts between Russia and Turkey that resulted in banning travel to Turkey and July 15 coup attempt. But still tourism is one of the main business sectors in Turkey with its direct contribution to GDP by 4.1% in 2016.[54] The geography of Turkey and cultural heritages from several civilizations placed in the region attract both foreign and domestic visitors (Ozer et al. 2012, p.1066). Istanbul is one of the major tourism spots in the world with many historical buildings in the city such as Galata Tower, Blue Mosque, Grand Bazaar, Topkapı Palace and Dolmabahçe Palace.[55] Furthermore Turkey attracts millions of visitors from several countries to experience beach vacations in the holiday resorts that are mostly located along the southwestern and southern coast of the country. "Turkey has 7200 km of coastline and ranks 2nd among 38 countries with its 436 blue-flag beaches; only Spain has more blue-flag beaches than Turkey with 578."[56] Antalya is one of the most important cities attracting foreign tourists for beach vacations and mentioned as the capital city of tourism.[57]

In 2014, Turkey reached its highest point in tourism statistics with around 42 million foreign visitors and being the 6th most popular tourist destination in the world. However

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[52] GoTurkey Tourism, UNESCO World Heritage Sites [online], http://www.goturkeytourism.com/things-to-do/unesco-world-heritage-sites-in-turkey.html [accessed 24.05.2017].

[53] Ibid.

[54] ABC News, Turkey's Tourism Industry Suffers After Recent Terror Attacks [online], http://abcnews.go.com/International/turkeys-tourism-industry-takes-hit-recent-terror-attacks/story?id=44514344 [accessed 25.05.2017].

[55] European Best Destinations, Tourism In Istanbul [online], https://www.europeanbestdestinations.com/destinations/istanbul/ [accessed 27.05.2017].

[56] Investment Support and Promotion Agency of Turkey, Tourism [online], http://www.invest.gov.tr/en-US/sectors/Pages/WellnessAndTourism.aspx [accessed 28.05.2017].

[57] Ibid.

as a consequence of mentioned problems the number declined to 36 million in 2015 and 25 million in 2016.[58] Now Turkish government looks for long-term solutions for this decline and take concrete steps by normalizing the relations between Russia and Turkey, ending terrorist activities to enhance security perception of the country and promoting Turkey worldwide as a safe and rich tourism spot.

3.5.1.3 Geopolitical importance of Turkey

Turkey is located in a region where Africa, Europe and Middle East come together and the country stands as a bridge in many areas between East and West. Bagci and Kardas (2003, p.19) refer the importance of Turkey's location as follows: "Traditionally, Turkey has been considered an important country because of its geographic location between Europe, the Middle East and Asia, which gives it easy access to strategically important regions and major energy resources." In recent years Turkey sets goals and develops strategies in order to become an energy hub in the region through establishing an energy exchange market where oil and gas are traded.[59] In this context Turkish government continues to take steps by improving national energy security, increasing the national gas and oil storage capacity and establishing an energy exchange market. In 2015 Energy Exchange Istanbul (EXIST) was established to develop energy market in Turkey and despite the company only manages the electricity exchange market for now, operations will be expanded in near future.[60]

Furthermore Turkey plays an important role to reconcile eastern societies and western world as a democratic and modern Islamic country. The Alliance of Civilizations, which was launched in 2005 by Recep Tayyip Erdogan and Jose Luis Rodriguez Zapetero, became a leading initiative in this road.[61] UN endorsed the initiative and a secretariat was established in New York within the UN in order to end the fear, prejudices and

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[58] Dünya, Turist sayısı 2016'da yüzde 30 azaldı [online], https://www.dunya.com/sektorler/turizm/turist-sayisi-2016da-yuzde-30-azaldi-haberi-347944 [accessed 30.05.2017].

[59] MFA, Turkey's Energy Profile and Strategy [online], http://www.mfa.gov.tr/turkeys-energy-strategy.en.mfa [accessed 02.06.2017].

[60] Ibid.

[61] MFA, The Alliance of Civilizations Initiative [online], http://www.mfa.gov.tr/the-alliance-of-civilizations-initiative.en.mfa [accessed 02.06.2017].

suspicion between Islamic world and western societies by advancing the mutual respect and sensibility through several projects, organizations and resolutions.[62]

3.5.2 Weaknesses

3.5.2.1 Education

Educated, skilled and talented people are the most valuable national resources of a country and the only way for having a potent human capital is to establish efficient education system in the country.[63] Although Turkey has a high potential owing to its young population unfortunately this potential cannot be realized well enough as a result of the significant problems in education system, such as memorization of the knowledge, insufficiency in language teaching, uneducated parents, incapable educators, lack of facilities, inequalities in access to education (Yılmaz & Altınkurt 2011, p.947). Defects in Turkish education system were also revealed in the Program for International Student Assessment (PISA) that is operated by OECD. PISA is "a triennial international survey which aims to evaluate education systems worldwide by testing the skills and knowledge of 15-year-old students."[64] According to 2015 PISA results the ranking of Turkey was dropped from 44th to 49th place out of 72 countries compared to the previous test in 2012.[65]

The head of Turkish Education Association, Selçuk Pehlivanoğlu, interpreted the results and said "We force students to memorize knowledge to use in the high school and university entrance exams. We are raising a generation that surrenders to exams goes down instead of rising."[66] Turkey can only compete and develop in the globalizing world through the reforms in education system with innovative policies in order to increase the level of well-trained labor force.

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[62] Ibid.

[63] Tripathy, S., 2014, Importance of Education – Reasons why Education is Important [online], 07 August 2014, http://www.importantindia.com/10509/importance-of-education/ [accessed 03.06.2017].

[64] OECD, What is PISA? [online], http://www.oecd.org/pisa/aboutpisa/ [accessed 04.06.2017].

[65] Hurriyet Daily News, Turkey's education problems revealed in OECD-wide education test PISA [online], http://www.hurriyetdailynews.com/turkeys-education-problems-revealed-in-oecd-wide-education-test-pisa.aspx?pageID=238&nid=106997 [accessed 04.06.2017].

[66] Ibid.

3.5.2.2 Lack of global brands

A strong nation brand enhances the consumers' perception about local products or services and well-known global brands with high reputation promote the nation brand in turn as mentioned before. Samsung, which is one of the biggest IT companies, is a good example of this relationship and have had a great impact on nation brand image of South Korea. Building powerful global brands to compete with other countries is still lacking in Turkey and the fact was demonstrated in the Brand Finance Global 500 report in 2017.[67] According to the results of the report, which, is yearly conducted to test world's largest brands by Brand Finance, none of the Turkish companies could be listed in the most valuable 500 global brands in 2017 like previous years.[68] Even Turkish Airlines, which is the most famous brand of Turkey in the world and was selected as the Europe's best airline company many times, could not enter the list.

Eight of the top ten spots in the list belong to USA that has kept its number one spot as the most valuable and strongest nation brand in different evaluations for years (See table 3.16).[69]

Table 3.16 Top ten companies in the list of Brand Finance Global 500 - 2017

Rank 2017	Rank 2016	Brand name	Industry Group	Domicile	Brand value ($m) 2017	% change	Brand value ($m) 2016	Brand rating 2017	Brand rating 2016
1	2	Google	Technology	United States	109,470	24%	88,173	AAA+	AAA+
2	1	Apple	Technology	United States	107,141	-27%	145,918	AAA	AAA
3	3	Amazon.com	Technology	United States	106,396	53%	69,642	AAA-	AA+
4	6	AT&T	Telecoms	United States	87,016	45%	59,904	AAA	AA+
5	4	Microsoft	Technology	United States	76,265	13%	67,258	AAA	AAA
6	7	Samsung Group	Conglomerate	South Korea	66,219	13%	58,619	AAA-	AAA-
7	5	Verizon	Telecoms	United States	65,875	4%	63,116	AAA-	AAA-
8	8	Walmart	Retail	United States	62,211	16%	53,657	AA+	AA
9	17	Facebook	Technology	United States	61,998	82%	34,002	AAA	AAA-
10	13	ICBC	Banks	China	47,832	32%	36,334	AAA	AA+

Source: http://brandfinance.com/knowledge-centre/reports/brand-finance-global-500-2017/ , 08 May 2017

Hence this performance is a clear indicator of the positive correlation between national brands and brand perception of a country.

