

the nation **and** the brand

and

the nation **as** a brand



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SAINT-TROPEZ







GÉNÉRAL CHARLES DE GAULLE

9 SEPTEMBRE 1890 - 22 NOVEMBRE 1940

22 NOVEMBRE 1940 - 29 JANVIER 1942

27 JUILLET 1953 - 9 JANVIER 1959

27 Juin 1950 - 20 Juin 1951
20 Septembre 1964 - 20 Septembre 1966
27 Juin 1954 - 7 Janvier 1955

20





SAMSUNG

THE CLAYMORE

SCOTCH WHISKY

*Distilled, blended & bottled
in Scotland*



A. Ferguson

70cl e

A. FERGUSON & CO, GLASGOW G2 5RG

40% vol.



Roberto
Rastrelli

Italiano
WHISKY

RASTRELLI SAS - SIERA PONTI (FLORENCE) IMPORTED BY THE...



Roberto
Rastrelli

Extra Virgin
Olive Oil

- Product of Italy - First cold pressing -

ROBERTO RASTRELLI S.A.S. - SPINERO A PUNTI (FLORENCE) IMPORTED BY UEL LTD. LONDON



THE CLAYMORE

Extra Virgin
Olive Oil







orangeTM

40GB

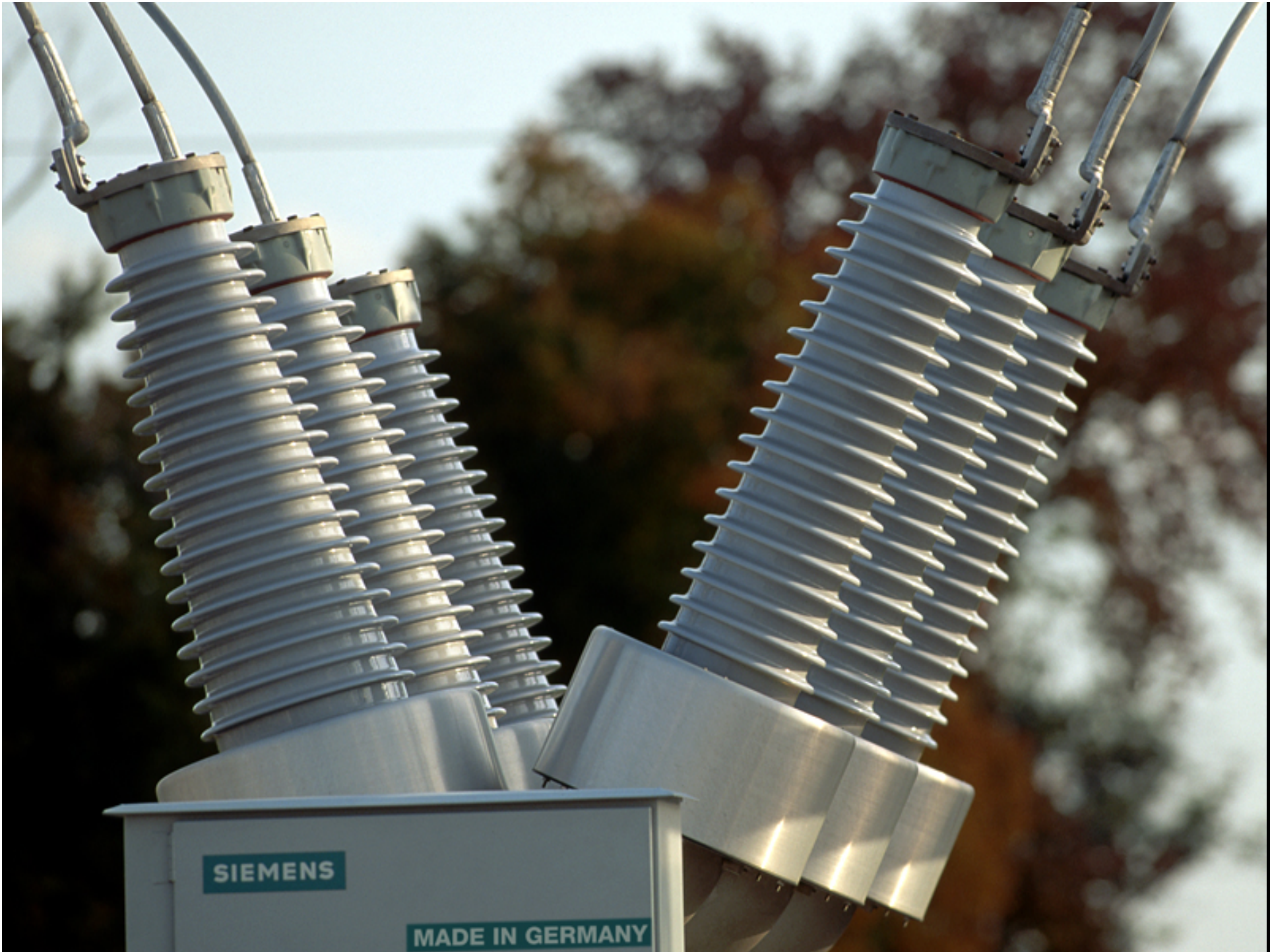
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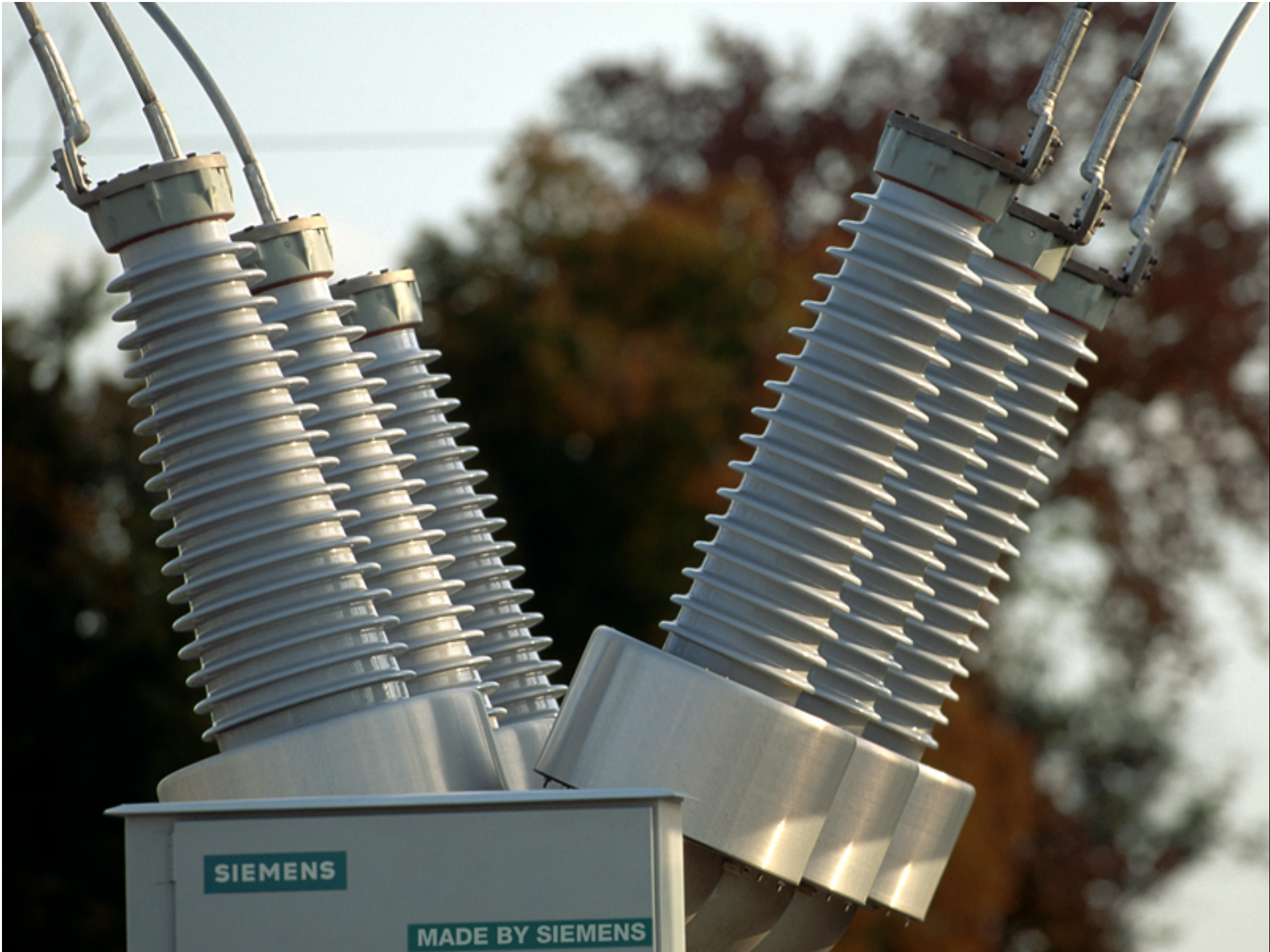
Designed by Apple in California Assembled in China

Model No.: A1059 EMC No.: 1995 Rated 5-30Vdc 1.0A Max.

