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Analysis of Marca España's Communication Strategy.

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An Analysis of Marca España's Communication Strategy

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1. ABSTRACT

Towards the end of the 20th century, the perception of Spain at home and abroad was not considered an accurate portrayal of the reality of the country. In response to the need to build national branding, the initiative Marca España appeared between the years 2000 to 2004 and started being implemented in 2012. This project was promoted by important economic actors in Spain such as ICEX, DIRCOM, important Spanish brands under the Asociación de Marcas Renombradas Españolas or the Real Instituto Elcano, as well as the Ministry of Foreign Affairs (Noya, 2011). Nonetheless, no administrative structure was created until José Manuel García Margallo, Minister of Foreign Affairs and Cooperation at that time under the presidency of Mariano Rajoy, took the matter in hand and organized the initiative into two key pillars: economic diplomacy and public diplomacy. In doing so, several vectors were established, including the Spanish Royal family, Spanish enterprises, sports, language and culture, history and heritage, armed forces, science and innovation, tourism, cooperation and voluntary work (Melgar, 2017). The main idea was to identify problems in all of these areas, as well as the ways to promote them effectively and further a niche public diplomacy.

Marca España's principal objective was to improve and promote Spain's image and to place it at the service of Spanish enterprises. Moreover, it also had other secondary objectives such as promoting Spain's cultural image, build trust and ascribe added value to the country; which would serve to benefit the Spanish economy as well. Therefore, its main drivers were economic. Ultimately, this objective was divided into four different ones: first, supporting internationalization; second, promoting Spanish exports; third, making efforts to reduce expenditure on promoting Spain (by closing down other administrative organizations whose duties overlapped with those of the newly created Marca España) and, finally, promoting tourism.

The over-arching aim was to position Spain so that it could leverage its differentiating features and activities. This encompassed ensuring its development helped make it more competitive, more attractive for tourism and investment and enhancing its image in terms of politics, institutions and ideas (to boost exports and consumption of national products). In order to achieve this, there was a need for cooperation between institutions and internationalized Spanish corporations, together with the civil society. (López & Benlloch, 2005). According to Marca España's High Commissioner's audit of the initiative, which took place in 2016, the three main goals of Marca España (gain notoriety, improve image

of Spain abroad and improve the image within the borders) have proved positive. There have been improvements in Spain's notoriety, it has ameliorated its image abroad and the initiative has had a good acceptance rate within Spanish population (Alto Comisionado para la Marca España, 2018). Nevertheless, institutions and corporations have arguably had a bigger say than the civil society in this initiative, as regards its configuration, objectives and manifestations. This can be perceived in the number of studies published from an institutional and corporate point of view whereas little is known about civil society's perception of the project. Therefore, trying to analyze the effectiveness of Marca España communication strategy in reaching civil society provides interesting ground for research.

2. MOTIVATION

Some countries' image is automatically associated with a concept or area of expertise in which the rest of the world considers them to be leaders or the key point of reference. This is the case of Germany, for instance, which is directly identified with advancement and innovation; or France with elegance and fashion. However, in decades past, the images associated with Spain have been downgrading for the country, such as laziness, excessive partying and cheap vacations. Although some improvements have been made, Spain still has room for improvement in its traditionally weak strategy of selling itself, both at an international and national level. The good reputation of a country is an incredibly powerful asset, which is mainly achieved by the cooperation of the public with the private sector to ensure the country is recognized internationally for its success, the values of its identity and the public support of its initiatives (López-Jorrián & Vacchiano, 2014).

Today we live in a world where we are bombarded with information every day from different sources. Standing out from that crowd of information is a hard task that requires and specific, well-oriented and strong campaign. Marca España was developed as an attempt to push forward Spain's nation branding and improve its image both inside and outside its borders to build a good reputation for our country. Before the arrival of globalization, culture was arguably the main differentiating factor among countries but the homogenization that has come with this phenomenon has driven countries to invest in nation branding so as to differentiate themselves from the others and try to make their identity profitable. As mentioned above, institutions and enterprises coordinated efforts in order to create an international projection of Spain. Nonetheless, civil society also

contributes to this project in their own ways and are the end receivers of advances or failures, which they can perceive through their own experience or through communication campaigns.

Analyzing which strategic communication campaign was put in place for Marca España and deciding to what extent it has been effective is an interesting endeavor. I have always wondered about why there is a general negative image of Spain very much based on stereotypes and its negative aspects while very little is known about the strong points of the country besides football, Inditex and a few other topics. Although, at a business level, I believed this might be different, what drove me to delve deeper were the comments and thoughts I heard while travelling and interacting with people from all backgrounds. Then, I entered the webpage and saw that they were promoting leading Spanish scientists with a photograph of them wearing football shirts. That made me wonder about the way Spain presents itself, its image as a country and the success thereof. The aim here is to analyze how the Marca España organization has evolved and presented itself after the economic crisis, including analysis of the last three years and seeking to identify the strong and weak points of the initiative in reaching civil society – as its success in improving the image at a business level has already been studied by different reputation and brand analysis institutions (such as Real Instituto Elcano, the Reputation Institute or Country Reprack among others).

3. HYPOTHESIS

My main hypothesis posits that Marca España's communication strategy is not effective enough and that little is known about an organization with great potential. Too much attention is given to Spain in terms of tourism and sports whereas too little is known both home and abroad about the broad range of the technological advances or its role as in solidarity projects, for instance.

My second hypothesis posits that Marca España's success is easier to perceive at a political or multinational level, yet little is done to reach to civil society, even if its objectives include not only promotion at an economic level but also at a social one, under the umbrella of public diplomacy.

Furthermore, traditionally there have been many organizations in charge of portraying Spain's image but that have all worked individually instead of coordinating, often overlapping. Marca España was created with the idea of putting all these together under

the same umbrella yet it has turned into another agent working practically on its own in enhancing Spain's image. Little is known about its campaigns and events outside the business world. This lack of efficiency does not tally with an effective communication strategy.

4. METHODOLOGY

There is a dearth information about Marca España's activities on the internet, especially since the launch of their new website in 2018, which limited the access to information published some years back. Press releases, a couple of videos and a handful of interviews is all that could be found. Therefore, in order to be able to analyze its communication strategy this research bases its findings on literature published on nation branding and communication strategies, as well as some articles related to campaigns promoted by Marca España that did attract more critical attention and on which studies were published.

Firstly, an explanation of public diplomacy and its current relevance in nation branding strategies will be presented. This will be followed by an examination of what an effective strategic communication strategy entails. Both developments will be useful to determine and investigate how is Spain being perceived at the moment through a literature review, together with how Marca España has evolved since its creation, worked for the achievements of its goals. The period of analysis of this research, will include the evolution from 2016 to 2018.

The analysis will concentrate on the most visual communication campaigns that are repeated every year, that is, the promotional videos published by Marca España every January. Then, the focus will be narrowed down to the latest two videos published in January 2016 and January 2017 in order to examine the strategy behind them, their capacity to reach audiences and, most importantly, which message was presented, how it was presented, and how it was perceived (with the support of the answers received to a questionnaire created and distributed by the author). This will be followed by an overview of the video presented in 2018 that, due to timing of this dissertation, was launched once the questionnaire was already created and circulating.

Two questionnaires were created (one in English and another in Spanish) to gather information to form the basis on which to conduct the analysis. 150 people were asked whether they had ever heard about Marca España or not, their age and their nationality.

The first part asked about perceptions of Spain in the main areas selected for this project: sports, business, tourism and gastronomy, science and innovation, culture, institutional strength and solidarity. Next, respondents were asked to watch the video published in January 2016 and rate Spain in those same areas, as well as given the opportunity to comment on whether there was something that surprised them or did not know in advance. Then, the video published in January 2017 was shown and respondents were asked to rate Spain in the same areas, as well as to indicate whether they were surprised about Spain's presence in some of the countries that appeared in the video. Lastly, a space was given for them to express any other ideas they identified Spain with and they were asked whether they had ever visited Spain (if they were not Spanish nationals)¹.

In order to gather sufficient information and get enough answers to the questionnaire, it was distributed through social media (mainly Facebook and WhatsApp) as well as via email to over 300 people. I was able to gather information from people with different backgrounds through surveymonkey by sending out both versions. The problem arose when the statistics of the answers that surveymonkey provided were not useful because it did not give the option of combining information collected through different questionnaires nor the option of downloading the data. Therefore, I had to combine the data gathered by both questionnaires manually and create my own graphs, as well as to create my own methodology of analysis of written responses to the open questions.

The main objective was to identify whether Marca España's values were being perceived through the videos and if the objectives were met in that regard. In doing so, first an analysis of the video was developed to gain a general overview of the ideas presented and how they were being presented. This analysis measured the presence of the main seven areas of promotion of Marca España (Sports, Business, Tourism & Gastronomy, Science & Innovation, Culture, Institutional Strength and Solidarity) taking into account an adaptation² of the parameters proposed by Professor Arthur Asa Berger³ for analyzing communication campaigns and advertisements (Asa Berger, 1987).

¹ Please refer to Appendix 1 to see the format of the questionnaire in English or Spanish.

² The original proposal of Professor Arthur Asa Berger includes 14 parameters. The ones that were rejected include those directed at analyzing static images or perception of the American public in particular.

³ Professor Emeritus at San Francisco State University.

Therefore, there are eight elements that were taken into account:

1. The mood created throughout the video and how it was created; the ambience
2. The way in which components are arranged; the design
3. How is the relationship between written and visual content
4. Signs and symbols used and their role
5. Analysis of the figures (type, physical characteristics, ethnicity, occupation....) and the relationship between them
6. Where it takes place; the background and its importance
7. The theme used and the plot
8. Language used
 - a. Whether it transmits information or generates an emotion
 - b. Language techniques
 - c. Typefaces used

Following the author's analysis of the video and departing from the perceptions of 150 respondents who took the questionnaire, it was then analyzed if their perceptions changed after watching the videos or not and to see what surprised them the most. In doing so, their nationality was taken into consideration, analyzing the data from foreigners separately from that of Spanish nationals to then perceive differences. This was considered an interesting strategy due to the dual responsibility of Marca España to improve Spain's image both within its territory and abroad.

Furthermore, the analysis was then backed up with other information found in different brand indices such as the Anholt Nation Brand Index, Reputation Institute or The Real Instituto Elcano Index to reach conclusions and anticipate possible future developments. All these parallels analysis gave a very strong overview of what the perception of the civil society was and its differences with the business and political arena (where all nation branding efforts have traditionally been focused); and enabled us to conclude whether promotional videos were effective as a communication strategy and if, proven effective, whether such effectiveness had been exploited for the promotion of Spain's image.

5. THEORETICAL FRAMEWORK

5.1 Public diplomacy

Public diplomacy has long been a useful tool for states when dealing with their relationships with each other in an indirect manner (other than by use of force or coercive means). Nonetheless, many theorists argue that we are now in what is called “The new era of diplomacy” which means that diplomacy is no longer exclusively about relationships between states but also between states and their population and states and foreign populations. It is due to this broader aspect of relationships that public diplomacy has grown consistently over the past years (Nielsen Sigsgaard, 2011).