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[67] Brand Finance, Brand Finance Global 500 2017 [online], http://brandfinance.com/knowledge-centre/reports/brand-finance-global-500-2017/ [accessed 06.06.2017].

[68] Murat, N., 2013, En Değerli 500 Marka Açıklandı, Türkiye Yine Listede Yok [online], 19 March 2013, http://www.pazarlamasyon.com/pazarlama/en-degerli-500-marka-aciklandi-turkiye-yine-listede-yok/ [accessed 06.06.2017].
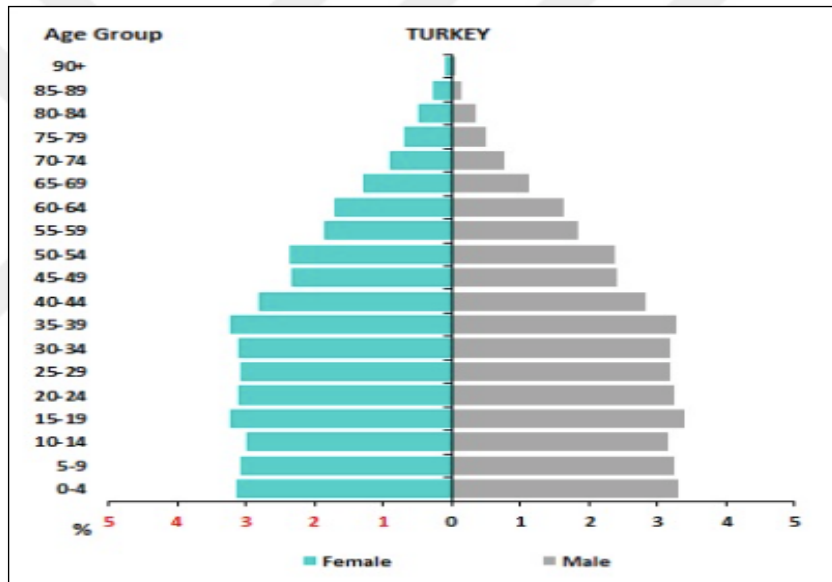
[69] Ibid.

3.5.3 Opportunities

3.5.3.1 Young population

High rate of young population in a country is a great opportunity to supply abundant manpower and to provide sustainability of a large domestic market for goods and services.[70] According to the data of Turkish Statistical Institute (TUIK) Turkey's population has reached 78.7 million in 2015. Half of the population was under age of 31 and that makes Turkey the country with the youngest population in EU (See figure 3.8).[71]

Figure 3.8 Population-Age Group Pyramid - 2016

Source: http://www.invest.gov.tr/en-US/investmentguide/investorsguide/Pages/DemographyAndLaborForces.aspx , 30 June 2017
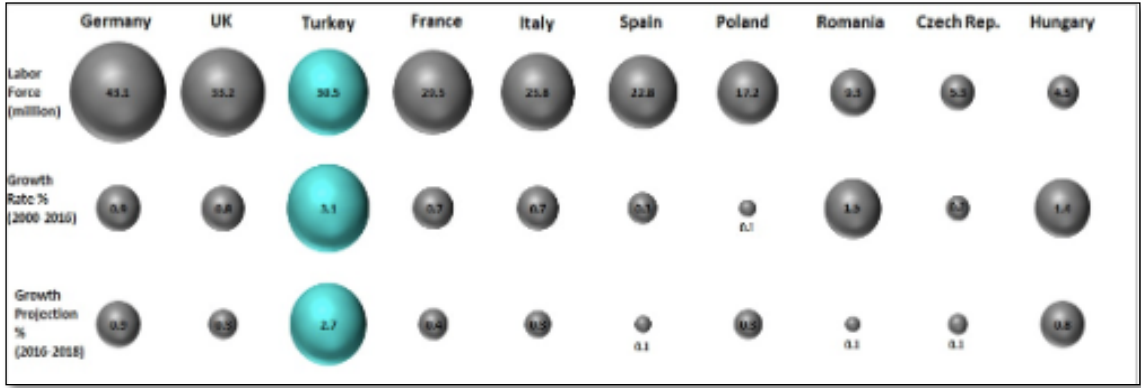
Moreover, Turkey had the 3rd largest labor force market in EU with around 30.5 million people according to 2016 data and became the best performer in terms of labor force growth among EU countries.[72] (See figure 3.9)

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[70] Villages, B., 2012, The advantages of a large and growing population [online], 15 June 2012, http://business.inquirer.net/65165/the-advantages-of-a-large-and-growing-population [accessed 10.06.2017].

[71] TUIK, Youth in Statistics, 2015 [online], http://www.turkstat.gov.tr/PreHaberBultenleri.do?id=21517 [accessed 10.06.2017].

[72] Ibid.

Figure 3.9 Labor Force - 2016

	Germany	UK	Turkey	France	Italy	Spain	Poland	Romania	Czech Rep.	Hungary
Labor Force (million)	43.1	33.2	30.5	29.5	25.8	22.8	17.2	9.3	5.3	4.5
Growth Rate % (2000-2016)	0.9	0.8	3.1	0.7	0.7	0.1	0.1	1.9	0.3	1.4
Growth Projection % (2016-2018)	0.5	0.3	2.7	0.4	0.3	0.1	0.3	0.1	0.1	0.8

Source: http://www.invest.gov.tr/en-US/investmentguide/investorsguide/Pages/DemographyAndLaborForces.aspx , 30 June 2017

It is obvious that unless the young population is educated well and benefited from high standards in health, social inclusion and working conditions it is not possible to talk about the advantage of youth as an opportunity. That's why the potential of the youthful population must be utilized with long-term policies and structural changes in many areas. In this way Turkey offers great opportunities with the young and dynamic population for local and international investors, especially considering the ageing and shrinking populations of EU countries.[73]

3.5.3.2 Growing economy

Sustainable growth and stability are crucial specifications of a country to provide suitable investment opportunities to both local and international investors and to achieve overall development in all areas, such as education, promotion, tourism and export, as mentioned before.[74] Strong economy is an indispensable prerequisite for an influential nation brand and this fact can be observed by looking at the strongest nation brands like US, Germany, UK and Japan that also have strongest economies in the world.[75]

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[73] Eurostat, Population structure and ageing [online], http://ec.europa.eu/eurostat/statistics-explained/index.php/Population_structure_and_ageing [accessed 10.06.2017].

[74] Sahin, K., 2017, Türkiye tam bir fırsatlar ülkesi [online], 19 May 2017, http://www.milliyet.com.tr/-turkiye-tam-bir-firsatlar-ulkesi--ekonomi-2453198/ [accessed 11.06.2017].

[75] GfK, About NBI [online], http://nation-brands.gfk.com [accessed 05.06.2017].