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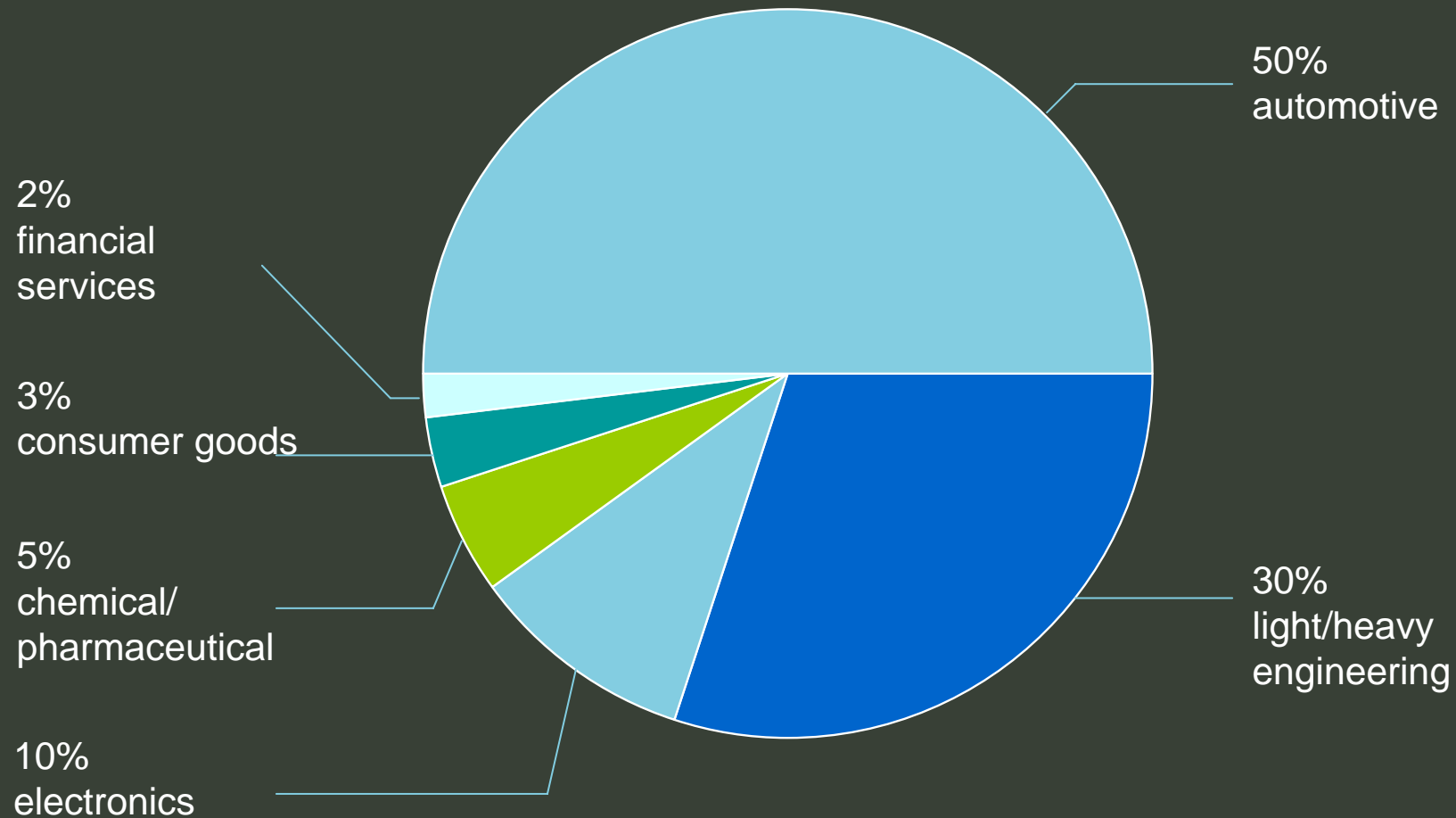




MADE IN GERMANY



Which industries do you associate with Germany?



