



**COUNTRY BRAND
INDEX 2005**

Insights, Findings and Country Rankings

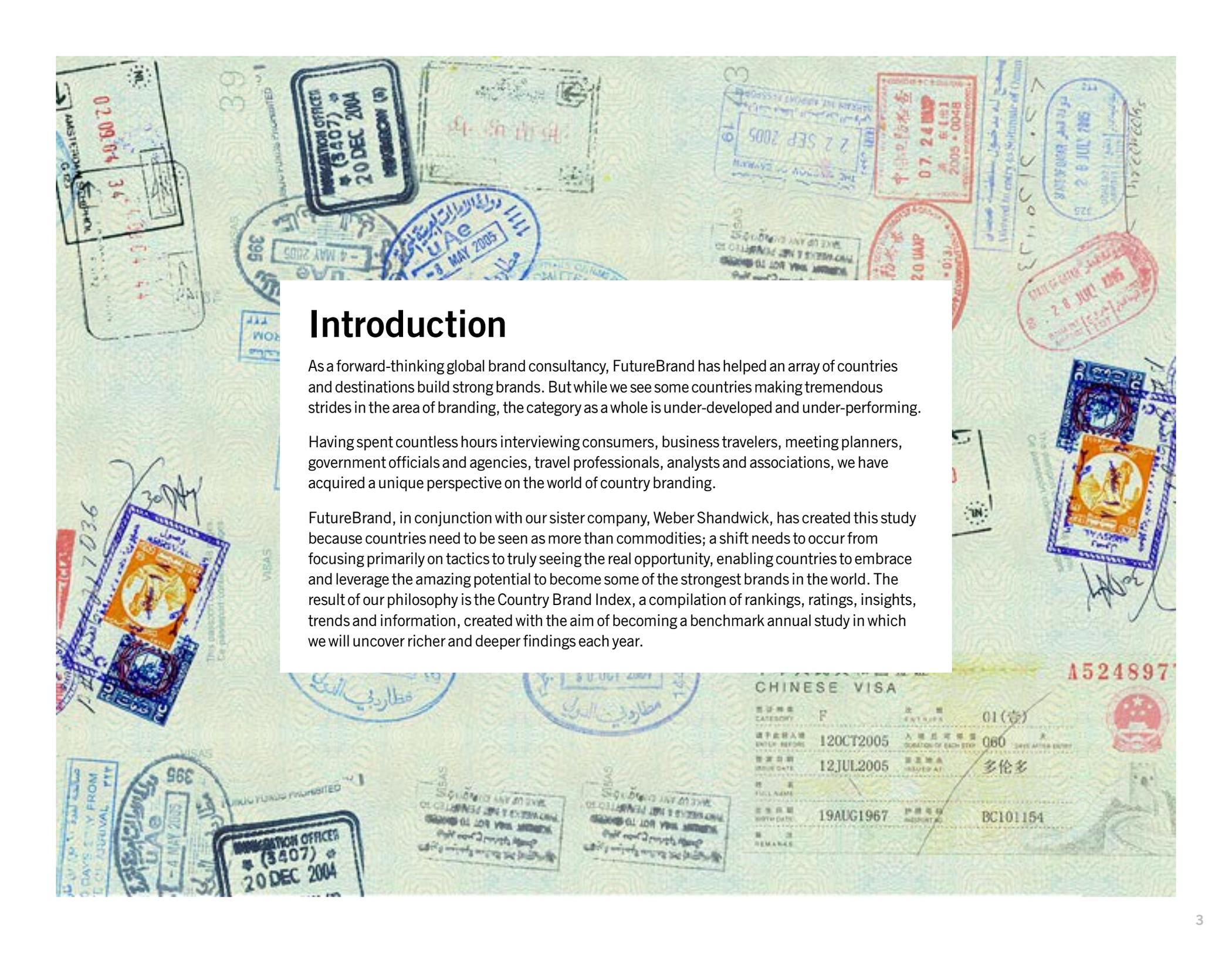
FutureBrand





“One’s destination is never
a place, but a new way
of seeing things.”

— Henry Miller



Introduction

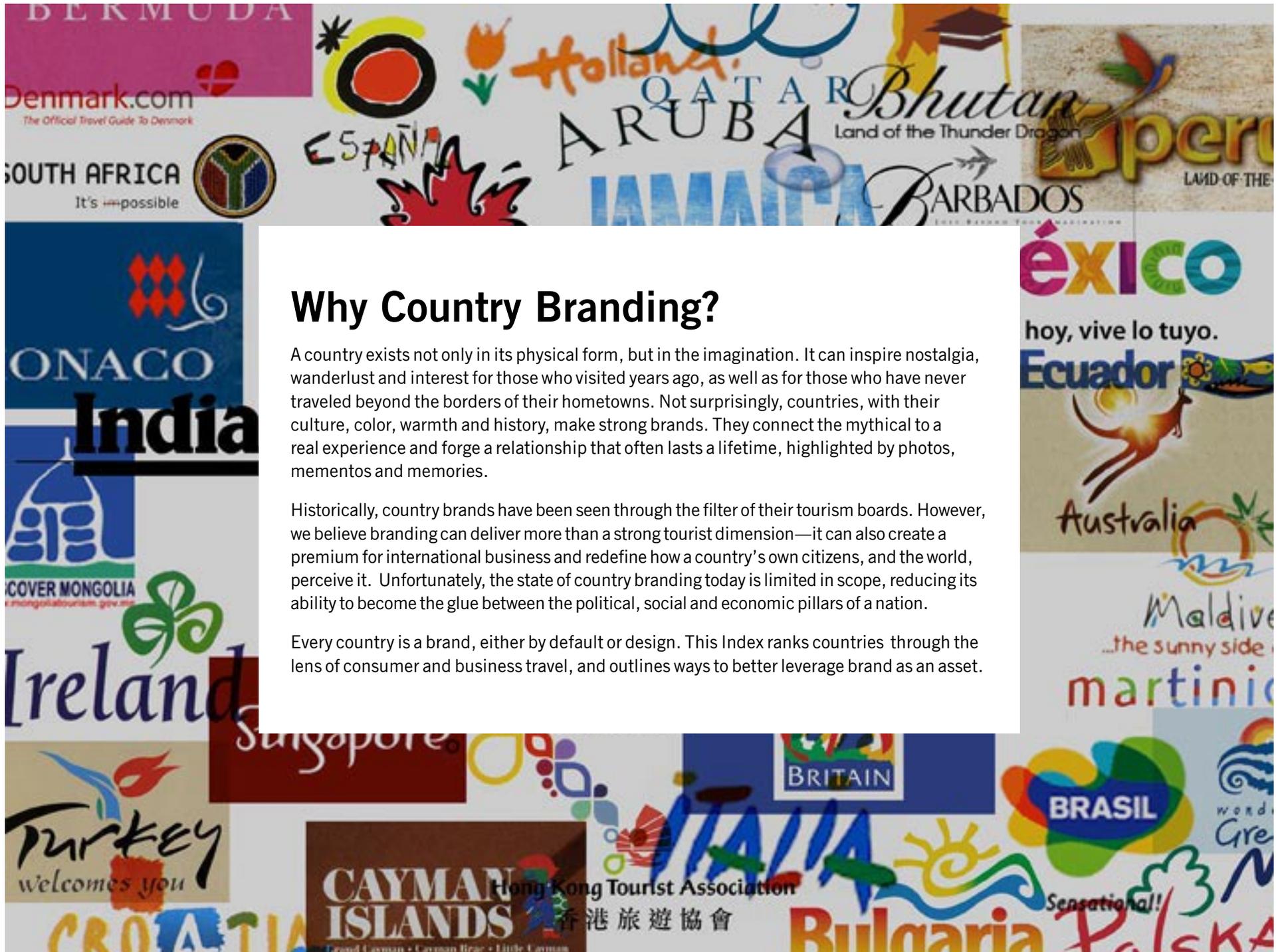
As a forward-thinking global brand consultancy, FutureBrand has helped an array of countries and destinations build strong brands. But while we see some countries making tremendous strides in the area of branding, the category as a whole is under-developed and under-performing.

