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COMPARATIVE ANALYSIS OF THE VALUE OF NATION BRANDS

Abstract

Nation branding is not the "holy grail" of economic development, but it can provide a distinct advantage when it is aligned with a well-defined economic strategy and supported by public policy. A nation brand is the sum of people's perceptions of a country across the most important areas of national competence. This paper examines the value of the nation brand on a sample of 108 countries, using the Anholt Nation Brands Index and using the mathematical formula for calculating the surface of Anholt's hexagon for each country individually. In this paper, parameters are taken from six areas of the nation hexagon, from the World Bank and the UNESCO database. The surface of the nation hexagon was calculated with mathematical tools and comparative analysis was done between nation brands. By using strategic nation branding models designed by other branding experts in combination with a proposed mathematical model that shows the advantages and disadvantages of the nation brand of each country (and within the country), their competitiveness on the global stage is expected to improve.

Keywords: Nation brand, nation hexagon, competitive advantage, marketing, management

1. Introduction

Davis (2012) defines marketing, at a minimum, as "developing, building, and sustaining a positive reputation for a given offering so that it attracts support from members of a market place". In fact, another new definition of marketing points to the brand, to positioning as well as to differentiation, since building the brand is the key (Žugić et al., 2017). The American Marketing Association (AMA) defines 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", that is, a combination of characteristics intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of the competition[1].

The concept of nation branding was first coined by Simon Anholt in 1996, who has also become the most prolific author on this topic (Dinnie, 2008). Aronczyk (2013), Dinnie (2008) and Kaneva (2011, 2012) focused their researches more on particular nation branding campaigns from different countries. Nation branding includes a wide variety of activities, ranging from "cosmetic" operations, such as the creation of national logos and slogans, to efforts to institutionalize branding within state structures by creating governmental and quasi-governmental bodies that oversee long-term nation branding efforts (Anholt, 2008). Many pages have been written on place branding but one of the most prolific writers on "nation branding" is Anholt (1998, 2003 &

2007, among others). Simon Anholt considers a nation brand as "the most valuable asset: it is national identity made robust, tangible, communicable, and – at its best – made useful" (Anholt, www.super-brands.com)[2].

A nation does not provide services and does not offer tangible products. On the contrary, it includes a number of associations and factors such as: the place (geography, tourist attractions), natural resources and local products, people (race, ethnicity), history, culture, language, political and economic systems, social institutions, infrastructure, famous people (faces), or image (Žugić et al., 2017). A country brand may become an umbrella brand, ingredient brand or co-brand, intended to endorse certain economic sectors of a country (Dinnie, 2007)[3]. Also, country branding is influenced by the country's image, reputation and positioning (Gilmore, 2002).

The nation brand is an important concept in today's world. As a consequence of globalisation, all countries must compete with each other for the attention, respect and trust of investors, tourists, consumers, donors, immigrants, the media, and the governments of other nations. A powerful and positive nation brand provides a crucial competitive advantage. The nation brand is the sum of people's perceptions of a country across six areas of national competence.

2. Nation branding concept

Many nations throughout the world have realised the significance of country branding. For example, Leonard (1997) wrote of the compelling need to rebrand Britain when he observed that there was a gulf between the reality of Britain as a highly creative nation and the world's mental model of it as a backward-looking Island immersed in its heritage. Rather, every country wants to develop a distinct and winning brand with positive multifaceted attributes for economic growth and world influence. Brymer (2003) argues that with the emergence of the global market, abundant opportunities abound, but countries with unknown or poor reputation will be marginalized[4].

For Nworah (2007), nation branding is "the process whereby a town, region, country (place) actively seeks to create a unique and competitive identity for itself, with the aim of positioning it internally and internationally as a good destination for trade, tourism and investments." For us, nation branding is the process of building and managing a country's identity and image distinctly to attract and satisfy the needs of internal and external stakeholders, visitors and investors.

The concepts laid down by Anholt and other branding specialists have started to be given adequate consideration, since a country's brand can genuinely determine its economic, cultural and political destiny, as well as international competitiveness (Nicolescu et al., 2008). Individuals are asked about their perceptions of other countries, which may be summarized by the following dimensions:

- Tourism: the country's attractiveness from a tourism point of view.
- Exports: their perceptions and stereotypes about the products from the specific country.
- Governance: their perceptions as regards the government in that country.
- Investment and Immigration: their personal willingness to work in that country and their perceptions about social and economic conditions in that country.
- People: stereotypes about the people from the respective country as employees.
- Culture: perceptions about the country's achievements in terms of culture, history and sports (Žugić et al., 2017).

