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The role of mega-events in country branding:
Case study on brand of Ukraine before European Football Championship 2012

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# Table of Contents

Acknowledgment.................................................................................................2

Table of Contents................................................................................................3

Abstract.................................................................................................................5

1. Introduction........................................................................................................6
   1.1. Problem area and background..................................................................6
   1.2. Research area............................................................................................8
   1.3. Research questions ....................................................................................8
   1.4. Research goals..........................................................................................9

2. Theoretical Framework.....................................................................................10
   2.1. Brand of the state: literature review.......................................................10
   2.2. The brand. Evolution of the term and its main features.......................13
   2.3. Country brand. Definition and role........................................................15
   2.4. Creation of country brand.........................................................................19
   2.5. Two models of branding the country.......................................................20
      2.5.1. National branding, Western model by Simon Anhol. ....................20
      2.5.2. Brand of country Russian model.....................................................24
   2.6. Mega event definition and its role for the hosting country......................28

3. Research methodology......................................................................................33
   3.1. Mixed methods of qualitative research...................................................35
   3.2. Features of qualitative research...............................................................36
   3.3. Validity and reliability of the research.....................................................38
   3.4. Plan of study.............................................................................................40
      3.4.1. Primary data collection on the basis of interviews.........................40
      3.4.2. Secondary data analysis of on-line articles in the new media........45
      3.4.3. Analysis of statistics survey.............................................................47
      3.4.4. Content analysis of web portal and media strategy.......................47

4. Discussions and results.....................................................................................49
   4.1. Analysis of the interviews .......................................................................49
   4.2. Secondary data analysis..........................................................................54
   4.3. Statistics Analysis.....................................................................................58
   4.4. Media strategy of the brand “Ukraine”. Web Portal..............................62
      4.4.1. Content analysis of Web Portal........................................................62
4.4.2. Key message of branding media strategy Ukraine. ..........64
4.4.3. The value system and its graphical visualization of Ukraine....66
4.4.4. Ukraine branding projects held by private companies.........69

5. Conclusion.........................................................................................72

5.1. Recommendations and future research.................................74

References.............................................................................................75

Appendix 1.............................................................................................80

Appendix 2.............................................................................................94
Abstract

Successful presentation of a country as a brand and positioning its unique image on the global level can give significant opportunities for development and progress of the state in the different areas. This research applies theories on the country branding to estimate impact of mega sport events on the image of state. To accomplish these goal I used case study – formation of brand Ukraine before hosting European Football Championship 2012 (EURO 2012). To investigate brand strategy of Ukraine and analyze implemented projects I conducted in-depth interviews with government officials and independent experts, who are involved in promo campaigns of Ukraine.

The research concluded that Ukraine is in the process of brand formation, but it is too early to assume the existance of the comprehensive brand of the country. For Ukraine, EURO 2012 impulses change of negative perceptions of the country and is a step towards complex strategy of brand creation. Future of this strategy therefore depends on conducting preliminary studies of each promo project and coordinated collaboration between all actors who take part in creation of brand Ukraine. Research also provides recommendations on how to make brand campaign more efficient.

Key words: country image, brand Ukraine, country branding, European Football Championship 2012, mega sport event impact.
1. Introduction

Every destination and inhabited place has a reputation. Every country has an image or a brand, which speaks for it to the world (Anholt, 2007 (a)). Brand of the country - is not just a slogan or time-limited campaign. Brand should be understood as a national idea of the country, its intellectual property (Anholt, 2005). It is a complex of thoughts, feelings, associations and ideas that a person thinks of when he sees or hears the name of the country or when buying goods manufactured in this country. Such characteristics of the state as the volume of GDP, the political system or culture, now become component of brand marketing (Anholt, 2007(a)).

In the modern world bad reputation, or absence of positioning country as a brand is a significant shortage for public policy and for the country's image, which tends to be competitive on the international arena. Terms such as image and reputation are considered as integral components of a strategic asset of the state (Komarovsky, 2001).

1.1. Problem area and background

The problem of developing a brand-policy as a strategy of creating and maintaining brand of the state is more than ever relevant. This is due to the dramatic changes occurring in society due to the influence of the information revolution, which offers qualitatively new complex models of brand policy development (Teslik, 2012).

Obviously, we can agree with this statement, but there are cases when countries cannot provide this action plan in full scope simply because there is no unity in the definition of country brand between government and private companies, cultural and business elite. Is there another way for the country to create a positive image? I think – yes.

Among variety of ways to promote and improve the image of the country, sport mega events are a reasonable and efficient step on the way to consolidate stakeholders that otherwise cannot reach consensus on the coordinated policy of country image improvement.
Sport mega-events like the Olympic games, the Soccer World Cup and the Union of European Football Associations (UEFA) Championship, have an important impact on the host countries and their international image (Roche, 2003). Countries are willing to host such events because they attract large numbers of spectators, tourists, mass media and television audiences.

To date, most mega sport events have been held in the most progressive countries. However, now some of the developing and transitional economies have been lobbying the international sports organizations for the right to host sport spectacles (Barros, 2002).

One of the successful trials to host such event is Ukrainian-Polish collaboration for European Football Championship 2012 (EURO 2012). Besides promotion of the Championship that attracts football fans, countries want to improve their image on the international arena. In order to prolong the effect of hosting the mega sport event, both states try to position themselves as an appealing tourist destination, attractive to potential investors and global corporations.

In the case of post-soviet countries such as Ukraine, estimating the impact of a branding strategy is quite difficult. Due to a corrupted public sector and lack of media openness, a democratic order in the country is questioned by the world society (Shishkovsky, 2007). According to Grover (2011), after a colossal transformation brought about by the Orange revolution in 2005, the image of Ukraine in the minds of foreigners remains fairly negative. Ukraine still has a long way to go in order to improve its image (Grover, 2011).

For the last two years, as Ukraine started preparations to host EURO 2012, many changes have occurred in the political realm. The mass media has reported the conflicts between ruling parties and opposition leaders as well as the imprisonment of said leaders by the government.

Thus, an important issue with regards to the resuscitation of the image of Ukraine, is the method of presentation of a new image of country to the European media. Of course, we can talk about the absence of unity between governmental and business
interests in a strategy of promoting Ukraine in the global arena and surmounting the negative perceptions caused by the instability of political and economic situations in Ukraine. In order to improve the public perceptions in these areas, the path chosen by the National Agency of Preparation to EURO 2012 is based on a promotional campaign in the European media with news segments highlighting the beauty of the country and creative videos that show other aspects of Ukraine.

This research analyses existing theories of the country brand development and applies them to investigate the strategy of the National Agency of Preparation of Ukraine before EURO 2012. The importance of this study is to expand upon upon a previous study that only presented preliminary statistical data collected solely for the governmental purposes.

1.2. Research Area

In this Master’s Thesis I analyze the brand strategy (promotional campaign) implemented by Ukraine in order to increase awareness about the country and improve its image worldwide before the EURO 2012 (held in Ukraine and Poland in June, 2012).

I explore the following statement: to what extent it is efficient to promote Ukraine in the media when negative news about Ukraine dominates the major media of Europe and the world causing a negative impression of the country in the minds of non Ukranian citizens?

1.3. Research questions

What is Ukraine’s national strategy for promoting the national brand? What is the strategy for EURO 2012? How it is estimated by Ukrainians and foreigners?

Which preliminary studies were conducted to choose appropriate steps for promotion of the country?
How do theories of nation branding literature (Western model and Russian model) relate to the strengths and weaknesses of creating a nation brand in the case of the unique Ukrainian experience?

Which actors are responsible for the nation brand? Which actors are responsible for promoting EURO 2012? How do these actors collaborate and what are the strengths and weaknesses of this collaboration?

Which steps were made to create the promotional campaign of the country during the preparation to the EURO-2012?

1.4. Goals

1) to investigate the Ukrainian nation brand, with emphasis on the strategy and organizations involved in the preparation for EURO 2012;

2) to relate the strategy employed in the creation of a national brand in Ukraine to theories presented in nation branding literature.

3) to explore the branding strategy of Ukraine as propounded by the officials and independent professionals working to improve the image of the country;

4) to analyze the perceptions of foreigners about Ukraine and to compare these responses before and after the implementation of the promo campaign;

In this thesis I analyze interviews of officials working with the national brand strategy in the government, executives from the National Agency of Preparation to EURO 2012, representatives of non-governmental organizations and independent public relations specialists. In addition, I analyze a study of secondary statistical data of perceptions of Ukraine in five European countries that contain an analysis of on-line media articles and web portals about the promo campaign of Ukraine.
2. Theoretical Framework

The study of branding of the state or territory – is relatively new field of research. During the period from 1993 to 2010 around 10 major books on marketing and branding of the territories were published – mostly from American or British origin. In this chapter I provide summary of reviewed and analyzed literature on country branding: its role, features and components. Analysis will help to understand tendencies that are leading in the field of scientific research, dealing with branding of the countries. As the notion of brand is fairly new, I will begin with the examining definition and evolution of the term. I will then narrow it down to exploration of country brand and its role for flourishing of the state. Among the approaches to country brand I will concentrate on mainstream model of building country image, suggested by Simon Anholt and complement it with model developed by Russian scholars. Focus will be made on the components of country brand and process of its image creation. This will be followed by a section on role of mega sport event for the hosting country, which will clearify motives of state to hold big scale event and how it is interconnected with nation brand building.

2.1. Brand of the state: literature review

The new era of destination as a brand started with the publication in September 1993 of the book by Haider Donald, Kotler Philip, Rein Irving "Marketing Places" - that can be considered as essential in this area. Authors presented their concept which shows that the modern world citizens are consumers, and places (cities, regions and countries) are the products. Authors state that in order to raise interest to the state four areas of development should be advanced; namely: branding, investment, travel and social attractiveness (Donald, et. al, 1993). In 2001 the same group of authors has published their new studies of branding the places in different parts of the world «Marketing Asian Places: Attracting Investment, Industry and Tourism to Cities, States and Nations». And at the same time "Marketing areas in Europe" was published (Kotler, 2002).

I consider the books written by this group of authors as fundamental, since they first identified the brand of country / territory as an established definition. Authors
determined what is the brand of the country. Despite all efforts, in their definitions the brand of the country has too much in common with the brand of commercial product. But even if notion of brand in this sense can be linked - the approach to country brand as "goods" is too different. From their next books I can conclude that brands of different countries, territories and even regions have a lot of differences - both in terms of creation and promotion of the brand, and in terms of "consumption" of the brand. Evidence of this idea are the books «Marketing Asian Places: Attracting Investment, Industry and Tourism to Cities, States and Nations» and "Marketing areas in Europe." I also want to note the strong impact of Kotler’s marketing approach, which is reflected in the attitude of the author to the concept of "country brand" and emphasized the similarities between the concept of branding goods and countries.

Later, Ward Stephen, Professor of Oxford Brookes University, in his book «Selling Places: The Marketing and Promotion of Towns and Cities 1850-2000» (1998), expanded the history of marketing places. Unlike Kotler and his co-authors, who defined marketing places as the product of end of the 20th century, Ward believes that the artificial attractiveness of countries as destinations with a help of targeted information and promotional activities began in the late 19th century in Great Britain and the United States with the development of a number of small industrial and tourist cities. Later, with the development of communication and increased urban mobility, this practice was adopted by cities and towns, which were fighting for the investors, tourists and new residents.

Since 2005, an underlying breakthrough in national branding was made by Simon Anholt - Advisor to the British government to promote the country, the chief editor of the journal Place Branding and Public Diplomacy, authoritative expert in the country marketing area; co-founder of annual ranking of countries and cities - GfK Roper Nation Brands Index and The Anholt -GfK Roper City Brands Index. Unlike Kotler and his co-authors, Anholt (2008) has focused not on marketing areas (place marketing), but on the branding area (place branding) and branding of states (nation branding). His major vision of components of the marketing places differs from the earlier studies, because he proposes the following directions development of the national brand as: tourism, exports, government, people, culture and heritage, investment and immigration (Anholt, 2007(a)).
Simon Anholt made a substantial contribution into the development of theoretical approach to the issue of branding places. He defined country brand not as variation of commercial brand, but as independent unit.

The main point of branding as Anholt (2005) states is anything visual or material. According to his ideas I can compare international arena with supermarket, where each country is a product with a trademark. Apart from that I, in this research, define country brand not only as commodity, but also as the process of its promotion.

In the book «Brand New Justice: How Branding Places and Products Can Help the Developing World» (2005(b)), Anholt deepens in the history of branding - that allows brands be rapidly delivered and distributed around the world and quickly and efficiently make country prosperous. Based on the constructive power of branding the author goes to the necessity and utility of branding - it allows countries with limited material resources to quickly create new values and reverse the problems and risks, for developing countries - to grow faster, and for developed countries - to export its ideology and values worldwide (Anholt, 2005 (b)). A special role in shaping the country's image and national brand author gives to the trademarks and brands of product groups manufactured in the country (Anholt, 2005(b)).

In his next book «Competitive Identity: The New Brand Management for Nations, Cities and Regions» (2007(a)) Anholt talks about importance of establishing a competitive identity of countries, regions and cities that is implemented under the leadership of special departments in countries authorities. Anholt (2007(a)) highlights the meaning of country's brand in connection with origin of goods "Made in ...". He analyses why unsuccessful branding of areas can happen, focuses on what marketing of areas is – “not just a nice wrapper in isolation from the product, but activity, which most closely intertwined with foreign diplomats and government leadership” (Anholt, 2007(a), p. 54). He also states: “Only in the case of maximal orientation for complex brand promotion the result will be positive” (Anholt, 2007(a), p. 75). Supporting this statement he talks about a number of studies within his rating of brands The Nation Brands Index (Anholt, 2007(c)).
Special role Anholt (2009) dedicates to the branding of cities, presenting new rating system The City Brands Index, which is based on the study of city’s attractiveness options: people, environment, available facilities and infrastructure, their culture and nightlife, their tourist attractions and their potential for immigrants (Anholt, 2009).

Dinnie Keitha, scholar from Tokyo Temple University Japan, author of numerous articles and lectures on branding and marketing worldwide, in 2007 published «Nation branding: Concepts, Issues, Practice» which is based on the principle of case-study - a detailed study of best practices in marketing areas.


In 2009 Simon Anholt presented a book with new case studies that have emerged over the past 3 years since the previous book, - «Places: Identity, Image and Reputation» (2009). This time he examined the image and identity of such countries as Pakistan, Mexico, Kenya, Denmark, Italy, Israel, Switzerland, Latvia, USA, Albania, the United Arab Emirates, and China. He also compared country’s image in the Asian countries and common image of Europe, and discussed the future of brand of united Europe (Anholt, 2009).