Deutsche Bank



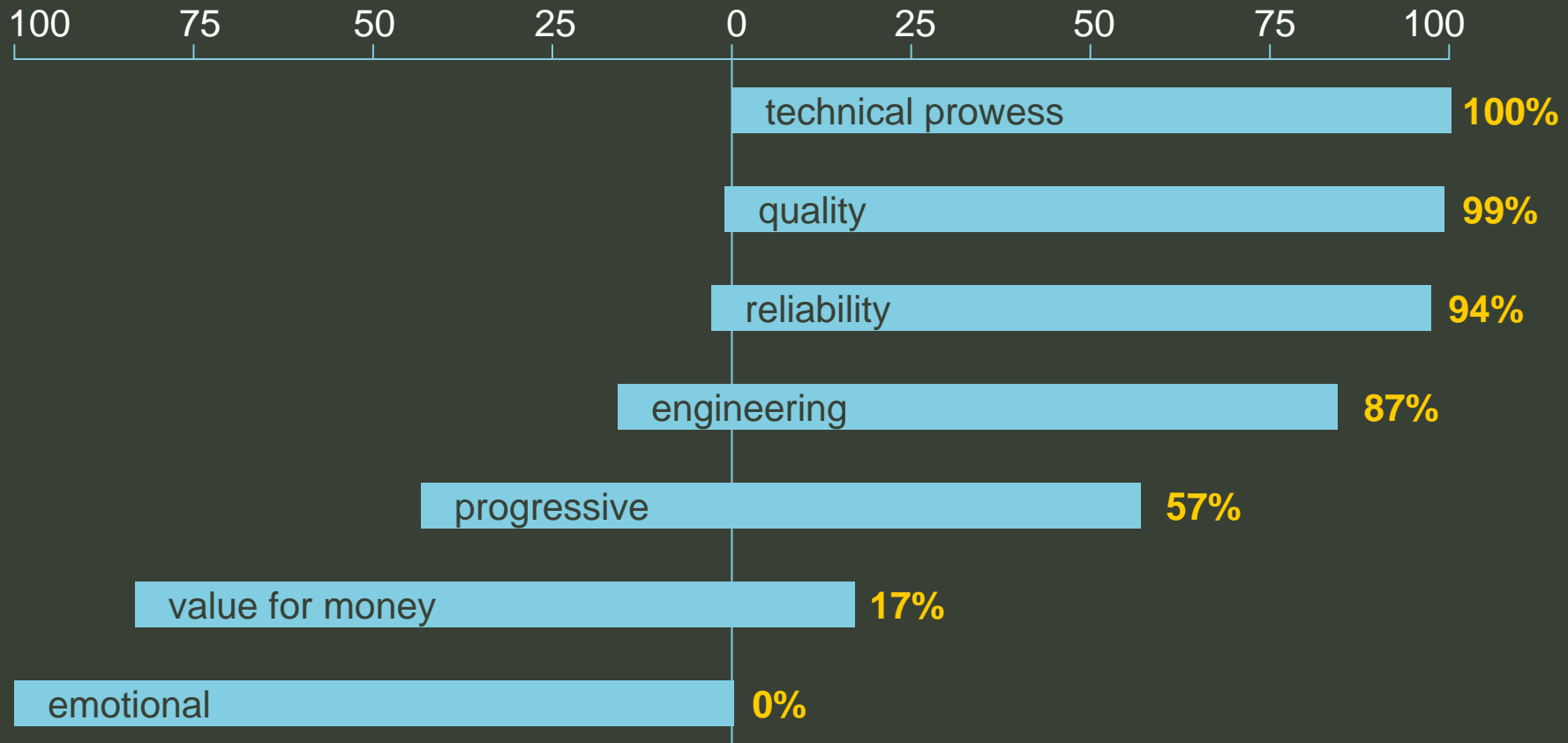
SAP

DE

Which image do you associate with Made In Germany?

negative

positive





BOSS
HUGO BOSS

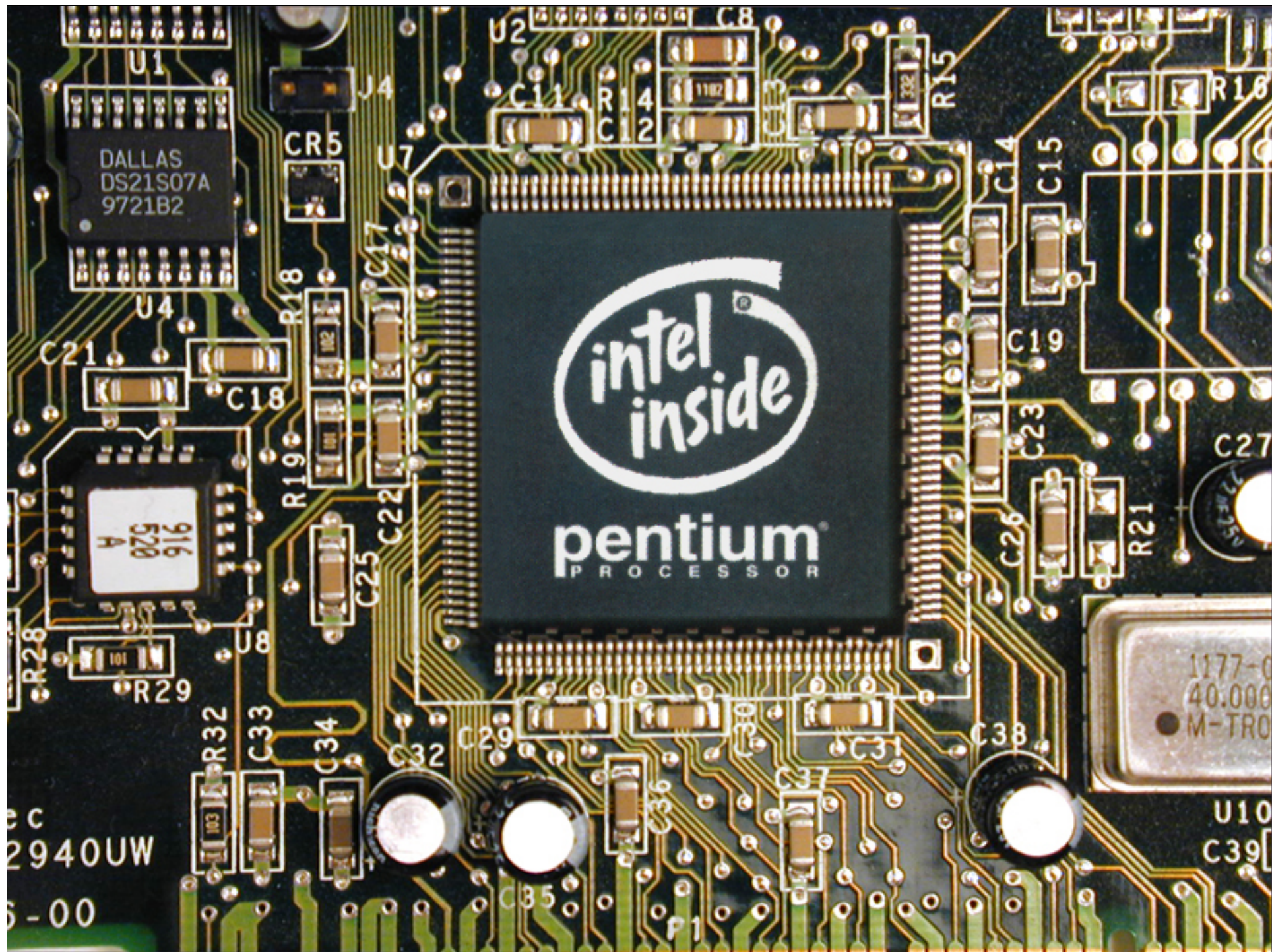
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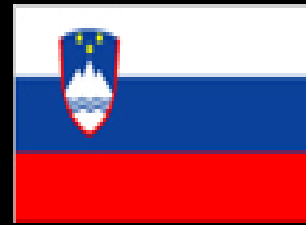
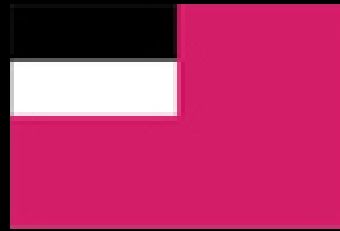
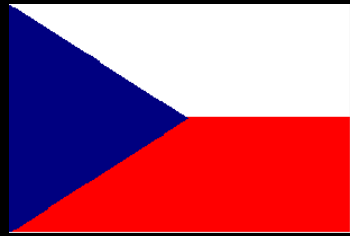