Brands have a potential to elicit positive emotional responses in the average customer as a result of their use. National identity is a complex set of elements that includes the nation's identity: its history, culture, legal and political system, geography, and its visual elements, such as flags and buildings that are its symbols.

On the other side, effective strategic brand management requires understanding brand equity and evaluating its impact when making brand management decisions. Brand equity is a "set of brand assets and liabilities linked to a brand, its name and symbol that adds or subtracts from the value provided by a product or service" (Aaker, 1991). Aaker (1991) proposed the following measures as means of capturing all the relevant aspects of brand equity: loyalty; perceived quality/leadership measures; associations/differentiation (perceived

value, brand personality, organization/association); brand awareness and market behaviour (market share). Dinnie (2008) defined the Asset-Based Nation Brand Equity (NBEQ) as comprising internal (innate or natured) and external (vicarious or disseminated) assets or liabilities of the nation. Innate assets are enduring elements of national identity: iconography, landscape (cities) and culture.

Even when a country does not deliberately manage its name as a brand, people retain images of countries that can be activated simply by a name (Kotler, Gertner, 2002). The strategic brand management model by Aaker (1996) provides a framework of the strategic brand management process consisting of a set of inter-related initiatives. The activities involved in the process are: developing brand identity; identity implementation; managing the brand over time; managing the brand portfolio; leveraging the brand; brand equity and strategic brand analysis.

Another strategic management model for evaluating the brand life cycle is the Avrett Free and Ginsberg's seven steps planning cycle (Russell, Lane, 1999). The framework involves the following steps: brand/market status; brand mission/goals (future destination of the brand); strategic development; various options are evaluated to determine the strategy that will help to achieve the brand mission; strategy formulation that will be used in designing integrated marketing communication program; creative exploration; brand valuation; brand vision; brand equities generated through effective communication. Another corporate branding theory that can be applied in nation branding is the highest central common factor (HCCF), a four stage corporate brand differentiation process that starts with a review of corporate characteristics present in the firm's diversified business portfolio; followed by the identification of characteristics common to all business portfolio then an internal assimilation of the characteristics and in the end, the presentation of the characteristics to the external stakeholders by different kinds of Integrated Marketing Communications (IMC) tools (Otubanjo, Melewar, 2007).

3. Methodology

The original Anholt Nation Brand Index (NBI) is the average of the results obtained for all six dimensions, which are explored with three to five questions per area. The answers to the claims are given on a scale from 1 to 7, where 1 is the lowest, 4 neutral and 7 the highest value. Anholt's NBI has six parameters: exports, investments, quality of public administration, people, culture and tourism. Figure 1 shows the NBI hexagon.

Figure 1 NBI hexagon
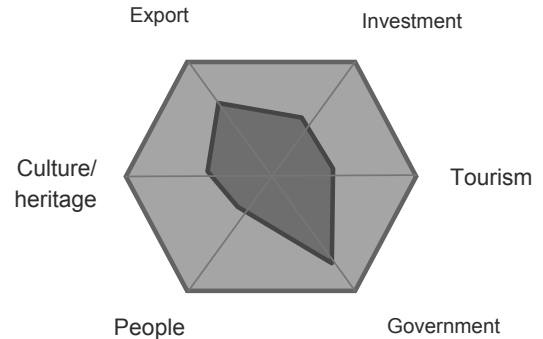
Source: Researchers' figure

The parameters used to compare the values of nation brands (using the Anholt hexagon) are taken from the World Bank and UNESCO databases for 2015[5, 6]. The sample contains a total of 108 countries. In this way, numerical values representing the values of the nation brand are obtained. They can be compared to each other and the position on the global market of all 108 countries from the sample can be determined. For the export measure, the share of country exports in the total world exports is taken; as the Investment parameter, the net inflow of foreign direct investments (FDI) is taken; the measure for the tourism is the arrival of tourists, the state administration is measured by the state government index published by the World Bank, weighted with the share of GDP of the state in the world GDP. Instead of the People parameter, the percentage of the registered population older than 15 years is taken, and for the Culture / Heritage parameter, the data on protected UNESCO areas is taken in the total number of areas protected by UNESCO. The resulting negative values in the table are replaced by zero. In this way, the brand values are obtained in the interval from 0 to 1 and can be represented by the surfaces on the correct hexagon, which are the sides of the triangles of length 1, as shown in Figure 2.