2.2. The brand. Evolution of the term and its main features

The last ten years represent a turning point in the techniques used by states to manage their reputation. In the current market environment countries are becoming more similar to corporations, and as well as corporations take the fight to attract foreign investments, compete for the attention of world media, tourists and markets of goods and services.
American political analyst and international relations theorist Kenneth Waltz (in Erofeev, 1982), while explaining the theory of neo-realism, in the late 1970s compared the behavior of states in the international arena with the behavior of companies. He considered that state should pursue its foreign policy based position of strengthening its reputation therefore, aim to maximize economic benefits (Tsugankov, 2002).

The brand according to Russian scholars Chumykov and Bocharov (2003) is economical dimension. They made their researches in the sphere of international relations, not in marketing or branding. Therefore for them originally an economic category can only serve economic goals. Self-branding and promotion of country’s culture, values and goals – is competence of foreign policy, but according to their beliefs can be considered as a pure branding (Chumykov and Bocharov, 2003).

Brand of the state is created in order to more easily and effectively achieve the objectives of the state: creation of beneficial economic and military-political unions, establishing partnership relations with other actors on the international arena, the ability to obtain loans (Komarovsky, 2001).

Reputation is the most important element of the brand structure of the state and is an indispensable condition for its formation. A good reputation helps the transformation of a brand into the state trust mark; a bad reputation can block this process. Reputation of the state is a fundamental element to forecast its behavior with other international actors and in the national decision-making process regarding the interaction of the state. The bad reputation of the state may turn decisions and actions against it (Anholt, 2005).

Branding which is treated, usually as an important element of marketing, has become essential word in the lexicon of governmental officials recently. The study of penetration of the term into political sphere has been launched in the late 1990s. Two well-known British experts – Wally Olins (2003) and Simon Anholt (2007(a)) - set up researches in the field of country branding.

In their determination, brand of the state can be considered as general marketing
concept, if to determine the world as a consumer market (Anholt, 2004(b)). In this case it can be compared with the corporate brand. These aspects of the brand (trademark, slogans, images and names) are essential characteristics of the brand.

Today, scientific thought in the face of Willy Olins (2005) and Simon Anholt (2009) assumes that the brand of the country must meet the following requirements: it must be original and connected to the citizens’ values and traditions; easily exposed to changes and innovation in accordance with the international situation; use constant values and cultural characteristics of the country; professional, apolitical and international team, is required for its development and promotion; it should have appropriate slogan and logo that would contain elements of state symbols (flag, state emblem) (Anholt, 2007(a), p.22).

However, sometimes the brand of the state can be regarded as a full range of information to any entity of the object, produced in the state (Anholt, 2008).

2.3. Country brand. Definition and role

There are several common definitions of brand, with more relation to the goods than to the country. Comprehending their essence, it is necessary to bring out the concept of country brand and branding process for the country.

James R. Gregory (1997) in his book on the leveraging of corporate brand gave the following definition of the brand:

“a brand is not a thing, product, company or organization. Brands do not exist in the real world - this is the mental construct” (p. 27).

Gregory (1997) claims that the brand can be described as the accumulation of human personal experience and as the result their perception of product, company or organization. Country brands exist in the form of awareness about particular individuals or nation in general.

Franz-Rudolf Esch (2005), Director of Institute for brands, research and communications, defines a brand as
Based on the above definitions of the brand, I define the state brand as a mental construction that characterizes the whole set of factors of the state, such as economics, politics, socio-cultural component, history and more. It is an overview of the state, its people, and the system of relations within the state.

Determination of the brand management process of the country, its life and formation suggested by British branding expert Simon Anholt (2003) can be characterized as a systematic process of coordination, behavior, investment, innovation and communications strategy for the country's competitive identity (Anholt, 2003, p.40).

It can be implemented as modest cooperation of the Government Committee for Tourism and National Agencies in attracting investments, together with Departments of International Coordination; and accomplish common strategy domestically and internationally in the field of culture, sports, education, politics, tourism and international trade (Anholt, 2010, p. 13).

Anholt (2007(a)) states that brand of the state in essence is a kind of "multi-passport", which reflects the specific characteristics, parameters, items and positions of various spheres of public life. All these "passport data" of the state is kept in the minds of people. Brand is created according to a single mental design that combines knowledge, expectations and attitudes towards the state (Anholt, 2007(a), p.86).

This mental structure performs the most important psychological function - it eliminates the feeling of uncertainty and unpredictability, thus creating a comfort zone in the minds of target groups and foreign persons who make decisions on interaction with this state: the leaders of other countries, members of the international economic, political and military organizations (Anholt, 2007, p.88).

Brand of the state has its structure: together with national leaders, political system and the type of economic system and the ideology (or value system), reputation is also an

Separating the concept of image and reputation it can be emphasized that the image is the conviction of the target group for the characteristics of the brand, while reputation is a conviction about opinions of other people for properties of the brand such as its behavior, attitudes and values (Anholt, 1998, p. 35).

Thus, the reputation of the state is an opinion of the target group with beliefs about other aspects of the state, like its international and domestic behavior, political leadership, political structure, management style economy and society, legal culture and democratic values and so on.

Stipulation the state brand necessity is a topic that is constantly being debated in the scientific circles. Everything is clear when the company's brand or product is discussed, but when we are talking about definition and creation process of the country brand - there are many different opinions (Bogdanov & Zazykin, 2003).

One would think, why it is necessary to create the brand of his own country, when he lives quietly in this country, believes in his own country etc. However, in reality, the need of state brand is very high.

When I proceed from the comparison of country brand and company brand, it can be seen that country, nation, the city can be also considered as something that can be sold. In this prospective, Galum (2003, p. 46-48) defines following reasons to create country brand:

- Branding of the country is made to attract more tourists. Everyone knows that the Maya pyramids are in Mexico. But not everyone knows that they are still in Belize and Honduras. And few know that the second, most important, Maya pyramid is located in Guatemala. The bulk of tourists wishing to see the pyramids of Maya travel to Mexico (p.46).
- Country-brand helps to sell products (which are produced in this country), faster and more expensive (p. 47). Example is the German car manufacturer. With well-formed and the usual
stereotypes that Germans are always high quality and reliable workers, the German cars being sold better than, let’s say, Ukrainian.

- Well-formed image for a long time working on the country.

In other words, the image - is the future. In some cases, this principle works even in situations when the image was built on one basic stereotype long ago, and has collapsed (p. 47).

For example, the dollar - has not been recently the most stable currency in the world, distribution of the principles of democracy more often do not work, and values are not the same, but faith in America as the best and correct one, is still strong.

- Formed external brand of the country is on patriotic national exposure of the population.

Proper positioning creates the desired worldview of the average citizen, raises consciousness of the nation (Galum, 2003, p. 46-48).

This list of benefits helps to understand why branding of the state or territory is necessary for flourishing of country. In this list I can distinguish two economic and two non-economic advantages. Estimating importance of the non-economic benefits is difficult because they have indirect impact on the economy. This list provides a clear understanding of why we need the brand of the state, more precisely why government officials need to operate with this term.

Even greater effect branding of country has on tourism in long-term prospective. It is due to the fact that the most popular brands of state are the tourist destinations. These destinations are mostly promoted with a help of media tools: they are often shown on TV, they are represented on the billboards, their images are used by travel agencies and companies. Brands of countries as tourist destinations are becoming inseparable part of country’s economical prosperity. From the experience of countries we can see that a good brand can be formed by the state once and for a long time.

The same thing happens in the context of a negative brand. I believe there are two reasons for that. The first - a bad brand does not work as a brand because it failed to accomplish promotion functions due to internal or external circumstances. The second is that a bad brand degrades the general rank of the state. For example, Cyprus -
despite the abundance of advertising and positioning it as a tourist paradise - for most people, will be associated with the offshore area.

The brand is vital to the state. Proceeding from definitions of the brand we can say that the brand of the state resembles the brand of the corporation. Image of corporation is important for the staff of the corporation in the same way as image of country for its citizens because first of all it is reflecting on their well being. It is precisely in this aspect a patriotic display of branding process is most tangible.

**2.4. Creation of the country brand.**

The life cycle of the brand can be divided into the process of creating the brand and management process. As for creation of brand, the researchers Gregory and Weichmann (1997, p. 45-46) distinguish the following key stages of the process:

1. Definition of objectives.
2. Planning the project.
3. Analysis of market situation.
4. Formation of the essence of the brand.
5. The strategy of brand management.

According to many studies brand of the country can be designed following the similar plan. But at the same time there are many other features that influence process of country brand creation (Anholt, 2004).

Moreover, if comparing global corporations and governments of countries they do share similar goals to reach as much people as possible but conditions in which they are proceeding are different. Country branding is much more complex set of elements and can be broken down into different categories. One of such is enhancement of the attractiveness of products of the country(Anholt, 2003).

A striking example is Japan. If in the 1950s, Japanese goods were not in great
demand, in 1980 the situation has changed dramatically - British network of stores household electric appliances Dixon's runs the production of products under the brand Matsui, imitating the goods group Mitsui and successfully using a popular brand of Japanese engineering (Butov et al., 2000, p. 145).

As we can see, national brand in most of the cases is defined almost the same as the corporate brand, but it is necessary to underline that elements of these brands are different. It should be highlighted again and Anholt (2007(a), p. 55) supports this idea that there are features, which belong only to brand of the state, and almost do not exist, in the corporate brand:

- Characteristics of a political leader or group of leaders;
- The political system;
- Ability to public use of the brand;
- Method for representing the brand.

2.5. Two models of branding the country

Models of country branding are relatively new realm of public diplomacy and branding research. Most of them are based on the works of theorist and practitioner Simon Anholt. He develops ideas of country branding focusing on already implemented projects.

For my research, it is important to apply his model in order to better understand case study – brand of Ukraine. From the other prospective, Anholt does not take into account many special features that are intrinsical for countries of former USSR; that is why second model that is used for analysis, was developed by Russian scholars. This combination helped me to deepen research and analyse brand of Ukraine from wider prospective.

2.5.1. Brand of country in Western model by Simon Anholt

The first - concept of national brand suggested by Simon Anholt (2007(b)). He was the first who gave a definition of the state brand. The power of the national brand is its identity key. As Anholt (2007 (b)) states, source of brand identity is a set of ideas,
values, characteristics, culture, words and images that are combined to create in the minds of target audience association with the state brand. Therefore, the algorithm of construction of the brand must include the following steps:

• Search for values, characteristics and attributes to be associated with the brand;
• Definition of brand identity;
• The transformation of identity in a "visible" offer to its consumers in the form of services, products, etc.;
• Designing identity in appropriate way (Anholt, 2007(b), p. 35).

With this approach agrees Wally Olins (2005), claiming that the basis of national brand should be a certain key idea that will differentiate the country and design national characteristics in an effective and attractive way. According to Olins (2002, p. 20), the key idea behind the brand must meet 4 tasks:

1. It should work on emotional and rational levels to appeal to the heart and mind of people.
2. The key idea must be relevant for all audiences of brand.
3. It should be different.
4. It must be truthful. It should reach the heart of the brand, avoid clichés, and emphasize the concept that the audience will recognize as realistic and inspiring(Olins, 2002, p. 20).

In general, the strategy of the national brand, as suggested by Anholt (2005(b), p. 17), is formed in five key dimensions: tourism promotion, export of brands, investment, foreign policy and cultural representation. Thus, people tend to evaluate a country on such basis:

• What country does and how;
• How country looks like and what it is associated with;
• What is said about the country by others;
• What companies are in the country;
• How country responds about itself (Anholt, 2005(b), p. 19).
This evaluation criteria are fairly objective because they can be applied to countries not depending on its political, economical or geopolitical features. These are very general questions that can be answered by simple analysis of existing information in media and opinion of people both citizens of the country and foreigners all around the world.

Anholt (2003) claims, that in order to have advanced picture of the perceptions of the country in the world governments should be more precise about these evaluation points and they get background for mapping feather actions. Simon Anholt presents 8 principles of branding places:

1. Aim and opportunities. Branding places forms the value of the city, region or country.

2. Truthfulness. Places often suffer from outdated, unfair, unbalanced image, or are under the authority of a cliché. One of the objectives of branding places is to deliver accurate and complete information in an effective manner.

3. Desire and improvement. Brand of place must provide truthful without any doubt and stable picture of its future in the context of the general future.

4. Inclusion and social benefits. Regional branding can and should be used to achieve social, political and economic goals.

5. Creativity and innovation.

6. Complexity and simplicity. True essence of the place is confusing and contradictory, but still the essence of effective branding - simplicity and straightforwardness. This is one of the most difficult tasks - to show the place with a better hand (to show the wealth and diversity of the
territory and population), but to tell the world about it simply, truthful, motivating, engaging.

7. Integrity. Regional branding connects people, domestic and foreign institutions. Overall goal (a good brand strategy) can help to bring together government, private sector and NGOs, it stimulates involvement and participation of the population, as it helps build strong and positive communication ties with other territories.

8. Long-term. Regional branding - a long-term project. No need to spend more than you can afford. Creating a strategy and its usage requires time, effort, wisdom and peace, and if everything is done properly, long-term, tangible and intangible benefits certainly exceed the costs (Anholt(a), 2007, p.65-66).

These principles proposed by Anholt show that there are several objectives that induce countries to create positive image that will reflect in many spheres of development.

Suggesting these principles to government officials, Anholt, perhaps, wanted to remind that the brand of the state, territory or nation is created by people and can be considered as a product developed by well-elaborated strategy. Therefore these principles help to find creative approach to build an image of country based on the values of nation.

In my opinion, the main thing Anholt points out here is that state branding is based on the image - the material component. But sometimes it is difficult to transmit with a help of visual aids such values as hospitality or openness.

A distinctive feature of Anholt, which comes up from the list of principles, is that Anholt focuses not on the role of politics in the process of branding, but considers a certain brand as a tangible product (Anholt, 2007 (b)).
I believe that the concept of Anholt is eliminating the market economy and remembering the approach of Kotler (2008), that every country and region has its own preferences and characteristics and quality and it is not as much about brand perception as about its production.

According to Anholt (2004(a)), other effective branding strategy is the common identity of nation, when in the center of the hexagon there is an answer to the following question: "Who are we?" And "What is our strength and our talent?" (Anholt, 2004(a), p.78).

2.5.2. Brand of country Russian Model.

The second model designed by Chumykov and Bocharov (2003). Russian scholars that represent this approach believe that branding the country (region) acts as a basis of growth of intangible assets of the territory and is an activity directed to create sustainable ideas in the minds of consumers about the object of the world (Chumykov & Bocharov, 2003).

In my research this model was chosen as a supplementary to the Anholt’s theory of country branding. Such combination will help to adjust theory of Anholt to the features inherited in former soviet countries, and Ukraine is one of them.

According to Dzhandildin (1971), branding of region or more generally - territory stands in one row with the business branding and political branding and depends on economical factors. It is necessary to improve financial image of territory and to attract investment, and understand as extra-economic means of solving current problems faced by subjects of regional activity - government, commercial and public organizations (Dzhandildin, 1971).

