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**EXECUTIVE SUMMARY**

The next research is about the brand, "Mexico", its origins, the strategies to be followed for its creation as well as an analysis of the brand through the use of some models of management and marketing. The project also shows the knowledge and awareness of Mexicans and foreigners about the brand through a questionnaire developed by the author of this project. In addition, some strategies that brand managers could implement in order to improve, develop and increase the awareness of the brand were included.(Anholt 2010)

To fully understand the concept of a country brand one must also understand the background of it, that means, comprehend the political, economic and social development, consequently one is able to compare the context of the place with the position and image of the brand.

The problem formulation of this research is based on the need to evaluate the brand strategies implemented by the government and private institutions for the promotion and diffusion of Mexico as a country-brand, which in one way or another affects the transmission and propaganda of the brand.

**The research question of this thesis is: How the use of branding as a tool can increase the awareness of the brand "Mexico"?**

In spite of the bad promotion that has hit Mexico and therefore it's brand name due to the wave of violence the country is dealing with today, the lack of knowledge of the brand (logo and slogan) that showed most respondents in the survey, was interesting to note that although all the issues presented above, visitors choose Mexico as their final destination and they are interested in the brand in spite of the lack of information experienced in some cases.

The method used in this research was *basic research*<sup>1</sup> (also called fundamental). The results of this thesis are intended first of all to answer the research question of the project, informing the reader about brand attributes as well as present the point of view of Mexico's visitors through the applied survey.

The final part of this thesis is devoted to suggestions and recommendations that brand managers can implement to improve the brand image and develop a better strategy to promote it.

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<sup>1</sup> *Basic Research*: Purpose: Results in universal principles relating to the process and its relationship to outcomes, finding of significance and value to society in general and expand knowledge of processes of business and management (Saunders, Mark, Lewis, Philip & Thornhill, Adrian 2003)

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## 1. INTRODUCTION

A nation has many images. Today the concept of country-brand is yet relatively new in the marketing area; hence it is necessary to conduct further research on this topic.(Ying 2006)

The brand "Mexico" is practically a new concept if one compared it with other brands in the world.

In addition of being a new concept, the brand has experienced a recent change of image, that is, the slogan and logo were modified to give a new direction to the brand and increase its popularity in Mexico and the world.

“The concept of the nation brand is not centered on any specific product, service or cause that can be promoted directly to the customer. Nation branding concerns a country’s whole image, covering political, economic, historical and cultural dimensions. The concept is at the nation level, multidimensional and context-dependent”.(Ying 2006)

A country-brand is not just about physical or tourist attractions in the country; an important aspect in a country-brand is the spirit of its people “their actions and behavior abroad will also have an impact on the country’s brand”.(Gilmore 2002)

On the one hand, international audiences have a different degree of knowledge and experience about the nation; on the other hand, each country has different cultural values that will affect its decoding and perception of its image.(Ying 2006)

The following statement “the brand must cover as many markets as possible” and not only few was very significant in this research; certainly this task is difficult but not impossible to talk about so the following research discusses some branding strategies and models that may be useful for developing the brand image and achieve a multicultural brand which everybody can enjoy.

## 1.1. PROBLEM STATEMENT

In order to develop a better country brand, the research question of the thesis is: *How the use of branding as a tool can increase the awareness of the brand "Mexico"?*

The purpose of this question is to show whether the strategy of the brand managers is useful or not, that is, what is it that is absent in the brand in order to differentiate itself among the rest in the market and on the other hand the attributes that have enabled it to distinguish itself.

As part of the solution of the question various models of marketing and branding were used as well as a questionnaire that was employed as a medium / channel to excavate deeper on the issue of brand awareness.

PEST Analysis is among the models used for the analysis of the brand. The marketing that is given to a country-brand is different from the one given to any other product; in a country-brand experience, people have to go and live the diverse tourist destinations advertised, in a product's case one has to taste or use the product in question.

Thus the author decided to utilize the PEST Analysis, which was used to explore the general context of Mexico which is strongly linked to Mexico's brand image.

Additionally the Anholt Hexagon was employed; the Branding Hexagon use evaluation tools which are more focused on the characteristics of the brand rather than in the country. As mentioned above, the treatment given to a country brand is special, that means, is different. A very useful instrument when promoting a country-brand is Word of Mouth (WOM) word-of-mouth is very trustworthy as the given information comes from a person in ones network, hence the receiver assumes that this person is trustworthy and thus the information or message also becomes it.

SWOT analysis is used mainly to evaluate the strengths and weaknesses of the brand; the author considers that this analysis is very helpful when it comes to assessing the results of any product or new project that is being studied. For the brand Mexico, this analysis is useful because it helps to identify more clearly the flaws and opportunities for improvements in the brand and thereby develop a better image of it.



Awareness theory is also used in order to identify possible errors in promotion and for evaluating strategies to optimize the branding results. The position of the organization (or product - brand) within a given market will clearly influence the strategic options available. (Drummond Graeme 1999)

## 1.2. RESEARCH MOTIVATION

The author choose to talk about country branding, focusing in Mexico, the brand, because it resulted very fascinating and challenging to investigate the evolution of this brand, as well as the implications of the analysis of a country-brand. The case of Mexico is particularly attractive for this research as it is a country with natural and cultural richness (Mexico is the 2nd country in the world in ecosystem types and the 4th in species richness (Escalante Palencia Carlos Prologo: Solis M. Leopoldo 2005)), which facilitates the study and analysis of the country as a brand.

Besides México is one of the most visited countries in the world; ranks as number 10 in the world for visits by foreign tourists and number 17 in terms of earnings from tourism (Pedraza 2009), which obviously gives an important pattern to follow in this research.

Although people do not think of Mexico as a developing economy, the country occupies a significant position in the Latin American context, (for e.g. PEMEX is Latin America largest oil company(1995)), therefore the analysis of the brand was an interesting task to work to and thus increase its awareness.

Some relevant information about Mexico was also an important objective to fulfill in this research.

### 1.3. LIMITATIONS

In the development of this research some limitations were present which prevented the inclusion of information that was useful for the purpose of this project; among them it is worthy to mention the following.

Among the limitations, the author faced the lack of updated statistical information sources (some censuses are conducted every 5 or 10 years depending on the case) from some official institutions in Mexico<sup>2</sup> and abroad.

When the author was making research in Mexico, she found out there is few information about “Mexico” brand, as the concept of the brand is quite new in the market of country-brands.

Since these kind of subjects are not very common or popular to talk to, people showed interest in the topic, however sometimes it was not very clear when the author needed some specific type of information in order to present the strongest evidence on the history of the brand so the readers can have a research with a higher level of objectivity, quality and credibility.

The same happened with the survey, some respondents did not understand the meaning or purpose of some of the questions; even so, the author was able to obtain valuable data from the questionnaire, but of course it would have been better if all the respondents understood the true meaning of the survey.