Figure 2 Hexagon with sides of triangle length 1
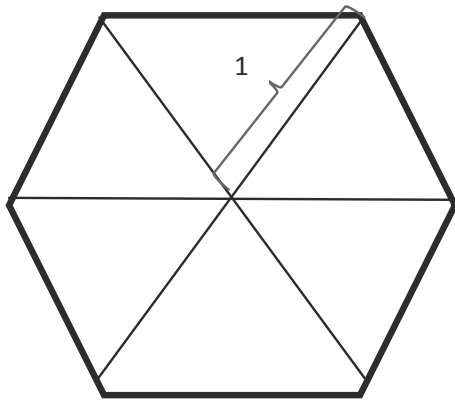
Source: Researchers' figure

On the basis of the data that comprise the six columns of the Anholt's hexagon, for each country individually, a certain area can be obtained which represents the assessment of the position of the nation brand. This assessment is relevant if it is compared with the values of other countries or if it is compared with the values of the same country from previous years. In order to calculate the surface of the hexagon, the surface of all six triangles that make it up should be calculated first. The surface of a triangle is (sinα * a * b), in this case, the angle α is 60 degrees, so (sin60 * a * b) / 2 is the surface of the body. When the surface of each triangle is calculated, the surface of the hexagon is obtained. Otherwise, the hexagonal surface consisting of 6 equilateral triangles with a length of 1 is 2.598.

A similar analysis has been done in economic literature, for example in the analysis of the nation brand of Nigeria (Odia, Isibor, 2014). Also, the analysis of the Nigeria environment was carried out on the basis of some selected key elements of a nation's brand image by adopting a combination of Anholt's (2007) Nation Brand Hexagon; Dinnie's (2008) NBEQ model and PEST model. The model in the present paper was constructed after a review of the strategic management models by Moilanen and Rainisto (2009), and Aaker (1991). Also, we have followed the suggestion that the development strategy of one country cannot be just copied (Kaklauskaset et al., 2009; Karnitis, Kucinskis, 2009).

4. Results and discussion

As a result of the research, the numerical values that represent the rating of the nation brand are obtained. They can be compared to each other and their position in the world market can be determined. Table 1 shows countries whose national brand will be rated by Anholt's NBI for 2015.

Table 1 List of countries used as a sample for evaluation and comparison of nation brands

	Exports of goods and services (constant 2010 US$)	Foreign direct investment, net (BoP, current US$)	International tourism, number of arrivals	Political Stability and Absence of Violence/Terrorism: Estimate	Adult literacy rate, population 15+ years, both sexes (%)	Heritage
Albania	0.000249638	0.000628	0.004030616	0.00030987	0.98	0.003
Algeria	0.00304343	0	0.001668447	0	0.80	0.007
Armenia	0.00016046	0.000113	0.001163034	0	1.00	0.003
Austria	0.012602434	0.003281	0.026069721	0.03223511	1.00	0.008
Bangladesh	0.001524687	0.00214	0	0	0.61	0.003
Belarus	0.002073861	0.001046	9.95214E-05	0	1.00	0.004
Belgium	0.024486282	0	0.008151971	0.02025902	1.00	0.011
Brazil	0.014800551	0.047284	0.006152762	0	0.93	0.020
Bulgaria	0.001925018	0.001759	0.006926492	5.9937E-05	0.98	0.008
Cambodia	0.000621043	0.001077	0.004658966	0	0.78	0.002
Cameroon	0.000344666	0.000439	0	0	0.75	0.002
Canada	0.031255834	0.034629	0.0175343	0.14746708	1.00	0.017