The authors (Chumykov et al, 2003) describe several concepts of regional programs for brand image. It should be noted that most of the existing local programs that are currently implemented are a segments of tourism industry.
Russian scholars systematized of the process of branding is proposed according to the following categories:

1. Brands - as historical names (cities, buildings, monuments);
2. Brand – as personalities (officials, writers, scientists, military leaders, athletes);
3. Brands - as products (clothing, food, handicraft articles);

Within the framework of this approach I can define, on the one hand, the existence of image composition, on the other hand, models based on co-branding such as brand positioning with development of common symbols.

Russian scholars suggest this theory not as a basis of brand building where the country is positioned as a product or solution. Branding in their vision is reassessment of values and their infusion into the consciousness of people.

Concept of country brand suggested by Russian scholars does not contradict the model of Anholt, so I can use it as a supplementary to analyze strategy of brand Ukraine.

It should be admitted that the importance of this model is that it corresponds to the mentality of the inhabitants in the former Soviet countries. Society that was not oriented on capitalist mode could not have direction on marketing of state image. Thus, in the Soviet Union the concept of brand itself did not exist, instead the concept of mark or label was developed. Hence, the mark is more economic concept that is applicable to products, manufacturing or service. The label is more personalized brand, which relates to products or personalities.

This model, along with the concept of Anholt, makes it possible to determine the notion of country's image as its cultural traditions, historical or sport leaders, industrial companies or geographical territory.

Despite many similarities in these approaches, I use the model of Russian scholars for
two reasons. First, to analyze not brand as the result, but the process of branding itself. Second, the majority of Ukraine's images used before EURO 2012 were built on a model of Post-Soviet scholars.

**Hierarchy of concepts in the branding of the country.**

In order to fulfill my research goal and evaluate Ukrainian nation brand and branding as a process, it is necessary to understand the basis on which it is built. Anholt (2007(a)) gives us a clear understanding what brand constitutes of. Therefore the basis of brand elements such as image or values is a framework suggested by Russian scholars should be taken in consideration. It has more approximate approach to understanding country branding precisely in Ukraine. Russian scholars identified three main areas.

**Mentality of the nation.**

The key concept of the national mental block is "national character" with its own complexity and terminological diversity. It is possible to give different definitions of this phenomenon. Thus, according to Paryhin (1966) there is "no doubt about the existence of psychological characteristics in different social groups and stratas, social classes and nations and peoples " (p. 74).

A similar interpretation of the concept offers Dzhandildin (1971), defining the national character as

"a set of specific psychological traits that are in more or less characteristic of a social and ethnic community in particular economic, cultural and natural conditions of its development "(p. 24).

Erofeev (1982) on the other hand, defined national character as "a key to explaining living of the people and even its history " (p.12).

Ter-Mynasova (2008) selects four main sources of cultural originality
where features of national character are displayed.

The first is international anecdotes that are fully based on the stereotype of a particular people. These stereotypes reflect any significant and typical features of the people in the eyes of other nations (Ter-Mynasova, 2008, p. 145).

The second is the information about national character that can be obtained from national classical literature, which was time-tested and made a significant effect on the mind and feelings of the people. However, the author emphasizes that this source should be taken in account of individual authorship, subjective view of the world (Ter-Mynasova, 2008, p. 146).

The third is folklore or oral folk tradition. Folklore is represented by stereotyped heroes, characters, and stories. Collective creativity of the people here does not have subjectivism or individual author's works, and therefore is the most reliable source of information about the nature of the nation (Ter-Mynasova, 2008, p. 147).

The fourth is the national language, the most reliable, because it is evidence of the existence of national character (Ter-Mynasova, 2008, p. 147).

**Socio-economic unit.**

Basic concepts of social and economic unit is the image of the territory, region and brands. The image of the region has several promising areas for the establishment and reinforcement of a positive image (Ter-Mynasova, 2008, p. 125).

First, image can be based on the history of region. Second, the positive image of the region can rely on industrial, economic and agricultural potential. Third, building the brand can be based on regional psychology and moral qualities of the inhabitants of the land. Fourth, a brand can be
created with support of the beauty of nature (Ter-Mynasova, 2008, p. 126).

**Socio-political unit**

Basic imaginative concepts of the socio-political unit is the leader, the governmental institutions, state projects. Image of these concepts is an essential part of the pattern of state brand (Ter-Mynasova, 2008, p. 127).

This classification gives us a basic understanding of the brand Ukraine formation. According to the approach of Russian scholars these criteria are decisive when it comes to brand of country as a former membering state of Soviet Union. This understanding and decomposition is necessary to answer research question about basic principles which structure collaboration of actors in Ukraine brand building process. With the help of this theoretical model of Russian academics I will encode the information from the interviews of public officials that are shaping brand of Ukraine nowadays.

I suggest these two theoretical approaches and definitions as the key terms of the state brand because they are suitable for the determination of other research goal on branding strategy of Ukraine before the EURO 2012.

Football Championship forced the governmental institutions to reflect on the formation of brand and implement projects that can be incorporated later in general country strategy as suggested by Anholt. I will analyse and discuss with officials these projects in order to evaluate its validity and impact. In order to analyze the results and branding process in Ukraine, I rely on the concept of Anholt (2007(a)), adjusted to the specifics of post-Soviet countries with the help of model suggested by Russian scholars.

**2.6. Mega event definition and role for the hosting country**

Simon Anholt (2009) as a theorist and successful practitioner is claiming that complex brand strategy of the country is the only way to go in order to reach vivid result in promoting country in the world and creating positive image.
This research explores if particular mega event and preparation to its hosting can become a pushing force in establishing such strategy and what is the role of media campaign in such case. In order to discuss this in our research we need to give a clear definition of what is mega event and what is role of media coverage for the creation of image of the country, hosting such mega event.

Roche defines mega events as a “large-scale cultural (commercial or sporting) events, which have a dramatic character, mass popular appeal and international significance”. Despite projects being held by both non-governmental and governmental committees mega events have great influence on official view of hosting country. Nowadays they make contribution into development and modernization within national state and are one of the earlier vehicles of changing perception of the country conducting the event (Roche, 2009).

Mega event phenomenon has become of high political and cultural importance. There are several types of mega events: expos (specialist international trade fairs of vast range of technologies and industries), art and cultural events (international and national levels,) and Olympic event type or Mega sport events (international sport competitions on different levels) (Roche, 2006).

Such diversification means that each event is a very special occasion in the history of a particular city, nation or country because of the impact it has on the future of their development in all aspects. Today mega events are multi task spectacles. They are wanted by countries on behalf of development in general and touch upon almost all spheres of development (Baade & Matheson, 2004).

There is now an interconnection within mega event and place marketing and country branding. Event tourism has become a new area of urban studies, significantly impacting more than cultural and historical values. As (Sassen & Roost, 1999) noted, event tourism
"superimposes onto the place marketing via new attractive and exciting land-uses in cities and/or urban renewal projects for historic sites that create sign value in addition to exchange and use values" (p.32).

According to Holcomb (1999) there are several strategies of place marketing, but most significant of them is hosting a big scale mega event. It becomes the significant first step to world-wide or regional recognition of state, resulting in a growing interest in a destination as touristic hub. What is even more important for the country, is to make people who came to the event come back to host country or city.

Currently, the mega events that attract most attention are sport events. Thus the planning and implementation of a mega sport event has become an important field of academic research. Sports organizations have made a growing influence on the development of image of the hosting country in general and tourism, entertaining, communication, advertising and many other industries in particular (Roche, 2003).

Roche considers mega sport events to be special world-level international competitions, which are held in variety of sports and Grand Prix events, such as tennis, horse-and motor racing. Among the most influential are the World Cup in soccer and Olympic Games which due to the impact of media and television have attracted global tourism from the television audiences worldwide (Roche, 2000).

Desire for world recognition and economic benefit undoubtedly inspires cities to bid for the opportunity to host the Championships or other large-scale events. In addition to these general motivations, each country and its city have unique circumstances that influence the decision to seek a nomination as a potential host. Erten (2010, p. 70) has suggested that these circumstances are comprised of four main categories.

1. Creating a positive image

Basicaly, mega event is hosted to open country for the international community presenting exclusive image of particular city or state in general. Depending on historical and economical backgroung host country looks has several variations of its branding.
- For developing countries the hosting is sought to create a new image. Emphases made on developing countries that want to apply advantages of hosting event to the perception of country (Erten, 2010, p. 71).

- For countries that have recently been modernized, the hosting is sought for the re-branding of an existing image in the eyes of the international community and allow them to advance from “grey to green fields” (Loftman & Nevin 1996 in Erten, 2010);

- For already developed countries the hosting is sought to continue promoting already well-known global centers – to confirm their existing supremacy. In addition the emphasis on multi-culturality as an outgrowth of their Olympic hosting can be expected to function as a buffer against terrorism (Erten, 2010, p. 70-72).

2. Restructuring the economy

Countries that seek for economic development, the hosting of a mega event offers an opportunity for host country and cities to implement developing policy, which comprises the foundation of the new urban politics; mega events give chance for host city to build their physical capacity not only in sports facilities like stadiums and arenas but also in city’s general infrastructure, to design brand new image of country and cities; attract future infusions of foreign capital in form of foreign investments in the extensive prospective (Andreyev, 2002, p. 74).

Mega events as a branding and marketing tool are said to make the host countries more visible in the international competition for foreign and domestic investments (Erten, 2010, p. 75);

3. Implementing urban transformations

For countries and cities that seek for revitalization and growth in their urban environment, especially in poor neighborhoods, old industrial areas, deprived waterfronts, and large urban lands (that have lost their real estate values and environmental sustainability but still can be renovated due to attractive locations) the hosting of a mega event can be of assistance, especially if the revitalization and growth generate an increase in property values in the depressed areas (Chalip & McGuirty, 2004).
If applying to one-sports event, South Africa World Football Cup showed how powerful can be alliance of global economic and national political interests in development of the host cities’ urban policies and stimulating the potential to use an event in terms of their own urban development plans (Essex & Chalkey, 2004).

4. Generating country's infrastructure and sports

This motivation is generally prevalent in developing regions that have a poor physical infrastructure and an unstable political system that has heretofore prevented long-term spatial planning and structural investments. It is a way governments use event as opportunity to accomplish country’s infrastructural projects with further attraction of investors and visitors.

Even though each particular issue for motivation to host mega event that are mentioned above have an important meaning separately. It should be admitted, that majority of them are interwoven elements that support each other. In case of my research, creating positive image can not be generated without interest in political, economic and urban development; combination of these motives creates a full image of how and why event is important for country seeking for implementing strategy of country brand creation (Erten, 2010, p. 77).
3. The research methodology

In this chapter I will present materials and methods that I used to investigate brand of Ukraine before mega sport event. The aim of the study is to investigate the strategy of the design for positioning Ukraine just prior to EURO 2012, which was created to increase awareness of the country and improve its image worldwide. This research seeks to answer the following questions:

What is the Ukraine’s national strategy for promoting the national brand? What is the strategy for EURO 2012?

How do theories of nation branding literature (Western model and Russian model) relate to the strengths and weaknesses of creating a nation brand in the case of the unique Ukrainian experience?

Which actors are responsible for the nation brand? Which actors are responsible for promoting EURO 2012? How do these actors collaborate and what are the strengths and weaknesses of this collaboration?

Which steps were made to create the promotional campaign of the country during the preparation for the EURO-2012?

This subject was chosen because large-scale sports events have been claimed to foster the progress of a country and improve its image worldwide (Roche, 2003). The case of Ukraine’s hosting of EURO 2012 is personally very unique and appealing. Theorists in the field of country branding do not take into account specific political and economical conditions of states other than those of developed nations. My aim is to investigate the progress in development of the Ukrainian brand and how a mega sport event like European Football Cup can create a special framework for the branding strategy in a developing country.

To accomplish these tasks I used following methods of qualitative research:

In-depth interviews, secondary data analysis of on-line articles and statistics survey, content analysis of web portal. In this chapter I will provide theoretical reasons for using these methods and how the research itself was conducted.
Methodology of research. Structure of research methods

Primary Data
- in-depth interviews

Secondary Data
- analysis of on-line articles
- analysis of statistic data
- content analysis of web portal

Brand UKRAINE. Research questions and methodology of research

- How is it formed (strategy)
  • in-depth interviews
  • web-portal
- Who is forming it (actors/collaboration)
  • in-depth interviews
  • on-line articles
- How EURO 201 influenced it/ perceptions of foreigners? (impact of mega sport event)
  • statistics
  • on-line articles
  • web-portal
- Which steps planned/ accomplished (projects)
  • web-portal
  • on-line articles
3.1. Mixed methods of qualitative research

My study can be classified as qualitative, so methods of qualitative evaluation of research will be used.

Qualitative research, as opposed to quantitative, is focused not just on statistical measurements, but relies upon the understanding, explanation and interpretation of empirical data. Simply speaking, it does not respond to the question "How much?" but to the questions "what?", "how?" and "why" (Murray & Brubaker, 2008).

According to Murray and Brubaker (2008) a qualitative research makes extensive use of projective and enabling techniques - unstructured, non-legislative ways to ask questions that help the researcher to discover the motives, beliefs, attitudes, preferences, values, satisfaction, problems, etc. of the respondents with respect to products or brands. Projective techniques enable communication, the verbalization of feelings, attitudes, etc., as well as the identification of latent motives, implicit attitudes and feelings, (Murray & Brubaker, 2008).

The use of qualitative research during the strategy stage in the development of the concept of the brand, provides an opportunity to:

1. Generate a set of ideas on the concept of brand positioning;
2. estimate the concept of the brand;
3. encourage creative ideas for the translation of strategic concepts;
4. enable the evaluation of marketing communication elements (name, logo, packaging, TV ads, etc.)

Another area of applying qualitative methodology is the so-called diagnostic tests. Obviously, the perception by consumers of the product and advertising will evolve with the passage of time. Qualitative research in such cases helps to determine the level, direction and nature of changes in the perception of the brand and advertising over time (Murray & Brubaker, 2008).
In addition, qualitative methodology can be used during tactical research for the selection of the most successful embodiment of the advertising, packaging, and logo. At this stage, alternatives to the visual, textual and other elements of the specific performance, created by advertising, packaging, etc. may be proposed. (Murray & Brubaker, 2008).

Despite the fact that the basis for evaluation of the interview is qualitative evaluation of the results, I also use a secondary analysis of quantitative research (conducted earlier by researchers) to maximize an objective assessment of the Ukraine's attitude toward the brand formation during the EURO 2012. This quantitative research is a classical statistical evaluation of a survey conducted in five European countries in order to explore the perceptions of foreigners of Ukraine.

To evaluate the results of in-depth interviews, I use the methods of coding information. Traditional coding refers to the analytical process in which the data in a quantitative form (e.g., results of questionnaires) or qualitative (e.g., interview transcripts) is sorted by category to facilitate analysis (Kotler, 2008). Coding of quantitative data is based on converting data into categories according to specific criteria. Classification of information is an important step in preparing data for the computer processing of the statistical program (Kotler, 2008). The most significant criticism of the method of coding is that it seeks to transform qualitative data into quantitative data, thus draining the data of its diversity, richness, and individual character.

