

## ANEXO

### Quadro 1

Simon Anholt: *"The idea that countries behave rather like brands is by now fairly familiar to most marketers, and to many economists and politicians too"* (2002, p. 28).

Philip Kotler: *"Marketing is a universal process that can be applied to developing and promoting many entities, including products, services, experiences, places, properties, ideas, causes, and information"* (2009, p. viii).

Waly Olins: *"I am not suggesting that branding the nation is the same as branding a company, only that many of the techniques are similar; that people are people whether they work in a company or live in a nation and that means that they can be motivated and inspired and manipulated in the same way, using the same techniques"* (2002, p. 24).

### Quadro 2

Moilanen e Rainisto: *The influence of a place-brand: (...) promotes public diplomacy* (2009, p. 1)

Elfving-Hwang: *The Lee Myung-bak administration [na Coreia do Sul] (2008-2013) took this initiative further by developing a notion of cultural diplomacy as a form of soft power to strengthen its international and domestic legitimacy, and identified 'nation-branding' as a tool to achieve this image* (2013, p. 13).

Melissa Aronczyk (professora de comunicação e sociologia): *Nation branding can be provisionally defined as the result of the interpenetration of commercial and public sector interests to communicate national priorities among domestic and international populations for a variety of interrelated purposes. At one level, it is a conscious strategy of capital (re)generation, combining public and private sector resources to generate fiscal advantage. As such, its aim is to help the nation-state successfully compete for international capital in areas such as tourism, foreign direct investment, import-export trade, higher education, and skilled labor. A second dimension of the practice is to convey an image of legitimacy and authority in diplomatic arenas, to earn state leaders and other national elites institutions or organizations* (2013b, p. 2).

Documento publicado em razão da Expo Mundial, ocorrida em Shanghai, 2010: *Because mega-events carry content and enjoy international backing, they amplify the impact of any branding campaign and help move well beyond standard advertising practices. In addition to showcasing local and national culture, society, and economy to the world they can help the host city take a leading role in catalyzing global attention on a key issue for humanity. Thus, through a mega-event, the city can enrich a branding campaign with content that is meaningful globally and goes beyond traditional commercial techniques. In other words, mega-events tie together city branding and public diplomacy.* (Busa, 2010, p. 11)

### Quadro 3

Philip Kotler: *In the case of marketing places, such as nations, regions, cities, and towns, much informal marketing has gone on for centuries. London, Venice, Rome, and dozens of other great cities were known around the world both because of the accounts of travelers as well as the effort of these great cities to attract tourists, skilled workers, investors, and buyers of their products and services. The beginnings of formal marketing planning is a more recent phenomena. In 1993, Professors Irving Rein, Donald Haider and I published Marketing Places, perhaps the first book to open the subject and apply the formal tools of marketing. Over time, we worked with other experts to bring out such editions as Marketing European Places, Marketing Asian Places, and Marketing Latin American Places* (2009, p. viii).

Moilanen e Rainisto: *"The aim of the present study is to compile a thorough scientific theoretical framework and suggested procedures, based on practical experience, of how to build a brand for a place; country, city or a tourism destination. In the authors' opinion, this planning book and the proposed action plan form a unique entity* (2009, p. 1).

### Quadro 4

Avraham: *Despite the complexity of devising 'ready-made recipes', here we list a set of guidelines for choosing the most appropriate response strategy. Based on the dozens of case studies in this book, and many others, we have been able to deduce a set of links between CAP [crisis, audience, place] characteristics and choice of SAM [source, audience, message] strategy. Properly integrated in the model, these guidelines can serve every place marketer or place leader in making a quick and easy choice of an effective response strategy* (p. 191).

#### Quadro 5

Avraham e Ketter: *Other factors too have indirectly affected Israel's status in the international tourism arena: high costs of flights and tourism services, the country's location far from other (major) tourist destinations and the lack of medium-level accommodations. In other words, the Israeli case is also a clear reminder that there are other factors affecting the image recovery besides those related to the media. In such cases, it is important to take these factors into account when choosing a response strategy* (2008, p. 200).

Moilanen e Rainisto: *If the country branding is executed only by politicians, experiences from Eastern Europe show that this approach more often fails than succeeds. A team of respected persons (e.g., branding committee) is needed to persuade politicians, citizens and companies of the long-term benefits of the activities* (2009, p. 75).

Moilanen e Rainisto: *What Went Wrong in Norway? During the process it became clear for the parties involved that to be able to function country branding could not be separated from the tourism industry, but it required all actors with national visibility to participate. This view is underlined by the following story; at the same time as Norway's tourism industry highlighted Norway as a nice summer destination and beautiful trekking location with amazing fjord scenarios, in the primary market area of Germany, another important industry for Norway, the fishing industry, campaigned with heavy resources on the same markets, where they emphasized that it is always cold in Norway. From the fishing industry's point of view, coldness is a competitive advantage because it is related to freshness of fish. The fishing industry's visual campaigns were based on images of brave fishermen fishing in cold conditions amidst slush and breakers, trying to bring fresh fish to German tables. The two projects were conducted at the same time and were basically pulling on the same strings, just in two different directions. A German consumer does not care who has paid for which campaign. The fact is that in the end, the campaigns gave a vague picture of Norway's weather conditions* (Moilanen; Rainisto, 2009, p. 36).

#### Quadro 6

Keith Dinnie: *A further incentive for countries to embrace branding lies in the capacity of branding techniques to create meaningful differentiation. (...). In the tourism sector, for instance, most destinations make almost identical claims regarding the beauty of their scenery, the purity of their beaches, the hospitable nature of the locals and so on, and therefore, the need for destinations to create a unique identity, to find a niche and differentiate themselves from their competitors, is more critical than ever* (2008, p. 695-697).

#### Quadro 7

Simon Anholt: *Brand management should be treated as a component of national policy, never as a 'campaign' that is separate from planning, governance or economic development. This is why my work now involves building and training teams consisting of head of state or government, cabinet ministers and CEOs of key corporations, in the principles of competitive identity, and coaching them through the process of strategy development and implementation* (Anholt, 2008, p. 764).