





#### **BACKGROUND**

In 2015, a partnership was formed between U.S. News & World Report, WPP Group's BAV Consulting and The Wharton School to understand the dimensions of a nation's image, and uncover the relationship between that image and economic outcomes.

This <u>Best Countries Report</u> ranks nations on public perceptions of their inherent characteristics. We asked 16,200 elites, business decision makers and citizens to rank 60 countries on 75 different metrics including innovation, entrepreneurialism, quality of life, corruption, political distance, education, business readiness and more. And we used these perceptions to understand the unique dimensions of each country summed up into what can be called the country's "brand." Much like a company or a product, each country has its own equities, though they may not be the same for every customer. We found that many dimensions of a country's brand correlated with key outcomes such as direct foreign investment, tourism and per capita GDP (at purchasing power parity).

We share this data as a resource for insights, ideas and examples of governing excellence. We will explore how public policy could impact a nation's brand, and how it could, in turn, influence investment. We will measure and explain the consequence of those decisions in an objective way. Much as <a href="Best Colleges">Best Colleges</a> and <a href="Best Countries">Best Countries</a> will encourage and recognize global excellence here at the 2016 World Economic Forum. We hope you will learn and be inspired by the best and brightest ideas of more than 125 nations cited in our research and interviews. View the full rankings at <a href="Usersenges: usersenges: usersenges:

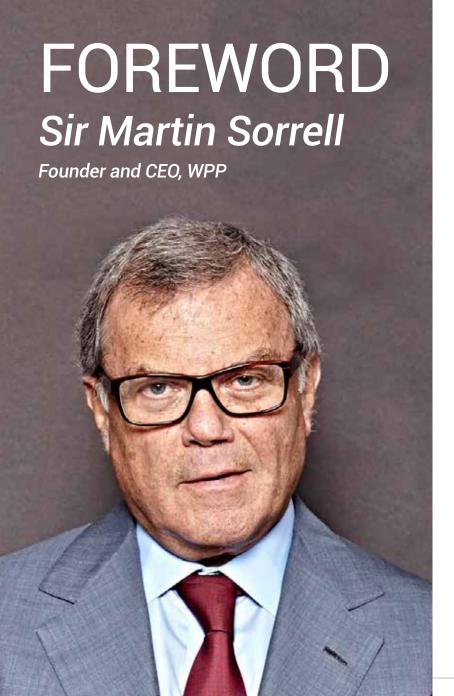
The views expressed in this book reflect those of the survey respondents, the individual authors and interviewees.

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Conclusion



It is tempting to think that the circumstances of our time are uniquely complex, fast-changing and difficult. If my 70 years (30 of them trying to run WPP) have taught me anything, however, it is that disruption – whether in business, politics, society or technology – is both inevitable and constant. And that there is no surer guarantee that something has happened before than to hear it described as "unprecedented."

That said, today's world leaders face a bewildering array of uncertainties and prosperity-threatening geopolitical factors. These "grey swans" (known unknowns), which suck confidence out of business and temper the global post-crisis recovery, range from turmoil in the Middle East, growing fears over terrorism and the European migrant crisis, to slowdowns among the BRIC economies, possible exits from the European Union and worries over the timing and impact of the Fed's much-anticipated fiscal tightening.

But there is positive disruption, too. Though New York is still the centre of the universe, power is becoming more widely distributed, marching South, East and South-East, to Latin America, Africa and the Middle East, Central and Eastern Europe and Asia – creating great opportunity in the process.

Alongside the BRICs themselves, markets like Indonesia, the Philippines, Vietnam, Egypt, Nigeria, Mexico, Colombia and Peru are witnessing rapid expansion of the middle classes and greater consumption of goods and services as a result, driving economic growth and boosting prosperity. The opening of entirely new markets to international trade, like Myanmar, Cuba and even (perhaps) Iran, provides further reasons to be optimistic.

Technological disruption is having an even greater impact than these geographical changes. The rise of digital, networked technologies, "big data" and automation, and their transformative effect on business, culture and behaviour, is the over-arching theme of the 2016 World Economic Forum. "The Fourth Industrial Revolution" carries with it tremendous opportunities and tremendous threats as we seek to capture the benefits of technology-driven efficiencies and improvements without undermining employment and the value of human skills and qualities.

In this rapidly changing and uncertain environment, governments are becoming ever more important – as regulators, investors and clients. After the global financial crisis, national governments were forced to step in and assume a greater role, just as they did during the Great Depression. They are not retreating any time soon, and with this responsibility comes a need to assess political, legislative and regulatory actions not only in terms of the next election cycle or tomorrow's headlines, but against a real vision for a nation's future.

Central to all this is branding. Though some shrink from the concept of country-as-brand, how a nation is perceived outside its borders is critical to its success. Smart, thoughtful and responsible administrations pay attention to image and reputation, because a better image contributes towards more foreign direct investment, more tourism and a "made-in" or "created-in" premium.

Using WPP's proprietary brand tools BAV (Brand Asset Valuator) and BrandZ, we began research that revealed how national brand image relates to not only reputation, but also future economic growth. The implications are wide-ranging but they ultimately settle around the thought that countries can be actively managed

as brands. Policy decisions can either enhance or detract from a nation's brand equity – and our research can identify what makes a nation stand apart and prosper.

This eBook, the product of a partnership with The Wharton School and U.S. News & World Report, examines and celebrates what countries do "Best" according to people around the world. Together we gathered perceptions of 60 nations among citizens and influencers on 75 measures. The results tell us there is a lot we can learn from each other. "Best" ideas are not just dependent on GDP, population size or even political stability. There are also "Best Countries" for clean water, dependable infrastructure, sustainable resource management and gender equality. In every case, those outcomes depend on decisions made by leaders.

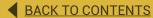
Through our joint research, we measure and explain the reputational and wider consequences of those decisions in an objective way. Much as the U.S. News & World Report Best Colleges and Best Hospitals rankings have led to improvements in higher education and health care, Best Countries will recognise and – we hope – encourage global excellence in governance and national image-crafting.

Our long and successful history of working with government administrations (both through our individual agencies and our cross-group Government & Public Sector Practice) has shown that, in a shifting world, the need for careful stewardship of a country's brand remains a constant.

Sir Martin Sorrell Davos, 2016

### Chapter 1

# INTRODUCTION



Some of the most vibrant conversations about positive cultural heritage, social stability, and a future filled with hope are taking place in Syria, which did not make it into our rankings in 2016. Israel, which is near the middle of our rankings – 25th out of 60 nations – still struggles to resolve conflicts that were present at its creation.

But listen carefully to the voices of Syrians and Israelis — and to the sentiments of people across the globe — and you will hear an appreciation for the values and strengths of the world's most respected countries. The welcome Syrian refugees have received in countries such as Germany and Canada, where even Prime Minister Trudeau offered personal greetings, show a shared sense of human values and respect. Similarly, Israel's long pursuit of development has had international support and admiration. Challenge and adversity invariably compel us to think more deeply about the strengths and weaknesses of our societies and to search for the pathways to peace and prosperity. In this era of technology, success is more dependent on leadership than raw power and wealth.

"Beginning around the year 2000, Syria was going through a transformative process," notes Amr Al Azm, an anthropologist who once helped lead Syria's cultural development effort. For a decade, the government "was trying to turn cultural heritage into an economic powerhouse, a generator for jobs, and for contact with other courtiers." In other words, Syria was reaching for Best Nation status. Recruited to help make this vision real, Al Azm's hopes soared when the Louvre agreed to help build a new national museum in Damascus. They turned to despair as the government crushed political uprisings and war swept the country.

Now living and working in the United States, he worries that his dream of a better Syria is still generations in the future. But he knows that many of his fellow Syrians know the direction that must be followed. "The country has seven world heritage sites and Syrians do generally understand the value of their culture," adds Al Azm. "My own take on this is that this conflict will end one day. Syrians are going to have to find common denominators to reunite them."

As one person in the Middle East yearns for the peace to begin constructing a nation, another seeks to sustain a well-rooted society so that it will not just survive but rise in the ranks of Best Countries. During a century of conflict, Arabs and Israelis have often struggled to keep in mind their shared humanity and their essential needs. Former president Shimon Peres of Israel believes that hope resides in the common values of men and women who want to live in stable, peaceful societies that give them faith in the future. Peres sees a model for leaders who hope to build such societies in the most successful global companies – iconic brands like Apple, Chanel and Samsung – which operate under the unblinking and critical gaze of the World Wide Web. "Global brands fight discrimination by definition ... they have to appeal to everyone. It doesn't make a difference who you are. They get elected every morning ... they are the ultimate democratic paradigm," says Peres.

In this era of open eyes, the world judges nations and their leaders with the same skepticism it applies to commercial brands. In fact, countries evoke feelings and thoughts that may be even more powerful than those we associate with corporations in markets,



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- Shimon Peres, former president of Israel

media, and everyday technology. When collected together and analyzed, the emotions and ideas people connect to particular countries – negative and positive – reveal what can be called a Nation Brand (It's handy to think of commercial brands such as Coca Cola, Alibaba or Vodafone and then imagine how a nation equally makes an impression).

A Nation Brand is a reflection of how the world sees a country based on public perceptions of, among other things: how it treats its citizens; how entrepreneurial it is; how its voice is regarded on the world stage, how it impacts the global environment; its record on human rights; its political and economic stability; the strength of its institutions, including courts, schools, and businesses. Like commercial brands, every day we vote our favorites by buying countries' products; investing in their companies; doing business there; visiting as tourists and embracing their culture.

Leaders who discount the notion of national brands do so at their peril. We live in such an interconnected world of media and communications that perceptions are an essential element of reality and a country's reputation, in the eyes of the world, provides both warnings about troubles ahead and suggestions for changing course. If others seem to be losing confidence in us, or associate us with stagnation or crisis, we must heed their perceptions. Similarly, the qualities that others admire, which we may take for granted, must be regarded as core strengths to be tapped for renewal. For example, the world admires the United States as a nation of immigrants — and its leaders mustn't lose sight of the dynamic energy newcomers bring. The concept of nation branding is not new.

Each period in history has contributed to civilizations, empires, and countries owning a unique brand. These brands are built on the "products" that each has created, from cities to democracy, religion, sciences, and even actual commercial products. Today, dominant roles that France and Italy play in the world of art and fashion can be traced to the Roman Empire and the Renaissance. Britain's prominence is a legacy of an Empire upon which the sun never set. China's great trading history and Japan's powerful cultural identity, expressed over thousands of years, underpin the world's respect for these two societies. Indeed, all of history, from the Pharaohs to the Greeks to India's arrival as an economic superpower, is part of one long pageant of national brands. Countries have always had logos, but we just call them flags.

National brands can translate into real dollars, in addition to less quantifiable levels of influence. Certainly the "idea" of America has exerted an enormous influence on the world even where the United States has been the subject of official sanction. For proof of this effect, consider the recent breakthrough in American relations with Cuba and Iran. In turn, Americans eye the opening of Cuba as a magnet for investors and tourists. Similarly, Israel's concerted effort to aid advanced education programs and technology development has contributed to 'Silicon Wadi' as major companies build facilities in Herzliya, Tikva and Ra'anana.

In our previous research and travels for <u>several business books</u>, we interviewed collaborative, open leaders who seemed to understand they had 'voters' beyond their borders. We began wondering if countries themselves could become better leaders by becoming

better marketers. We set out to learn how countries are perceived in terms of power and politics, their provenance, their culture and values, their people and society and their natural assets.

#### THE BEST COUNTRIES STUDY

We decided to combine the forces of our teams at WPP's <u>BAV</u>
<u>Consulting</u> (BrandAsset® Valuator), led by ourselves: BAV CEO
John Gerzema and <u>The Wharton School</u> marketing professor David
Reibstein, along with <u>U.S. News and World Report</u> led by Brian Kelly
and Bill Holiber to create a framework for a global survey that would
help us understand and quantify these Nation Brand perceptions.
U.S. News is recognized for carefully researched reports on world's
<u>Best Colleges</u>, <u>Best Hospitals</u>, among others. Our work was guided
and shaped by Y&R's CEO David Sable. We developed our survey
and model around four key questions:

- What are the perceptions of nations across a set of attributes that form a nation's brand?
- What does the "ideal nation" look like?
- What can ministers, policymakers and leaders from the worlds of both government and industry learn from each other?
- What perceptions influence a country's social, economic and political future?

To identify the countries that we would include in the survey, we cross-referenced the top 100 countries in terms of 2013 GDP (United Nations), the top 100 Countries in terms of international tourism (Number of Arrivals 2012, World Bank), the top 150 countries in terms of the 2014 Human Development Index (United Nations), and the top 100 Countries in terms of exporters (World Factbook). The result was a list of 60 nations, which we then asked our respondents to rank in relation to 75 metrics covering a wide range of dimensions, from politics to economics and social issues to personality. These 60 countries account for more than 90 percent of global GDP. The filter excluded several prominent countries, including Switzerland, Poland, the United Arab Emirates and Finland, who therefore were not considered in this inaugural ranking.



#### THE BEST COUNTRIES STUDY

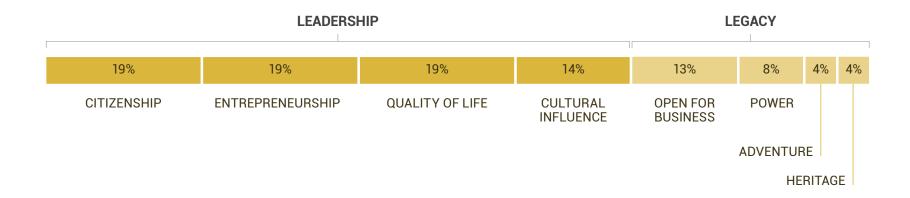
- Perceptions of 60 Countries
- 16,200 people from 36 markets in 4 regions (Asia, Americas, Middle East & Africa, Europe)
- Respondents include 3 groups: General Public, Informed Elites and Business Decision-makers
- 75 metrics covering a wide range of dimensions, from politics to economics to social issues to personality

The respondents, who numbered 16,200 people, were selected to represent three key groups: informed elites, business decision makers and the general population. For a truly global perspective, we surveyed people across 36 markets from four key regions: Asia-Pacific, the Americas, Middle East and Africa, and Europe.

Our social scientists at BAV grouped attributes into compatible variables to help us understand the elements of reputation that contributed to a nation's brand. The following eight groupings emerged (see chart on next page) – each of which will be elaborated upon further detail in the chapters to come.

To understand the relative importance of each of these eight groupings amongst each other, we investigated their relationship to the International Monetary Fund's IMF 2014 estimate of Per Capita Purchasing Power Parity GDP value using correlations. The final relative weighting is shown in the bar chart on the next page. 'Citizenship', for example, represents 19 percent of the explanatory power of a nation's ability to create future GDP value at PPP.

We then considered how all of these elements relate to a country's brand. The result was a two-sided model, with Entrepreneurship, Citizenship, Quality of Life and Cultural Influence relating to "Leadership," which is more about future value creation. More traditional metrics of authority — including Open for Business, Power, Adventure and Heritage — represent a country's historical and present "Legacy," a country's societal meaning in the world.



Comprised of natural and intellectual assets, characteristics, customs, values and beliefs, these latter four elements represent a nation's global 'goodwill' on the balance sheet. All together, these elements represent a nation's brand value.

Accounting for two-thirds of overall nation performance (71percent of our model, based on the dimensions' relationship to GDP per Capita PPP), the model indicates that "Leadership" plays a greater role in the course of a country's future. Because of this large influence, we expect changes in perceptions of a country's Leadership inputs will have more pronounced effects, creating larger, more immediate changes to a nation's brand. In simple terms, governance and policy-making in these areas have the potential to move a nation's brand image rapidly and, through that, influence investment and reappraisal.

Another way of grouping these elements is by their perceived impact on domestic versus international relations. We found that Entrepreneurship, Quality of Life, Open for Business and Adventure tend to relate to issues concerning a country's internal affairs. On the other hand, Citizenship, Cultural Influence, Power and Heritage relate more to are more about a country's external influence, having to do with foreign policy.

#### THE PERCEPTION OF 'MODERN' POWER

The first thing to take away is that GDP alone does not convey "Best" in today's world. With more than two-thirds of the future driving potential accounted for in "Leadership," global sentiment is mandating nations to perform on more progressive characteristics, a concept we're calling "Gross Domestic Purpose."

The data show that traditional measures of power, influence and wealth are not sufficient to be seen as a great nation today. Once the "gold standard" for evaluating a country's influence on the global stage, they are less reflective of future growth potential. As such, many countries might be resting on cultural or natural laurels, or even trapped within industries and outputs that limit their competitiveness.

Far more important are the forward-looking "human" aspects of governance. Our data show that the relationship between Quality of Life and Citizenship and per capita GDP at PPP is equally as strong as the relationship between GDP and Entrepreneurship.

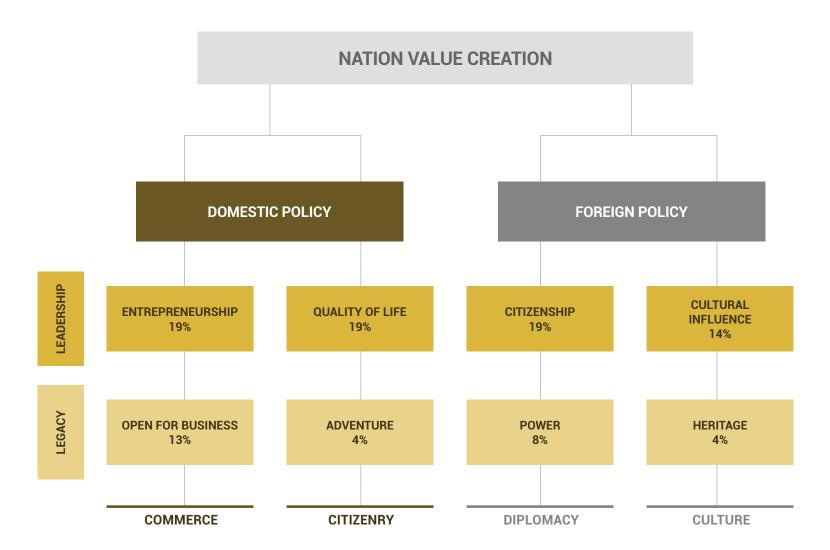
These perceptions of 21st century power are a departure from traditional metrics of power, economic output and military strength (e.g. 'banks and tanks'), pointing to a new global outlook for success that focuses on a country's people and its vision for the future.

People want to participate in creating progress toward what we call "inclusive prosperity." The Nordic countries are prime examples of this new leadership paradigm, where their national brands flourish in our data. The ability of a nation's leadership to promise a more sustainable and inclusive future for its citizens, while being a responsible "corporate citizen" to all people around the world, is increasingly important in today's world. This evolving definition of "Best" challenges leaders and policy makers to take an active role in determining their country's future, working to reverse negative perceptions and leverage social responsibility and innovation as drivers of a nation's growth.



#### **INSIDE THE DATA:**

- The New GDP: Gross Domestic Purpose. GDP alone does not convey "best" in today's world. Global sentiment mandates nations perform on more progressive characteristics that reflect a new GDP. Gross Domestic Purpose.
- **Power Means More Than "Banks and Tanks"**. Citizenship, innovation and quality of life are key drivers of value for nations, while conventional levers of power and influence are actually lagging indicators.
- Nations Must Create Inclusive Prosperity. The global desire for policies that fuse innovation with citizenship and quality of life are the strongest indicators of future investment in a nation.





#### THE BEST COUNTRIES

Taken in sum, the Best Countries embody this modern ideal of Gross Domestic Purpose, emphasizing innovation, life quality, and social responsibility. Among the most highly regarded countries are those that nurture and protect a free press that produces reliable reports on both their advances and their problems. They foster competitiveness and transparency. They also rank among the most generous when it comes to human rights and political freedoms and they have been engaged in foreign aid and humanitarian responses to natural and man-made disasters for many decades. For 2016, our "Best Countries" are:



In terms of global perceptions, Germany, ranked the "best country" overall, enjoys exceedingly high marks in almost every category we asked our respondents to consider. As Germany's Ambassador to the United States, Peter Wittig, told us in an interview, his country has pursued policies that consider "our historical legacy." These policies are evidenced in Chancellor Angela Merkel's generous response to the tide of refugees streaming into Europe from the Middle East and Africa and in comparatively liberal treatment of all asylum seekers. Merkel has demonstrated leadership in dealing with crises in Ukraine, Greece and the European Union, all while overseeing the strongest economic performance of any large economy in the past decade.

The rise of Germany's reputation is a story of long, conscious and consistent effort to apply the lessons of the past to the present. "This is the lesson our founding fathers after the Second World War prescribed to us," added Wittig. Germany's success is proof that a nation's reputation can be cultivated, and improved, no matter the historical precedent.

How countries are perceived around the world

#### **TOURIST NATION**

Countries in the top 30% for both tourism spend and Place I'd Like to Visit

Tourism Spend (USD millions)

1. France	63,530
2. Spain	63,198
3. United Kingdom	45,966
4. Italy	43,036
5. Thailand	37,740
6. Turkey	32,249
7. Malaysia	20,251
8. Japan	16,197

#### WHO'S ELITE AMONG THE ELITES

Countries experts rank more highly on Power than the general population

1	ln	Иı	9
100	ш	uı	a

5. Singapore 6 Brazil

9. Denmark

2 Israel 3. Spain

7. Romania

4. France

8. Indonesia

#### MILLENNIAL NATION

Countries that Millennials rate more highly for Heritage than the general population

1. Singapore

5. India

9. Philippines

2. Saudi Arabia

6. South Korea

10. Argentina

3. Morocco

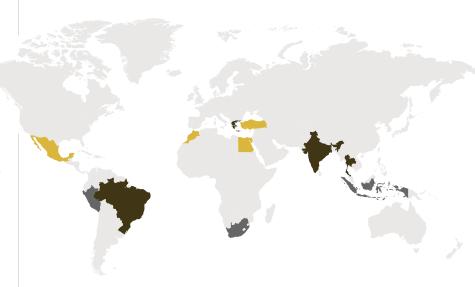
7. South Africa

4. Brazil

8. Tunisia

#### MARKETS OF OPPORTUNITY

Countries where elites see the most potential for lifestyle, innovation, and business



1. India

5. Egypt

9. Indonesia

10. Peru

- 2. Thailand 10. Sweden
- 6. Turkey 7. Mexico
  - 11. South Africa

- 3. Brazil 4. Greece
- 8. Morocco
- 12. Panama

#### SMALL GIANTS: COUNTRIES DOING THE MOST GOOD PER SQUARE KILOMETER

Land Area (Square KM)

2,586
43,094
41,543
70,273
83,871
267,710
450,295
243,610
92,090
357,022

#### **ROI: RETURN ON INNOVATION**

Entrepreneurialism, Tech Expertise and Innovation are more correlated to FDI and Exports than traditional business considerations such as Skilled Labor Force and Cheap Manufacturing Costs

Average Correlation to FDI & Exports (USD)

71%

68%

65%

Entrepreneurial Technological Expertise

Innovative

#### **GLOBAL CITIZENSHIP RELATES TO GDP**

Human Rights, Gender Equality and Transparency are also more highly correlated to FDI and Exports among experts than the general population

- 4		Correlation to GDP
Till .	Trustworthy	73%
فؤؤف	Transparent Business Practices	<b>72</b> %
	Progressive	71%
	Transparent Government Practice	es <b>69</b> %
	Cares about Human Rights	68%
3	Cares about the Environment	67%
İ	Gender Equality	66%

### ASIAN COUNTRIES ARE "MOST INNOVATIVE PER DOLLAR"

A ratio of Innovation to GDP Per Capita (PPP) brings 6 Asian countries to the top of the list



- 1. China
- 2. India
- 3. Japan
- 4. South Korea
- 5. Vietnam
- 6. Pakistan

### Chapter 2

# CITIZENSHIP

#### **RANKINGS:**

- 1. Sweden
- 2. Canada
- 3 Netherlands
- 4. Denmark
- 5. Australia
- 6. New Zealand
- 7. Germany
- 8. United Kingdom
- 9. Austria
- 10. Luxembourg

#### Citizenship accounts for 19% of our total rankings:

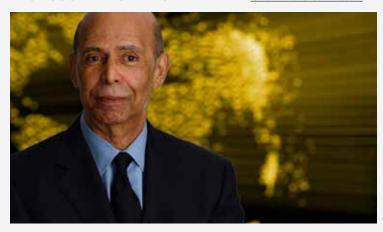


Events occurring in the fall of 2015 in New York, Paris and Washington, showed that, despite terrorism and instability, the world is moving quickly to a shared hope for a brighter future:

- In Paris at COP21, 195 nations reached an accord to address the climate change crisis.
- In New York, the United Nations adopted a sweeping Agenda for Sustainable Development.
- In the first speech ever made to Congress by Pope Francis
   I begged for a unified approach to climate change, poverty,
   and economic development.
- Global superstars from Beyoncé to Bono performed in Central Park to draw attention to campaigns to end severe poverty by 2030.

In days gone by, Cold War tensions and other international anxieties made the concept of global citizenship suspect in many societies. And, to be sure, skepticism remains among those who fear a loss of national autonomy. But, as generations schooled in environmentalism and post-crisis ethics come of age, a shared sense of humanity and interconnectedness seems to be taking hold. Lowered travel restrictions, Millennial values, and social media have made the world a smaller place where we discover that what we share in common is far greater than what separates us (*Forbes Younger Millennials of US, UK and Australia Share Common Vision*). In this context, the citizens, informed elites and business decision-makers we surveyed readily identify, and will favor, countries that are strong on values ranging from environmentalism to transparency, religious tolerance and race/gender equality.

#### **BEST COUNTRIES VIDEO INTERVIEW** Click here to watch



"I would scratch beneath the surface on the Best Countries and say, "Not only what are the best countries, but what are the good countries?" What are the countries which have not just GDP and value creations, but values creation as creation as well?"

- Michael Lomax, Ph.D, President & CEO, United Negro College Fund

The vanguard of this trend is occupied by "The Global Citizen Festival," which organized the big Central Park concert and enjoys the support of more than forty major advocacy organizations ranging from the United Nations to Comic Relief and the Blue Marine Foundation. As varied as these backers may be, they share the notion that many of our biggest challenges require a unified approach that stresses human rights, the health of the planet, and human dignity.

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These priorities are being matched by a growing sense that we can, and should, measure ourselves and each other against a baseline of shared values. As we take responsibility for ourselves, we also consider whether our country and others around the world, are doing their fair share, too.

In the context of an awakening of global citizenship, our pollsters asked respondents to grade their own countries and nations around the world on eight indicators chosen to represent values held across cultures and nationalities. In the end, the these responses produced a final score for global citizenship which allow us to rank sixty nations ranging in size from China, with 1.4 billion citizens, to Luxembourg, with just over half a million. This score reflected world opinion on citizenship both internally, by a nation's people, and externally, in its relationship to the world.

Topping the list were four relatively small countries that are known for a high quality of life for citizens of every social strata and for playing outsized roles in promoting peace, prosperity, and progress abroad. Sweden seized first place when respondents considered human rights and the environment. The Swedes came in second on gender equality, and third in trustworthiness, respect for property rights, and well distributed political power.

In the eyes of the elites and decision-makers we surveyed, Sweden strikes the best balance of values that can, at first glance, seem to be in conflict. In many countries, for example, advocates for business and industry often do political battle against environmentalists, whom they view as an obstacle to development. In Sweden, private enterprise is respected and protected under law but so, too, are the air, land, and water.

### CITIZENSHIP SURVEY ATTRIBUTES THAT WENT INTO THE RANKING:



Cares about human rights



Cares about the environment



Gender equality



**Progressive** 



Religious freedom



Trustworthy



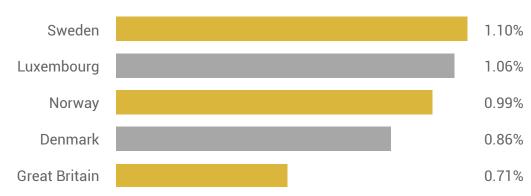
Well distributed political power



Respects property rights



### 5 COUNTRIES IN THE EU ACHIEVED UNITED NATIONS TARGET FOR DEVELOPMENT ASSISTANCE AS % OF GROSS NATIONAL INCOME BY 2015



#### (OECD 2014 Net Official Development Assistance from DAC and Other Donors)

The balance is maintained because all sectors of the society recognize that everyone benefits from a healthy ecosystem and that consumers around the world prefer to buy goods and services that are produced without harming the planet. This concern has become a selling point for globally-recognized, export-oriented companies like Volvo and Ikea and for firms like Absolut Vodka and food producers who are enjoying double-digit growth as they export everything from peas (to Italy) to almond cakes (to China) that are marketed with an emphasis on the pristine Swedish environment. The other top-ranked global citizens — Canada, Denmark, the Netherlands, and Australia — are recognized for similar quality and are major food exporters.

Beyond their economic power, the "good citizens" in our survey are highly engaged in promoting world peace, cooperation, and prosperity. The top-ranked countries are known for contributing more than their fair share of forces to United Nations peacekeeping efforts and they have positioned themselves as reliable third parties who can help those in conflict find peace. The record in this account includes recent diplomatic successes for our top five countries for global citizenship in conflict-ridden areas, including Sri Lanka, the Philippines, Colombia, and across the Middle East. Likewise, the top-ranked nations lead in foreign aid, contributing far more to the welfare of poorer states, on a per capita basis. By this measure, Denmark spends more four times more on development aid, based on the size of their economy, than the United States and

was among the five EU countries to meet the United Nations target for ODA as a percent of national income (<u>OECD 2014 Net Official</u> <u>Development Assistance from DAC and Other Donors</u>).

But while many smaller countries are admired for their outsized commitment to others, the giant player on the global scene — the United States — also receives comparatively high marks. In 11th place out of sixty nations, it's rank is even more impressive when one considers the breadth and complexity of United States engagements around the world. The \$40 billion in foreign aid given annually by the United States is more than double the combined amount spent by the next two major contributors, Great Britain and Germany. America gives development aid to 96 percent of the countries on Earth and is a major player when it comes to trade, technology transfer, and military aid (<u>USAID 2013</u>). Remarkably, people in various regions including the Middle East, Asia, Europe and the Americas share a consistent view of the United States.

Despite the controversies and complaints about over-reach that arise on a frequent basis, the \$16 billion per year the United States spends on counter-terrorism may also be counted as a positive contribution to peace and stability around the world (*Pew Research Center, 2013*). From Italy to Indonesia, terrorism is viewed as a major threat and, in general, the United States is considered the most important player in counterterrorism. Remarkably, those we surveyed in the Middle East viewed America more positively in terms of its commitment to human rights, at home and abroad, than the global average.

Respondents' views of citizenship on a domestic level in the United States are also quite positive, despite the fact that the press around the world can – and generally does – report on America's racial strife, income inequality, environmental crises, and political scandals. Despite frequent press accounts of various social problems, or perhaps because these accounts suggest a society that faces issues openly, America is rated as the third most progressive society, after Japan and Germany and well ahead of Denmark and Sweden. America also ranks highly in gender equality, well-distributed political power, and religious freedom.

With freedom, equality, and human rights registering strongly as values around the world, any analysis of the citizenship scores must take into consideration that the highly developed societies in the top tier have long enjoyed the advantages of relative wealth and stability over long periods of time. In 12th place, France benefits from a tradition of liberté, egalité, fraternité that originated in the 18th Century. The United Kingdom and Germany, which rank sixth and seventh, have established decades-long records of social progress. Conversely, many countries at the bottom of the citizenship ranking suffer from a history of political repression and inequality or seem like such minor players that they have yet to make an impression.

96% of the countries on Earth receive development aid from the United States

(USAID 2013)

But while history and a large presence can benefit a nation's standing and confer real diplomatic, commercial, and strategic advantages, our survey shows that the world is a friendly place for those who seek the esteem of countries who are well-informed and entrusted with decision-making authority. In the top 15, one can find Ireland, a small country of fewer than five million, which is highly regarded for citizenship. At number six, Ireland's gender equality rank may reflect the fact with women have held the Irish presidency for 21 of the last 25 years.

What do the numbers tell us, overall, about good citizenship in our age? In short, given that citizenship explains nearly one-fifth of perceptual image of a modern country, it is fast becoming a 21st

century depiction of 'power and influence': Nations can attract investment by being stewards of values on the international stage. Good citizenship is also somewhat related to wealth, as the rankings correspond somewhat to the wealth of the countries listed. After all, foreign aid and diplomatic missions are expensive. However, it is also clear that being rich is not enough. Rich Persian Gulf states do not enjoy high esteem, but Canada, which is number two in citizenship and first when it comes to trustworthiness, is 20th in the International Monetary Fund's wealth rankings. Their example proves that the respect of the world, and all the benefits that come with it, can be won with a true commitment to the values measured in the citizenship section of the survey. Clearly respect isn't purchased. It can, however, be earned.