Turkey's economic performance has been impressive since 2000. Macroeconomic and fiscal stability formed the center of this performance making low unemployment rate and increased incomes possible.[76] Investment Support and Promotion Agency of Turkey (IPSAT) refers this as follows: "A sound macroeconomic strategy, prudent fiscal policies and major structured reforms have all contributed to the integration of Turkey's economy into the globalized world while also transforming the country into one of the major recipients of FDI in its region."[77] These reforms have made the economic fundamentals of Turkey stronger and positively affected economic data. The country achieved average real GDP growth rate of 5.6% from 2003 to 2016 (See figure 3.10).[78]

Figure 3.10 Annual Average Real GDP Growth (%) 2003-2016
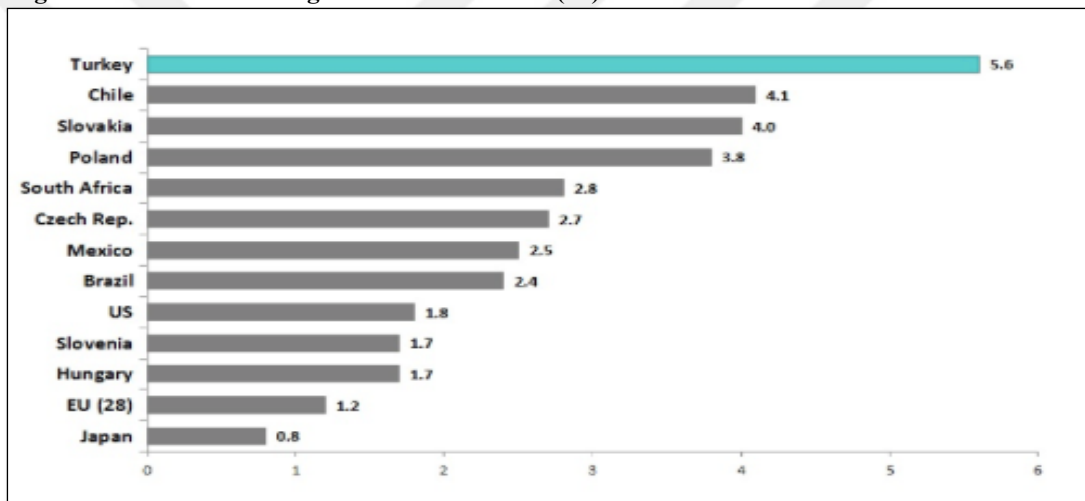
Source: http://www.invest.gov.tr/en-us/turkey/factsandfigures/pages/economy.aspx , 01 July 2017

This successful performance has increased the level of expectations about the future. According to OECD Turkey has high potential to become one of the fastest growing economies among OECD countries between 2015-2025 with an annual average growth rate of 4.9% (See figure 3.11).[79]
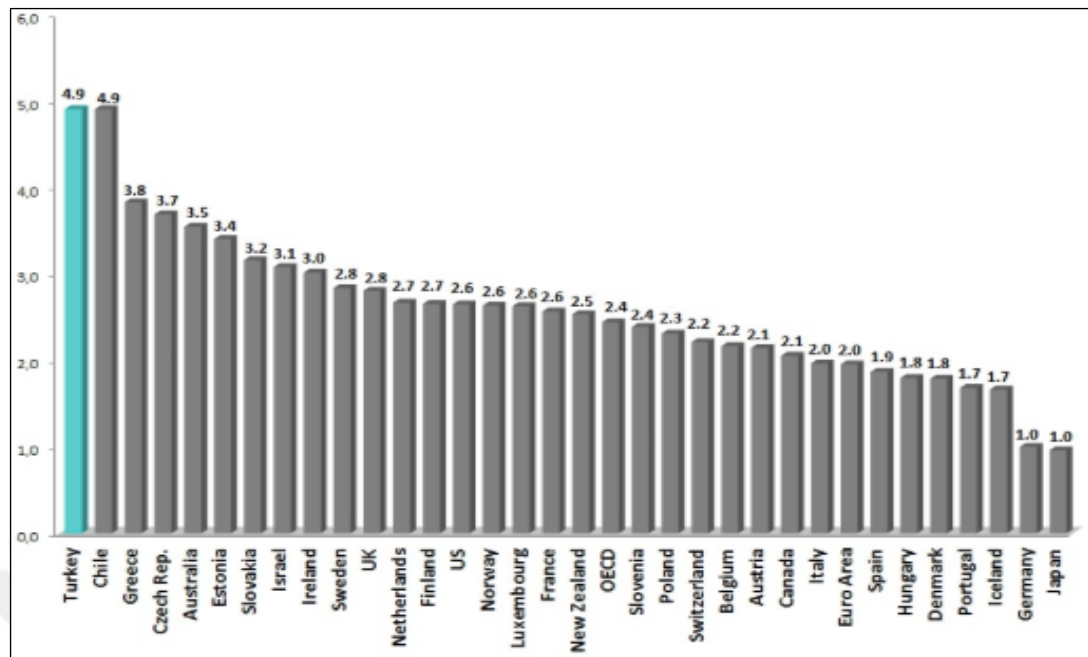
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[76] World Bank, The World Bank in Turkey [online], http://www.worldbank.org/en/country/turkey/overview [accessed 12.06.2017].

[77] ISPAT, Economic Outlet [online], http://www.invest.gov.tr/en-us/turkey/factsandfigures/pages/economy.aspx [accessed 12.06.2017].

[78] Ibid.

[79] Ibid.

Figure 3.11 Annual Average Real GDP Growth (%) Forecast in OECD Countries 2015-2025

Source: http://www.invest.gov.tr/en-us/turkey/factsandfigures/pages/economy.aspx , 01 June 2017

As a consequence of the increased economic performance and successful achievements Turkey is now 17th largest economy in the world and 6th largest economy among EU countries according to GDP data in 2016.[80]

3.5.4 Threats

3.5.4.1 Terrorism

Terrorism is one of the biggest threats for almost all countries today and aims to create fear among civilians in order to realize political, religious or ideological goals. Terrorist attacks do not only cause mental and psychological disorders among citizens but also hit the economy and all kinds of business activities in a country by damaging the brand image of the country.[81] Tourism and FDI are the two examples of vulnerable areas affected by terrorism. For instance, share of tourism in GDP of France is around 8

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[80] Ibid.

[81] Ross, S., 2016, Top 5 Ways Terrorism Impacts the Economy [online], 21 August 2016, http://www.investopedia.com/articles/markets/080216/top-5-ways-terrorism-impacts-economy.asp [accessed 13.06.2017].

percent and because of Nice attacks expected decline in number of visitors to France in the month after the attack was declared as 30%.[82] Terrorism has also negative impacts on FDI. A multinational company can plan to invest in another country due to different reasons like cheap and skilled labor force, proximity to raw materials, reducing transport costs or expanding the market. Terrorism and security problems in general can make the company give up its investment decision to prevent possible consequences such as loss of facilities, human power and capital at the end.[83]

Turkey is one of the countries suffered from several terrorist groups most and still fights against different terrorist organizations. PKK, which is the main terrorist organization in Turkey, was founded in 1984 and since then more than 40.000 people died because of the PKK terror. Under different names YPG or PYD, which are seen as extensions of PKK, this terrorist entity is targeting security forces and economic, social assets in the country.[84] As a consequence of all terrorist activities organized by PKK direct financial loss of the country reached 209 billion USD from 1984 to 2008.[85] Different terrorist organizations such as DHKP-C, Hezbollah and El-Kaide have continued their activities in Turkey for many years, but in recent years ISIS and FETO have been added to the list of terrorist organizations and accepted as highest terror threats in addition to PKK. ISIS carried out 8 attacks in Turkey between 2014 and 2017 and 292 people lost their lives in total.[86] The attacks organized by ISIS, especially Ataturk Airport and Reina shootings, in which respectively 45 and 39 people died, harmed the perception of Turkey as a secure country in the world public opinion.[87] Fethullah Gulen leads Fethullah Terrorist Organization (FETO), which has operated in a style that Turkey is not accustomed to and he has been perceived as the leader of an influential religious movement until

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[82] Ibid.