Continuing with the theme of the questionnaire, due to the limited availability of time, it was not possible to survey a bigger number of people, although for the purposes of this investigation was enough with the obtained sample, but it is always better when one have a larger sample, thus the error rate is lower and the chances of having more accurate and reliable information increases.

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<sup>2</sup> *Exhibit IV*- e-mail from INEGI – about the periods of the national census.

Finally the issue of culture in this type of topics is always important, and also complex and subjective one; in this case and as can be seen through the thesis, the author did not use formal models of culture. Talking about cultural issues would have changed the purpose the author wanted to give to the thesis, which is why it was decided not to include it in the research. However if she had had more time for the development of this project it would have been an interesting input to the thesis.

#### **1.4. THESIS STRUCTURE**

In the first part of this investigation the author introduces Mexico as a country, presenting a brief introduction of the most important elements in the political, economic and social Mexican environment, and a short preamble to the concept of country-brand. The purpose of the first part is that the reader has a clearer and more precise idea of the circumstances and general environment of the country which of course has a great influence on the brand.

In the second part, the research is more focused on the brand name "Mexico", that is, history of the brand, how the idea of redesign was born and restructure the brand to make it more attractive to the eyes of national and international tourists and how is working so far.

The third and last part starts with the introduction of the theory about the design of a questionnaire which is used to find out the consumer awareness of the brand, later on the results generated by the survey are presented and analyzed in order to identify useful information that could allow the author to provide recommendations about improvements to the brand. Finally the conclusions of the research are presented.

**1.5. STRUCTURE FIGURE:**

Figure 1: Thesis Structure. Own illustration

## 1.6. METHODOLOGY

A theoretical approach was used in this research, which means, existing theories applied to the particular case of the brand "Mexico." The author was based mainly on four primary sources: Ying Fan (2006). *Branding the nation: What is Being branded?*, Keller, Kevin Lane (2003) "Brand Synthesis: The Multidimensionality of Brand Knowledge" Graeme Drummond, John Ensor (1999) "Strategic Marketing Planning and Control" the first two sources are articles describing the relationship between a country with marketing, as well as the difference between the process and elements involved in the branding or marketing of any product and the branding of a country-brand. The book "Strategic Marketing Planning and Control" gives references about the relationship between brand awareness and consumers of the brand, which helps the reader to understand which are the main attributes a consumer observe in a country-brand.

Since Part II is focused on the brand name "Mexico" models and theory used here, are centered exclusively on the brand "Mexico." First of all, information about the brand; history of the brand, antecedents etc, were utilized. The article used was from Barriendos, Joaquin (2005) *"Country Brand / MEXICO. Unique, diverse and beyond hospitality."*

To make the analysis of the brand the best alternative was the Branding Hexagon by Simon Anholt (<http://www.gfkamerica.com>) as Anholt is internationally known as a pioneer of the concept of country-brand; also he had worked in the development of the Nation Brands Index in the world, his model provides valuable information to the analysis of the brand "Mexico".

In the questionnaire the tool used was empirical research. "The purpose of empirical research is to produce valid inferences about the correctness of propositions (e.g., hypotheses, models) tested by empirical research" (*Cook and Campbell, 1976, 1979; Cook et al., 1990; Kerlinger, 1986; Runkel and McGrath, 1972; Stone, 1978*).

In the section of suggestions and analysis of data and results, the theory presented is based on the answers given by the respondents of the questionnaire. Given the purpose of this investigation, (showing evidence of the popularity and brand awareness), the empirical research was very useful because the information is obtained from firsthand, views and experiences of people who have visited Mexico, and finally actions that should be taken in order to enhance the reputation of the brand according to them.

The last part of the thesis is based on the theory of Word of Mouth (WOM) from Buttle (1998) and Nielsen & Rathje (2006) as well as the results of the survey. To display the reliability of the questionnaire, the author included validity theory to demonstrate the objectivity and accuracy of the results presented.

An important goal of this project was to contribute to the knowledge of the brand name "Mexico" and answer some questions about this subject.



## **2. MEXICO: A GENERAL OVERVIEW OF THE COUNTRY**

In order to have a general knowledge about the country, it is necessary to know some basic information about it. Mexico is a federal and democratic republic composed of 31 states and a Federal District. Mexico covers an area of 1,964,375 km<sup>2</sup>, of which 1,959,248 km<sup>2</sup> is land area and 5.127 km<sup>2</sup> are insular surface. The borders of Mexico are: in the south with Guatemala (956 km) and Belize (193 km). The border states of southern and southeastern Mexico are Chiapas, Tabasco, Campeche and Quintana Roo; in the north with the United States of America ( 3, 152 km), the border states of the northern are Baja California, Sonora, Chihuahua, Coahuila, Nuevo Leon and Tamaulipas (Delgado de Cantu 2003) (Presidencia de Mexico (Mexico's Federal Government) 2009).

The currency is Mexican peso. The official language is Spanish. Currently, Mexico is one of the most populous countries in the world with 106.7 million inhabitants of whom 50.8% are women and 49.2% are men, occupying the number 11th globally and third in the American continent (Presidencia de Mexico (Mexico's Federal Government) 2009).

The legal system is inspired by the model of the Constitution of the United States of America, establishing a presidential democratic regime and proclaims the freedom of religion, expression and association

Considering the flora, Mexico has a wide diversity of vegetal resources, reflecting the different climates and geographical conditions, so there are from forests to tropical rainforests and deserts. The fauna is constituted for a variety of animal species ranging from mammals and birds, to insects, rodents and marine wildlife.

An additional factor to consider on the natural resources in Mexico is biodiversity, which situate the country among the eight nations with greater variety in the world (Escalante Palencia Carlos Prologo: Solis M. Leopoldo 2005).

## 2.1. WHAT IS COUNTRY BRANDING?

Before deepening on the subject, the author thinks it is essential to define some concepts first. According to Ying Fan (2005) “Nation branding and nation brand are two different concepts. A nation has a brand image with or without nation branding.” A nation usually refers to a large group of people of the same race and language, while a country means an area of land occupied by a nation. Although nation and country are used interchangeably, there is a slight difference between nation brand/ image and country brand/image.

Referring to the definition of the American Marketing Association, a brand is a “name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition”.

Nation branding is a relatively new area. The concept of nation brand or country equity refers to the nation as a whole; it describes the country’s intangible assets without any explicit links with a product.

Nonetheless, a nation is not a product in the usual sense, that is, something tangible, on the contrary what a nation brand offers is not tangible; instead, it represents and encompasses a wide variety of factors and associations:(Ying 2006)

- Place- geography, tourist attractions.
- Natural Resources, local products.
- People- race, ethnic groups.
- History.
- Culture.
- Language.
- Political and economic systems.
- Social institutions.
- Infrastructure.
- Famous persons
- Picture or image

Hence the only benefit a nation brand could create for its audience is emotional rather than functional.