#### PEACE TALKS NEED MORE WOMEN LEADERS

From 1992 to 2011:

- Less than 4% of signatories to peace agreements were women
- Women less than 4% of participants and 10% of negotiators at peace talks

The UN Security Council is actively focused on increasing meaningful participation of women in times of crises through resolutions such as 1325, which encourages member states to include female representatives in leadership roles across the public and private sectors, and 2122, to help women become more involved in conflict resolution.

(Women's Participation in Peace Negotiations: Connections between Presence and Influence, 2012)



# CITIZENSHIP

#### Perceptions that went into this ranking include:

Cares about human rights, Cares about the environment, Gender equality, Progressive, Religious freedom, Trustworthy, Well distributed political power, Respects property rights

#### THE TOP 10 COUNTRIES FOR GLOBAL CITIZENSHIP



1. Sweden



6. New Zealand



2. Canada



7. Germany



3. Netherlands



8. United Kingdom



4. Denmark



9. Austria



5. Austraila



10. Luxembourg

#### THE TOP 10 CITIZENSHIP NATIONS ACCOUNT FOR

31% of GDP

(Based on 2014 Purchasing Power Parity per capita GDP)

#### **GLOBAL CITIZENSHIP DRIVES GDP**

Human Rights, Gender Equality and Transparency are also more highly correlated to FDI and Exports among experts than the general population

- •		Correlation to GDP
dill.	Trustworthy	73%
فَنْفُ	Transparent Business Practices	72%
	Progressive	71%
	Transparent Government Practices	69%
	Cares About Human Rights	68%
*	Cares About the Environment	67%
	Gender Equality	66%

#### **COUNTRIES WHERE MEN CHAMPION WOMEN**



#### SMALL GIANTS: COUNTRIES DOING THE MOST GOOD PER SQUARE KILOMETER

Land Area (Square KM)

1	/
1.Luxembourg	2,586
2. Denmark	43,094
3. Netherlands	41,543
4. Ireland	70,273
5. Austria	83,871
6. New Zealand	267,710
7. Sweden	450,295
8. United Kingdom	243,610
9. Portugal	92,090
10. Germany	357,022

#### **LEANING GREEN**

Combined, these countries represent only 1% of the world's carbon emissions

CO2 emissions (metric tons per capita)

1. Nigeria	0.53749756
2. Sri Lanka	0.72992084
3. Guatemala	0.748055056
4. Philippines	0.867845343
5. Pakistan	0.941171125
6. Colombia	1.560629099
7. Bolivia	1.599499039
8. India	1.662873483
9. Costa Rica	1.704974495
10. Morocco	1.737915547
11. Peru	1.783233144



#### **GETTING SOCIAL ABOUT SOCIAL GOOD**

Millennial Values & Social Media



#### **#Ice Bucket Challenge**

Over 2.4 million Facebook videos shared and over \$100 million amyotrophic lateral sclerosis (ALS)



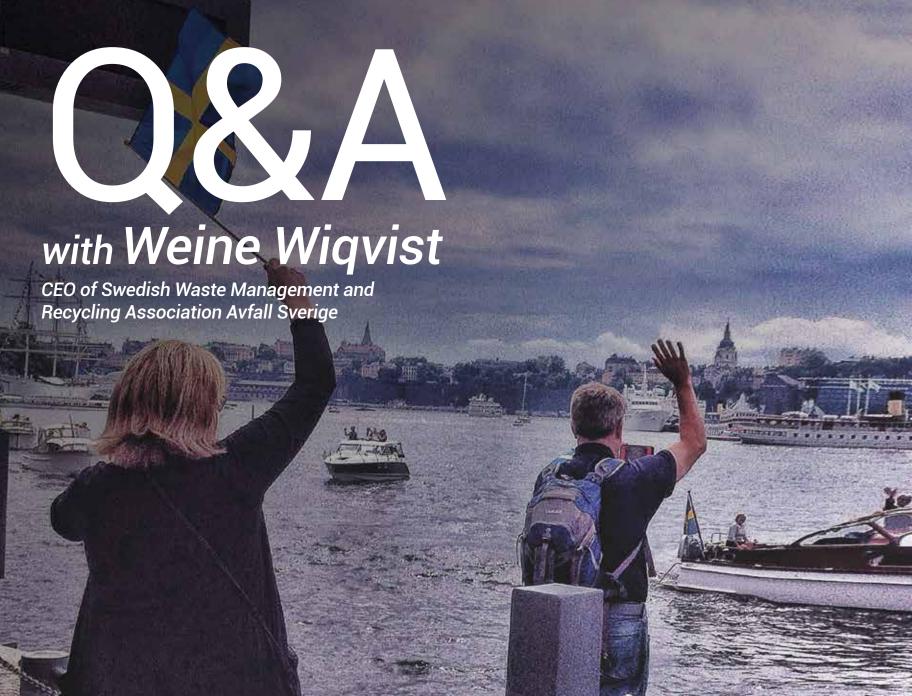
#### #BringBackOurGirls

3.3 mm tweets and raised global awareness to an otherwise isolated issue



#### #JeSuisCharlie

4,500 tweets a minute for 4+ days



#### How would you describe Sweden's reputation in the world?

I think people around the world have a feeling that we are doing well in environmental issues. Of course it may be that people believe that what is said about Sweden is too good to be true. Some of this reputation was established when we were a little more advanced before other countries when it came to recycling, the environment, and sustainability but now a lot of other countries have caught up. But I notice that when I talk to people they tend to believe we are still at the top.

## A nation's reputation is similar to a brand. Does Sweden have a nation brand? If so, what is its personality?

A country can brand itself a little bit, but it's interesting to note that in Sweden part of our identity is to be modest, to not say right out that you are the best at something. Sweden is recognized, I think, as a country where there are not large differences between rich and poor. Our brand is environmentally conscious. Different Swedish businesses and the government would like to profit from this part of the brand. This is definitely something you can see about a company like Volvo. They try to be recognized for safety and environmental concerns. I see other large Swedish companies doing the same, too.

#### What does being a good global citizen mean to you?

I think actually about Sweden being a democracy, and being involved in helping in the world where we can. We are also willing to pay ourselves for what's required to make the air cleaner, for example, because that is a resources that crosses borders and we have a responsibility to our neighbors. We have this concept in Sweden that everyone should be able to walk anywhere, in the forests and along the sea, and not be denied passage. It's a very strong sense that the environment belongs to everyone but also everyone has to respect it. A Swedish view of good global citizenship is that you might be prepared to take up some extra duties and contribute extra money for the good of the world.

## What are the effects of a country being a good global citizen domestically and internationally?

First, even though Swedish people are modest I think we are also proud to be considered good citizens. Second, it means that you can go almost anywhere in the world and you will be welcomed in a mostly positive way. This is very valuable to people as individuals, to the country, and to companies that do business around the world.

## What are some of the major initiatives Sweden has undertaken to have a more sustainable society?

For twenty years or more, we have used taxes to reduce pollution, especially from cars, and people have accepted this as a good and normal thing for us all to contribute to. We also invested in waste water systems that cleaned up our lakes and rivers and streams long before other countries did this. As a society, we have a strong attachment to the countryside. A lot of people still have personal connections to rural areas. I think that when people went and saw that the water was getting so much cleaner they saw the results of the policies and were able to support doing even more for the environment.

### How did Sweden's recycling effort become so successful and what are the benefits?

People were asked to take a real part in recycling, even when it came to sorting, and we encouraged everyone to participate. It was introduced and then implemented as a normal part of life and it became accepted that way. The benefits can be seen in having less pollution, which people value even if it might raise the cost of certain kinds of production. The overall effect is positive and the country itself was appreciated around the world as a place where people valued the environment and were thinking about the future.



## We understand Sweden is working toward a net zero status with regard to carbon. Is it possible?

Sweden is good at recycling, at collection and treating our waste, that's true, but we have a very important challenge: to reduce the amount of waste. This is where the largest environmental benefit is to be found, in reducing the extracting of raw virgin materials. Our vision is zero waste.

Who is responsible for good global citizen ship? The people? The government? Business and industry?

Everyone is responsible. It cannot work if it isn't everyone.

Where did the idea to import trash from other countries come from? How did it become something so successful that other countries are now competing to import trash?

The idea of using trash to create energy, especially in our case heat for buildings, has been around for a long time. Many countries now do it including Norway, Belgium and Germany. It is a viable alternative to fuels like coal and wood chips, but it is also a kind of commodity that people recognize. You cannot say that we were alone in understanding this.

## What can other countries learn from Sweden's approach to recycling, sustainability, and global citizenship?

Well, I think they can learn that it is possible. I visited Moscow once and we talked about environmental programs, especially recycling, and they said, `Well, Russians would never do this.' I don't think that's true. Yes, we are an example of a country that has had some success, but people are people everywhere. If you can have everyone participate, you can accomplish it.





## In a few words, how would you describe the Netherlands' reputation internationally?

The Netherlands maintains a strong commitment to effective multilateralism, both out of necessity and principle. It promotes institutions of worldwide cooperation, most notably the United Nations, while making connections with nations that have diverging views. The Dutch stand out in certain areas, including trade, openness, innovativeness, resourcefulness, pragmatism, stability, globally inclusiveness, international legal order, and managing life below sea level.

### A nation's reputation is similar to a brand. Does the Netherlands have a nation brand?

Compared to people of other countries, the Dutch embrace challenges and explore both the beaten and less-traveled path to reveal possibilities. By creatively combining these possibilities, and through collaboration with others, the Dutch find original and meaningful solutions. These characteristics are part of the Dutch DNA, and can be traced throughout history. For example, since the Netherlands is a low-lying country in a delta, its age-old relationship with water has shaped its people. Along

"The Kingdom of the Netherlands is internationally minded and outward-looking. Thanks to its many personal, political, economic and cultural ties with other countries, it is an active member of the international community."

- Minister of Foreign Affairs, Bert Koenders

the way, the Dutch developed proven expertise for meeting many of the challenges that face the world today: climate change, urbanization, food supply, security, and health. That experience has led to a uniquely Dutch recipe to solve problems — equal parts collaboration, creativity, and pragmatism.

The Dutch are eager to share their experience, creativity, and drive to achieve future-proof results that make a better world. These qualities carry over seamlessly into the international arena where this mind set, cultivated by centuries of pragmatism and the deep awareness that we're all in this together, is regarded by the Dutch as not only a moral imperative but as essential to survival.

The Netherlands' brand is innovation, and the Dutch personality is born of a natural curiosity to create, design, collaborate, and share techniques that benefit humanity.

The Dutch have always been defined by exploration. They question everything, and believe there is no such thing as a dumb question. Dutch curiosity created the first stock exchange,

and now that curiosity has created clothing that collects energy from the sun and concrete that heals itself.

If the Dutch have a personality, it's the person whose eyes are wide open, and whose mind is always turning and thinking of ways to improve society.

What does "global citizenship" mean to you?

Global citizenship means taking responsibility for the common global good by strongly supporting international legal order and contributing a fair share of financial resources toward humanitarian aid.

The Netherlands supports international legal order and the rule of law by serving as the host nation to numerous international legal institutions. The Dutch are also the eighth largest donor to humanitarian aid, the eighth largest contributor to the UN, and participate in UN peacekeeping missions, with a particular focus on de-mining and women's rights.



What are the effects of a country being a global citizen, domestically and internationally?

When you are a global citizen, you take your responsibility to work to improve society on an international and local scale. The Kingdom of the Netherlands strongly believes in its partnership with the UN for peace, justice, and development. This is why the kingdom is a candidate for the Security Council for the 2017-2018 term. We are a contributor to UN peacekeeping. We are the host country for international institutions that help sustain the international legal order. We are a major donor of development and humanitarian aid and one of the top ten contributors to the UN. So we are ready to serve on the Security Council, ready to join in working for peace, justice and development, in partnership with the International Community.

We believe in finding long-term solutions to international challenges and our foreign policy reflects this belief, in both multilateral and bilateral partnerships. As a water partner, for example, we don't just help design and build levees in flood-prone areas and leave. No, we help build resilience, assess water management systems, and work with governments and local partners to find lasting solutions to the threat of flooding.

What is the responsibility of a country's people to hold their government accountable for being a global citizen?

In a country with a strong civic and democratic tradition

like the Netherlands, citizens have both an opportunity and responsibility to ensure accountability of its government to its citizens, which also goes for the country's role as a global citizen. The Dutch do this through a transparent political system, and a rather vibrant, vocal press, and civil society.

The Netherlands is now pushing to establish a 100 percent wind-powered railway. What does this say about the need for greener, more sustainable infrastructure?

The Dutch government owns NS, the Netherlands' major rail company, and is aiming to run all the trains fully on wind power by 2018. This will guarantee a constant demand, and stimulate the development of renewable initiatives.

Since infrastructure takes up a lot of space, and space is scarce in a small, busy country such as the Netherlands, combining uses is preferred. One such example is the Solaroad, a pilot project in which a bike-path generates solar energy. This project is in its early stages, but the Dutch imagine a future when highways generate energy from noise barriers and solar panels, thus infrastructure becomes an energy producer.

How will the Netherlands benefit, economically and socially, after having completed the restructurings of its railway?

The railway initiative will mean a significant reduction in CO2, and serve as a great stimulant to the renewable sector because

of the steady demand it will create. Less CO2 emissions will mean less pollution. The Netherlands also expects job creation in the renewable sector.

Will this initiative become a model for reforming other aspects of the Netherland's infrastructure? And will this have an impact beyond the borders of the country?

The railway project could have an impact and serve as a showcase on the potential of wind energy.

The Netherlands is a living lab where it is easy to implement innovative techniques in sustainability. Based on previous experience, many nations look to the Netherlands, and the Dutch believe they can set an example for other countries interested in harnessing the power of renewable energy.

### What can other countries learn from the Netherlands' homegrown approach to global citizenship?

They can learn that only together can we overcome the huge challenges of our time, much like the Netherlands has done for centuries as a small trading nation fighting for survival against the sea.

The Dutch have had to work together to find pragmatic solutions, through collaboration and compromise, that were vital for peace, justice, development, and the well-being of everyone. This approach is imperative in today's increasingly connected world, which is facing pressures on the population and the planet that have never been seen.





# CASE STUDIES



#### THE WATER BOTTLE YOU CAN EAT

Made from a seaweed membrane, Ooho! is the world's first edible water bottle. The British brainchild of Rodrigo Garcia Gonzalez, Guillaume Couche and Pierre Paslier, Ohoo! was recently recognized at the EU Sustainability Awards for their efforts to make manufacturing more sustainable. Ooho! is part of a stream of innovations in renewable industry, a field that is worth over \$214 billion worldwide.



### JORDAN BRINGING RENEWABLE ENERGY TO 6,000 MOSQUES

Jordan is taking advantage of its 300 days of sunshine a year by installing solar panels on the 6,000 mosques across the country. With the goal of providing 10 percent of the country's power from renewable sources by 2020, Jordan is a leading nation in sustainability in the Middle Fast.



### REFUGEES RUN NEWSPAPER IN DENMARK

With the topic of Syrian refugees permeating the press and political conversations, Dagbladet Information allowed 12 journalist refugees to share their perspectives on the crisis, bringing attention new issues, such as the dangers Kurdish women who are left behind face at home and the myths that surround refugees and the crisis. The newspaper's efforts earned the attention of organizations like Amnesty International. Most importantly, it showed a more human side of the refugees by giving them a voice.



#### PINK TAXI PROVIDES SAFE TRANSIT FOR EGYPTIAN WOMEN

Reem Fawzi founded a limousine service called "Pink Taxi," operated exclusive by female drivers. Providing a safe way for women to travel in Cairo, where sexual harassment and assaults have become increasingly common in the city. Women must send a scan their ID and order cars in advance "for the safety of the driver" All vehicles are equipped with an internal camera and microphone that record each ride.



### AND THE NOBEL PEACE PRIZE GOES TO... TUNISIA

Beating out Pope Francis and Angela
Merkel, the Tunisian National Dialogue
Quartet was awarded the Nobel Peace
Prize for their collective effort to build
democracy in the instability that followed
the Jasmine Revolution of 2011. Including
a labor union, a trade confederation,
a human rights organization and a
lawyers group, the group established a
constitutional system of government in
Tunisia to ensure fundamental rights for
all citizens.



#### FROM THE HIGHLANDS OF GUATEMALA, EMELIN VISITS NYC TO TALK TO U.N. AT 15 YEARS OLD

Born in a rural town in the highlands of Guatemala, Emelin addressed the U.N. alongside Ban Ki Moon and Melinda Gates on March 10, 2015. Presenting at the "Every Woman Every Child" program, she spoke about how she persuaded the Mayor in her town, Concepción Chiquirichapa, to fund policies to help girls in her community.



### ECO-REFUNDS DRIVE SUSTAINABILITY IN SOUTH KOREA

Rewarding energy users for the amount of greenhouse gas they save, the Seoul Eco-Mileage system has enrolled over one million subscribers in four years. During this time, the government has issued over seven billion won in refunds to households and commercial properties alike.



### JOHANNESBURG LEADING GREEN CITIES

A member of the C40, a coalition of the world's largest cities working together to create sustainable solutions for today's urban environments, Johannesburg is leading the group in its commitment to climate reporting. They are also pioneering in green investing. In June 2014, they became the first C40 city to issue a green bond on its stock exchange.



# DOMINICAN REPUBLIC ARTS SCHOOL WELCOMES STUDENTS FROM ALL BACKGROUNDS

Altos de Chavón is a picturesque arts school perched atop a hill with a campus designed by a Paramount Pictures set designer to replicate a 16th Century Italian village. Closer inspection reveals an innovative effort to solve the education gap that has impacted the Dominican Republic for years. Here, students from all socio-economic backgrounds are accepted, bringing the nation's poorest easel-to-easel with its wealthiest. The students share dorm rooms, class projects and even business ventures after they graduate, united by this creative approach to education.



#### REDUCE YOUR CARBON FOOTPRINT WITH AN APP

A wearable app called Worldbeing tracks an individual's carbon footprint. Created by Benjamin Hubert of the U.K. design studio Layer, users can monitor their consumption of everything from food to clothes to travel to see the real-life impact on the environment. The idea is to create a sense of accountability that will lead to the first steps of carbon responsibility.



### BACKED BY BILL GATES, CANADA OPENS A PLANT THAT TURNS CARBON INTO FUEL

Canadian clean tech firm Carbon Engineering opened an experimental plant that has the ability to suck carbon straight from the air using fans, and processes it into pellets. This revolutionary technology combines hard-to-reach carbon molecules with hydrogen to produce net zero emission fuels. With a unique design, this technology can also be scaled up quickly and affordably to industrial size.

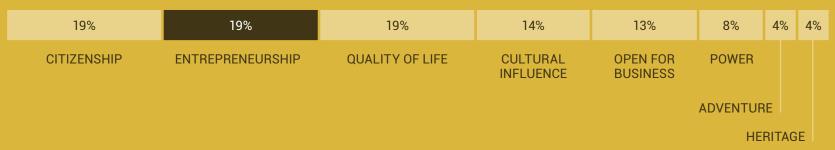
#### Chapter 3

## ENTREPRENEURSHIP

#### **RANKINGS:**

- 1. Germany
- 2. Japan
- 3. United States
- 4. United Kingdom
- 5. Canada
- 6. Sweden
- 7. Netherlands
- 8. Australia
- 9. Singapore
- 10. Denmark

#### **Entrepreneurship** accounts for 19% of our total rankings:



He was so successful, at such a young age — one million dollars earned by age 20 — that you might think that Joel Neoh is a born entrepreneur. In fact, he was an inquisitive child and he admits that he "must have annoyed people" as he constantly challenged conventional wisdom about the way the world works. Luckily, technology was upending the status quo all around him. Neoh earned a huge paycheck when he sold his popular retailing website to a global competitor. He then jumped right back into the risktaking pool with a business that sells customers subscription access to thousands of fitness centers. He soon dominated the market. Now, at age 32, Neoh is taking on the role of mentor, supplying capital and advice to entrepreneurs who remind him of himself in younger days.

At first glance, Joel Neoh's rocketing journey to the heights of success might make a case for the importance of an individual's intelligence, temperament, and innate abilities. These factors all contributed to his success. However, Neoh credits, in great measure, the business environment where he operates. In his home country "there is ample financing," and a stable regulatory

system that encourages a level playing field free of corruption and cronyism makes entrepreneurs and investors "super comfortable."

Is Neoh talking about Silicon Valley in the United States, or perhaps the high tech community in greater London? No, he's talking about Singapore. The smallest country in the top tier of our Entrepreneurship rankings, Singapore is recognized as a powerhouse of tech expertise, innovation, and entrepreneurial spirit. Long the number one country for "doing business," according to the World Bank Group, this country of five million is one of the only Asian countries in the top ten (*World Bank Doing Business Index*). Our decision makers and highly-informed respondents rank Singapore ahead of Australia, France, South Korea and China.

All of the leaders in our Entrepreneurship category score highly in a range of traits that span labor skills, capital formation, legal stability and education. At the top, Germany, despite being manufacturing versus start-up led, is perceived for "innovative" thinking across its culture while having infrastructure and a solid legal system. Of course, the 2015 scandal at Volkswagen, where executives ordered the manipulation of pollution controls, dented

The recent Volkswagen scandal shocked the German people and the officials in my country. The government expressed its dismay and shock and disappointment in the intent behind it. We are concerned that there be total transparency. There's a government investigation and a criminal investigation. Volkwagen has pledged full cooperation with authorities here. While the impact is huge on VW over time, the company is very strong and they will survive it and learn from it."

- Peter Wittig, German Ambassador to the United States



the German image. However, the country enjoys a deep reservoir of international esteem, which increased thanks to its generous response to the crisis caused by refugees arriving in vast numbers from the Middle East and Africa.

The next two countries in the top 10 – Japan and then the United States – were highly regarded in many areas but suffered from comparatively low marks in a few key aspects. Respondents judged Japan's legal system to be less pro-business than all the other top 10 nations. The United States was found lacking in education.

Although the world's opinion of America's education system should give policy-makers pause, the United States is judged to be extremely friendly to businesses seeking access to capital, an entrepreneurial spirit, innovative thinking and worldwide opportunities. Some of these traits may be associated with national character and culture. America's entrepreneurial spirit was observed by Alexis de Tocqueville when he toured America in the 1830s. However, government can set conditions that allow for innovators to thrive by creating a strong infrastructure (transportation, utilities, etc), strong social institutions (schools, courts etc.) and publicly-funded science. In the United States, federal research in energy, space exploration, defense and other areas of science and technology have produced enormous economic benefits. On a much smaller scale, the Israeli government has done the same thing, through the Office of the Chief and other agencies that support the innovation described in the book Start-Up Nation by Dan Senor and Paul Singer.

The private and public contributions combine to aid the creation and growth of small and medium sized enterprises, which are

### ENTREPRENEURSHIP SURVEY ATTRIBUTES THAT WENT INTO THE RANKING:



Skilled labor force



Transparent business practices



Well developed infrastructure



Connected to the rest of the world



**Educated population** 



Entrepreneurial



Innovative



Provides easy access to capital



Technological expertise



Well developed legal framework



### THE POWER OF A BLANK AGENDA: 'UNCONFERENCING' ON THE RISE

What can happen when you give top creative thinkers several hours together with no set agenda, a whiteboard and an embargo on slide presentations? Innovation. The kind that exists outside of daily thinking patterns and conventional wisdom. WPP's Stream exemplifies this "unconferencing" approach where the lack of structure welcomes discussion on our digital future, from communications to creativity to businesses.

#### **BEST COUNTRIES VIDEO INTERVIEW** Click here to watch



"A country that achieves economic success, by its definition, is a country that allows a very high degree of innovation, creativity, improvisation under certain elements, as well as certainly a high degree of education to enable their citizens to achieve whatever the citizen wants to achieve the economic sphere."

- Zev Furst, Chairman & CEO, First International

engines of growth and job development in the modern global economy. Generally defined as companies with fewer than 250 employees, small and medium-sized enterprises (SMEs) are typically more nimble and flexible and can adapt to changing conditions that might stymie very large ones. Accounting for 90 percent of businesses and 50 percent of employment worldwide, SMEs offer sustainable opportunities for businesses that are locally owned and operated (International Finance Corporation Small and Medium Enterprises Brief). In many countries, small and medium size enterprises (SME) are promoted by special incentives and programs. The World Bank's Development Finance Project is helping Nigeria build financial infrastructure through a \$500 million International Bank for Reconstruction and Development credit (World Bank Development Finance Project). The Irish government uses the SME Online Tool to digitally connect SMEs with the €2 billion in government funding available (Irish Department of Finance), while the Singaporean government recently committed 500 million Singaporean dollars to the ICT for Productivity and Growth program to improve high-speed connectivity for SMEs (Singaporean Government).

As a country that is friendly to SMEs, Germany has long nurtured small- and medium-sized (a.k.a. Mittelstand) businesses with strong support for education and apprenticeships. In past decades, much of this activity revolved around precision manufacturing and this business remains strong; however, since Angela Merkel's election as Chancellor in 2005, both the public and private sectors have focused more on innovative technologies and web-based enterprises. Germany captures the number four spot for Innovation in our survey and is ranked sixth for Innovation by the World Economic Forum (*World Economic Forum Global Competitiveness Index, Innovation Top 10*). Liberal immigration policies have contributed to Germany's economic growth and business development as the government's "Make It In Germany" program recruits highly educated professionals and even offers a hotline for immigrants with questions about settling in Germany.

Cosmopolitan Berlin, with its vibrant cultural scene, has attracted the bulk of the newcomers who have made the city younger and more creative. Indeed, Berlin has more than 20,000 companies engaged in creative industries and these employ more than 170,000 people. Berlin is also home to "Silicon Allee" with its hundreds of new startups aided by events such as Tech Open Air and Startup Camp Berlin, which brings innovators and investors together. The fertile scene in Berlin, which is a magnate for creative entrepreneurs, persuaded Google to open a business incubator called The Factory. It is now one of more than 20 centers that provide space, access to capital, and collaborating partners to Berliners with start-up ideas.

Robert Collymore, CEO of Kenya's top wireless provider, Safaricom, envisions a future where mobile communication system M-PESA can be used to benefit society on a larger scale.



The incubator network is just one part of the highly developed support system that won Germany a number one survey ranking in our infrastructure category. Germany also came in first when our well-informed leaders considered whether a country offered businesses a reliable legal system. A fair, consistent legal system that is free of corruption will maintain a level playing field for competitors. In the absence of such systems, which allow for the protection of property and for disputes to be settled fairly, a country falls out of favor. For example, according to perceptions in our survey, Argentina ranks 53rd in "legal framework," 60th in "transparency" and an overall rank of 35th in entrepreneurship. This score reflects Argentina's 15-year decline from from relative prosperity to laggard status when compared with other high-income states outside the Organization for Economically Co-operation and Developed (OECD) countries (World Bank Gini Index). The crossover occurred at the start of the millennium and Argentina hasn't been able to recover since.

In contrast, Japan has transformed itself to such a degree that it came in second overall when our respondents were asked about nations that support entrepreneurship. Japan scored top numbers in every category from education to tech expertise to innovation to skilled labor. But for lower scores on transparency and access to capital, Japan could have surpassed Germany. However, these minor drawbacks did not diminish the positive overall impression Japan makes on leaders and well-informed observers.

The shift in Japan's reputation, from conformist to creative, has occurred as the children of post-war Japan, who were themselves more adventurous, taught their own sons and daughters to risk failure in the pursuit of their dreams. In a country where tradition taught the strict avoidance of shame, start-ups needed a bit of coaxing, which is what Prime Minister Shinzo Abe has done with programs to reverse the NIH - Not Invented Here - style of Japanese business. We saw evidence of a change in a visit to Japan after the 2011 tsunami caused three meltdowns, and a contamination crisis, at the Fukushima nuclear complex. In the midst of the disasters, young Japanese created instant start-up charities including one that provided shelter along the lines of the commercial AirBnB service. A young serial entrepreneur named Yosh Kanematsu explained that younger adults in his country are striving to replace dull "rice work" with "life work" which adds purpose and meaning to their existence (The Athena Doctrine, Wiley Publishing 2013).

Innovation unleashed in an entrepreneurial environment can imbue a nation with a sense of purpose, too. It is no coincidence that the most highly-regarded countries in this subset of our survey are often found at the top of global assessments for quality of life, political stability, and a belief in the individual's role in charting his or her own success. Where nations provide the right environment for entrepreneurs to make the most of their innovations, people feel the sense of purpose that comes with empowerment. This state is no guarantee of success, but it is the promise the whole world seeks.



# FNTRFPRENEURSHIP

#### Perceptions that went into this ranking include:

Skilled labor force, Transparent business practices, Well developed infrastructure, Connected to the rest of the world, Educated population, Entrepreneurial, Innovative, Provides easy access to capital, Technological Expertise, Well developed legal framework

#### THE TOP 10 COUNTRIES FOR ENTREPRENEURSHIP



1. Germany



6. Sweden



2. Japan



7. Netherlands



3. United States



8. Australia



4. United Kingdom



9. Singapore



5. Canada



10. Denmark

#### THE TOP 10 ENTREPRENEURSHIP NATIONS ACCOUNT FOR

(Based on 2014 Purchasing Power Parity per capita GDP)

#### **ASIAN COUNTRIES** ARE "MOST INNOVATIVE PER DOLLAR"

A ratio of Innovation to GDP Per Capita (PPP) brings 6 Asian countries to the top of the list

- 1 China
- 2. India
- 3. Japan
- 4. South Korea
- 5. Vietnam
- 6. Pakistan

#### START UP NATION

Dynamic countries where experts see higher levels of Business Transparency, Entrepreneurialism and Tech Expertise



1. Singapore



4. Malaysia



7. Canada

8. Hungary



10. United States



2. India



5. New Zealand



9. France



11. Germany



3. United Kingdom



6. Israel





12. Uruquay

#### **RURAL RICHES**

Despite having more than half of their population in nonurban areas, these countries score well for Connectivity, Access to Capital and Developed Infrastructure

	% Population in Non-Urban Areas		
	Argentina		85%
*	Brazil		68%
-	Czech Rep	ublic	68%
400	Hungary		66%
	Thailand		56%

#### **ROI: RETURN ON INNOVATION**

Entrepreneurialism, Tech Expertise and Innovation are more correlated to FDI and Exports than traditional business considerations such as Skilled Labor Force and Cheap Manufacturing Costs

Average Correlation to FDI & Exports (USD)

71% Entrepreneurial 68%

Technological Expertise 65%

Innovative

#### THE TECH-PORTERS

Countries producing the most Tech Exports (as % of GDP) for their level of Tech Expertise

High-tech exports (current US\$)

1.Panama (III)	193,087,960,652
2.Portugal	560,058,333,865
3. Canada	112,999,509,750
4. Romania	105,075,614,374
5. Dominican Republic	60,371,906,718
6. Egypt	135,601,531,429
7. Peru	130,460,427,536
8. Azerbaijan	29,752,353,792
9.Malaysia	45,418,666,690
10. Vietnam	33,901,233,425



of our global sample – especially those in the Americas and Asia – believe that "Imagination is the key to the future"



### How would you briefly describe Germany's international reputation?

Our reputation is good and sometimes even very good. I say this based on my work here, the feedback I receive, and conversations with people from all walks of life. First and foremost as a leader in politics and business - the world is looking to Germany for leadership. Back in the 1990s, when we had to digest our unification, it meant a lot of economic reform and sacrifice. We were called the "sick man of Europe." Now in The Economist we are called the "hegemon of Europe" – and they added a reluctant hegemon – a power that has no ambition.

We were propelled into this leadership position and an increased sense of responsibility that our leaders have felt particularly in the last year. We have to play a more extensive role. The various crises since 2014 – Ukraine in February, the annexation of Crimea, then the Greek crisis, which was a challenge for the Eurozone, now the refugee crisis. Afghanistan and Isil where we are stepping into a hot war zone with a military contribution. All that propels us into that leadership role. That has changed the role of our country and the perception of our country.

### A nation's reputation is similar to a brand. Does Germany have a nation brand? If so, what is its personality?

The balance seems to be very good. It's based on a strong, healthy economy. We survived the shocks of the financial crisis much better than others. We have been stable, the locomotive of growth in Europe. This healthy economy is something that impresses people. We have a high degree of political stability combined with solid wealth and social peace.

The mindset of the German people is well reflected in the Chancellor. She's a very cautious, very rational leader. She doesn't make important decisions in an emotional or passionate way. Her understanding of leadership is based on the fact that we are firmly embedded in Europe and the Western alliance. You could see that in Ukraine crisis – the Chancellor insisted that France was on board.

Her humanitarian response is a watershed moment – one of the most dramatic moments in the history of the European project and the biggest challenge since German reunification. She has decided to follow humanitarian standards, but also in accordance with our historical legacy.