[83] Bandyopadhyay, s. & Younas, J., 2014, Terrorism: A Threat to Foreign Direct Investment [online], https://www.stlouisfed.org/publications/regional-economist/october-2014/terrorism-a-threat-to-foreign-direct-investment [accessed 13.06.2017].

[84] MFA, PKK [online], http://www.mfa.gov.tr/pkk.en.mfa [accessed 14.06.2017].

[85] Tan, A., 2011, Rakamlarla PKK ve Dramatik Son [online], 22 September 2011, http://www.sde.org.tr/tr/authordetail/rakamlarla-pkk-ve-dramatik-son/964 [accessed 14.06.2017].

[86] Medyascope, Türkiye'deki Işid Saldırıları [online], http://medyascope.tv/2017/01/02/turkiyedeki-isid-saldirilari/ [accessed 15.06.2017].

[87] Parfitt, T., 2015, WARNING: Britons in Turkey face new ISIS threat as terrorists urge locals to go on attack [online], 19 August 2015, http://www.express.co.uk/news/world/599270/Britain-Turkey-ISIS-Islamic-State-terror-attack-Tunisia-tourist-Home-Office-Istanbul [accessed 15.06.2017].

December 17, 2013.[88] Although it was realized that this organization did not have innocent intentions, few people would ever think that they would be able to take an armed action. In 15 July 2016, FETO attempted a coup to topple the government and unseat President Erdogan. After the coup attempt was announced through social media and TV programs, people came out on the streets to block this attempt by their own means. Thanks to brave people in the country the attempt has failed. But unfortunately 241 people were killed and 2194 people were injured because of the attacks of coup forces.[89] All the security issues that have taken place in recent years have caused damage to the brand image of the country in the world and will continue to harm the nation brand of Turkey as long as there are no sustainable solutions to these security vulnerabilities.

3.5.4.2 Uncontrolled immigration

Due to the war in Syria since 2011 millions of Syrians have left their country and taken refuge in many different countries. Turkey, Lebanon and Jordan are the countries that host Syrian refugees most.[90] According to 2017 data the number of people currently living in Turkey as immigrants and refugees is 3 million 551 thousand 78.[91] Furthermore, according to AFAD data, total expenditure of Turkey made by public institutions, non-governmental organizations and the public for the refugees in the Syrian crisis is 25 billion dollars.[92] Although these events on the border of the country cause security problems in Turkey the main threat is related to the integration and adaptation of refugees to the country. There is a serious language problem for the Syrian refugees in Turkey and this creates big difficulties in terms of their integration to the society. About 1 million refugees are in school age and unfortunately less than half of

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[88] Al Jazeera, Turkey's failed coup attempt: All you need to know [online], http://www.aljazeera.com/news/2016/12/turkey-failed-coup-attempt-161217032345594.html [accessed 05 July 2017].

[89] Ibid.

[90] TRT Haber, Sığınmacılara ev sahipliği yapan komşu ülkeler yorgun düştü [online], http://www.trthaber.com/haber/dunya/siginmacilara-ev-sahipligi-yapan-komsu-ulkeler-yorgun-dustu-242027.html [accessed 07 July 2017].

[91] A Haber, Bakan Soylu, Türkiye'deki mülteci sayısını açıkladı [online], http://www.ahaber.com.tr/gundem/2017/02/15/bakan-soylu-turkiyedeki-multeci-sayisini-acikladi [accessed 07 July 2017].

[92] Ibid.

this number can study in the schools in Turkey.[93] They will emerge as a threat to economic, social and security matters if the education problems of the refugees are not overcome and adaptation to the country is not achieved properly. As seen in a few individual cases, the problems between Turkish citizens and Syrian refugees have begun to emerge.[94] If economic and social integration of the Syrians cannot be achieved it will be easier for refugees to apply illegal ways. Ensuring a stable and peaceful atmosphere, which is one of the most important characteristics of a strong country brand, will be possible by controlling the refuge process that has continued in an uncontrolled way. Therefore, government must develop sustainable long-term policies to make Syrian refugees integrate to the society and increase the living standards of them.

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[93] Al Jazeera, Türkiye'deki Suriyelilerin eğitim sorunu nasıl çözülür? [online], http://www.aljazeera.com.tr/gorus/turkiyedeki-suriyelilerin-egitim-sorunu-nasil-cozulur [accessed 08 July 2017].

[94] Hurriyet, Suriyeliler ile Türk vatandaşlarının kavgası kamerada [online], http://www.hurriyet.com.tr/suriyeliler-ile-turk-vatandaslarinin-kavgasi-ka-40461418 [accessed 08 July 2017].

4. RESEARCH METHODOLOGY

The present study aims to understand nation-branding concept that is new but rapidly expanding approach as a brand management technique. While the concepts of traditional brand building processes were adapted to nation branding by reviewing the literature on the one hand, on the other hand Turkey was investigated as a nation brand by referring the branding strategies and campaigns carried out by the government and conducting SWOT analysis in general. In this section the method, purpose, design, sampling and data collection processes are presented and findings of the research about nation branding of Turkey are stated under several topics.

4.1 PURPOSE OF THE RESEARCH

Since the main subject of the thesis is about nation branding and Turkey is selected as the country case, primary purpose of the research is to gain detailed information about current position and strategies of Turkey as a nation brand. In the literature review sections Turkey: Discover the potential campaign and Turquality program that are organized by Ministry of Economy in collaboration with TIM became the first steps of the research and shaped the main structure of the design process. The main body of the thesis is formed by definitions, explanations, general information and evaluations. As a result exploratory research is seen as more appropriate to conduct and qualitative research method is applied. The purpose of qualitative research is "to provide a complete, detailed description of the research topic. It is more exploratory in nature."[95] With this method taking the current performance and position of the country into account reveals the future projection of nation branding process of Turkey.

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[95] Explorable, Quantitative and Qualitative Research [online], https://explorable.com/quantitative-and-qualitative-research [accessed 16.06.2017].

4.2 DESIGN AND METHOD OF THE RESEARCH

Before starting a research, researcher needs to design the process to collect data according to the nature of the project and must decide which approach to use; qualitative, quantitative or mixed.[96] Qualitative research method deals more with verbal data compared to quantitative method that uses numerical data and conducts statistical operations.[97] There are several differences between qualitative and quantitative approaches that are indicated in the comparison table below. Crossman (2017) states the ways of using qualitative method as "observation and immersion, interviews, open-ended surveys, focus groups, content analysis of visual and textual materials and oral history."[98]

In this study qualitative research method is applied because of the need of getting verbal data and general information about the nation brand of Turkey through in-depth interview. In addition, due to the absence of a hypothesis formulated to be tested inductive approach is conducted in the study. In-depth interview is defined as "qualitative research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program, or situation."[99] In depth interviews are more useful when detailed information about an issue, situation or case is needed. There are three different types of in-depth interviews that are structured, semi-structured and unstructured interviews and stated in Table 4.1.[100]

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[96] Nfer, Designing the research [online], https://www.nfer.ac.uk/schools/developing-young-researchers/how-to-choose-your-research-methods/ [accessed 16.06.2017].

[97] Crossman, A., 2017, An Overview of Qualitative Research Methods [online], 17 May 2017, https://www.thoughtco.com/qualitative-research-methods-3026555 [accessed 17.06.2017].

[98] Ibid.

[99] Boyce, C. & Neale, P., 2006, Monitoring and Evaluation – 2 [online], http://www2.pathfinder.org/site/DocServer/m_e_tool_series_indepth_interviews.pdf [accessed 17.06.2017].

[100] Quality Research International, Types of in-depth interview [online], http://www.qualityresearchinternational.com/methodology/RRW4pt2Types.php [accessed 18.06.2017].