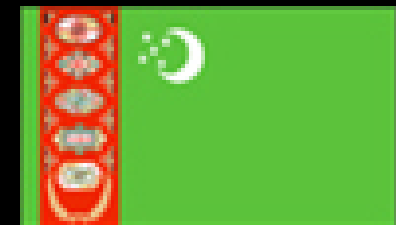
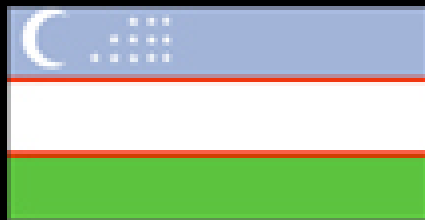
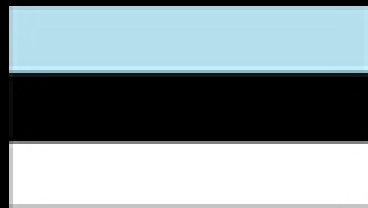
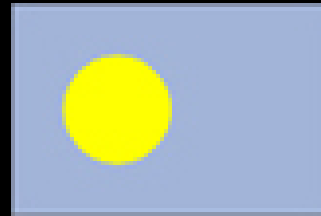


either an image
problem...

...or no image at all.



In the last 15 years
29 new countries







branding the nation

FDI

brand export

nation

tourism

public diplomacy



tourism



not just sun, sea and sand but also...

package tours, study
abroad, backpackers,
MICE, sporting events,
adventure holidays, nature
excursions, hiking and
skiing, climbing and
trekking, cultural tourism,
etc., etc.

foreign direct
investment



not just manufacture but also...

holiday homes, research & development, industrial and commercial real estate, banking, insurance, retail, exploration and development of natural resources, call centres, skills and knowledge, etc.

brand export



Vintage Character

P O R T

*A Mature Rich Port from
vineyards of the Douro Region*

PRODUCE OF PORTUGAL

Bottled by Morgan Brothers LDA.
Vila Nova de Gaia for Marks and Spencer p.l.c.
Baker Street, London U.K.

20% vol

15cl e

not just food and drink but also...

manufactured goods
(shoes, apparel), people
(athletes, professors,
students), the arts (music,
literature, painting, dance,
film), architecture,
agriculture, raw materials,
cuisine (restaurants, food),
etc.

public diplomacy

public diplomacy
~ 'soft power'

RECONCILIATION.



not just figureheads but also...

events, exhibitions,
cultural institutions,
festivals, military
operations, UN votes,
international treaties,
trade agreements, sports,
foreign and domestic
policies, government
stability, humanitarianism,
etc.

with all this going on how can the
nation manage its image?

how can it have a strong brand?

at its best, a national brand:

helps people understand the nation.

provides a 'headline' (or headlines)
for a number of attractive stories.

works for multiple audiences and
economic sectors (not **just** tourism).

has emotion—and truth—behind it.

and is unique.

‘Discover _____’

or would you like to be 'a land of contrasts'?