We have a liberal asylum law as a result of the Nazi regime that is ingrained in the law and in the judiciary. This is a lesson our founding fathers prescribed to us after the Second World War. Had she reacted differently, it would have been a disaster. She has led by setting the standard.

### How does innovation and entrepreneurship contribute to Germany's nation brand?

We are at least in some spheres very innovative. We call it The Land of Ideas ...There's a specific German interest in manufacturing. Whereas, the Dot Com Boom intoxicated some people, Germany never followed that model. The backbone is still manufacturing and, in particular, the small and medium enterprises. They account for 99 percent of our firms and for more than 50 percent of our economic output.

What factors do you believe are necessary to drive innovation and entrepreneurship within a country?

We do it in a different way. We call it the social market economy. We are capitalist, but it's embedded in high social standards. The state sets that standard. In the American model, people fight about healthcare. This is something we take for granted. The state has to provide a framework for social insurance. This element of welfare state in our model deviates from pure capitalism, where the government role is as small as possible, but it leaves enough room for innovation and creativity.

### Is a nation's innovation driven by its government, its businesses or its citizens?

All are involved. One example is that of vocational training of skilled labor. It's a partnership. The enterprises train the trainees at their own expense. The state provides the community college. Individuals can choose from 350 specialized professions. They get a two-year certificate and it usually gets everyone a job. Most people, in turn, stay with the enterprise that trained them. More than 50 percent of our high school graduates choose that track.



### When it comes to innovation and entrepreneurship, how should governments help entrepreneurs and facilitate innovation?

We have one model with our Fraunhofer societies, which are research hubs partially funded by government. There are sixty-seven of these named after an engineer from the 19th century. They do applied research that drives development of industry, the service sector, and public administration.

We don't have the kind of venture capital scene like in Boston or the Silicon Valley but we are trying to create funding and set the conditions for the start-up scene. Berlin is a destination where that is happening quite fast. We have also set up incubators and accelerators in San Francisco, New York and Boston, where young Germans working on start-ups can spend three or four months. This is something America is a leader in. We cannot emulate it, but we're eager to entice that culture.

### What is your opinion on the concept that some companies are simply "too big to fail"?

Too big to fail is less of an acute problem for us. We have Siemens and Bosch, which are global, but our structure is different. We would not subscribe to the concept that the government has to save the big guys. It's not part of our experience.

# Would you credit Germany's Mittelstand as a major force in the country's ability to create and apply innovative technology and business practices, respectively? If so, how?

Our businesses invest in innovation for the long term. This is our trademark. We have major companies, yes. But it is often the small enterprises that are world market leaders in their niches. We have 1,300 market leaders from the small and medium sized enterprises.

They are mostly family owned, which means they are not hooked on shareholder values. Their policies are long term. Most engage in dual professional training and train their own laborers. All of this favors innovation for the long-term.

#### What can other countries learn from Germany's example?

We have a grand coalition, with the two main parties ruling together. This is something unimaginable in many countries, but we have a more consensual approach to politics. It helps us to maintain stability in the face of the many crisis we are facing. Even internationally, we believe we should never be leading alone.



#### How would you briefly describe Israel's international reputation?

The inevitable associations with the Middle Eastern conflict heavily influence Israel's international reputation. Israel is considered a strong leader, with a daring and confident spirit, but at the same time, it is perceived to be a very militaristic society, dominated by men, religion and war. Very little is known about its many attractive and relevant qualities. Having said this, Israel's strength and resilience seeps positively into its economic reputation, drawing also on its ability to withstand economic turbulence, making it attractive for economic purposes and as such, it is considered a good place to invest in and do business with. This is also a direct result of its innovation-based economy, which is strongly apparent in its high tech sector.

### A nation's reputation is similar to a brand. Does Israel have a nation brand? If so, what is its personality?

There is a distinct gap between perception and reality, where Israel is concerned. Israel is in the unique and unfortunate position of a nation brand about which many people think they know a lot, but in fact, their knowledge is quite limited to its actions relating to the Israeli-Palestinian conflict. Therefore, Israel's current nation brand is very much related to and limited to the conflict.

However, casting aside the heavy veil of the conflict, and exposing Israel's true characteristics and advantages, Israel's brand can be summarized as "Creative Energy". There is an energy to Israel that is literally palpable and is absolutely linked to the fact that its citizens live in a state of conflict. As a place embroiled in a conflict, with limited natural resources and unstable conditions, Israelis have had to be very creative, resilient and active in order to ensure their survival. As a result, the Israeli people are extremely innovative and entrepreneurial.

If Israel were a person, its personality would be: informal, energetic, spontaneous, straight-talking, argumentative, analytical, outgoing, warm, fun.

### How does innovation and entrepreneurship contribute to Israel's nation brand?

Innovation and entrepreneurship are key components of Brand Israel. The world is desperately seeking nations that are able to constantly think out-of-the-box and find solutions to global challenges, and when such solutions arise, to act upon them, be fearless in the face of potential failure, and see things through. This is what Israel can offer the world, which increases its brand value tremendously. For Israel, which as previously mentioned, has a controversial and complicated brand, innovation and entrepreneurship are important positive components that improve its global reputation.

What factors do you believe are necessary to drive innovation and entrepreneurship within a country?

To drive innovation and entrepreneurship within a country, some basic factors need to be present:

- A flourishing economic environment with less government control and involvement;
- A multi-cultural society, more often than not influenced by the degree of immigration it allows (higher and more varied immigration leads to variety within the types of people that make up a country's society – the more varied it is, the more creativity abounds);
- A can-do spirit that often rests upon the country's history and heritage;
- An acceptance of failure as an integral component of break-throughs and new ideas;
- Significant government and private sector investment (but not, as aforesaid, control) in industries where innovation and entrepreneurship are a necessity – such as high tech.

Is innovation driven by a country's government, businesses or its people?

A country's innovative spirit either exists or not. Certainly, innovation can be encouraged and developed by the government where a country's innovative spirit is not very developed, but some countries simply have it as part of their national character. Government can support innovation by providing the necessary infrastructure, which in turn encourages businesses to invest and for people to thrive. Where incentives exist, entrepreneurship abounds. That being said, if the people themselves — like in the case of Israel - have a spirit of entrepreneurship that transcends their geographic definition and limitations, then even if the government does not provide the necessary infrastructure, it will happen by inertia.

How has Israel's approach to innovation changed over time?

Innovation has always been a part of Israel's very existence.

When the state was established, it had to deal with almost impossible conditions, such as waves of immigration following



the Holocaust, or coming from Arab countries and of course numerous wars. This required an out-of-the-box-thinking approach from the top down.

In the 1990s, Israel's government invested heavily in its high tech sector, not least as a result of the influx of Russian immigrants fleeing Soviet Russia. These immigrants were highly skilled and contributed tremendously to Israel's capabilities in the fields of engineering, medicine, science, mathematics and much more. In the '90s, the government recognized Israel's potential to become a global leader in high tech and invested a significant portion of its budget in research and development, patents and more.

Israel's army, the Israel Defense Forces, which in the early days was busy defending the country from aggression by its neighbors, also – over time – developed its intelligence and cyber units and ensured that the connection between industry, the army and academia remains strong, and today serves as a driver of innovation in Israel.

How do you see Israel's approach to innovation continuing to change in the future?

Israel sees its brand as the Startup Nation to be one of its biggest assets and therefore I expect to see continued government investment in industries in which this spirit can be developed further.

Local government has also in recent years taken an active part in creating the necessary conditions for businesses to thrive and develop, and — like the global urbanization phenomenon - I expect this will continue to grow. I expect social philanthropy in Israel to grow, and social enterprises as well. Israel's government has to invest a significant portion of its annual budget in security considerations, and therefore I do expect the private sector, and the philanthropic sector to bolster their investment in innovation.

### How does social innovation contribute to Israel's competitive advantage as a country?

There is an enormous amount of social innovation in Israel, probably because the government does not invest enough in it, and because where innovation is part of a national psyche, it necessarily manifests itself everywhere. Social entrepreneurship in Israel thrives, and makes up a significant part of the term, the "Startup Nation".

affa Port "Closing companies is part of the process. If you are not willing to assume that it is, then it is impossible to succeed at all. The elements I want to see in a company have to do with the people. It's about the virtues of the people. They have to be top talent, this is quality number one. Second, I want them to be nice people because your mood and happiness depend on the people around you. Third, I want the entrepreneurs to be very careful with money and very responsible."

-Yossi Vardi, Israeli Entrepreneur

These contributions add to Israel's competitive advantages well beyond its innovation-based economy, its rich heritage and history, and its multicultural society. Especially for the millennial generation that greatly appreciates social justice and involvement, if they were to know about Israel's contributions in this regards, Israel's brand would be infinitely stronger and more attractive to them.

### What can other countries learn from Israel's example of innovation?

1. Immigration: laxer regulation on immigration (putting aside the current refugee crisis in Europe, which is a different matter altogether) and the development of an aggressive integration system for immigrants upon arrival;

- 2. Army: If other countries treated their soldiers who come back from combat or are leaving their military careers, as Israel treats its young men and women who finish their army service, their economies will benefit greatly. Israelis recognize that military training can contribute significantly to a person's business capabilities, whereas in other countries, there is more appreciation for educational prowess over military experience.
- **3. Failure:** In Israel, if you have failed, you are more likely than not to succeed in the future. This spirit is integral to the development of an innovative eco-system. Failure in Israel is embraced, talked about and even celebrated. Other countries, especially in Asia, where failure is a four-letter word, would benefit greatly from developing this kind of approach. It will allow for a much more creative society, where new ideas and the willingness to take the necessary risks to turn these ideas into reality, are the norm.



# CASE STUDIES



### INCLUSIVE ENTREPRENEURSHIP IN AFRICA

African countries are encouraging innovation among women and young entrepreneurs. The continent-wide Anzisha Prize rewards 17 to 22-yearolds who solve social problems through innovative businesses or projects. Ethiopia is offering incentives for women through loans and microfinancing; Namibia and South Africa have abolished all legal barriers for women to become entrepreneurs. With the help of overnight successes like mobile phone giant Safaricom and mobile payment system M-Pesa. Nairobi has risen as a startup hub known for its ability to adapt to existing infrastructure and regulations throughout Africa.



### TRANSFORMING JAPANESE GOLF GREENS INTO GREEN ENERGY

Japanese manufacturer Kyocera is capitalizing on the country's 40 percent decline in golf participation. Offering large greens that are cleared of trees, golf courses are an ideal environment for solar panels. The pilot course for this idea, Kagoshima, is set to be completed in 2017 and will provide electricity for 8,100 households.



### REINVENTING THE WHEEL... LITERALLY

An Israeli farmer has figured out how to make his wheelchair work harder with "SoftWheel." Transforming what can be a bumpy ride that wastes 30 percent of the user's energy due to lack of suspension, this new design absorbs shock before it reaches the rider, increasing efficiency and ride quality for wheelchair users.



### SOUTH AMERICA'S INNOVATION HUB: 'CHILECON VALLEY'

Known for its copper production, Chile is looking to make a name for itself in a new export: innovation. The government-led Start-Up Chile initiative provides capital, including a visa, for international entrepreneurs. Three years after founding the program in 2010, Chile earned the second spot on WIPO's Global Innovation Index for the region.



#### **E-RESIDENCY IN ESTONIA**

Estonia has opened up its digital borders to Singaporeans in 2016. "E-Residency" allows entrepreneurs to start companies in Estonia and run them from abroad, without paying taxes there. Bringing a government service beyond the country's borders by taking it online, will this start a trend of offering government as a service remotely?



# FROM "MOST DANGEROUS" TO "MOST CREATIVE": A TALE OF COLOMBIA'S RECREATION

When asked where Facebook's first international town-hall meeting was held, chances are Bogota, Colombia, is not the first city that comes to mind. Mark Zuckerberg hand-picked the city for its growing entrepreneurial culture. Colombia's emphasis on diversifying its economy and foreign direct investment, along with a growing middle class, have made the country increasingly attractive for business. Combined with the country's young, thriving sprit of creativity, it is a rising South American haven for innovators.



#### TURKISH AGRICULTURE: THERE'S AN APP FOR THAT

Farmers in Turkey have been battling climate change as rain becomes less predictable in their arid part of the world. The Turkish government is promoting sustainable agriculture by bringing real-time agricultural updates to farmers' tablets through a free intranet service. From wind speed to rain predictions, the app provides information powered by 1,200 ground stations using sensors to pick up on the natural elements.



#### **INDONESIA GETS INTERNET FROM BALLOONS**

Google's Project Loon will start testing in Indonesia this year, bringing internet to 83 percent of the population that does not have access. Following the successful model piloted in Australia, Brazil and New Zealand, Google will work with local network operators to provide connectivity from the sky via balloons that hang in the earth's stratosphere, well above airplane traffic and weather complications.



#### CAN BEER BE THE NEXT BIOFUEL?

The quest for alternative fuel sources has revealed an interesting solution in New Zealand: a biofuel made with yeast left over from beer brewing. DB Exports Brewtroleum not only prevents this yeast from going to waste but also helps limited gasoline resources go farther. We'll drink to that!



### THE PHILIPPINES IS THE MOST ACTIVE COUNTRY ON SOCIAL MEDIA

Last year, 86 percent of mobile web page views in the Philippines came from social networking sites, representing a 62 percent year-over-year increase and making it the most active nation in the world for social media usage. Driven by the rise of smartphones in the Philippines (55 percent of the population had one in 2015), social media provides connectivity, especially on Facebook, the preferred network for Filipinos.

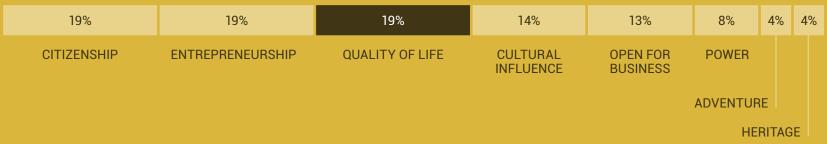
#### Chapter 4

# QUALITY OF LIFE

#### **RANKINGS:**

- 1. Canada
- 2. Sweden
- 3 Denmark
- 4. Australia
- 5. Netherlands
- 6. New Zealand
- 7. Germany
- 8. Austria
- 9. United Kingdom
- 10. Luxembourg

#### Quality of Life accounts for 19% of our total rankings:



When Britannia ruled the waves, the monarch's subjects may have felt a sense of satisfaction or even superiority based on their nation's might. Today's leaders and citizens do not equate might with right in the same way. They admire, instead, societies that offer safety, stability, and support for families; in other words, quality of life. The best countries in this measure provide for the health and education of their people in ways that inspires the kind of confidence that is the foundation for economic growth.

A case in point is Denmark, which occupies third place in our quality of life rankings and provides citizens with universal healthcare, heavily subsidized day care and free education through university. The main appeal in the Danish model seems to be that it provides a secure base for individuals and families who face the uncertainty of global economic competition and worries about the current costs of health care and what the future holds for their children. The sense of peace enjoyed by Danes satisfies a basic human desire for security. As they responded to our questions about their outlook on life, we found a bit more than 80 percent of people in all regions agreed, to one degree or another, with the statement, "I would like things to be certain and predictable."

Perhaps not surprisingly, desire for certainty was greatest in the region where predictability is in short supply, the Middle East. Respondents in this region also seemed most pessimistic about their ability to improve things for themselves. More than 10 percent agreed strongly with the statement, "There is little I can do to change my life." In the Americas, only 5.5 percent were so pessimistic. In fact, they were on the other end of the scale, with more than 30 percent saying they strongly disagreed with the

proposition that they had little agency when it came to improving their lot. By this measure, they were the most optimistic than people in our survey.

Europeans also show a strong sense of self determination, with only 5.8 percent strongly agreeing that there is little they can do to change their futures. This may seem like a paradox considering the assumption, at least among some Western economists, that the high taxes required to maintain welfare states drain national economies of essential capital and could erode people's work ethic. Although the taxes required to provide these supports consume, in Denmark's case, almost half the national income, the system does not seem to make people less willing to work, as some economist might predict.

"There is little I can do to change my life."				
	Strongly	Strongly		
	Agree	Disagree		
Middle East & Africa	10.6%	29.3%		
Americas	5.5%	30.4%		
Asia	7.4%	14.1%		
Europe	5.8%	18.0%		

(BAV Nation Brand Study, 16,200 respondents, Aug 2015)



In fact, throughout this century, Danes have far outpaced Americans when it comes to the percentage of prime workingage adults who are employed (*Federal Reserve Bank of St. Louis*). Obviously the Danish economy has performed well enough to create these jobs.

As in many of our best country categories, wealthier developed nations cluster in the higher range of the ratings. However, a comparison with the world's top ten countries by per capital wealth finds that none of them are among the ten best in the quality of life section of our study (*International Monetary Fund 2014 GDP based on PPP*). For example, the United States' position as an economic powerhouse (first in overall GDP and 10th on a per capita basis) was not enough to earn a quality of life ranking higher than 14th. The United States score was dragged down by its poor standing when it comes to affordability (44th) and safety (20th).

Is the United States as expensive or dangerous as our respondents fear, or are these rankings the result of the picture of American life the world sees on video and movie screens? These questions are almost irrelevant because, when it comes to national image, perception is synonymous with reality. If the world believes that a country offers a high quality of life to a typical citizen, then it will benefit from this esteem. This reputation-is-reality dynamic holds for Canada, which claimed first position for quality of life. In every subcategory exception cost-of-living, Canada places no lower than fourth. Its job market is rated best in the world, as is its education system. These two traits surely contributed to the high scores given to Canadian society for political stability, which is essential to those who would seek to immigrate or to invest in new or existing businesses.

### QUALITY OF LIFE SURVEY ATTRIBUTES THAT WENT INTO THE RANKING:



Income equality



A good job market



Economically stable



Family friendly



Politically stable



Safe



Well developed public education system

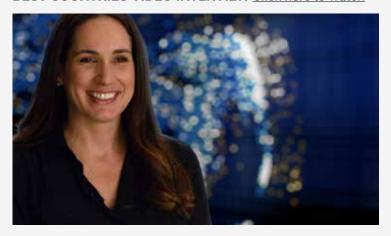


Well developed public health system



Affordable

#### **BEST COUNTRIES VIDEO INTERVIEW** Click here to watch



"We've seen that the entire world now put a spotlight on the access to education, especially for girls and women, the inequalities in education around the world and what that ends up meaning for a country and for people as a whole. The great thing is people are talking about this. You have the hashtag "62 million" which recognizes that there are 62 million girls who want to be in school and aren't in school right now, which is huge. The impact of that on every country, on the GDP of those countries where they don't have equality – gender equality in schools – is really, really large."

- Anna Blue, Deputy Director, Girl Up at United Nations Foundation

Quality of life is one of the three big elements in our global assessments of national reputations, equal to innovation and citizenship. It consists of a combination of social supports,

like public health and safety, and opportunity for the individual through education, employment, and economic security. When the United Nations set an agenda called Global Goals for Sustainable Development at its last general assembly, all 17 goals were aimed at encouraging a high quality of life for the greatest number of people. Gains in the battle against poverty suggest that hundreds of millions of people who once struggled for subsistence have reached a level of basic economic security that permits them to consider broader concerns (The World Bank World Bank Forecasts Global Poverty to Fall Below 10% for First Time). And thanks to the mass media and the Internet, information about global conditions are always at hand, with a few clicks, busy parents in Pakistan can discover that schools in Portugal care for kids until 5:30 PM. Parents in the United States, where daycare varies greatly in quality and cost – often higher than housing – can learn about Australia's national minimum standards.

As they seek to balance robust private development with the public demand for community services, leaders in Australia and many other countries win favor by supporting quality of life for all. France, for example, gets poor marks for its job market and high cost of living, but a highly-regarded public health system (rated 8th best in the world by our respondents) improved its overall ranking. Similarly, Malaysia, Thailand and Vietnam don't break into the top 60 in the United Nations "human development index," but they occupy 22nd, 23rd, and 24th place amongst the 60 nations in our survey for quality of life (*United Nations Human Development Index*). These three countries benefit extremely from affordability and they are also credited in our survey with remarkably strong job markets. These views are informed, no doubt, by media reports on

the GDP growth in these countries and across Southeast Asia. Although developing countries often depend on labor intensive industries such as manufacturing to drive job growth, leaders in these societies are turning to more advanced technologies to improve quality of life more rapidly. In early 2015, the Academy of Sciences of Malaysia organized a regional symposium on a so-called "Smart Villages Initiative" that would use solar and other forms of power generation to create self-contained electric and communications grids in rural areas. In Kenya, private enterprise has transformed financial life for millions of people with an instant cashless payment system based on cell phone technology. M-Pesa (mobile combined with the Swahili word for money) enables secure payments for goods and services even in the most remote places. In a nation ill-served by traditional banks, the M-Pesa aids entrepreneurs and consumers, and even helps farmers complete sales of their crops.

Essentially a secure and reliable form of instant data transmission, M-Pesa turns information into economic activity. Leaders in other countries are using technology to educate people so that they can better themselves and better the societies they inhabit. China and the World Bank are collaborating on a virtual learning center — called the e-Institute — to provide practical education to millions of urban poor. Now available in eighteen provinces, this training is essential for residents of small and medium sized cities where new arrivals find limited options for schooling. Without job skills to match the needs of employers, people are more likely to seek opportunities in major metropolises, which are already straining under the pressure of population growth.

## MALAYSIA LEADS EFFORTS TO BRING CUSTOMIZED ENERGY SOLUTIONS TO RURAL VILLAGES

Two Malaysian universities have teamed up to make the United Nations' Sustainable Development Goal of energy access for all by 2030 a reality. In conjunction with a UK-based team, the Smart Villages Initiative is hosting workshops across Africa, Asia and Latin America to urge community members in rural areas to create solutions to their unique energy issues. Because each community faces its own issues when it comes to access to electricity, the input of its citizens is imperative for developing custom, functional solutions.



On a smaller scale, the Danes, who already enjoy a much-envied quality of life, are embracing an environmentally friendly project under the banner of an organization called Stop Wasting Food. Founded by a young woman named Selina Juul, Stop Wasting Food shifted responsibility for waste from farmers and food sellers, who often come in for criticism, to consumers, who actually account for the largest share of waste. Many Danish chefs have joined Juul's initiative and it has been endorsed by former Prime Minister Poul Nyrup Rasmussen. A 2014 poll found that half of all Danes think more carefully about the food they buy and consumer and one-third believe they are wasting less food today than they did five years ago (NPR Denmark Might Be Winning the Global Race to Prevent Food Waste).

Danish food conservation, Kenya's M-Pesa and China's e-Institute show that quality-of-life improvements can be initiated by actors in every corner of a given society. Relatively new global assessment scales, like the Program for International Student Assessment, which measures schools and press efforts to rate

# 25%

the amount the Danes reduced food waste from 2009 to 2014

(NPR Denmark Might Be Winning the Global Race to Prevent Food Waste)

countries and communities are providing people everywhere with the means to make rough judgments about the conditions where they live. These ratings may not be scientific but people everywhere would prefer to see they are living in, say, one of the world's happiest places (Bhutan often tops such lists) and will expect their leaders to do something about it should their nation land in the bottom tier in any important measure. It may be enough, for most people, to maintain a place in the middle of the pack but few will long tolerate coming in last.

## CAN YOU GUESS THE RATE OF HUMAN PROGRESS?

Despite improvement in recent years, people perceive conditions in low-income countries to be much worse than they are. The truth is:



Over the last 13 years, average life expectancy has increased from 65 to 70-71 years



80% of global population has electricity at home



85% of children are vaccinated against measles

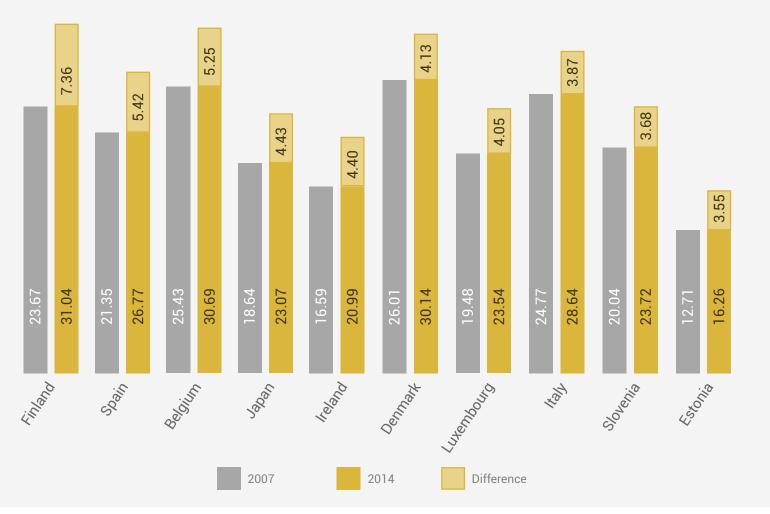


90% of girls are in primary school

(World Economic Forum Human Progress is Faster Than You Think)

#### **SPENDING ON SOCIETY**

Across the OECD, public social spending is worth 22 percent of GDP. These are the countries with the most momentum in social spending, showing the highest growth from 2014 to 2007.



(OECD Social Expenditures)

# QUALITY OF LIFE

## Perceptions that went into this ranking include:

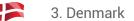
Income equality, A good job market, Economically stable, Family friendly, Politically stable, Safe, Well developed public education system, Well developed public health system, Affordable

## THE TOP 10 COUNTRIES FOR QUALITY OF LIFE



1. Canada





4. Australia

5. Netherlands



6. New Zealand



7. Germany



8. Austria



9. United Kingdom



10. Luxembourg

## THE PEACE MAKERS

Countries with the most Safety, Gender Equality, Concern for Human Rights and Religious Freedom

## THE TOP 10 QUALITY OF LIFE NATIONS ACCOUNT FOR

31% of GDP

(Based on 2014 Purchasing Power Parity per capita GDP)

1.Canada

2. Sweden

3. Netherlands

4. Australia

5. Denmark

6. New Zealand

7. United Kingdom

8. Luxembourg

9. Austria

10. France



Countries that rank in the top 30% for both Health Consciousness and Has Great Food

Japan

Italy

Singapore

France

Spain

Portugal



Countries that experience the most happiness in relation to their productivity

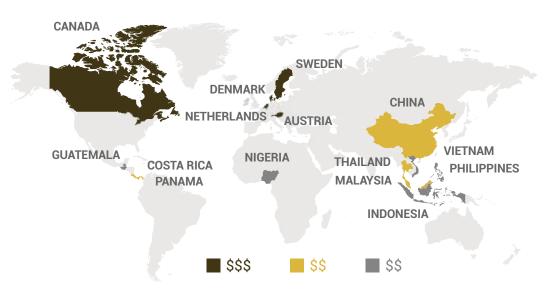
## 1.Brazil

- 2. Italy
- 3. New Zealand
- 4. Australia
- 5. Spain

- 6. Sweden
- 7. Netherlands
- 8. Portugal
- 9. Canada
- 10. Costa Rica



Top 5 countries for Quality of Life relative to income level





#### MILLENNIAL POTENTIAL

Countries where Millennials Want to Live, compared to the general population

- 1. Austria
- 2. Chile
- 3. Peru
- 4. Costa Rica
- 5. Czech Republic



#### THE CONNECTION EFFECT

Quality of Life is

79.6% correlated to Being Connected to the Rest of the World



# How would you briefly describe Denmark's international reputation?

Denmark is known as a free-market democracy with a high degree of social security that prioritizes human rights and the fight against climate change. Denmark is a creative nation, built on social engineering to create one of the world's richest countries. We are also known to take seriously our international responsibilities. To give you a couple of examples, Denmark stands with the global community to counter terrorism and has joined the fight against ISIL, and we remain one of only five countries to meet the UN's target of spending 0.7 percent of its GNI on the world's poor.

Denmark ranks in the top 10 of the most competitive nations in Europe and in the top 13 of the most competitive nations in the world, according to the World Economic Forum (World Economic Forum Global Competitiveness Report 2014-2015). We rank in the top 5 of the most creative nations in the world, according to Global Creativity Index 2015 (Martin Prosperity Creativity Index 2015).

# A nation's reputation is similar to a brand. Does Denmark have a nation brand? If so, what is its personality?

Denmark's personality is built on the guiding principles of modesty, egalitarianism, democracy and sustainability. Denmark's brand attracts foreign investments. For example, because of our strong brand as a sustainable country, earlier this year, Apple decided to establish one of the world's largest data centers in Denmark. The new data center will be powered by renewable energy, and surplus heating will be recycled in the local district heating system, thereby minimizing any negative environmental impact. Because of Denmark's long-term investment in sustainable technology we are attracting foreign investments, and at the same time the global community is looking to Denmark for inspiration on how to grow their own renewable energy mix.

## How does quality of life contribute to Denmark's nation brand?

First, a high 'Quality of Life' score is great publicity for us!

Second, and on a more serious note, it contributes to the better understanding of our social welfare model. Obviously, there is a cost to this. Taxes are high. However, the combination of a dynamic, competitive and liberal society where it is the obligation of the government to create an environment for businesses to thrive, and where citizens, within reason, are given the freedom to create their own individual happiness, has proven to be a good foundation for a high quality of life.

# Is a nation's quality of life driven by its government, its businesses or its citizens?

I believe that the quality of life of a country is a joint-venture. Private-public partnership is paramount and a key to success. Denmark is one of Europe's most competitive industrial countries with the best public sector in the world. And, from the

recent OECD and Global Competitiveness rankings, I believe we must be doing something right.

What factors do you believe are necessary for any country to provide a high quality of life to its citizens and residents?

Denmark has a lot to offer in terms of how we organize our society. The factors necessary, in my opinion, for a country to provide a high quality of life, are a politically stable society with a competitive economy, where citizens are given a great deal of freedom to pursue their own dreams and goals.

The latest OECD 'How's Life' report says that Danes are the happiest with their lives (*OECD How's Life? 2015 Report*). That is a good measure of how good Danes perceive their quality of life to be.

Danes have a special relationship with their bicycles. Can you explain how it has become a major form of transportation in Denmark's capital?

In the 1960s, cars were threatening to displace bicycles in the main Danish cities. But the oil crisis and the environmental movement reversed that trend. Danes associate bicycles with positive values, such as freedom and health, and in recent years cycling has actually become a symbol of personal energy. The bicycle has become very modern again, aided by societal development, successful political initiatives and conscious

marketing. The three largest Danish cities – Copenhagen, Aarhus and Odense – have all carried out large branding campaigns that put cyclists in a positive light on advertising billboards, on the internet and by actively including cyclists in new bicycle projects. The result is an increasing number of cyclists and cleaner, healthier and more live-able cities.

Is there a culture that has evolved from the widespread usage of bicycles? If so, what does that culture look like?

45 percent of people in Copenhagen bike to work and school every day, according to a new study by the Municipality of Copenhagen (*Copenhagen City of Cyclists: The Bicycle Account 2014*). So you can imagine what Copenhagen looks like during the morning rush. The city literally comes to life. Men in business suits, women fashionably dressed in the latest styles down to their high heels, and parents carrying their children in a cargo bike, all hop on their bikes and set off for work or school. Including even the royal family. A photo of Crown Princess Mary and her twins on a cargo bike coming back from kindergarten went viral just a few weeks ago.

Aside from a great workout, how has the Danish population benefited from its widespread use of bikes?

Danes, in general, are fairly fit and, of course, biking helps. But cycling is also the preferred means of transport because it's the quickest and easiest way to get around.



"Biking puts you in contact with all sorts of people, face to face. You are on the street with a lot of different kinds of people and not within your own car. It may affect the way you think about your fellow citizens. You share a social sphere with different kinds of people and that's a positive thing."



Biking has also become part of what keeps our lives together – allowing us to better connect our everyday tasks. While this tells us a bit about the Danish mind-set it also demonstrates that given the right support, cities around the world can be modelled to be more sustainable.

## What can other countries learn from Denmark's affinity for biking?

How do you create a city of cyclists? More than anything, you need to make cycling safe and competitive with other modes of transportation, and a great point of departure is having city planners armed with political will who make access for bicycles in public spaces a priority.

In Copenhagen there is a coherent network of designated bike lanes all over the city. That means you can ride from one part of Copenhagen to another almost without ever having to leave the bike lanes. Not only is biking made safer that way, in most cases it also means less travel time than going by car or bus.

Creating viable infrastructure and policies is important, but these are only some of the elements in developing a more sustainable and live-able city. As long as the common understanding of mobility is connected to the concept of driving a car, the road towards sustainable urban mobility through cycling will not be an easy one.

Therefore part of the challenge is to change public perception of which kinds of mobility carry the greatest benefits for both citizen and society. Fortunately, cycling leaves plenty of facts on the advocate's side – to be used in campaigns and other communication activities. Performing over the long haul has been the essence in the Danish capital.

Copenhagen – as a city of cyclists – wasn't designed and constructed overnight. It has been decades in the making, and the consistency in prioritizing cyclists on the city's street goes a long way to explaining why there are more bikes than citizens in Copenhagen today.