|	Exports of goods and services (constant 2010 US$)	Foreign direct investment, net (BoP, current US$)	International tourism, number of arrivals	Political Stability and Absence of Violence/Terrorism: Estimate	Adult literacy rate, population 15+ years, both sexes (%)	Heritage
Chad	0.000278381	0.00038	0.000116889	0	0.40	0.002
Chile	0.004944099	0.012958	0.004369183	0.00697227	0.97	0.006
Colombia	0.003083482	0.007427	0.002905634	0	0.95	0.007
Congo, Dem. Rep.	0.000742906	0.001059	0	0	0.77	0.000
Congo, Rep.	0.00055717	0.000941	0.000256609	0	0.79	0.001
Croatia	0.001533419	0.000101	0.012374799	0.00222089	0.99	0.009
Cuba	0.000838293	0	0.003406168	0.00282922	1.00	0.008
Cyprus	0.000775062	0.005071	0.002594386	0.00083864	0.99	0.003
Denmark	0.010440101	0.001196	0.010170694	0.02011153	0.99	0.007
Dominican Republic	0.000913241	0.00141	0.005463918	0.00077569	0.92	0.001
Ecuador	0.001270675	0.000837	0.001505505	0	0.95	0.005
Egypt, Arab Rep.	0.002338406	0.004358	0.00891692	0	0.76	0.006
Estonia	0.001101515	0	0.002916366	0.00095037	1.00	0.002
Finland	0.005480695	0.010723	0.002558285	0.01700825	0.99	0.007
France	0.046613869	0.022137	0.082399792	0.050148	0.99	0.040
Gabon	0.000502545	0.000395	0	4.0954E-05	0.83	0.001
Gambia, The	1.77445E-05	6.71E-06	0.000131719	9.863E-07	0.56	0.001
Germany	0.098916242	0.033283	0.034120219	0.1747482	0.99	0.038
Ghana	0.000886483	0.002021	0.000875203	8.6999E-05	0.77	0.002
Greece	0.004178683	0.000722	0.023025537	0	0.95	0.017
Guatemala	0.000739218	0.000744	0.00181968	0	0.79	0.003
Haiti	7.87235E-05	6.93E-05	0.000503461	0	0.61	0.001
Honduras	0.000488391	0.000834	0.000858616	0	0.88	0.002
Hungary	0.007621077	0	0.004809224	0.00691223	0.99	0.007
Iceland	0.000505592	0.000725	0.001257677	0.00127034	0.99	0.002
India	0.026455747	0.02786	0.012961195	0	0.72	0.033
Ireland	0.021096305	0.1288	0.009296467	0.01856771	0.98	0.002
Italy	0.034344582	0.008233	0.049499198	0.04673564	0.99	0.049
Jamaica	0.000239378	0.000586	0.00207141	8.5376E-05	0.88	0.001
Japan	0.053497262	0.003536	0.019257385	0.38679184	1.00	0.019
Jordan	0.000680797	0.000807	0.003669607	0	0.98	0.005
Kazakhstan	0.00364926	0.004168	0	0	1.00	0.005
Kenya	0.000521107	0.00091	0.001086929	0	0.78	0.006
Latvia	0.000932666	0.000483	0.001974816	0.00084566	1.00	0.002
Lebanon	0.000740688	0.001483	0.001481112	0	0.94	0.005
Liberia	2.23141E-05	0.000456	0	0	0.48	0.000
Libya	0.000724789	0.000459	0	0	0.91	0.005