Since there is no single definition of nation branding; Fan (2006) also states that in nation branding “the aim is to create a clear, simple, differentiating idea built around emotional qualities which can be symbolized both vertically and understood by diverse audiences in a variety of situations. To work effectively, nation branding must embrace political, cultural, business and sport activities.”

As it can be observed, this time the definition also includes the social, political and economic aspects as part of the country branding, which means that the brand of a country must be *amplification* of something that already exists *not* a *fabrication*. According to Fiona Gilmore (2002) “A country or region’s positioning can never by an artificial creation, be imposed from the outside”. Give a nice picture of a country, is not synonymous to change the image trying to sell something that is nonexistent, is not about satisfying the needs of each person, but about to improve the image of what is already there. Gilmore also implies: “The country’s brand should be rooted in reality and in fundamental truths about the destination, and it needs to connect people.”

Therefore some rule that is worth to remember as long as somebody is working with country branding is: *the most important thing for the branding program is to have credibility*.

Credibility in country branding plays a decisive role because, as in any product campaign with marketing presence, people are convinced to buy something (whether tangible or intangible) by the idea that marketers are "selling" and / or promoting so anything can be testable by purchasing the desired good, and if it is a lie, the product has a high risk of severe bad publicity for the brand not only with the person who got something that was not advertised, but also the bad image extends throughout the network of that person, that is, it encourage a chain of negative publicity, which can be fatal for any brand and worse if this brand is in its birth / introduction phase

The brand of a nation exists with or without efforts by the nation to promote or create it, each country has already an existed image, existed images depending on the target groups one can “attack” be it good or bad, weak or strong.” In theory nation branding could help a nation to improve its image; in reality there are many other factors that affect the image and perception of the country, resulting in only a marginal role for nation branding”(Ying 2006).

Unfortunately for a country, in nation branding, the country has no control over the use of its name and image. However, it is possible the implementation of programs to encourage the improvement of the country's image, as well as a strong campaign of promotion and "dignity" of the brand.

A nation brand is not property of the nation, but of any organization that desires to utilize nation's image and create a nation brand for commercial advantage. It is in the public domain and any party with an interest could manipulate and exploit the “brand” image to reach its own ends.(Ying 2006)

Thus, the uniqueness and exclusivity of a nation brand is hard to protect sometimes.

At this point it is worth to underline the following:

- For the proper use of a brand, it is important that the agency or organization in charge of the management of the country brand must be an expert on the subject, because if not so, then the image to the audience may be a false impression, which could have bad consequences for the country.

Among other things, nation branding involves promoting a nation's image to a global audience; so the major challenge of country branding is mainly stand out from other brands, this can only be achieved if the brand has the elements needed to compete with others within the market. To achieve this competitiveness, the brand must have attributes that give the brand an extra value. According to Ying Fan (2006): nation branding should address, the image and message to further a country's political, social and economic gains in order to create competitive advantage.

Finally nation branding does not work by itself, it is important that all the components of the strategy (finance, R&D, distribution etc) are involved, otherwise the country branding can in addition country branding is not only about marketing but about the entire nation's character.

A very important point in nation branding is the experience of the "consumer" brand, i.e. the visitors of the country, what is their opinion? positive or negative? Finally, despite all efforts made to achieve a brand-country to take people's attention, the most significant indicator should be the point of view of the tourists, it was a good or bad trip? What can be improved or changed according to their opinion. Branding a country must be a concept that complements each other, i.e. each piece will complement or supplement each other, so in summary, it is important implement good marketing strategies but also it is elemental what people think of these strategies in practice.

## 2.2. PEST ANALYSIS



The author decided to use the PEST Analysis because is a very helpful tool in order to understand the whole “picture” of Mexico. To get an exact idea of the country is important to know in detail the background of it. As one can see in the next definition, PEST Analysis is the most appropriate instrument for this purpose. The PEST analysis will enable one to identify the advantages, disadvantages and limitations of the country.

“ PEST (political/legal, economic, social, and technological) is a broad framework that is used to analyze the business environment of an organization with the aim of formulating or revising its strategy. Political/legal factors include government stability, monopolies legislation, foreign trade regulations, and employment law. Key economic influences refer to stages in the business cycle, unemployment, inflation, and interest rate. Social factors include demographic and population change, income distribution, education and training, attitudes to work and leisure”(Cooke 2005)

It is important to underline that in this case, the author will not analyze an organization but a country which for the purposes of this research and given the similarities in the concepts, it is going to be treated as an organization.

The following is an explanation of how it works every environment in Mexico and later, the influence of each one in Mexico branding process.

### 2.2.1. Mexico's Pest Analysis

#### ***Political Environment***

Talking about the political history of Mexico is to talk about a long and hard transition period of the country.

For a country brand the political situation is important, but how the political situation in a country can affect in the experience of a tourist? If the political situation is not stable, that is, if there are movements against the government, marches, riots, all of them leads to violence which in turn bring insecurity and a very bad image of the country. However, in this research it will be presented only the most relevant events in order for the reader to understand the influence of the political environment in Mexico's brand.

### ***Political Parties.***

In Mexico there are eight legally registered political parties, but the political activity is dominated mainly by three: the National Action Party (PAN by its acronym in Spanish), Institutional Revolutionary Party (PRI) and Democratic Revolutionary Party (PRD).(Neves 2007)

The federal elections are organized by the Federal Electoral Institute (IFE), which is an autonomous body, administered by a city council that does not respond to interest of any party or government. They are carried out in accordance with the requirement of the Political Constitution of the Mexican United States and the Federal Code of Electoral Institutions and Procedures (COFIPE)(Instituto Federal Electoral / National Institute of Statistics and Geography)

Another important part of the political life of Mexico is its judicial system.

The federal system is constituted of a set of federal and regional courts, led by the Supreme Court of Justice. The Judges of the Supreme Court are selected by the President of Mexico and ratified by the Senate. The principal duty of the judicial power is the application of law.

But the main event in the Mexican political history was 10 years ago, when; in the year of 2000 the presidential candidate for PAN, Vicente Fox, was elected as the new president of Mexico. This was a historic episode in the country's political career, because for the first time (after 70 years) a person that was not from PRI was assuming the presidency of Mexico.

As every significant transformation, that meant a new era in the Mexican democracy, as well as the country's political maturity; the PAN victory ended a long rule of the Institutional Revolutionary Party (PRI).

But despite of the good intentions of the new governor, Vicente Fox failed to accomplish a large part of his projects because of an absence of majority in the Chambers (Neves 2007).

After Vicente Fox period (2000-2006) the story was repeated in the 2006 presidential election. The presidential candidate for PAN, Felipe Calderon Hinojosa won the elections with a margin of 57% against the PRD candidate Andres Lopez Obrador. This replacement of head of State came to represent again a new phase in the Mexican political life and constitute a qualitative change for the country's democratic consolidation.