# Calai Reshef

President of University of the People, the world's first tuition-free, non-profit online academic institution

"I believe there is no greater use for the invention of the Internet than spreading knowledge."

## What is the mission of the University of the People?

The mission of University of the People is to open the gates to higher education by offering affordable, quality, online, accredited degrees to any qualified student around the world.

What role does education play in the quality of life for the citizens in their countries? How does providing education make people stronger contributors?

When you educate one person, you can change a life, but when you educate many, you can change the world. Nothing is as important as education. Higher education is a key ingredient in the promotion of world peace and global economic development. Higher education should be a basic human right for all, and not a privilege for the few. Education can both transform the lives of individuals and be an important force for societal change, strengthening respect for human rights and fundamental freedoms, and in promoting understanding and tolerance.

Your institution is not hindered by borders or limited by tuition. How do students get access to quality education material and learn at a competitive pace?

We have enrolled students from over 170 countries. As an online university, naturally, having a basic internet connection is essential for studying at UoPeople.

I believe there is no greater use for the invention of the Internet than spreading knowledge. UoPeople uses the Internet to serve as an equalizer, offering access to high quality education to all qualified students, even as other factors divide them. In the online classroom, there is room for all – nobody needs to sits in the back of the lecture hall.

# Where is UoPeople headquartered and which regions have the highest enrollment of students?

We are headquartered in Pasadena, California. We have enrolled students from over 170 countries. UoPeople has attracted many first-generation college students, single moms, undocumented immigrants, Rwandan orphans and survivors of the genocide, Haitian earthquake survivors, refugees from Africa and Syria, and a plethora of others who have been financially, geographically or socio-culturally denied the opportunity for one reason or another, to access a quality higher education degree. Most students are enrolled from the US, followed by Nigeria, Canada and Haiti.

## With students from 170 countries, how are classes adapted to various cultural customs and societal norms around the world?

We put students in small online classes of 20-30 students, often representing as many countries from around the world. They learn from each other, and learn to respect each other. Our peer-to-peer pedagogy makes students be aware, opens their mind, and shifts attitudes towards other cultures and perspectives.

# Can you explain UoPeople's "global village" approach? How does it empower students to make change in their communities?

Peer-to-peer learning is at the center of UoPeople's interactive instructional model. It is built on the belief that studying as part of a global learning community is highly motivating and that mastery is facilitated through actively applying one's newly-acquired knowledge and skills. After reading the relevant material for the week, students are expected to contribute to the class discussion and comment on one another's entries. Through the give-and-take of the discussion forum, students build on the contributions of others, and collaboratively generate knowledge and understanding. With classmates from so many different countries, cultures and backgrounds, peer learning and assessment also broadens students' appreciation for differing ideas and global perspectives and ideas. Course Instructors participate in discussion forums as co-learners, and also to facilitate interaction and monitor assessment outcomes. Every time a student takes a class, s/he meets 20-30 students often from as many different countries, which fosters a unique global perspective.

How has the UoPeople made an impact specifically through its initiatives in Africa? Can you share an example of how a UoPeople student has gone on to improve his or her community in this region? The right to a quality education mustn't be a matter of one's geographical or financial situation. In Africa in particular, online education can be more accessible than traditional education and utilizing it can mean the difference for millions of individuals to successfully attain education or remain shut out of education, as is the status quo.

# How does UoPeople empower students in crisis situations, such as refugees, migrants and victims of natural disasters?

Reaching out to the least upwardly mobile population is very much in line with the university's mission, to open the gates to higher education to qualified students and those most in need of education in order to overcome other barriers. The hardships that these people have experienced cannot be reversed; through education, however, their futures can be transformed. UoPeople has experience with providing refugee assistance programs with UNHCR, whereby a special policy, approved by the university's US accrediting agency, DEAC, has been established in order to admit refugees and asylum seekers in cases where official transcripts and documents cannot be obtained. In addition, we set up computer centers following the Haiti Earthquake of 2010, in addition to special scholarship funds for survivors of the Haitian disaster. We have special scholarship funds for refugees from around the world and we believe that in spite of their transitory circumstances, whether the students remain in their

host countries, relocate again, or return home, these students will be able to continue their online studies and qualify for their chosen degree through UoPeople. For this reason, we have been called a "University in a box". We're with the students wherever they go. The only way to make a lasting difference in the future lives of the individuals, their families, communities and host countries, is through education.

# How can other institutions, public and private in other countries, learn from the example of the UoPeople?

Governments, instead of spending millions on building brickand-mortar universities with resources they do not have, can educate every qualified student online, tuition-free. In 2025, UNESCO has stated that nearly 100 million people will be deprived of a higher education simply because there will not be enough seats available for them (UNESCO Director-General Irina Bokova, quoted in UNESCO Debates Uses and Misues of Rankings). University of the People is not only servicing those who are currently constrained from attaining higher education, but also, and perhaps even more important, it is building a model for governments and universities worldwide to emulate in order to educate even greater numbers of individuals in need. We are willing to show them how to do it. The UoPeople model shows that every single qualified person in the world can get an affordable, quality higher education opportunity. What a great leap this would be for not only the individuals, but for their families, their communities, their countries, and for the world at large.



# CASE STUDIES



## RELIGIOUS CROSSROADS IN AZERBAIJAN

Bridging Europe and Asia, Azerbaijan has long been a cultural crossroads of the East and West. With a predominately Muslim population, the country has made strides to make those from other religious backgrounds feel at home. The President allocated approximately 2.8 million USD to the Religious Culture Development Fund in 2015 to continue the country's efforts to promote education as a foundation for understanding.



# MOROCCO EMPOWERS WOMEN BY EDUCATING THEM TO BE SPIRITUAL GUIDES

The Moroccan government is educating women to become spiritual guides, or "Mourchidat." While the role of prayer leader, or "Imam" is still reserved for men, this initiative trains women alongside men to travel the country, spreading religious messages and combatting sexism and extremist thought.



#### **PAKISTAN'S SCRABBLE GENIUS**

In last year's International Youth
Scrabble Championship in Sri Lanka,
9-year-old Hasham Hadi Khan scored
a whopping 878 points. The Pakistani
national team placed second in the
championship overall, a result of the
country's recent focus on youth players.
Parents appreciate the intellectual
stimulation this "indoor sport" allows
and kids enjoy making a name for their
country on the international stage.



#### **E-BIRTH CERTIFICATES IN TANZANIA**

In a country where 90 percent of children do not have birth certificates, mobile technology is bringing new life to families. Local carrier Tigo and UNICEF have created an SMS system that provides the baby's name, gender, date of birth and family details via text. Parents can now receive birth certificates free of charge, within days of the birth.



#### **BOLIVIA'S POP-UP PLAYGROUND**

Urban green spaces are hard to come by in Bolivia's El Alto, the world's highest major city. The solution? A mobile playground on wheels that travels the city. Designed by the International Design Clinic, the park was brought to life by a group of American and Bolivian design students over three summers.



## HAVE YOU WALKED A MILE IN ANOTHER PERSON'S SHOES?

The world's first Empathy Museum opened in London at the 2015 Thames Festival, allowing attendees to literally walk a mile in someone else's shoes. Guests are given a pair of shoes and accompanying audio narrative of their owner's life story and are invited to walk a mile and listen. Bringing a whole new meaning to the world "perspective", the Empathy Museum plans to bring understanding around the world with a traveling exhibition of "A Mile in My Shoes."



## THE SECRET BEHIND KAZAKHSTAN'S MYSTERIOUS SLEEPING DISEASE

A strange illness struck villages in northern Kazakhstan, causing people and animals alike to fall asleep suddenly, sometimes for a period of more than five days, waking with fatigue and memory loss. A government analysis revealed the cause: nearby uranium mines that, despite being closed for several decades, still emit high levels of carbon monoxide. Both villages are being evacuated with the government help to relocate families to new towns.



## 'TINY LIVING' IS THE NEXT BIG THING IN NEW ZEALAND

Whether a small trailer fully-equipped with modern amenities or a more primitive tent-like yurt on a communal plot of land, Kiwis are seeing the financial, social and environmental benefits of downsizing. To accommodate a rising trend of "living small", they are asking officials to revisit policies such as limiting the number of dwellings that can exist on a property and regulations for locating mobile homes.

#### WORLD BANK OPENING DOORS TO INCLUSIVE HEALTHCARE

Since 2005, the World Bank has invested in improving access to healthcare through the Universal Health Coverage Studies Series (UNICO).



# ARGENTINA CONNECTS UNINSURED NEW MOTHERS AND CHILDREN TO TREATMENT

The Provincial Maternal and Child Health Investment Program ("Plan NACER") works with local governments on the treatment of uninsured pregnant women and children under five. Leveraging existing social frameworks and strategic investment points, Plan NACER uses "results-based financing" to reward clinics based on enrollment and improvements in health performance and care quality. The program has seen success in the form of rising prenatal visits, number of vaccinations and ultrasounds, birth weight and well-baby checkups among the uninsured.



## DIFFERENT AGENCIES COME TOGETHER TO IMPROVE HEALTHCARE IN INDIA

Two new initiatives are showing promise for restructuring India's approach to medical funding. The government-led National Rural Health Mission allows public health facilities to retain autonomy in funding, creating unprecedented flexibility for these institutions.

Meanwhile, Government Sponsored Health Insurance Schemes are using output-based incentives to motivate private hospitals as opposed to the traditional input-based systems.



# REVOLUTION DRIVES FOCUS ON HEALTHCARE FOR THE POOR IN TUNISIA

Since the revolution of 2011, distribution of healthcare has become a top priority in Tunisia. Funded through central government transfers, the Free Medical Assistance Program has expanded to reach about twenty-seven percent of the population. As the country makes strides towards improving financing for inclusive healthcare, next steps include increasing efficiency of programs and targeting of recipients.

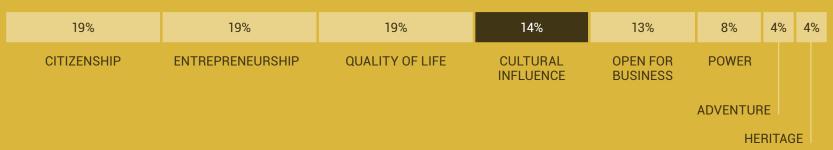
## Chapter 5

# CULTURAL INFLUENCE

## **RANKINGS:**

- 1. France
- 2. Italy
- 3. United States
- 4. Spain
- 5. United Kingdom
- 6. Japan
- 7. Brazil
- 8. Australia
- 9. Sweden
- 10. Germany

## **Cultural Influence** accounts for 14% of our total rankings:



There was a time, not so long ago, when many Americans believed that Italian cuisine was something inexpensive and perhaps scooped out of a can on an evening when they didn't have time to cook something else. Today, they join the rest of the world in ranking Italian food, and the rest of its culture – art, design, fashion – as the second most influential. Who comes in first? Americans and the world agree that it is the French. Judged to be extremely fashionable, prestigious and perfectly on trend, the French edged past the Italians because our respondents also viewed them as more modern.

What is a country's cultural influence? Simply put, it's a measure of a nation's power to influence the vast areas of our daily lives outside the realms of geopolitics and economic might. At its base level, cultural influence tells us whether, to use an Italian term, a nation cuts a bella figura on the global stage. Do people around the world smile and get warm feelings when they consider the culture of the United States, Spain, the United Kingdom, Japan, and Brazil? These countries, which vary widely when it comes to art, cuisine, or climate, stand together in the top rankings. Brazil is regarded as a genuinely happy place while Japan is considered the most high-tech society on Earth.

In our study, which seeks to measure the so-called "soft power" influence of nations, we discovered that cultural influence accounts for fourteen percent of a country's overall status. It is vastly more important than more traditional forms of power and influence and slightly more valuable than business readiness. In this arena, a commercial behemoth like China, with the second largest gross domestic product in the world, struggles to attract

## CULTURAL INFLUENCE ATTRIBUTES THAT WENT INTO THE RANKING:



Fashionable



Нарру



Has an influential culture



Modern



**Prestigious** 



Trendy



Culturally significant in terms of entertainment

global esteem. China, in the eyes of the world, is unfashionable and quite unhappy. Indeed, China scores 53rd place in the happiness category. The places ranked happiest are, in order, New Zealand, Australia, Brazil, and Italy.

## **BEST COUNTRIES VIDEO INTERVIEW** Click here to watch



"Think about what a difference it makes for people everywhere in the world to see movies made in the United States about the United States. About experiences here. And how that shapes our attitudes about them. Think about India and the films that come out of Bollywood, as it's known, and how that shapes what we think we know about what life in India is like and what being Indian is all about. You can just go right through every country."

- Don Baer, Worldwide Chairman & CEO, Burson Marsteller

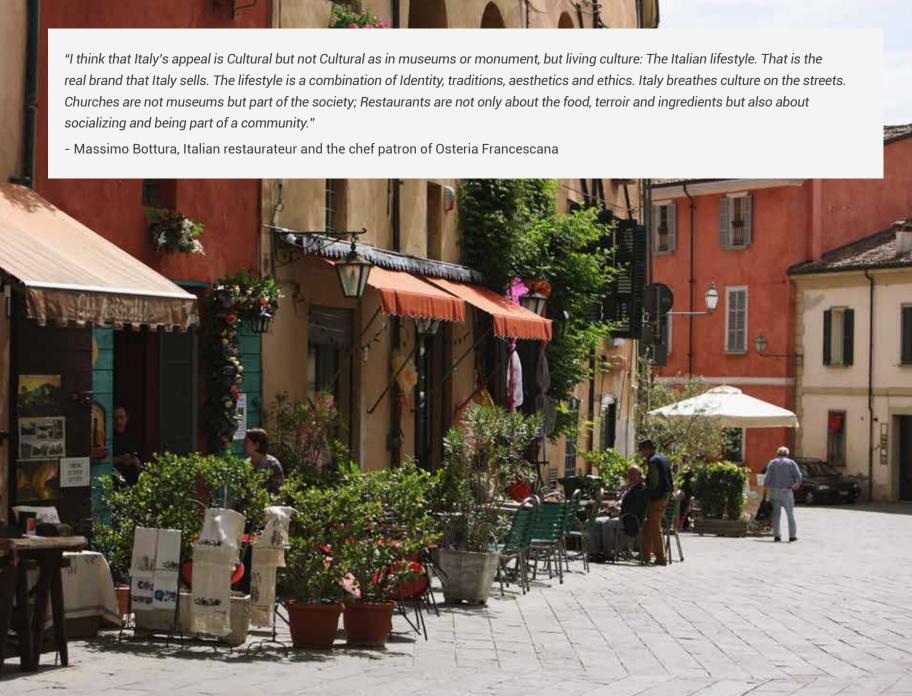
People agree, in a rough way, on what makes for a happy life.

University of Pennsylvania Professor Cassie Mogliner, who studies happiness with a focus on organizations, notes that "people get this from a variety of experiences which range from excitement and novelty when they are young to calm, acceptance, and appreciation when you they are older. Happiness also comes from having

a sense of agency, that you can be effective in changing your circumstances matters, and so does connectedness." Mogliner's work has established that stereotypes people hold about others can have a significant and lasting effect (Knowledge @ Wharton What Makes You Happy? It Depends on How Old You (Think) You Are).

Positive stereotypes, which are generated in classical art, literature, entertainment and mass media, reverberate and gain power across time and space. Five of the top six countries with cultural influence can claim powerful artistic traditions that are more than a thousand years old. In this same time period, the cultural products of Japan, the United Kingdom, Spain, France, and Italy came to determine regional and global ideals. The greats of the European Renaissance, for example, established artistic and intellectual standards that remain influential today. The current economic effects can be seen in the tourism industry, where Western Europe and especially France, dominates global trade. France, Italy, Spain and the United Kingdom attract more than 220 million travelers per year. This figure is three times greater than the number who visit the United States, which is vastly bigger in both territory and population, than those nations combined (United Nations World Tourism Organization Tourism Highlights 2015).

Besides tourism, cultural influence energizes exports of services and goods ranging from fashion to intellectual properties sold by what can be called the "creative industries" which includes television, film, literature, music, video games, software, architecture, design and visual arts. The value in these enterprises can be seen in the efforts that nations use to protect them, through copyright regulations and enforcement and active efforts to promote these industries. In Great Britain, the 2015 report of the



Warwick Commission on the Future of Cultural Value highlighted the long term social and economic values of a culturally educated and creative people. "Culture and creativity" established "a sense of identity, place, and community across the country," noted the commission. They also generate "economic growth and opportunity" (*The University of Warwick Enriching Britain: Culture, Creativity and Growth 2015*).

In fact, Britain's cultural and creative industries, which exports substantial amounts of content, add over \$115 billion to the national economy every year. The products of these activities include everything from British Premier League football broadcasts seen via satellite to digitally-delivered Beatles songs. This activity employs more than 2.6 million people, or more than eight percent of all workers. When the report was released, the United Kingdom's minister for culture and the digital economy (yes, there's a minister with this portfolio) noted that this sector "is growing three times faster than our economy, at almost ten percent per year" (*United Kingdom Department for Culture, Media & Sport Creative Industries Economic Estimates January 2015*).

Technology development is a key component of much of the media produced by the creative industries, especially in film, television, and video games. The research, development, and deployment of new machines and methods requires substantial capital investment and an education infrastructure that supplies people with the base of knowledge and skills to accomplish the creative, scientific, and technical work required to keep up with global competition. The special effects that make fantastic worlds seem real on the screen can require armies of engineers and artists working with costly equipment. The United Kingdom government supports this activity with tax credits for film, animation, television, and game production. A seven-year program of relief was cleared with European Union officials, and will be in place until 2021. In the United States, similar tax benefits are offered by states and cities as they compete to host everything from production studios to film crews seeking locations for shooting.

Like other countries, the United Kingdom invests in cultural influence by pouring money and intellectual capital into festivals and sporting events. Although citizens still debate the wisdom of

## UNITED KINGDOM OF CREATIVITY

In 2013, the British Creative Economy accounted for:

2.26

million jobs

5%

of the United Kingdom economy (valued at \$118.6 billion) 9.9%

increase in Gross Value Added from 2012-2013 9.8%

of total United Kingdom service exports subsidizing stadium construction of Olympic Games, communities and nations still commit to these activities because, over the long run, they value the esteem the world offers to a successful effort. The 2012 Summer Olympics in London required the construction of a sprawling Olympic Park and public spending on the games far exceeded original estimates. However, the events were a success and the opening ceremony, which amounted to a sprawling pageant of culture, attracted an enthusiastic global audience. The value added to the brand that is the United Kingdom was immeasurable.

Governments see more than economic benefits from their partnerships with cultural producers. In the summer of 2015, culture industries help Britain reached the top of The Soft Power 30, an index developed to reflect a concept of international status developed Joseph Nye of Harvard University. Nye, who coined the term "soft power," studies the way that nations use their political, cultural, and philosophical appeal to influence world affairs (The Soft Power 30 Index Results). Distinguished from the "hard" power of military might or financial inducements, soft power depends on winning the admiration of others. In the case of Great Britain, the Soft Power 30 survey found an unmatched combination of strengths. Key assets included the BBC World Service radio and TV networks and Britain's higher education system. In another study of soft power, produced with Nye's help by the Monocle media group, the United States took first place thanks to the popularity of American-made entertainment and the enormous impact of technologies developed by Silicon Valley and other research hubs (Monocle Soft Power Survey 2014-15). America's support for the free flow of information and its spirit of innovation wins admirers around the world.



"I would say the combination of the reminder of the global gift, if you will, that was William Shakespeare, plus the Olympics, plus the Paralympics, plus the role of the royal family – their extraordinary popularity not just in Britain but around the world – all this helped with the image, the brand of Britain at a time when our economy was emerging from a recession."

- Sir Peter Westmacott, British Ambassador to the United States

## JAPAN IS EXPORTING "GROSS NATIONAL COOL"

In 2002, the Japanese Ministry of Economy, Trade and Industry formed the "Cool Japan" initiative that emphasized the country's "soft power" through its cultural exports, including food, fashion and creative outputs like anime. The initiative supports small and mid-sized Japanese businesses, both domestically and abroad. Cool Japan projects have reached many countries abroad, like the United States, France, China, South Korea, Singapore, Brazil, Italy, and India.

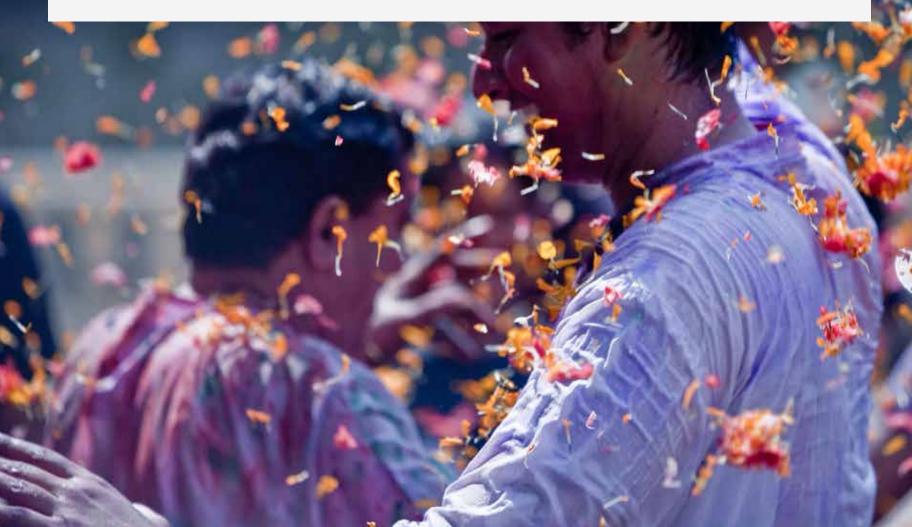


Modern measures of soft power, which are weighted in a way that allows for countries to advance rather quickly, give credit to newer powers like South Korea and Brazil. In our cultural influence data, we saw Brazil make a strong showing as the only Latin American country in the top 10. Our respondents rate Brazil as the number one country in culturally significant entertainment, number three in happiness and number six in fashion. Clothes and accessories represent a vital form of self-expression in every socio-economic strata and trendy fashions can signal a wearer's sophistication and sensitivity to changing norms. Information technology permits such rapid and wide distribution of information that trends are no longer set by a handful of people working in fashion capitals. This dynamic allowed Brazil to emerge as a trendsetter in clothes while South Korea, with its K-pop sound, can make inroads in music.

South Korea, which was rated highly in our survey for its modern society, proves that countries can follow many different avenues to earn cultural influence. Chinese leaders have embarked on a formal effort to raise their nation's cultural impact with investments, media, communications and cultural production. Whether this centrally planned campaign will let China compete with Bollywood, or Hollywood, remains to be seen. Creativity may not be a top-down endeavor. In the meantime, Italy, France, Spain and the United Kingdom demonstrate that a long and deep history of cultural achievement can lend a nation lasting influence. These nations lost their conventional empires long ago, but their cultural influence endures.

"The basic values of India such as diversity and democracy have helped in encouraging India's thirst for creativity which is best reflected in India's film industry. However, it can be seen in many fields such as business, sports, media, Indian CEOs on the global stage, Indian music, dance, yoga and finally our all-inclusive democracy. India receives the world with generosity and treats the world as one family. In our strife-torn world, India is an example of celebration of civilizational values like peace, harmony and holistic progress."

- Mr. Dnyaneshwar M. Mulay, Consul General of India to the United States



# CULTURAL INFLUENCE

## Perceptions that went into this ranking include:

Fashionable, Happy, Has an influential culture, Modern, Prestigious, Trendy, Culturally significant in terms of entertainment

#### THE TOP 10 COUNTRIES FOR CULTURAL INFLUENCE

1. France



2. Italy



3. United States



4. Spain



5. United Kingdom



6. Japan



7. Brazil



8. Australia



9. Sweden



10. Germany

## THE TOP 10 CULTURAL INFLUENCE NATIONS ACCOUNT FOR

25% of GDP

(Based on 2014 Purchasing Power Parity per capita GDP)

## MILLENNIALS CRAVE ASIAN CULTURE

80% of the countries Millennials rank more highly for "Place I'd Like to Live" than the general population are in the Asia-Pacific region



## **CHEAP CHIC**

Countries with the highest Cultural Influence despite below average per capita GDP

- 1. Brazil
- 2. China
- 3. Greece

- 4. Thailand
- 5. Mexico
- 6. India

- 7. Russia
- 8. Argentina
- 9. Turkey



## LIGHTS, CAMERA, CULTURE!

60% of the top 10 countries for Cultural Influence are among the biggest feature film producers in the world

Num	ber	of	Movies	Made

India	1724
<b>United States</b>	738
China	638
Japan	591
France	270
United Kingdom	241
Spain	231
Germany	223
South Korea	207
Argentina	168

🎬 Indicates top 10 country for Cultural Influence





## **ALL ACCESS PASS**

Accessibility and connectivity are drivers of Cultural Influence

Correlation to Cultural Influence

Connected to the Rest of the World	89%
Well-Developed Infrastructure	79%
Strong International Alliances	77%
Open Travel Policies	75%

## A CULTURE OF INNOVATION

Which came first: the hip entrepreneur or the cool coffee shop where he works?



The correlation between Cultural Influence & Entrepreneurship

# CL SL AU With Massimo Bottura

Italian restaurateur and the chef patron of Osteria Francescana, a three-Michelin-star restaurant based in Modena, Italy

"Today a country's cuisine is everything. It is history, geography, identity and innovation all in one. Many of a country's values can be seen through the food. Language isn't necessary or description. This is the power of food."

## How would you briefly describe Italy's international reputation?

Italy has a reputation for being an authentic place, a place people love to visit and often return to again and again. I have asked myself why time and again. I think that Italy's appeal is about a very rare and precious sense of Identity. There may be a general idea about Italian Identity but the reality is that Italy is specific with each region of Italy, each town having something unique to offer.

Language - The official language of Italy is Italian but there are hundreds of dialects that are still spoken in Italy that safeguard the character and particular customs of each region.

Geography - The diverse geography of Italy and the microclimates mean a wide variety of ingredients and artisan products that render each area unique in flavor and culinary traditions.

Architecture - A wide range of architectural styles, from the Greek architecture to Fascist architecture, and more recently contemporary buildings in cities like Milan, Rome and Venice but also small and very beautiful projects in small towns, like the Calatrava train station in Reggio Emilia. These monuments to culture are moments of discovery that make each landscape memorable and encourage a desire to discover more.

Culinary - The rich culinary history of Italy from east to west, from north to south, has become a trademark. Travelers are

always pleasantly surprised at the diversity, at the quality of the food and also how healthy and fresh it is. Culinary discoveries are a part of anyone's journey to Italy and something that can easily be brought back either in the form of an ingredient, a recipe or even just a great story.

# A nation's reputation is similar to a brand. Does Italy have a nation brand? If so, what is its personality?

I think that Italy's appeal is Cultural but not Cultural as in museums or monuments but living culture: The Italian lifestyle. That is the real brand that Italy sells. The lifestyle is a combination of Identity, traditions, aesthetics and ethics. Italy breathes culture on the streets. Churches are not museums but part of the society; Restaurants are not only about the food, terroir and ingredients but also about socializing and being part of a community. Every town has something unique that the next town over envies. It could be an ingredient, a church, a museum, and a patron saint. The people in that town identify with that unique object but do whatever they can to encourage others to see it, taste it, visit it.

# How does a country's cuisine impact its culture and its international reputation?

Today a country's cuisine is everything. It is history, geography, identity and innovation all in one. We know about places by the restaurant and chefs we hear about on social media, television shows like "Mind of a Chef," or documentaries like Netflix's

"Chef's Table." The public becomes aware of a place because of a face or a name – it is easier to identify with a detail than a large picture. Culinary travels are a way of looking at a country or a culture through a very basic need. Many of a country's values can be seen through the food. Language isn't necessary or description. This is the power of food.

# How would you characterize typical Italian fare? How are you reinventing the space?

Italy has a diverse culinary history and each region boasts traditions that are unique to that part of Italy, at times, even unique to that town.

Culinary traditions are sacred in Italy and hard to budge or move forward; however, I have been working for the past 20 years on a concept I call: Tradition in Evolution. This idea is not about breaking with tradition but allowing traditions to breathe and evolve with the times. This concept is cornerstone of my kitchen. If culinary traditions are placed under glass and frozen in time, they lose their meaning and context. In order to be safeguarded and to have a place in the future of Italian gastronomy, they need to be modified, adapted to a contemporary palate, to changing state of ingredients, to new techniques and today's lifestyle. Frying a piece of Cotechino sausage in the 15th century was okay. People worked the fields and needed those calories. Today it is improbable for many reasons.

Contemporary Italian cuisine is not re-inventing the rules or the recipes but bringing the best of the past into the future. Then and only then can we guarantee that the traditions that have been passed on to us remain fresh, interesting and alive.

# Why did you choose to build a culinary icon, Osteria Francescana, in the medieval town of Modena? Has this contributed to its success?

I am from Modena, born and raised. Although I have traveled the world and worked in New York, France and Spain, my dream has always been to bring people to Modena. When I opened Osteria Francescana in 1995, I was already dreaming about Michelin stars and hoping that someday Modena would become a foodie destination. This dream is coming true year after year, and recipe after recipe. The gastronomic pilgrimages that our guests make to dine at Osteria Francescana are better than any award, stars or rankings.

Modena is a rich culinary region with key Italian ingredients such as Parmigiano Reggiano, Prosciutto, Mortadella, Balsamic Vinegar, as well as rich farmland that produce excellent vegetables and fruits. We are centrally located and have access to all of Italy by train and car. Modena was a crossroads for travellers from north to south, from east to west and these trade routes are responsible for the dynamic and rich culinary traditions in the area.

## Now that it is established, how has the innovation at Osteria Francescana impacted the culture of Modena, Italy and other countries?

Innovation has always been our platform alongside tradition. Tradition in Evolution we call it in fact or rather, Tradition seen from 10 kilometers away. The idea that you need to take a step back in order to see things clearly, like when you look at a Monet painting, a Turner landscape or the sculptures of Giacometti, is a meditation on Perspective. In order to innovate, one needs to know everything and then forget it. That is the only way that you can keep a window of poetry open and natural changes occur.

I do believe that our 20-year struggle to go against the grain, swim upstream, and move the Italian kitchen into the 21st century has had an enormous effect on the area, the energy around the contemporary kitchen, and a renewed enthusiasm for gastronomic curiosity. Modena is on the map for several important factors: an 11th century Romanesque Unesco World Heritage site Cathedral; Enzo Ferrari and the fast car phenomenon of Ferrari, Maserati and Lambourghini in Modena and the vicinity; Luciano Pavarotti and the attention to Opera; and Osteria Francescana.

As for impacting other countries, it is hard to say. I do travel and cook abroad often. I talk and demonstrate our ideas and our recipes. What we try to do as a team is stimulate young chefs to think about their culinary traditions and their cultural institutions from a fresh point of view. As I have learned from the Chinese artist Ai Wei Wei — art is not an end but a beginning — I feel the same way about making a recipe — it is not an end but a beginning of a new tradition, a new path, a new way of thinking about an ingredient, technique, or tradition. Breaking with the past is necessary to forge the new. Learning to bring the best of the past into the future is a very difficult task but can be applied to all cultures.

# Can you explain your role as "Ambassador for Food in the Year of Italian Culture in the United States"?

Absolutely! During the year 2013 we cooked in many cities and promoted Italy through a menu designed to surprise, inform and stimulate the imagination. It was called, "Come to Italy with Me". Each plate addressed a particular region, tradition or ingredient in an unusual way to take our guests on a flavor adventure. From Los Angeles to Washington DC we cooked, talked and told stories



about our culture through the recipes. It was a marvelous trip and a great way to rouse our guests' curiosity about Italian food that most people love and adore but never want to question. When you question the things you think you know, you are taken out of your comfort zone and then and only then are there an opportunity to learn something new. That is why breaking with expectations is so important, especially when it comes to food.

What countries do you think produce the most influential cuisine around the world? What can other countries learn from Italy's example of re-examining its cuisine?

Today many countries are re-examining their cuisine – both the historical kitchens and those that evolved after the industrial revolution, or 20th century economic boom. Many Latin American countries are finally realizing what incredible resources they have and beginning to re-discover them and praise them after years of copying the American or International Culinary model. This is positive.

Asian Culinary Traditions have always been very strong and now contemporary chefs are beginning to fuse Western techniques and ideas, with Asian traditions. This is very interesting and always breeds new ideas and flavors. I am personally interested

in Africa and I believe that it could be the new frontier of flavor, ethics, sustainability, and storytelling. There is still so much to discover and uncover there. But like anything, change takes time, and positive change even longer.

What is important is that chefs become more aware of their social responsibility to their communities, their artisans, their farmers and cheese makers. All the lights are on culinary stars these days that means that it is time that we chefs take a stand and fight for those who have less of a voice than us. Without our artisans and our farmers, we would be nowhere.