	Exports of goods and services (constant 2010 US$)	Foreign direct investment, net (BoP, current US$)	International tourism, number of arrivals	Political Stability and Absence of Violence/Terrorism: Estimate	Adult literacy rate, population 15+ years, both sexes (%)	Heritage
Lithuania	0.001950952	0.000614	0.002020674	0.00205924	1.00	0.004
Luxembourg	0.007321609	0.01557	0.001063513	0.00567332	1.00	0.001
Macedonia, FYR	0.000320946	0.000188	0.00047419	0	0.98	0.001
Madagascar	0.000209144	0.000328	0.000238071	0	0.65	0.003
Malawi	0.000369804	0.000328	0.000785438	0	0.66	0.002
Malaysia	0.013274707	0.00694	0.025095972	0.00416869	0.95	0.004
Mali	0.000168728	9.68E-05	0.000155429	0	0.33	0.004
Malta	0.000824784	0.00185	0.001739673	0.00072193	0.94	0.003
Mexico	0.023686315	0.021005	0.031313131	0	0.95	0.032
Moldova	0.000184617	0.000148	9.21061E-05	0	0.99	0.001
Mongolia	0.000414879	5.97E-05	0.00037662	0.00050114	0.98	0.004
Montenegro	0.000104383	0.000443	0.001522092	3.8271E-05	0.99	0.004
Morocco	0.002066022	0.002059	0.009929696	0	0.72	0.008
Mozambique	0.000263463	0.002449	0.001514286	0	0.59	0.001
Myanmar	0.001063411	0.002585	0.00456725	0	0.93	0.001
Namibia	0.000284576	0.000671	0.001354271	0.00063171	0.91	0.002
Nepal	0.000118158	3.29E-05	0.000525902	0	0.65	0.004
Netherlands	0.040303348	0.082137	0.014642326	0.0533701	0.99	0.009
Nicaragua	0.000241758	0.000601	0.00135232	0	0.82	0.002
Niger	7.53385E-05	0.000332	0.000131719	0	0.19	0.003
Nigeria	0.006038023	0.001981	0.001224503	0	0.60	0.002
Norway	0.009968951	0.003589	0.005230726	0.03528025	0.99	0.007
Oman	0.002331412	0	0.001850902	0.00329153	0.94	0.004
Pakistan	0.001206987	0.00062	0	0	0.56	0.006
Paraguay	0.000735924	0.0002	0.001184499	0	0.96	0.001
Peru	0.002395294	0.004949	0.003372018	0	0.94	0.011
Philippines	0.004890377	0.00357	0.005230726	0	0.97	0.006
Poland	0.014568931	0.008905	0.016315651	0.03215962	1.00	0.013
Portugal	0.005151899	0.001415	0.009715042	0.01314257	0.95	0.014
Qatar	0.005752712	0.000678	0.002858605	0.01078172	0.98	0.001
Romania	0.004616763	0.002733	0.009104254	0.0024473	0.99	0.007
Russian Federation	0.027252977	0.004338	0.032909376	0	1.00	0.024
Rwanda	7.65821E-05	0.000205	0.000963016	0	0.71	0.000
Saudi Arabia	0.016135501	0.005154	0.017556741	0	0.95	0.004
Senegal	0.00027075	0.000219	0.000982139	0	0.56	0.007
Serbia	0.001072265	0.001485	0.001104492	0.00060172	0.98	0.005
Singapore	0.031326205	0.04468	0.011758157	0.0234717	0.97	0.001
Slovak Republic	0.005462593	0.000729	0.001679179	0.00639373	0.98	0.006

	Exports of goods and services (constant 2010 US$)	Foreign direct investment, net (BoP, current US$)	International tourism, number of arrivals	Political Stability and Absence of Violence/Terrorism: Estimate	Adult literacy rate, population 15+ years, both sexes (%)	Heritage
Slovenia	0.00210614	0.001064	0.002641219	0.00298199	1.00	0.003
South Sudan	0.000107264	0	0	0	0.32	0.002
Spain	0.024954425	0.016015	0.066557356	0.02690881	0.98	0.043
Sri Lanka	0.000783612	0.000431	0.001754308	0	0.93	0.007
Sudan	0.000543004	0.001099	0.000722993	0	0.59	0.003
Sweden	0.014715543	0.005061	0.006324486	0.03448332	0.99	0.014
Switzerland	0.024189612	0.06177	0.009078886	0.05424187	0.99	0.011
Tanzania	0.000605176	0.001241	0.001077172	0	0.80	0.007
Thailand	0.014713103	0.0057	0.029195862	0	0.94	0.005
Togo	0.000138393	0.000163	0.000266366	0	0.67	0.001
Trinidad and Tobago	0.00060602	0.000257	0.000429308	0.00040671	0.99	0.000
Turkey	0.011414036	0.01111	0.038518673	0	0.96	0.015
Uganda	0.000236736	0.000669	0.001271337	0	0.74	0.003
Ukraine	0.002242663	0.001931	0.012125996	0	1.00	0.007
United Arab Emirates	0.019455579	0.005568	0	0.01797259	0.93	0.001
United Kingdom	0.043875378	0.037002	0.033599195	0.09871241	0.99	0.028
United States	0.122039195	0.240197	0.075626485	0.76686447	0.99	0.021
Uruguay	0.000656496	0.000867	0.002705615	0.00313046	0.98	0.002
Uzbekistan	0.000761196	0.000676	0	0	1.00	0.005
Vietnam	0.008711558	0.00747	0.007750959	0.00010902	0.95	0.007
Zimbabwe	0.000188916	0.000253	0.002007014	0	0.87	0.005