Having spent countless hours interviewing consumers, business travelers, meeting planners, government officials and agencies, travel professionals, analysts and associations, we have acquired a unique perspective on the world of country branding.

FutureBrand, in conjunction with our sister company, Weber Shandwick, has created this study because countries need to be seen as more than commodities; a shift needs to occur from focusing primarily on tactics to truly seeing the real opportunity, enabling countries to embrace and leverage the amazing potential to become some of the strongest brands in the world. The result of our philosophy is the Country Brand Index, a compilation of rankings, ratings, insights, trends and information, created with the aim of becoming a benchmark annual study in which we will uncover richer and deeper findings each year.

CHINESE VISA

类别	F	签证种类	01(壹)
CATEGORY	F	签证种类	01(壹)
准予入境日期	120CT2005	入境后可停留	060 天
ENTER BEFORE	120CT2005	DURATION OF EACH STEP	060 DAYS AFTER ENTRY
签发日期	12JUL2005	签发地点	多伦多
ISSUE DATE	12JUL2005	ISSUED AT	多伦多
姓名		备注	
FULL NAME		REMARKS	
出生日期	19AUG1967	护照号码	BC101154
BIRTH DATE	19AUG1967	PASSPORT NO.	BC101154
备注			
REMARKS			



Why Country Branding?

A country exists not only in its physical form, but in the imagination. It can inspire nostalgia, wanderlust and interest for those who visited years ago, as well as for those who have never traveled beyond the borders of their hometowns. Not surprisingly, countries, with their culture, color, warmth and history, make strong brands. They connect the mythical to a real experience and forge a relationship that often lasts a lifetime, highlighted by photos, mementos and memories.

Historically, country brands have been seen through the filter of their tourism boards. However, we believe branding can deliver more than a strong tourist dimension—it can also create a premium for international business and redefine how a country’s own citizens, and the world, perceive it. Unfortunately, the state of country branding today is limited in scope, reducing its ability to become the glue between the political, social and economic pillars of a nation.

Every country is a brand, either by default or design. This Index ranks countries through the lens of consumer and business travel, and outlines ways to better leverage brand as an asset.



Methodology

FutureBrand has developed a unique three-tiered evaluation system* for ranking country brands, a model which incorporates past, present and future findings, creating an integrated snapshot of a country's brand promise and potential. This study incorporates traditional quantitative market research with global expert opinions and combines it with statistics that link brand equity directly to assets, growth and expansion. The result is a unique weighting system that provides the basis of our rankings. Components include:

Relevant Statistics (Past)

A variety of relevant statistics ranging from airport arrivals to hotel bed occupancy and tourism capacity were incorporated into the Index's results. The statistics range from 2000-2004 and allow us to measure change, growth, decline, strengths and weaknesses.

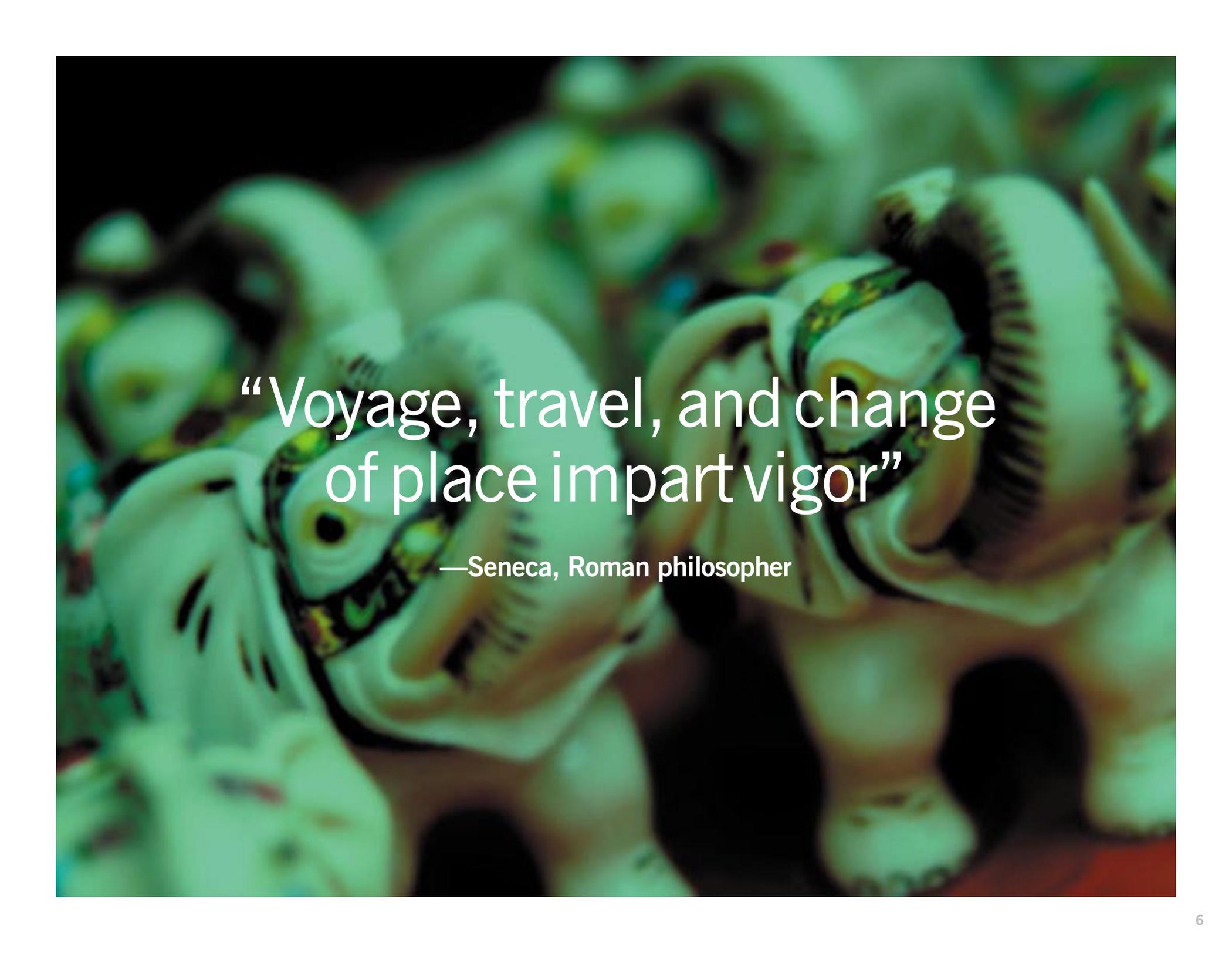
Global Quantitative Survey (Present)

A multi-country survey among travel-oriented consumers and business travelers was conducted. Regions represented include: The Americas, Europe, The Middle East and Asia. This study explored drivers of destination preference, travel motivations and associations, as well as nation rankings.