The results of interviews I processed solely with an open coding method. I divided them into basic categories, which allowed me to assess the scope, results and prospects of the brand Ukraine taking into account EURO 2012. Other mechanisms of information coding would not bring significant results.

3.2. Features of qualitative research

Qualitative methods as in-depth interview have been successfully used in media and communication research, despite the difficulties in interpreting the data. The main conditions of successful conduct of such research are professionalism of the
interviewer, the creation of a comfortable environment and a lack of pressure on the interviewee (Kotler et al, 2010).

In order to prevent misinterpretation of the results it is important to keep in mind features of qualitative research. A study of public opinion does not always prove fruitful for a number of reasons. The interviewee may not answer truthfully or the interviewee may not accurately assess the likelihood of his/her ability to follow through with actions pursuant to his/her beliefs. Because of this, American marketers have focused their attention in the 50s (Packard, 2007).

As my research for this thesis is, in part, a marketing study, I approached the assessment and evaluation methods using the traditional theory of marketing. Packard (2007) in his book "Hidden Persuaders" draws attention to the fact that researchers should not rely solely on the results of the survey. For this he cites the example of a story that happened with marketing practitioners.

The owner of a company that produced ketchup was constantly receiving complaints from customers about the packaging. Despite the fact that customers respect the brand of ketchup, they did not really like the design of the bottle (Packard, 2007).

Having weighed all "pros" and "cons" the ketchup maker decided to conduct a poll of potential buyers to ascertain what kind of bottle they would like prefer. Pursuant to the results of the survey, the company changed the design of its bottle only to find that the customers began to complain about the new design. Thus the expenditures of the survey and redesign of the ketchup bottles were for naught (Packard, 2007).

Another such incident involved a survey regarding magazine consumption. The Advertising Research Foundation (ARF) conducted a survey to ascertain which magazines the respondents read. The respondents named certain magazines that were popular and prestigious, but in reality their consumption was of a more “trashy” nature. The results of the survey were not what they actually read but what they felt was respectable to read. Although these two situations are very dissimilar the inaccuracy is the outcome of the surveys in both cases were evident (Kotler, 2008).
A brewery decided to assess its market and conducted a survey of its customers as to their preference between regular and light beer. The question was worded as follows: "What kind of beer do you prefer light or regular?" The result of the survey was very surprising for the initiators. The result of the survey indicated that the customers preferred light beer but the reality was that the consumption of the regular beer was nine times that of the light beer (Kotler et al, 2002).

Thus, wishful thinking on the part of those surveyed, or embarrassment with their actual hads can distort the results of the surveyWishful thinking leads to the fact that the results can be distorted (Kotler & Armstrong, 2010).

As a result, qualitative methods were created and deployed in studies of advertising and branding, the most popular of which is the group-focused interview. During the discussion, the moderator has an opportunity to determine the real motives driving consumers at the time of selection. Details, which could appear tiny and hardly noticeable at first glance could become crucial and decisive later. This is why I chose a group –focused interview as my research for this thesis.

3.3. Validity and reliability of the research

In every research it is important to clarify the motives for the selection of applied methods and to explain the selection of respondents and sources. As a researcher, I faced two main problems: how to increase generalizability of my study and what subjects should be used to obtain valid and reliable data. In the sampling for a classical survey study, the number of individuals should be encoded, all of them should have an “equal probability of selection” and they should be “subjected to exactly the same questionnaire ” (Small, 2009, p. 14).

It was hard to follow just sampling pattern because in my case study I could not exactly define all individuals involved in the process of branding country, simply because there is no particular list with people working with the image of Ukraine. For someone - independent PR specialists can be considered as proper respondents, for others - not.

Other problem with sampling could occurred during interviews itself : while
interviewing, I had to be flexible and adjust questionnaire according to previously answered questions and comments made by the respondent. That would be impossible if using sampling.

Regarding my research aims, to explore brand strategy of Ukraine, creating sample of respondents according to strata (groups depending on common characteristics or variables) would not make my data valid. The reason is that I was not asking descriptive questions, so I needed to find out how the collaboration between actors is working and why these mechanisms are used to promote country brand. In order to solve this problem Small (2009) sees the solution in “developing alternative languages and clarifying separate objectives in particular study, rather than imitating the language of classical approach for problems to which it is not suited” (p. 7).

I support this approach and as an option to sampling, in my study, I am applying extended case method that is used “to analyze a particular social situation in relation to the broader social forces shaping it”. The idea of this model is that each particular individual (interviewee) is considered as a separate unite (case), the number of such cases can vary according to already conducted cases, each unit (in my case: individual) has “its own probability of selection” and answers specific questionnaire that can differ from case to case. Each case can provide a necessary background for the next case. So there is no need to question the same things, and in such a way safe time of both interviewer and respondent (Small, 2009, p. 23). This, as I would call it, chain connection, results in getting new and unique data from the first till the last case.

When I was selecting respondents I basically was looking for those who can provide as much factual information as possible. I started from interviewing governmental official, that I could reach in departments that participated in projects of designing country brand. All of them had limited access to documentation, but still provided we with basic information that helped me to understand general picture: is there brand strategy? Who is implementing it? What actions where already under taken? Which connection it has to EURO 2012? And later on in “sequential interviewing” (Small, 2009, p. 31) from governmental official to young professionals and PR specialists I was going in depth of these questions for more details, like tools used to promote
country, symbolic interpretation of media campaign, goals and fulfillments, etc.

In extended case method researcher is using set of tools which includes “sequential interviewing” combined with snowball or range sampling to identify unique cases. This approach is claimed to “call for logical rather than statistical inference, for case rather than the sample-based logic, for saturation rather than representation”. The methods generate more logically rational assumption and more evident categories of empirical statements (Small, 2009, p. 28).

As I was previously acquainted with some of young specialists I was using snowball sampling to recruit future interviewee from among colleagues of the people I already interviewed or I used to know before. I believe that this method was more reliable and suitable to answer unique research questions of my case study than just sampling.

3.4. Plan of study

After study of major theories that could be applied to the case of country brand of Ukraine I made an advanced analysis of all available on-line materials and documents that could give understanding of who and how is implementing promotion of Ukraine; which researches were held in this sphere and how gathered data was converted into specific actions.

3.4.1. Primary data collection on the basis of interviews.

Aim of my study is to analyse existing brand strategy of Ukraine and which actors are involved into its implementation. In order to fulfill this assignment I needed to examine perceptions of people who are working in this sphere. According to the theoretical motivation of using in-depth interviews this method is suitable for my study.

As my research is held in the indisciplinary field it was important for me to combine different methods of research. The chosen method of interviewing - in-depth interview - refers to the polling methods of sociological research (Murray & Brubaker, 2008). The essential characteristic of this method is a targeted, specified
social and psychological contact with the respondent.

Regarding the tasks that perform in-depth interview, the interview will result in:

- Discussion of confidential items, moral and ethical attitude to the topic under research;
- Motives in deciding to form a state brand;
- Provide a broad framework for the analysis of inaccessible groups of respondents — officials.

This method was chosen for the following benefits:

1. Ability to speak freely to the respondents, over-sensitive to the comments of others, or is not prone to public debate on certain issues.
2. Monitoring the completeness of the information received.
3. The possibility of obtaining more information about the views, motives, thoughts of the respondent, as the researcher focuses on one person.
4. The formation of a more serious attitude of the respondent to the poll by personal interview.
5. The possibility of observing non-verbal reactions of the respondent.
6. Ability to adjust the course of research by the interviewer if necessary.
7. Ability to adapt the technique of the interview under the terms of the particular situation.

Forming the questionnaire, I oriented on the group, which consisted of people working with the issue of branding of Ukraine and responsible for the positioning of country on the international arena.

Groups of questions were prepared for the government officials working in the field of international relations, decision makers in different aspects of country branding, opinion leaders and employees in advertising, design and PR.

Having analyzed numeral data and defined which of this information could influence creation of the country brand I prepared a list of potential interviewers: officials
involved in field of public relations, involved in the work with the documents that define the strategy and direction of international relations in Ukraine, officials operating in relevant committees and organizations. Total number of respondents is 20 and divided between government officials and professionals working in public relations on the national brand projects.

I selected respondents with the help of snowball sampling and with the help of information in different sources of media about people taking part in the process of positioning Ukraine in the world; also in account was taken recommendations of people, that I could reach, who are working with brand of Ukraine mainly in the Ministry of Foreign Affairs and Governmental Committee of Preparation to EURO 2012.

While choosing respondents I equally considered their supreme legislative power, supreme executive authority, local legislature and local executive power.

On the other hand I wanted to know the opinion of independent experts that were working with the projects on country branding financed by private companies and foundations. The selection of PR specialists was dependent on the ranking of the PR agencies in Ukraine and scale of the projects they held in connection to the brand of Ukraine. This group of respondents was represented by the top management of the Ukrainian companies and was prepared according to their participation in creating brand of Ukraine on the international level.

I interviewed people who are somehow connected with the creation and support of the brand of Ukraine, on different levels. Unfortunately, most requested did not refer to their responses, because they want to preserve confidentiality.

20 respondents were interviewed, among which are:

- The chief advisers of the Committee on Foreign Affairs of the Verkhovna Rada (Supreme Parliament) of Ukraine who have repeatedly represented Ukraine in trips abroad, in particular the Parliamentary Assemblies of Europe and the CIS. In this regard, they were preparing materials on the image of Ukraine.
• Consultant of Committee on European Integration of the Verkhovna Rada of Ukraine. Represented Ukrainian delegation of deputies in the Nordic countries.

• Head of Scientific Society of students and graduate of Kyiv National Taras Shevchenko University - Eugene Vezelev. Within the scientific community he developed the image of Ukraine and the university for presentation to the international conferences.

• The head of NGO KMORS Anne Golembiovskaia. Represented Ukraine at the forum of youth leaders of the Commonwealth of Independent States (CIS).

• Director of IT company Maxim Anisimov. Designers of the company develop outdoor advertising.

• Also among our respondents were the deputies of Ukraine, leaders of other NGOs and private companies. But they requested not to disclose their names.

In the research I provide the most revealing questions. In addition to content diversification, interviews are divided into four groups depending on the professional area respondents are coming from. According to the analysis of answers I could see that, on the one hand, answers are similar among those working in the same institution, but on the other hand, how they differ when it comes to definition of the brand and approach to its creation on the governmental and private level. That is why I grouped the replies of the respondents according to the institutions they represent, because they had common ideas about the questions they were requested to answer.

Next step was grouping of necessary information that would help to fulfill aim of the research: about the brand of Ukraine and EURO 2012, projects that where discussed and promoted in media.

This information was devided into several categories. By breaking down the information into categories, I designed the questionnaire by classifying questions into groups that are most illustrative in the study of country branding in the context of the
championship.

Afterwards I mapped the interview itself. It consisted of the following steps:

- **Introduction.** In this part I presented the purpose and tasks of the research to the respondent. This part had a goal to get on the right track with the respondent. Each respondent was informed about technical aspects of recording conversation.

- **The main part of the interview.** I started with the questions about the professional life of the respondent to see which category of questions he or she can answer (brand of Ukraine, promotion strategy, EURO 2012, delivery of brand or international aspect) and moved on to the questionnaire.

- **The conclusion of the interview.** In this part I concluded the information I get from the respondent to clarify whether all ideas were interpreted in the proper way to exclude misunderstanding. If the atmosphere encouraged the interviewee was suggested to make significant additions, clarifications. This part provided the most useful information.

After the initial coding of the information I had, and the compilation of the questionnaire and immediately conducted a survey of targeted respondents with respect to the methodology described above.

Stage of analysis of the responses was the most difficult, because the answers were mostly not identical or indicated different scenarios of development of the brand of the country.

The results of the primary data analysis (interviews) are presented in the appendix in the form of shorthand records of responses grouped into four questionnaires according to the professional area of respondents.

Questions of the interviews were grouped into such divisions:
1. Brand as a category – general issues about knowledge of respondents about branding places.
2. Brand of Ukraine – perception about brand of Ukraine.
3. The international aspect – impact of the international dimension of branding and brand of Ukraine as a whole.
4. EURO 2012 – brand of Ukraine and brand of EURO-2012.
5. Delivery of the brand - how a consumer receives information about the country.

Analytical notes of the primary data with comments, grounded on theoretical approaches that are presented in the discussion part of this research.

3.4.2. Secondary data. Analysis of on-line articles in the new media

In-depth interviews with experts have not provided all the data I expected to get, that is why I needed to continue my research focusing on secondary data analysis. After I conducted in-depth interviews and found out about actors responsible for the national strategy of brand Ukraine and their collaboration with each other I needed to explore how the brand strategy was estimated by the society and particular PR experts.

To reinforce these results, I combined analysis of primary data with overview of on-line newspapers and magazines that contain interviews of those officials that due to some reasons could not be interviewed in person for my research. The new media helped me to broaden evaluation mainly in the categories related to the championship and how it reinforced creation of new strategy to promote Ukraine as the brand.

Sample

During one week one hour each day I was gathering information with the help of Google search engine and on-line database of Ukrainian National Library. I used random sampling, but the amount of information I was getting did not give big amount of choice. I was typing in key words: Brand of Ukraine, image of Ukraine, promo campaign of Ukraine, media promotion of Ukraine. I was also searching according to last names of officials I could not interview: Ylubin Julian, Kojara Roman, etc. Because my research was held before EURO 2012 – brand of country
was not highlighted in mass media. I got around 10-15 articles that matched with my key words. 12 out of 15 were published in four major on-line analytical magazines: Korrespondent.ua, Ukrainian Business Resource, Dengi.ua and Companion.ua. Articles where selected according to the relevance of the information (key words) that included comments of the targeted experts (Ylubin, Kojara) and amount of comments and discussions among readers.

On this step of the research I analyzed the statements in the on-line media and interviews with well-known public figures, PR specialists and officials that are involved into promotion of Ukraine before EURO 2012 and those involved in media campaigns of positioning Ukraine on the international arena since the time Ukraine was chosen as a hosting country for EURO 2012.

Among these people were: head of the promotion project “Ukraine-World”, filmmaker of the promotion videos about Ukraine, managing partner of the independent company “Publicity Ukraine” and independent media experts. To get a constructive picture of on-going media campaign in the last two years I defined this particular group of people. I defined them as those who can clarify aims of the promotion actions and track if there was unity in actions performed by actors from the different spheres (public and private).

For the secondary analysis I have chosen interviews with those professionals because their competence is directly responding to the questions in my questionnaire about particular steps implemented by Ukraine while preparation to EURO 2012. Speeches of public figures were not chosen as a direct quotation, but as references to the opinions of public figures in the press.