Safeguarding the future of food with sustainable ideas and ethical practices will become standard practice for future generations.

And Culture and the Arts are really the motivational force behind the evolution of our kitchen at Ostoria Francescana. The lessons I have learned and shared with my staff from artists, musicians and literature, have given so much to our kitchen. The Arts are the absolute pinnacle of society. We Chefs are not artists but artisans but we can become cultured informs our ideas, our traditions and our kitchens. As I have often said and repeat again and again, "Food is not only about the quality of the ingredients, but the quality of the ideas."



#### How would you briefly describe India's international reputation?

India, which is the largest democracy, has emerged as a global leader. India encourages pluralism, inclusiveness and equal opportunity to all its citizens. It has strong soft power of long heritage, diverse forms of arts and culture and strong values such as respect for all and non-violence.

## A nation's reputation is similar to a brand. Does India have a nation brand? If so, what is its personality?

India as an 'idea' has existed for over two millennia. It has a strong spiritual character which is manifested in its music, dance, theatre, yoga and vast body of ancient and modern literature. By character, India is a place that has absorbed and accommodated different cultures and streams over several centuries. As a result, today, India is diverse not only geographically and environmentally, but also in terms of heritage, culture and faith. Slogans like 'Incredible India', 'Unity in Diversity' and 'Continuity and Change' broadly are the brands that India is known for.

#### How do values and heritage contribute to India's nation brand?

Indians by and large cherish values that enrich humanity. These include respect for everybody, strong sense of charity towards underprivileged, emphasis on character and good education. In terms of heritage, the diverse Indian heritage has no parallel in the world. It has a strong tradition of music, dance, theatre,

architecture and literature. Indian heritage views life in holistic manner as could be seen in Ayurveda and Yoga.

# Would you say a nation's ability share its culture is driven by its government, its businesses, or its citizens?

A nation's ability to share is essentially driven by the people and their cultural and civilizational values. The Governments, business houses and people with strong personality such as Vivekananda, Mahatma Gandhi and Jawaharlal Nehru have been able to articulate these values to the world.

#### India's Bollywood is the largest producer of moves in the world. How does India capture and/or reflect the many aspects of its complexed mix of cultures in its films?

Bollywood is one of the manifestations of Indian creativity and culture. Besides being the world's largest, it is also among the leading film industries in the world. It has already completed over 100 years of history. It has evolved its own character and has a global brand appeal known as Bollywood that has earned acclaims and awards globally.

# Just how far do Indian movies reach, geographically? And which countries or regions are they the most popular in?

Indian movies are popular on all continents covering almost the entire planet. The Indian Diaspora spread over 120 countries has helped in popularising the Bollywood. However, there is universality of appeal to Indian movies which are received with equal enthusiasm in the Muslim world, former Soviet Union and East European countries as well as Africa and Latin American nations. The increasing trend of cooperation between Hollywood and Bollywood has created an audience in the western world too. Joint productions like Bend it Like Beckham, 100 Foot Journey, The Monsoon Wedding are also strengthening Bollywood's presence.

What drives Bollywood's popularity? And are the cultures of international audiences in various regions influenced by the culture of Indian movies? If so, please elaborate.

Bollywood's popularity is driven by universality of themes, prominence to love stories and happy endings, the spice of life (music, dance, melodrama) being presented in an entertaining manner with technical refinement. Global audiences are being influenced by Indian movies and, as a result, there is more cooperation between Hollywood and Bollywood in terms of themes, technical collaborations, studio work and financial arrangements.

How has India's international reputation been affected by the widespread viewing of its movies? Has India been able to enjoy political or social benefits that are a direct result the film industry?

Compared to Hollywood, despite being the largest producer of movies, the financial size of Bollywood is about 1/6th of Hollywood. Indian films have won awards in all international film festivals and are often an attraction. Films like Gandhi and Slumdog Millionaire are globally known. However, new genres of films with Indian themes such as The Hundred Foot Journey, Million Dollar Arm, The Best Exotic Marigold Hotel, among others, are the films of an entirely new style and category that are also becoming popular. India is known globally as a country with quality films. Directors like Satyajit Ray, Mira Nair, Shyam Benegal and Deepa Mehta are known worldwide.

#### What can other countries learn from India's example?

The basic values of India such as diversity and democracy have helped in encouraging India's thirst for creativity which is best reflected in India's film industry. However, it can be seen in many fields such as business, sports, media, Indian CEOs on the global stage, Indian music, dance, yoga and finally our all-inclusive democracy. India receives the world with generosity and treats the world as one family. In our strife-torn world, India is an example of celebration of civilizational values like peace, harmony and holistic progress.



# CASE STUDIES



#### LINGERIE FOR A CAUSE IN COLOMBIA

The Naja lingerie factory not only benefits women through its message of self-acceptance but also employs single mothers and offers incentives for childcare. The Underwear for Hope program contributes two percent of all purchases to entrepreneurial efforts in sewing foundations, empowering stay-athome moms with work and income.



## GRAFFITI REVOLUTION IN KIEV, UKRAINE

Celebrating traditional definitions of beauty, Kiev's street art revolution shows portraits of women wearing "vyshyvanka," the East Slavic embroidery technique. A sign of respect to the country's age-old customs, the purpose of this artwork is to bring unity to the country in a time of strife.



#### **MEET THE "HIJABERS"**

A group of young Indonesian fashion designers is joining the ranks of the "Hijabers" who are transforming traditional perceptions of the Muslim fashion staple by adding their own trendy twists on the traditional garment. Their efforts to promote cultural acceptance through fashion are becoming so popular that non-Muslim designers are picking up on the trend.



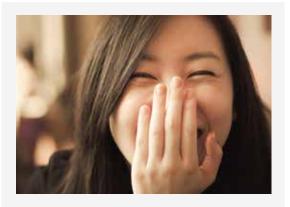
# NIGERIA'S NOLLYWOOD IS THE SECOND LARGEST FILM MARKET IN THE WORLD

A 2014 report by the Nigerian government reveals that the film industry in Nollywood is worth \$3.3 billion, surpassing Hollywood as the second largest global movie production spot. Second only to Bollywood, the Nigerian film market is known for churning out 50 movies each week, which brings in some \$600 million in annual revenue to the country. The industry is still battling issues of piracy and production quality, but its meteoric rise shows Nigeria's potential to become a long-term player on the international moviemaking stage.



# CZECH REPUBLIC TAKES CENTER STAGE FOR FILM PRODUCTION IN EUROPE

Known as "Hollywood East," the Czech Republic is where movies such as Casino Royale and Mission Impossible were filmed. New amendments to the government's Movie Act aim to increase the country's already high tax incentives for film-makers. The government is also increasing funding to support domestic film production, giving Czech filmmakers more opportunities to shine on the international stage.



#### FROM SNAGGLETEETH TO FAKE BRACES: DIFFERING DEFINITIONS OF DENTAL BEAUTY IN SOUTHEAST ASIA

In Japan, crooked teeth – or "Yaeba" – are considered beautiful. Men find these imperfections attractive and endearing, which has led to a trend of installing fake snaggleteeth. In other Southeast Asian nations, the high price tag associated with straight teeth is making fake braces a status symbol. Teens order stick-on orthodontia with designs like Hello Kitty and Mickey Mouse as a fashion accessory to be worn out on a Saturday night.



#### THE SOCIAL NATIONS

Ecuador (@Presidencia\_Ec) and the United Kingdom (@Number10gov) top the OECD's list of central government Twitter accounts with the most followers as a percentage of their population. With almost five million followers, the United States (@whitehouse) has the highest following overall. The United Kingdom (@Number10gov), Turkey (@tccankaya), Japan (@Kantei\_Saigai), Russia (@KremlinRussia) and Mexico (@PresidenciaMX) all break one million.



# YOU KNOW WHAT THEY SAY (IN INDONESIA): BIG FEET... ATTRACTIVE WOMAN

The Karo Batak people who live on the Indonesian island of Sumatra admire ladies with large feet. In this agricultural community, it is a sign of strength that implies she might be more capable of working in the fields and thus a more productive member of society. Diverging significantly from many other cultures who prefer small feet on a woman, this cultural norm suggests that "attractive" qualities can be learned based on one's surroundings and are not necessarily innate.



## CHOLITAS MAKING STATEMENTS IN BOLIVIAN FASHION

A term previously associated with middleclass maids, Bolivia's "cholitas" are recognizable for their brightly colored full skirts, bowler hats and shawls. Dating back several hundred years, the fashion staples of the Aymara Indian women of La Paz are taking South American runways by storm. The cholitas' rise in popularity is also helping them overcome years of discrimination and stereotyping.



#### YOUTUBE TESTS IN VIETNAM

Vietnam is among the few emerging markets where YouTube tests new ideas. Like many emerging markets, the majority of Vietnamese people access the Internet with smartphones at limited WiFi access points. YouTube is testing an Offline Viewing tool that allows users to download content to view when they are outside of these zones. The video giant also recently-added ".vn" local video site that enables users to focus only on Vietnamese content. With a rising young, entrepreneurial population, How-To videos have been particularly popular.



I'LL HAVE SOME CORAL WITH MY HUNGARIAN SOUP, PLEASE

Halászlé is a traditional Hungarian fisherman's soup prepared on the banks of the Danube and Tisza rivers. Made from boiling fish stock in a cauldron over an open fire for several hours before adding spicy paprika, carp roe and coral, preparations vary slightly by region. Like all good chefs, Hungarian fishermen guard their halászlé recipes closely.



## FILIPINO "ANTI-MALL" IS A DESTINATION FOR CREATIVITY

Located in Manila's Makati City, The Collective is an abandoned warehouse turned trendy hang out dedicated to diversity and art. Here, shoppers can find the latest fashions at a girly boutique specializing in custom jewelry; take turntable lessons at the nearby vinyl specialist; find inspiration at a young artist's exhibition; or visit a pasta bar offering noodle dishes from around the world.

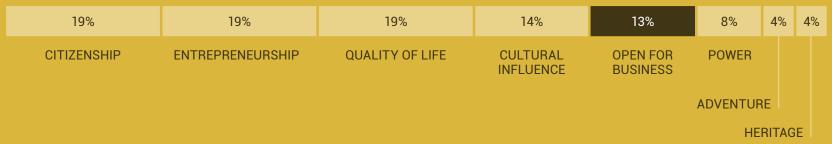
### Chapter 6

# OPEN FOR BUSINESS

#### **RANKINGS:**

- 1. Luxembourg
- 2. Sweden
- 3. Canada
- 4. Denmark
- 5. Panama
- 6. New Zealand
- 7. Netherlands
- 8. Singapore
- 9. Australia
- 10. Thailand

#### Open For Business accounts for 13% of our total rankings:



Poised between its authoritarian past and the promise of a democratic future, Myanmar's 50 million people also dwell between the powerhouse economies of China, on its eastern frontier and India, across the Bay of Bengal. The 2010 dissolution of the junta that ruled the county since 1988 freed Nobel Peace Prize winner Aung San Suu Kyi, who had long lived under house arrest. The November 2015 election saw her party sweep to power and added to the hope that the country would continue to open itself to the world.

Long driven by armed internal conflict and subject to repressive governments, Myanmar's thaw has produced a relative boom in tourism, and with it an increase in the number of visitors who bring both hard currency and foreign attitudes to the country. When *New York Times* travel writer Ceil Miller Bouchet spent 36 hours in Yangon (historically called Rangoon), she found a city buzzing with energy and eagerness to recover the status it once knew as an outpost of the British Empire. Writing last summer on the promising business prospects in Myanmar, Sir Martin Sorell, Founder and CEO of WPP, noted that global brands like Heineken are returning to the country and foreigners are making big investments, especially in telecommunications.

In Sorrell's analysis, Myanmar is, along with Iran and Cuba, a country that is coming in from the cold of international isolation. Although these nations had longstanding rifts with Western powers this history "will not deter companies from investing," noted Sorrell (*The Telegraph Iran, Cuba and Myanmar Offer Rare Opportunities for New Business*). In fact, the growth likely to accompany economic changes in these nations will entice investment. McKinsey and company estimates that Myanmar, will

quadruple its economy by 2030 while adding roughly one-third to its population (*McKinsey & Company Insights & Publications Myanmar's Moment: Unique Opportunities, Major Challenges*). Recent reforms that make it more business ready could place it on a par with modern Vietnam, Thailand, or Malaysia as an emerging regional economic force.

Although Myanmar was not included in our survey of nations, Thailand came in 10th in the "Open for Business" category, scoring fourth-best in the cost of manufacturing and ninth in a measure of bureaucracy. Thailand also rated highly (10th) when it came to taxes on business and development. Similarly high scores for taxes and low-cost manufacturing helped

### CULTURAL INFLUENCE ATTRIBUTES THAT WENT INTO THE RANKING:



Not bureaucratic



Cheap manufacturing costs



Not corrupt



Favorable tax environment



Transparent government practices

"The Luxembourg government has, over the past three years, launched an intensive effort to define and communicate its "nation brand". It is articulate around three core values that the country stands for, both traditionally and in current practice: reliability, openness and dynamism. Its key promise is "further together", since as a small nation it has always worked together with allies and has traditionally been at the vanguard of progress, both in terms of technology and social development."

- Jean Louis Wolzfeld, Luxembourg's Ambassador to the United States

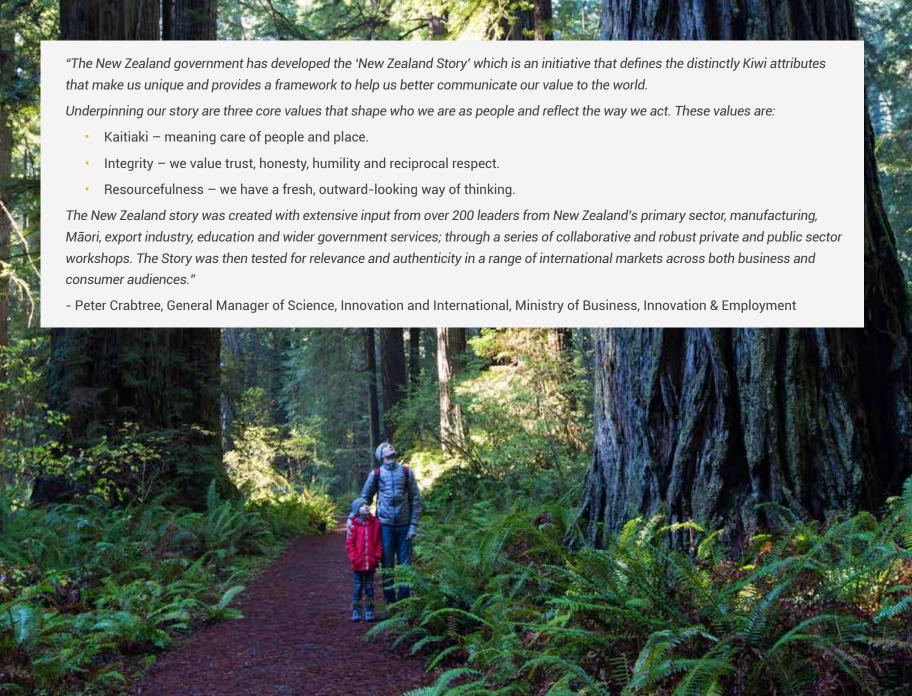


Malaysia earn a rating as the 14th most business ready country. Vietnam ranked 21st on the strength of its extremely low cost of manufacturing. Low manufacturing costs, due mainly to low wages, also propelled Peru, Sri Lanka, the Philippines into the top 20 for business readiness, ahead of both Japan and the United States, which ranked 22nd and 23rd respectively.

Low wage countries can be seen as winners in a race to the bottom when it comes to the competition for certain kinds of investment, especially from those interested in manufacturing goods that require lots of hands-on work. However, a wide-angle view of our findings suggests something more is going on. Four very high-wage countries — Luxembourg, Sweden, Canada and Denmark — claimed the top four business readiness spots. These highly developed countries are considered to be comparatively free of the bureaucratic obstacles that limit business investment and growth. Most are also credited with transparent governments, minimal corruption governments and favorable tax rates. Well-informed people around the world seem to agree that a positive government approach to business can help overcome high costs.

Number one in business readiness, Luxembourg has long been regarded as a reliable financial center where a coherent legal system and strict standards provide security for confidential transactions. This tiny country has more recently become known for its dynamic role in the enormous economy of the European Union. A government sponsored branding campaign organized around the slogan "further together" emphasizes Luxembourg's status as a multilingual state with strong ties to its neighbors and a history of forward-looking social and commercial practices. Its extraordinary trade agreement with Belgium and the Netherlands





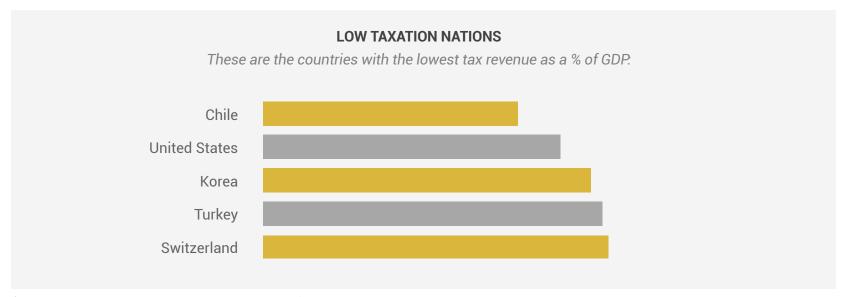
the Benelux Union – pre-figured the EU and established
 Luxembourg as a country of extraordinary diplomatic and economic expertise. Today it is home to numerous high tech enterprises including some of the most advanced global data centers.

On the opposite side of the globe, but also in the top ranks in our survey, New Zealand shares much in common with Luxembourg. Both countries enjoy a reputation for offering businesses a culture of integrity and resourcefulness. In Luxembourg's case, these traits emerged from its political isolation as a neutral state. New Zealand is geographically remote and its geography has encouraged its people to be inventive and sophisticated in their approach to business. Most importantly, New Zealand presents itself to the world in an open and honest way. New Zealand is considered to be the very least bureaucratic country for

businesses. It ranks fifth from the top in government transparency and is regarded as one of the least corrupt places on Earth.

New Zealand's reputation seems to be based on the world's long-running, positive experiences with the Kiwi government. In the World Bank's annual assessments of nations New Zealand has scored consistently high marks for its fair and open business permitting process and transparent financial system. People the world over believe they will get an honest deal in New Zealand, even if they are small fish. The most recent World Bank survey found New Zealand to be the very best place for access to credit (World Bank Doing Business Index).

The United States is also very friendly to borrowers, according to the World Bank, but nevertheless suffers from some image problems in our survey. For instance, the United States is perceived



(OECD Total Tax Revenue as a Percentage of GDP Data)

as a high tax country. This image persists even though individual Americans pay taxes at a rate below the OECD average. (KPMG Individual Income Rates Table 2015). And unlike many countries, the United States does not tax commerce with either a Value Added Tax (VAT) or a national sales tax. When the Organization for Economic Cooperation and Development measured taxes as a share of Gross Domestic Product in 2012, the United States came in near the bottom, at 24.3 percent (OECD Total Tax Revenue as a Percentage of GDP Data). Why then does the world believe that the United States is a high tax locale for business? The answer may lie in a high official corporate tax rate, and a complex tax law system that makes it difficult to determine, in advance, the tax any enterprise will ultimately pay. This complexity is no doubt a factor in the world's assessment of the United States as a business-ready place.

The good news for the United States can be found in the finer details of our respondents' attitudes. Business decision-makers rank America first among countries they have done business with and first, too, among the countries they would do business with again. Consumers also rank the United States first when it comes to the question of making repeat purchases. This compares favorably with export superpower China. The Chinese came in first to America's second when we asked consumers if they had purchased goods or services from certain in nations. However, the Chinese fell to number eight when we asked whether respondents would purchase from them a second time. This reticence could indicate unhappiness with the quality China delivers. India shows a similar decline in trust, with world consumers voting against repeat business with Indian firms.

#### **BEST COUNTRIES VIDEO INTERVIEW** Click here to watch



"For many years, people outside of the United States of America wanted to have something "Made in USA" because you are buying part of what we called "The American Dream", the American excellence, the American innovation...Today, if we look at the African continent, Africa has to create African champions. Africa needs champions in many industries, like the Gap of Africa, like the Zara of Africa, if we think just about the clothes industry. Maybe one day to have an automotive industry made in Africa, like you have great cars made in Eastern Europe or even in China or in Korea."

- Richard Attias, Founder, Attias & Associates

Of course world opinion is based as much on impressions as facts. Brazil, for example, is a notoriously bureaucratic country where more than one hundred days worth of effort is required just to register a business (*World Bank Doing Business* 



Increasingly we see a rise of feminine power that we wrote about in our book, <u>The Athena Doctrine</u>, is emerging in China which is home to half of the world's self-made women billionaires. (Quartz 2013)

Economy Rankings). In the United States, the figure is about four days. However, in our survey, Brazil was judged to be far less bureaucratic than the United States. Brazil got a big bump in its overall ratings from our respondents in Asia who judged it higher overall than respondents in any other region. This favored status may be traced, perhaps, to Brazil's status as the only state in the Americas to be considered an emerging economic superpower. People everywhere seem to know that Brazil's economy is on the rise and they view this record favorably.

The greatest agreement, when it comes to region-by-region views of business readiness, can be found at the bottom of our rankings. Russia's reputation was consistent, with three out of four regions putting it at the bottom, in 60th place. The exception was our pool or respondents in the Middle East and North Africa who counted Russia as 58th, just ahead of Israel and Iran.

Israel boasts one of the most technologically advanced economies in the world. As one might expect, respondents in the Middle East and North Africa, where large Muslim populations focus on the Israeli/Palestinian conflict, opinion of Israel is lowest, at 60th. However, the numbers from the rest of the world should concern Israelis too. Americans rate them 38th, sandwiched between Mexico and behind Columbia. Europeans and Asians place in the mid-forties among sixty countries.

Considering geopolitical realities, there's only so much a country like Israel can do in order to improve its reputation and leaders there are making an effort. For example, Israel, Singapore and Spain provide a specific tax credit or deductions to women in

order to encourage their participation in the economy. Also, Israel's focus on the tech sector aligns with the best practices recommended by global opinion. Worldwide consumer brands are considered another key to international esteem, however these must be developed with a focus on consistent quality.

Best countries will follow Nordic nations in the quick adoption of business-friendly practices like cashless transactions. (Denmark will soon drop the requirement that retailers accept cash for clothing, gasoline, and restaurant meals.) Leaders will also help their countries if they move nimbly toward new manufacturing processes that help high-wage countries compete with low-wage ones, and if they exploit the science that produces better materials and the technology that delivers services across borders. The good news for those who would be the best is that vast store of natural resources, which once defined business readiness in the global economy, are no longer required of those who would be great. The bad, or rather daunting news is that this truth holds for us all. In the race to be best, even giants like China and the United States must hustle against the Luxembourgs and New Zealands.



#### WOMEN IN THE WORKFORCE

According to the World Bank's Women, Business and the Law 2016 report, 55% of economies covered provide financial support to parents with children under primary education age



#### **TAJIKISTAN**

now has a law on preschool education, including direct public childcare.



#### **MEXICO**

enacted legislation that makes payments for childcare tax deductible.



#### **BELARUS**

introduced state allowances for families with children under the age of 18 years.



#### **MALAWI & OMAN**

introduced free and compulsory primary education.



#### **TURKEY**

enacted a new law introducing one year of publically provided pre-primary services for 4-5 year-olds.



#### **ISRAEL, SINGAPORE & SPAIN**

provide a specific tax credit or deduction to women.

# PEN FOR BUSINESS

#### Perceptions that went into this ranking include:

Not corrupt, Cheap manufacturing costs, Not bureaucratic, Favorable tax environment, Transparent government practices

#### THE TOP 10 COUNTRIES FOR OPEN FOR BUSINESS



1. Luxembourg



6. New Zealand



7. Netherlands



8. Singapore



4. Denmark

5. Panama

3. Canada



9. Australia



10. Thailand

#### THE TOP 10 OPEN FOR BUSINESS NATIONS ACCOUNT FOR

(Based on 2014 Purchasing Power Parity per capita GDP)

### **CORPORATE WONDERLAND**



of the top 5 countries for Business according to Business Decision Makers are in Asia

1. Japan

3. India

5. France

2. China

- 4. South Korea
- 6. Singapore

### 80% of the top 10 countries for Affordability and Cheap Manufacturing Costs are in Asia

**AFFORDABLE ASIA** 

	Affordable	Cheap Manufacturing Costs
TI 1 1	Affordable	
Thailand		4
Vietnam	2	3
Philippines	3	6
India	4	2
Malaysia	5	767
Indonesia	6	5
China	7	<u> </u>
Mexico	8	3.11
Sri Lanka	9	8
Peru	10	16

#### MARKETS OF OPPORTUNITY

Countries where elites see the most potential for lifestyle, innovation, and business



- 2. Thailand
- 3. Brazil
- 4. Greece

- 6. Turkey
- 7. Mexico
- 8. Morocco

- 10. Peru
- 11. South Africa
- 12. Panama

OPEN FOR BUSINESS  Most Business Ready markets by Income level	
markets by	

1	Luxemboura

- 2. Sweden
- 3. Canada
- 1. Algeria
- 2. Azerbaijan
- 3. Brazil
- 1. Bolivia
- 2. Egypt
- 3. Guatemala

- 4. Denmark
- 5. New Zealand
- 6. Netherlands
- 4. Bulgaria
- 5. China
- 6. Colombia
- 4. India
- . . .
- 5. Indonesia
- 6. Morocco

#### **PROMISING PARTNERS**



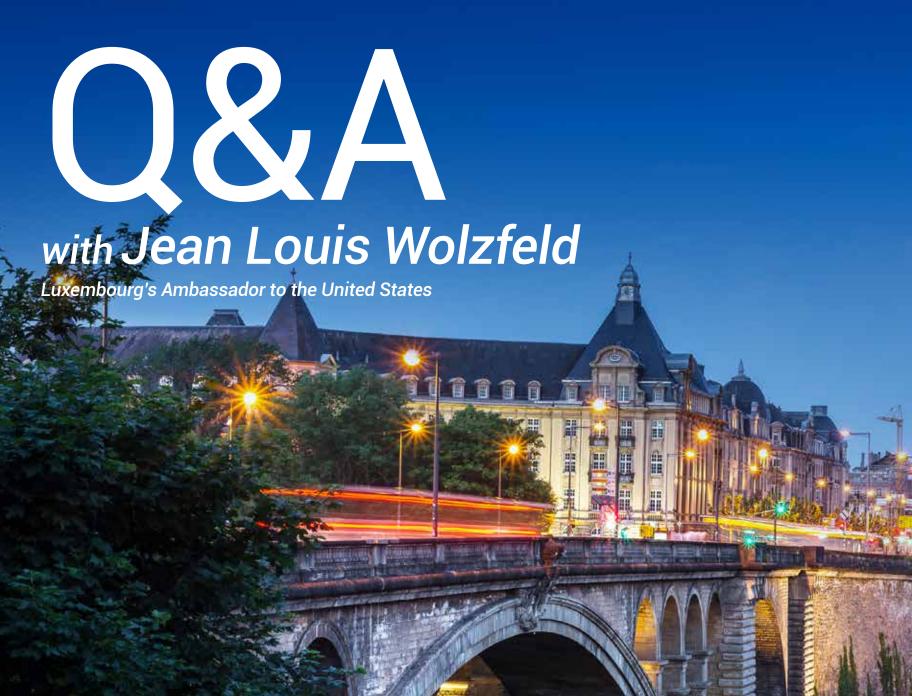
According to business decision makers, these are the markets with the biggest difference between "having done business in the past" and "desire to do business in the future"

- 1. India
- 2. Pakistan

- 3. Singapore
- 4. Sweden

- 5. New Zealand
- 6. United States
- 7. Germany
- 8 Canada

- 9. Israel
- 10. Ireland



# How would you briefly describe Luxembourg's international reputation?

Luxembourg generally suffers from low recognition value outside Europe: it is often thought to be a city in Germany or confused with Liechtenstein. Even though they exist, no consumer products are readily linked to Luxembourg, unlike Belgian Beer or Swiss chocolate. When it is known, then it is often for its financial center and thought to be a tax haven for multinational companies or wealthy individuals. Its industrial heritage and current excellence, its multiculturalism and engagement in development aid and multilateral diplomacy are too often ignored.

# A nation's reputation is similar to a brand. Does Luxembourg have a nation brand? If so, what is its personality?

The Luxembourg government has, over the past three years, launched an intensive effort to define and communicate its "nation brand". It is articulate around three core values that the country stands for, both traditionally and in current practice: reliability, openness and dynamism. Its key promise is "further together", since as a small nation it has always worked together with allies and has traditionally been at the vanguard of progress, both in terms of technology and social development.

#### What makes a country strong center for a business investment?

Business investment is attracted to Luxembourg for a number of reasons:

- Location: The country is located at the center of the world's largest integrated market, the European Union and wedged between the two largest economies on the continent, Germany and France, which are easily served from a Luxembourg base.
- Labor force: With three official languages
   (Luxembourgish, German and French) and English
   universally spoken, a very multi-cultural (46 percent of
   residents are international) and highly-skilled workforce, it
   is an ideal location to service larger markets in their own
   language.
- Political stability: Governed by coalitions based on consensus, there are no policy swings that make business planning difficult. The government has traditionally been business-friendly, understanding that wealth needs to be created before some of it can be redistributed. It is in constant contact and dialogue with the private sector in order to enhance the regulatory landscape and foster innovation and economic expansion.

Why is climate change an important issue for businesses? How should countries work with the private sector to tackle this issue?

As a small country, Luxembourg cannot expect to make a significant contribution to the reduction of the threat of climate change all by itself. It works in international organizations and shares its part of the burden, but also works with business to bring new technology to its national market in order to reduce energy consumption, for example, in building technology and the automotive sector. A small and comparably wealthy market of "early-adopters" is an ideal testing ground for advanced technology, fostered by government initiatives through regulation (move towards energy-passive housing) or financial incentives (renewable energy, smart grids, low-emission vehicles).

What is "distributive capitalism" and how will it impact future generations?

Distributed capitalism is technological innovation through the cooption of ever-larger numbers of creators, maybe similar to biological evolution or genetic mutation. As a leader in cloud-based technology and ultra high-speed broadband connectivity available to nearly 100 percent of the population, innovation will accelerate and the previously untapped potential of available data can be connected and completely new ways to improve efficiency in society (government and business) can emerge.

Challenges will be privacy and data protection issues where a balanced approach needs to be found under EU regulation and domestic law.

Can you explain Luxembourg's plans for "the third industrial revolution"?

The Luxembourg government, together with the private sector, has recently contracted the famed economist Jeremy Rifkin in order to study the avenues for the country to exploit its potential in the light of the third industrial revolution. The documents should be available in Q4 2016 and will build upon existing plans (such as smart meters, open data and high-speed connectivity) as well as explore future avenues for growth.

Luxembourg recently announced that it is deploying the Sigfox Internet of Thigs (IoT) network across the country. What does this mean for the country's citizens? How will it impact investors - both foreign and domestic - who utilize the country as a business hub?

The current IoT initiative is linked to the plan (established about five years ago) of the national utility, Enovos, to roll out smart meters in order to improve energy efficiency through a better management of power load on the grid infrastructure as well as a better integration of renewable energy sources and prepare for challenges of the future like a wider use of electric vehicles. The data generated will provide numerous opportunities for

business applications (B2B & B2C) and the development of new technology. We do already see domestic startups developing soft- and hard-ware tailored to this environment and there is an increasing demand by foreign corporates to use Luxembourg as a testing ground for technology that would be harder to integrate in the presently somewhat aged networks of larger markets. The impact will also be felt by companies in unrelated fields since it will lower their energy cost and allow them to market their "green values".

Is Luxembourg prepared for all of the implications of nationwide IOT? How will the country scale the technology?

The first step towards an IoT, smart meters for electricity consumers has been in the planning for over five years. Smart meters will be installed with all consumers and paid for by the utility company. Given the comparatively small size of the market, roll-out time is manageable and the cost has been provisioned. This first step will without a doubt encourage consumers, who are known as early adopters of new technology and have comparatively high spending power, to acquire other hardware that will integrate into a wider IoT. The hurdle of

integrating all those pieces of hardware into the network is, given universal broadband, quite low, only the smart meters will have to communicate through the cellular network, which is a bit harder to achieve but solutions have been found in consultation with the domestic cellular operators.

What can other nations learn from Luxembourg's example of adopting innovative technology to drive prosperity for businesses?

Luxembourg is certainly hard to compare to other jurisdictions, be it only because of the size of the country and its politics of stability. The main lesson could be in a culture of dialogue and mutual understanding between government, labor and enterprise in the interest of economic development and future-proofing the social model.