Global Expert Opinions (Future)

A sample of international travel experts spanning writers, editors, analysts, industry experts and hospitality professionals were interviewed in depth and polled on rankings and brand performance relative to competitors. Experts were also probed for destination trends, predictions and implications.

* A more detailed explanation of the Index's methodology can be found at the end of this document.



“Voyage, travel, and change
of place impart vigor”

—Seneca, Roman philosopher

How People Pick a Destination

The web has clearly become a key channel for countries. Twice as popular as any other resource, performing a search on the web is the primary way people learn about a country when selecting a destination. Recommendations of friends, special packages and travel agents comprise the rest of the preferred channels.

The importance of the web for travel and hospitality brands in general has been further substantiated by several recent studies:

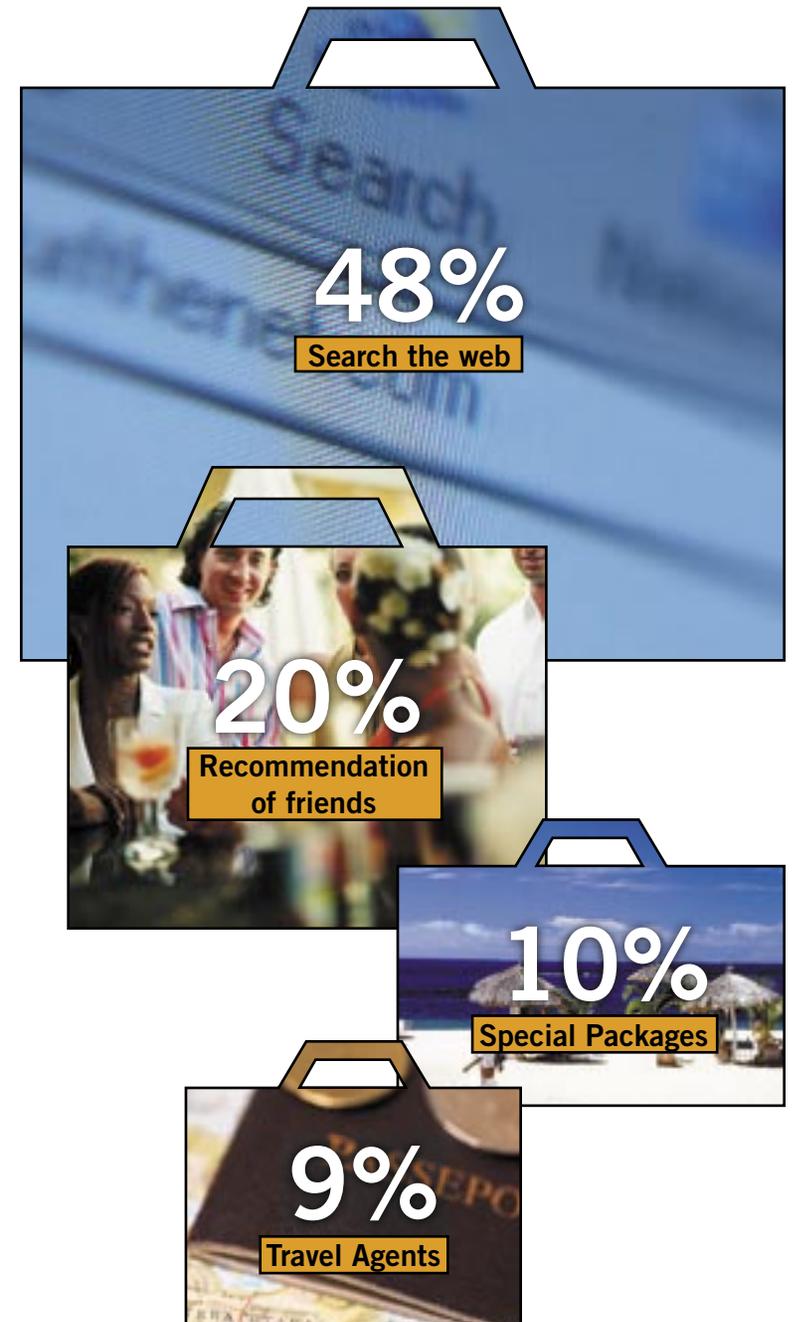
- A GMI Poll found that web searching was the number one way (at 55%) that consumers determined travel choices.
- Nielsen also released a study demonstrating that travel is the highest ranked category for people researching or purchasing online.
- A Harris Interactive Poll discovered travel was the most popular topic when people use a search engine.
- TIA found that travelers are including the web in planning their trips and subscribing to travel related e-marketing promotions. In 2003, nearly 67% of American internet users who traveled, used the internet to get information on destinations.



Implications



The web is a 24-hour-a-day, 7-day-a-week global resource. Countries should focus considerable marketing dollars against creating modern, comprehensive websites which not only showcase their country but also provide extensive information and communicate a unique brand experience. The web is the only place all the disparate and distinct elements and entities of a country, from tourist components to business and government divisions, can exist in a single place and be compared easily with competitors.



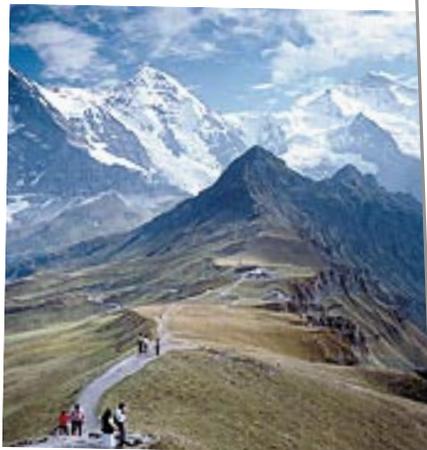
Drivers of Destination Brands

Moving beyond practical considerations, FutureBrand has identified four key drivers of country preference that influence decision-making among consumers. The ability of countries to deliver against, or focus on, some of these drivers is an ingredient of success.



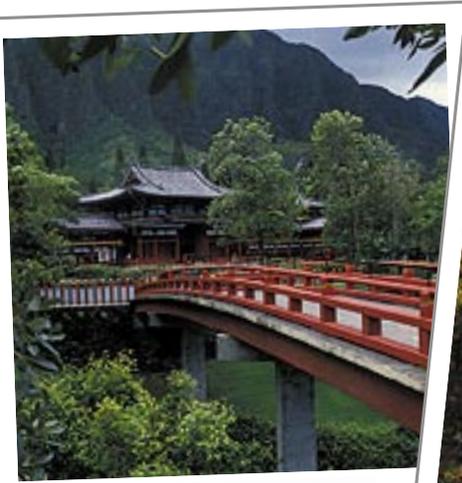
Escapism

- New outlook on life
- Distraction
- Fun, fantasy, imagination
- Life as adventure



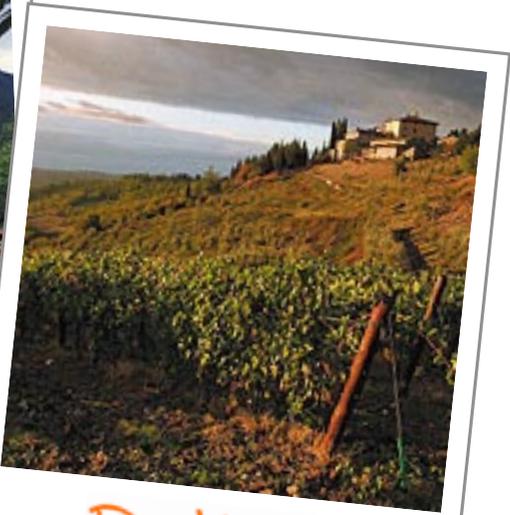
Discovery

- Search for meaning, exploration
- Authentic, off the beaten track
- Adventure, exotic
- Challenging, engaging



Affinity

- Connecting
- Sharing experiences
- Creating memories
- Rewarding, enriching



Delight

- Pleasure
- Sights, sounds, smells
- Magic, unexpected

Emerging Travel Trends

The following trends have emerged from our work with country, hospitality and destination brands. They appeal to experiential motivations and help deliver destination brand drivers. The degree to which these trends are enduring or fleeting, contribute towards profit or detract from it, would require further study on a country to country basis.