Texas (US)
Mozambique
Kansas (US)
Idaho (US)
The Middle East
Urumqi (China)
Iran
Malta
South Africa
Thailand
India
Cornwall (England)
Scotland
Russia
Costa Rica
Tunisia
Israel
Egypt
Alaska
Mali
Northern Sweden
Vietnam
Canada

69

Quebec
Jamaica
Turkey
Iceland
Brazil
Chile
Papua New Guinea
Mexico
Indonesia
Japan
Australia
Dubai
Portugal
Nicaragua
Latvia
Ecuador
Southeast Crete
Zimbabwe
Eastern Sierra
Kenya
The United States
Guatemala
Bihar (India)

+

Ethiopia
Bahrain
Nepal
Namibia
Morocco
Tibet
Rajasthan
South Korea
Britain
Brittany
Normandy
Venezuela
Pakistan
San Bernadino County (Calif.)
Murcia (Spain)
Finland
Kosovo
Bhutan
Italy
Norway
Spain
The Pyrenees
Tashkent (Uzbekistan)

brand > tourism slogan



brand > logo



getting it right

Spain









ALMODÓVAR'S

a mother,
a daughter,
a lover.

relationships
can be murder.



victoria abril

marisa paredes

miguel bosé

HIGH HEELS

COMING SOON

MIRAMAX

Castro Not Connected

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MANGO





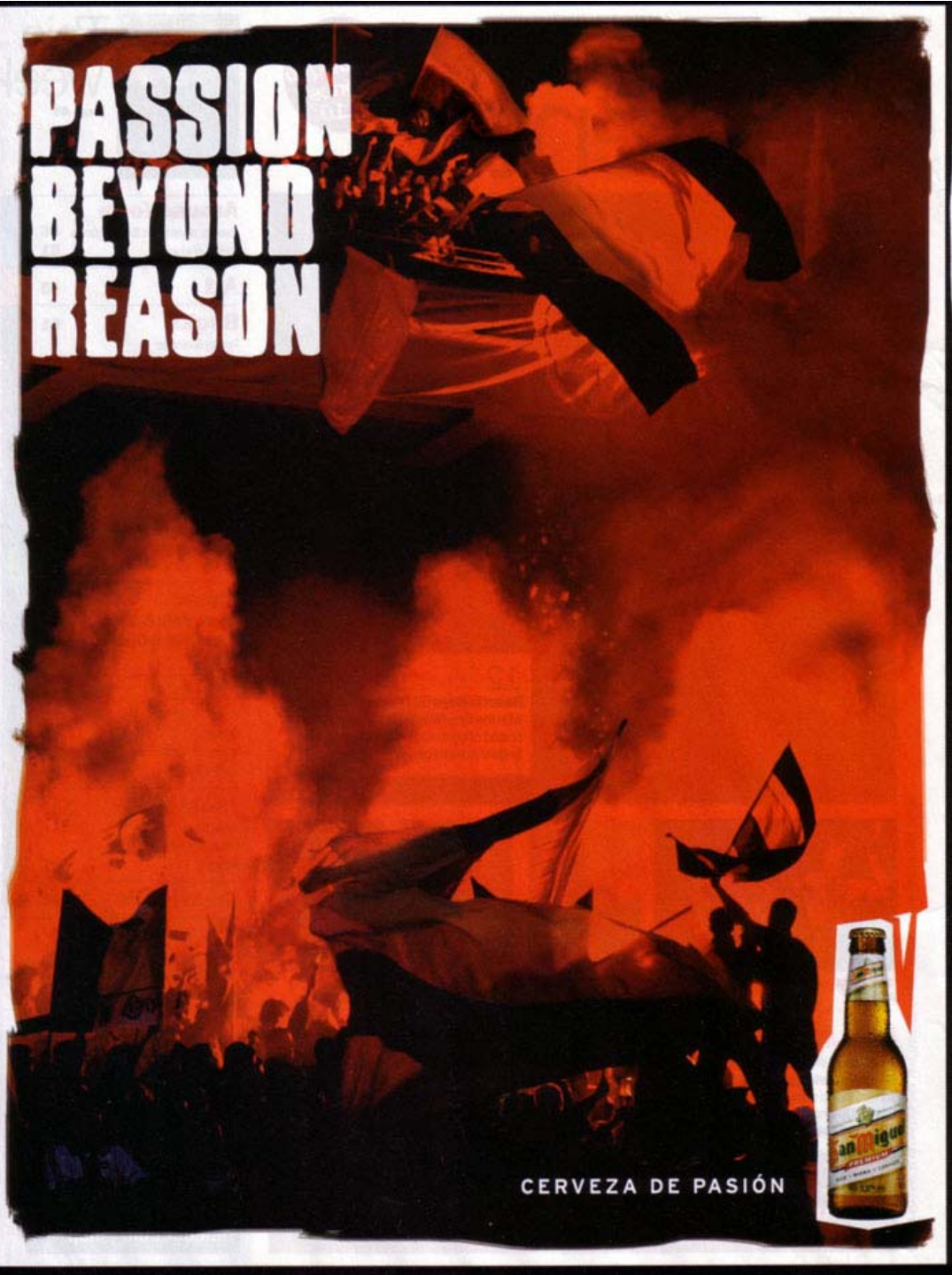
ZARA





SEAT SALSA

**PASSION
BEYOND
REASON**



CERVEZA DE PASIÓN





Last Updated: Monday, 31 October 2005, 17:41 GMT

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Telefonica bids £18bn for UK's O2

Mobile phone group O2 has agreed a takeover offer from Spanish telecom company Telefonica.