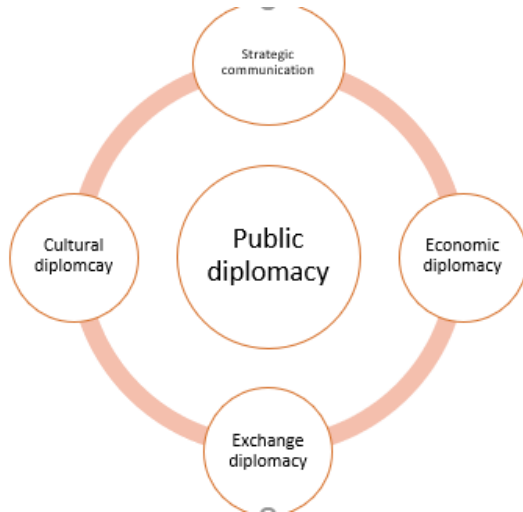
Public diplomacy is a word that was introduced in the literature after the Cold War, when the word propaganda had been given very negative connotations (Melgar, 2017). There are different ways for a country to develop its public diplomacy which depend vastly on the goals they are pursuing. The main goals of public diplomacy include promoting its image, its global importance, people’s familiarity with it (particularly its strongest points) and promoting people’s level of engagement whether it is through tourism, investment or academic activities (Leonard, 2002).

In this new era of diplomacy there are four main pillars which are being developed: economic diplomacy, exchange diplomacy, cultural diplomacy and the area of strategic communication (Melgar, 2012).

- Exchange diplomacy is the new type of public diplomacy that is being developed by countries. It is no longer based on a state actor and its audience, but directly based on exchanges with and within the public (that is the nationals of different states).
- Economic diplomacy is based on the economic and commercial positioning of a country as well as the public diplomacy developed by Spanish enterprises abroad and multinational ones that work in Spain. One of the main vectors of the image of a country is how well recognized are its companies abroad and their success or failure.
- Cultural diplomacy is one of the main pillars of Spanish diplomacy abroad. Spain has great cultural heritage from different eras and many attractive assets culturally speaking. Moreover, Spanish is the second most spoken language in the world in

terms of first language speakers. This gives Spain an opportunity to promote itself abroad and to work to strengthen Spanish culture abroad.

Diagram 1. Four areas of public diplomacy.



- Strategic communication, which comprises traditional publicity (slogans, special campaigns related to a specific event) but also the different communication statements made at all levels: from regional to the national level. The latter usually have repercussions all in the short, medium and long term (Melgar, 2012).

Created by author based on Luis Melgar's presentation on Public Diplomacy, 2017

5.2. Nation branding

The different experiences that people have either as citizens of the country, by visiting it, investing in it or simply reading about it plays a major role on how a country is perceived. Nation branding is conceived as a common good that managed correctly can generate a very positive impact and value for its nationals.

According to Carlos Espinosa de los Monteros, High Commissioner of the Government for Marca España “Está constatado que si tú no te ocupas de tu imagen, alguien se ocupará y ese alguien que se ocupe normalmente lo hará destacando los aspectos negativos de tu país y nunca los positivos” (Espinosa de lo Monteros, 2018). There is a need to promote our own nation-brand or *marca-país* as it is called in Spanish and try to leverage the strength of Spanish achievements such as the democratic transition after the dictatorship, which is studied all over the world and held up as an example for other democratic transitions that have taken place. Spain has to be defined under the terms that interest the country within a global spectrum (López-Jorriñ & Vacchiano, 2014).

Nonetheless, the concept of nation branding encompasses various aspects of a country and can be at times controversial. An effective nation branding strategy would be able to create added value as regards people's understanding of the country and be multidisciplinary enough to cover various interests without being so broad and vague that

it does not cover any of them. Furthermore, nation branding is not exclusively built within. Other nations actions and attitude towards it and how it reacts has huge impact too. As Javier Ayuso, the former Director of Communications for the Spanish Royal Family, contends “it’s better if others say good things about you than if you say them about yourself” (Mayo, 2017).

Nation branding is the perception of a country outside its borders. It involves a political, economic and social aspect to it. As Carlos Espinosa points out, positive nation branding is key to the development of a country. The main strategy followed tries to accumulate information on Spain’s strong points to further spread them and promote them.

“No es indiferente tener una buena o mala marca. Tener una Buena marca supone que el país que la tiene, tiene el privilegio y la oportunidad de recibir visitas, de que los extranjeros vengan a visitar el país por razones de sus estudios [...], por razones turísticas, que vengan a invertir en nuestro país, que hagan negocio con nuestro país e incluso que se retiren” (Espinosa de lo Monteros, 2018).

A nation branding project is traditionally analyzed through two perspectives: first, in terms of its trajectory and methodological development or, second, in terms of its effects in the international sphere from a political or economic perspective. (López-Jorriñ & Vacchiano, 2014). Nation branding is a public diplomacy tool that allows a country to protect its interests and force other countries to adapt to its will, albeit indirectly, and to respect its powers and strengths in terms of economy, politics, lands and alliances (Rubio, 2012). From a solely economic point of view, strong nation branding will benefit all by attracting more tourism, foreign investment, talent and financing, as well as facilitating the sale of Spanish services and products abroad (Bonet Ferrer, 2014). From a political stance, in contrast, it can be a very complex and controversial matter where there are many potentially opposing interests and points of view but which, if managed correctly, can have a very positive impact at a political level, as well furthering confidence in the institutions of the country and strengthening the perspective of such a country as a valid strategic partner (Dinnie, 2008).



According to the Anholt Nation Brand Index there are six dimensions to be taken into account when analyzing the strength of a nation brand: (GfK, 2018)

Diagram 2. Six dimensions of the strength of a nation brand. Retrieved from Anholt Nation Brand Index (GfK, 2018)

- Governance – the perception that the public has of existing government competences
- Exports – which focus on services and products from the county,
- Tourism
- Investment and immigration – where the perception of a country is understood taking into account the perceived standard of living as a driver of immigration –
- Culture and heritage and its global appreciation
- People – takes into account the image that locals portray abroad in terms of friendliness, tolerance and openness.

Spain’s nation branding under the directives of the Marca España institution follows 3 courses of action: first, the periodic analysis of statistics and information which involves the consultation of the annual reports of the Real Instituto Elcano, which serve as the main source of information, together with other international reports. Second, the activities aimed at the promotion of Marca España both in Spain and abroad both by the public and the private sector and third, a strong communication strategy based on emotions, that tries to provide information by awakening emotions in the receptor through the use of innovative technologies (Conde de Saro, 2016).

Diagram 3. Marca España Strategy. Created by author.



This dissertation aims to analyze its impact at a civil society level to understand whether or not the Marca España project has gone beyond its exclusively economic interests and has also worked by fulfilling its secondary objectives such as public perception (from Spanish nationals and foreigners) or promotion of Spanish culture. Bearing all these factors in mind, together with the variables that are best promoted by Marca España and taking into account the areas identified by the Real Instituto Elcano (the main Spanish thinktank) when analyzing Spain's image, this study will focus on the areas of: Sports, Business, Tourism & Gastronomy, Science & Innovation, Culture, Institutional Strength and Solidarity.

5.3 Strategic communication

Strategic communication in nation branding is a method as well as an instrument. It is a way to influence behaviors by listening, analyzing and understanding your audience to then coordinating among institutions, companies and civil society to interpret such information and use it to one's advantage. It means having great control over the message being sent to create connections between your nation brand and certain words or images you are interested in having as your identifier to win competitive advantage over the other nations.

Effective strategic communication must be driven by clearly established leadership and be constructed in a horizontal and vertical manner, meaning everyone's involvement in its creation. It must also be credible and easy to understand in order to ensure the correct comprehension of the message and transmit confidence in the ideas expressed. Furthermore, it should be results oriented, responsive and able to adapt to the circumstances. This means that the message should try to reach people's minds when and where it is desired in such a way that ensures that the desired objectives are met. Related to this last point, any communication strategy has to be open for dialogue and feedback to adapt to the ever-changing circumstances and avoid running obsolete, and therefore not reach the desirable audience (Cambria, 2016).

Strategic communication is one of the constitutive elements of public diplomacy and is often confused by public diplomacy as a whole. Nonetheless, it entails dealing with communication in an intelligent manner through strategic application and logical global management. This means that there must be a global interrelation between what is planned to be communicated, what is being communicated and what the audience

interprets. This is closely interrelated with what Garrido calls the general structure of communication composed by strategy, tactic and logistics. The strategy means long term planning where objectives are set, while the tactic involves decision making in terms of resources: which ones to use and when they are used better. Finally, the logistics oversee producing such resources to achieve the objectives established before (Garrido, 2004).

Being competitive in a global market means being able to present yourself in a very concise and relevant manner to the people, the companies and the countries you interact with (López-Jorrián & Vacchiano, 2014). The number one objective of any communication strategy is for it to be credible. Public opinion is hard to shape at will and therefore authentic, believable and trustworthy messages are more likely to have the positive impact sought (Rubio, 2012, p. 26).

Spain is a country that combines having a very powerful heritage and strong-rooted tradition often perceived as “Orientalized” – mainly by other European powers – with advances, innovation and a powerful economy, under constant examination – especially after the effects of the 2008 economic crisis.

“The early modern construction of Spain [...] ensured the disciplinary marginalization of Spanish, as somehow less European, in historical and literary studies, particularly in the Anglo-American academy. Meanwhile the French and broader European reception of Spanish maurophile⁴ texts contributed to the sense of an exotic Spain [...] and its “oriental” difference.” (Fuchs, 2009)

This has meant that Spain has gone through various strategies of selling itself. It has gone from the Hemingway paradigm of selling itself as an exotic country under the motto “Spain is different” (portraying a Spain that differentiated itself from the rest of European countries, close to Morocco and displaying architecture such as the Alhambra) to presenting itself as an economic power and developed country. After focusing its efforts on being accepted in the European Economic Community (now European Union) Spain is now looking to sell itself simply as a sunnier European state, but as trustworthy and capable as any other European country (Melgar, 2017).

Strategic communication involves not only following up news about Spain and reacting to these reports, but setting its own news agenda, being one step ahead. This is

⁴ The maurophile attitude represents some degree of acceptance of Morisco minorities. It entails a mixture of Spanish and the Arab culture.

something that has long been criticized about Spain: it spends too much time apologizing instead of acting. An example of this reactionary strategy is, for instance, what Sánchez Guitián explained in Onda Cero after there was – as he presented it – an attack on Madrid’s interest to host the Olympic games in 2012. There were some doping scandals released, later proven to be false, and the government reaction was to apologize instead of portraying an image of Spain as a country where such practice would be unconceivable (Sánchez Guitián, 2012). Instead of reacting to negative perceptions, it is more effective to work on portraying a strong and well-founded positive image of the country. The main way to take action is either through the hosting of events or the funding of advertisement campaigns (Nielsen Sigsgaard, 2011). The scale of the impact that holding the Olympic Games of Barcelona in 1992 or the World Youth Day 2011, to name just a couple of major events, has had is huge in terms of investment, money earned, improvement of reputation and image and perception of the country.

There is a need for a good strategic communication for a country to be able to present itself as strong and valuable. One of the main drivers of nation branding are the companies and their brands which help build a “competitive identity”. The stronger your image is, the more added value you get from the products produced within your boundaries, as this enables companies to charge higher prices for their products or services. There is a direct correlation between the level of competitiveness of a country and the number of internationalized global companies operating within it (Bonet Ferrer, 2014).