Four years have passed since the President Felipe Calderon is in charge of the presidency of the country, Mexican democracy had been strengthened, government action had become more transparent and freedom of expression is much more than before. For the first time in Mexico political history, a strict separation of powers was established.(Neves 2007)

### ***Economic Environment***

The economic aspect of a country is very important because the progress and competitiveness depends on it. The importance of economic information for the brand as well as tourists lies on the expectations of the last ones, that is, when one choose a holyday destination various characteristics of the place are taken into consideration, as infrastructure, transportation and the economic position of the country; based on those aspects, one knows what kind of conditions expect; so on that will depend the visitors' opinion of the brand. This section presents some indicators of the functioning of Mexican economy.

The Mexican financial system is constituted by a set of institutions that capture, manage the savings and investment from both domestic and foreign organizations.(Delgado de Cantu 2003)

Mexico is an economically developing nation. The Mexican economy is a combination of private, state and mixed-capital enterprises.



The country is one of the most industrialized countries in Latin America; this sector accounts for one-fourth of the gross domestic product. (Mexico's 2009 GDP 922.78 US million dollars) (Instituto Federal Electoral / National Institute of Statistics and Geography) Due to its geographic location, exotic cultural diversity, tropical portraits, relatively low prices, and easy accessibility, Mexico exerts a strong attraction on international tourists. Hence tourism is a key industry and Mexico's second largest economic asset after petroleum ((Encyclopedia Britannica 1995) .

Aware of that, the government has invested heavily in this sector. Highways are the main mode of transporting passengers and goods.

Air travel has become a significant mode of transportation within Mexico. Largely in response to the needs of tourism, new airports have been built throughout the nation.

Unfortunately, there are still major flaws that need to be corrected; one of the most important is the unequal distribution of wealth. In Mexico it is possible to find people in extreme poverty and on the other hand, extremely rich people; according to the last census in 2009, over 50 million Mexicans live in extreme poverty. (Camara de Diputados del Congreso de la Union 2009)

The enormous inequality in Mexico, cause a reduced domestic market; therefore, few companies can cover it, as a result more competitive markets are created which originate inefficiency and high prices.

Inequality is a serious economic problem. Mexico is one of the most unequal countries in the world. It is not the same being unequal as being poor. Mexico is not a poor country, but an unequal one, which implies that a large number of Mexicans are poor, in a country that is not (Schettino Yañez 2000).

### ***Social Environment***

The social situation, as the political and economic, is essential for the growth of a nation. Issues like education, literacy, social security and recreation centers as museums, zoos, nightclubs, theaters, aquariums, libraries, gardens among others are part of a community's social environment.

In order for the reader to have a clearer picture, here are some statistics on certain sections of the service sector business.

Hotels: During the period 2000-2008, 182,201 hotel rooms were available for the national and international tourism in 5,480 hotels of which 84.58% were occupied by Mexican tourism and 15.42% by foreign.(Confederacion Nacional Turistica (CNT))

Restaurants: 243,000 formal establishments participated in the national GDP of 2% in the year of 2007.(Confederacion Nacional Turistica (CNT))(Camara Nacional de la Industria de Restaurantes y Alimentos Condimentados (CANIRAC))

Airlines: 56,175,801 national and international passengers in 772,770 flights operated by 17 national. airlines and 84 foreign.(Confederacion Nacional Turistica (CNT))

According to the UN, education is one of the most valuable assets of economic development, and also part of what UN considers in the human development index. Along with health, education is another aspect the UN considers part of the human and socioeconomic development of any country (Schettino Yañez 2000).

Cultural diversity is also an element of the social patrimony of a society, in this case Mexico is a country rich in cultural diversity, as a proof, there are more than 62 indigenous languages spoken in Mexico today(Instituto Nacional de Estadística y Geografía (National Institute of Statistics and Geography) 2005).

The care, attention and maintenance of it are responsibility of the government.

The large number of indigenous languages and customs still present, especially in the south, also accentuate cultural differences. In an attempt to integrate the nation culturally by identifying a unique Mexican culture, the government has supported indigenous folk arts and crafts.

According to the National Institute of Statistics and Geography in Mexico, 6 of every 100 residents (aged 5 years and older) spoke an indigenous language. By 2005 there were 6 011 202 persons (aged 5 years and over) who spoke an indigenous language: 2 959 064 were men and 3 052 138 women.(Instituto Nacional de Estadística y Geografía (National Institute of Statistics and Geography) 2005) Because of its ethnic and regional diversity, as well as the socioeconomic divisions within the population, Mexico is a country culturally heterogeneous.

Another subject that is related with the social environment is the security. How safe the tourists (locals and internationals) feel in the country?

Security is a primary need, it is indeed an important point for the country; and it can be a great ally or the worse enemy for country branding concept as it represent an extremely significant subject for the image of a nation out and inside the country.

### ***Technological Environment***

Last but not least in this analysis, is the technological environment. Despite the importance of technological development in the country, Mexican authorities has not given the proper attention to the subject.

To illustrate that, some facts that prove the lack of attention to this sector will be presented:

According to the National Council of Science and Technology, in 2006 the report of the World Economic Forum, which include 125 countries, the indicator of Higher Education and Training places Mexico in the 71st place, in the availability of technology in place 56, and innovation in position 58.

Mexico has lost competitiveness in going from 36th in 2000 to place 58th in 2006. (Sistema Integrado de Información sobre Investigación Científica y Tecnológica (Integrated System of Information on Scientific and Technological Research) 2008) One factor that somehow, has benefited the development of science and technology is the government impulse and support to this area. In Mexico the main contribution of investment in science and technology comes from the public sector.

The 2007-2012 National Infrastructure Program set as a global goal for 2030, place Mexico within the group of the 20 best evaluated countries (according to the index of competitiveness of the infrastructure prepared by the World Economic Forum).

The country's competitive position is far from corresponding to its economic importance, is unquestionable that there are more serious problems to solve in the country, but the authorities cannot abandon the aspect of science and technology education because on it depend largely the growth and development of the economy.

The technological environment of a country and tourism are highly related. But what is this relationship about?

The expansion of computer networks and communications has made possible to provide more options for the tourists as well as facilitating the work to travel agents and visitors. Tourism is an activity that promotes and sells activities offered in different locations where the client is, on the other hand being part of an industry that involves entertainment it is a necessity to base the promotion in a way that is attractive to the customer.

The new technologies have influenced and modified various tourism-related industries, as travel services which increase the competitiveness and promote the creation of new areas of work relating to the tourism industry.

So it is obvious that the previous information influence the promotion and dissemination of the brand, so it is fundamental that the government take advantage and maximize the technological resources available.

### 2.3. COMPETITIVENESS

Before explore into the point, one should know the definition of the concept of competitiveness. It is, in fact, complicated to find an only one definition of the subject, but the following definition is the most convenient for the purpose of this research.