Table 4.1 Three types of in-depth interview

	Individual	Group
Structured	Set of broad questions asked more or less in order but flexible to adjust to respondent's answers. Primarily a one-way data collection technique	Focus group (structured discussion)
Semi-Structured	Broad topics for discussion respondent allowed to develop ideas and interviewer uses prompt to probe and keep the conversation covering the broad areas. Interviewer may contribute but mainly one-way information flow.	Questions posed and any group member can answer. Respondents may elaborate based on responses of other group members. Eg., football terrace
Unstructured	More of a conversation with little evident direction to the interview just the broad topic area. These are referred to as 'open ended'. In some cases the conversation, which is often one-sided, develops into a dialogue where the interviewer contributes as much as the respondent.	A guided conversation with the group leading the situation and the interviewer in a position of almost overhearing the exchanges, prompting further discussion amongst the group.

Source: http://www.qualityresearchinternational.com/methodology/RRW4pt2Types.php , 15 June 2017

In this study structured interview format is preceded and 12 open-ended questions were determined with the assistance of the thesis advisor. With these questions, gathering elaborate information about nation branding of Turkey is intended by benefiting from the profession of the interviewee.

4.3 RESEARCH QUESTIONS

i. What is Turkish Exporters Assembly (TIM) and what kinds of services does TIM provide?

ii. What is the function of Turquality program?

iii. Could you please give general information about Turkey: Discover the potential campaign? What are the goals of the campaign?

iv. What are the reasons of the need for such a campaign?

v. What is the role and importance of this campaign in Turkey's branding process?

vi. Can you evaluate Turkey as a nation brand considering its position in the world and place among its competitors?

vii. What are the strengths and weaknesses of Turkey brand? Which elements do you see as opportunity and potential threat?

viii. Which country can be a model for Turkey in the branding process? Please explain why.

ix. What should be the competition strategy of the country during branding process? Innovation in existing areas or niche areas?

x. Which areas will be affected by a strong country brand, especially the economy, and how the citizens will feel these effects?

xi. What kind of strategies should be developed apart from existing campaigns in order for Turkey to have a strong country brand?

xii. Finally, what should be the future targets of Turkey being a strong and valuable brand?

4.4 SAMPLING AND DATA COLLECTION

The research instrument applied for the study is in-depth interview. Twelve questions were prepared by the research with the confirmation of the advisor; therefore the interview was formed as a structured type. Generally in-depth interviews are conducted with several people to find out those people's ideas about the research topic and questions asked.[101] But in some cases the interview can be done with only one person who has proficiency in the research area in order to collect more real and valid information. Gjoko Muratovski (2016, p.61) who is the author of Research for Designers: A Guide to Methods and Practice book refers this case in his book and states "In some cases, you will need to conduct and interview with only one person who is perhaps an expert in the area that you are examining." In the light of this case sampling and data collection phases of qualitative research process, which is indicated in Figure

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[101] Crossman, A., 2017, How to Conduct a Research Interview [online], 02 March 2017, https://www.thoughtco.com/in-depth-interview-3026535 [accessed 18.06.2017].

4.1, were designed and it was decided to organize a single interview with an expert in the area of nation branding of Turkey.

Figure 4.1 Steps in the Qualitative Research Process
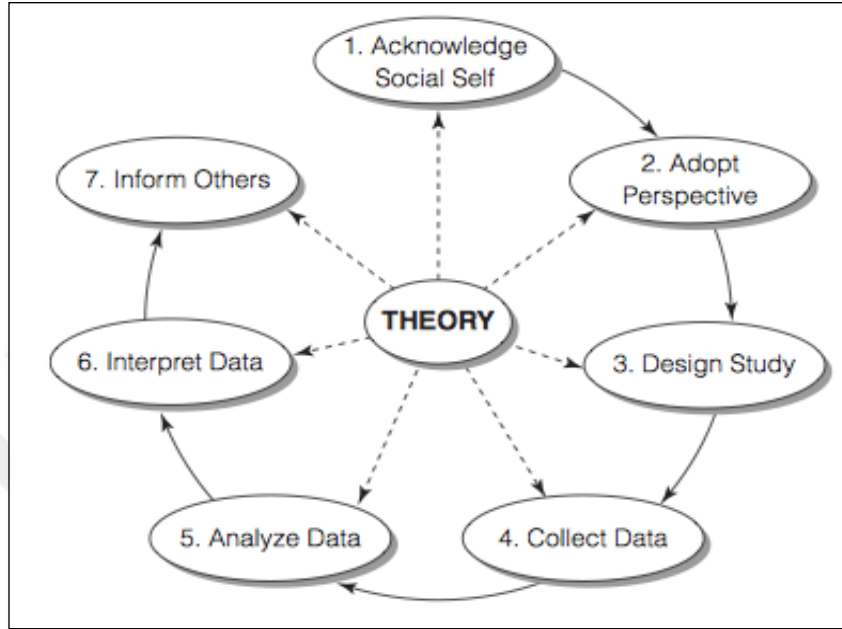
Source: NEUMAN, L. (2014). Qualitative and Quantitative Approaches

Hence, it was planned to organize a meeting with someone authorized in the field of country branding of Turkey in TIM that takes part in Turquality program and Turkey: Discover the potential campaign.

After several conversations for the meeting via e-mails and phone calls interview with Okan İnce, who is corporate communications coordinator and one of the important names of Turkey: Discover the potential campaign process, was arranged. Consequently, convenience sampling technique is employed during the qualitative research. Okan İnce is coordinator of corporate communications of TIM and graduated from communication faculty of Istanbul University. He worked as a journalist for many years at various institutions and became the member of TIM six years ago. He has actively contributed to Turkey: Discover the potential campaign and different projects to increase the export capacity of Turkey, supporting the country brand as well.

After the approval of the interview request conversations were held to determine a common time and finally meeting was carried out in the main building of TIM located in Istanbul. General information about the purpose, scope and plan of the interview was given to the interviewee and his opinions were received before the interview. The interview was conducted in Turkish and recorded with a recording device with the consent of Mr. İnce and then transcripts were produced. Eventually, coded transcripts were analyzed in detailed and grouped under specific topics in the finding section to interpret the data and inform others.

4.5 FINDINGS

4.5.1   Turkish Exporters Assembly (TIM)

Mr. İnce stated that TIM is an organization that was established to improve the export performance of Turkey. When a company plans to start exporting to other countries it has to be a member of one of the export associations in Turkey that provide several documentations like customs declaration. Membership to an export association make their members benefit from the government incentives like taking back the half of the expenses spent in an international fair organization. TIM is parent organization of about 60 export associations in Turkey that represent different 26 business sectors. The representatives of the 26 sectors constitute council of sectors in TIM, and then the members select board and chairman of the council. The main function of this board is to carry out communication strategies between government and exporting companies that are represented by private sector delegates and to perform works to achieve defined export goals in coordination with public and private organizations. According to İnce, TIM is more on the theoretical side of this task by developing relations with abroad highlighting the country brand or diversification of export markets. For these reasons many sub-teams, such as R&D, strategy, innovation and market access departments perform works to enhance the overall performance of exporting companies, and brand image of the country.

It was also mentioned about the funding of those export associations and according to that the member companies exporting product or services pay a certain portion of their earnings as dues and this system provides the income of the whole structure.

4.5.2 Turquality Program

In this section scope and targets of Turquality program, which is held by Ministry of Economy and TIM together, were described by Mr. İnce. It was stated that Turquality is an unprecedented program around the world that has been held for about ten years and it was aimed to create ten global brands in ten years. With Turquality program Turkish firms are becoming institutionalized or if they have an institutional structure the firms' system are advanced in order to fulfill the requirements of a worldwide known global brand. After reaching the intended level a certain part of advertising, promotion and investment expenditures of the companies supported by Turquality program are covered by the government. It was denoted that around 190 companies are currently under the program and very positive effects of this program on the export performance of the companies are observed. This positive impact was explained by the export performance of the companies and according to that exports per kilogram of brands under Turquality program are approximately 10 times higher than other brands.