New Designs

Ethical: Eco lodges, geo-tourism and development tourism are examples of this growing segment, which attracts conscientious world travelers seeking adventure.

Statements: From ice hotels in Sweden to B&B campsites in California, to underwater hotels in Dubai, this trend orients itself toward those who desire the unusual and is easily funded by mature Baby Boomers.

Hospitality leading Country: Some hospitality brands are leading preference more than their host country. The emergence of unique and spectacular resorts are causing some travelers to choose a hotel first, country second. As one of our experts noted, “More and more we see the trend of people visiting a country expressly because of a popular hotel or unique resort. Look at Atlantis.”

New Attitudes

Edutravel: Whether they’re interested in learning about fine cuisine, academic trips, or a customized tour of Cinqueterre, travelers thirsting for knowledge and new experiences are a rising market.

Togethering: A growing area is multi-generational families wanting to travel together. They are searching out villas, renting wings of hotels, and booking guided tours.

Micro-Segments: Target audiences are becoming more niche and specialized. No longer are “Honeymooners,” “Seniors” or “Families” enough. Now there is “Active Honeymooners,” “Upscale Honeymooners” and “Extreme Honeymooners.” This challenges prevailing tourism marketing that orients itself toward specific targets and will force a high level brand idea that can be translated across infinite audience requirements.



Emerging Travel Trends (cont'd)

New Audiences

Generation Y (those born during 1979-1994): With over \$172 billion of spending power, this group is seeking new travel experiences for themselves and their families. Even when traveling with their parents, they are seen to exert a strong influence on selecting the family trip.

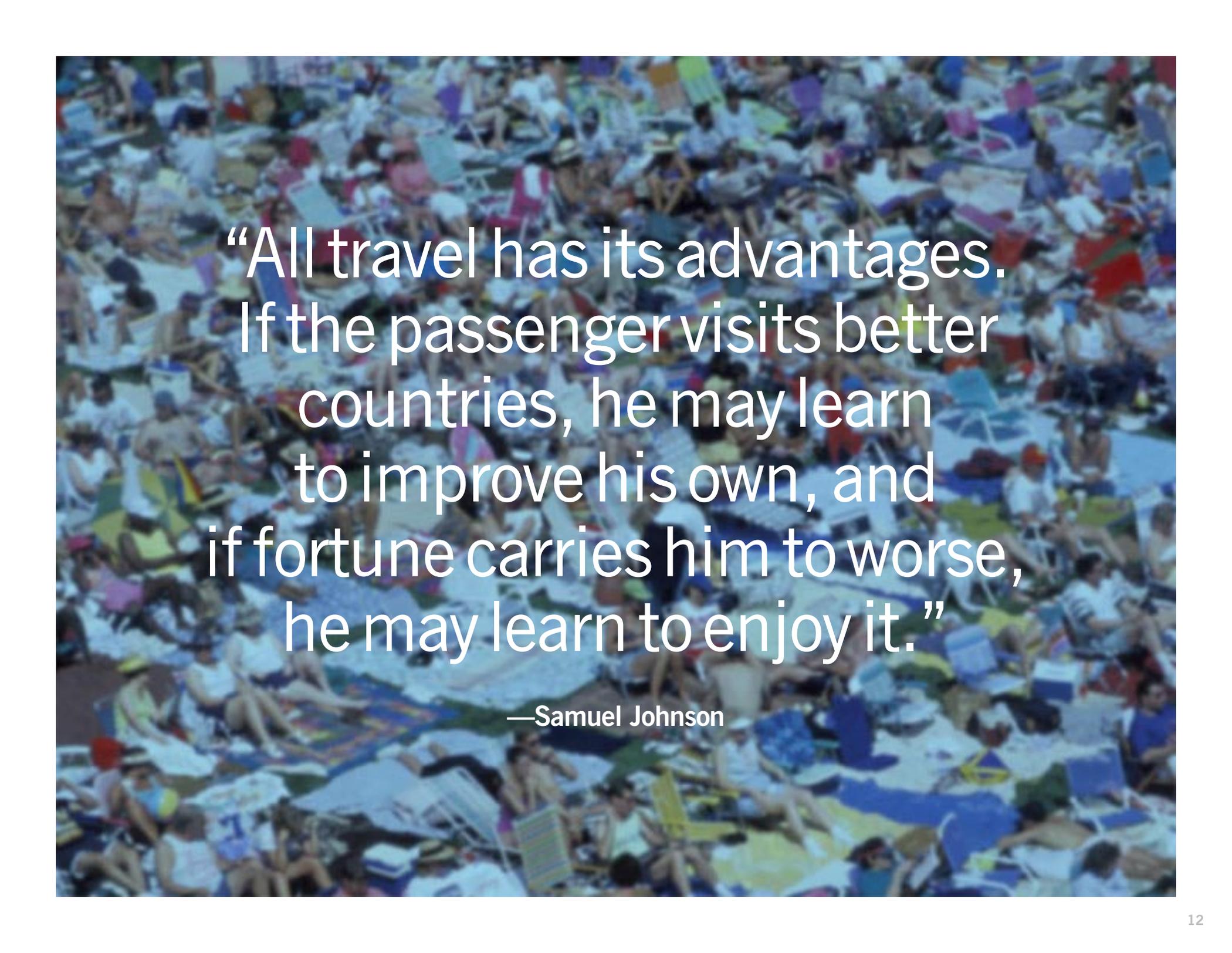
No Repeat Buyers: The tradition of revisiting old family haunts is diminishing, as the desire for new experiences takes over. With people seeking new and different travel destinations, repeat visitors are on the decline.

Business as Leisure Traveler: Many travelers are now piggy-backing their personal vacations at the end of business trips. The ability to take advantage of prepaid corporate trips to see new places and merge work and personal life is becoming more common.

New Practices

Siphoning: Many countries are promoting themselves on the back of more established neighboring countries, particularly countries close to regional hub destinations. A standard practice is to entice visits to the neighboring country for a short stay, while suggesting a longer vacation in the hub country. Examples include Canada, targeting visitors to the US; Iceland, which markets a stopover flight on the way to other European destinations; and Oman, which promotes itself to visitors of the UAE—a practice further facilitated by a new visa policy between the two countries.



An aerial photograph of a crowded beach. The scene is filled with people, many of whom are sitting or lying on towels or blankets. A large number of colorful beach umbrellas are scattered across the sand, creating a vibrant, multi-colored pattern. The overall atmosphere is one of a busy, popular vacation spot.

“All travel has its advantages. If the passenger visits better countries, he may learn to improve his own, and if fortune carries him to worse, he may learn to enjoy it.”

—Samuel Johnson

Country as Brand

Country brands are the ultimate marketing challenge.