Communicating a strong nation brand is of special importance in today’s globalized world where there is constant use of the new technologies, the media and internet. (Espinosa de los Monteros, 2012). For this, it is of paramount importance that the country takes into consideration all the new actors that now play an increasingly important role in the shaping of diplomacy, which includes everyone with internet access. Being able to control the image that your country portrays and win over your competitors (the other nations) in attracting the kind of tourism, investment or publicity that the country deems right means a victory on the “attention economy”⁵ where abundant information promotes poverty of attention. (Aronczyk, 2008). Winning in the attention economy, entails being able to remain in people’s brains or gain people’s attention over all the extra stimulus’s that they are constantly getting: attention is a depleted resource and being able to

⁵ Term coined after the first book explaining this was phenomenon published by Thomas H. Davenport and John C. Beck, called Attention Economy.

understand it and manage it is becoming paramount for business (Havenport & Beck, 2002).

Three pillars are required in order to respond to the need to control information for Marca España, namely, a communications department, public affairs department and project management department, all dependent on the High Commissioner (Alto Comisionado para la Marca España, 2018). The communications department is divided further into three main areas that work on the global communication strategy. There is the conventional communication area (in charge of press releases, relations with the media, event organization and coverage, interviews and publication of texts), then there is the audiovisual department (production of audiovisuals of the different promoters of Marca España, which identifies the best ways to get the message across and adapts the content to the public) and lastly, there is the digital communication department, which is in charge of updating the webpage and managing social media (Alto Comisionado para la Marca España, 2018).

As Joseph Nye has observed, every day technology plays a more important role in the shaping of information and communication is no longer exclusively in the hands of the government, but rather the government is simply another source among the many organizations and individuals that provide information and influence the image of a country (Nye, 2003). The loss of the monopoly over information means that the state no longer plays a leading role, yet its role is still of paramount importance as coordinator with the non-state actors, creating information and materials, distributing them and trying to coordinate the efforts towards one same goal: a strong Nation Brand that would boost investment and benefit all. Therefore, even though the state no longer has exclusivity in the selling of an image, it can work redirecting the image portrayed by other actors towards benefiting its interests. (Rubio, 2012).

Notwithstanding, it is important to note that nation branding is often more complex than constructing the branding of a specific company. In a nation, there are many interests at stake surrounding very different matters and for which there might be an interest in conveying one image or another. Diverging interests appear among tourist organizations, companies looking for research and investment, or government interests on a specific moment trying to win a bid for hosting an international event. Depending on the situation, foregrounding the more cultural and laid-back character of Spain could be an asset whereas in others the focus should be more on investment on infrastructure, R&D and its

economic gains. A good strategy would include all these elements in a combined manner, working fiercely on the message being sent, the language used and the desired impact on the target audience (Nielsen Sigsgaard, 2011).

6. STATE OF AFFAIRS

6.1 Spanish perception both home and abroad between 2015 and 2017

Spain is identified with many values. Its institutional capacity, sports, tourism, the language, multinationalism, the prestige of the companies, solidarity, innovation, patrimony and cultural heritage as well as products and manifestations directly related to our identity (such as the Camino de Santiago or flamenco). (López-Jorrián & Vacchiano, 2014). In order to put together an effective and strategic communication strategy those in charge should first have a clear image of how Spain is perceived nowadays in all the aspects they aim to promote. Knowing where to start is the basis for a strong and consistent strategy and is as important as being aware of where you want to get to, what your objectives are.

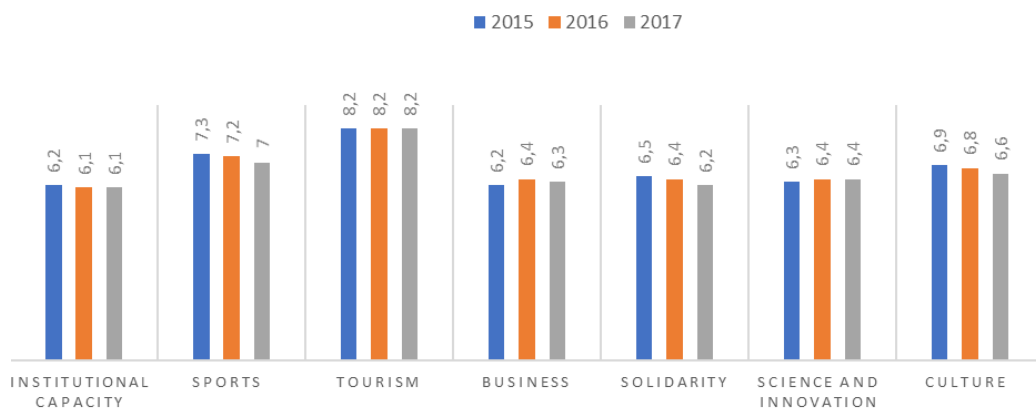
Spain's perception in these different categories was graded out of 10 by the Real Instituto Elcano (Real Instituto Elcano, 2016 & 2017). The image in 2017 presented itself as follows: In terms of the institutional capacity, we can appreciate it has stayed the same, with a score of 6.1 both in 2016 and 2017. Spain was strongly identified as a good place for tourism and vacations in 2016 and 2017, as it had been in 2015, scoring 8.2 points. Nonetheless, when analyzing sports there is a slow decrease, with 7.0 in 2017 compared with 7.2 in 2016 and 7.3 in 2015.

In terms of the business and the image of Spanish companies, taking into account the data available, the perception in this area is better understood by a combination of the ratings of the perception of the companies (6.2 in 2016 and 6.0 in 2017), which shows a subtle decrease; in terms of Spain's infrastructures (with a 7.0 in 2016 and 6.9 in 2017), its technological capacity (rated with a 6.5 in 2016 and 6.4 in 2017) and the perception of its economy (5.8 in 2016 and 5.7 in 2017). All the indicators show a subtle decrease in comparison to 2016 and 2015 which, even though there is no cause for alarm, it means that we are progressively doing something that is devaluating the perception of Spanish business.

In order to measure perceptions in terms of solidarity, there are different variables that were measured and that are useful to get a general perception including: country that contributes to development (with a 6.5 in 2016 and 6.3 in 2017), country that gets involved in peace keeping missions (with a 6.3 in 2016 and 6.1 in 2017) or that complies with its climate change commitment (6.3 in 2016 and 6.2 in 2017). All variables indicate a slight decrease in 2017 which because more worrisome if we take into account that the 2015 levels were 6.6 in terms of country that contributes to development or 6.4 when measuring its involvement in peacekeeping missions (there is no 2015 data for compliance with climate change commitments).

In a strict sense, perceptions on advances in terms of science and innovation have not been measured in these data. Nonetheless, if we take into account the technological level, it is possible to glimpse what the perception might be. This indicator stood at 6.3 in 2015; 6.4 in 2016 and 6.4 in 2017. These results show subtle growth and continuity which is positive but, nonetheless, perceptions on technological level do not provide a full picture of how Spain is perceived in terms of its scientific and innovative advances. Lastly, when measuring culture, this index appears directly on the variables measured by Elcano under the category “cultural production”. This indicator scored 6.9 in 2015, 6.8 in 2016 and 6.6 in 2017, which again shows an even more marked decrease than in other variables (Real Instituto Elcano, 2016 & 2017). All these indicators show a clear overall decrease in all indicators, with the exception of institutional strength and tourism, which have managed to stay the same at a very high rate in the case of the latter at 8.2 but with a weaker result for the former 6.2.

Graph 1. Evolution of perceptions of Spain between 2015 and 2017. Created by author based on data retrieved from The Real Instituto Elcano.



6.2 Marca España's evolution

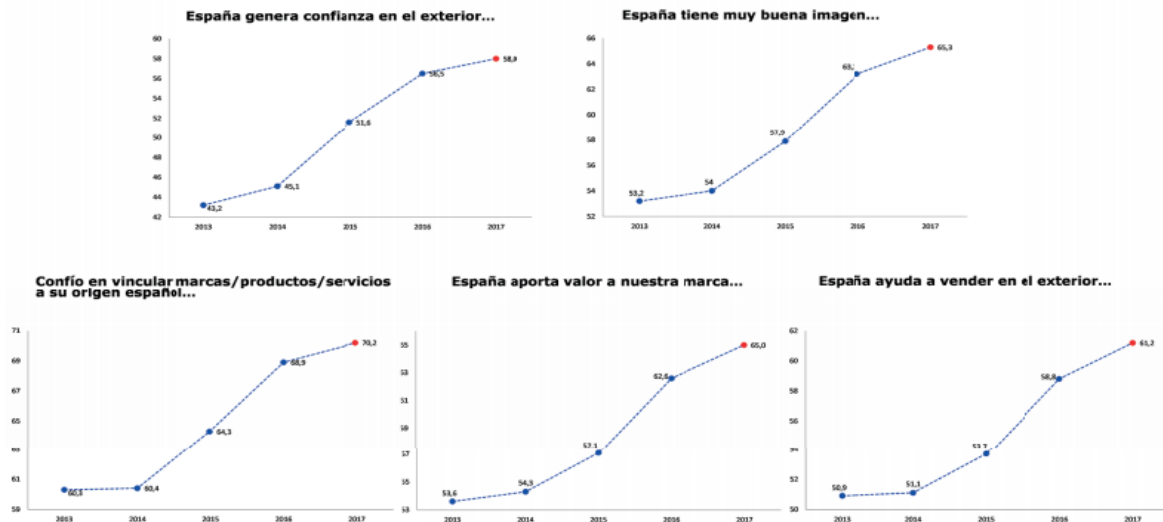
A strong public diplomacy strategy, based on the Nation Brand at the service of Spain's Foreign Policy was what Marca España was created for in 2012 when its administrative structure was accepted by Royal Decree (Real Decreto 998/2012) on the 28th of June (Rubio, 2012). Before the creation of Marca España there were already bodies and institutions in the public and private sector in charge of taking care of Spain's image through the organization of different promotional activities that, while well intended, did not leverage the situation due to the lack of organization among them.

The objective of creating Marca España was to be able to offer coordination and make the most of the resources and talent that were being put up to the task. (Espinosa de los Monteros, 2012). Nevertheless, it has turned out to be another organism in charge of Spain's nation branding⁶. The first step when creating this new body was acknowledging the negative and positive perceptions and deciding how to minimize the negative and optimize the positive, providing that doing so was in Spain's interest from a politically neutral perspective and easy to explain and to understand by everyone (Manzano, 2012)

Nevertheless, since its creation, according to MESIAS (Marca España System of Applied Intelligence) Marca España has had a positive impact in the perception of Spain's image and has helped promote Spain's confidence abroad, and the added value for companies to link their products to Spain. Improvements are more clearly appreciated starting 2014 when there started being positive international evaluations about its economy after being called the problem of Europe with international headings such as "S-PAIN" portraying Spain as the illness of Europe on The Economist of July 2013 or as Le Monde pictured it in 2012 "Strikes, recession and deficit: Spain is now Europe's greatest problem" and perceived as the country that was in constant reform. Nonetheless, the different economic, institutional, labor and financial reforms started showing results and that came hand in hand with a better reputation (Miranda-Torres, 2014).

⁶ Please refer to Appendix 2 for an overview of all the institutions (public and private) in charge of Spain's nation branding.

Graph 2. Confidence portrayed by Spain. Retrieved from Informe Mesías 2016



As we can see there is a clear upward trend. Nevertheless, if we analyze these results keeping in mind that, according to the methodology used by MESIAS under 40% is deficient, between 40% and 55% unsatisfactory improvement, between 55% and 70% satisfactory and only over 75% is considered excellent, there is clear room for improvement (MESIAS, 2016).