Since the companies that meet the certain criteria are only accepted to the program it is getting possible to provide high value-added products and services to global market that is one of the main goals of the program. It was indicated that through brand development processes the increase in export volume of Turkey is intended. As a result of the positive outcomes the scope of the program planned to be expanded by extending the duration and diversifying the fields of activities of the program in 2017.

4.5.3 Turkey: Discover The Potential Campaign

Mr. İnce summarized the campaign in one sentence as follows: "This is the branding movement of Turkey." According to him this is neither a logo nor a slogan, this is a comprehensive movement that initiates the long-term branding strategy of the country.

Work on this campaign has started in 2012. It was stated that there were promotional groups on a sectional basis before this campaign, such as citrus, hazelnut or machine promotion groups. These groups were trying to promote themselves abroad independent of each other. This independence was causing a cacophony in the sense of message, logo and strategy. There was a need for industrial promotion of Turkey, because the main focus of the promotions in the past was about sea tourism. As a consequence of all these factors the campaign of branding Turkey was launched on the basis of a slogan and logo. It was said that after the decision of this movement meetings and interviews were organized with the participation of business people, opinion leaders and representative of different sectors in order to establish a common strategy for Turkey brand. Those people were asked to describe the nation brand of Turkey and declare their ideas about how to formulate the brand.

Mr. Ince mentioned that there are specific elements associated with various countries, such as engineering-Germany, design-Italy, technology-Japan and beauty-France. But there is not such an association related to Turkey. According to the analyses derived from the interviews with the business people and sector representatives, the campaign team determined four main elements related to Turkey brand. These elements are courage, entrepreneurship, adaptation and flexibility. Of course, the elements that constitute Turkey brand are not limited to these four specifications. The country has a long history and hosted many civilizations in its land. Turkey has a rich cultural infrastructure and a socio-economic structure specializing in keeping up with the changes. Turkey is a country that has moved from empire to republic achieving the greatest branding movement of the 20th century and has made a great progress since then.

Mr. İnce stated that all mentioned features are in fact the essence of the potential issue highlighted in new branding movement and the potential emphasis is a message given to the rest of the world. In the system based on two basic cultures, east and west, Turkey represents the eastern side and gives message to western world to discover the potential of Turkey in order to get richer mutually. This philosophy was also based on the logo design process. During the logo work carried out by a Spanish firm the design was

inspired by the motifs of this land. Although this branding work has caused many debates in the country, it has been one of the two country brands promoted at the presidential level.

Furthermore, it was denoted that the campaign is not a labeling work carried out to replace "made in" expression and one of the goals is to improve the aesthetic perception of Turkey brand in all areas, especially in promotional activities abroad. In this way it was intended to better represent the product and service standards in different sectors that are relatively high compared to many other countries, such as tourism, textile and construction on the international market. It is obvious that people in foreign countries become more positive about services and products provided owing to stronger promotions in terms of aesthetics and content. As a result export, tourism, FDI and talent attraction performances are improved.

Mr. İnce asserted that there was a serious need for the industrial promotion of Turkey. If 20% increase in export can be achieved with this new branding movement by meeting the need of mentioned industrial promotion this increase will correspond to 30 billion dollars. Considering that the export target of Turkey in 2023 is 500 billion dollars, it will be understood that such a year-on-year increase is very remarkable.

It was explained that the communication strategy that is symbolized with story concept is built on four basic elements as following:

  i.   Believing your own story
 ii.   Making your story known to Turkish people living abroad
iii.   Convincing opinion leaders abroad to convey your story
 iv.   Telling your story to the foreigners coming to Turkey

Mr. Ince indicated that as a first step towards realizing these goals citizens were informed about this branding movement through various promotional campaigns in the country. One of the important shortcomings of the branding of Turkey is the lack of diaspora community abroad. For this reason, as a second step studies were started on the

Turkish people living abroad. It was aimed to raise the nation brand by bringing different Turkish groups together in order to benefit from their contribution to promotion of the country. As a third step, different campaigns are being carried out for the opinion leaders to tell the story of Turkey and to convey this story through them. Collaborations with many writers, artists, politicians, and sportsmen are being organized. The last step is to create a positive image of the country in the minds of foreigners coming to Turkey by telling the country's story to them. This is a unique step that will take place with the participation of all members and institutions of the society through penetrating all the layers in time and becoming a habit that never ends.

It was expressed that it will not be enough to introduce the country brand only and in later periods it will be necessary to work on the promotion of regional, sector and city brands. Regional brands like French Riviera (Cote d'azur) and Silicon Valley; sector brands like Swiss watches and Belgium chocolates; or city brands like Barcelona and Paris are good examples in this sense and similar examples must be created in Turkey and then made known worldwide.

Mr. İnce finally stated that the ultimate goal of this branding movement is to lead the promotion of both local brands in global market and Turkey among other countries as a parent brand in order to attain one of the strongest and valuable country brands in the world. Although this process will not be so easy, it is anticipated that many positive results will be achieved in a much shorter period of time owing to the high potential of Turkey and the desire of the all stakeholders in the country to go further.

4.5.4   Brand Image Of Turkey

Mr. Ince, who gave information about the image of Turkey, said that the rise of the value of the services and products is parallel to how the country is perceived in the international platform. The image of the country is firstly taken from an industrial point of view and according to that Turkey's production is more quality than China and cheaper than Europe. Industrial production of the country with extremely fast and flexible serviceability is also ahead of many European countries in this respect. The

Turkish textile sector, for example, has high reputation around the world and is preferred by many foreign strong brands for production. Zara, Mango, Tommy Hilfiger, Lacoste and Burberry are some of these brands and especially supply fine workmanship products from Turkey. In addition, factors such as not employing child labor and not using harmful substances for human and nature increase the reputation of the Turkish textile sector. Besides textile; automotive, construction and food sectors contribute to the country brand of Turkey in the sense of industrial production.

On the other hand when the service based sectors are taken into consideration it was stated that tourism is undoubtedly locomotive of Turkey and has a big share in the positive image of the country brand. Turkey is the 7th most preferred tourism destination in the world, although it has fallen one step in the list after latest security problems. Turkey, which has a high quality of service in this sector in general, positively affects the image of the country in the minds of foreign visitors.

It was stated that negative country image is more related to the foreigners who did not experience the country well enough and unfortunately there is an international reputation problem that is derived from the negative Turkey propaganda in foreign press organs. Especially the terrorist incidents and coup attempt in last year have seriously damaged the image of the country and the negative effects of those events have become more dramatic as a result of the biased attitudes of the foreign news services. Due to this negative environment many sectors, particularly tourism, were damaged in this process and the country's economy was hit with unrealized many foreign investments. Moreover, since the country is perceived as risky due to the security problems some of the international companies that operate in Turkey have decided not to send their employees to Turkey and some countries have practiced visa restrictions by evaluating the country in the same category as countries like Syria, Iraq and Afghanistan. It was indicated that all these negative consequences have made the country branding work much more important and therefore various campaigns have been organized in order to enhance the brand image of Turkey. Although the country has entered the normalization process with the positive impacts of these campaigns there is still a lot to do.