Based on the results received after analysis of on-line articles I conclude that in the coding of information the most important role play chosen categories, time of conducting research and respondents. Often, when assessing same people or on-line sources during other period of event (during or after it) other studies can confirm or refute the relevance of the information.
3.4.3. Analysis of statistics survey

To investigate which preliminary studies were conducted for choosing appropriate steps for branding strategy I got one official quantitative data analysis. I found out about it while interviewing governmental officials working in Ministry of Foreign Affairs and they gave me reference to it so I could find it on line. In Appendix III you can find screen shot of it.

This statistical data collection was held by the Ministry of Foreign Affairs of Ukraine and presented on web portal www.brandukraine.org. It was held to explore the perception of Ukraine abroad. The survey was conducted in 5 European Countries: Germany, Spain, France, Great Britain and Italy in 2010. It was an online questionnaire that covered 2000+ respondents with a focus made on people who are travelling a lot, owners of the companies, middle and top managers of the companies, officials that can influence public opinion, citizens of big cities and representatives of mass media.

This statistical data gave me an overview of what was the preliminary study (before preparation to EURO 2012) of awareness about Ukraine in Europe. It helped me to understand which information was in the disposal of the Ukrainian government officials and creative working group, which developed steps on creating image of Ukraine outside the country. I combined results of the interviews with the additional analysis of statistical data provided by this on-line survey in order to see if the creators and ideologists of media campaign were considering results of the survey while its designing and to which extent.

3.4.4. Content analysis of web portal and media strategy

Primary and secondary sources of information that were analyzed brought me to the creation of general picture of how the strategy of country brand in Ukraine is formed, what are the aims of actionsto create an image of country were taken, who are officials responsible for its realization and what is already done. But these responses were basically answered on the paper and were a proof of no real achievements or results.
To answer my research question and analyze already implemented projects of promotion campaign before EURO 2012 I moved my research to the realm of media strategy and particularly web portal Brand “Ukraine” (www.brandukraine.org) that was prepared by the Ministry of Foreign Affairs of Ukraine for country’s promotion at the threshold of EURO 2012. I found it as a real actions that were implemented by the government of Ukraine due to the interviewee in Ministry. They were referring to it as available source of all preliminary research made including projects that were on the stage of implementation or already accomplished.

It is important to mention that this on-line source was not promoted within any of the promo-campaigns held by the country. Government officials in their interviews were frequently referring to it, as an example of fulfilled goals of building strategy of branding Ukraine.

I made a content analysis of web-portal Brand “Ukraine” by splitting it into three blocks:
- Key messages on which branding strategy is built;
- Value system of Ukrainians as nation and its graphical visualization;
- Private projects implemented to promote brand of Ukraine.

Analysis of this web portal was a finishing point in my research that brought together all collected and earlier analyzed in the study data. It provided the extent of effectiveness of media strategy proposed to build up image of Ukraine in the world. I considered this web portal as a result of work of government agents and PR professionals working with this promo strategy. Investigation of its efficiency was based on comparative study of aims and expected results presented by interviewee in personal conversation and analysis of on-line articles.

All these steps of research helped to build up a general structure, on which preliminary studies of Ukraine brand creation is based, how and by whom the process is carried out; which are the main aims of media promo campaign; and do they correspond to the real actions and to which extent.
4. Results and discussions

4.1. Analysis of interviews

Initially in the interview questions were divided into several groups, which helped me to conduct coding of the material. First, I asked about the brand as category. The answers to these questions gave me understanding of what representatives of Ukrainian authorities, advertising agencies and NGOs put in the definition of the brand. The answers to these questions confirmed that the vision of Anholt (2007(a)) and representatives of Ukraine in this realm matched relatively. Under the term brand respondents understood a set of state symbols, sounds and images that characterize different aspects of the state. To note as an important aspect of this is that the majority of respondents understand the image as the definition of brand.

The answers in the following category - brand of Ukraine - have shown connection of the existing state image with natural conditions. This statement is closer to the brand concept, developed by Russian scholars (CIS) (Kolesnikova & Chapaykina, ).

First of all, respondents identified themselves on a geographical basis, and then according to their national affiliation. In this aspect, there is nothing negative, but it makes it difficult to fill a unique branding image with a number of associations. Thus, Ukrainians associate their country with wheat, sea and mountains. But in the Russian Federation, for example, the wheat and the sea can also characterize the state (Zamyatin, 2003).

That is why I think that for the brand of country it is important to find some more unique features that no other country can call as inherent.

Category EURO 2012, dedicated to the championship, showed that football brand in Ukraine is on a sufficiently advanced level. Despite the fact that the brand under the EURO 2012 is shared between Poland and Ukraine, the majority of respondents assign it as truly Ukrainian. Respondents showed a rather low awareness of the principles and stages of brand development, which shows low public involvement in the process of brand building (Appendix 1). This is discordant with the theory of
Anholt, which states that the foundation for the creation and management of the brand is public (Anholt, 2007 (a)).

In the category of the brand delivery, respondents correctly linked images with the symbols that represent Ukraine. At the same time the lack of media space saturation on the territory of Ukraine was seen as a problem of brand delivery (Appendix 1).

Majority of governmental officials that where interviewed have outlined following steps that should be made in order to create a state brand: “Creating the image, designing the textual slogan and establishment of the relationship between them” (Appendix 1).

PR specialists in the answer to the same question stated that before the beginning of the brand creation it is vital to hold a pre-study and focus on the perceptions of foreigners about the country in order to improve them in the new brand strategy and highlight things, people are most interested in (Appendix 1).

As Anholt (2004(b)) talks about importance of general strategy carried out by all stakeholders in the country that participate in brand creation, we can see that this approach is most likely absent in Ukrainian model of creation of the country brand.

Some projects that were conducted by private companies were taking into account importance of pre-study. But basically steps taken by the official side can be characterized as chaotic and unreasoned.

When answering the question about any official documents that regulate brand strategy of Ukraine governmental officers stated:

“there is no document which governs the concept of the brand in general. There is a range of working documents to each project directed on the creation of image of Ukraine, but they all are at the disposal of working groups implementing the project.”(Appendix 1)

From this statement I can conclude that there is no legal documented basis that regulates process of establishment of the country brand. As stated by both theoretical
approaches, mentioned above I can suggest that creation of such legal basis is vital for the development of the country brand first of all because it will help to control the process itself, form a list of responsible professionals on different levels and help to control the financial expenses.

According to the interviews of officials the concept of a brand Ukraine is “guided by the research that is based on the exploration of the perceptions of Ukraine’s citizens and foreigners” (Appendix 1).

They also pointed out that all statistical data is summed up on the web portal main aim of which is to provide all accessible information “for those interested in positioning country in the world”(Appendix 1). Even though my research did not get a chance to look through the working documents of particular projects that are part of promo campaign of Ukraine, I found web portal very useful for the further secondary analysis of media campaign of the brand Ukraine.

A good point about such source of information in particular case of Ukraine is that those people who are working on different projects within this promo campaign have access to it. And the absence of communication that existed between working groups (because of the lack of legal documentation) can be to some extent compensated by this web portal.

On the question: “which steps would be essential to make in order to change the brand of country” all respondents were basically pointing out the same feature – importance of innovative and modern approach (Appendix 1). To these words I would add that nowadays, countries that are the most successful in branding use some unique and exclusive units in the country. So for Ukraine could be useful to navigate within development of music festivals, different modern cultural events and probably tours to some unusual destinations – all this can present the country in very special way. But these projects should be strictly based on pre-studies in order to know what is the most appealing to the foreigners and what are their preferences when it comes to exploration of such country as Ukraine.

From the interviews of the officials I could not clarify which particular institutions or
people are responsible for the creation of brand Ukraine. That means that the campaign is still opaque and this results in reduction of promo-campaign’s efficiency.

Talking about ways of delivery of the brand, officials understand that new media are important. Still vision is very general and should be improved by professionals. Government officers should have more deep understanding of new technologies and how their use can affect positioning of country abroad. For example, viral videos instead of promo videos, that many corporations are using as a gear to foster sales. Why not think off the beaten track.

According to the responds, officials can not really estimate how positive will be the impact of hosting EURO 2012 for brand of country they state:

“It is always good for the country to host events of such scale. It unites people of the country and encourages qualitative changes in the country” (Appendix 1).

This approach does not sound reasonable. I support the ideas of Russian theorists and think that it would be more appropriate to have a set of goals that should be accomplished during promo campaign and the way to estimate its results. When those who are implementing projects see goals and expected results success can be more tangible.

The responses I have got in the Departments of International Treaties in Ukrainian Government are distinctly different from those I have got in the Committee of Preparation to EURO 2012. Even though these officials should know more about strategy of promo campaign they express the opinion that no actions are implemented to improve image of the country. In addition they state that other governmental institutions profiteer from working on such promo campaigns. I do not have evidence of such actions but as was mentioned above in order to reduce opaqueness of such actions – concrete goals and results should be stated, in that case financing will be more strictly controlled and spend properly.

Officers that represented Departments of Government of Ukraine showed low
awareness of what tendencies in promotion channels overlord nowadays. I can state that it is happening because there is no strong communicational channel between different institutions that participate in building promo campaign of Ukraine.

Maybe it would be reasonable to form one particular department that implemented first of all idea of unity within working teams that design projects. Costs spend on the dispersed committees would be concentrated in one institution. This communication could raise awareness and motivation of officials who are working on the brand creation.

Independent PR experts showed a greater awareness of consisting parts of the country brand, which I discussed in the theoretical framework. They also pointed out on what is the relation between the brand and EURO 2012. They stated:

“The perception by tourists of Ukraine and its image depends on their perception of the championship. Positive experiences formed by the majority of tourists can contribute to the consolidation of a good brand in the international arena” (Appendix 1).

When talking about delivery of the brand almost all respondents named “wheat field and blue sky”. I can consider this as an significant sign of general perception of Ukrainians themselves. But for any foreigner it would not sound reasonable. So many other countries have the same features. It is important for brand experts working for the image of Ukraine to get a unique feature that could be only associated with Ukrainians.

From these words I can conclude that interviewed PR specialists and young professionals and students with more authority, could change the implementation of image of country. I would suggest recruiting in the official institutions both young and experienced professionals as consultants or advisors. It could help structure the general strategy and put promo campaign on the right track as suggested by Anholt and Russian scholars.

My research has confirmed that the event of a large scale is an important basis for the formation of the state brand. In the questionnaires, this thesis finds
confirmation of the fact that respondents indicated that the basis of forming new brand of Ukraine has began during preparation to host the Eurovision Song Contest in 2005 and is continuing now during preparation to EURO 2012.

4.2. Secondary data analysis

In this section I collected quotes of the people who were working with media campaign of the brand Ukraine and analyzed their statements in order to answer questions of our research.

First of them was Julian Ulybin director of short videos about Ukraine that were aired on major European TV Channels. According to him, first of all he wanted to show to global audience beauty and nature of Ukraine. "Our task was to show the beauty primarily 4 host cities of Euro - Kiev, Donetsk, Lviv and Kharkiv. But to them we have added a video from the fortress of Kamenets-Podolsk, high Carpathians and the Crimean Tarkhankut, the church Svyatogorsk "- says Julian Ulybin (Antoniyk, 2011).

That means that aim of these videos was to reach audiences of those who potentially would like to travel around Ukraine, making main stress on beauty of nature and rich cultural and historical variety of the country. To attract tourists, not only those interested in football but also open Ukraine as an attractive tourist destination in general.

Film director supports this statement by noting that the short promotional films, which were designed for the European audience, should be unique.

"It is vital that people who see the videos, would get interested and would like to check whether there are really so unique places created by nature” (Kobernik, 2011).

According to the words of Roman Kozhara, director of the project "Ukraine-World" – main promotional project sponsored by government, for the 2011th year Europeans heard about Ukraine more than during all the years of independence, mainly because country is now under the watchful gaze of all the foreign media.

"The goal of a series of videos « High time to see Ukraine » is to enhance the
beauty of our wonderful country, where there is so many wonderful places." (Kobernik, 2011)

According to him, these videos - is the tool of the new promotional campaign for EURO 2012. The list of media resources, where this campaign will be aired include 7 international channels - CNN, BBC World News, National Geographic channel (Nat Geo Wild), FOX, Sky Sports and SkyNews, Eurosport - the total potential audience is over 2.544 billion people, and covers Europe, Africa, Asia, Australia, North and South America and the Middle East. A total of more than 8,500 video screenings at TV channels are planned. It is also planned to place banners on the official websites of the world's resources (more than 2 million hits) (Kobernik, 2011).

According to ideas of Simon Anholt (2007(c)) it is hard to estimate usefulness of such investment into media campaign. This will not bring desirable results mainly because Ukraine that has negative image from the past and presents negative political and economical situation now. As author claims financing media promotion without any further improvements of general strategy can be considered as wrong investment (Anholt, 2007(c)).

Mr. Kozhara declined my request for an interview, when I contacted him to get additional information about what is behind media promo campaign I got a refusal. That is why I do not dare to confirm or deny that there is some more advanced strategic plan of Ukrainian image creation. The only thing I can conclude from his words is that Ukrainian image in the world is first and foremost based on media television campaign with three series of videos.

I got the vision on this promotional project of an independent Ukrainian PR specialist, Mr. Vasiliev - the managing partner of the company « Publicity Ukraine », that works with private sector - non-governmental organizations and funds that invest money in branding of Ukraine (Ogannisyan, 2011). He stated:

"I want to thank the state agency "Ukraine-World ", which made quite a professional product, and it will be a complex translations on the world's leading TV channels with a potential 2.5 billion viewers audiences. This is perhaps the first time in the history of Ukraine, the case when the complex
program is made in a good (not Soviet) way to promote the country in the world through global channels of communication. And this is the program for which I, as a Ukrainian, am not ashamed of" (Miroshnichenko, 2010).

The last two statements indicate that the brand of the country mainly available for the perception of external audiences, and therefore has a small public recognition in Ukraine.

Media market expert Yaroslava Naumova completely disagrees with the idea of existence of any strategically planned promo campaign of Ukraine:

"For 20 years, Ukraine has no rational public relations campaign - whether it's tourism or investment potential, and most attempts to tell the world about Ukraine accompanied by scandals over the selection of contractors. Vivid image-episodes of the last decade – are not the handiwork of bureaucrats. Eurovision Song Contest, the Orange Revolution, sport success of Klitschko brothers in boxing and Andriy Shevchenko in football – is what pushed promotion of the country and such traditional set of topics as reputation of illegal migration, or environmental disasters - is not the work of image-makers." (Ogannisyan, 2011).

Her words are the evidence that vision of brand Ukraine is very diverse. Practitioners working in the same field do not follow the same track and consider development of positive image of Ukraine in absolutely controversial ways.

But here are the words of the Director of Information Policy Department Ministry of Foreign Affairs Oleg Voloshin:

"there was a relatively small budget to do something really a fashion. This project cost us about 100 thousand dollars. There are sociological research, concept development, brand book, the creation of the site" (Shylgina, 2006).