Relative to other categories, nation branding is underperforming and under-developed. A tagline or logo is not nearly enough, and often even these components are not properly integrated into messaging and marketing materials. Countries, like multi-national corporations, need a sophisticated brand platform that can create a seamless connection between the marketing, the offering, and the ultimate experience. The commitment to this unifying platform must start at the most senior levels of government and inform not only how the country communicates, but how it manifests and behaves. This results in a compelling idea that connects with audiences on levels that change perception and drives usage.

Currently, there is clear fragmentation in country branding. Different government agencies all tell a different brand story, with little cohesion between them, despite the clear benefits of creating a more integrated platform that allows for potential cross leveraging across various agencies, products and investments. Today, most countries do not have a mechanism for developing a unified brand platform across disparate government organizations (B2B, B2C), therefore they will find it difficult to later integrate or adopt a brand strategy developed for a specific agency across broader divisions.

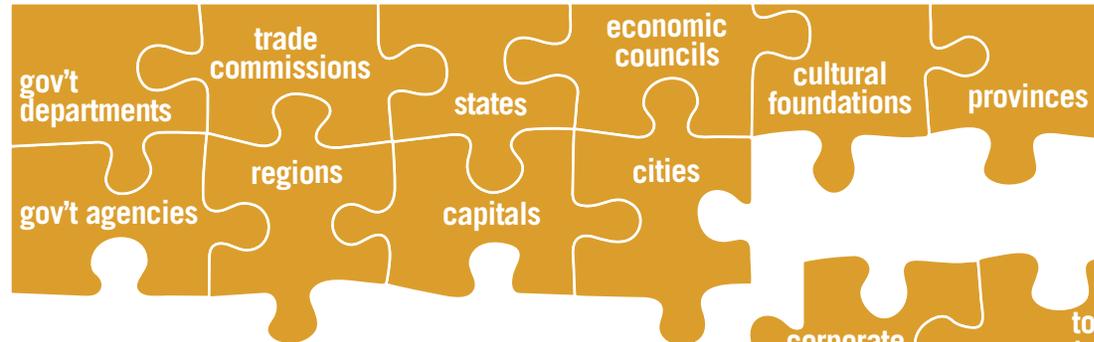
Countries also require world-class tools that provide a rich brand experience to be delivered across agencies and divisions. What's more, these tools must enable global embassies, trade commissions, tourism offices and the private sector the ability to understand, adopt and embrace the brand easily and in real time.

COUNTRY BRAND

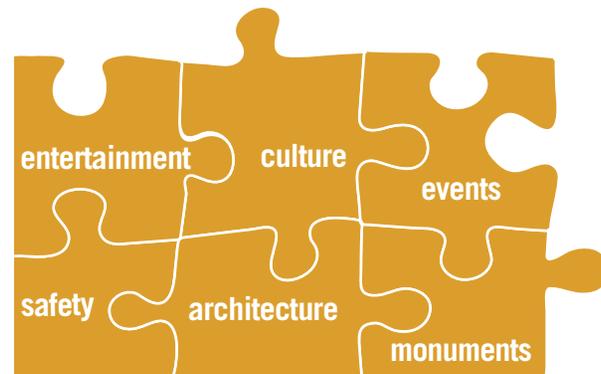
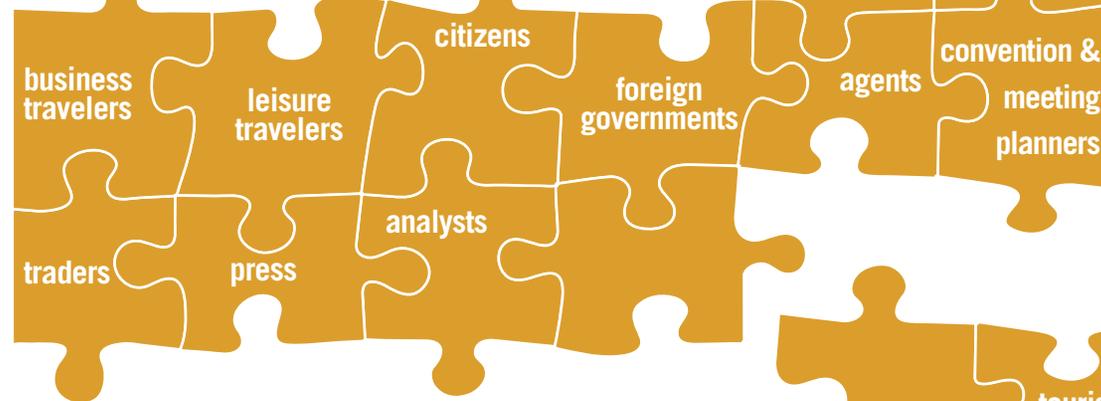
SEGMENTS

A complex series of relationships and dependencies.

Few brands are as complex as countries. There are tremendous challenges in navigating disparate divisions and departments, and even greater barriers in trying to align all the components to create a cohesive and differentiated whole.



AUDIENCES



ENVIRONMENTAL DRIVERS



MARKET DRIVERS

Authenticity: Targeting a country's essence

Brand authenticity becomes a challenge as countries expand travel, tourism, trade and investment around a diversity of offerings. Country brands must be built around the core attributes reflecting the country's sense of place, its culture and character.



Sense of place

The country's natural resources as determined by its geographic location, landscape, weather and topographic richness.