4.5.5   Importance Of Private Sector Brands in Branding Of Turkey

Mr. Ince stated that one of the most effective ways of having a strong country brand is to create successful private sector brands and emphasized the lack of Turkey in this sense. This situation that prevents the raise of the brand value of the country is mentioned by referring the absence of a Turkish company in the list of the world's largest 500 companies declared by Forbes. Although Turquality program has made great contribution to the Turkish companies the goal of creating 10 global brands in 10 years could not be achieved yet. It was indicated that the only Turkish brand that can be accepted as a global one is Turkish Airlines. The company has a positive contribution to the perception of Turkey with its superior service concept and new global companies are needed to accelerate the branding process of the country. For instance South Korea, which was in a similar position with Turkey in 1950s, has made considerable progress thanks to its global brands operating in the field of technology. Countries such as South Korea and Singapore that have developed their nation brands with strong firms producing technology must be taken into consideration in the process of forming branding strategy of Turkey. Mr. Ince denoted that in this process investments in niche areas could be more strategic than mainstream sectors considering today's competition conditions. Buying existing successful global brands can be an alternative method to benefit from the positive effect of the global brands on nation brand.

According to Mr. Ince, this is a mutual relationship and factors such as political stability, democracy, human rights and economic reforms are crucial for a strong country that can be an effective reference for the companies and brands in international market. It was said that the political and economic instabilities in Turkey until the beginning of 2000s caused the private firms to be not successful in the world market. Thus, the government in order not to encounter the same problems again must provide political and economic stability and in particular the danger of terrorism must be abolished. Turkey is located in a region like Middle East where the production capacity is not much and placed at a very effective location in terms of transportation networks. As a result Turkey can have successful global brands and create a strong nation brand by discovering its potential.

4.5.6   Nation Branding Strategy Of Turkey

Mr. Ince advocated the current situation of the country must be evaluated well as the first step in the development of effective strategies in the process of branding Turkey and examined the country through SWOT analysis.

Table 4.2 Swot table completed by Okan Ince

STRENGTHS	WEAKNESSES
Tourism	Education
Location	Entrepreneurship
Flexibility	International Reputation
OPPORTUNITIES	**THREATS**
Young Population	Terrorism
Democracy	

It was stated that the reforms to be made in the field of education would enable the younger population to be employed more effectively in order to benefit from the potential opportunities of the country. Particularly removal of the terrorism threat is a key factor in sustainable growth of Turkey and normalizing process of the neighbor countries.

As mentioned in the previous part existence of global brands in Turkey must form the base of the branding strategy of the country. Turkey must create strong global brands in the production and service sectors by making good use of its young population advantage and by this way the country brand must be better recognized worldwide.

In addition, Mr. Ali expressed that cultural exports with creative contents are also effective tools for nation branding and stated that the Turkish serial sector has made great contribution to the image of the country in recent years. According to that the serials with high coverage rates in regions such as South America, Far East, Africa and especially Middle East have contributed much more to Turkey brand than the promotion activities that have been going on for many years.

It was stated that the organization of international sports and cultural events are also very beneficial for the promotion of the country and unfortunately Turkey has been weak in hosting such big organizations despite the effort in this subject. The inadequacy of the diaspora and lobbying activities mentioned earlier had an important role in this situation. The problem will come to an end with the plan to bring the Turks living abroad together that is one of the focal points of Turkey: Discover the potential campaign. South Korea, for instance, had the opportunity to introduce itself to the world in 2002 FIFA World Cup and to develop its brand image. Thanks to such a large international organization, even foreigners with little knowledge of the country have been reached.

International advertising and promotional activities are one of the most important pillars of the branding strategy of Turkey. Especially after the terrorist incidents and the July 15 coup attempt in recent years, the need in this subject has exponentially increased. As a result of this need, a new campaign has been organized under the leadership of TIM after July 15 coup attempt in order to eliminate the negative perceptions about Turkey. With the campaign Turkey has been introduced in the words of foreign CEOs living in Turkey and global CEOs of international companies invested in Turkey. It was stated that according to a research conducted by IPSOS, decisions of 90 percent of the human population in the world are affected by remaining 10 percent. For this reason, the idea of carrying out a work with opinion leaders was born in this process. The campaign includes three foreign footballers from Turkey, Samuel Eto'o, Wesley Sneijder, and Lukas Podolski. It is presented on TV channels, newspapers and billboards of seven countries that are America, England, France, Italy, UAE, Germany and Russia and very positive returns have been gained. This result reveals the necessity of developing such new strategies to prevent the negative perceptions of the international public.

Performance analysis and evaluations of these campaigns and promotion activities must be done through different methods like public opinion surveys following certain intervals and improvements must be applied according to the results obtained.

5. CONCLUSION

Branding has been one of the major goals of the companies for many decades in order to increase the business performance in a globalized world where high competition exists in terms of price, time, quality, and innovation. In recent years, the countries recognize the value of a strong brand as well and as a result the necessity of strategies to build an influential nation brand was appeared. However, nation-branding concept is relatively new phenomenon in marketing field and gaining great importance day by day due to the globalization that creates rivalry among countries like companies. Especially countries like Turkey, which experience disadvantages of the negative reputation in international market, needs brand management more than developed countries in order to improve the brand image of the country and to enhance the country performance in many areas such as export, FDI, tourism, and education.

This study aims to analyze the nation brand concept in marketing context by focusing on different aspects of the concept and understanding how to adapt traditional branding techniques to nation brands. The study consists of three main parts and in each part detailed information about the related topic is given. In the first section, the main goal is to understand the definitions, elements and the scope of the brand and nation brand concepts in marketing context. In this part, benefited from different academic resources and referred to studies of many academicians related to mentioned two concepts. In the second section, nation-branding concept is discussed in more detail and strategy stage of nation branding process is explained. In addition, the current performance of Turkey as a nation brand is evaluated by mentioning about the Turkey: Discover the potential campaign and conducting SWOT analysis. The third part is planned as the research stage of the study. Since the main structure of the thesis is formed by definitions, explanations, comparisons and evaluations qualitative research method is applied and in-depth interview was organized with Turkish Exporters Assembly that takes part in branding movement of the country. 12 open-ended questions were asked and the coded transcripts of the answers are analyzed. The results of the analysis are indicated under several topics in the findings part to interpret the data gathered. The study is finalized

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with the conclusion section in which recommendations and limitations of the research are stated.

5.1 DISCUSSION

Nation branding is a new but an important subject that all countries need to recognize and they must build their political, economic and social strategies to increase the value of the country brand. Competition among countries is increasing day by day, as it is same in the business world. A valuable nation brand makes possible to get to the foreground in many fields such as export, FDI, immigration and tourism that were mentioned before in detail and to get a more favorable situation than rival countries. This fact must be well understood by the governments. Because it is inevitable to take into consideration the work of the brand images of countries in this period in which access to information is facilitated, the communication channels are diversified and the concept of image becomes much more important than before. It is also a fact that the images of the countries that do not explain themselves to the world and do not develop strategies related to the perceptions in the international society will be shaped by others and they will benefit from that in the direction of their own policies. That's why building a strong and valuable nation brand must be one of the main concerns of the governments in today's globalized world.

Surely, the first step of this process is to have stories to tell. It is clear that a work that does not reflect the facts and that actually misleads people will not be sustainable, and may even cause more harm to the country's brand by shaking its credibility. For this reason, it is first necessary for the country to form worthy stories to tell. It cannot be said that a country with a certain level and stability in the fields like economy, politics, internal security, democracy, education, human rights, and freedom of thoughts has a strong brand name. Countries need to make improvements in these areas before they develop branding strategies. For example, if a country has security problems in its region it is not possible to attract foreign tourists and investors by promoting itself. It is obvious that the first step must be establishing peace in the country that will be the best promotion effort. In other areas in addition to the security, the development of the

country and making itself an effective and accepted power on international platforms constitute a precondition for a strong nation brand.