According to the book “Competitividad de los Estados Mexicanos” (Competitiveness of the Mexican States): “Competitiveness can be understood as the ability of a nation or state to provide high and rising standards of living for its people, through creating added value and consequently increase the state or national wealth by managing resources as human, financial and physical; attractiveness and aggressiveness, social and economic models, under an institutional environment that helps organizations to improve themselves”.(Centro de Estudios Estrategicos del Sistema ITESM 1997)

Competitiveness is an essential concept in Mexico; one cannot progress or grow if one is not competitive.

The concept can be seen in the quality and variety of recreation venues as: restaurants, night clubs, hotels, spas, museums, parks, sports centers, social activities such as concerts, diversity and cultural richness, city infrastructure (easy access, available transportation, among others) quality of services, cost of vacation. A way to measure the competitiveness in a country could be by asking: Is the city a friend of the tourists? The more it is the better for the people to go and visits it. Being competitive is to be different, offering a plus, something more than the others brands usually would offer. Differentiation is an ongoing requirement on the image and brand building.

In the case of Mexico, it is clear that this subject has been thoroughly ignored. In the following figures can be seen how the country has lost places in most of the competitiveness indicators. ( *See Exhibit I* )

The direct competitors of the brand are in fact all countries in the world, that means, it is about to attract as many visitors as possible, so in this case, all countries are direct competitors; but the potential competitors of "Mexico" would be the Latin countries, if, for example one take a as a basis a tourists from the European Union or any country located in a different continent than America and they want to visit a Latin-American country, then Mexico has to be the option in their minds . So either one way or another, it is important to always maintain high competitiveness indexes that can compete with any country in the world.

The presence of competitive factors will determine the degree of economic development of a country or community. Competitiveness is a topic that involves not only the actions of government but also the society and private sector, as well as long term attention, constant innovation and continuous improvement. In order for a country to achieve adequate levels of competitiveness, it is necessary that everyone who is involved behave as a team with common goals.

Whatever the case is, competitiveness will be the result of a favorable environment composed of a group of elements that are both controllable and uncontrollable.

### 3. MEXICO'S BRAND

Once it was discussed certain elements that have influenced the development of the concept of a country brand; this part will present the history of Mexico's brand, the process of planning the current concept, budget and institutions participating in the creation of the brand among other aspects.

After the last change of century Mexico joined the momentum experienced in the region to develop or, better expressed, renew a distinct country brand, the creation of the brand Mexico was the result of a speedy adjustment of the needs of the tourism, production and business models of outsourcing and the invisibility of the apparatus of state governance (through joint ventures) assuming the increase of efficiency and "transparent" the administration of public resources.

Thus, for the creation and development of the brand is principally engaged institutions as the Mexico Tourism Board (a mixed body of majority government ownership with government and private sector), Mexico Foundation Bridge Meetings (which works with private equity groups and a committee representing the most powerful business groups like Grupo Posadas Mexico, Femsa, Cemex and Grupo Carso) and the Emblem agency (which is a merger of brand management and design corporate with several subsidiaries in Latin America).(Barriendos 2005)

With high expectations in the global market, MÉXICO brand was conceived as a tool for competitiveness and as a resource to interact within the transnational cultural economy.

Identifying the image of a country as an economic asset is usually understood as "a set of strengths and weaknesses linked to the country of origin, which incorporate or subtract the value provided by a manufacturer or service brand ".(Casilda Béjar 2004) In this sense, the Nation Brands are a product of the asset 'country of origin' and are, therefore, a variable positioning of goods or services, brands and markets.

The contribution of a country brand can exceed the valuation of the GDP of a country or stay below that line.

In 2004, for example, while Denmark brand valuation reached 320% above its GDP, Mexico's

Country Brand was valued at a ratio of only 41%.(Anholt 2010)

With the above figures it is clear that the brand was not receiving the correct attention, hence the urgency of a renewal or change to the brand was undeniable.

In Mexico, the process of institutionalizing the idea of compressing the cultural, commercial and productive values into a single brand started in 2003, within the Mexico Tourism Board (CPTM by its acronym in Spanish).

For the former director of CPTM, Maria Elena Mancha, the goal of the agency in 2003 was to "sell Mexico" as a trademark, using the pronunciation of the word 'Mexico', unlike other words that designate countries (as 'Germany'), do not change substantially from one language to another, resulting in associative memory and stability of the brand identity.(Barriendos 2005)

The consolidation of the first draft of Mexico Country Brand as a well-planned strategy of commercial positioning, however, did not occur until 2004, after Francisco Ortiz took charge of the Mexican Tourism Board, he had inherited a Country Brand prototype that reflected by the slogan Mexico: unique, diverse and friendly, its tendency to boost tourism 'sun and beach'.(Barriendos 2005)

The draft National Brand justified follows its slogan:

"It is unique in its geographical location, culture, customs and traditions, its architecture, mixing, cuisine and people. It is diverse in climate, landscapes, destinations, tourism attractions, its ethnic groups, ecosystems, modernity, its regional cuisine, music and deals available for all requests. It is friendly because of the treatment of the people characterized by cordiality, warmth, kindness, helpfulness, infrastructure and quality of transport services".(Calvento 2004)

As one can see, the previous country brand favored as a key point in the promotion of Mexican identity the supportive tourist facilities, which was based on a vision of 'hospitality' that turned the country into a container for temporary travelers



The image of this brand, Mexico as a container without content, an empty country that should be filled with rides of tourists, was accurately detected by the team of Francisco Ortiz as an element of 'animosity', that means, opposing to the Mexican tourism sector expansion in strategic growth sectors.

In this regard, Ortiz said at the time that the previous logo "does not reflect the diversity and richness of Mexico today, proud of their roots, but also their aspirations for modernity".

The current logo refer to folklore stereotypes and communicate mainly elements of sun and archeological sites"<sup>3</sup>.



Figure 2: Logo México (Source: Visit México 2010)

The immediate objective of the director of CPTM was therefore of going to something beyond the hospitality to coincide with the presidential vision to turn tourism into a 'strategic ally' of development. Accompanying (and politically supported) the revision of the 'isotypes'<sup>4</sup> of the old Country Brand, Ortiz promoted the CPTM Marketing Plan 2004

The cost of the replacement, deployment and application of typography and signage MÉXICO brand was almost \$ (US) 9 million. The costs of hiring specialized agencies (advisory, evaluation, procurement of indicators, market analysis, etc.) reached \$ (US) 8 million.

In the area of communication of the new brand, for example, Mexican movie director Alejandro González Iñárritu had a budget of one million dollars to make five mini promotion movies.

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<sup>3</sup> Words from Ortiz in the official presentation of the brand MÉXICO in the Tianguis Turístico de México, in the city of Acapulco, April 22<sup>nd</sup> 2005.

<sup>4</sup> An "isotype" is a brand image that works without text. Reducing the role of the 'sun' was one of the central concerns of Mexico's new corporate identity.(Barriendos 2005)

Officially introduced in April 2005, Mexico brand was a whole new branding strategy, corporate lobbying Mexican redesign and reformulation of the application manual.