Culture

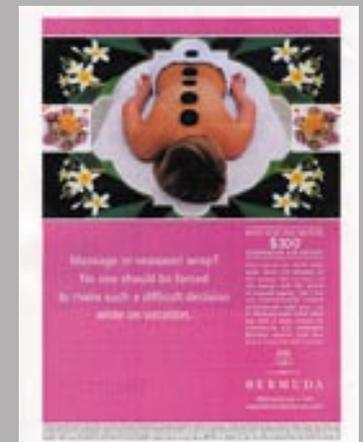
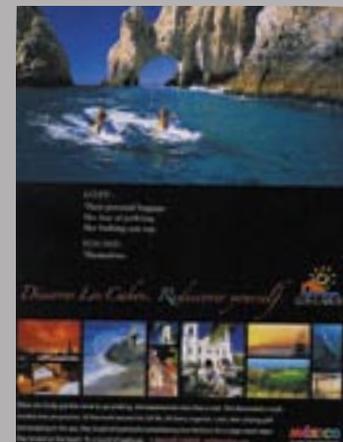
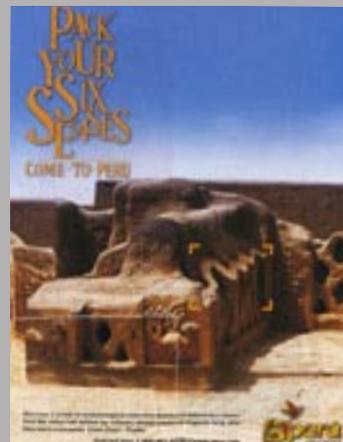
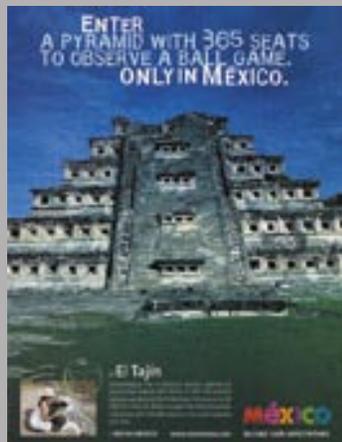
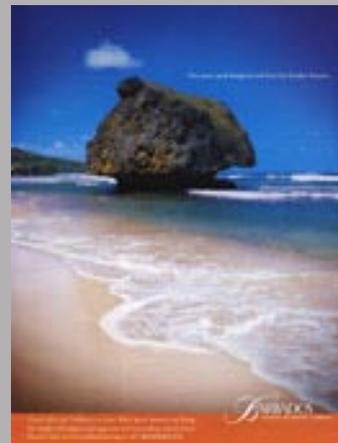
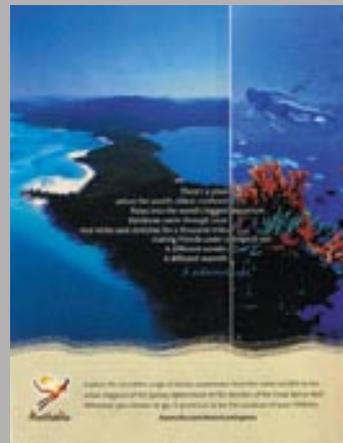
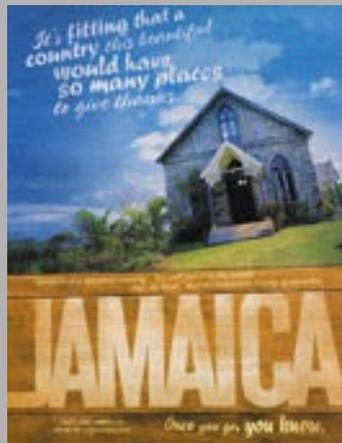
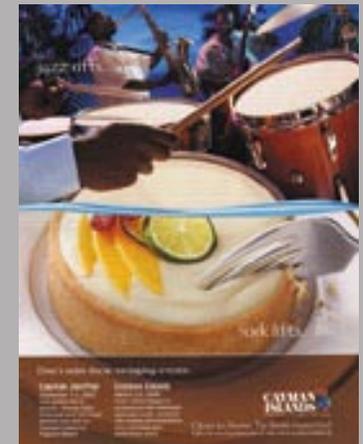
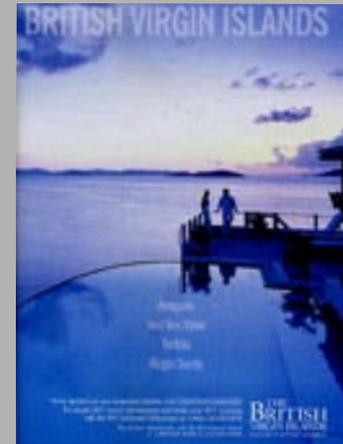
People and their traditions, languages, history, arts, architectural monuments and cities.

Character

Intangible assets that define the country's behavioral traits, openness and vibrancy.

Saturation

One only needs to look at a single issue of a monthly travel magazine to notice all the country brand advertising vying for attention and awareness. Like other growing industries, country brands must look beyond traditional marketing channels to further differentiate themselves and their message.



Win with the Web

Given the dominance of the internet in this category, (almost 50% of travelers use the web for travel information) a requirement for any savvy country brand is a modern, world-class website that showcases its country, offers extensive information, provides a range of tools, world-class design and usability.

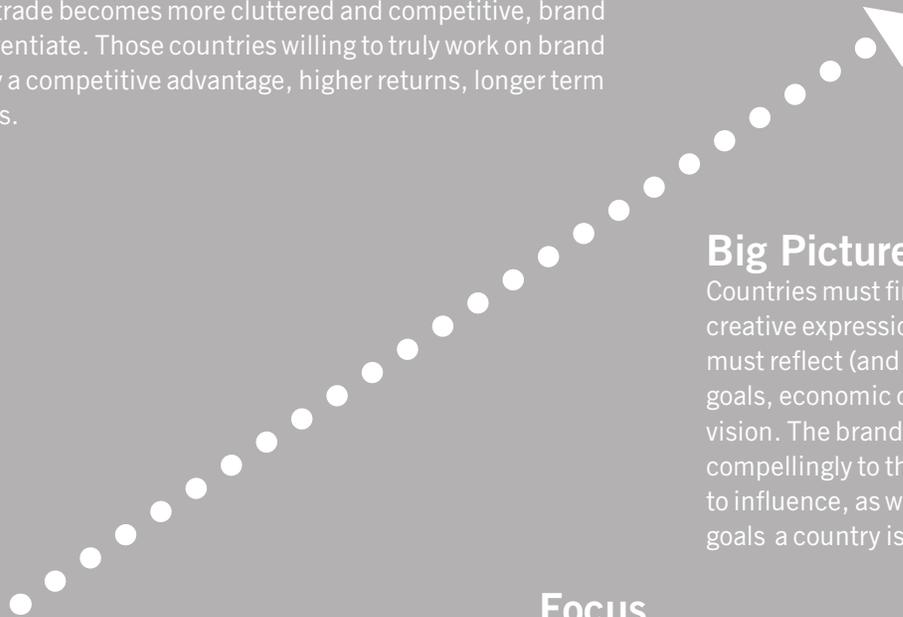
The web has transformed tourism, business and investment, and countries should maximize this channel to their advantage. Can country sites, like airlines, have a direct relationship with customers? Can they become the trusted source for information, applications, commerce and transactions?



Brand by Design - Not by Default

Branding a country takes time, commitment and focus. While many of the countries that ranked high have “scored” well, not all of them have fully crafted their brands as places that differentiate, nor do they stand for something in the hearts and minds of key audiences, expand and drive business opportunities or perpetuate loyalty and preference.

As both tourism and international trade becomes more cluttered and competitive, brand is one of the few ways to truly differentiate. Those countries willing to truly work on brand building will be more likely to enjoy a competitive advantage, higher returns, longer term momentum and stronger advocates.



Big Picture

Countries must first understand that a brand is not only a creative expression but also a promise of value. The brand must reflect (and ultimately enable) a country’s business goals, economic objectives and long term development vision. The brand platform must be broad enough to speak compellingly to the many audiences that a country is seeking to influence, as well as align and mediate the many competing goals a country is seeking to achieve.

Focus

As the landscape continues to be competitive and crowded, customers, investors and visitors often struggle to differentiate one country from another. Successful countries will learn the power of contracting and focus. They will resist the temptation to try and be everything to everyone. Importantly, they should stay consistent and focused for an extended period.

Governance

Strategic countries will think long term. A brand is more than an advertising campaign or event. Far reaching, multi-year campaigns and programs will start to emerge. Guidelines, requirements, legal restrictions and brand councils across government agencies, will become more commonplace.



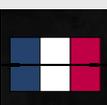
“Traveling is almost like talking with
men of other centuries.”

— René Descartes

TOP OVERALL COUNTRY BRAND RANKINGS

The top ten overall country brands illustrate several interesting considerations:

1. Geographically diverse: Europe, North America, Asia and Africa are all represented.
2. Size and breadth variety, from USA and Australia to Maldives and Fiji.
3. All country brands in the top ten rank high among experiential motivations including rest/relaxation, historical and cultural sites, activities for the family, and/or beaches.
4. With three island brands in the top ten, the notion of escape as a driver is clearly appealing. What's more, rest/relaxation also appear critical.