Source: http://databank.worldbank.org/data/home.aspx, http://www.unesco.org/new/en/unesco/resources/online-materials/publications/unesdoc-database/[7]

Based on the parameters in Table 1, the values of the obtained parameters are entered into the hexagon. For example, if we take the data from the table above for the US: Exports of goods and services = 0.12, FDI = 0.24, International Tourism = 0.075, Political Stability and Absence of Violence/Terrorism = 0.76, Adult Literacy rate, population 15+ years = 0.99, Heritage = 0.021, when calculated on the basis of the obtained data, the surface of the body is 0,385. Such ratings of the value of the nation brand do not make sense until they are compared with the values of other countries. The calculated area of the body / hexagon for the USA is shown in Figure 3.

Figure 3 *The surface of hexagon as the sum of the surfaces of six triangles*
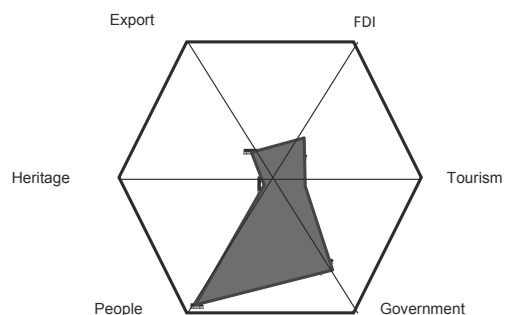
Source: Researchers' figure

Table 2 shows the hexagons and their six parameters on the example of ten countries. These countries have very strong and representative nation brands because they have realized that branding of nations acts as a catalyst for growth. Nation branding is crucial in order to attract investment, boost exports, and attract tourists and talented workforce. Also, their policy of nation branding has been able to extend the range of potential customers and of potential investors.

Table 2 List of 10 countries used as a sample for evaluation and comparison of nation brands

Country	Export	FDI, net	International Tourism	Political Stability and Absence of Violence/ Terrorism	Adult literacy rate	Heritage	Hexagon surface
United States	0.122	0.240	0.075	0.767	0.99	0.021	0.385
United Arab Emirates	0.019	0.005	0	0.018	0.93	0.001	0.008
United Kingdom	0.044	0.037	0.033	0.099	0.99	0.028	0.057
Spain	0.025	0.016	0.066	0.027	0.98	0.043	0.031
France	0.046	0.022	0.082	0.050	0.99	0.040	0.043
Italy	0.034	0.008	0.050	0.047	0.99	0.049	0.043
Turkey	0.011	0.011	0.038	0	0.96	0.015	0.006
Germany	0.099	0.033	0.034	0.175	0.99	0.038	0.097
Japan	0.053	0.003	0.019	0.387	1.00	0.019	0.179
Malaysia	0.013	0.007	0.025	0.004	0.95	0.004	0.003

Source: Authors' research

In the national hexagon the United States has people as the strongest parameter (adult literacy rate), then political stability and absence of violence/terrorism, as well as international tourism. The United States has projected its democratic, liberating brand throughout the world but some of its actions have damaged this reputation. Countries around the world have now started to realize that nation branding works as a catalyst for growth. In 2011, President Barack Obama launched "Brand USA" to attract more tourists and "Select USA" to attract more investment. For example, the United States' sponsorship of youth soccer, Turkey's reliance on coffeehouse-style discourse, Japan's comic competitions, and Britain's emphasis on arts and education seem ideal and humane compared to hard-hitting diplomatic efforts reliant on power dynamics and threats (Kanji, 2016).

Japan has a hexagon surface of 0.179 and its adult literacy rate is larger than the United States, and has a very high level of heritage and political stability and the absence of violence/terrorism, which are the hexagon's main pillars for nation branding. The most salient example of the soft diplomacy phenomenon is Japan's "Pop Culture Diplomacy". The Japanese government's program uses anime (animated cartoons) and manga (a style of comic) in an attempt to achieve foreign policy goals. The Japanese government asserts that the worldwide promotion of manga and anime through competitions and festivals serves the purpose of furthering "understanding of and trust in" Japan. The initiative began in 2007 with the establishment of the International Manga Award. The manga is called a "gateway" to Japanese culture: a widespread, popular form of media that could serve to introduce foreigners to deeper, less-known aspects of Japanese society (Ibid).