Economic support and cultural development of these strategies were the narration of Mexican identity after a series of graphic signs in a hyper-condensed '*isologo*'<sup>5</sup>. MÉXICO-The new brand was shown in the presentation as "clearly narrates the ancient history, beginning in the pre-Hispanic past, traces the colonial stage and reaches the contemporary Mexico".(Barriendos 2005)

The slogan Unique, diverse and friendly was replaced with Unique, diverse and beyond the entertainment, which continues to forcefully emphasizing that the subscription belongs to the Mexican with a double reading (from local and native and from the foreign as attractive tourism) but avoids on the other hand, servility accompanying the hospitality of an exotic country for tourism.(Barriendos 2005)

As it can be seen, MÉXICO brand is an idea that it was evolved gradually, until the present concept, which allows the identification and recognition of the country by both domestic and international tourists.

The brand of a country must be strong and enough effective to attract people's attention. Great brands are not easily destroyed by disaster. As mentioned earlier, the social aspect plays an important role in brand image both within the country and abroad. The spirit of the people and the spirit of their place are deeply related. Part of this spirit consists of values.

Other factors such as environment, resources, culture, history, economy, geography, location and the people's experiences will also all have played a part in influencing the development of this spirit – making it unique to the eyes of the world.

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<sup>5</sup> An "isologo" is a brand in which the isotype and logo are combined so they interact.(Barriendos 2005)

To enhance the brand of a country, one must first change the image people have of it. Improve the image of a country is not about making a new marketing plan, but change its policy, economics, culture, among others. Furthermore, one must always bear in mind, tell the truth, and not advertise something that is not real just because the country needs the acceptance and approval of a particular group of people.

According to Virginia Webb, team leader, travel and leisure of Flagship Consulting, it's important not to forget the key intention of the exercise. "Branding involves focus groups, think-tanks and detailed guidelines, but at its heart it's all about differentiation and creating a clear proposition that can be adapted for varying audiences," she said.

A country's brand will not get off the ground unless it manages to capture hearts and minds.

According to Gilmore (2002)" there are two aspects of delivering on a country's brand promise. The first is ensuring that the country is actually able to substantiate what its brand is saying about it ( it is important to realize that this is not a clear-cut rule of only branding what is already there- in most cases it is a matter of seeing the potential of a country's competitive advantage and both branding and physically developing and building it at the same time); the second is using the country's brand post-development to discern what other activities, industries or projects the country should start because they complement the brand".

### 3.1. BRANDING HEXAGON BY SIMON ANHOLT

The way a country is perceived can make a big difference in the success or failure of the image or reputation of any nation.

Anholt's hexagon is a very useful tool when talking about country branding, as Simon Anholt was a pioneer of the concept. The hexagon shows Anholt six significant variables to achieve effective country brand.

“Simon Anholt has been working with governments to help them plan the policies, strategies, investments and innovations which lead their countries towards an improved profile and reputation.

Anholt developed the Nation Brands Index<sup>SM</sup> (NBI) in 2005 as a way to measure the image and reputation of the world's nations, and to track their profiles as they rise or fall”.(Anholt 2010)



Figure 3: Nation Brand Hexagon (Anholt 2010)

The next section will examine the brand MÉXICO, according to the 6 variables of the Anholt hexagon. For this purpose, it will be used some information of the PEST analysis of Mexico.

### *3.1.1. Tourism*

Due to the privileged geographical situation, tourism in Mexico is an important sector for the government and for the population of the country, as it constitutes a considerable source of income in the economy. “Mexico offers a broad range of tourist attractions. These include the heritage of pre-Columbian civilizations and development of archaeological sites as symbols of national identity, the incomparable beauty of its beaches, the combination of vestiges of millenary cultures with major cities, extensive areas of natural beauty with historical elements that make them unique, and world-class tourism infrastructure.” (Pedraza 2009) Tourism is one of the most important activities not only in Mexico, but throughout the world, as this represents a considerable source of revenue as well as investment, resulting in a development of the regional and global economy so tourism’s importance to the Mexican economy is unquestionable.

“Tourism accounts for more than 8 percent of Mexico’s Gross Domestic Product and more than 9 percent of direct and indirect employment. The number of tourists who visited Mexico so far in 2008 is estimated around 16.844 million, a 5.2 percent increase on the previous year, and international visitors spent 10.3 billion dollars, a 6.3 percent increase on the 2007 period.” (Pedraza 2009)

Tourism plays a large role in the use, promotion and brand management of a country. In fact tourism depends on the popularity of the country brand in a large extent; one can say that their relationship is directly proportional, for instance: if one of the components improves, the other also will improve by default, as well as the other way around.

Now the issue of security in Mexico has taken a new dimension. Certainly security is an issue of utmost importance for any nation. In the past year, the rates of murders and kidnappings in the country increased significantly, putting it between one of the most dangerous countries for vacation.

"Last year alone, nearly 6,300 people were killed in Mexico's drug war - more than double the number the year before".(Darnton Kyra and Bourg Anya 2009)

For purposes of this investigation, the influence of the security issue in the country as well as in the brand Mexico result crucial. As mentioned above, the relationship between brand image and tourism in this case is directly proportional, since practically one depends on the other. In this situation it is essential that government, society and private sector work together to minimize the negative impact this wave of violence has brought to the country. "There's a lot to pay attention to in Mexico: 60,000 Mexican military and police are fighting against the five major drug cartels which control lucrative smuggling routes into the U.S"(Darnton Kyra and Bourg Anya 2009)

"I think that we're at a point in which if the government doesn't put all of its effort into this, the drug traffickers, the kidnappers, and organized crime will ultimately take control of the country."(Darnton Kyra and Bourg Anya 2009)

Due to this problem is a challenge for the designers of Mexico brand the rescue and ennoblement of the brand, as well as make a radical and potential change of the way "consumers" perceive the brand.

### *3.1.2. People*

Local people also has an important role in the promotion, design and development of a country brand, like tourism, the relation between the country brand and the people has a huge influence because, the successful/failure of the country brand will depend on how good or bad people behave inside and sometimes outside the country.

The behavior of people anywhere is a distinctive characteristic of their nation of origin, so it is elementary to pay attention to this aspect. But, how one country can control or influence in the behavior of the people ?

One way the government can persuade the conduct of the population, is through education. How well educated is the people of the country, depend largely on the quality of the education system of the nation.

In Mexico, the Ministry of Education (SEP by its acronym in Spanish) is the organization responsible for providing a free and secular education to all Mexicans, as it is outlined in Article 3rd of the Constitution.

### 3.1.3. *Exports*

Exports represent a significant income in a country's economic life. As mentioned in the PEST analysis, Mexico's main trading partner (due to its proximity and neighborhood) is the United States of America, with who maintains an active, intense and very strong commercial relationship and goods exchange.