In terms of Spain generating confidence abroad, it reaches 58%, representing an almost unsatisfactory result. Nevertheless, when talking about Spain having a good image it improves slightly but falls short of the excellent level at a 65%, as it does when considering if Spain means added value to the products or if being from Spain helps to sell abroad with 61.2%. In these three last areas improvement is satisfactory and shows that clear improvements have been made, especially in terms of the trust that linking a brand, a product or a service to Spain has, where the excellence was almost reached with 70.2%.

This shows that, in terms of big companies, selling exports and Spain’s image when doing business might not be great but is definitively improving. Marca España’s main goal when created was directed at the economic arena, yet whether this supposed improvement is correctly being communicated abroad and to other people other than companies is questionable. Marca España was built with the idea of promoting more areas other than the business one and to improve Spain’s image abroad and inside in all the areas where there was strength to be shown. While there has been clear promotion of all the other areas (innovation, technology, tourism and even culture), because otherwise no

bettering of the economic perception of the business opportunities would have occurred, Spain nationals and the nationals of other countries have not really been made aware of those improvements.

The next section of this dissertation examines Marca España's audiovisual department of communication's job in bettering perceptions in all these areas by civil society rather than from a corporate perspective.

7. ANALYSIS

Nowadays, Spain has overall a good reputation across most of Europe and in most Gulf Countries and Latin American countries. Its image is slightly weaker in Asia where knowledge about Spain is scarcer. Spain is only portrayed in a consistently bad light in 3 countries: Argentina and Venezuela for political reasons regarding Spain's position towards these countries and the third one is Spain. (Espinosa de los Monteros, 2015).

According to experts on Spain's branding, Spain's most negative perceptions come from Spaniards and that is a very weak point in itself. There are very few areas in which Spaniards do feel proud of their country and that includes areas like sports. This is why Marca España arrived not only to improve Spain's perception abroad but also to demonstrate to nationals Spain's strong points, advances and capabilities (Alto Comisionado para la Marca España, 2018). There is no reason why what is being achieved in perception of areas such as basketball, football or tennis could not be achieved in innovation, cultural matters or investment opportunities.

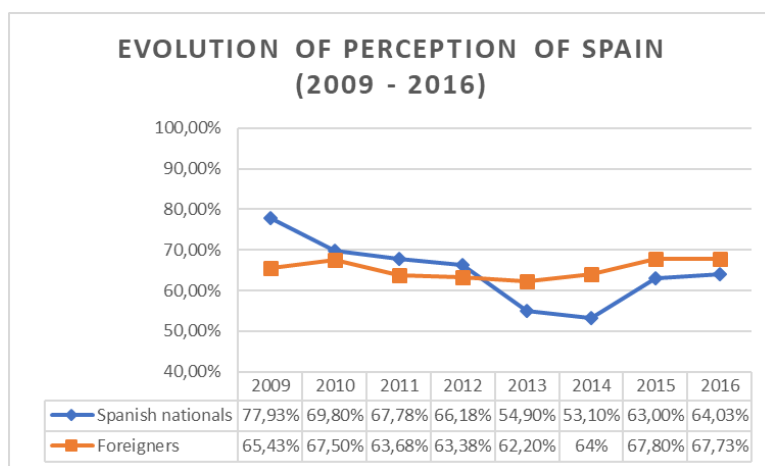
Spain has had many merits throughout its history but also many downturns from which it has not always been easy to recover. The last economic crisis, which started in 2008, is a clear example. It meant a slump in Spain's reputation (and not exclusively in the economic and banking arena). This situation was also accompanied by very powerful images that diminished the image of Spain and had a big impact in a matter of days such as the New York Times cover the 24th of September 2012⁷ that read "Spain Recoils as Its Hungry Forage Trash Bins for Next Meal", with the subheading "In Spain, the unemployment rate is over 50 percent among young people" (Daley, 2012). Furthermore, very recently the crisis in Catalonia has been accompanied by rapidly spread images

⁷ Please refer to Appendix 3 for an image of the cover of the New York Times on the 24th September 2012.

through the internet of the police beating civilians, causing among other things, a 15% decrease in tourism (Burgen, 2017). This clearly shows the power and influence of images.

All these circumstances have added up to a nation image sliding down a downward slope that only started recovering in 2015. As presented in the graph below, after the beginning of the crisis, perceptions about Spain from Spanish nationals in general terms have significantly dropped as have those of foreigners, even if the decrease was smaller. Indeed, according to RepTrack, perceptions of Spain abroad are now at its highest – since 2009 – and, while at a national level they are improving they have still not reached results of 2009, when nearly 78% percent of Spanish population viewed its country with a positive outlook (Alto Comisionado para la Marca España, 2018).

Graph 3. Evolution of perception of Spain (2009 - 2016). Made by author based on data retrieved from Country Reprtrak, 2018



Besides these nation brand scandals, Spain is widely identified by its clichés such as “siesta, flamenco or fiesta” and often characterized by them in international media, having an effect on people’s perception of Spain. “Nobody wants to be like Spain today, because it is only good for flamenco and red wine” expressed Richard Boucher⁸ at an international conference in 2012 (Chislett, 2014). Clichés remain a reality when talking about perceptions of Spain, yet some improvements are being made in this area. Spain has now a great attraction potential for various reasons: exotic country for some – the motto “Spain is different” still remains in many people’s minds – but also as a country that has managed to comply with European Union’s demands in terms of economic reform quite successfully (Espinosa de los Monteros, 2015).

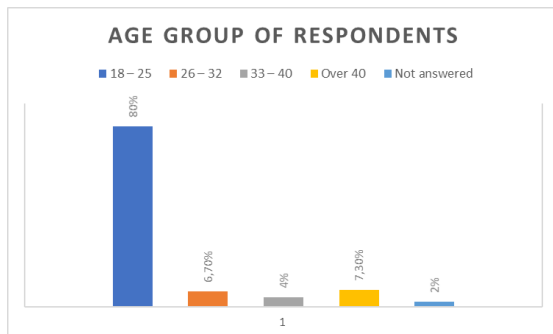
⁸ Ex-Deputy Secretary-General of the Organization for Economic Cooperation and Development (2009-2013)

Being able to provide a portrayal of Spain’s image both inside and abroad is a hard task due to the lack of homogeneity often found depending on where the respondents are from, their age or whether they have visited Spain, know someone from Spain or have merely heard about Spain on the news and social media. Nonetheless, we have to bear in mind that perceptions over a country vary notably depending on the origin of the person giving their opinion, the relationship that their country of origin maintains with Spain, the cultural affinity or the mere effects that the media has (López-Jorrián & Vacchiano, 2014).

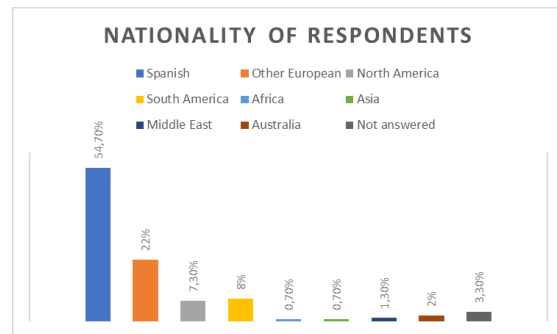
The variables used for this analysis were Sports, Business, Tourism & Gastronomy, Science & Innovation, Culture, Institutional Strength and Solidarity. As mentioned above, respondents were asked to rate Spain first in all those areas without having seen any of the videos. The objective of presenting the people taking the questionnaires with the same questions before and after watching the different promotional videos of Marca España from the last two years (2016 and 2017) was to get the before and after picture formed in their minds.

7.1 Respondents profile

First, it was important to identify the respondents age group, nationality and whether they knew about Marca España and if they had ever visited Spain or not. The age groups of the respondents represent 120 between 18 and 25 years of age, 10 between 25 and 32, 6 between 32 and 40 and 11 over 40. Regarding their nationality, out of the 150 respondents, 82 were from Spain, 33 from other European countries, 11 from North America, 12 from South America, 1 from Africa, 1 from Asia, 2 from the Middle East, 3 from Australia, and 5 that did not want to specify their nationality but answered the Spanish version. This results on a total 82 Spanish nationals and 63 foreigners.



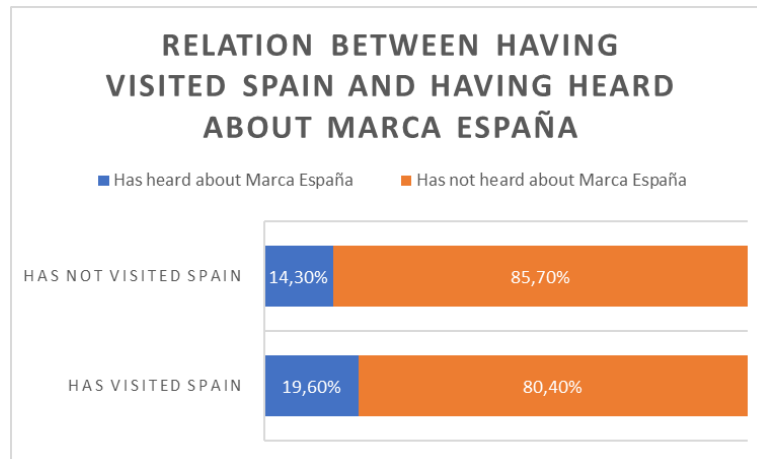
Graph 4. Age group of respondents. Made by author based on the data collected through questionnaires.



Graph 5. Nationality of respondents. Made by author based on the data collected through questionnaires.

Among all the foreigners that answered, 51 had visited Spain before contrary to the 14 that had not. Out of the 51 that had visited Spain, 10 had heard about Marca España while 41 had not. Moreover, of the 14 that had not come to Spain only 2 had heard about it, which gives a total of 12 foreigners that had heard about Marca España before taking the questionnaire.

Graph 6. Relation between having visited Spain and having heard about Marca España. Made by author based on data collected through questionnaires.



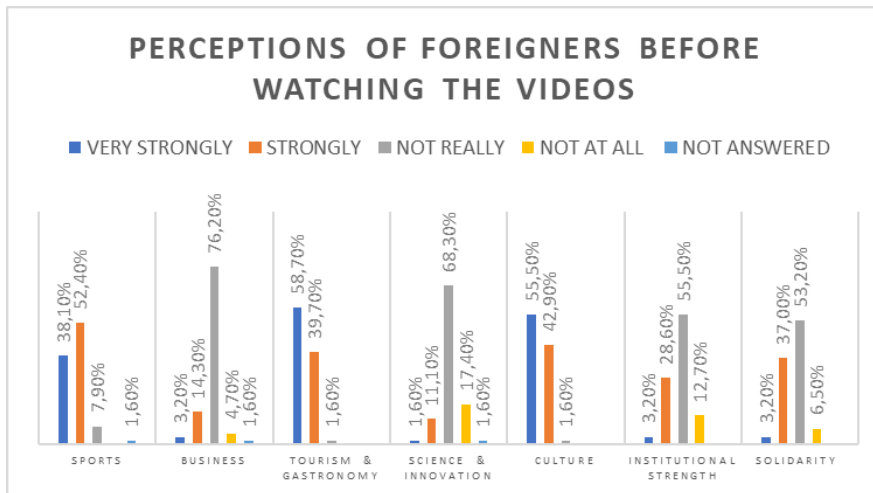
Regarding the Spanish nationals, the image is slightly more positive as, of the 82 that answered, 74 had heard about Marca España. Therefore, these results show a degree of knowledge of the institution within the territory, which is a positive sign and means that Spanish citizens are aware of Marca España’s activities to some extent. However, if we analyze the responses of the foreigners, the percentage of people who had heard about Marca España – which does not entail knowledge of what it does or serves for – is very low, not even accounting for 20% among those that have visited Spain. Therefore, international knowledge of Marca España at a civil society level abroad is very poor. Bearing this in mind, it must be assumed that Spain’s image abroad comprises information received from various sources that do not necessarily include Marca España.