O2 is Europe's sixth largest mobile phone group

Telefonica is to pay £17.7bn (\$31.6bn) for the firm in order to get a foothold in two of Europe's largest mobile phone markets - the UK and Germany.

Under the cash deal, Telefonica will pay 200 pence per share, a 22% premium on Friday's closing price of 164.25p.

But with speculation rife that rival bids will follow, O2's shares ended the day up more than 25% at 205.75 pence.

The main suitors in the past have been Germany's T-Mobile and the Netherlands' KPN, which held abortive talks about a potential joint bid earlier this year.

KPN - which had a solo bid rejected on price in 2004 - said it had no intention of making another approach.

T-Mobile already has a foothold in the UK market under its own brand, and might therefore face regulatory problems - but could manage more money with a combined cash-and-shares bid, said Deutsche Bank analyst Gareth Jenkins.

"Do I think someone else will come to the table? Absolutely," he said.

BBC NEWS:VIDEO AND AUDIO

What the takeover will mean for O2 customers

[▶ VIDEO](#)

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Spanish firm set to buy Amey

Troubled engineering firm Amey has agreed to an £81m (\$127m) takeover by Spanish construction company Grupo Ferrovial.

The Spanish firm is offering 32 pence for each Amey share, compared with Tuesday's closing price of 27p.

The UK firm has been in severe difficulty since it revealed problems with its accounts and the departure of several top executives.

"Despite its financial difficulties in 2002, Amey has a sound portfolio of core businesses and I look forward to working with (the Amey) management team," Ferrovial director Inigo Meiras said in a statement.

Last month, Amey unveiled a loss of £129.5m for 2002, and said it would not be paying any dividends for the foreseeable future.

Change of strategy

Amey took a prominent role in the private finance initiative (PFI), where private companies fund public works in exchange for a guaranteed revenue stream from the government.

But in March last year it unveiled an unexpected loss after it changed its PFI accountancy procedures.

The past six months have seen it shed its chief executive, Brian Staples, and two finance directors.

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Spanish firm eyes up BAA airports

Spain's Grupo Ferrovial is considering a bid for British airport group BAA but has not yet approached the UK firm about any takeover approach.



Ferrovial already has interests in Bristol and Belfast airports

BAA operates Heathrow, Gatwick, and Stansted airports in London; Glasgow, Edinburgh, Aberdeen, and Southampton.

The UK firm said it had not received any proposal from Ferrovial and "strongly advises shareholders not to take any action at this time".

However, BAA's shares rose 15% on the news of the possible approach.

Ferrovial said any offer would be in cash and most likely in a consortium.

"No approach has yet been made to the board of BAA," the Spanish firm added.

UK interests

The announcement also said Ferrovial's considerations were at a preliminary stage and that it did not follow necessarily that any formal offer would be made.

BAA shares soared 20%

“ There is likely to be

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Spain. Sustainable Ingenuity.

The construction of 27 desalination plants and the export of 6 other facilities consolidates Spain amongst the world's leading countries in the development of sustainable technology.

INMACULADA G. MARDONES

The big Spanish companies se quedaron con la miel en los labios cuando Zapatero revocó el trasvase del Ebro. Pero el cambio de rumbo no deja a estas empresas sin contratos. Hay más de 2.800 millones a repartir por la sociedad estatal Acuamed (antigua Tragsagua) hasta 2008. Casi la mitad se destinarán a desaladoras, un mercado en el que España consolidará su puesto como potencia.

La mayor parte de los 121 proyectos se destinarán a generar más de 800 hectómetros cúbicos de agua al año, de los que 600 procederán del mar Mediterráneo. Como suele decir el director de Acuamed, Adrián Baltanás, la desalación aunque salga más cara que el trasvase no genera tensión territorial ni conflictos sociales. En efecto, nadie protesta porque en la costa mediterránea, se vayan a instalar más de 27 plantas de desalación de aquí a cuatro años.

Los directivos de las siete grandes empresas con experiencia en el tratamiento del agua y la desalación se frotan las manos. "Significa el alzamiento y en algunos casos un trampolín de nuestras empresas en el mercado exterior desde América hasta Oriente Próximo pasando por el norte de África", asegura Ángel Cajigas, director ejecutivo de ATTA, la Asociación Tecnológica para el Tratamiento del Agua. Cajigas también cree que permitirá avanzar en el desarrollo tecnológico, la eficiencia energética y los tratamientos avanzados de las aguas residuales, una actividad que moviliza anualmente en España alrededor de 300 millones de euros en equipos.