Following is the number of the total exports of Mexico by 2009.

Total Exports: In November 2009, the value of merchandise exports closed at 22.298 million dollars.(Instituto Federal Electoral / National Institute of Statistics and Geography)

The image of a country has a vital role in the perception and confidence of others on him; the exports are based primarily on the existent needs of a country and other's countries capabilities to provide those needs. Another important factor to consider in the exports field is the confidence in the products that a country sells abroad, so one can say that the relationship between country branding and exports among countries is the level of reliability, security and certainty that the brand of a country provides to its "consumers".

One of the primary objectives to meet in a country brand is the strengthening of its image in the eyes of others. The image of a country expresses the quality of its people, businesses and their natural attributes.

Exports are part of the outcome of this image, since it reflects the level of confidence that other countries have in ours. Whereas the image and reputation are two interrelated components, that is, the image is what is projected to the world, while the prestige is information given by the visitor experience or investor.(Whetten D.A. & Mackey A 2002)

### 3.1.4. *Culture and Heritage*

The cultural aspect is deeply linked with the variable "People" referred above, since, as is evident, the culture is mostly built and personified by the people who reside in a nation. In addition to people, there are other factors that influence the culture of a country such as climate, geography, history, traditions or customs, language, food and others that make possible the creation of the culture which distinguish the nation.

Mexico is a country rich in traditions, history and culture, which is a result of a mixture of Indigenes and Spanish culture from the "old continent" (alternative name in Mexico of the European continent), so

Mexican heritage is not based solely on traditions of the Aztecs, but a combination of European traditions brought to America by Hernan Cortes and his Spanish crew.

As part of its legacy, Mexico has traditions that are unique in the world, as the Day of the Death, held on November 1<sup>st</sup> of each year, in the Day of the Death people honors death people (usually family) through altars on the graves or in their homes, bringing flowers and food that the deaths beloved ones liked, besides it is also traditional to taste the Day of the Death bread, which can be found only on this day of the year.

Another cultural heritage is the mariachi, which is a style of music from the state of Jalisco and always identified as 100% Mexican.

The above data become the country into a mystical and attractive one for domestic and international tourists, allowing wider propagation and promotion of the brand as well as identifying potential opportunities for improving the process of country branding.

### *3.1.5. Governance*

The government plays a key role in the political, social and economic life of a country.

The act of governing carries to lead the country toward a programmed goal set by society and authorities. One point that should be always kept in mind is that government must represent the interests of the people who elected it. The consequences of a broken government can be catastrophic for the country and thus for society itself.

But what does that have to do with country branding? Most branding promotion strategies include the government, that is, if the government does not support the brand in the country, the task will be a complicated work to do (more than it is already!); the failure or success of the brand will depends in large extent on how committed is the government with the plans implemented in order to spread the name of the brand; that is why the role of government in country branding is crucial, because if the country does not have a good social, economic and political position , is almost impossible to create a successful image of the brand.



According to Ying Fan (2006): “Nation branding will not solve the country’s problems but only serves as the final touch, to add icing on the cake. If economic development in a country is like completing a gigantic jigsaw, nation branding is probably the last piece”.

### *3.1.6. Investment and Immigration*

In order to generate investment in a country is necessary:

- a) A good level of internal reserves (savings).
- b) A controlled external debt; you cannot spend or invest capital in other projects if there are debts to pay!

On the other hand a high level of investment is synonymous of a stable economy, reliable social security as well as expectations of growth and sustainable development in the country where the investment is made. The investments allow the recipient to have a greater and more rapid growth in its infrastructure (communications, transportation, etc.).

For the brand of a country, this sector is also very important, as the branding of the country is based on what already exists, whether natural or man-made, if a country has poor and low quality infrastructure, therefore there are not many competitive elements for the brand to distinguish itself in the market.

Moreover, migration rates tell us about the economic and social situation of a place and sometimes the location of the country can also have some influence on this phenomenon. Job opportunities are also a factor by which people decide to change their place of residence. One problem migration brings is adaptation, mainly cultural as well as the dangers faced by migrants in the process.

Now a day migration is a trend result of the high levels of the globalization the world is facing. Usually this phenomenon occurs as an involuntary fact due to the lack of development for people; hence they are forced to seek new opportunities elsewhere outside their place of origin.

### 3.2. KNOWLEDGE OF THE BRAND

Knowledge of marketing and branding strategies is elementary to promote the development and growth of the brand. Now a day the importance of consumer opinion is undeniable and unquestionable. On the other hand the demands by consumers have also increased. As a result, research and customer focus is increasingly common and necessary for the success and advertising of the brand.

“The importance of consumer research to marketing practice has perhaps never been higher as managers struggle to adapt to a fast-changing marketing environment characterized by savvier consumers and increased competition, as well as the decreased effectiveness of traditional marketing tactics and the emergence of new marketing tools”(Keller 2003)

Since consumers are the ones experiencing the benefits of the brand, then their opinion is the most accurate one can find when it comes to identify useful information about the brand.

According to Keller; 2003 “In many cases, a deeper understanding of how consumers feel, think, and act could provide valuable guidance to address brand-management challenges.”

Thus, the knowledge of the brand by customers is essential to determine the flaws and / or strengths of the brand. The way of thinking and perceive a brand is different from the consumer perspective; even though is important to have a good team of experts in promotion, advertising and branding, as well as a good strategic marketing planning. “Successful segmentation relies on a clear understanding of the market.

Knowledge of consumer behavior is the crucial foundation on which market understanding is built”.(Drummond Graeme 1999) Consumer brand knowledge relates to the cognitive representation of the brand (*Peter and Olson 2001*). Consumer brand knowledge can be defined in terms of the personal meaning about a brand stored in consumer memory, that is, all descriptive and evaluative brand-related information.”(Keller 2003)

Relate a brand with other information is part of the knowledge of the brand.

1. Awareness — category identification and needs satisfied by the brand.
- 2.

2.     Attributes — descriptive features that characterize the brand name product either intrinsically (e.g., related to product performance) or extrinsically (e.g., related to brand personality or heritage).
3.     Benefits — personal value and meaning that consumers attach to the brand's product attributes (e.g., functional, symbolic, or experiential consequences from the brand's purchase or consumption).
4.     Images — visual information, either concrete or abstract in nature.
5.     Thoughts — personal cognitive responses to any brand-related information.
6.     Feelings — personal affective responses to any brand-related information.
7.     Attitudes — summary judgments and overall evaluations to any brand-related information.
8.     Experiences — purchase and consumption behaviors and any other brand-related episodes.(Keller 2003)

Moreover, this information can become part of the image that the consumer has of the brand, thus it is important to be careful with all sources of information to which consumers can access.