7.2 Perceptions before watching the videos

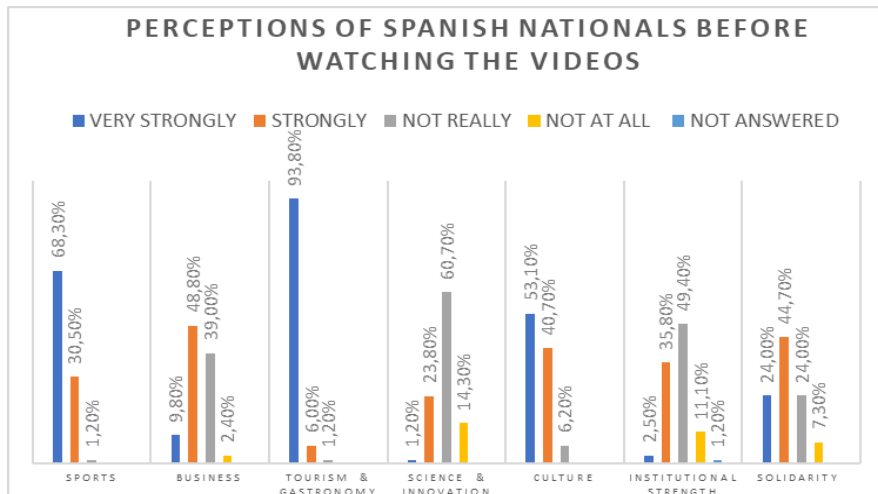
Before the respondents were presented with the promotional videos of Marca España, they were asked to rate to what extent they identified Spain with the different areas. As seen by the graphs presented below, more than 50% of respondents identified Spain “very strongly” with tourism (58.7% of foreigners and 93.8% of nationals) and culture (55.5% of foreigners and 53.1% of nationals); and in the case of Spanish respondents, they also rated sports above 50% (68.3%). The areas were perceptions of

foreigners were most weak – rated under “not really” or “not at all” – included business (80.9%), science and innovation (85.7%), institutional strength (68.2%) and solidarity (59.7%). Perceptions of Spanish nationals in some of these areas were clearly more optimistic (business 41.4% and solidarity 31.3%) while others presented levels similar to those of foreigners (science and innovation 75% and institutional strength 60.5%).

Graph 7. Perceptions on foreigners before watching the videos. Made by author based on data collected through questionnaires



Graph 8. Perceptions of Spanish nationals before watching the videos. Made by author based on data collected through questionnaires.



7.3 Video campaign of 2016

The first video shown was the 2016 campaign video called “We all Make Marca España” or “Todos hacemos Marca España”, in Spanish⁹. This video presents Spain’s development and capacity to move forwards as a united country that fosters team-work and mutual support. This is done through the presentation of many of its strengths by a group of children that build puzzles together and have dreams such as becoming a scientist or going to Mars. The idea is to give an image of modernity and tradition working together, where Spanish national curiosity has no limits and that there are many prestigious and leading Spanish enterprises competing with top level companies in the world (Espinosa de los Monteros, 2016). Such objective is pursued backed by lively and emotive music that gives the video a funny touch, perfect to accompany the images of the children.

If we analyze the language used, the slogans throughout the video are presented with alliteration¹⁰: “Our diversity makes us stronger” “when we act together we are great” “We are building the world” “We build the future with a Spanish accent” “We work for a better world” to reach to the final and principal one “We all make Marca España”. There is clearly one primordial idea of transmitting feelings, rather than informing: *we*, as a group make, act, build, work together for Marca España and Spain’s progress. That *we*, is presented through figures that have been specially chosen. On the one hand, the video shows successful Spanish nationals together with what are perceived as the younger generations, a group of children (both boys and girls and with different color skins) putting a jigsaw puzzle of Spain together offering each other help and cooperating to make it work. Even though the task of transmitting information is mostly left to the images, there are some other texts shown throughout the video that do provide information about the station in Mars “Mars Curiosity Environmental Station Made in Spain [Courtesy of Nasa / JPL-CALTECH]” or advances in medicine, coupled with very good living standards “2nd country with the longest life expectancy”.

In terms of images, first iconic cultural and tourist places are presented, already showing that idea of diversity. Images of different cultural spots such as the Gaudi garden in Barcelona or the aqueduct of Segovia followed by images of beaches and mountains,

⁹ Translation and transcription of the video can be found in appendix 4.

¹⁰ Alliteration is a literary device understood as “The occurrence of the same letter or sound at the beginning of adjacent or closely connected words” (Oxford Dictionary, 2018)

ending with the financial district of Madrid and the Alhambra. Showing diversity in terms of culture and tourism is clearly a goal here and it does not limit itself to buildings or landscapes as it also shows pictures of paintings both of Picasso and Velazquez (two Spanish artists with very different artistic styles). Right after, gastronomy is presented with some images of perfectly cut *jamón serrano* or olive oil served on bread, as well as more sophisticated dishes. Again, diversity in gastronomy. The design of the video is intended to create a diverse ambience with the theme of diversity at heart.

Once the most well-known area of Spain is presented – tourism –, the video moves onto the second area most identified with Spain: sports. Different images appear under the slogan “when we act together we are great”. In this section, figures play a very important role. First a basketball star, Felipe Reyes, is shown helping out the kids to dunk, then the whole team winning the basketball Eurocup that are then followed by a clip where they shout “one!”. This same shout is then copied by the groups of children which identifies the fact of the new generations learning to be as those role models. The relationship of the figures of companionship and encouragement presents collaborative success stories in which Marca España is trying to identify Spain with the values of support and collaboration that lead to success.

Then, the motto “we are building the world” is presented. This section is clearly more business driven. There is a succession of images of some of the biggest cities in the world with whom Spain is related somehow such as New York, Rabat or Panama that is then followed by images of the children in business attire. In this section, the way figures are presented matter again: a girl with an iPad and glasses sitting down and a boy with a construction helmet followed by a kid enthusiastically shouting that he would like to go to space. Passion for success is again within the new generation of Spain and, unlike some years back, such ideas such as going to space are real when talking about Spain’s capabilities. “We are already in Mars” as one of the children points out (an excuse to then present all the information about the Spanish environmental station in Mars and Spain’s role in the Rosseta mission).

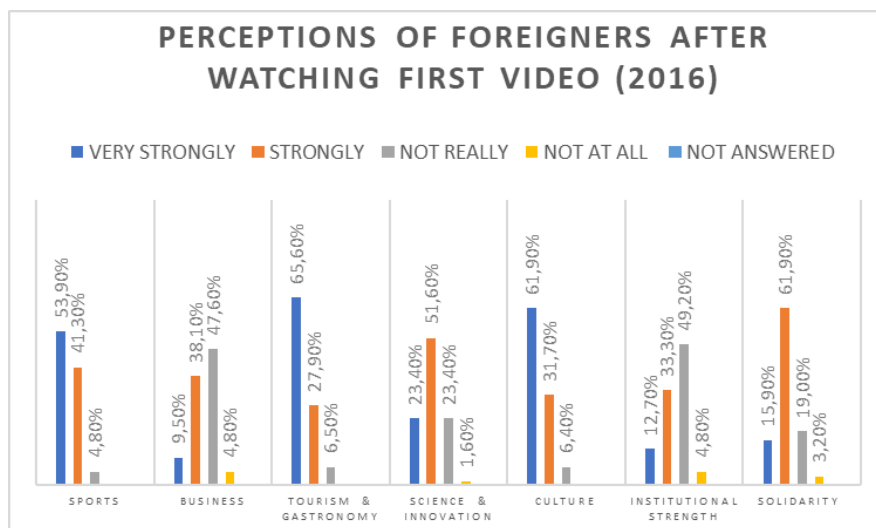
“We build the future with a Spanish accent” encompasses the presentation of technological advances (such as the graphene industry or the creation of biodegradable materials), and in sustainable energy (creation of turbines and usage of solar panels). This motto is presented together with “we work to make a better world”, pointing out advances in medicine, the great work of the Spanish rescue forces (UME) or police, as well as its

role as a country that works for overseas development. Both these slogans are accompanied by a girl saying that she wants to invent something and a boy stating that he wants to be a scientist. Again, the idea promoted is that Spain will continue to innovate and progress in the future because it motivates its younger generations to aim high.

Before reaching the final slogan “we all make Marca España” there is a bombardment of images passing through very quickly all related again with advances, innovation, medicine and technology, as well as a few of cultural landscapes and images of some other athletes such as Javier Fernández. Finally, the image of the children cooperating to create the puzzle of the logo of Marca España exclaiming “we all make Marca España” using different Spanish dialects.

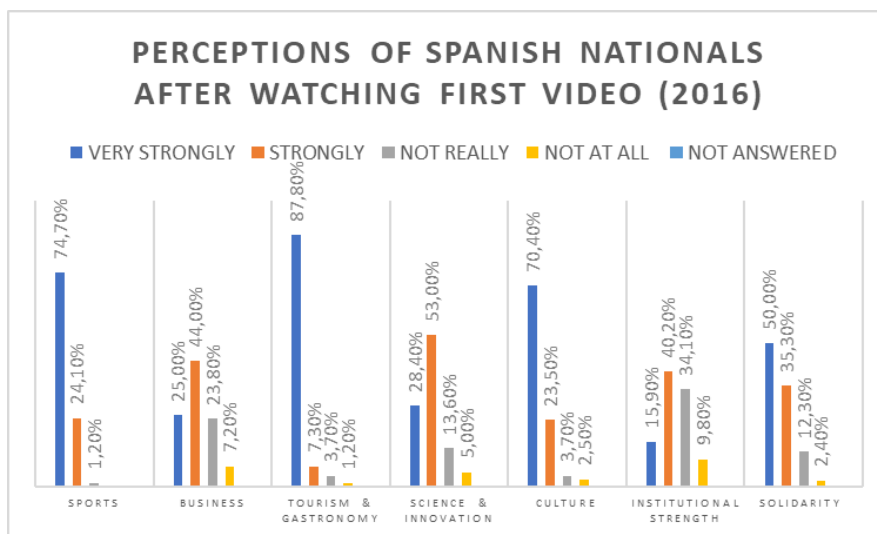
It is clear that, out of the seven areas selected to carry out this project almost all are present in this campaign, with the exception of institutional strength, as no importance is given at all to the political and institutional landscape of Spain. At no point in the video is there an image of the president or any presidential building nor of the king or of any participation of Spain in international conferences whatsoever. After the respondents were presented with the first promotional video, the effectiveness of the video in putting the ideas across was analyzed by asking them to rate again to what extent they identified Spain with the different areas. The results showed that, as expected after watching a promotional video about Spain, in general all areas increased their percentages. However, there were variations in terms of the extent of that increase. When respondents were asked to rate Spain after watching this video results were as follows:

Graph 9. Perceptions of foreigners after watching first video (2016). Made by author based on data collected through questionnaires.