In larger countries, there is often a disconnect between parties and competing visions of how the creation of value should happen. Luxembourg's political parties have always understood that "there are not 100 ways to run a small country" and that business needs security and stability in order to invest sustainably and create wealth.



# How would you briefly describe New Zealand's international reputation?

New Zealand is a country with a strong international reputation for its honesty, integrity and reputable business practices and legal systems. It is a country of open spaces - a unique landscape on the edge of the world, whose remoteness has bred into its people a unique open-minded inventiveness and innovation. This remoteness has created a strongly trade-oriented society with sophisticated infrastructure and policies to support companies do business internationally. We are well connected by efficient technology and logistics, and have a reputation for creating high quality, innovative products and services. We are travelers, and explorers, and, we love to welcome people from around the world to see who we are and what we are about.

## A nation's reputation is similar to a brand. Does New Zealand have a national brand? If so, what is its personality?

New Zealand's story is best told through a framework of three chapters - Open Spaces, Open Hearts and Open Minds. Underpinning our story are three core values that shape who we are as people and reflect the way we act.

#### These are:

- 1. **Resourcefulness:** our determination and independence of thought allows us to be creative, innovative and often ingenious.
- 2. **Integrity:** trust, honesty, humility and reciprocal respect. We have a reputation as 'down to earth' and 'good to work with'.
- 3. Care of the land and sea have shaped us: We're proud of our role as guardians of the land and its people not just for now, but for future generations.

## What makes a country a strong center market for testing new ideas?

New Zealand is 'small, but perfectly formed'. We may only have 4.5 million people, but we are a first world country, with cities, rural areas, infrastructure, and all the other moving parts of a major economy. We're remote, but well connected. We embrace multiculturalism, and have strong ties to the Pacific and Asia. Our small size makes us the perfect 'petri dish' and our curiosity and hunger for new ideas makes us a great test bed. New Zealanders are used to being early adopters and enthusiastically flock to new ideas as diverse as online payment systems, Uber, and extreme sports. If you've got a great idea and want a mature & savvy market to test in – bring it on!

According to the OECD, New Zealand has the second most competitive tax system in the world. How does the government ensure this level of competition? What benefits does it provide for local and international companies with offices in New Zealand?

New Zealand has a simple tax structure that is business-friendly and supports capital expansion, R&D and investment. The corporate tax rate is 28 percent with no payroll tax and no capital gains tax. Recent tax initiatives include the reduction in the rate of company taxation; progression of initiatives under the international tax review with respect to controlled foreign companies (by providing an exemption for real business income earned by overseas subsidiaries); and tax credits for research and development. Other benefits for international companies are New Zealand's culture of entrepreneurship and risk-taking, which encourages individuals to seek out new opportunities. Access to capital, a skilled workforce and a fertile public research base that can provide resources also allows businesses to succeed.

Large tech companies such as Microsoft, Facebook and Yahoo use New Zealand as a development lab. How has this built the country's credibility as an international test market for tech? What actions has New Zealand taken to foster and promote this reputation?

The Government recently launched the New Zealand Investment Attraction Strategy to encourage more foreign direct investment in New Zealand through direct investment in companies, investment in R&D, and encouraging investor migrants. New Zealand also benefits from technology talent in its film industry which has filtered through to some fantastic innovation across other technology sectors. This talent, the concentrated multicultural profile of New Zealand users and the attractive business environment has created interest among the large corporate tech companies, which can speed test new ideas.



New Zealand also encourages small start-ups and nimble innovation. For example, the country's first female founder accelerator program, Lightning Lab XX, is scheduled to open in March 2016. How does the government foster inclusive business ideals? Is this the responsibility of the government, businesses or its citizens?

One thing to point out right at the beginning – the New Zealand government has a strong tradition of support female disruptive thinkers. Kiwi Kate Sheppard lobbied for and ultimately won the right for all women to vote in 1893 – first in the world!

Inherent in New Zealand's DNA is a 'can-do' attitude, which inspires us to be innovators and global leaders in our chosen fields. The Government encourages and enables business-led innovation (especially through R&D) to improve business productivity.

This requires a multi-pronged approach. As a start, New Zealand wants to ensure that all of its people can fully participate in a digital world, with online access and digital literacy programmes.

Meanwhile, the focus in education is on ensuring there are innovation skills in the workforce. Innovation hubs and precincts contribute to innovative activity by physically bringing industry, education providers and researchers together. Collaboration between industry and public research organisations can help to create scale and depth in the innovation system by bringing together different combinations of knowledge, expertise and resources. An excellent example of such an innovation hub is the Enterprise Precinct Innovation Centre (EPIC) in Christchurch, which connects high-tech entrepreneurs with each other and their counterparts around the world. EPIC now has 20 ICT/ high-tech focused companies, with between 250 and 300 FTEs engaging in active collaboration with each other each day. Google was instrumental in the design of the campus, Cisco took care of fitting out all of the networking infrastructure and video conferencing facilities, and Weta Workshop supplied most of the amazing artwork on display. Co-location makes it easier for R&D-performing firms to seek tacit knowledge and skills from research activities performed by universities, and to bridge the gap between concepts, production and markets. Our focus will be to ensure that hubs and precincts are emerging that attract private investment with the right scale and characteristics to be sufficiently attractive to multi-national investors.



#### How do small businesses and start-ups impact global politics?

With innovation and disruptive thinking. Start-ups can disrupt industries, and change the nature of legal and policy frameworks, through great ideas executed well. Companies such as New Zealand online accounting company Xero can conceive and launch new ideas from anywhere, and the exponential growth offered through online channels allows anyone's messages to be heard.

As Margaret Mead (who married a kiwi!) said: "Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has."

Small businesses are also instrumental to economic growth, and form a major part of the New Zealand business demographic. 97 percent of all enterprises in New Zealand employ less than 20 people, and one in three workers are employed in a small business.

How can small countries like New Zealand make a splash on such a large global stage? What are the advantages small countries offer big business?

For New Zealand our approach is to focus on high value exports and niches. By choosing a niche and being the best in the world

at it, we can be successful. For example, we can take what we have learned from our ability to provide a high quality healthcare system at a reasonable cost and sell that to the rest of the world. We can we take our world-leading knowledge of grass genetics, animal genetics, farming and harvesting systems, food safety technology and expertise, and apply it internationally.

New Zealand is currently on the Security Council of the United Nations, initiated the talks that led to the TPPA – and looking further back, NZ was the first in the world to give Women the Vote. Small doesn't mean immature, it often means we can be nimble where others can't and can pivot easily.

## What can other nations learn from New Zealand's example as a test market for new ideas?

It is important to have a regulatory environment that supports entrepreneurship and business development. New Zealand's efficient regulatory system (for example, intellectual property rights and system of resource management), government policies (both fiscal and monetary policies) and market and financial systems do not burden business unnecessarily. We support R&D through research institutes, universities and tax credits for business. We believe that businesses need to be allowed the flexibility to allocate resources to their most productive use in order to be competitive internationally.

# CASE STUDIES



## IS PANAMA THE BEST COUNTRY TO RETIRE AS A MILLIONAIRE?

Panama's tropical climate and low cost of living have long made the country a haven for retirees. But a growing economy (Panama was ranked among the top 5 Latin American countries for doing business in 2015) is drawing a new audience: wealthy entrepreneurs seeking to grow their fortunes in this increasingly business ready country.



#### MEET THE 13-YEAR-OLD ON FORBES' MOST POWERFUL MEXICAN WOMEN LIST

"The world's youngest psychologist" is one of 13-year-old child prodigy Dafne Alamazan's many accolades. Other hobbies include teaching Mandarin to gifted children, playing the piano and sharing projects in global competitions. The next stop for this young genius? A Master's degree in education, which she hopes to use as a springboard to improve Mexico's education system and enable more kids to be as successful as she is.



### DENMARK EMBRACES A CASHLESS ECONOMY

Wallets are becoming a thing of the past in Denmark, where more than 2.5 million citizens (almost half of the country's population) use the cashless app MobilePay. The government is encouraging this progression, citing increased security for businesses and shorter transaction times as reasons to adopt the proposal to remove the obligation for stores to accept cash at all.



#### PAKISTAN'S FIRE WOMAN

Shazia Parveen is defying gender stereotypes in her small Pakistani village, becoming the first female firefighter. After passing training as the only woman among 600 men, Shazia has been valuable to her unit in situations where women need to be rescued and prefer the assistance of a fellow woman in their conservative society.



#### **BRINGING SEX APPEAL TO PORTUGAL'S SHOE INDUSTRY**

In hopes of competing with fashion-giant Italy, Portuguese shoe manufacturers are increasing brand provenance with their newest tagline "The Sexiest Industry in Europe." In recent years, even Italian manufacturers have shifted production to Portugal where they can find quality at lower prices. Will this new campaign make Made in Portugal the next must-have tagline for European shoes?



#### **REGISTER PROPERTY IN SAUDI ARABIA IN ONLY 6 DAYS**

Saudi Arabia is making it easier to do business with the launch of a new digital system to expedite the registration of property, causing the country to rise a full 18 spots for this metric in the World Bank Doing Business Rankings. Using this new system, it takes only 6 days to register property at no cost, compared to the regional average of 30 days to register and a payment of 5.6 percent of the property value.



#### DEVELOPING ECONOMIES SEE THE "GLASS AS HALF FULL"

Optimism is more prevalent in developing economies, where more than half of the population believe that their children will have a better future (compared to only 28 percent of developed economies). 71 percent believe that most are better off in a free market economy (compared to 63 percent of people in developed nations).



### SOUTH KOREA LEADS THE WORLD IN ROBOTS PER EMPLOYEE

With almost 500 industrial robots per 10,000 employees, South Korea is among the top five markets for robot sales worldwide. Japan and Germany follow South Korea with 315 units per 10,000 employees and 292 units per 10,000 employees, respectively. The United States and China round out the top five countries in the world for robot sales, but have room to grow, with only 164 robots per 10,000 employees in the United States and 36 per 10,000 in China.



#### RACE TO LUXURY IN KAZAKHSTAN'S AUTO MARKET

One of Maserati's newest showrooms has opened its doors in Almaty, riding the growing trend of luxury consumption in Kazakhstan. Demand for high-priced cars is expected to grow more than nine percent a year through 2020 in this frontier market, which is good news for Bentley and Rolls-Royce, the other top luxury car brands in the country.

### Chapter 7

# **POWER**

#### **RANKINGS:**

- 1. United States
- 2. Russia
- 3. China
- 4. Germany
- 5. United Kingdom
- 6. France
- 7. Japan
- 8. Israel
- 9. Saudi Arabia
- 10. South Korea

#### Power accounts for 8% of our total rankings:



With wealth and power, history's strong leaders built empires of territory (ancient Rome) and influence (modern America) that yielded even more empire. Today, nearly two-thirds of a nation's prestige is determined not by imperial strength but by its quality of life, global citizenship, culture and innovation. However, our study revealed that old fashioned power still matters. Eight percent of a nation's reputation flows from these traditional measures of dominance, and the world knows who possesses them.

First in traditional power is, not surprisingly, the United States. At nearly \$640 billion, America's military spending accounted for 34 percent of global military spending in 2013 (Stockholm International Peace Research Institute Trends in 2013 Military Expenditure 2013). This spending exceeds the military budgets of the next eight top-spenders combined. It permits the United States to play the world's policeman, a role that wins America a combination of respect and resentment. Those who welcome America's security effort appreciate the safety it provides in a sometimes dangerous world. Those who reject it consider it empire-building by another name.

The United States security investment does come with territorial elements as it projects an American presence to military installations outside North America. Like the British empire of yore, the sun never really sets on the United States military. However, America's top standing in "power and influence" stems more from its leadership, alliance-building, and economic influence. Clearly, the world sees America as a geopolitical powerhouse in every sense.

### POWER INFLUENCE ATTRIBUTES THAT WENT INTO THE RANKING:



A leader



Economically influential



Politically Influential



Strong International alliances



Strong military

Second ranked in our survey, Russia spends about \$60 billion annually on its armed forces, which have recently engaged in conflicts with Ukraine and in Syria (*Global Firepower Rankings*). Third-place China devotes \$145 billion to its military, which has embarked on a costly modernization of its forces. China has projected its strength recently with its efforts in the disputed Spratly islands, which are mainly unoccupied reefs and shoals in the South China Sea. Dredging has permitted the construction of a military airstrip and other facilities. Although this development is opposed by other powers, it has contributed to China's reputation as an effective power.



In our modern measure of nation brands, aggressive military moves don't necessarily translate into global esteem. Among the top eight countries ranked for power and influence, Germany (fourth) and Japan (seventh) are essentially absent from the world military scene. Japan spends one percent of its GDP on defense, which puts it on a par with Latvia and Sierra Leon. Germany spends only slightly more (CIA World Factbook Military Expenditures). However, both countries are recognized by our respondents for their leadership in world affairs, their economic influence, and their alliances.

The value of a security umbrella was noted by Iranian President Hassan Rouhani after the 2015 negotiations lifted sanctions and froze Tehran's pursuit of weapons-grade nuclear materials. Echoing similar sentiments expressed by Western powers, he said, "We can engage in a good and constructive negotiation with other powers only when we are powerful and capable" (<u>Daily Times Pakistan Rouhani Says Only Powerful Countries Can Guarantee Peace</u>).

Our survey found the world does respect Iran's military, ranking it sixth in the world. This score represents Iran's strongest showing by far in our entire survey. However, Israel is also one of six countries in that echelon of power and influence that cannot be found among the overall "best countries" in the eyes of the world.

#### **GLOBAL FIREPOWER: MILITARY EXPENDITURES AROUND THE WORLD**

\$1747

global military expenditure in 2013

80%

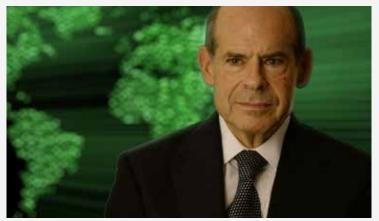
of military expenditures were made by 15 countries 14%

increase in Saudi Arabian military spending raised it from 7th to fourth 4th globally 8.3%

increase in spending across Africa, making it the region with the largest growth in military expenditures 22.9

million men reached military age in 2013 in India, followed by China (19.5 million)

#### **BEST COUNTRIES VIDEO INTERVIEW** Click here to watch



"There are lots of forums in which people can gather, consult and talk, at the government level and at the business level...

One of the vehicles is the institution for which I believe this is being created — or at least one of them — which is the World Economic Forum. You do have a lot of formal and informal channels of communication, both at a government level, at a business level, at an NGO level, and between those levels. That's been a hallmark of the World Economic Forum for a long time. It's to the credit of Klaus Schwab that he's been able to create that environment."

- Jeffrey Rosen, Deputy Chairman, Lazard Financial Services

Because war power and economic might can affect events in direct ways, our respondents harbor deep concerns about both. Given the higher value that global citizens place on qualities such as citizenship and cultural influence, the world clearly prefers peace through normal relations and negotiated resolutions to conflict. War is a sign of a political failure and sanctions, while less directly lethal, are unproven. According to world-renowned experts on economic boycotts, they are rarely effective and, even when they are, their impact is felt the least by the power elite. Sanctions can also backfire as they inspire patriotism in target countries. "In these circumstances it's a very difficult task to gauge the sanctions correctly so that they don't exacerbate the problem that they are designed to address," says Adam Roberts of Oxford University (BBC Analysis: Do Economic Sanctions Work?).

For most countries, the best alternative to military action and punishing sanctions can be found in restrained military and economic persuasion. Here, South Korea strikes an admiral balance with a strong modern military that stays close to home and an economic model that it shares with other nations through growing foreign aid programs and diplomatic outreach. "When South Korea went through the war with the North, the country's slogan was Rich Country, Strong Army," notes Charles Armstrong, PhD, a Korea expert at Columbia University. "That was useful when the country had to defend itself against a threat that was real."

"Now South Korea is more interested in projecting soft power in the form of technology, culture, and development," adds

Armstrong. "I think the Korean elites feel they have a model of sorts. It's a small country that came from dire poverty and became an affluent society in a generation. By showing how it's done,

Korea can win favor in the world without asserting military might."

"Now South Korea is more interested in projecting soft power in the form of technology, culture, and development. I think the Korean elites feel they have a model of sorts. It's a small country that came from dire poverty and became an affluent society in a generation. By showing how it's done, South Korea can win favor in the world without asserting military might."

- Charles Armstrong, PhD, The Korea Foundation Professor of Korean Studies in the Social Sciences at Columbia University



# POWER

### Perceptions that went into this ranking include:

A leader, Economically influential, Politically influential, Strong military alliances, Strong international alliances

#### THE TOP 10 COUNTRIES FOR POWER







6. France



2. Russia



7. Japan



3. China



8. Israel



4. Germany



9. Saudi Arabia



5. United Kingdom



10. South Korea

### THE TOP 10 POWER NATIONS ACCOUNT FOR

24% of GDP

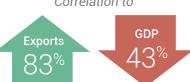
(Based on 2014 Purchasing Power Parity per capita GDP)

## 24 01 GDF

#### **EXPORTING INFLUENCE**

Countries with high volumes of exports are also seen as influential

"Economic Influence"
Correlation to



**"Strong Alliances"**Correlation to



#### WHO'S ELITE AMONG THE ELITES

Countries experts rank more highly on Power than the general population

#### 1. India

- 2. Israel
- 3. Spain
- 4. France
- 5. Singapore
- 6. Brazil
- 7. Romania
- 8. Indonesia
- 9. Denmark
- 10. Sweden



### **EMPATHY BUILDS REPUTATION**

"Caring about human rights" is

79.6% correlated with "Prestige"

### "Political Influence" Correlation to





#### THE ATHENA DOCTRINE

Countries with the most women in power compared to their overall Power & Influence scores

	% Women in Parliament	
Sri Lanka	*******	45
Costa Rica	*****	39
Morocco	*****	37
Argentina	*****	37
New Zealand	*****	39
Denmark	*****	39
Romania	*****	29

#### THE POWER BROKERS

Income classifications according to World Bank Income Level data

### (OVER?) SPENDING ON INFLUENCE

Countries that score in the top 30% for both Power and Public Debt

Public Debt (as % of GDP)

80.2%

Sweden

95.5%

Netherlands

74.7%





### How would you briefly describe South Korea's international reputation?

Younger people see it as a kind of cool place. They are into the technology and tend to know it through its popular culture. With them the view of South Korea is generally quite positive. The older generation associates it with the war and the United States military presence and security issues. Among this audience, it is remembered as a very poor country.

### Does South Korea have a nation brand? If so, what is its personality?

Korea is associated with good manufactured products. Hyundai cars used to be kind of a joke; now they are reliable and desirable. Samsung is the world's biggest producer of cell phones. On the other hand, people have negative views of Korea as well. It has an image of a closed society, which is partly true. Immigrants who work in South Korea, many from South and Southeast Asia, find it rather closed and not very welcoming.

Koreans are known as very hard working and ambitious. Koreans play very hard, as well. That can be good and bad. Foreigners are struck by how much they party and drink. They don't like to relax and take it easy. When Koreans say good-bye, they say "sugo haseyo," which means "work hard."

How has South Korea's reputation, or nation brand, evolved over the last 50 years?

It has gone from being a place no one knew much about to a place that produces very high quality products, from ships to cars to cell phones, that everyone wants. It's also quite strong as a cultural brand with music, K-pop, leading the way.

That kind of took off on its own around 15 years ago and the government has been consciously trying to exploit it ever since.

According to the World Bank, South Korea's GDP per capita in 1961 was \$2.6 billion and has risen to \$1.4 trillion today, representing 2.27 percent of the global economy. What do you believe caused this meteoric rise?

South Korea is the one non-communist country that developed multi-year economic plans and stuck with them, successfully. This involved the government nurturing certain key industries, which it sought to develop very strongly, and everyone buying into it. This was a much more assertive policy than you would see in most other countries. The model was what Japan did in the post war years. This is how the country has gone from poor, to a quite high standard of living.

How have "hard power' elements, such as increased military strength, impacted South Korea's rise on the global stage?

Korea is known for having an effective military and all males are required to do 18 months of service. It used to be three years. But this is not an aspect of the society that leaders emphasize. They downplay the possibility of conflict and South Korea is not

known as the kind of country that wants to dominate others. I would say that this kind of hard power is not important to Korea's image.

### How have "soft power" elements, including cultural exports like K-Pop, benefitted South Korea?

It has been very significant. K Pop is a way of connecting Korea to young people around the world. This is something you could call part of Korea's soft power. The government is aware of it and trying to exploit it to present a more positive view of Korea and promote interest in the country. Some of the techniques used to promote cars and manufactured steel are transferred to the promotion of Korean pop culture. It's purposeful. Big companies promote pop stars and cultural centers attached to consulates that push music, TV drama and dance. Korea has also become a significant donor of foreign aid, especially in Asia and Africa.

### How will South Korea continue to grow its power and influence?

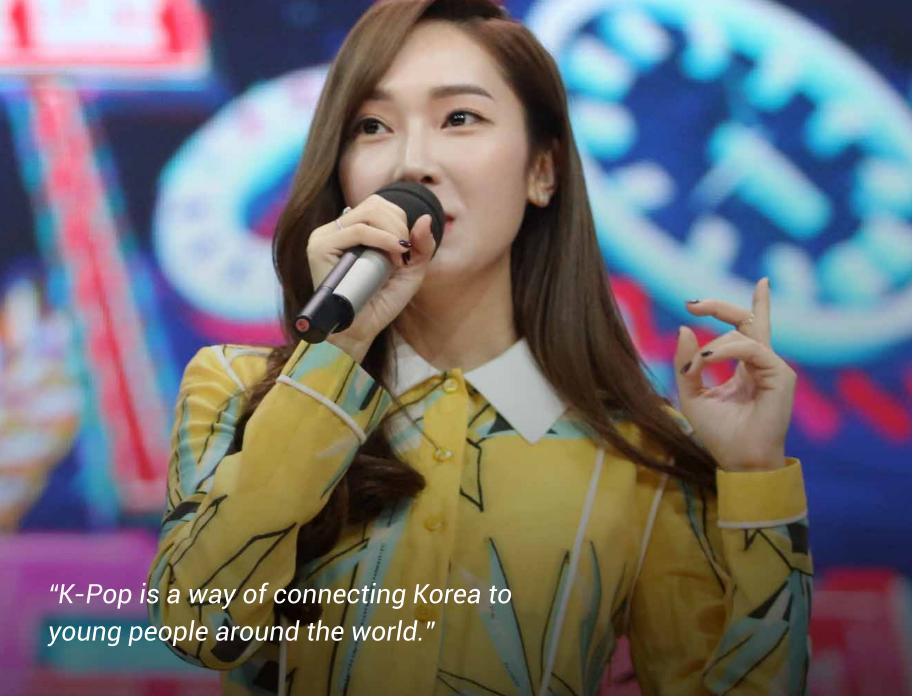
There's a big effort to make Korea into a more multi-cultural society, to have it be more open and accepting and integrate people from other countries. South Korea is one of the most rapidly aging countries in the world. The need for labor is great, which is something the country is grappling with. They

are trying to open up culturally in order to continue growth and development.

And there's an interest in promoting Korea as an international country. The Secretary General of the United Nations is Korean and "Global Korea" is a popular slogan. Also, parents are very concerned about giving their children a good education and many make sure their kids study in an English-speaking country, often from as early as middle school. That idea, and promotion of education that encourages more creativity and innovation, is on their minds. They admire America for these things, but so far are still working to find the best ways to implement these ideas into their own societies.

### What can other nations learn from South Korea's example of a holistic approach to power?

I think South Korea is open to learning from others and is both very proud and very self-critical. The two things work together. They have a model of sorts. It's a small country that came from dire poverty and became an affluent society in a generation. The Koreans can say, "We did it ourselves with a combination of planning and commitment and stubbornness." [South] Korea shows that you can be a kind of neutral country with no ambitions to dominate others and yet make a lot of progress in a short time.





Are Russia's leaders acting to build any particular image in the world?

Russia's leaders are speaking to different audiences as they try to re-shape their country's image. Russia has put significant resources into reaching the so-called "Russian world" beyond its borders. In trying to appeal to those who share some kind of common cultural heritage, Russia's leitmotifs are language, religion, national identity, and history. When we look at Russian outreach to a broader audience, there's an additional theme that's worth noting. That's a semi-angry contrarianism—Russia's readiness to stand against what it sees as the negative direction taken by Europe and the United States. It wants to present itself as an alternative to an allegedly decadent west. That may be the single most important recent element in the evolution of Russia's "brand".

When we asked which countries are more culturally significant – as represented by art, history, literature etc – Russia scored higher than both China and the United States. Do you have an idea about the sources of this positive regard?

It's no mystery—think of the great Russian writers and composers. Also singers, choreographers, comedians, painters, literary critics, mathematicians, scholars, and scientists. There's no denying the contributions to world culture of Russian artists and intellectuals. Russia has not always treated them well, of course — but it does take pride in them.

Russia's business climate is not ranked highly by our respondents. The nation scores below the median on questions related to taxes, property rights, and corruption. Do these views strike you as the product of stereotypes rooted in reality or are they false?

If you doubt the problems faced by honest businessmen in Russia today, you have only to listen to president Putin's description of the situation in his speech to the federal assembly on December 3. He has made his own personal contributions to these problems, but he at least described them well.

Russian society suffers, in the view of our respondents, from a reputation for environmental pollution, bureaucracy, and other problems that make daily life more difficult. Russia ranked 43rd out of 60 nations, as "a place where I'd like to live." Do our respondents, who were chosen for a higher education level and "decision-maker," status have a fair view?

Many visitors to Russia would be surprised to discover how much the standard of living has improved in the past 10 to fifteen years, especially in the biggest cities. Still, Russians will tell you that your picture of their country is very fair. Take just one problem: official corruption. Putin has often commented on the decay of Russian state institutions that occurred in the 1990s. He considered it his job to restore the powers of the state bureaucracy, but in so doing he re-created an army of officials that prey upon the rest of society. It's possible that even he recognizes that he went too far but doesn't know how to change things.

### What trends in Russia's relationship with the global community strike you as most important?

Obviously the most important trend is Russia's isolation. I can't think of any country in the world that has experienced as sharp a decline in "soft power" in the past decade. By this, I mean a decline in the respect that people elsewhere feel for Russia's leaders, for their policies, for the way they go about dealing with their problems, for the way they treat their own citizens. Yes, Russia's hard power — its military might and its material wealth — went up, and that has created some new opportunities for its leaders. But the decline of Russia's reputation is a pretty serious problem. It has closed off opportunities. This is a terrible setback for Russia — and a setback, too, for governments that would like to be able to work with Russia in addressing common problems.

### Are recent global events, including those related to terrorism and conflict involving ISIS, raising Russia's profile in a positive way?

Some people may have a higher opinion of Putin because of his intervention in Syria. My guess, however, is that there are just as many who have a lower opinion—who have been put off by his claim that he's in Syria to fight ISIS when it seems clear that his real purpose is to prop up the Assad regime. Putin often hurts his own cause in this way. He doesn't understand western governments and societies very well.

Can you imagine a turnaround in Russia's global image, which much of the world associates with unhappiness and constraint? If this were to happen, what kind of role would you imagine Russia's leaders are seeking for their country in terms of global security and world trade?

It's not hard to imagine an improvement in Russia's image. We've seen it happen several times in recent decades. Remember, Gorbachev took a losing brand and made it much more attractive. For a time Yeltsin did even better — he seemed, with all his limitations, to embody the possibility of a real break with the past. And Putin himself had a good reputation for a while. So did Medvedev. I think Europeans and Americans are actually eager to think well of Russia's leader, but they do seem to have given up on Putin himself. If his successor presents a different face to the world, if he (or she) can drop the tough guy style, can stop picking on neighbors, can get over Putin's zero-sum obsessions, Russia's global standing could be quickly repaired. When they see how quickly this transformation could occur, Russians may ask themselves why they stuck with Putin for so long. What has he gotten them?

"The most important trend is Russia's isolation. I can't think of any country in the world that has experienced as sharp a decline in "soft power" in the past decade."



# CASE STUDIES



### NOW YOU SEE IT, NOW YOU DON'T: DARPA SETS SIGHTS ON VANISHING SUPPLY VEHICLES

DARPA is extending its Vanishing
Programmable Resources Project
(VAPR) to include devices that can carry
resources to intended areas and then
disappear. Benefitting soldiers in remote
and war-torn areas, these vanishing
vessels also have the potential to help
victims in the wake of natural disasters or
other crises.



### THE CHANGING FACE OF LEADERSHIP: CANADA ELECTS MOST DIVERSE PARLIAMENT EVER

Canada's elections in fall 2015 not only brought the landmark shift from the Conservative Party to the Liberal Party with the election of Justin Trudeau as prime minister (who also appointed half of the seats on his cabinet to women), but this year also marks the most diverse parliament in the country's history. Women claimed 88 seats in the Canadian House of Commons, representing 26 percent of MPs, while Muslim and Indigenous citizens each claimed 10 seats, respectively.



At Nuetralitz Prison, bleak cells and handcuffs are replaced with white cottages and rabbits (useful for "animal therapy"). Housing some of Germany's most dangerous young prisoners, this facility aims to tap into the potential of youthful minds to recover quickly from their crimes and become rehabilitated. Offering

a second chance to individuals ages 19 to 25, this facility challenges traditional models of imprisonment.



### THE WORLD'S COLDEST REAL ESTATE BATTLE: RUSSIA AND DENMARK FIGHT OVER THE NORTH POLE

With the potential to be a lucrative source of oil. Russia laid claims to land in the Arctic, directly contradicting Denmark's proposal for ownership of the North Pole. After extensive research, both countries have submitted proposals to the UN's Commission on the Limits and the Continental Shelf (CLCS) for review. Russia claims that the Arctic land mass is connected with their country through underwater ridges, while Denmark claims the land belongs to them by way of their autonomous territory, Greenland. The United States, Canada and Norway have all also put in bids for this land.



### ROMANIA SUES THEIR OWN PRIME MINISTER FOR CORRUPTION

The youngest premier ever to take office in Romania, Victor Ponta was also the first prime minister to stand trial and be indicted while in office. Pushed forward by Romania's National Anti-Corruption Directorate, the charges against Ponta included tax evasion and money laundering. After several months of denying the claims, Ponta and his cabinet resigned in November 2015.



### COLOMBIAN WOMEN EMPOWERED IN THE FACE OF ADVERSITY

Though the 50-year armed insurgency in Colombia has created many challenges for women, many have gone from viewing themselves as victims to affirming their rights as citizens.

They are banding together – with the support of Colombia's Constitutional Court – to fight for their rights and tell the stories of abuses they faced in order for change. Women are also demanding more representation in parliament and involvement in peace negotiations.



### US AND SAUDI ARABIA BRING SOLAR POWER TO SOUTH AFRICA

Working with the Overseas Private Investment Corporation (OPIC), the United States has approved \$400 million in funding for a solar farm in South Africa. Two companies are leading the project — one from the United States and one from Saudi Arabia — which is part of President Obama's \$7 billion plan to "Power Africa."



#### **COSTA RICA: A COUNTRY WITHOUT A MILITARY**

When foreign dignitaries arrive in Costa Rica, they are greeted, not by armed men in uniform, but by school children dressed in the colors of their home country. It has been 67 years since President Figueres abolished the country's military to redirect funding to education, healthcare and preserving the nation's biodiversity. Today, the country provides free, high-quality education, healthcare, social security, and lead the world in renewable energy use.



#### **EMPOWERING THROUGH EDUCATION IN AFGHANISTAN**

When Sakena Yacoobi founded an underground school for women despite the turbulence in her country, she never guessed that her best students would end up being 19 armed young men from the Taliban who threatened to stop her. Once convinced of Yacoobi's school, they left the Taliban demanding to be educated, too. Today, they are among Yacoobi's best teachers, guides and guards as she continues to expand her education practice throughout Afghanistan.

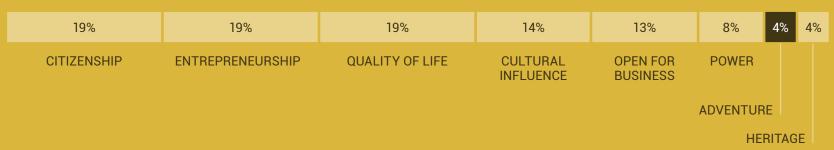
### **Chapter 8**

# **ADVENTURE**

#### **RANKINGS:**

- 1. Brazil
- 2. Italy
- 3. Spain
- 4. Thailand
- 5. New Zealand
- 6. Australia
- 7. Greece
- 8. Costa Rica
- 9. Portugal
- 10. Mexico

### **Power** accounts for 8% of our total rankings:



In this age of virtual reality, it turns out that people all over the world value actual experiences, especially adventure and time spent in beautiful natural environments, more and more. In our study, a country's reputation for adventure and natural beauty accounted for four percent of its national brand. How important is this factor? Consider the roughly \$263 billion per year spent by adventure travelers and you get some idea about the monetary value that can be attached to excitement and pleasure (George Washington University & Adventure Travel Trade Association Adventure Tourism Market Study 2013).