Mr. Voloshin noted that considering the branding budgets of other countries, "it is drop in the ocean" (Shylgina, 2006).
In Polish and Ukrainian mass media and online editions most publications on the championship are neutral and positive giving a lot of information about details of preparation to the event. For example there is a lot of information in mass media about availability of tickets, progress of building infrastructure and details about qualifying matches.

The Polish press describes Ukraine as a partner and a country that is making significant progress in preparing for the championship, but repeatedly stressed that it is necessary to make our country "from scratch". Negative reviews are linked, in particular, with scandals, bribes during preparation to the hosting of event and generally to the political situation in the country (Brand “Ukraine”, 2010).

Ukraine and Poland apply too optimistic approach to public opinion: "Our people have no doubt that their state will host the championships on the high level despite all the difficulties in time to cope with its ambitious commitments. Guarantees that add a high level of patriotism and enthusiasm of millions of people potentially host EURO 2012 territories. The vast majority of people already perceive preparation for the championship as real steps toward more modern and more perfect European model of quality of life" (Discover Ukraine, 2012).

Key trends that have been recorded among citizens of Ukraine and Poland are: to assess the importance of EURO 2012 in Ukraine and Poland, especially in the dimensions of prestige for the country and creating new jobs, almost one third of the population of the two countries peacefully accept the idea of non-Euro-2012 (≈ 20% do not care, or will the Euro 2012 in Ukraine and Poland, and another ≈ 10% accept such refusal positive) (Brand “Ukraine”, 2010).

Monitoring results indicate that the right to host EURO 2012 itself did not contribute to activation of the international media in Ukraine (Brand “Ukraine”, 2010). Changing the international image of Ukraine is impossible without constant work of producing information events, interesting to the general global the community.

It is hard to estimate real impact of this media promo campaign. The main
reason is that there is no unity in the opinions of people who are involved in the image building process. It concerns not only different experts but first of all governmental official that is an evidence of incoherence in the vision of creation of Ukraine's image in the world.

4.3. Statistics Analysis

Till this step of research I was focused on the image of Ukraine and how it is developed or can be improved from the spectrum of citizens of Ukraine and from the outside. In order to further explore the image of Ukraine from the outside, I conducted an additional analysis of an on-line survey about the perceptions of Ukraine in foreign countries.

The research showed mainly low level of affirmativeness about Ukraine. Almost 64% of respondents have been never interested in the country, or remembered only a few facts from the news about Ukraine, 22% - superficially familiar with Ukraine, and only 14% are well informed about Ukraine because they were or are regularly in Ukraine that is why are interested in news about it (Brand “Ukraine”, 2010).

This shows that majority of respondents have just basic information about Ukraine and the fact that most of it they get from news- we can admit it is mainly negative image connected to political and economical situation in the country. This means that media promo campaign that was launched can play its role for at least giving general vision on Ukraine as a country with reach natural and cultural life.

From the respondents coming from five countries in Western Europe, lowest awareness of Ukraine is in France (77% uninformed), and highest - Italy (3% uninformed).

An indicator of awareness among men and women is almost the same: low awareness: 68% - 69% of men and - women, high awareness: 5% - 8% of men and – women (Brand “Ukraine, 2010”).

As components of the modern image of Ukraine, many foreigners agree that Ukraine
is known worldwide thanks to its traditions and historical heritage (62% of respondents).

The greatest influence on the perception of Ukraine and Ukrainian are: cultural/historical heritage (44%), nature / environment (35%), Ukraine visibility in the sports arena (31%), the level of democracy and freedom (31%). The least impact on Ukraine's image: the availability of consumer goods (24%) and ease of doing business (23%). Among the most important reasons that motivate to visit Ukraine, foreigners call: picturesque nature (30%), architecture, cultural and historical sites (30%), hospitality and sincerity of the local population (10%), national cuisine (7%), beautiful Ukrainian women (6%). Every tenth of those who prefer Ukrainian nature, would like to visit the Ukrainian countryside (Brand “Ukraine”, 2010).

About 7% of respondents are attracted by the variety of leisure activities available in Ukraine. Although foreigners generally do not associate Ukraine with a popular tourist destination. EURO 2012 as a reason to visit in Ukraine, reported about 3% (Brand “Ukraine”, 2010).

According to statistics that can influence strategy of media campaign in future, I would make a point that it is necessary to diversify airing promo videos not according to the channels that are available are around Europe but probably according to preferences of viewers in particular countries. Meaning that useful could be more deep research in regional approach to the promo campaign, based on interests of particular nationalities. For example, Scandinavians would rather prefer to travel somewhere to hike and spend time on the nature, while French and Italian tourists would be interested in gastronomy and night life.

Among age groups the lowest level of information about Ukraine demonstrated age group "around 20 years old" (74%) and "in '51 and over ' (71%). The highest degree of awareness about Ukraine – is middle-aged respondents (Brand “Ukraine”, 2010).

Ukraine as was mentioned in the interviews is developing different directions for the tourists and potential visitors of Ukraine. According to such strategy it would be also good to raise awareness of European youngsters about country. For this reason
media campaign can be also launched in new media like Facebook, Twitter and YouTube with more information about music and cultural festivals and different events connected to young movements. Youth can be also attracted by new possibilities in educational field for example get a chance to do an exchange semester in Ukraine or get courses on university level.

Some foreigners showed a low degree of certainty on the issue of distinctive features that characterize Ukrainians as the ethnic group. On average, 36% of respondents were difficult to choose their own answer. Most Ukrainian inherent features were recognized: hospitality (54%), industry (53%), dignity (50%) and discipline (47%). Least inherent features of Ukrainian, according to foreigners, is tolerance (38%), creativity (36%) and reliability (the last place, 35% of respondents) (Brand “Ukraine”, 2010).

According to the theory of Simon Anholt (2003), before starting building up strategy of country branding it is important to get a main set of associations within a country and its people; to know what people think of themselves and their country. As from the words of government officials one of such association is concept of Ukrainian openness to the world. If the focus is made on this – and supported by this statistics, it can mean that promo is taking the right track showing Ukraine as hospitable and disciplined nation.

For foreigners Ukraine is primarily agricultural (so says 66% of respondents) and religious country (55%). Only half of those surveyed foreigners believe that Ukraine - a European country.

Thus, one-fifth of respondents (20%) had difficulties to answer the question: "Is Ukraine a European country?" and one in twenty (5%) said that "certainly not European." On the fourth place ranking associations with Ukraine is "dynamic development" (42%), the fifth - "appeal to tourists" (41%). The least associated in Ukraine with foreign personal security: only 25% believe that Ukraine is safe or mostly safe (Brand “Ukraine”, 2010).

As earlier mentioned in the analysis of interviews, most of officials and independent
experts in Ukraine admit that most European citizens have their own interpretation of where the borders of Europe are. And as we can see Ukraine is out of it. So in future brand strategy should be focused on the fact that Ukraine is taking the way to get closer to European standards and as soon as some changes are being implemented it is of great importance to inform about them media in Europe so that potential visitors of Ukraine would feel more secure while planning their trip to this country.

To support this suggestion statistical survey showed that first of all, foreigners want to see Ukraine as democratic (25%), open (15%) and economically stable (14%). According to survey participants, the state must also be: a safe and accessible to tourists (10%), a member of the EU (9%), politically stable (5%), modern and modernized (4%), welcoming (3%), traditional and original (3%) (Brand “Ukraine”, 2010).

Among other requests were: Ukraine should be independent of the cosmopolitan influence of Russia actively use alternative energy sources, pay attention to environmental problems, create new jobs.

Other factors that determine the positive image of Ukraine in the world, according to respondents, are as follows: sporting achievements of Ukraine (49%), Ukrainian music (39%), national cuisine (38%).

Also Ukraine is associated with pysanky (37%), (the traditional art of painting on eggs) and Petrikivsky design (17%)(the traditional art of painting on wood). Ukraine is associated with the modern art only by 16% of respondents, and 11% think of Carpathian Mountains. Only 7% chose Ukrainian embroidery. For 12% of respondents It was difficult to answer the question (Brand “Ukraine”, 2010).

Practice shows that international cultural and sporting events, including the European Football Championship, make a positive effect on host countries, attracting the attention of the international community, developing new tourist flows and infrastructure, creating jobs and attracting investment, providing a good indoor climate in the country (Roche, 2003).
This statement is supported by all groups of respondents who participated in our study. But as we see from this statistical analysis perceptions of Ukraine in general are far from positive. And those who are working on its image should keep in mind that efforts and financial costs spent on improving this opinion should be first of all strongly supported by the political and economical transformations in the country.

The fact that the championship will take place in Ukraine should not create an illusion that perceptions of the country will immediately change. But it is vital that first step in this direction would be made properly. By this I mean that brand of the country should be reflection of preliminary studies like this statistical data, which will point out weak, and strong points of the country’s image.


Next step in my research was content analysis of web portal that was designed to provide all available information about process of building positive image of Ukraine. It is an important point in my research because here I estimated the real actions of Ukrainian brand experts. What has been done – the actual results of the promo campaign, that officials and experts were talking about in the interviews.

4.4.1. Content analysis of Web Portal.

Web portal Brandbook of Ukraine consists of seven blocks (one for each letter of the word “Ukraine”) : general information about promotion campaign, pre-study and research about image of Ukraine, branding strategy, visual images of country, laws and regulations about how images can be used, informational campaigns, and special events.

Each of the blocks corresponds to particular direction or stage of branding strategy of Ukraine. Aims of this portal is to inform about accomplished steps and provide map of complex actions that should be implemented on the way to build positive image of
Media strategy of positioning brand Ukraine had an aim to be simple and clear in order to give an answer to the question of what Ukraine is as a state and who Ukrainians are as a society. In one word main feature of the image of Ukraine is openness (Brand “Ukraine”, 2010).

As stated on the web portal, openness is a key element of the brand "Ukraine", and this is due to several reasons. Ukrainian nation and Ukrainian state as an actor of international relations is governed by some special, unique system of ideas and values that reflect the fundamental basis of Ukrainian life. These ideas and values are based on the experience of previous generations, reflecting the realities of today and identifying aspirations for the future. At their basis openness is the most characteristic feature of Ukraine (Brand “Ukraine”).

Analyzing openness as the main feature of brand Ukraine I can agree that it can be considered the key to effective communication and cooperation between Ukraine and the world. Mainly because it can help to build the perceptions of other countries to Ukraine on the principles of interaction and cooperation, position country as the one opened to investment resources and capital; it can also help to determine Ukraine’s internal and external policies and establish more contacts as a reliable partner. Openness represents desire, and most importantly - the ability of country to share its experience, willingness to cooperate in solving the crucial problems that exist in the world today.

Apart from this, I can state that open Ukraine declares itself to the world as an attractive and perspective tourist destination. As stated on the web portal: “Through openness, hospitality and tolerance Ukraine positions itself as an active participant in global socio-cultural process” (Brand “Ukraine”, 2010). Ukraine opens the world and the world opens Ukraine. The concept of openness allows to get an answer to the question of who the Ukrainian people are, what Ukraine is and thus reveals the essence of the brand "Ukraine".

Analysis of interviews with the governmental official shows that implementation of
this media concept is mainly based on the goal to inform international society about the country in general and about particular features of Ukrainian culture, history and traditions. **Image of Ukraine as an open country is giving possibilities to draw public attention from the negative reputation brought by news mainly in political and economical sphere.**

Even though practitioners who take part in building positive image of Ukraine in the international mass media claim that expectations of the media campaign are high, independant public relations experts who have been working with brand of Ukraine during last 10 years admit that without changing general governmental policy media campaign itself will not approach audiences and fully change their past image of country.

**4.4.2. Key message of branding media strategy**

After presentation of surveys conducted during past 5 years web portal provides main elements that define branding media strategy of Ukraine.

1. **Values** - tradition, succession, family - were, are and will remain those, from what national outlook and priorities are formed. They are the basic principles of society, which were born together with people and accompanying it during the whole history. Values that were time-tested and that are uniting nation; they promote the spiritual formation of the nation, and later - the formation of statehood, and for many centuries have been and remain unchanged (Brand “Ukraine”, 2010).

I can agree that openness of Ukraine and Ukrainians is unique feature due to its centuries-old system of values and moral and ethical principles. **That is why basis of new look of the country must and should be corresponding this authentic feature.**

2. All-round potential of our country at present is only partially disclosed. The wealth of natural resources deposits held by Ukraine, are capable to form the
basis of the functioning of a number of industries and the economy. Ukraine has a large area, high level of productive forces, favorable economic and geographical location, unique minerals, land and natural landscapes and recreational resources. These advantages combined with Ukrainians become one of the main stimulus to reveal their potential, the impetus for economic development of each region, a region of the country as a whole, and for a decent presentation of Ukraine in the world (Brand “Ukraine”, 2010).

According to the statements of officials Ukraine is open for new, interesting, diverse projects and has favorable conditions for socio-economic, scientific and cultural development. I can add that at the present stage of world economy and globalization, **Ukraine's integration into the global environment is vital for maintaining its national priorities, uniqueness and cultural identity. Openness of Ukrainians underlies their potential for further development of the country.**

3. Fast pace of modern life dictates its own rules for Ukrainians, but also Ukrainians are ready to upgrade their lives and the life of their country. The desire for self-development is the basis of ability to compete, to respond quickly to rapid development of new technologies and adequately respond to the challenges and opportunities of globalization. Ukraine today is ready for rapid and dynamic changes in all spheres of social and political life. Openness and willingness to accept and use the world experience in defending the national interests of fair competition may be a major factor in the successful implementation of reforms (Brand “Ukraine”, 2010).

**I agree that concept of openness can foster dialogue with the world’s community in an interactive mode and keeping up with the dynamic developing countries.**

4. The implementation of strategy of positioning the Ukrainian state is to progress in the consciousness of the Ukrainians towards identifying themselves as representatives of large, distinctive, powerful state and Ukraine as member of the European community (Brand “Ukraine”, 2010).
It is true, that self recognition and self identification is an important feature of successful country brand (Anholt, 2004 (a)). In order to change the image in the minds of foreigners who have to discover the "other Ukraine", Ukrainians themselves should change their perception to their motherland. The result of this process can improve the image of our country. By varying and revealing, Ukraine accumulates even greater potential. In this way of changes, Ukrainians can follow the examples of other nations, for example, Turkey that took a direction on European integration. Even though their Association in the European Union is not short-time prospective, nation got inspiration to unite around this common goal.

As for Ukraine, one of the major achievements in this context can be a new perspective of Ukraine's accession to the European Union. The need for conceptual and structural changes take new meaning with hosting of big scale sport event such as the EURO 2012. This event is a unique opportunity to unite efforts to gain confidence for peak national dignity, for self-awareness and self-confidence and, ultimately, to demonstrate openness, which we define as the essence in the media campaign of the brand "Ukraine".

4.4.3. The value system and graphical visualization of Ukraine.

According to the brandbook of Ukraine and as stated in the interviews of government officials, promotional media campaign is based on traditions and values of the nation.