When taking into account the answers provided by foreign respondents, the areas where improvement was more prominent were business (that experienced almost a 30% increase in the people that identified Spain “strongly” or “very strongly” with this area), science & innovation (which experienced the biggest increase with 50% of people “strongly” identifying Spain with science and innovation; which meant a 40% increase in comparison with the perceptions before watching the video) and solidarity (having a total of 76.7% of people “strongly” or “very strongly” perceiving Spain as a country dedicated to overseas development, nearly 38% more people than before watching the video). Then, there was a subtle increase in areas whose results had already been fairly positive the first-time respondents were asked: sports (nearly 16% increase in “very strongly” perception) and institutional strength (with a total of over 14% increase in “strongly” or “very strongly”) The reasons, however, are different in each case. The subtle increase in sports is due to the fairly strong knowledge that people already had before watching the video whereas, when talking about institutional strength, the absence of any mention in the video is confirmed by the slight increase on perceptions that the area experienced. Lastly, the area that shows the most unexpected results, – bearing in mind the images shown in the video – are the perceptions of the relationship between Spain and tourism and Spain and culture. In both areas, there was a variation of around 11% and while around 6% changed their answer from “strongly” to “very strongly”, the other 5% decreased the rating to “not really” (going from 1% of respondents to 6% in the case of tourism).

Graph 10. Perceptions of Spanish nationals after watching first video (2016). Made by author based on data collected through questionnaires.



When observing the answers provided by Spanish nationals, it can be seen how reactions were very similar in areas such as sports (who also perceived only a 6% increase from “strongly” to “very strongly”), and tourism and culture (where there was a similar effect as the one with the answers from foreigners in the sense that there was a surprising worsening of perceptions – albeit minimal). Results were as positive as when asking to foreigners in areas like science & innovation (making it to a total of 81.4% of people that identify Spain “strongly” or “very strongly” with it) and solidarity (which experienced an increase reaching a total of 50% of people “very strongly” relating Spain as country that promotes development, a significant improvement in comparison with the results obtained before the video was show, when only 24% of respondents answered “very strongly”). Business, however, got worse results than when respondents were foreigners. Foreigners changed their views markedly whereas Spanish nationals, while distributing more their answers, were still very divided on perceptions on Spain as a country for business.

Lastly, when respondents were asked on areas that really caught their attention foreign respondents focused more on science & innovation (14) and the space program (12) – with some comments on the international role of the army – while the Spanish nationals had more varied answers including solidarity, graphene, nature and diversity.

7.4 Video campaign of 2017

The second video shown was the 2017 campaign video called “Spain Everywhere, España en todo el mundo” ¹¹directly incorporating both languages in the official title of the campaign. The objective of this video is, rather than to promote directly the strengths of Spain as a country, give an overview of all the countries in which Spain is present in one way or another – whether it is by providing high speed trains or trained rescuers for natural disasters – and therefore imply Spain’s capacity in all the different areas. Spain is not only successful and developing within its borders, but is also exporting talent, innovation, technology, solidarity and culture. “Necesitamos de la Marca España para convencernos del país que tenemos, capaz de dejar huella profunda en todo el mundo” Espinosa de los Monteros pointed out at the campaign launch (Espinosa de los Monteros, 2017).

¹¹ Translation and transcription of the video can be found in appendix 5.

The aesthetics and the ambience of this second video differs quite significantly from the first one. Rather than showing images of Spain, the video takes you through a journey all around the world identifying Spanish nationals or products made in Spain all around the world and signaling them with a very significant symbol, a pin with the colors of the Spanish flag, similar to the ones used by google maps. The plot in this case revolves around the story of a person whom we see wake up, have breakfast and go to work to then embark in a trip around the world in which it takes the spectator, in order for him/her to reach to the conclusion that Spain is present everywhere in many different forms. In order to achieve the desired feeling, the video is accompanied by music that inspires power, energy and emotion with a dramatic tone that motivates a sentiment of pride.

The usage of language in this video is also more limited than in the previous one. The title of the video already gives a perfect introduction to what the video will present. Other than the title, only one slogan more is presented right at the end of the video with the exception of the two-sentence conversation held at the White House in Washington D.C expressly to point out the Spanish origin of the chairs in the press room. This second slogan reads “wherever you go, enjoy Spain, feel Spain, value Spain”. It is interesting to note here the difference between the Spanish slogan and the English version. While in the English version it is more an invitation to enjoy, feel and value Spain, in the Spanish version there is a different approach. The slogan reads “España se vive, se disfruta, se valora” which, literally means “Spain is lived, enjoyed and valued”, giving it a more informing approach rather than a motivational and emotional one.

The first section of the video shows some of the biggest cities and all kinds of Spanish workers around the world (from rescuers, to people working on the station in the Artic or at a fish market in Tokyo) to then move to the presentation of innovation and science. Some images are shown of graphene screen in Oman for instance, yet zero emphasis is done in the area of science. Then, the video moves onto culture, showing from expositions of Spanish painters all around the world to Spanish singers in Los Angeles. Again, the video plays with the presentation of the different concepts of one same area together to show diversity and wide spectrum of capabilities. The same is done later on when showing a copy of *Don Quijote de la Mancha* in India followed by a Spanish videogame being played in Italy.

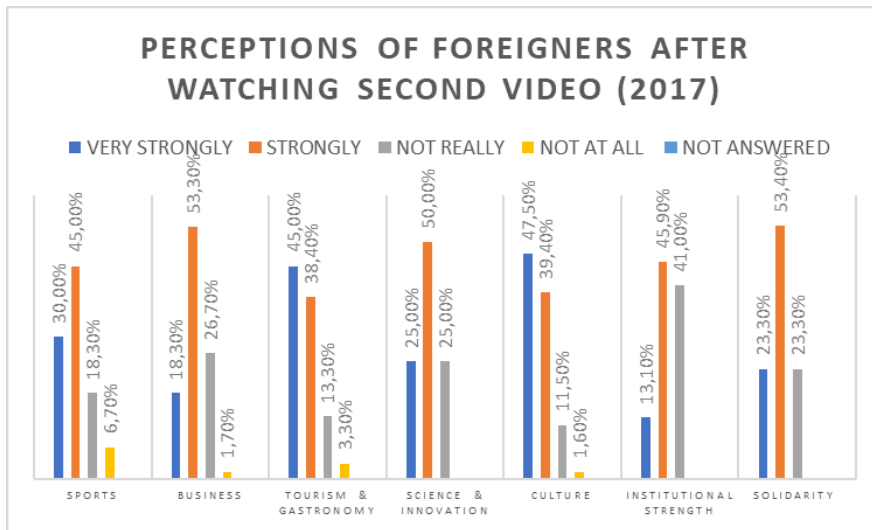
The showcasing of the sophistication and elegance attributed to Spanish-made products is an innovative aspect. This is the case of the images of Spanish fashion shows

made in Spain presented in New York or Paris as well as the fact that while tourism is not directly promoted, gastronomy is and in a more sophisticated way, moving away from stereotypes. Instead of showing a *paella* or freshly made Spanish omelet, the video introduced the figure of José Ramón Andrés Puerta followed by images of luxury products such as *jamón 5J* and *cava*. Moreover, solidarity plays an important role again, this time through the presentation of education, rescuing or development projects all around the world (Lebanon, Mozambique, Ecuador and Nepal).

The areas less represented in this video are, institutional strength again – with no specific images referring to this area – and sports – that while in the previous video they acquire a prominent role in demonstrating teamwork in Spain, here it is delegated to the background only showing rapid images of the world-class athletes Rafael Nadal and Carolina Marín at the Olympic Games, or a group of people watching a football match in London. Business, while not shown explicitly in any of the sequences, is implied throughout the whole video. Showing the main cities and industries in the world and relating them with Spain, sends a very powerful message in terms of already established business partnerships. One of the main themes in the 2016 video makes an appearance in the end, with the last image being the space station from where the world in which Spain participates, is viewed: “Spain is everywhere”.

Following what had been done with the first video, respondents were asked to rate Spain after watching this video. After the viewing of this second video, it is understood that variations will not only show what respondents perceived in this video but an overall perception after having watched both videos. Therefore, it is interesting to see what those final perceptions were to analyze the effectiveness of these kind of audiovisual campaigns as a whole. The final results on perception of Spain were in general very positive, with the exception of the area of institutional strength. There was a significant improvement from the perceptions that the respondents had presented before watching any of the videos. In the case of perception by foreigners, the final results were as follows:

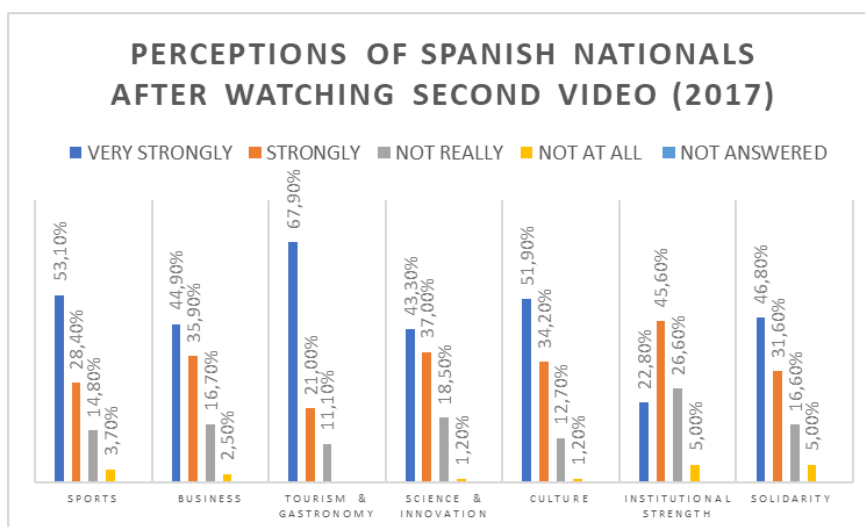
Graph 11. Perceptions of foreigners after watching second video (2017). Made by author based on data collected through questionnaires.



Over 50% of foreign respondents have ended up identifying Spain “strongly” or “very strongly” with all the areas presented. Business ended up improving its perception quite significantly (with a 24% increase in the number of people that identified Spain “strongly” or “very strongly” with business) as did science and innovation or solidarity (maintaining the levels of the already significant upgrade that these areas experienced after respondents watched the 2016 video). While this is overall a very good result, there was still some areas that experienced some decreases. One of the most notorious ones includes the area of sports (only 30% ended up relating Spain to sports and there was a 14.5% increase in the number of people that did “not really” believe Spain to be identified with strong capabilities in the area of Sports). Furthermore, a decrease was also perceived in tourism & gastronomy (with 20% less people voting for “very strongly”) and in culture (with an almost a 5% increase in “not really” perceptions).

When analyzing perceptions of Spanish nationals however, while the situation presented shows an overall positive impression of the country in all the different areas, the evolution of some of the areas indicate reactions that contradict what could have been expected. When Spanish nationals were asked to rate perceptions of Spain after having watched the second video, results were as follows:

Graph 12. Perceptions of Spanish nationals after watching second video (2017). Made by author based on data collected through questionnaires.