For example, although the United Arab Emirates have a small hexagonal surface, their strongest asset is the Dubai city, which promises luxury. It started delivering on this promise in 1999 with the opening of the Burj Al Arab, often referred to as the only seven-star hotel in the world. In 2007, the emirate reinforced its positioning strategy by building the Burj Khalifa, the tallest tower in the world that houses the first and only hotel designed by Giorgio Armani. The new brand identity was consistently managed even during the financial crisis, when the temptation to diversify was omnipresent. Nation branding strategically steers the image of a country in order to stimulate tourism, increase trade, or attract companies and foreign direct investment (FDI).

Britain has been striving to strengthen its international relationships through the arts. The British Council heads up several art- and education-based initiatives centered around British culture. Art and popular culture are elevated to a place of serious practical importance – not only do they matter to the preservation of national heritage, they are now elements of weighty foreign policy.

Turkey's position as the only secular democracy in the Muslim world is that it has free and fair elections, a free press, and a free market economy. Turkey has an international image: there is more to Turkish culture than "carpets and the sea." The perception of a country has an important impact on several issues, such as attracting foreign investment and wielding political influence.

When it comes to Spain, its very strong parameter in the national hexagon is tourism. In 2012 'Brand Spain' was created in order to achieve a better promotion of tourism in Spain and to improve Spain's positioning in the global market (Blanco-Gomez, 2013). The Ministry's webpage defines it as follows: Spain Brand is a state policy whose efficacy will be proven in the long term. Its objective is to improve the image of our country domestically and abroad since in a globalized world, a good country image is an asset that helps to support the international position of a political, economic, cultural, social, scientific and technological state. Brand Spain attempts to promote all of Spain's positive characteristics (history, art, culture in general, international fairs, religion, beach and sun tourism, sports, cuisine, etc.) at an international level, which will attract more tourists and will contribute to boosting exports, to attracting foreign investment, which in short will make a contribution to Spain's economic recovery, since as Kotler & Gertner (2002) highlight,

'A country's image results from its geography, history, proclamations, art and music, famous citizens and other features'. On the other hand, Loo & Davies (2006) consider that the nation brand could have been developed deliberately or by default, formed from countless different sources, such as word of mouth, education, mass media, travel, product purchases and dealings with its people.

A similar situation is with Malaysia. In 1999, the Malaysia Tourism Promotion Board took action and launched the "Malaysia: Truly Asia" campaign. "Malaysia: Truly Asia" is a classic example of a nation branding campaign focused on tourism, but the development of a nation brand is no longer the exclusive domain of tourism authorities. In an era of continuing globalization and increased competition between countries, investment boards and trade promotion agencies find that they have to go beyond merely creating the conditions for industries to prosper, since rival states can easily imitate these factors. It has become apparent that countries need to find a unique and sustainable competitive edge that is aligned with economic strategy and supported by public policy. A well-defined brand strategy helps countries gain a strategic long term brand advantage (van Garderen, 2014).

France uses its brand advantage instead of depending on major promotional campaigns. At a minimum, the country evokes images of the Eiffel Tower, wine, and fashion. These solid brand associations drive tourists to visit the "city of love", motivate consumers to pay premium prices for a bottle of Bordeaux, and attract fashionistas to shop for the latest trends.

Table 3 shows the hexagons and their six parameters on the example of some of the countries of South-East Europe.

Table 3 List of some South-East European countries used as a sample for evaluation and comparison of nation brands

Country	Export	FDI, net	International Tourism	Political Stability and Absence of Violence/Terrorism	Adult literacy rate	Heritage	Hexagon surface
Slovenia	0.0021	0.001	0.0026	0.003	1	0.003	0.0025
Croatia	0.0015	0.0001	0.0123	0.0022	0.99	0.009	0.005
Montenegro	0.0001	0.0004	0.0015	0.00004	0.99	0.004	0.002
Macedonia	0.0003	0.0002	0.0005	0	0.98	0.001	0.0004
Serbia	0.001	0.001	0.001	0.0006	0.98	0.005	0.002
Albania	0.0002	0.0006	0.004	0.0003	0.98	0.003	0.0013