Ukrainian people have always been characterized as nation that has deep respect to the history and past. Ukrainians, as stated by developers of media campaign, have always formed a system of moral and ethical values, which determine the nation as a independent unique entity. These values are born with the people; formed and crystallized in the daily work and a fierce struggle for freedom and independence. They were passing from generation to generation and reflected in the traditions, customs, rituals, belief systems, worldview, language, way of thinking. These features
are stable but constantly changing due to the modernization of the world. (Brand “Ukraine”, 2010; (Appendix 1).

According to the words of PR specialists, Ukrainian experience – is not only cultural heritage. First of all, it is an inheritance of the best traditions of spirituality and acquisitions diligence and tenacity, which are manifested in the character of behavior of people, conscious and subconscious. Ukrainians - unique in its ethnic outlook. Their identity which they have managed to carry, did not squander through time, history, war (Appendix 1).

As we can see lots of impact is expected to be made on the unique ethnic traditions. This fact can attract many nationalities from all over the world whose ancestors during many centuries had direct or indirect connection to Ukrainian land. This is a good issue to point out, because various European citizens depending on their ethnic roots can find one or other part of Ukraine as more attractive destination.

Ukrainian traditional culture is closely connected with nature and earth. Ukrainian people have particular respectful attitude to their land which they cultivated from the beginning, cherished, protected. Family is the holy concept for every Ukrainian. From time immemorial on the Ukrainian land people lived, grew grain, raised children, passing them by inheritance acquired material and spiritual treasure (Brand “Ukraine”, 2010).

The message that this media campaign wants to send is based on the well-known Ukrainian hospitality that is closely linked with the concept of family: to host a guest in the house - is a sacred duty. Openness of Ukrainians - is willingness to always open the door of their house for friends and partners. The main dominants of the image of Ukraine in the world are: Culture - Language -Freedom - Respect - The State Security - Trust - Nation-The Future. (Brand “Ukraine”, 2010).

I conclude that such media strategy draws attention to the the fundamental values of the Ukrainian people and its centuries-old historical experience reflected in typical national traits: sensibility in making decisions, interpersonal
tolerance and inter-ethnic relations, sincerity, hospitality, generosity, commitment, diligence, hospitality, economy.

Fundamental values are also an important factor in cementing social cohesion. Media experts are convinced that mentioned above traits form social priorities that will shape the strategy of development for future (Appendix 1).

Visualization of brand Ukraine as a part of a strategy was initiated by the Ukrainian Ministry of Foreign Affairs under the former Minister V.Hryschenko. The logo brand of Ukraine with ethnic motives and slogan «Ukraine. Moving in the fast lane »was designed (Appendix 2, pic. 1,2); animated characters Sprytko and Harnyunya are now exposed on almost all Ukrainian national souvenirs.

The symbols of the brand "Ukraine" are a girl and a boy Harnyunya and Sprytko (Apendix 2, pic. 3,4). "Heroes are made in the popular style of anime focused both on children and adult audiences," - said the creative director of CFC Consulting Yuriy Sak (Kobernik, 2011). As we can see from images of these characters, they are dressed in Ukrainian national clothes. This visual images are simple to remeber and will help foreigners to get a quick insight of traditional national costume of Ukrainian.

As already mentioned, the main slogan of the entire media strategy is the phrase "Ukraine - is opened". The interpretation of this statement gave coordinator of the project open Ukraine Yurii Sak

"It means openness to new reforms, tourism development, willingness to participate in global processes, a willingness to invest" (Brand “Ukraine”, 2011).

According to him, creating a positive image of the country will boost investment and tourism potential, particularly prior to Euro-2012. Now they propose to develop such additional image projects as "Ukraine fashionable," "Soul of Ukraine in the heart of the EU", "Ukraine: the set for a new world cinema," "ProGOOGLEyanka streets of Ukraine."
The last project which is now being in the state of development "ProGOOGLEyanka streets of Ukraine" is supposed to create a media campaign using new media technologies and devices showing streets of the biggest cities in Ukraine. This fact is an evidence of the willingness to stay up-to date and bring into media campaign strategies that can be implemented with the help of new media.

In addition, implementation of the concept has already begun on an information portal Ukraineallaboutu.com, which has become a basic source of information about Ukraine. The cost of such a creative decision amounted to Ukraine 100 thousand U.S. dollars (for comparison, Israel is going to spend on the same strategy nearly 13 million U.S. Dollars) (Brand “Ukraine”, 2010).

4.4.4. Projects of branding Ukraine carried out by private companies

Regarding analysis of informational portals, web sites and other mobile applications I can distinguish two major and most influential sources of information.

Informational portal of Ukraine - «UkraineallaboutU.com»

As stated by the creators of the portal, independant PR company, aim is to create the framework of public awareness campaign Ukraine. “All about U” is modern information portal about Ukraine, which contains comprehensive information about country, its history and culture, political system, economy and investment opportunities, achievements and potential, and tourist resources (Brand “Ukraine”, 2010).

Informational portal of Ukraine will be the basic source of information about Ukraine in the Internet, which will also be actively used in international marketing campaigns. Portal will be elaborated according to the latest trends in new media: web development, will be full of interactive videoes and imagery. Its task - as accurately as possible to convey the atmosphere of Ukraine, with more influence on the level of feelings than on rational level. In addition, the portal will be an excellent platform for promotion of Ukraine in the new media and social networks (Brand “Ukraine”, 2010).
The concept of an information portal duplicates the name of awareness campaigns about Ukraine, which are organized on leading TV channels of Ukraine and some European channels. Submission of information is in the style of album - with a predominance of the visual component of the portal. **Key message: "Ukraine is a modern, interesting, sophisticated and diverse."**

The structure of the site is the following: The site will be divided into basic sections (tentative list): Travel Ukraine (Carpathians, Crimea), Open Ukraine (Kyiv, Lviv, Odessa, Donetsk, Sevastopol, Kharkov) We - Ukrainians (historical personalities and prominent contemporaries) Our culture (traditions, crafts, art - classical and contemporary music); Invest in Ukraine (economic review by sector, legislation, investment climate and attractive investment sector) Find business partners in Ukraine (recommendations and dossiers of enterprises looking for partners abroad) EURO 2012 (comprehensive information on the preparation and course of the championship, useful information for tourists and fans).

**This step on the way to build complex media campaign can be considered as an important component of the general strategy. Moreover together with TV audiences that can be reached with the help of videos on the major European Channels, aim is to reach receivers via Internet via new media.**

**The APP iPad Ukraine**

iPad - technological innovation from the world-famous company Apple, which since the market launch in early 2010 became the undisputed world leader in handheld mobile computers. This popular device is now being used by millions of people worldwide. iPad quickly became a favorite for international politicians, businessmen, managers of state and famous public figures. The secret of the growing popularity of the Tablet PC is the case of using its unique programs (iPad Applications), whereby the owners of the device can perform many useful functions and actions, and, most importantly, get the necessary information in a convenient format (Brand “Ukraine”, 2010).

The aim of this project - an App iPad Ukraine, is to allow millions of owners of iPad
to receive news and useful information about Ukraine in the most modern format. In particular, program under the site www.ukraineallaboutu.com will be created. The uniqueness of this project is that in the case of Ukraine it will become the first state that will have its own program for the iPad (Brand “Ukraine”, 2010).

As we can see from the web portal the ideological concept on which brand can be built exists. It exists in theory, on paper. But when it comes to real actions, I can conclude that they are dispensed and far from the common strategy. Steps on the web portal that are claimed as already accomplished are not supported by further actions. Key messages of the web portal seem to be logical and resonable, but the projects designed to put these words into action do not create consequence of steps that can result in the rebirth of Ukraine’s image. Key to all doors in this sense is EURO 2012 that will definitely effect image of the country in Europe and world. But it is first of all connected to the hosting of championship. Otherwise, we can not agree that financial expences spent on promo campaign can be considered as a right investment in the brand of country.
5. Conclusion

In this final chapter I line up outcomes and present ideas for further research. This study aimed to explore strategy of country branding before mega sport event. The case study was based on image of Ukraine hosting EURO 2012.

First I aimed to estimate how theories of nation branding literature relate to the strengths and weaknesses of creating a nation brand in the case of the unique Ukrainian experience. The research considered two theoretical approaches to country branding that complement each other: Western Model Simon Anholt and Russian Model by Chumykov-Bocharov. They helped to highlight that the strength of Ukraine’s promo campaign is focus on national identity, which is also a core element of country’s brand according to Anholt (2005(a)). The weakness of brand creation in case of Ukraine is absence of common, comprehensive strategy within actors who are involved into creation of country image. Moreover, the approach used by Russian scholars brought clarity in the processes of formation of a brand in Ukraine. Its weakness is that Ukraine uses the concept of country brand not as a set of associations, but as an advertising campaign that is not aimed to achieve any specific goals. Regarding this, the whole process of forming a country brand is associated only with the championship. The proof of this is the lack of any significant research about Ukraine and brand marketing strategies of the state. As a former Soviet Union country Ukraine is still facing changing in political and economical realm, that cause negative perceptions about it in the world. And even though scholars claim that hosting such event as EURO 2012 can not be crucial for brand of Ukraine, I believe it can be a new starting point both to foster self esteem of nation and improve image of country in the eyes of foreigners.

Research intend was to find investigate national strategy of brand Ukraine and strategy of the country before EURO 2012. After analyzing the answers of the respondents, and conducting secondary analysis of statistics and on-line articles, I can state that the branding of Ukraine is on the initial stage of formation. Even though foreigners’ perceptions of Ukraine before the event were negative, EURO 2012 opened new opportunities for country to present its unique features like culture, traditions and nature. Brand strategy of Ukraine before mega event was reflected in
the media promo campaign in European media. Now I can state that the process of creation of brand Ukraine has already started but it still cannot be defined as a comprehensive strategic plan. The role of big sports events in the formation of the brand state is exceptional. In the case of Ukraine the role of EURO 2012 championship is rated as important in the initiation of a brand in the European sense, not the post-Soviet sense of the term. Current research has confirmed the scientific hypothesis of the exclusive role of big sports events in shaping the country's brand, as well as compliance with all the goals that are set to create the brand of Ukraine today.

Another aim of this analysis was to explore whether it is efficient to promote Ukraine in the media when negative news about Ukraine dominate the major media of Europe and the world and generally form a negative impression of the country. Regarding the interviews and respondents' answers I can conclude two things:
First - there is no general branding strategy in Ukraine, according to the way Simon Anholt, and Russian scholars see it.
Second - a brand of Ukraine is not so much a trademark, but more a mental concept, a philosophical idea that is mapped but not implemented in the proper way.

To answer the research question on actors, involved in the brand strategy of Ukraine and their collaboration with each other I conducted in-depth interviews with professionals working in this sphere both in the government and in the private sector. Analysis should that there is no efficient hierarchical system of actors so the collaboration on particular projects is limited.

Most of people on the different levels of governmental institutions admit the necessity of creating general strategy, but on the present stage all efforts made by different departments are not interconnected with each other. Even in anticipation of such mega event as EURO 2012. Agency is taking care of preparations to it and different ministries are basically accomplishing their short-term goals that has nothing to do with the long-term prospective that could be reached if using complex strategy. On the other hand, there are representatives of different non-governmental PR agencies and independent experts. They also agree on the fact that brand Ukraine is not designed in a complete and understandable concept that can be positioned worldwide.
Steps were made to create the promotional campaign of the country during the preparation to the EURO-2012 were media campaigns. The study shows a low awareness of the majority of Ukrainians about the existing research and connected to the media campaigns in promoting the country. This becomes a major problem during the actual promotion of the brand. When foreigners come to Ukraine, the hosts do not know what information foreigners received about them. The formation of current brand depends entirely on the EURO 2012 and is designed to improve the image of the country exactly before and during mega sport event. Unfortunately, there were not held enough pre-studies in order to create the right brand strategy and to answer the questions what the brand should be like.

5.1. Recommendations and future research

My study was delimited by some objectives. First of all I felt lack of primary resources. Most of official documents and normative acts where not available for analysis – they would give deeper insight of the governmental plans and accomplishments. Two officials that presented big interest to my research refused to be interviewed because of political issues – they could provide general vision of who is doing what, as they are responsible for all branding projects together.

My research was also delimited by the time that is why I presented only one side of the coin where brand is crucial for the country and governments should follow the idea that everything in modern world can and must be sold. Of course there is always other dimension where we can be more critical about marketing of the country, claiming that financial expenses on media campaigns are inefficient.

My recommendation to the development of the brand is to stimulate detailed researches in this area, as well as the expand media campaigns and projects related to informing the governmental officials on all levels about the brand. There is no need to think about Ukraine as associative array or a visual image. It was long ago prepared by the manner of life of Ukrainians and their tradition. The main task lies in the proper delivery of its brand to consumers.


Promise. USC Center on Public Diplomacy. South California: USA.
Macmillan: London.


Appendix 1.

Q1: (officials)

Brand as a category:

1. In your opinion is there a notion of the state brand in Ukraine?
Of course there is the notion of the brand of Ukraine, but personally I think it is better
to use notion of image. The difference is in perceptions of the term. Image gives a
screen shot of the country, brand commercialize the term. In terms of Ukraine I
believe we should start of creating image who we are and where we live.

2. What is the brand of the state from your point of view? What do you associate it
with - sound, image, text, etc.?
As for me - a brand of the state - is a message transmitted to a consumer. In this case
we can say that focus is made on the foreigners that can potentially be connected in
many different ways to the country (tourists, investors, scientists, students).
This message can be anything in the informational aspect, but I would associate it
with image primarily.

3. What affects the brand of the state?
Its creators in any case affect brand: how they see the country itself and what they
want to show to the world. It is also very important, does the brand corresponds to the
reality, but for some countries – it does not. So there is always a risk that those
responsible for creating the brand of the state can send false signals that can be
interpreted in the wrong way.

4. What is the relationship between the state brand and the power (government)?

If we are talking about a brand for investors - then the power is defining element. The
governmental regulations and laws can decrease investment attractiveness. In other
cases, power is important, but not exceptional.

5. What main steps you may highlight in creating a state brand?
Creating the image, designing the textual slogan and establishment of the relationship between them.

**Brand of Ukraine:**

1. What is the brand in Ukraine? Describe it please reproduce.

Brand of Ukraine for me – set of national symbols and associations that are recognized in the world and speak for the country. They should be presented as an authentic source of information.

2. What are the documents (bills) that regulate formation of the brand Ukraine or is there national strategy of the country presentation?

As a government official working in the field of international relations - I can say that there is no document which governs the concept of the brand in general. But of course, there are such general documents as constitution that states symbols and national emblem. There is a range of working documents to each project directed on the creation of image of Ukraine. I cannot name any of them because they are all at the disposal of working groups responsible for its implementation.

3. On which researches the concept of a brand of Ukraine is based?

We cannot talk about concept in its real form. But promo campaign launched two years ago in 2010 is guided by the research that is based on the exploration of the perceptions of Ukraine’s citizens and foreigners. Focus made on the study of awareness about country in general and traditions and history of Ukraine, particularly. We tried to bring them together on the web portal Brand Ukraine, created for those interested in positioning country in the world.