In a time when international travel has never been cheaper and communication has never been easier, a pristine, accessible and beautiful natural environment is a huge draw for tourist dollars. Perhaps no country on earth has done more to cultivate this resource than Costa Rica where, in the past 40 years, a new national park system has doubled the number of acres devoted to natural jungle wilderness. This effort was spurred by government programs that use fees for water use to pay landowners who give up their development rights.

"We have made a BIG bet on our natural environment," explains Román Macaya Hayes, Costa Rica's ambassador to the United States. "We have also bet on renewable energy. In the first half of 2015, we generated 98.55 percent of our electricity from carbon free renewable resources. Approximately 70 percent came from hydroelectricity, 15 percent from volcanoes, and 15 percent from wind. By 2100, we want to have departed completely from oil, even in transportation. We want an economy based on renewable resources."

### ADVENTURE INFLUENCE ATTRIBUTES THAT WENT INTO THE RANKING:



Friendly



Fun



Pleasant climate

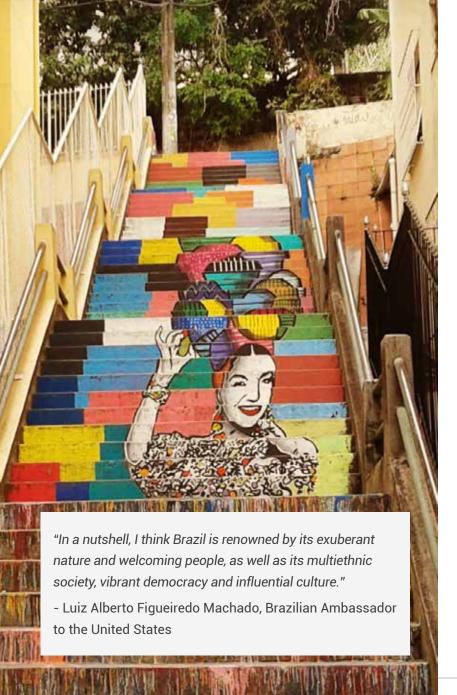


Scenic



Sexy

The Costa Rican example begins with a society where eight percent of government spending must, by law, be devoted to education and school is both free and mandatory for all children. Costa Ricans gave themselves a "peace dividend" by disbanding the nation's armed forces in 1949 and they were among the first nations in the world to adopt both universal free health care and a maximum 40 hour work week. These practices have contributed to the country's high quality of life as reflected in life expectancy (79 years) and its number one rank in the annual Happy Planet Index published by the London-based New Economics Foundation (World Health Organization Life Expectancy, Data by Country; Happy Planet Index 2015).



Our 16,500 respondents recognized tiny Costa Rica, with its 4.8 million population, as a top 10 country for climate, fun and the ineffable quality we called "sexy." Not surprisingly, the number one country for sexiness was Brazil, which also came in first as the most fun nation on Earth and first overall for adventure and beauty. Italy and Spain followed in the number two and three spots. Many of the countries that did well in other measures of national esteems, including the United States, Japan, Germany and the United Kingdom fall well behind these nations and others, such as the Dominican Republic and Peru.

Countries perceived as less adventurous in our survey would do well to study growth of the global adventure travel sector which has grown at a double digit rate in recent years. Whether they are rock climbing in Australia or touring India on horseback, adventure travelers are big spenders who immerse themselves in the countries they explore. Many also look for opportunities to get close to the nature as part of the so-called "eco-tourism" trend. African nations are well-positioned to develop this industry and many are seeking to catch up with leaders such as Zimbabwe, Kenya and South Africa where established preserves and parks have supported generations of visitors. In Gabon, where equatorial forest covered 90 percent of the land, the government is stepping up wildlife and habitat protection efforts. Gabon was the first African nation to submit plans for climate change mitigation prior to the recent Paris summit and, with aid from France, leaders are preserving three wilderness areas close to the growing city of Liberville. Gabon's president has also begun a marine habitat and fisheries protection project called Gabon Bleu.

# 36%

### of total wealth in developing countries is driven by natural capital

(World Bank Natural Capital Accounting)

However, as a sparsely populated country of 1.8 million, Gabon in one of the few nations where a well-managed forest could produce more valuable products. "Out of 23 million hectares of woodland we're currently exploiting less than two million," says Tanguy Gahouma-Bekale, permanent secretary of the National Climate Council, "...we don't intend to leave our forest under a cloche. We need to exploit it, with due restraint, because we're keen to achieve emerging-economy status very soon" (<u>The Guardian Gabon: Protecting Vital Forests, and Communities</u>).

Tropical forests hold enormous value as natural chemistry labs that produce compounds useful to science and medicine. Ingredients in human birth control pills and treatments for malaria, multiple sclerosis, and various types of cancer have all come from compounds discovered in these jungles. Wild places are also sources of food, especially in developing countries, and they help provides clean air and water for human populations. Of course the benefits of protecting the natural environment are not confined by national borders. Air and water produced in one country naturally

#### **BEST COUNTRIES VIDEO INTERVIEW** Click here to watch



"When one country wanted to put in some drilling into the ocean, it was discovered that it was going to affect where the great whales mate. Treasures are there for everybody in the world and there has to be sensitivity and appreciation, and a value that is unquestionable.

- Nancy Kamel, US National Commissioner, UNESCO

flow into others, and this truth has diplomatic implications. For decades much of the world watched with deep concern as satellite images showed the Brazilian rainforest retreating under the onslaught of farmers, miners, developers, and lumber harvesters. Last June, the country took a step in the other direction, pledging to restore 12 million hectares of oxygen-producing forest by 2030. The area to be returned to wilderness would equal the size of the American state of Pennsylvania (*The Guardian Brazil Announces Massive Reforestation and Renewable Energy Plan with US*).

Although Costa Rica has shown that the wilderness can be restored to the benefit of all species, including homo sapiens, some older, highly-urbanized nations may struggle to expand nature preserves. However, much can be done, even in older societies with great population density, to make the adventure accessible through a hospitable culture. Spain sets a good example. Despite the strong presence of the socially conservative Catholic Church, the Spanish outlawed discrimination against LGBT people in 1998 and their



(Euromonitor From the Online to the Mobile Travel Era)

society is known for welcoming gay, lesbian, and transgendered couples. Spain was the third nation in the world to make marriage equality the law, which it did in 2005, and it ranks second in tourism revenues from gay travelers (behind only the United States), making approximately \$6.8 billion USD in revenue from inbound LBGT tourism (*LGBT Capital Estimated LGBT-GDP Tourism Impact 2015*). Worldwide, the LGBT population numbers more than 300 million and is estimated to possess as much buying power as the entire nation of Germany (*LBGT Capital*).

Travelers, potential investors, and even immigrants seeking fun, friendly, scenic and sexy destinations are better informed than ever. New services including specialized travel websites and peer-to-peer services like the room-rental service Airbnb make it possible for people to connect to countries in a more direct way and on a human scale. Once a scheme for saving money, Airbnb became a way to make friends in faraway places. Transport services such as Uber provide the same side benefit, and places that make it easier for them to function have an advantage over others that do not. When Airbnb came under pressure from regulators in New York City, officials in the United Kingdom saw an opening. The United Kingdom embarked on a program to encourage the development of the so-called sharing economy which would make a pricey city like London friendlier to budget travelers.

The United Kingdom has also benefited greatly from the enormous brand equity created by the 2012 Olympic Games in London. A showcase for British style and ingenuity, the games were a popular success and the opening ceremony, a showcase of British culture devised by the Oscar-winning film director Danny Boyle, was viewed by an enormous TV audience around the world. Brazil will attempt a similar feat with its 2016 games. The mayor of Rio de Janeiro has already said that the hoped-for clean-up of local waters won't be realized (*The Guardian Olympic Chiefs to Order Testing for Viruses in Rio's Sewage-Polluted Waters*). The chairman of the organizing committee said that the games represent a "chance for one region of the world. And this chance is to start an enormous legacy ... to show to the world what we can do" (SBS The 2016 Rio Olympics Will Change the Perception of Brazil, says the President of the Organising Committee for the Olympic Games).

With less than a year to go, some in the press noted the various crises afflicting Brazil, including downgraded bond ratings, rampant inflation, and political corruption scandals, and predicting troubles for the 2016 games. Should pollution, traffic snarls, and subpar venues mar the games, Brazilians already enjoy the goodwill of a world that considers them the some of the friendliest, sexiest people on earth occupying a beautiful environment. Their country has a great distance to fall before it seems as bad a place for fun and pleasure as say, the United States.



# ADVENTURE

### Perceptions that went into this ranking include:

Scenic, Fun, Sexy, Friendly, Pleasant climate

#### THE TOP 10 COUNTRIES FOR AVENTURE



1. Brazil



2. Italy



3. Spain



4. Thailand



5. New Zealand



6. Australia



7. Greece



8. Costa Rica



9. Portugal



10. Mexico

### THE TOP 10 ADVENTURE NATIONS ACCOUNT FOR

17% of GDP

(Based on 2014 Purchasing Power Parity per capita GDP)



#### THE FRUGAL TOURISTS

Countries ranked based on a Place I'd Like to Visit, Affordable, Has Great Food and Cheap Manufacturing Costs

#### 1. Thailand

- 2. India
- 3. Mexico
- 4. Malaysia
- 5. Indonesia

- 6. Vietnam
- 7. China
- 8. Philippines
- 9. Sri Lanka
- 10. Turkey

#### **ADVENTURE IS OUT THERE**

\$3K

Average budget for an 8-day Adventure

\$48K

Average cost to climb Mount Everest

\$46.8K

Average Annual Income of an Adventure Tourist

57%

Adventure Tourism will be in emerging economies by 2030



#### **FUN GETAWAYS**

Countries that offer a great time based on being a Place I'd Like to Visit, Fun and Sexy

- 1. Brazil
- 2. Italy
- 3. Spain

- 4. Thailand
- 5. Mexico
- 6. France

- 7. Argentina
- 8. New Zealand
- 9. Australia

5 OF THE WORLD'S MOST MULTILINGUAL COUNTRIES Aruba: Dutch (official), Papiamento (official), English, Spanish

Luxembourg: Luxembourgish (official), French (official), German (official), English

Singapore: English (official), Mandarin Chinese (official), Malay official), Tamil, (official)

Malaysia: Malay (official), English, Manglish, multiple Chinese dialects

South Africa: English, Afrikaans, isiNdebele, isiXhosa, isiZulu, Sesotho saLeboa, Sesotho,

Setswana, siSwati, Tshivenda, Xitsonga, Indigenous dialects – 11 official languages

#### **TOURIST NATION**

Countries in the top 30% for both tourism spend and Place I'd Like to Visit

Tourism Spend (USD millions)

1. France	63,530
2. Spain	63,198
3. United Kingdom	45,966
4. Italy	43,036
5. Thailand	37,740
6. Turkey	32,249
7. Malaysia	20,251
8. Japan	16,197

#### **SMALL EXPLORERS**

Countries with the highest ratio of Adventure to land area

- 1. Singapore
- 2. Luxembourg
- 3. Costa Rica
- 4. Netherlands
- 5. Dominican Republic
- 6. Denmark
- 7. Ireland
- 8. Portugal
- 9. Greece
- 10. Panama



### How would you briefly describe Brazil's international reputation?

In a nutshell, I think Brazil is renowned by its exuberant nature and welcoming people, as well as its multiethnic society, vibrant democracy and influential culture. The cherished values of democracy and tolerance are embodied in Brazilian international standing, serving as guiding principles for the country's foreign policy. I believe that Brazil's international reputation as a peace-loving country, fully committed to the strengthening of multilateralism, international law and the peaceful settlement of disputes, spring from a genuine feeling of brotherhood with other nations and reflects the virtues of the Brazilian citizens themselves and their common national identity.

### A nation's reputation is similar to a brand. Does Brazil have a nation brand? If so, what is its personality?

It would be hard to name a single brand to Brazil, due to its size, complexity and inherited diversity. When one thinks of Brazil, the first elements that come to mind might be soccer, samba, the rain forest or its beaches. These stereotypes notwithstanding, what someone who comes to Brazil for the first time will definitely remember is its people, their openness to the world and their happiness. We like to think of ourselves as a young, creative, artistic, diverse and energetic people, with strong cultural values in favor of conciliation and tolerance.

Beyond that, Brazil now projects the image of a large, democratic, and peaceful developing country that, even though still facing

many challenges, has accomplished a great deal in the areas of economic and social development. A focus on sustainable development has helped Brazil achieve over the past decade one of history's most successful processes of social inclusion. More than 36 million people were lifted out of extreme poverty, while 42 million Brazilians ascended to the middle class.

### How does a sense of adventure and beauty contribute to Brazil's nation brand?

A sense of adventure and beauty has always been part of a certain vision of Brazil, one that combines its cultural diversity with its varied and stunning landscapes. First-time visitors to the Iguazu Falls or to the Brazilian Amazon rain forest will certainly have unforgettable experiences to share. But so will those who go deeper into the country. With its 8,000 kilometers of coastline. Brazil offers hundreds of different beaches as holiday destinations. Baía do Sancho (Sancho Bay), on the island of Fernando de Noronha, for instance, was for the second consecutive year nominated as Best Beach in the World in the 2015 edition of Traveler's Choice. A sense of adventure and beauty is also definitely present on many national parks across the country, and there is an overall awareness of the importance of promoting sustainable and green tourism in Brazil. Rio de Janeiro (the "Marvelous City") is still the main postcard and port of entry to Brazil, and by no coincidence it was chosen to host the first Olympic and Paralympic Games in South America. An estimated five billion people will be watching the



competitions in 2016, and they will probably witness the most beautiful games ever held. This exposition will certainly add still more value for a Brazil's nation brand, promoting its image, its business, its people.

Would you say a nation's ability to offer adventure and beauty is driven by its government, its businesses, or its citizens?

The openness, joy, tolerance, and warmth of the Brazilian people were the most remarkable traits noted by visitors during the 2014 FIFA World Cup.

I would not like to underestimate the role the government and businesses play in promoting a nation's brand, but in the case of Brazil one should recognize that the Brazilian people are our best asset. Many agree that the soccer World Cup in Brazil was probably the best ever in history, and this is not only due to the quality or to the organization of the games, but especially because tourists enjoyed the hospitality of the Brazilian people and the festive atmosphere that engulfed the country. The estimated 400,000 visitors expected in Rio next year will certainly see this pattern repeated at the 2016 Olympic and Paralympic Games.

Mass deforestation is currently a big issue affecting the natural beauty and health of the Amazon rainforests. What are the negative effects that Brazil is seeing today as a result?

Though deforestation remains a problem, this is an area in which Brazil has been making a remarkable progress. From 2004 to 2014, deforestation in the Amazon fell by 82 percent, thereby reducing significantly the negative effects of CO2 emissions and biodiversity loss. This is a result of a persistent and coordinated effort by both government and civil society. The problem of deforestation has made the government invest in its capacity to detect deforestation, including with the use of satellite and radar images, and to expand, consolidate, and maintain conservation units and indigenous lands, which today correspond to approximately 45 percent of the territory of the Brazilian Amazon. Besides, the Brazilian government is committed with the goal of reaching zero illegal deforestation by 2030.

This year, Brazil's government made a sustainable energy deal with the US that includes repopulating the destroyed rainforests. Can you tell us more about this initiative and how the country will benefit? How will other countries benefit from restoring the rainforest?

Building on the personal commitment of both President Dilma Rousseff and President Barack Obama on climate change, Brazil and the United States have adopted an important Joint Statement on Climate Change during President Rousseff's visit to Washington D.C. on June 2015. In this document, our Presidents announced a joint commitment to reaching a share of 20 percent renewable sources other than hydropower in the electricity mixes of Brazil and the United States, by 2030 (*The White House United States-Brazil Joint Statement On Climate Change*). In that document, Brazil also anticipated its commitment to restoring and reforesting 12 million hectares of forests by 2030. Brazil and the United States will work together to promote investments in sustainable forest management and forest restoration, encouraging the provision of ecosystem services, building resilience, mitigating climate change, and contributing to improved income streams for farmers.

Brazil's rivers have also been heavily polluted and have become a major concern for the approaching Olympic Games. How does Brazil intend on tackling the problem?

There are 15 municipalities along the Guanabara Bay, a region with approximately 8 million inhabitants.

The impulse for the recovery of the Bay will be one of the most important legacies of the 2016 Olympic and Paralympic Games. In the past years, the amount of wastewater that undergoes treatment in this region increased fivefold. We are committed to continuing the investments in wastewater treatment and in solid waste management.

During the games, additional measures, such as the installation of eco-barriers along the rivers that flow into the Guanabara Bay, will guarantee that the waters are in accordance with international standards. As the test events have already shown, the water sports competitions will be a great success.

Once the rivers are cleaned, what are some of the benefits that Brazil might be able to enjoy regarding tourism?

The Guanabara Bay is already a stunning natural scenery. Further improvements in the quality of the water will allow residents and tourists to enjoy an even wider range of leisure and sports activities.



### What can Brazil do to balance the need for agricultural land and protecting the beauty and integrity of its natural equity?

Since 1984, 70 percent of Brazil's increase in agriculture production has been due to continuous increases in yield, and not to the expansion of agricultural land. Brazil has been developing comprehensive policies to guarantee that agricultural production and environmental protection coexist in a sustainable way. One of those policies is the new Forest Code, which requires that private landowners set aside areas for protection inside their properties. The areas along the rivers, water springs and mountain tops, for example, will be permanently protected. In the Amazon, 80 percent of the properties have to be set aside for conservation.

#### What can other countries learn from Brazil's example?

Other countries can see that Brazil is a country that is taking the challenge of sustainable development - in its economic, social and environmental dimensions - seriously. Brazil is open to share its experience in areas such as forest monitoring systems; biofuels; low carbon and resilient agriculture; restoration and reforestation activities; management of protected areas; increased resilience through social inclusion and protection programs.





### How would you describe Costa Rica's international reputation?

A lot of people know we are a nation of peace, we are the oldest democracy in Latin America, we are stable and we are green. Many know we abolished the army in 1948. However, many people may not know the specifics, or more recent trends. For example, we have implemented very successful environmental and conservation strategies with which we became the first tropical nation to have dramatically reversed deforestation and with which we generated 98.55 percent of our total electricity from carbon-free renewable resources during the first half of the year. In addition, many people may now know that our economy is undergoing a fundamental change, with high value services, hi-tech manufacturing and innovation leading the way. Our number one export product class is medical devices.

### A nation's reputation is similar to a brand. Does Costa Rica have a nation brand? If so, what is its personality?

Our brand is multidimentional: we are a peaceful, democratic, green and sustainable country with educated, healthy and happy people that have a strong work ethic. The Happy Planet Index ranked Costa Rica as the happiest country in the world in 2014 (Happy Planet Index 2014). Visitors are initially attracted to Costa Rica's natural beauty, but once they arrive, they quickly appreciate the warmth and openness of our people.

### How does a sense of adventure and beauty contribute to Costa Rica's nation brand?

Costa Rica offers the adventurous traveler many exhilarating options, from white water rafting, zip-lining through the forest canopy, mountain biking through mountain trails, hiking to volcanic craters and waterfalls, surfing the perfect wave, or scuba diving among schools of very big fish. These activities awaken the senses to our natural wonders of our country and strengthen our strong brand in eco-tourism.

### Would you say your nation's ability to offer adventure and beauty is driven by its government, its businesses, or its citizens?

Government, businesses and citizens are all involved and their roles change over time, but citizens are where the ultimate power resides in a true democracy. We have a very robust civil society with complete freedom of speech and a highly educated population of people who know their rights. We also have had enlightened leaders, but they are supported, politically, by our citizens. There is broad support for Costa Rica's goals of becoming a carbon-neutral country by 2021, of conserving our environment, and of moving away from fossil fuels. This citizen's support has allowed the Government of Costa Rica, through different administrations, to implement ambitious and creative programs to promote our sustainability as a nation. Some of our conservation policies have been quite successful. Back in

the 1970s, we were promoting agricultural commodity exports, such as beef, which unfortunately involved clearing forests. We realized we had to save our forests by creating national parks. Our new national parks soon protected about 25 percent of our territory. However, creating additional national parks became very expensive as the value of land started to increase. We needed to find a way to encourage private landowners to enter the conservation effort. To this end we established a carbon tax – on gasoline and diesel – and water fees that every user pays. The money collected is distributed to landowners to compensate them for setting land aside for conservation. Now, instead of having forest cleared for cattle, we have forests people tour. With this policy, forest coverage increased from 21 percent to 52 percent of our territory in 26 years.

### What makes Costa Rica so attractive to the adventurous?

One thing is probably the fact that we have such a diverse environment in an area the size of West Virginia. Therefore, Costa Rica offers lots of unique adventures that the adventurous traveler can experience in a relatively short visit of one or two weeks. While other tourism destinations often advertise "sun and beach", Costa Rica's offering is much more diverse. Costa Rica is a destination where people visit several different sites, each of which offers a unique experience. People learn while in Costa Rica, and probably return to their home with a stronger sense of adventure and personally more committed to conservation.

# Costa Rica has a strong tourism industry, particularly ecotourism. Can you tell us about what ecotourism is and what sets it apart from other forms of tourism?

The term eco-tourism was virtually coined for Costa Rica, since most visitors come to experience nature without damaging it. Costa Rica's eco-tourism started in the 1980s with backpackers, surfers, and birdwatchers seeking a different type of tourism based on having the lightest footprint possible on the environment. Eco-tourism depends on a commitment to environmental sustainability by both the service providers (hotels, tour guides, etc.) and the tourists themselves.

Though Costa Rica makes up only 0.03 percent of the earth's surface, it is home to about 4 percent of the species on Earth. How does this biodiversity contribute to the country's economy and culture?

Our biodiversity is not theoretical. You experience it personally with all the different forms of life you encounter. It is not difficult to see many types of birds, mammals, trees and flowers. Take hummingbirds: in all of the United States east of the Mississippi, there is one species. In Costa Rica, we have 52 species. Look at trees: Brazil has six species of trees per 10,000 square kilometers. Colombia has 35. Costa Rica has 295. After a few days seeing wildlife and plants that you have never seen in person, you will quickly realize that God was very generous with Costa Rica. It is our duty to protect this gift.

### What do the inhabitants of Costa Rica do to protect and preserve the natural beauty of the country?

Laws and regulations govern where and what you can build. You cannot build on wetlands, or too close to the beach. We regulate access to sensitive environments. Cocos Island, which is way out in the Pacific, is only inhabited by park rangers and only a certain number of boats can visit each year. It is an amazing place with the best scuba diving in the world, where there are schools of hammerhead sharks, big turtles and big sailfish. Another environment where access is regulated in sea turtle nesting sites, such as the beach where the leatherback turtles lay their eggs at night. You cannot simply go and wait for the leatherbacks to come onto the beach. You must follow trained guides who know what they are doing and who use special red lights that won't disturb them. Places like this are recognized for their value and protected.

What can other countries learn from Costa Rica's ability to benefit from and protect its natural beauty?

The point is not that every country can do the same thing, emphasizing eco-tourism, for example. The key is to identify what your country has that is special – history, cities, art, landscape, you name it – and then protect and build on that strength.

Of course, this is not done overnight. In Costa Rica we bet heavily on education over 150 years ago. We made education for both boys and girls mandatory, free and paid for by the State in 1869. That was a big bet and it paid off. In the 1940s, we also made a big bet on universal health care, and later did something no other country had ever done: abolish its own army. The budgetary savings from not spending money on a military allowed for further and sustained investment in education and health. You need a sustained effort to create a peaceful, democratic, and educated society that you can build on. Our policies have been aimed at fulfilling the aspirations of our citizens, not necessarily following some model used in another country with a different reality. Every time a majority of our citizens agreed with the goals we set for our country, we achieved them, regardless of the size of our economy.

# CASE STUDIES





#### PRAGUE IS THE BEES KNEES

With over 50,000 registered beekeepers, the Czech Republic is a destination for honey. The Intercontinental hotel in Prague offers a one-of-a-kind experience, where guests can enjoy honey produced right on the spot from beehives on the hotel's roof.

### WILDLIFE THRIVES BETWEEN NORTH AND SOUTH KOREA

The Korean Demilitarized Zone (DMZ) is a strip of land no bigger than 1,000 square kilometers that divides the peninsula in two – North and South. Without human occupation, the land's natural wildlife has thrived, making it home to thousands of unique plant and animal species. South Korea has an official tourism site called the "Peace-Life" zone that highlights the untouched beauty of the region.



### HOW JORDAN IS USING DRONES TO BOOST TOURISM

After the success of movies such as Indiana Jones, Jordan is turning again to film as a way to boost tourism in the region. Flying drones are capturing airborne footage of the country's most beautiful landscapes and sacred sites to bring awareness to the region and attract tourists.





When a penguin population on a small Australian island dwindled down to 10, threatened by a group of foxes, farmers called on territorial sheepdogs to protect the birds. The stuff of local legend, the story of the penguin population's comeback can now be seen on the big screen in the movie Oddball.



### THE BATH THAT MIGHT GIVE YOU A HANGOVER

The Czech Republic is leveraging one of its oldest resources – dark beer – for a new type of experience: bathing. The liquid is said to open pores and exfoliate skin in a 20-minute soak, followed by 20 minutes wrapped in fleece blankets. Most beer spas offer a different kind of benefit as well – all you can drink beer while you bathe.



#### THE ECONOMY OF SEA AGRICULTURE

Aquaculture – the agriculture of the sea – is seeing remarkable success in Greece, which produces almost half of the sea bass and sea bream in the Mediterranean and provides more than 15,000 jobs in the fish farming industry. The Mediterranean region has seen huge growth in the industry, surpassing the EU annual growth rate average by 16 times.



### **LEBANESE SPICES IN MEXICAN TACOS**

Unrest in the Middle East after World War I drove migration to Mexico by way of the Yucatan Peninsula and, with it, an affinity for roasted lamb with a special combination of spices from Beirut. This tasty dish was quickly paired with a Mexican favorite, tacos, to create the "taco Arabe" that is today known as tacos "Al Pastor."



#### **ROMANIA IS NUMBER ONE**

Lonely Planet named Romania its number one country to visit this year. The country is building its modern amenities – such as nightlife, art and transportation – while maintaining its historically mysterious environment that is home to vampires and lynxes alike. Now you can climb the foggy mountains surrounding Dracula's castle and hail an Uber to take you back to the city.



### BEAUTY OFF THE BEATEN PATH IN INDIA

Located deep within the Ranni rainforest, Gavi is an up and coming tourist spot. Humble cabins and minimally-invasive infrastructure, accessible only by jeeps with four-wheel drive, make it a scenic destination for the more adventurous outdoor traveler.

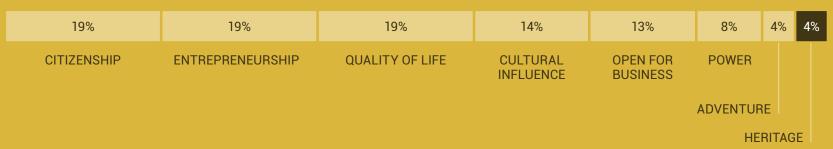
### Chapter 9

# HERITAGE

### **RANKINGS:**

- 1. Italy
- 2. Spain
- 3. Greece
- 4. France
- 5. Mexico
- 6. India
- 7. Japan
- 8. Thailand
- 9. Portugal
- 10. China

### Heritage accounts for 8% of our total rankings:



Which countries win the world's admiration for their history, culture, and food? It turns out that they are the ones that gave us Cervantes, democracy, Leonardo da Vinci, and champagne. Despite their standing as "Old World" nations rooted in centuries gone by, Italy, Spain, Greece and France hold the top positions in our survey findings related to national values and heritage. Respect for the contributions these countries have made is consistent in all regions of the world, and is unmatched by any of the nations associated with more modern measure of influence such as dominance in trade, technology, or innovation. People in the Middle East and North Africa love Italian food almost as much as people in Europe. People in Asia and the Americas agree on the value of Greece's cultural attractions.

Global affinity for the nations where Western art, culture and cuisine were born, suggests that many people identify with values beyond those granted by the places where they were born. Writer Pico Iyer pointed to this dynamic in a much-viewed TED (Technology, Entertainment and Design) lecture in which he described his complex identity as a man of Indian heritage who was born in England, and has spent much of his life in Japan and the United States. Iyer insists he is an example of a growing trend. "Most of the kids I meet are much more international and multicultural than I am," Iyer notes. "They're whole life will be spent taking pieces of many different places putting them together in a stained glass whole" that permits many "upgrades and improvements and corrections" drawn from varied countries and cultures (TED: Where is Home?).

### ADVENTURE INFLUENCE ATTRIBUTES THAT WENT INTO THE RANKING:



Has a rich history



Has great food



Many cultural attractions



Culturally accessible

The diversification of values and blurring of cultures have been stimulated by global communication and travel trends, which bring more people into contact with each other than ever before. This exchange increases the chance that people of the world will find understanding and meeting points where conflicts can be resolved. However, the trend can also contribute to the anxieties and even outrage that harden differences. The ongoing crisis posed by Islamic terrorism is seen, by some experts, as partly a response to Western involvements in the Muslim world and the effects of powerful Western ideas, art, and culture in societies around the globe. Extremists found justification for their acts in a radical interpretation of religion, which permits them to push back violently against the West.

"Syria has become defined by conflict and the refugee crisis. ISIS [Islamic State militants] sees culture, especially archaeological wealth, as a resource to be exploited. Selling items on the black market or destroying things is a kind of asymmetrical warfare. It causes maximum damage and shakes up people."

- Dr. Amr Al-Azm, Head of the Syrian Heritage Task Force, Professor of Middle East Studies and Anthropology at Shawnee State University



Nowhere is the push-pull-effect of cultural globalization more evident than it is in conflict-torn countries where important art works and antiquities have been demolished by forces intending to impose draconian religious views on regions they come to occupy. The destruction of architectural columns at the ancient city of Palmyra, by Islamic State jihadists, ruined part a World Heritage Site designated by the United Nations. This act followed the destruction of a giant Buddhas of Bamiyan by Taliban forces in Afghanistan. The bitter irony of these events can be found in the fact that both sites had been preserved as part of the cultural wealth of poor countries – Syria and Afghanistan – and their destruction harmed local communities most of all (*PBS The Evolution of Islamic Terrorism: An Overview*).

Visitors at museums across Western Europe or at the world's oldest wooden structures at the Horyuji Temple in Japan experience, firsthand, the reverence many societies attach to their cultural treasures. Even in the world's poorer countries such as Peru (Machu Picchu) and Guatemala (El Mirador), societies generally recognize the value of national artistic and archeological wealth and take pains to protect this heritage. This process can be cultivated with education and programs that connect people to their own culture, encourage participation, and inspire pride. The positive cycle of education, participation, and preservation can be seen in countries where people are more likely to visit museums than sporting events and historically significant sites are preserved and protected.

The key to effective cultural preservation and presentation may be the passionate experts who can make art and object relevant. In a recent lecture, Thomas P. Campbell, director of the Metropolitan Museum of Art in New York, explained, "We live in an age of ubiquitous information, and sort of "just add water" expertise, but there's nothing that compares with the presentation of significant objects in a well-told narrative, what the curator does, the interpretation of a complex, esoteric subject, in a way that retains the integrity of the subject, that makes it – unpacks it for a general audience." It's the general audience of both local citizens and visitors from a broad, who transforms values and heritage into cross-cultural understanding and economic development (<u>TED: Weaving Narratives in Museum Galleries</u>).

Barcelona and its region Catalonia may represent the best modern example of culture and heritage at work. Beginning with the city's stunning architectural wonders, including Gaudi's Sagrada Familia cathedral and others, Barcelona's leaders embarked on a deliberate campaign to make their city attractive to international travelers. Policies adopted to encourage local businesses helped keep independent merchants and restaurateurs in business and preserved local art, crafts, and cuisine. (Building on the appeal of authentic Catalan food, Barcelona became a culinary destination with a boom in restaurant openings.) In the 1980s and 1990s, infrastructure investments, including many that were built to accommodate the 1992 summer Olympic Games, made it easier for the world to visit burgeoning Barcelona and many who came stayed long enoughto explore the region. The payoff has been substantial. The city and region have become magnets for foreign investment. As local pride surged, Catalans have pressed for greater independence from Spain, which some see as a negative development; however, this impulse is an outgrowth of successful initiatives which should inspire more emulation than fear (The Atlantic Catalonia's Winding Road to Secession).

### **BEST COUNTRIES VIDEO INTERVIEW** Click here to watch



"When you have on the one hand the desire to feel like you can live anywhere, but you also have threats that are coming from groups who feel basically like this new modernity is itself a threat to what they represent. These are two different realities that are going to have to be sorted out in the coming years."