Source: Authors' research

When it comes to South-East Europe, according to the calculated area of hexagons and taken parameters, Croatia has the best nation brand and Macedonia has the worst nation brand. When it comes to export, as one of the parameters of building a nation brand, it is the largest in Croatia and Serbia, and the smallest in Montenegro. The net FDI inflow is the highest in Slovenia and Serbia, and the smallest in Croatia, which means that countries with lower FDI inflows should create their economic strategies to focus on improving the investment environment and strengthening the rule of law. Political stability and absence of violence/terrorism is the highest in Slovenia and the lowest in Montenegro and Macedonia. The parameter of the heritage is the largest in Croatia, since Croatia has an array of strategies for cultural branding, or puts communication at the heart of the customer-consumer value. It is about creating a story around a product or brand through which the user-consumer experiences the product identity.

In this context, Anholt's hexagon with export, tourism, governance, investments, people and culture in synergy, including calculating the surface area of the country's hexagon and analysis of the obtained parameters relative to other parameters or in relation to other period of time has a great importance for branding and developing a recognizable image of the country.

5. Conclusions

As Kotler & Keller (2006) state, 'positioning' is the act of designing the company's offering and image to occupy a distinctive place in the mind of the target market. A nation brand could be described as the total sum of all perceptions about a country or nation in the mind of international stakeholders (Fan, 2006). In a more complex approach, nation branding is influenced by the country image, reputation and positioning – if this is the case (Gilmore, 2002), nation branding is in some cases similar to corporate branding, which implies the usage of similar branding techniques.

In this paper, parameters were taken from six areas of the nation hexagon, from the World Bank and UNESCO databases. The value of the nation brand was calculated by using the mathematical model, and comparative analysis was done between nation brands. In addition, an analysis was carried out within a particular country, in terms of identification of the strongest and the weakest parameters. It indicates which further steps or strategies the country should take in order to enhance its competitive position and economic development. Including the calculation of the surface area of the hexagon and the analysis of the obtained parameters in relation to other parameters or in relation to another period of time is very important for country branding and creation of its recognizable image. Further steps or strategies that a country should take in order to strengthen its competitive position and accelerate its economic development will depend on the obtained data. It has become apparent that countries need to find a unique and sustainable competitive edge that is aligned with their economic strategy and supported by public policy. A well-defined brand strategy helps countries gain a strategic long term brand advantage (van Garderen, 2014).

Having considered strategic nation branding models designed by other branding experts, we proposed a new measurement of nation's brand image. Further empirical research that would utilize the proposed framework in determining the image of these nation brands is recommended. By using strategic nation branding models designed by other branding experts in combination with a proposed mathematical model that shows the advantages and disadvantages of the nation brand of each country (and within the country), their competitiveness on the global stage is expected to improve. It is becoming significant to explore the potential of other sectors and acknowledge the importance of nation branding as a stimulus for the economy. The decision makers and the population alike wish that high income and prosperity become a part of the national image.

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Usporedna analiza vrijednosti nacionalnih brendova

Sažetak

Nacionalno brendiranje nije „sveti gral" gospodarskog razvoja, ali može pružiti izuzetnu prednost kada se uskladi s dobro definiranom ekonomskom strategijom i kada je podržano javnom politikom. Brend nacije je zbroj ljudskih percepcija zemlje na najvažnijim područjima nacionalne nadležnosti. Ovaj rad istražuje vrijednost nacionalnog brenda na uzorku od 108 zemalja, koristeći indeks *Anholt Nation Brands* i koristeći matematičku formulu za izračunavanje površine Anholtovog šesterokuta za svaku zemlju pojedinačno. U ovom radu parametri su uzeti iz šest područja na koja se odnosi nacionalni šesterokut, iz baze podataka Svjetske banke i UNESCO baze podataka, a površina šesterokuta svake nacije izračunata je matematičkim alatima i učinjena je usporedna analiza između brendova nacija. Korištenjem strateških modela brendiranja koje su dizajnirali drugi stručnjaci za brendiranje u kombinaciji s predloženim matematičkim modelom koji pokazuje prednosti i nedostatke nacionalnog brenda svake zemlje (i unutar zemlje), možemo očekivati poboljšanje njihove konkurentnosti na globalnoj razini.

Ključne riječi: nacionalni brend, nacionalni šesterokut, konkurentska prednost, marketing, menadžment