4. What is the relationship between the brand and Ukraine as a host country of Euro-2012?

During the preparation of the country to hosting the championship first time for the years of independence government implemented steps on changing the image of country in the world. I would say that EURO-2012 gave a push to think out of box and present country in the new light to the foreigners. As to the other changes, many
advertising companies in Ukraine began to associate its products with football. Commercial component brought together various Ukrainian companies and EURO 2012.

5. If you had the opportunity to change the brand of the state - which steps would be essential to make in order to change it?
The first thing, from what I would start - the study of new cultural trends in the country – what I mean is new tendencies of Ukraine’s development that can attract modern society. It shouldn’t be just limited by our rich culture and history. Further steps would be based on this study.

**The international aspect:**

1. What is the connection between the brand of Ukraine and Poland? What they have in common?
From my point of view, football could be a unifying factor. Besides this, countries are very close in spirit and culture. Even though Poland is a member of European union it is one of a few countries that are lobbying a plan of Ukraine to become an Associative Member of European Union. But in general - the images of these countries have a lot of differences.

2. How was the brand of Ukraine created? What aspects of government influence on the formation of the brand in Ukraine?
I would say that brand is not created yet. Some steps made on the way to create it – yes, but it is far from the image we would like to see in future. Private companies created most of what foreigners are now able to call the brand of Ukraine - for commercial purposes.

3. What organizations are involved in the creation of the brand Ukraine? Any other actors except national agency (International organizations, private companies, non-profit foundations)?
I can not tell you specific names. State-owned companies and NGOs are engaged in sponsoring the developments in the field of branding.
4. Which countries in the post-Soviet space you can cite as an example in terms of creation and development of the brand?
Georgia - a real success story. Even though political regime is criticized a lot in foreign press, still progress of country in changing its “post-soviet” image is vivid.

5. How, from your point of view, the brand can be delivered to citizens of Ukraine / foreigners.
New media of course is an important constraint. Internet with its social networks, web portals and other possibilities - is the environment in which besides delivery of a brand - you can get feedback on it.

**Euro 2012:**

1. What is your official position regarding the championship?
Championship - this is good. Regarding the brand of Ukraine - of course, some result it will bring.

2. What is your personal opinion about the championship?
It is always good for the country to host events of such scale. It unites people of the country and encourages qualitative changes in the country.

3. Who took the decision to establish the existing brand in Ukraine for Euro 2012?
As I understand it - private companies have an assignment on its own. As concerns Ukraine's brand image to the EURO 2012 - the Ministry of Culture in cooperation with UEFA.

4. What was the brand of Ukraine before the preparation for the championship?
Before the championship – the only event of the same scale was Eurovision song contest- and Ukraine was presented as a nation that loves culture, music and art. Before that most of the perceptions were based on the image of “post-soviet” country with shadow economy and rural conditions of life.

5. What will be the brand of Ukraine after the championship?
There is no clear strategy of development in future. Our work was focused on providing pre-event promotion. Until the next event in Ukraine - will remain the same, probably. As we are subjected to higher authority, they coordinate all further actions.

6. What sports or cultural events, from your point of view, made the most impact on the formation of the state brand in different countries of the world?
Of course sport events such as Olympics and World Cups, on continental level I would say it is Eurovision Song Contest, International Film Festivals and Continental Sport Cups.

Q2: (officials 2)

Brand as a category:

1. In your opinion is there a notion of the state brand in Ukraine?
There is no completely. Maybe some trials in media campaigns, but otherwise I cannot define actions as a brand strategy of Ukraine.

2. What is the brand of the state from your point of view? What do you associate it with - sound, image, text, etc.?
Video, slogan, logo.

3. What affects the brand of the state?
The nature, national characteristics, culture. Of course political system of the country, it is economic potential plays important role too.

4. What is the relationship between the state brand and the power (government)?
Government finances promotion and provides platform for process of brand creation and delivery to the world.

Brand of Ukraine:

1. What is the brand in Ukraine? Describe it please?
Mostly it is media promotion like advertising videos on Euronews and other European channels. But because it is aired infrequently during last two years, I would not define it as branding.

2. What are the documents (bills) that regulate formation of the brand Ukraine or is there national strategy of the country presentation?
I have no idea; the Foreign Ministry earned enough with kickbacks.

3. On which researches the concept of a brand of Ukraine is based?
No concepts and researches, unfortunately.

4. What is the relationship between the brand and Ukraine Euro-2012?
Ukraine is hosting country of the EURO 2012 together with Poland.

5. If you had the opportunity to change the brand of the state — which steps would be essential to make in order to change it?
To take as an example experience of other countries like Turkey, Croatia, and Montenegro — that have already implemented brand strategy and more or less have some similarities in political structure with Ukraine.

The international aspect:

1. What is the connection between the brand of Ukraine and Poland? What they have in common?
I don't see them.

2. How was the brand of Ukraine created? What aspects of government influence on the formation of the brand in Ukraine?
With kickbacks and opaque tenders.

3. What organizations are involved in the creation of the brand Ukraine? Any other actors except national agency (International organizations, private companies, non-profit foundations)?
Ministry of Foreign Affairs and Pinchyk Foundation.
4. Which countries in the post-Soviet space you can cite as an example in terms of creation and development of the brand?
Georgia, but it's not the best example to follow.

5. How, from your point of view, the brand can be delivered to citizens of Ukraine / foreigners.
Advertising in the mass-media and everywhere, where can only be written "Ukraine".

**Euro 2012:**

1. What is your official position regarding the championship?
Infrastructure and stadiums were built according to the international standards and on time, but PR campaign still needs to be revised.

2. What is your personal opinion about the championship?
I like the idea of uniting people thanks to sport events of this scale. It is great both for football fans and countries hosting the event.

3. Who took the decision to establish the existing brand in Ukraine for Euro 2012?
I don't know. Nobody knows. I guess there were held some tenders, where different companies presented their vision of brand Ukraine. But how the winner was chosen I personally do not know.

4. What was the brand of Ukraine before the preparation for the championship?
There was no brand, maybe some traces left after Eurovision Song Contest.

5. What will be the brand of Ukraine after the championship?
I would expect that it wouldn't change.

6. What sports or cultural events, from your point of view, made the most impact on the formation of the state brand in different countries of the world?
Euro-2012 of course will change perceptions of Ukraine in Europe, from the others I can name Eurovision Song Contest and Annual Youth Electro-Music Festival Kazantip (I have heard that it is popular among foreigners).
Delivery of the brand:

1. How do you think what is a symbol of Ukraine?
I can say that some natural symbols as wheat, sea, mountains, fields. If we take traits of nation I would say it is hospitality of people.

2. What are the most outstanding personalities of our time in Ukraine?
Andrii Shevchenko, Brothers Klitschko – they are all sportsmen and I think sports represents Ukraine in the World the most.

3. How would you rate the role of the Klitschko brothers, Andrei Shevchenko, Yana Klochkova, Ruslana Lyzhychko in the formation of a state brand in Ukraine?
Very high.

5. Which country in the world you prefer the most? (In accordance with state brand).
Turkey, Croatia, Italy – I visited them all because I have heard a good feedback about them from the news and friends. I guess this is how image is created – by personal experiences of people who have already been there.

Q3: (PR experts)

Brand as a category:

1. In your opinion is there a notion of the state brand in Ukraine?
I believe that Ukraine has the concept of the state brand. Since independence, Ukraine (since 1991) this the concept essentially develops. State brand of Ukraine opens in new forms and manifestations.

2. What is the brand of the state from your point of view? What do you associate it with - sound, image, text, etc.?
In my understanding, this is a process and result of the perceptions of country by foreigners. This is a "clean" image, which can be positive or negative, attracting or repelling. I understand a brand as inseparable with its media support.
3. What affects the brand of the state?
In my view, the brand of the state is affected by its foreign and domestic policies, activities, and outstanding figures of this state, especially its leaders.

4. What is the relationship between the state brand and the power (government)?
The relationship between the state and its brand is very direct and clear. The activity of the state in different areas draws the outlines of the image and promotes its development.

Brand of Ukraine:

1. What is the brand in Ukraine? Describe it please reproduce.
I believe that brand of Ukraine consists of its symbols (wheat, sky, Ukrainian bread) and its major advantages (natural beauty, diversity in geographical and cultural units, hospitable and open-hearted people)

2. On which researches the concept of a brand of Ukraine is based?
It seems to me that the concept of a national brand of Ukraine based on the provisions of a national strategy of development to create and promote the public brand of Ukraine.

3. What is the relationship between the brand and Ukraine Euro-2012?
Direct connection, since the perception by tourists of Ukraine and its image depends on their perception of the championship. Positive experiences formed by the majority of tourists can contribute to the consolidation of a good brand in the international arena.

4. If you had the opportunity to change the brand of the state - which steps would be essential to make in order to change it?
Maybe I would have paid more attention to the media supporting the development of the brand of the country and make a good advertising campaign.

The international aspect:
1. Which countries in the post-Soviet space you can cite as an example in terms of creation and development of the brand? 
   A good example is Estonia. It positions itself as a tolerant, independent country with a certain specific value system.

2. How, from your point of view, the brand can be delivered to citizens of Ukraine / foreigners. 
   I think that first of all, we must use modern technologies: advertising, social networks, political PR.

**Euro 2012:**

1. What is your official position regarding the championship? 
   I emphasize the positive moment: This tournament has attracted investment to Ukraine, through which the infrastructure and economy are enriched.

2. Who took the decision to establish the existing brand in Ukraine for Euro 2012? 
   As far as I know this question is the responsibility of Vice Prime Minister of Ukraine and adviser to the President of Ukraine on preparation to EURO 2012 Borys Kolesnikov.

3. What was the brand of Ukraine before the preparation for the championship? 
   I believe that in general the brand of Ukraine is now positive. Before championship there was no brand strategy. People get to know about the country from news and scandals in European mss media that were dealing with Gas Conflict with Russia and different problems inside the country.

4. What will be the brand of Ukraine after the championship? 
   If the championship will take place without incident - a brand of Ukraine will rise the same as the overall ranking of the country. The most important thing in that case would be to keep the positive results and develop them in a long-term prospective.

**Delivery of the brand:**
1. How do you think what is a symbol of Ukraine?
Wheat field and bright blue sky.

3. How would you rate the role of the Klitschko brothers, Andrei Shevchenko, Yana Klochkova, Ruslana Lyzhychko in the formation of a state brand in Ukraine?
Not bad, they really picked it up, though in different areas

4. How do you see advertising of state brand in Ukraine: on the street, video, tv?
Rather weak. I think it is worth to spend more money and resources. But of course it would be more efficient to have some general plan of implementation of such media campaign in a long-term prospective.

5. Which country in the world you prefer the most? (In accordance with state brand).
U.S., Cuba. These countries have a very alluring image.

Q4: (young professionals)
Brand as a category:

1. In your opinion is there a notion of the state brand in Ukraine?
Of course! The image of each country in one way or another can be called a brand. Unfortunately, Ukrainian theorists and practitioners hardly give a clear definition of this concept, as brand, but it does not mean that we do not have it. State officials often use this combination of words in the speeches.

2. What is the brand of the state from your point of view? What do you associate it with - sound, image, text, etc.?
I am familiar with the books by Anholt on the subject of state brand and stick in the understanding of its concepts. Although, from my point of view, the brand of the state is not subject to control as for example a corporate brand.

3. What affects the brand of the state?
Absolutely everything affects it. From our comments in the Internet, to what is written in a foreign history books about our country.
4. What is the relationship between the state brand and the power (government)?
Authority gives the task to create a brand, and pays for it. Authority acts as customer that is why can influence brand creation. Unfortunately, the legislature and the public have no practical effect on the choice of executive power in this regard.

5. What main steps you may highlight in creating a state brand?
Brand should be discussed, drawn, written, filmed and so on. Brand is a unique complex of all these and other feature together. In addition, we must determine for which purpose is the brand designed, because this will effect that is what we sell: tourism, industry, or anything else.

**Brand of Ukraine:**

1. What is the brand in Ukraine? Describe it please reproduce.
Brand of Ukraine - black sea, blue mountains, hospitable people, folk music.

2. What are the documents (bills) that regulate formation of the brand Ukraine or is there national strategy of the country presentation?
Well, except the provisions about the aspects of foreign policy, as well as a description of the symbols of statehood – I can not come up with something.

3. On which researches the concept of a brand of Ukraine is based?
Those who create the brand of Ukraine try to stick it to the preferences of the target audience of consumers. Brand is the basically image foreigners want and will consume.

4. What is the relationship between the brand and Ukraine Euro-2012?
EURO -2012 brought fundamental changes to the formation of brand Ukraine.

5. If you had the opportunity to change the brand of the state - which steps would be essential to make in order to change it?
To determine the concept of national history - it would be the most important step. We need to know how to present ourselves - as malorosy, as children of victims of Holodomor, or as the descendants of the Cossacks.
**Euro 2012:**

1. What is your official position regarding the championship?
Official - we are looking forward to the championship.

2. What is your personal opinion about the championship?
Too many Ukrainian citizens sacrifice for the sake of football. Growing taxes, changing infrastructure of the cities not really efficiently, later it will be hard to adopt so many stadiums and hotels to the city’s routine life.

3. Who took the decision to establish the existing brand in Ukraine for Euro 2012?
If I'm not mistaken, the Ministry of Sports, as well as the government has working groups specially formed to promote Ukraine during the championship. So they might be sharing responsibilities.

4. What was the brand of Ukraine before the preparation for the championship?
In the full sense the brand of the country was absent at all.

5. What will be the brand of Ukraine after the championship?
I think no one will take care of this issue after the championship.

6. What sports or cultural events, from your point of view, made the most impact on the formation of the state brand in different countries of the world?
There are some categories of activities: football championships, Olympic games, European song concerts.

**Delivery of the brand:**

1. How do you think what is a symbol of Ukraine?
For me, a symbol of Ukraine is its history.

2. What are the most outstanding personalities of our time in Ukraine?
Historical leaders. The influence of modern figures can be estimated only after their
lives.

3. How would you rate the role of the Klitschko brothers, Andrei Shevchenko, Yana Klochkova, Ruslana Lyzhychko in the formation of a state brand in Ukraine? People are brands. But their relationship with the brand of Ukraine, in my opinion, lost.

4. How do you see advertising of state brand in Ukraine: on the street, video, tv? Maybe on European channels, and other mass media, but in Ukraine, I have not seen any.

5. Which country in the world you prefer the most? (In accordance with state brand). Probably Spain and particularly Barcelona, France with Paris and United Kingdom with London.
Appendix 2
Graphical Visualization of brand Ukraine

Pic.1

![Ukraine Billboard](image1)

Pic. 2

![Ukraine Billboard](image2)

Pic. 3

![Ukraine Billboard](image3)