"Es fantástico. Supone una oportunidad histórica para el sector", afirma Guillermo Bravo, consejero delegado de Befesa, filial de Abengoa. Tras participar en las desaladoras de Car-

la India, con más de 10 millones de habitantes.

El caso de Befesa no es único. Con el impulso público que se dio a la desalación para dotar los abastecimientos de Canarias y Baleares, la experiencia adquirida por las empresas españolas las sitúa en primera posición para exportar su know how a cualquier rincón del mundo cerca del mar que necesite agua potable.

En este momento y con más de 900 plantas en explotación, España ocupa el cuarto puesto mundial en capacidad de desalación por detrás de Arabia Saudita, los Emiratos Arabes Unidos y Estados Unidos. Y ha sido la estrella del congreso mundial sobre desalación celebrado recientemente en Singapur donde José Antonio Medida ha sido elegido presidente de la Asociación Internacional de Desalación, que celebrará su próximo encuentro en Canarias.

El gran salto desde las costosísimas desaladoras de los años setenta hasta lograr un precio asumible para la agricultura de alto valor añadido, ha sido posible por la drástica reducción de costes de la ósmosis inversa. Lo que costaba dos y hasta tres euros por metro cúbico, se ha reducido a entre 0,70 y 0,45 euros a pie de planta.

La ósmosis inversa no es una tecnología propiamente española. "Las membranas que utiliza



Spain. Sustainable Ingenuity in Technology.

Israel que sólo lo ha instalado en pequeñas plantas fuera de su territorio.

La armada española de la desalación ha llegado hasta Londres donde la veterana Pridesa está montando la mayor desaladora de Europa, para 150.000 metros cúbicos diarios. El bagaje de Pridesa, con una capacidad de desalación instalada de más de 226 millones de litros anuales ha sido decisivo en el destino de la compañía vizcaína. Tras ser adquirida a Iberdrola por la eléctrica alemana RWE pensaba deshacerse de ella y venderla a Acciona, pero se ha arrepentido, dadas las perspectivas de negocio que ofrece la desalación. Pridesa junto a un grupo canadiense ha

Spain occupies the fourth position of desalination capacity and is going to build 6 new plants in Argelia.

Desalination plants

Cataluña	2
Comunidad Valenciana	4
Comunidad de Madrid	8
Comunidad de Castilla-La Mancha	7
Extremadura	4
Galicia y Melilla	2
TOTAL	27

Fuente: Ministerio de Medio Ambiente. El PAO



IN WHICH COUNTRY WOULD YOU PLACE THIS POINT?



IN CATALONIA, OF COURSE.

There where Barcelona is, in Catalonia, a country in Spain, with its own culture, language and identity.

A country with a population of only six million people, which has experienced a growth which has made it one of the motor of Europe.

A country in which many foreign enterprises—European, North American, Japanese—have invested and are still

investing.

A country which has understood and motivated the genius of Picasso, the force of Miró, the imagination of Dalí, the innovative approach of Tàpies, the art of Antoni Gaudí and Josep Carreras, the mastery of Pau Casals, the daring of Gaudí.

A country which is visited every year by 16 million people from all over the world for its climate and its unique tourist, sports

and cultural facilities.

A country with the know-how to get the Olympic Games for its capital, Barcelona. Now you know where Barcelona is. In Catalonia, of course.



GENERALITAT DE CATALUNYA
AUTONOMOUS GOVERNMENT OF CATALUNYA

getting it right

clarity

emotion

style

authenticity

coordination

and an idea (or themes)

building a national brand

stage 1 – development of the brand:

set up the administration

explore and research

define the brand idea or themes
(and the ways it or they may be modulated
to serve different interests)

gather ideas for articulation and expression

build internal support for the programme

Timescale: about three months

stage 2 – articulation of the brand:

robust, more-than-cosmetic expression

visually – a symbol, colours, image style

verbally – straplines, stories, talking points

experientially – ‘touchpoints’ including environments
(e.g., arrival halls, embassies, tourism bureaus abroad)

Timescale: another three months

stage 3 – pre-launch of the brand:

figure out what the main authorities will do to launch the brand (including attending to hygiene factors and devising brand-centric projects)

establish task forces and brand champions

‘seed’ the brand through training and collaboration

involve as many constituencies as possible

Timescale: about two months

stage 3 – pre-launch (con't):

support independent initiatives

coordinate and influence 'every' activity that bears on the place's image

search for potential flagship brands

Timescale: about two months

stage 4 – launching and sustaining the brand:

launch it

nurture it

monitor it (track the results)

benchmark it

be patient

Timescale: ad infinitum

important:

the brand can only be made to work by convincing people that it's to their advantage to use it.

co-ordination.

support.

involvement.

not arm twisting.

a national brand must belong to
the citizens.

if it works for them

then it will *work*.

time scale

20 years plus