01	ITALY	
02	AUSTRALIA	
03	USA	
04	FRANCE	
05	MALDIVES	
06	GREECE	
07	FIJI	
08	THAILAND	
09	EGYPT	
10	BAHAMAS	



MOST IMPROVED COUNTRY BRANDS

- 1  China
- 2  South Korea
- 3  Australia
- 4  United Arab Emirates
- 5  Italy
- 6  United States
- 7  Czech Republic
- 8  Thailand
- 9  South Africa
- 10  Vietnam



RISING STAR COUNTRY BRANDS

- 1  China
- 2  United Arab Emirates
- 3  Cuba
- 4  India
- 5  Thailand
- 6  Australia
- 7  Croatia
- 8  Brazil
- 9  Dominican Republic
- 10  Vietnam



BEST COUNTRY BRAND FOR:

ART & CULTURE

- 1  Italy
- 2  France
- 3  Egypt
- 4  United Kingdom
- 5  Greece
- 6  China
- 7  Germany
- 8  Spain
- 9  India
- 10  Austria



BEST COUNTRY BRAND FOR:

HISTORY

- 1  Italy
- 2  Egypt
- 3  Greece
- 4  Turkey
- 5  China
- 6  India
- 7  United Kingdom
- 8  France
- 9  Mexico
- 10  Israel



BEST COUNTRY BRAND FOR:

OUTDOORS

- 1  Australia
- 2  United States
- 3  Canada
- 4  Bahamas
- 5  Switzerland
- 6  Kenya
- 7  South Africa
- 8  Germany
- 9  Egypt
- 10  Austria



BEST COUNTRY BRAND FOR:

BEACH

- 1  Bahamas
- 2  Maldives
- 3  Australia
- 4  Fiji
- 5  Jamaica
- 6  United States
- 7  Thailand
- 8  Greece
- 9  Spain
- 10  Egypt



BEST COUNTRY BRAND FOR:

FAMILIES

- 1  United States
- 2  Australia
- 3  Canada
- 4  Italy
- 5  Spain
- 6  France
- 7  United Kingdom
- 8  Bahamas
- 9  Thailand
- 10  Greece



BEST COUNTRY BRAND FOR:

NIGHTLIFE

- 1  United States
- 2  Spain
- 3  Brazil
- 4  Thailand
- 5  United Kingdom
- 6  France
- 7  Lebanon
- 8  Australia
- 9  South Korea
- 10  Italy



BEST COUNTRY BRAND FOR:

CONVENTIONS

- 1  United States
- 2  Australia
- 3  China
- 4  United Kingdom
- 5  Bahamas
- 6  United Arab Emirates
- 7  Japan
- 8  France
- 9  Singapore
- 10  Thailand



BEST COUNTRY BRAND FOR:

BUSINESS

- 1  United States
- 2  China
- 3  United Kingdom
- 4  Germany
- 5  United Arab Emirates
- 6  France
- 7  Singapore
- 8  Japan
- 9  Australia
- 10  South Korea

Ranking Matrix

★ = Led in category ● = Ranked in top 10 in category ○ = Ranked between 10-15 in category

Countries	Art & Culture	Beach	Business	Conventions	Families	History	Improved	Nightlife	Outdoor	Rising Star
Australia		●	●	●	●		●	●	★	●
Austria	●								●	
Bahamas		★		●	●				●	
Brazil			○					●		●
Canada				○	●				●	●
China	●		●	●		●	★	○		★
Croatia							○			●
Cuba							○			●
Czech Republic							●			○
Dominican Republic	○									●
Egypt	●	●				●			●	
Fiji		●		○	○				○	
France	●		●	●	●	●		●		
Germany	●		●	○		○		○	●	
Greece	●	●			●	●		○		
India	●		○	○	○	●	○			●
Israel						●				
Italy	★		○	○	●	★	●	●	○	
Jamaica		●						○		
Japan	○		●	●	○	○				
Kenya									●	
Lebanon								●		
Maldives		●			○		○		○	
Mexico		○	○		○	●			○	
Singapore			●	●						
South Africa		○					●		●	○
South Korea			●	○			●	●		○
Spain	●	●			●	○		●		
Switzerland									●	
Thailand		●	○	●	●		●	●		●
Turkey	○					●				
United Arab Emirates			●	●			●			●
United Kingdom	●		●	●	●	●		●	○	
United States	○	●	★	★	★		●	★	●	
Vietnam							●			●

Category Leaders at a Glance



Italy

Population: 58,103,033

GDP: \$1.609 trillion

Size: 116,300 sq. miles

Airports: 134

2004 Tourism and Travel
gov't expenditure: 3.7%

2004 Tourism and Travel
growth from 2003: 3.9%

2004 Tourism and Travel
Industry GDP (% of total
GDP): 4.9%

Experts say:

**“Italy is strong,
but there
is room for
improvement.”**



China

Population: 1,306,313,812

GDP: \$7.262 trillion

Size: 3,696,100 sq. miles

Airports: 472

2004 Tourism and Travel
gov't expenditure: 3.8%

2004 Tourism and Travel
growth from 2003: 13.5%

2004 Tourism and Travel
Industry GDP (% of total
GDP): 2.5%

Experts say:

**“Watch out,
a giant is
rising.”**



USA

Population: 295,734,134

GDP: \$11.75 trillion

Size: 5,984,685 sq. miles

Airports: 14,857

2004 Tourism and Travel
gov't expenditure: 5.1%

2004 Tourism and Travel
growth from 2003: 7.3%

2004 Tourism and Travel
Industry GDP (% of total
GDP): 4.1%

Experts say:

**“The US is
polarizing,
it's loved
and hated.
Fabulous cities,
yet disliked for
its arrogance.”**



Australia

Population: 20,090,437

GDP: \$611.7 billion

Size: 3,000,000 sq. miles

Airports: 448

2004 Tourism and Travel
gov't expenditure: 3.9%

2004 Tourism and Travel
growth from 2003: 6.2%

2004 Tourism and Travel
Industry GDP (% of total
GDP): 5.5%

Experts say:

**“Australia
is the only
country
superbrand
today.”**



Bahamas

Population: 301,790

GDP: \$5.295 billion

Size: 5400 sq. miles

Airports: 63

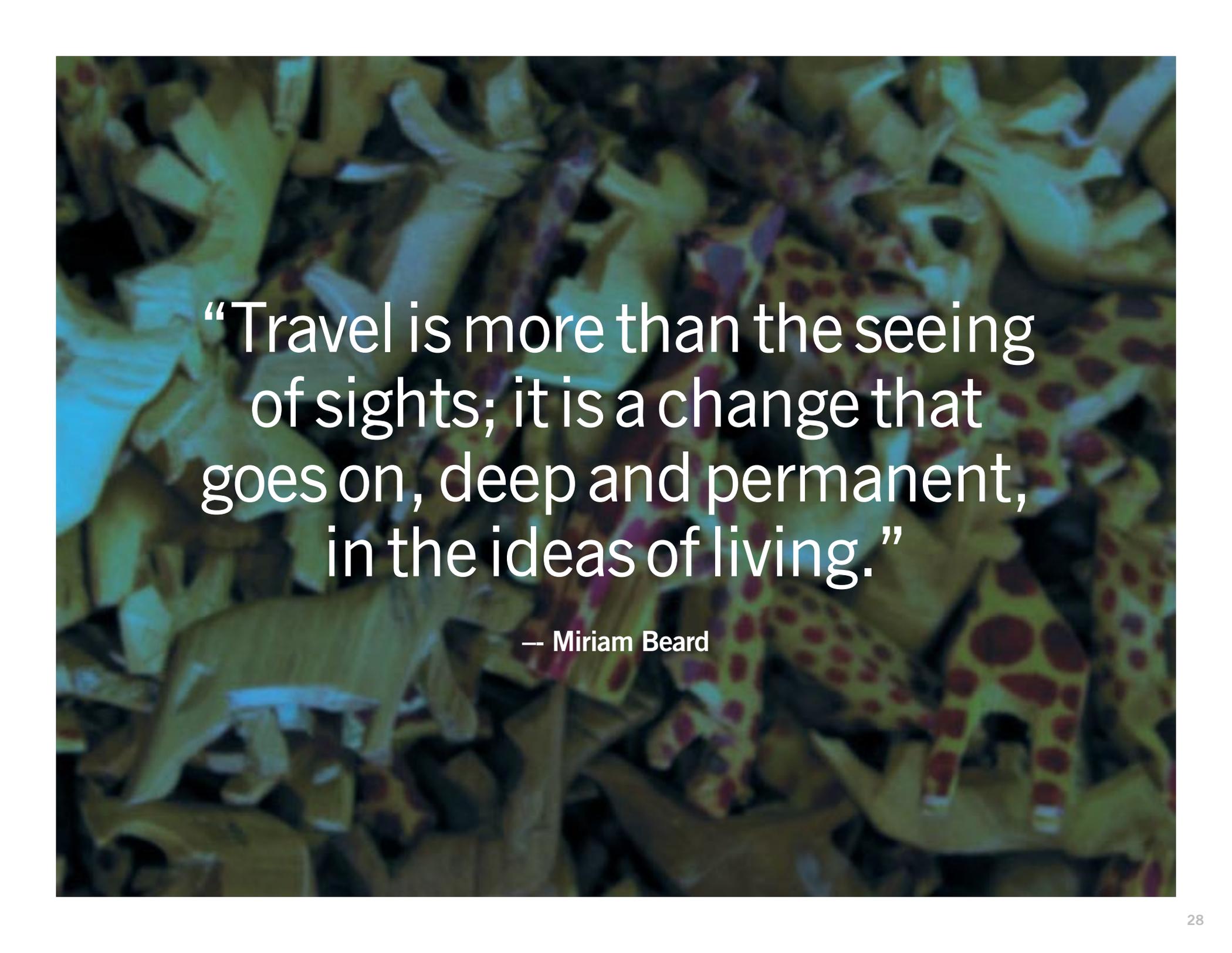
2004 Tourism and Travel
gov't expenditure: 13.8%

2004 Tourism and Travel
growth rate from 2003: 9.3%

2004 Tourism and Travel
Industry GDP (% of total
GDP): 18.6%

Experts say:

**“The Bahamas
work. They
know their
brand.”**



“Travel is more than the seeing
of sights; it is a change that
goes on, deep and permanent,
in the ideas of living.”

— Miriam Beard

Views from the Experts

Experts interviewed range from heads of travel organizations to writers, editors, analysts and industry leaders.

Be a Brand

Many felt countries need to re-examine the way they market themselves.

““ I feel for countries to be brands they must differentiate. This is where most countries fail. They simply recreate what’s worked for another country. Or they focus on terrain like sun and fun/beach, etc., making the country a commodity.””

““ Tourism is a very dynamic industry, depending on variables such as travel costs, exchange fluctuations, security. From that perspective, I think countries decide to invest or to disinvest in this economic sector in an inconsistent way. Destinations that grow steadily are those that understand the power of their brand as an economic development tool. As part of state policy, they do continuous actions in developing new products, aligning, improving their offer, raising their tourism quality, and having a promotional presence in most markets. This is what a brand is. And what most countries are not.””

““ In my opinion, it comes down to how strong the tourism board or agency is, and what sort of budget they have to market the country. Countries need to think long-term and big picture, and few do.””

Changes are Coming

Experts also see shifts in customer needs and wants.

““ Authenticity is increasingly important in travel. Travelers want hotels, restaurants, attractions that are germane to their locale, not chain hotels that look alike or restaurants that have no connection to the local cuisine.””

““ Here’s a secret I would tell...customers, investors, visitors do not exist in isolation. There is more overlap. People want to work where they want to visit. Convention travel often leads to personal vacations. Famed exports can lead to tourism curiosity. Countries have to create more consistency in how they promote themselves and their various offshoots. Users aren’t as isolated as before.””

The Politics of Politics

Experts see potential in the midst of challenges.

““ I can’t tell you how great Argentina and Brazil could be as country brands. I also can’t tell you how politically difficult that could be.””

““ Some countries have no money to promote themselves, but have great potential. Those leaders aren’t interested right now, but that could change. It’s sometimes hard for politicians to think long term, when they know they have a short career life span.””

““ I always keep a watchful eye on world politics. Today’s darling could be tomorrow’s piranha. Politics and world events can wreak a lot of havoc, even on a strong brand.””

Noteworthy & Compelling

1

575

221

TRILLION * BILLION * MILLION

Tourism is currently the world's second largest industry behind agriculture; global tourism spending will reach the **US \$1 trillion** mark within the next 20 years.

An important indicator of the role of international tourism is its generation of foreign exchange earnings. Tourism is one of the top five export categories for as many as 83% of countries and is a main source of foreign exchange earnings for at least 38% of countries.

In 2000, 698 million people traveled to a foreign country, spending more US \$ 478 billion. International tourism receipts combined with passenger transport currently total more than **US \$ 575 billion**—making tourism the world's number one export earner, ahead of automotive products, chemicals, petroleum and food.

The world's travel and tourism industry is expected to contribute US \$1.7 billion (3.8%) to gross domestic product (GDP) in 2005.

The world's travel and tourism economy directly and indirectly accounts for 1 in every 12 jobs (**221,568,000 jobs**) and is 8.3% of total employment.

Sources: World Tourism Organization, UNEP, Tourism, World Travel and Tourism Council, 2005

FutureBrand Methodology

Our approach involved a three-tiered analysis of statistics, a global quantitative survey and expert opinions.

These factors were then combined and weighted to better understand drivers, preference, importance and relativism of country branding, resulting in a variety of proprietary rankings.

Statistics

Statistics were gathered from trade organizations, government agencies, travel industry organizations and secondary sources. They included data that helped measure:

- the capacity of each country to host tourism and its growth over time
- occupancy rates of each country and their growth over time
- the number of major travel routes for each country and their growth over time
- the number of travelers to each country and its growth over time
- the number of art and culture-oriented sites present in each country
- the number of historical sites present in each country
- the presence of nightlife / entertainment in each country
- the ability of each country to accommodate outdoor activities
- each country's beach availability and the weather favorable to beach activity

Global Quantitative Survey:

671 respondents worldwide, representing The Americas, Middle East, Europe and Asia participated in either an online or phone survey. Respondent screening included: college educated, international travelers (for both business and leisure), interested in travel, aged 21 – 55. Areas tested include drivers of destination preference, country associations, preferences and travel motivations.

Global Expert Opinions:

Over 35 international travel experts representing The Americas, The Middle East, Europe and Asia participated in a one-on-one travel interview and/or survey. Interview focused on drivers of country strengths and weaknesses, overall weightings, preference, the future of travel and country associations.

Disclaimer:

All materials presented herein are intended for informational purposes only and have been compiled from sources deemed reliable, however this data has not been independently verified by FutureBrand. This includes industry experts, an independently fielded quantitative global survey and published data from trade organizations, government agencies and travel industry organizations. The margin of error for the global quantitative research is +/- 3.78% at a 95% confidence level. Rankings do not guarantee the future performance of country brands.

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FutureBrand



FutureBrand is a full service global brand consultancy. Shaping with Strategy. Communicating with Design. Implementing for Impact and Reach. We build country brands that aim to increase value, drive business, inspire wanderlust and fire imaginations—all over the world.

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