Overall, while there were more areas “very strongly” identified with Spain, others ended up with percentages of over 10% of respondents “not really” or even “not at all” identifying Spain with certain areas. For instance, perceptions on sports shows over a 20% decrease in the “very strongly” perceptions and the appearance of almost 4% of responders that ended up “not at all” identifying Spain with sports. This, as in the case of the answers provided by foreigners, is a repeated pattern in tourism and in culture where increases of “not really” perceptions increase in 7.4% in the case of tourism & gastronomy and 9% when talking about culture. Business showed almost a 20% increase in “very strongly” perceptions, similar to the 15% of science and innovation. In this case, however, the solidarity area did not show major changes – contrary to what the foreigners perceived. Lastly, in the case of perceptions of Spanish nationals, institutional strength did show certain improvement in “strongly” or “very strongly” perceptions (over 12 %).

Lastly, when respondents were asked on areas that really caught their attention, science was still widely mentioned together with the space program or the solidarity area (specially the rescue missions). In terms of locations, the most frequently mentioned were all the ones related to the Middle East (mainly referring to the high-speed trains and the presence in Oman) as well as the mission in the artic. Furthermore, it is worth noting that, besides the strong emphasis on business, only Spanish nationals mentioned business as an outstanding feature whereas only one foreigner mentioned the same.

7.5 Video campaign of 2018

To round up the analysis, it is important to note how in the newly presented video of 2018, the center of attention is once again Spain and its capabilities, rather than its international presence. This year the slogan is a clear counterreaction to the political situation in which Spain has been caught up in 2017, related to the promotion of the independence of Catalonia from Spain from certain social groups within Catalonia. News, both at a national level and internationally have provided detailed coverage of the evolution of the situation, and while at an international level Alfonso Dastis proclaimed that the Catalanian issue has had a smaller impact than we would have expected, at an internal level it has caused division among Spanish nationals (Dastis, 2018). The motto of the new video was to demonstrate the active participation of all Spanish nationals in the advancement of Spain, regardless of their profession or autonomous community of residence (Alto Comisionado de la Marca España, 2018). The slogan of the video in this case reads “Spain, as unique as diverse”¹² and is accompanied by various other mottos that make reference to Spain’s history and culture, its talent, capacity to coexist in diversity and open to the world with a soundtrack reminiscent to the one used for the 2017 video, with an epic tone that tries to convey the greatness and power of the images and ideas presented.

This video, contrary to the one promoted in 2017, gives greater importance to the language used, with the slogans presented in capital letters and with the colors of the Spanish flag. The first idea, right from the start is Spain “a country that we build together”, presenting the different occupations that participate (students, artists, engineers or doctors to name a few), followed by “open to the world” showing images of World Pride Madrid 2017 are together with modes of transportation “made in Spain” like Renfe trains, roads or images of the airport. Then the theme evolves moving towards a presentation of Spain’s history, culture and tradition through three different slogans “heir of a millenary culture”; “and a fascinating history”; “and with a world heritage”. Archeological explorations are shown, followed by many architectural icons – like the Alhambra or the Segovia aqueduct –. However, through these three mottos, a new element appears that was not present in any form in any of the other two videos: religion. Contrary to the promotional videos of

¹² Translation and transcription of the video can be found in appendix 6.

2016 and 2017, this one includes images of the celebration of a mass, different crucifixes, a group of priests and images of processions of the Holy Week.

During this first part of the video the ambience created has a stronger focus in the ideas of tradition, history and culture rather than in the moving towards an improved future together with Spain (idea portrayed in the other two videos from 2016 and 2017). Nevertheless, afterwards there are some images of some newer architectonic elements such as the Guggenheim museum or The Science City of Valencia, but they are presented very briefly and without being given much attention. Following, two slogans more are presented: “universal talent” which rapidly shows images of paintings of different famous painters (Velazquez, Goya or Soroya) and then “centuries of coexistence in diversity”. This last slogan is used to present different regional sports (like *pelota basca*) and regional festivities (such as *fallas* or the Canarias carnival). Therefore, only tourism, culture and to some extent science are present in this video. Lastly, there is a sequence of images presented very rapidly that touch on the other issues very vaguely. There are new images of the army collaborating with African children, a group of kids scoring a goal, some recently fished seafood, but no mention to the areas of business and innovation that played an important role in 2016 and 2017.

Three videos, with a well-thought out idea behind them, have been presented over three consecutive years as part of a communications campaign to promote Spain’s nation branding issues. These showcase the areas in which Spain has made significant advances until now and a country with strong international capacity. The values and ideas presented in the videos are the ones that, ideally, are expected to be in everyone’s minds when thinking about Spain. Nevertheless, when the last question was presented to the respondents, giving them the possibility to identify any other ideas they though represented Spain, clichés and the motto “Spain is different” promoted in the 1960s reemerged.

In the case of foreigners, the most repeated concepts included tradition (related to religion and family values), the welcoming nature of the Spanish, together with their association of Spain with good weather and vacations and, to some extent, gastronomy. Furthermore, many of them commented on the internal division, the capacity of its widely spoken language and the grandiosity of its pieces of art and architecture. Therefore, their comments brought them back to the many clichés associated with Spain that Marca España tries to overcome with its strategies. In the case of the responses of Spanish

nationals, there were coincidences in mentioning the welcoming nature of the Spaniards and the importance that is given in Spain to history and tradition, many of them pointing out the role of Catholicism. Nevertheless, the deeper knowledge of the reality of Spain from nationals promoted the appearance of concepts such as corruption, political polarization, indecision and welfare state. Only a few associated Spain with words such as competitive, capable society, opportunities and good health care, showing, once again the general negative overview that Spanish society has of its own country.

8. CONCLUSION

The State no longer has the monopoly over the image presented of the nation, the sectors promoted and the news disseminated. The internet has enabled millions of people, both Spanish nationals and foreigners, to project their views of Spain and it is increasingly hard to win over public attention. This is why Marca España places heavy emphasis on attracting tourism because, as Espinosa de los Monteros points out, the more people visit us, the more they know about our advances (even though over 80% of the foreign respondents who had visited Spain did not know about or had ever heard about Marca España). Nevertheless, two-minute-long videos are an effective, visual way of reaching those audiences, redirecting the image portrayed by other actors towards its interests. However, it is worth mentioning that the images portrayed have to be accompanied by a real investment and work on the areas being promoted to ensure that the image lasts longer than the two-minute video.

Successfully representing Spain in seven different areas is the challenge facing Marca España, which, as it has been presented, tends to decide to promote some areas over others depending on the situation of the country, at the time. In 2016, the idea focused on presenting a strong and capable Spain, reinforced after having recovered from the economic crisis whereas, in 2017, the image projected was of Spain having achieved what had been promoted the year before. This is to say, a country with solid international presence and drive to continue increasing and developing (in this case, the differences in translation are worth mentioning again, as the same video is used as a motivation to enjoy and feel Spain for foreigners and as a way to inform Spanish nationals about how their country is enjoyed and felt abroad as well). Lastly, in 2018, the message did not continue down the path of showcasing a country with strong and growing international presence due to the advances it had made but focused exclusively on national grounds with the clear objective of promoting Spain for nationals, returning to tradition and the deep-

rooted feeling of being Spanish, embracing everyone within its territory, regardless of their autonomous community or profession. They all work for Spain and are part of Spain.

It is hard to ascertain how effective the videos are in promoting Spain. The effectiveness of distribution of the campaigns is clearly weak, as the vast majority of respondents in the questionnaires did not know about the existence of the organization, proving the first hypothesis regarding the dearth of knowledge foreigners have about this organization. Nevertheless, when taking into account the videos, perceptions on the different areas improved in general terms – both for foreigners and Spanish nationals – with few exceptions. This disregards the second part of my main hypothesis, because while interest in the subject rose with the promotion of scientists wearing football t-shirts, videos have proven that there is a strong emphasis on conveying information about technological, scientific and innovation advances. However, while this proves certain degree of success on the part of the videos, when respondents were asked to give any other impressions on Spain, all answers returned to the image of Spain as the country for vacationing and, very traditional for the foreigners and with internal political and economic problems for the Spanish nationals.

Spain is steadily rising up the most prestigious rankings in terms of nation branding and perceptions of the country and this is undoubtedly increasing investment and boosting tourism and interest in the country. According to the 2017 Country RepTrak analysis of the World's Most Reputable Countries, Spain holds the 13th position, rising four positions compared to the 2016 results. (Country RepTrak, 2017) and being acclaimed by the Brand Finance on its 46% growth on Nation Brand, at risk due to the Catalan independence vote and the image that the situation is portraying (Brand Finance , 2017). Nevertheless, this confirms what was presented in the state of affairs because of Spain increasingly being perceived as an added value and prone to receive more investment, as well as my second and third hypothesis of more efforts being put in reaching investment opportunities but fewer efforts made in improving civil society's perception of Spain (corroborated by the poor image that most respondents had of Spain before watching the videos), together with the lack of diffusion of the activities carried out by Marca España.

When developing the communication strategy to promote Spain's success stories and advances, Marca España has three departments as mentioned before. This project has centered its attention on the second area, the audiovisual department within the communications one, in charge of creating and distributing the yearly promotional videos,

as it is more accessible when analyzing campaign effectiveness from the civil society point of view and which has proven that, while the videos are efficient in conveying messages, they need to be broadcast more widely. Other communication campaigns developed within the framework of Marca España certainly exist but they often address big corporations and tend to be exclusively driven by economic concerns. Due to issues of time and space, this dissertation has focused on one key element of one of the departments but analyzing the whole strategy and trying to determine the goals pursued by each department and whether or not they cooperate and make for a solid strategy or not would be an interesting topic to pursue in future research. Furthermore, the analysis presented of the last three promotional videos provides very useful information on public perceptions towards the messages they convey and how effective they are in reaching the target audience. Such information provides key insights and is of great practical value for the development of videos in years to come; helping to enhance Spain's nation brand.

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10. APPENDIX

Appendix 1: Questionnaires made by author in English and Spanish.

MARCA ESPAÑA (EN)

1. Have you ever Heard about Marca España?

- Yes
- No

2. How old are you?

- Under 18
- Between 18 – 25
- Between 25 – 32
- Between 32 – 40
- Over 40

3. Where are you from?

- Spain
- Other European country
- North America
- Latin America
- Middle East
- Africa
- Asia
- Australia/ Oceania

4. With which of these options do you identify Spain the most?

	Very strongly	Strongly	Not really	Not at all
Sports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tourism and Gastronomy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Science and Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Institutional Strength	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solidarity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other (specify)

5. <https://www.youtube.com/watch?v=WQE1taqffkk> . Please watch the video and select what you identify Spain with after viewing it.

	Very strongly	Strongly	Not really	Not at all
Sports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tourism and Gastronomy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Science and Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Institutional Strength	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solidarity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify)	<input type="text"/>			

6. Was there anything shown in the video you did not know about Spain?
7. <https://www.youtube.com/watch?v=QYFSJytjvyQ>. Please watch the video and select what you identify Spain with after viewing it.

	Very strongly	Strongly	Not really	Not at all
Sports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tourism and Gastronomy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Science and Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Institutional Strength	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solidarity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify)	<input type="text"/>			

8. Of all the places and ways in which Spain is present around the world, which one surprised you the most?
9. Please explain briefly any other ideas you identify Spain with:
10. If you are not resident in Spain, have you ever visited?
- Yes
 - No
 - Not applicable

MARCA ESPAÑA (ES)

1. ¿Has oído hablar de Marca España alguna vez?