USA is a successful example of nation branding and this fact is demonstrated in many studies conducted by independent research companies mentioned in previous chapters. USA, which is also referred to as superpower, directs the world in many aspects such as economy, politics and business and the main goal of all these efforts is to increase the wealth of the country. The number of tourists and immigrants and the volume of exports and FDIs of the country show the success of USA in economics, politics and social issues. In fact, it is the evidence of that the branding movement of a country with high welfare level and stability can be effective and sustainable. The country has succeeded in creating a strong image by using whole of the promotional tools effectively and citizen relationship management, nation brand ambassadors and diaspora mobilization are some of those tools. Thanks to the media power it holds, it has been possible to launch the nation brand positively despite many negative circumstances. This goal has been achieved more easily thanks to the fact that the cinema and TV series are followed by people from almost all countries. Many famous names such as Angelina Jolie, Madonna, Rihanna and Bono have contributed to the image of the country by performing humanitarian activities especially in the regions where the country has problems. As a result, USA is a model country that understands the importance of nation branding and ultimately develops strategies in this direction. The country that is the first choice for many people to live, work, study and invest is the best answer to the question that why countries need nation branding.

Turkey has not yet taken a significant step in this regard. Especially in the field of security and the resulting economic and political instabilities are the biggest obstacles in front of the branding of the country. The first step for Turkey to become a strong brand is to solve security issues. It is unlikely that a government far from providing a safe and peaceful living space to its citizens, which is the most fundamental subject, will succeed to establish an influential nation brand. The terrorist activities that have been going on for years, as well as the internal turmoil in the neighboring countries in recent years hurt the image of Turkey abroad. Economic and political stabilities that will be provided

along with the resolution of the security problems will be the first and perhaps the most crucial step in branding the country. No doubt a country with such a great potential as Turkey will have many stories to tell the world after dealing with domestic affairs. "Turkey: Discover the potential" campaign, which is the final product of that perception is very important in this regard, because it is the beginning of the branding movement of the country. Although this movement has remained in the shadow of the cases such as war in Syria, Russian crisis and the 15th July coup attempt since the date the campaign was announced, it will show its remarkable effects more with the normalization process in near future. Indeed Turkey has not been able to introduce itself correctly abroad in many years, maybe since the republic was established and experienced many of the negative consequences of this situation. The great potential it contains has been hidden for these reasons and could not be turned on. But this new but initiative step will play a major role in eliminating this deficiency.

As demonstrated in the findings part, existence of worldwide known successful global brands is crucial in the branding movement of Turkey. There is a mutual relationship between company brands and nation brands and as a result of absence of such global brands negatively affect the country brand of Turkey. For example, Spain was a country that suffered from the activities of ETA for around 60 years and finally in 2011 the organization declared a cease-fire. In the period after that the country has accelerated its development and especially in the tourism sector has achieved great success. The global brands like Zara, Massimo Dutti, and Mango and as well as sport clubs such as Real Madrid and Barcelona have made great contributions to the nation brand. This case must be evaluated and analyzed well in order to get such a remarkable achievement by the nation brand strategists of Turkey. Unfortunately, despite all the efforts to create global brands with Turquality program the only global brand of Turkey is Turkish Airlines that even cannot be listed in the first 500 most valuable brands. This is an operation that the private sector and the public sector can jointly pursue and that's why both the private companies and the government must do their own duties to create global successful brands.

Finally, it is obvious that Turkey has a lot to do. But as referred in the campaign name Turkey has a great potential to turn on. Turkey is located in a challenging geography where many civilizations were settled throughout history, and the people of the country have been able to overcome many difficulties with the help of values such as power, determination and faith that they have. But the most critical point for this struggle has always become to convince the people. If this movement can make people believe that they have a lot to gain with this process and they have the potential to have a strong nation brand it is high possibility to find support from all stakeholders of the country. As it was experienced in different nation branding attempts the unity of all stakeholders is one of the most important preconditions for this movement to be successful.

5.2 RECOMMENDATIONS

In this part, recommendations for the brand development process of Turkey are indicated one by one.

i.   First of all, importance of nation brand concept in today's globalized world must be understood by all segments of the society. Building a strong nation brand is one of the most effective ways of increasing the value of products and services of Turkey in global market and all stakeholders must recognize this fact.

ii. The most necessary and most appropriate branding strategies must be determined taking into account the positive and negative sides of the country. These strategies must be formulated and implement with the assistance of professional marketing companies. This process must not be accepted as a state-driven project.

iii. In order to have an influential nation brand proper marketing strategies must be developed with the approval of different segments of the society. It cannot be expected that such a complex work will be successful unless it is approved and contributed by all stakeholders in Turkey.

iv.   Turkey, which has a young and dynamic population, has to solve education problems first. The shortcomings in the field of education are also sources of many negativities that the country has experienced and these must be normalized through reforms in education system in order to improve the negative image of the country.

v.   Lack of global brands is another weakness of Turkey. Education is playing an important role in this area again, and government must encourage private companies to compete in the global market. Programs like Turquality must be needed to increase the export performance of the companies. Turkey cannot benefit from the positive effect of global brands on nation brand like South Korea, Japan, or Germany and sustainable and result-oriented strategies must be followed to figure this out.

vi.   As long as security problems, especially terrorism in Turkey, are not solved, it seems unlikely that Turkey will have strong brand recognition in the world. Therefore, with the political and economic stability terror threat must be eliminated to enhance the international reputation of the country.

vii.   More comprehensive promotion activities must be launched worldwide by taking advantage of the acceleration of "Turkey: Discover the potential" campaign and new branding movement of Turkey. Not only traditional marketing methods, but also alternative new strategies as Turkish serials must be utilized. The promotion of the country must also be contributed by the international sports, arts and cultural organizations that improve the image of the country and attract the attention of foreigners.

5.3 LIMITATIONS

As in all researches, some limits were experienced during this research as well. Since the qualitative research method is applied through in-depth interview the acquired data

is subjective in some points. Okan Ince, who is an expert in branding movement of Turkey, has evaluated the branding process of Turkey from a local perspective and could not analyze the brand in more international view. If a foreign expert could be an interviewee for the research the country brand of Turkey could be approached from a more inclusive and objective point of view. Furthermore, since the campaign of Turkey: Discover the potential is a new attempt for the nation branding of the country the results of the campaign could not be evaluated well enough. After a certain period of time success or failure of this campaign and other new breakthroughs will be better observed with the more consistent data that can be obtained. As explained in the sampling section, since the interview is organized with only one person that is expert in the research areas and absence of other participants the data could not be crosschecked. Finally, time became a limit for the research. TIM is a large organization and employees have many tasks that need to be done during the day. It was not easy to set up such an extensive discussion on such an environment. When a common time was set, an interview was conducted within a limited time.

5.4 FURTHER RESEARCH AREAS

In the study the research was focused on the nation brand of Turkey. As mentioned before this is a new approach and that's why this is applicable to many other countries as well. Especially countries like Brazil, Malaysia, and Iran, which are similar to Turkey in many aspects, can be analyzed and evaluated by referring to the fundamentals of nation branding approach. This subject can be generalized through categorization of the nations as developed, developing and undeveloped countries and evaluation of them separately. In this way, the strategists and their teams who refer to the existing studies related to nation branding could access the information more easily by considering the general characteristics of the group in which their countries are included. Furthermore, the relationship between nation branding and some specific topics such as terrorism, economy, politics, immigration, education and human rights can be investigated in detail in further researches.

After a certain period of time that new branding movement of Turkey is matured studies can be conducted to reveal the results of Turkey: Discover the potential campaign more precisely. Additionally, the deficits of the campaign can be shown and the ways to improve them may be subjects of new studies. Moreover, branding of the regions, cities and some specific areas can be handled after the nation branding approach is accepted and implemented in a certain level. In particular Istanbul is a good candidate for such a research because of its strategic importance to Turkey and to the countries in the region. Especially researchers can focus on that the city is a symbol as a bridge connecting East and West. As a result, all those show that since this is a new and developing subject there are many issues related to nation branding to study and present. It is obvious that, as nation-branding implementations will be experienced more and more with time, valid data for researchers will be provided more than ever.

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