- Ambassador Dennis Ross, The Washington Institute for Near East Policy

As Barcelona's experience with Gaudi's cathedral shows, monumental religious sites stand as important cultural attractions. No visitor to Sagrada Familia will fail to notice the spiritual elements of the architecture and the Catholic Church preserves its religious purpose. Visitors find similar experiences at churches, mosques, shrines, and other religious sites worldwide. The reverence people feel at these places affirms local values but can also inspire understanding in people of different faiths.

According to the highly-respected Pew Research center, religion will maintain its position at the heart of world culture. The number of Muslims will grow fastest in coming decades, exceeding Christians as the world's largest formally organized faith group. However, the religiously unaffiliated will also increase in number. The opportunities and perils implicit in religion will challenge leaders seeking to have more valuable nation brands that would appeal to the largest number of global citizens (*Pew Research Center The Future of the World Religious: Population Growth Projections 2010-2050*).

The countries that earned our respondents' highest level of respect for their cultural assets are generally more diverse and cosmopolitan. Italy, Spain, France and Greece each built empires in the past and became central, in their turn, to global trade. People who met at these centers of activity exchanged ideas and values, and generally discovered that their differences were small when compared with what they shared. This contact can provoke fear and anxiety in times of crisis, as the world has witnessed after terrorist attacks in cosmopolitan places like Beirut, and Paris. After dangerous moments, societies that manage these crises well, calling upon their highest values, win the world's admiration. Those that respond poorly risk further conflict and enmity.

#### **RELIGION ON THE RISE**

By 2050, Pew predicts that all major religious groups with the exception of Buddhists will grow:

2.92 billion Christians	*********	25% growth
2.76 billion Muslims	666666666666666666666666666666666666666	42%
1.38 billion Hindus	3333333333333333	25%
490 million Buddhists		0%
450 million Folk Religion	<b>3333</b> (	11%
20 million Jews	Σ	50%

(Pew Research Center The Future of the World Religious: Population Growth Projections 2010-2050)

Over time, culture and experience evolve into the histories we write about our own nation and the world. "History matters," observed the writer Bill Bryson, "because it reminds us who we are, what we've done and what we might do better" (*The Guardian Heritage: Why We All Have a Part to Play*). Indeed, it is history, both ancient and recent, that shape a nation's self-image and the image it presents to the world.

A clear-eyed approach to history can help a nation, and its brand, recover from almost any injury. Germany's ongoing self-examination in the wake of World War II and the Holocaust contributed substantially to a modern society that is so admired around the world it was judged best country overall in our survey. In the subcategory of Heritage, where history weighed most heavily, Germany nevertheless ranked 16th overall. This score was hurt a bit by German food, which doesn't seem very popular, but helped by international respect for "cultural accessibility." Germany, it turns out, is regarded as a friendly place to visit.

Cultural development that yields benefits to a nation's brand is a project that requires time and broad popular support. The United Kingdom, which comes in 12th in this category, began to protect its historically important sites in the late 19th Century. Near the end of the century, the National Trust was formed to protect treasured places including structures and landscapes. Its first acquisition was made to protect a 14th century house in East Sussex. From its early devotion to the preservation of country houses, the organization moved on to protect land, urban buildings, and geological treasures such as the Giant's Causeway in Northern Ireland. The largest private landowner in the United

Kingdom, it also conserves a vast art collection, much of which has been acquired with properties.

As an example of a national cultural endeavor with broad support, the national Trust may have no equal. Its annual budget, which is in excess of \$600 million USD, is provided largely through subscriptions purchased by the public, bequests, and revenues from its activities. This rate of public participation, for an agency with the motto "For ever, for everyone" may be the key element of its success. Writing for <a href="The Guardian">The Guardian</a>, former trust director Fiona Reynolds recently credited the shared effort of public and private sectors. "Britain has a grand history of civic society stepping in to fill the gap between free market and state action," she wrote. However, she added that there is no substitute for the role played by government, "which it must not duck and that is the wider climate that it sets: whether it recognizes the importance of quality of life as well as the economy; whether it values the historic and irreplaceable alongside the need for progress."

# HERITAGE

Perceptions that went into this ranking include: Has a rich history, Has great food, Many cultural attractions, Culturally accessible

### THE TOP 10 COUNTRIES FOR HERITAGE



1. Italy



2. Spain



3. Greece



4. France



5. Mexico



6. India



7. Japan



8. Thailand



9. Portugal



10. China

### THE TOP 10 HERITAGE NATIONS ACCOUNT FOR

16% of GDP

(Based on 2014 Purchasing Power Parity per capita GDP)

### **INCOGNITO COMPETITORS**

Countries in the top 30% for number of Olympic Medals winners, but are not globally perceived as Athletically Talented

- 1. Japan (1228 medals)
- 2. Hungary (1053)
- 3. India (1053)

- 4. Sweden (1021)
- 5. Netherlands (782)
- 6. Jordan (704)

### **SMALL POPULATION, BIG REPUTATION**

Countries with the highest ratio of Heritage to population

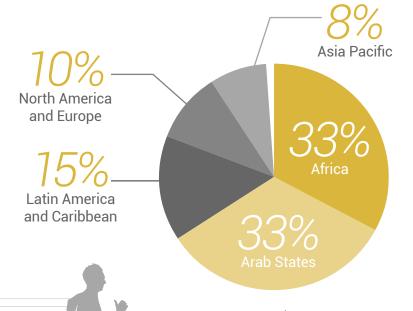
- 1. Luxembourg
- 2. Ireland
- 3. Greece
- 4. Austria
- 5. Portugal

7. Denmark (491)

8. Bulgaria (331)

- 6. New Zealand
- 7. Singapore
- 8. Israel
- 9. Uruguay
- 10. Denmark





### **ENDANGERED HERITAGE**

Regional distribution of the 48 UNESCO World Heritage Sites in Danger around the world

#### PLACES OF FAITH

Countries where religion resonates in society based on Religious and Has an Influential Culture

1	١.	Ind	ia		6.	Italy

2. Egypt 7. Iran 3 Israel 8 Pakistan 4. Saudi Arabia 9. Jordan 5. Turkey 10 Morocco

#### THE VALUES CREW

Countries that are the most Religious, Modern, and **Culturally Influential** 

### 1 India

2. Italy

3. Japan 4. Israel

5. Egypt

6. France

8. Spain

11. Turkey

12. Germany

7. Saudi Arabia

13. Iran

9. United States

14. China

10. United Kingdom 15. Jordan

### MILLENNIAL NATION

Countries that Millennials rate more highly for Heritage than the general population

#### 1. Singapore 6. South Korea 2. Saudi Arabia

7. South Africa

3 Morocco

8 Tunisia

4. Brazil

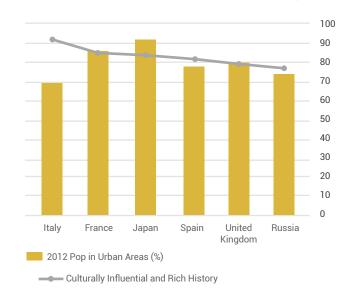
9. Philippines

5. India

10. Argentina



Countries that score highly for Having a Rich History and Being Culturally Influential in relation to the urban population percentage



### VINTAGE NATION

Countries in the top 30% for both Culturally Influential and number of UNESCO World Heritage Sites

### 1. Italy (51 UNESCO **World Heritage Sites**)

5. Germany (40) 6. Mexico (33)

10. United States (23)

11. Japan (19)

2. China (48)

7. India (32) 12. Brazil (19)

3. Spain (44)

13. Greece (17) 8. United Kingdom (29)

4. France (41)

9. Russia (25)

14. Turkey (15)

BAV Nation Brand Study, 16,200 respondents, Aug 2015, International tourism, receipts (% of total exports) World Bank, CIA World Factbook Land Area in Square KM, World Bank Urban Population (% of Total), UNESCO List of World Heritage in Danger, The Guardian - Olympic medal winners: every one since 1896 as open data, World Bank 2014 Total Population, IMF Purchasing Power Parity per Capita GDP.



# with Deborah Lehr

Founder and Chairman of the Antiquities Coalition, senior fellow at the Hank Paulson Institute at the University of Chicago

## & Amr Al-Azm

Ph.D, Head of the Syrian Heritage Task Force and professor of Middle East Studies and Anthropology at Shawnee State University



### How would you describe Syria's international reputation?

Arm: There is Syria before war and a Syria after. Before, there was a hope that Syria was going through a positive and transformative process. Expectations were high. People were recruited to go back to Syria to help with the opening up of the country. They were positioning themselves to turn cultural heritage into an economic powerhouse, a generator for jobs and contact with other countries. Tourism was on the increase. Then, there was the Damascus Spring in March 2011. People started to really embrace reform, to open a new era. Within a year it was crushed.

### How did the war shift perspectives?

Arm: Syria has become defined by conflict and the refugee crisis. ISIS [Islamic State militants] sees culture, especially archaeological wealth, as a resource to be exploited. Selling items on the black market or destroying things is a kind of asymmetrical warfare. It causes maximum damage and shakes up people.

### What do you believe is the role of government in protecting a country's heritage during a time of war?

Deborah: Looking at countries across the Middle East, you can see the revenues of the nations coming from tourism are

quite valuable but these resources have to be protected and monetized for the local communities. It can't just be for the crony capitalists.

Amr: Some practices are very negative. Because they are lucrative, these assets become target of the predatory practices. Crony capitalism in Tunisia allowed certain people to take over the tourist industry. This is why these places become targets. By hitting tourist sites, ISIS is targeting the regime.

### What is the role of international organizations like the United Nations and UNESCO in protecting cultures?

Amr: International agencies are struggling because they were set up to deal with countries and here the problem cannot be handled that way. Syria has seven world heritage sites. At least three have been damaged significantly. Aleppo's old city and Palmyra are damaged beyond real recovery.

Deborah: The political will about the need to do something is building. Political energy is building because it's front page news. The world is also recognizing that looting and selling antiquities is a resource to fund ISIS. Intelligence services and foreign ministers are acting to shut down the trade. Military forces are also trying to help Syrians protect antiquities with targeted military air strikes when ISIS is headed toward heritage sites.

### When people are uprooted from their country, do their values and heritage follow them? Do they leave pieces of it behind?

Amr: Refugees always try to preserve the intangibles and Syrians are doing that. Syrian cuisine is very famous and accepted in countries where people settle as refugees or immigrants. Certain aspects will be lost, but some perhaps should be lost. It may be traditional for Syrian value that a woman is not equal to a man. Perhaps that should be lost.

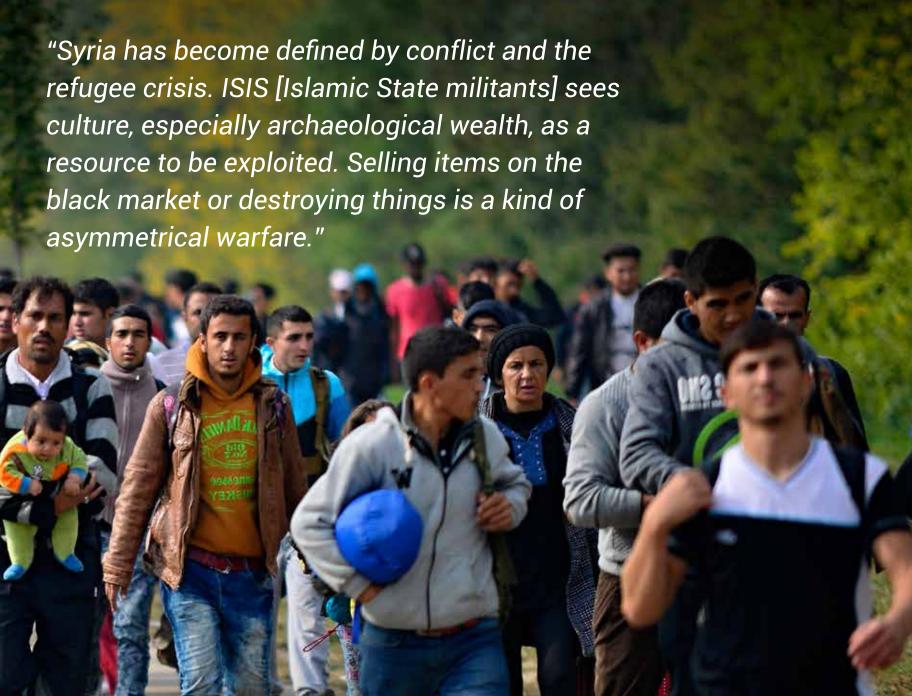
### What more can be done to protect Syrian heritage?

Deborah: Efforts are being made to close the markets for antiquities. The International Criminal Court has taken up their first heritage destruction case, so that may become an avenue that can be followed. Many big museums are pushing the concept of safe havens but they are sometimes opposed because people get concerned about the final disposition of items. It's a long, and complicated process even when people all want to help.

# Wars often leave scars that can shape the values of people in the short run and heritage in the long run. What do you anticipate in the future?

Amr: Syrians do generally understand the value of their heritage. People on all sides risk their lives to preserve it. The problem now is that Syria is in the worst refugee crisis the world has seen since the Second World War. Forty-nine percent of the population is displaced. But my own take on this is that this conflict will end one day. Then Syrians are going to have to find common denominators to reunite them. One of them is our history. We all can agree that Zenobia was the queen of Palmyra. That's a start. And perhaps by saving Syria's past means we can start to save its future.







### How would you briefly describe Mexico's international reputation?

Mexico has always been known as a beautiful, enjoyable and friendly country.

Like any emerging economy, Mexico needs to work hard to improve its global standing to regain its attractiveness as a tourist and investment destination, to generate better relationships with other countries, and to increase cultural and commercial opportunities.

### A nation's reputation is similar to a brand. Does Mexico have a nation brand? If so, what is its personality?

Mexico has been trying for many years to come up with a more structured marketing and positioning strategy, to increase the value of our nation brand. Learning from successful examples (like Colombia's passionate re-branding), our leaders have tried to move our country "beyond margaritas and Mariachis," and "beyond beaches and bullets," into other realms: natural beauty, adventure, luxury, sophistication, innovation and modernity.

For instance, during the last administration, foreign media was invited to film the President of Mexico diving into the cenotes of the Yucatan Peninsula, and rappelling down the beautiful Cave of Swallows in San Luis Potosi.

### How do values and heritage contribute to Mexico's nation brand?

Mexico is a privileged country, with thousands of years of incredible history, an awfully fortunate geographic location, and a mix of cultures that have created a truly unique blend.

I've just asked a Polish barista in London what comes to his mind when I say Mexico: "Mundial 86, Corona, and hats," he said. But we are much more than tequila, tacos and big sombreros. We are family (for good and for bad), solidarity, resilience and justice. We are courage, humility and ingenuity.

We are starting to show this to the world, through our Oscarwinning films and filmmakers like Iñarritu, through our rolemodel soccer superstars like Chicharito Hernandez, through our hard-working immigrants and our dreamers in the United States, but we need to do more of that.

### Would you say a nation's ability share its values and heritage is driven by its government, its businesses, or its citizens?

In my view, sharing Mexico's values and heritage with the rest of the world is a task that involves all of us. The private sector is trusted by the global business community, but often lacks consistency; the media, which is really there to uncover the truth of things, often has a negative bias.

Yet, in a world where globalization moved from being country-led, to company-led, to people-led, citizens themselves play the most important branding role. More and more, Mexico's international reputation is built on us, the Mexicans who live abroad, the foreigners who come our way, the diaspora that shares our traditions, values, and heritage around the globe.

### What makes Mexico so attractive to the adventurous is search of history and heritage?

"Discovering" ancient Mayan pyramids in the middle of the jungle; trekking down a Canyon you've never heard of, but that is actually deeper and larger than the Grand Canyon; going on a callejoneada with a Mariachi band around the Colonial town of Zacatecas; these are easy ways to answer the question.

But the magic of Mexico lays in its enchanting contrast. We have always been a country of contrast: old and new, Spanish and indigenous, worldly and extremely local, simple and sophisticated. That is where the real adventure is.

### What does a Mexican city look like today? What does it say about Mexican values and heritage?

Mexico is big enough to fit 35 European countries in its territory, including all of Greece, Portugal, Hungary and Ireland. The

country has 11 cities with over one million inhabitants, and more than 100 cities surpassing 100 thousand people. There is no easy way to generalize on what a Mexican city looks like today, except to say, we have everything from futuristic Santa Fe, a 21st Century suburb of Mexico City, to cities in Oaxaca that have been trapped in time for many years.

### What lessons can other countries learn from Mexico's example?

A 2013 cover article in Wired magazine featured a Mexican primary school teacher that had innovated in the way he taught his group of students, and unleashed a group of genius kids, who scored in the top of the country's standardized test. This story went around the world as an example of the famous "flipped classroom" theory (*Wired A Radical Way of Unleashing a Generation of Geniuses*). Most importantly, it had a bigger splash in helping Mexico's brand and sharing our values of innovation, creativity and empathy, than the millions of dollar the government has spent on their "Live it" campaign. What Mexico can teach the world is simple.





### How would you briefly describe Spain's international reputation?

A nation's image abroad varies over time, and Spain recently went through years of hardship that affected its reputation. Fortunately, Spain's overall international reputation is currently either good or very good, depending on how well Spain is known in the country where the issue is raised. This is not a personal opinion, but rather the conclusion of several research projects conducted by the Elcano Royal Institute, the Spanish institution that has historically tracked this metric over time. What varies in different countries is the degree of awareness of Spain itself, which is very high in Europe, OECD countries in general, and Latin America. However, it is still low in Asia, except for sport-related matters.

### A nation's reputation is similar to a brand. Does Spain have a nation brand? If so, what is its personality?

It certainly does. Spain is at the same time traditional and innovative, diverse and creative, supportive and caring, committed and responsible. It also embodies fun and joie de vivre, which coupled with sunshine and a high quality of life, is a pretty unbeatable proposition. This is why Spain consistently ranks as one of the top countries in the world to live in, visit, work, study and retire.

### How does culture and heritage contribute to Spain's nation brand?

Culture and heritage are central to Spain's nation brand. They both help explain why we receive over 65 million tourists a year. Spanish is the native tongue to 400 million people around the world, second only to Mandarin. Spain is probably the oldest nation in Europe, boasts a very rich History, is one of the top three countries with the most UNESCO World Heritage Sites, has some of the world's greatest museums, has produced some of the world finest artists and at present is at the forefront of the international culinary and restaurant scene. So there is no question about it; culture and heritage play a very significant role in the perception of who we are.

### Who would you say is responsible for protecting and preserving the value of a country's heritage and culture? The people, the government, businesses?

I think we all share some degree of responsibility in portraying our heritage and culture; it is a shared challenge and a common goal, because we all benefit from it, both Spaniards and foreigners who visit or live in this country.

### How has globalization affected Spain's cultural identity? And what aspects of Spain's identity have endured without change?

No country is immune to globalization. The key is integrating it gracefully, melding it with what is unique and worth protecting. I would perhaps remark how well we have preserved the quality of our way of life, the strength of family ties, the capacity to integrate our own diversity and immigrants who come looking for better opportunities, our solidarity with the less fortunate peoples around the world, and, last but not least, our proven know-how and determination to enjoy life to the fullest.

Culture and language differences, and economic stress, between Spain and Catalonia have made secession a major domestic issue. What are the implications if Catalonia succeeds in becoming an independent state?

As mentioned earlier, Spain has very rich History. All of the territories currently contained in Spain have been part of the nation for at least five centuries. However, Spain is unique in that it is also a very diverse nation, with several regions and territories having specific cultural traits and languages that are not common to other regions. Catalonia is one of those regions.

Independence will simply not take place. It would be not only legally impossible and openly contrary to the Constitution, but also irresponsible for all parties involved, and would not make much sense. Catalonia presently enjoys the most complete self-government it has ever had, just like all the other regions in Spain.

Having to set up new frontiers and customs, losing free trade within Europe, and becoming a new, isolated state with what would become a presumably hostile neighbor such as Spain, does not seem to make much sense to anybody. Deep-rooted Catalan pragmatism or seny is in itself a barrier to any mad political adventures that would be so detrimental to people's livelihood.

The rest of Spain, however, has to make an effort to ensure that Catalans, like all Spaniards, are more aware of our common heritage, and of the fact that there is much more in common than sets us apart.

Many other regions enjoy a different culture and language from Castille in peace within Spain. After 600 years of being together, why do Catalans still feel so disconnected from the country? Are there ways that Catalan and Spanish cultures can be bridged to create harmony?

There can be no "bridging Catalan and Spanish cultures", because being Catalan is itself a way of being Spanish, just like being Texan is a way of being American. A generation of nationalist politicians, however, have used the education system and public media to irresponsibly influence the way Catalans perceive themselves in the context of Spain. In 1978, for instance, over 90 percent of Catalans voted in favor of our then-new Constitution. Today, perhaps only half of them would, regardless of the fact that they have the highest degree of autonomy they have ever had.

This process took them 40 years, and will take at least an equal amount of time to reverse. So Catalonia will remain an issue in Spain for decades in the future, much like it has been for decades in the past; but my forecast is that the issue will be toned down with a new tax distribution model that will favor the region even more than it already does.

# How does the younger generation today differ from the previous generation in their desires to break from Spain? How do the youth from other regions of Spain see the issue?

Again, this would be a non-issue if not for the way the Catalan politicians took over Education. Obviously, if you allow the nationalists to re-write text books for Catalan schools and falsify History for decades, you are going to see generations of Catalans raised hating the rest of Spain. On top of that, the local media outlets depend heavily on the regional government's ad spending and grants, so you can imagine how public perception is shaped in Catalonia.

But let's put things into perspective: the desire to secede from Spain is limited both geographically and sociologically. It is the exception, not the rule. For most of our youth, secession is a non-starter, and quite incomprehensible.

### Should values and heritages adapt to the changing times? Or does this idea contradict the purpose of values and heritage?

Values in fact do evolve over time. Much is lost along the way, but hopefully this creative destruction can add some new values as well. For instance, solidarity is a relatively new value in Spain which we all feel proud of. Our past is full of wars and violence, but we are now one of the safest countries in the planet.

Becoming the world leaders in organ donations only recently became even possible thanks to progress in Medicine. So much has changed, but we have often adapted for the better.

As to heritage, the whole point is that you can't change your past, so I would argue it doesn't change so easily.

### What can other countries learn from Spain?

I think the last few years of severe economic crisis have made a case study out of Spain. The government leaves room for improvement, but the Spanish people have risen to the occasion and shown their mettle. While politicians have undertaken virtually no sacrifices themselves, Spaniards have proven their capacity to shoulder the burden by assuming the reforms and austerity measures applied to them. The Economic recovery we are beginning to show has only been made possible by this extraordinary behavior, a product of our undefeatable optimism and hard work as a nation. Spain is back!

# CASE STUDIES



"MONKEY MAN" MAKES COSTA RICA'S OLDEST TREASURES ACCESSIBLE

Donald Perry earned the nickname "Hombre Mono," or "Monkey Man", when he took his exploration of Costa Rica's rainforests to new heights in the 1970s. His pioneering rope climbing method opened access to the highest layer of trees in the canopy, where 40 percent of all life on Earth is found. He received the Rolex Award for Enterprise and used the prize money to create a network of ropes that became the world's first ever zip line to the treasures at the tops of the trees.



#### INDONESIA: A LAND OF TRIBES AND TWEETS

Amongst the Indonesia's collection of islands built from the ruins of several European empires, fragmented influences have produced a rich variety of cultures that reflect dichotomy and co-existence of history and modernity. Jakarta, the world's Twitter capital is just a stone's throw away from a tribe of huntergatherers living in the rainforests of Sumatra that still practice the same rituals they did thousands of years ago (sans hashtag).



### IS THE WORLD'S FIRST STAIRWAY TO HEAVEN IN SRI LANKA?

Long before Buddhism reached the region, the mountain of Sri Prada was considered to be the home of Samanta, a local mountain god. A footprint that some call "Buddha's Footprint at the top of the mountain is said to date back to 100 BC. Today, travelers come in droves to "walk in Buddha's shoes," climbing the mountain overnight to watch the sunrise over the footprint.



### AN INNOVATIVE APPROACH TO APPRECIATING ARMENIAN CULTURE AND HERITAGE

Working with the Smithsonian Institute and USAID, the United States launched an innovative four-year initiative in 2015 to increase appreciation of Armenian culture through tourism. Focusing on traditional arts, music and culture, the program draws visitors outside the capital of Yerevan and into the country's more rural areas through research, scholarship and engagement with local communities.



### SICILIAN TOWN IS SELLING HOUSES FOR ONLY ONE EURO

As the population of Gangi, one of Sicily's oldest villages, dwindles, so too does its ability to preserve its long-standing history.

To encourage renovation, the town is selling houses for less than a euro with the promise that houses must be restored within four years of purchase.



#### THE WORLD'S OLDEST MANSION DISCOVERED IN BULGARIA

Archaeologists found what they believe to be prehistoric Europe's largest stone building near Bulgaria's Durankulak Lake. Home to many archaeological treasures, artifacts dating back more than 12,000 years have been found at the site. It is also home to an ancient necropolis with 2,600 graves and believed to be a prehistoric salt production center.



### **50,000 YEARS OF TRADITION IN AUSTRALIA**

For more than 50,000 years, the Aboriginal and Torres Strait Islanders have been passing down cultural traditions. Despite shifting political influences, these people have retained key values of observing the sanctity of land and a system of kinship to guide relationships, from marriage to daily interactions, in accordance with Aboriginal Law.



#### THE WORLD'S NEWEST WONDERS

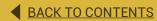
Which pieces of heritage are worthy of joining the Great Pyramid of Giza and the Hanging Gardens of Babylon as Wonders of the World? Founded by Swiss-born Canadian filmmaker, New7Wonders set out to answer this question to expand respect for the world's heritage. Global voting elected seven new world wonders: the Christ Redeemer in Rio De Janeiro, Brazil; the Great Wall of China; Machu Picchu in Peru; Petra in Jordan; they Pyramid at Chichen Itza in Mexico; the Colosseum in Rome; and the Taj Mahal in India.

### Chapter 10

# CONCLUSION

Before there were nations, as we know them, kings, queens, emperors and warriors were known by their reputations. Their stories were told and retold until they became legendary. Cleopatra, Julius Caesar, The Crusaders, Conquistadors – even Genghis Kahn developed brands that were so strong they endure today.

In our time, nations also depend on reputation to establish their standing in political and economic affairs. But legends are no longer enduring. Information flows so freely that a nation can be revered one year and reviled the next. To build a secure and prosperous nation that the world will trust and admire, consider these take-aways:





### **NATIONS ARE BRANDS**

Corporations have long emphasized and marketed the value of their brands. Nations should view themselves the same way because their policy decisions impact perceptions and, in turn, investment and future GDP.

Nations have to think of themselves as brands because audiences all over the world, no matter what sector they're in or what kind of decisions they're trying to make about how they're going to use their resources, their time, their money, whatever it happens to be. They're going to be responding to the brand of those countries that they are making decisions about."

- Don Baer, Global Chairman & CEO, Burson-Marsteller



### A NEW GDP. GROSS DOMESTIC PURPOSE.

In today's world, people expect national leaders to be both innovative and compassionate as they seek to create a better life for their citizens and the world at large. (In fact, caring about human rights is 79 percent correlated with "prestige.") Beyond driving positive perceptions, our data show that these are "soft" attributes that most relate to tangible outcomes. Innovation is 74 percent correlated to GDP per capita PPP, while citizenship and quality of life are each 72 percent correlated.

I would scratch beneath the surface on the Best Countries and say, "not only what are the best countries, but what are the good countries?" What are the countries which have not just GDP and value creations, but values creation as creation as well?"

- Michael Lomax, Ph.D, President & CEO, United Negro College Fund



#### **EACH GOVERNMENT HAS 7.3 BILLION CONSTITUENTS**

Traditionally it is thought that 'all politics are local.' This is only partly true. Our study shows that governments are also obliged to act with sensitivity to the larger world. Policies aren't created in vacuum. Human rights standards, immigration practices, environmental protection and even labor laws all have crossborder implications and affect investment, tourism, and national esteem. Policies created in the Rotunda, Abbey, Great Hall or Kremlin must be considered not just in political terms, but also in the context of a world view.

#### **ROI MEANS RETURN ON INNOVATION**

In addition to driving entrepreneurship and advancement, innovation is essential for building a reputation on the international stage. It is also the main element of the Fourth Industrial Revolution, which is reshaping all commerce. Technology creates a level-playing field where many more people and organizations can conceive and develop new technologies, businesses, and social paradigms. But governments must create policies that encourage a 'start-up nation' culture. Our data reveals that being economically influential is highly correlated to foreign direct investment and exports (68 percent, 71 percent and 65 percent, respectively).

### **BEING ECONOMICALLY INFLUENTIAL IS:**



90% correlated to a country's tech expertise



88% correlated with entrepreneurialism



85% correlated with innovative attitudes

#### LOOK FORWARD OR FALL BEHIND

Perceptions of 21st century power are a departure from traditional metrics of power, economic output and military strength (e.g. 'banks and tanks'), which represent only 8 percent of our overall model. Countries that rest on their laurels of these traditional attributes without a vision for the future while encouraging modern, responsible economic development will realize a steep rise in reputation.



as changing. You don't always have to produce an immediate success as long as you're showing that you're addressing a problem and it's changing.

Addressing it and having the perception that in fact the way you're addressing it is producing change, that will give you almost a disproportionate pay-off."

- Ambassador Dennis Ross, Counselor at the Washington Institute for Near East Policy



### THE RISE OF THE GLOBAL CITIZEN

Being connected to the rest of the world improves a country's reputation as well as its economy. The top five countries from which people would buy products are also the top five for connectivity. Economic influence overall is 75 percent correlated to connectivity. Meanwhile, cultural influence and quality of life are 89 percent and 79.6 percent correlated, respectively, to being connected to the rest of the world. The Nordic countries that perform strongly on perceptions of global citizenship convey a new type of 'soft power'. Today, leadership is about solving the problems that matter in the world, from the environment, to poverty, peace and social prosperity. It also demands consideration for the growth of the middle class, which is the engine of prosperity in all the so-called BRIC countries (Brazil, Russia, India, China) as well as rising nations such as the Philippines, Vietnam, Egypt, Mexico, Nigeria, Colombia, and Peru.



### UNIVERSAL VALUES, LOCAL SOLUTIONS

The data show that people worldwide share a common yearning for a high quality of life reflected in safety, economic stability, good healthcare, access to education, a well-protected environment and a sense of purpose. This consistent view can be seen in the fact that our respondents' assessments of "best countries" were consistent from one region of the world to another. On the other hand, our respondents and the experts we interviewed agreed that nations can and will follow distinct paths to the common goal. Burdened by history, Germany has emphasized domestic consensus and generosity abroad. The United States has stressed individuality and creativity. Vietnam is opening itself to the world for investment.

### TO LEARN AND GROW, THINK G-206

In the past the world was dominated by a small number of leaders - the G-8 or the G-20 - and everyone else followed. In a world that prizes creativity and original thinking this old dynamic is fading. Power is spreading around the world, into Latin America, Africa, Asia, Eastern Europe, and the Middle East. Indeed, leadership and inspiration can now be found in any one of the 206 sovereign nations around the world. A mobile phone-based transaction system has made Nigeria a shining example of how innovation can unlock an economy. Indonesia's experiment with balloon-based internet service points the way to connectivity for every off-the-grid community in the world. From technology to education, to human rights and more-the performance of nations casts a wide net of potential learning and application for the country whose leaders can see potential across cultures, economic, ideological and other borders. In the global village, we have a lot to learn from each other.





### **EVERY COUNTRY HAS CLOUT**

Migration, trade, web-based communication and ever-rising tourism trends are producing constant contact between cultures. Dining fads are occurring at an ever faster rates with new cuisines – Peruvian is a recent example – accepted by people all over the world. The world is also hungry for all forms of art, music, literature and these cultural riches, when shared, are the currency that buys esteem. Every nation and locale possesses cultural assets, like the architecture of Barcelona or and spirituality of Bhutan, that can stimulate pride, development, and global prestige which all contribute to quality of life.



#### 'BEST' COUNTRIES STATUS IS NOT STATIC

Countries have the ability to improve their standing in the eyes of the world through active government leadership and policies which can be used not only to reverse negative perceptions but also to build positive ones. By understanding current perceptions and their drivers, countries can begin to diagnose the actions necessary to become a Best Country.

I think there is a great opportunity for countries that wish to elevate themselves – and when they elevate themselves in the eyes of the world it's almost cyclical. As they elevate themselves, they attract more investments. They attract more partnerships. They attract more growth."

- Nancy Kamel, US National Commissioner, UNESCO





John Gerzema, CEO of WPP's BAV Consulting, is a pioneer in the use of data to identify social change and help companies anticipate and adapt to new trends and demands. An author, strategist, speaker and consultant, his books

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