- Si
- No

2. ¿Cuántos años tienes?

- Menor de 18
- Entre 18 – 25
- Entre 25 – 32
- Entre 32 – 40
- Más de 40

3. ¿De dónde eres?

- España
- Otro país europeo
- América del norte
- América del sur
- Oriente próximo
- África
- Asia
- Australia/ Oceanía

4. ¿Cuáles de estas características identificas más con España?

	Very strongly	Strongly	Not really	Not at all
Sports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tourism and Gastronomy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Science and Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Institutional Strength	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solidarity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other (specify)

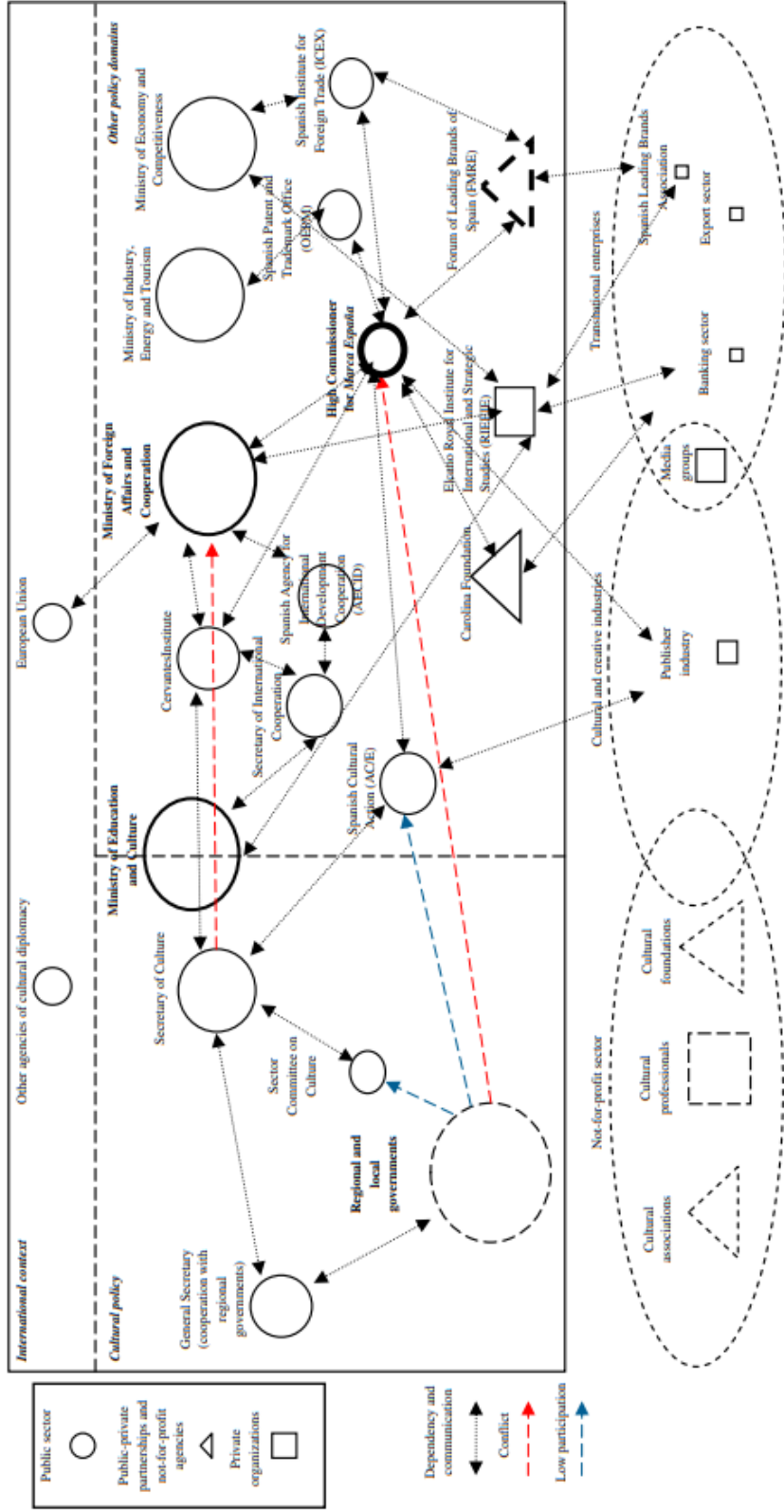
5. <https://www.youtube.com/watch?v=WQE1taqffkk> . Mire este video y seleccione cómo identifica a España después de verlo

	Very strongly	Strongly	Not really	Not at all
Sports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tourism and Gastronomy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Science and Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Institutional Strength	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solidarity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify)	<input type="text"/>			

6. De lo mostrado en el video anterior ¿hay algo que no supiera de España?
7. <https://www.youtube.com/watch?v=QYFSJytjvyQ> Mire este video y seleccione cómo identifica a España después de verlo.

	Very strongly	Strongly	Not really	Not at all
Sports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tourism and Gastronomy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Science and Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Institutional Strength	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solidarity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify)	<input type="text"/>			

8. De todos los lugares y formas en que España está presente en el mundo ¿Cuál te ha sorprendido más?
9. Por favor, explique brevemente otras ideas con las que identifique a España:
10. Si no es residente en España, ¿lo ha visitado alguna vez?
- Si
 - No
 - No aplica



Appendix 2. Actors and networks in the Marca España project (Rius Ulldemolins & Martín Zambrano, 2013)

Appendix 3. Header of The New York Times on the 24th September 2012 (Daley, 2012)



In Spain, the unemployment rate is over 50 percent among young people. Samuel Aranda for The New York Times

Appendix 4. Transcription and official translation of We All Make Marca España (2016)

TODOS HACEMOS MARCA ESPAÑA	WE ALL MAKE MARCA ESPAÑA
Niño 1: Todos juntos	Niño 1: All together
Niño 2: ¿Quieres que te ayude?	Niño 2: Do you want me to help you?
Niño 3: ¿La pongo aquí?	Niño 3: Do I put it here?
Niño 4: Tenemos que juntarlas bien	Niño 4: Put them all together
Niño 5: Molt be	Niño 5: Very good
Niño 6: Esta va a ser mi casita	Niño 6: This will be my home
Nuestra diversidad nos hace fuertes	Our diversity makes us stronger
En equipo somos grandes	When we act together we are great
Equipo de baloncesto: Uno	[not translated]
Niños: Campeones	We are the champions!
Construimos el mundo	We are building the world
Nueva York, Rabat, Ámsterdam, Oslo, Londres, Kuwait, La Meca, Montreal, Panamá	New York, Rabat, Amsterdam, Oslo, London, Kuwait, Mecca, Montreal, Panama,
Niño 7: Yo quiero ir al espacio	Child 7: I want to go to space!
Niño 8: Si ya estamos en Marte	Child 8: But we're already in Mars!

Mars Curiosity. Estación medioambiental hecha en España [Cortesía Nasa/ JPL-CALTECH]	Mars Curiosity Environmental Station Made in Spain [Courtesy of Nasa / JPL-CALTECH]
20 avances españoles en la misión Rosetta	Twenty Spanish breakthroughs in the Rosetta Mission
Inventamos el futuro con acento español	We build the future with a Spanish accent
Líderes en grafeno	Leaders in Graphene
Niño 9: Yo voy a inventar una cosa	Child 9: I'm going to invent something
Materiales biodegradables	Biodegradable materials
Soluciones energéticas sostenibles	Sustainable Energy Solutions
Trabajamos por un mundo mejor	We work to make a better world
Yo quiero ser científico	I want to be a scientist
Avances médicos de referencia mundial	Cutting edge medical breakthroughs
2º país con mayor esperanza de vida	2nd country with the longest life expectancy
Niño 10: ¡Emergencia! ¡Emergencia!	Child 10: SOS, SOS!
Bombero: recibido, nos vamos para allá	Firefighter: copy that, we're on our way"
Ban Ki-moon: Me gustaría expresar mi más profundo agradecimiento a España por su apoyo y solidaridad ¹³ .	Ban Ki-moon: I'd like to express my deepest gratitude for Spain's support and global solidarity
Niño 11: Tots som Marca España	[not translated]
Niños: Todos hacemos Marca España	[not translated]
Todos hacemos Marca España	We all make Marca España

Appendix 5. Transcription and official translation of Spain Everywhere, España en todo el mundo. (2017)

ESPAÑA EN TODO EL MUNDO	SPAIN EVERYWHERE
Río de Janeiro, Dubái, París, Tokio, Marrakech, Washington, Casa Blanca Washington,	Rio de Janeiro, Dubai, Paris, Tokyo, Marrakech, Washington DC, White House Washington DC

¹³ Translation provided by author. It is in English in the original video.

Persona 1: ¿Sabías que estas sillas son españolas?	Speaker 1: You know these chairs are made in Spain?
Persona 2: ¿De verdad?	Speaker 2: Really?
Persona 1: Sí, sí	Speaker 1: Yeah, yeah
Antártida, Tokio, Moscú, Shanghái, Omán, Texas, Nueva York, París, Egipto, Los Ángeles, Londres, Nueva York, París, India, Italia,	Antarctica, Tokyo, Moscow, Shanghai, Oman, Texas, New York, Paris, Egypt, Los Angeles, London, New York, Paris, India, Italy
[Persona 3 habla en italiano. No traducido]	[Speaker 3 speaks Italian. It is not translated]
Líbano, Pekín, Mozambique, Nepal, Ecuador, Mediterráneo, Emiratos Árabes, Australia, Abu Dhabi, Estados Unidos, Moscú – Berlín, Arabia Saudí, Paraguay, Lisboa, Brasil, Niágara, Japón, Londres, China	Lebanon, Beijing, Mozambique, Nepal, Ecuador, Mediterranean Sea, United Arab Emirates, Australia, Abu Dhabi, United States, Moscow – Berlin, Saudi Arabia, Paraguay, Lisbon, Brazil, Niagara, Japan, London, China
[Celta Vigo escrito en la pizarra]	[Celta Vigo written in blackboard]
Niños chinos (gritando): ¡Celta!	Chinese children (shouting): Celta!
Estados Unidos, París, Texas	United States, Paris, Texas
Vayas donde vayas	Wherever you go
Ámsterdam, Río de Janeiro	Amsterdam, Rio de Janeiro
España se vive	Enjoy Spain
Yakarta, París, ONU Suiza, Shanghái	Paris, UN Geneva, Shanghai
Se disfruta	Feel Spain
Londres, Nueva York, Francia, Illinois, Arizona,	London, New York, France, Arizona
Se valora	Value Spain
Spain Everywhere, España en todo el mundo	Spain Everywhere, España en todo el mundo
[Logo] Marca España	[Logo] Marca España

Appendix 6. Transcription and translation¹⁴ of España, tan singular como plural. (2018)

España, tan singular como plural	Spain: as unique as diverse
Un país que hacemos entre todos	A country that we build together
Abierto al mundo	Open to the world
Herederos de una cultura milenaria	Heirs to a millenary culture
Con una historia apasionante	And a fascinating history
Y un patrimonio de toda la humanidad	And with a world heritage
Talento universal	Universal talent
Siglos de convivencia en la diversidad	Centuries of coexistence in diversity
Comparte	Share
Disfruta	Enjoy
Siente	Feel
España tan singular como plural	Spain, as unique as diverse
[Logo] Marca España	[Logo] Marca España

¹⁴ There is no official translation available for the 2018 video. The translation provided was done by the author.