Summing up,” In an increasingly networked economy, understanding the consumer behavior effects of linking a brand to other entities such as another person, place, thing, or brand is crucial. Marketers must be able to understand how various entities should be better combined, from a consumer brand-knowledge perspective, to create the optimal positioning in the minds of consumers. More broadly, marketers need guidance as to how they can best integrate all of their various marketing activities to assemble the right brand-knowledge structures”(Keller 2003)

The *brand awareness* by consumers and the opinion of those on the brand is certainly fundamental in the success of the brand. Having a strategic marketing plan is also part of the promotion and diffusion of the brand. According to Drummond & Ensor, 1999 “All organizations need to make strategic decisions relating to their external environment. Strategy must address issues such as customers, competitors and market trends.

It needs to be proactive as opposed to simply reacting events; all strategic planning, to a greater or lesser degree, requires an element of marketing". The key is to supply what the market needs or wants; seek to build loyalty and constantly offer a higher value.

The process of branding is not exclusive of the marketing department, is necessary the involvement of all the areas of the organization. The main objective is to differentiate the brand from the rest in the market through meeting customer expectations.

A good marketing strategy is characterized by:(Drummond Graeme 1999)

- a) Analyzing the business environment and defining specific customer needs
- b) Matching activities/products to customer segments
- c) Implementing programs that achieve a competitive position, superior to competitors.

As one can see, the marketing strategy focuses on three aspects: customers, competitors and internal corporate issues. Mainly, a marketing strategy aims to deliver the following:(Drummond Graeme 1999)

- 1-. Segmentation
- 2-. Targeting
- 3-. Positioning.

An effective mix of the three strategies above is essential to a product's success, but also the brand needs to distinguished itself from the others, that is, the brand must has attributes or characteristics that makes it special, thus a brand can differentiate in the following ways:(Drummond Graeme 1999)

- Image
- Price
- Technology

## **4. SURVEY OF MEXICO BRAND AND ANALYSIS OF RESULTS**

### **4.1. SURVEY DESIGN - THEORETICAL**

Before starting any research work is important to consider the theoretical framework so one is aware about how to conduct the research properly. There are many different ways to collect data. Each of these has its advantages and disadvantages and it is therefore important that the researcher spends some time to look into the different methods, before deciding on which data collection method to use. Furthermore, the researcher needs to determine who he can obtain this information from and how to collect this data in the most suitable way.(Saunders, Mark, Lewis, Philip & Thornhill, Adrian 2003)

In addition, one has to decide whether make a census or select a sample from the population. Given the circumstances (limited period of time) the author decided to select a sample.

Nevertheless, collecting data from a sample and not from the census means that the researcher will only get an estimate of how the picture looks and not the actual facts. A well planned sample survey gives a good approximation of how the results would have been if the census had been investigated.(Saunders, Mark, Lewis, Philip & Thornhill, Adrian 2003)

The criteria used to select the sample in this research was based on the needs that the author required in order to identify weaknesses and strengths of the brand, as well as on aspects that can be improved according to how consumers see the brand. The sampling can be implemented in several ways within either probability or non-probability sampling, thus the author decided to use a probability sampling for this type of research. A reason for deciding to use probability sampling is that this form of sampling can be used to make statistical conclusions about the characteristics of the population. Hence, the probability for each case being selected from the population is known.(Saunders, Mark, Lewis, Philip & Thornhill, Adrian 2003)

Once one have defined what kind of information is required and the segment of the population one wants to sample, the next step is to determine what means are going to be use to gather information. In this case, the most appropriate option for the purposes of this investigation is the use of a qualitative research tool; one of the most reliable choices that one can use in order to obtain data is a questionnaire. With the intention of obtaining a better view of the situation of Mexico brand the author decided to elaborate a questionnaire in form of a survey.“ When one interview persons in an experience survey, one should seek their ideas about important issues or aspects of the subject, and discover what is important across the subject’s range of knowledge.

The investigative format should be flexible enough to allow one to explore various avenues that emerge during the interview.”(Cooper Donald R, Schindler Pamela S, Blumberg Boris 2005) When developing a questionnaire the researcher initially has to define if the questionnaire should be interviewer administered or self-administered.

For this research, the self- administered alternative was the most convenient. When choosing to collect data from a self-administered questionnaire it is important that the researcher is aware of the fact that the response rate might be very low.(Saunders, Mark, Lewis, Philip & Thornhill, Adrian 2003) However, self-administered questionnaire is a not very costly tool, but one must be prepared that when using this resource the researcher cannot utilize very complex questions.

Furthermore the researcher has to know what kind of answers/data he needs to obtain, what type of questions he wants to employ and the way questions should be structured.

In the research, the author used diverse types of questions as multiple choice questions, open-ended questions, and closed-open questions in order to obtain as much information from the survey as possible.

In most cases several categories of questions can be mixed so one can have the most advantages from them.

In order to ensure that the researcher has presented a complete list of choices to the respondent, it is a good idea to include the category 'others' in the question.

In this type of question it is also possible to include categories such as yes/no and agree/disagree. (Saunders, Mark, Lewis, Philip & Thornhill, Adrian 2003)

The flow of the questions is another aspect that one has to put attention on it; the order should be coherent to the respondents. The length and layout is also important in the questionnaire.

The best way to obtain valid responses from the respondents is to construct the wording of the questions as well as the visual appearance of the questionnaire as simple as possible. (Saunders, Mark, Lewis, Philip & Thornhill, Adrian 2003)

Since in this case, the option chosen was a self-administered questionnaire, a little introduction at the beginning of the questionnaire was included. The cover letter should include a clear unbiased title, a short introduction to the research being investigated and who to contact if the respondent has any questions regarding the questionnaire. (Saunders, Mark, Lewis, Philip & Thornhill, Adrian 2003)

The medium used for the distribution of the survey was via online, because in this way, the respondent can answer the questionnaire when he has time, avoiding unrepresentative results for the research. Finally, the researcher should do a follow up on the people who have answered the questionnaire, so he is aware about the advance in the research.

## 4.2. DATA ANALYSIS

Once it has been explained the theoretical part of the research, is time to analyze the results of it. The results are shown in the coming pages. The total respondents of the questionnaire were 56 people. It is important to note that the sample in this case was not of a greater magnitude because the purpose of this research is just to have a representative picture of brand awareness, thus it was decided not to sample a large amount of people. It is worthy to mention that in the distribution of the questionnaires, the researcher used the *snowball*<sup>6</sup> technique, which means that the first people who answered the questionnaire were asked to send it to their network as long as those meet the characteristics required to answer the survey.

This facilitates to accelerate greatly the process of collecting information. Since this research is focused on raising awareness of the brand Mexico as well as views and experiences of foreign people of the country, the target group chosen was foreign people that has been in Mexico before; however in order to obtain more information related to the awareness of the brand in the country, Mexicans were also required to answer the questionnaire.

The purpose of mixing the two views (foreigners and Mexicans) is that in this way one can determine what the brand awareness within and outside the country is.

The first part of the survey is about the characteristics of the sample population who answered the questionnaire. The three questions after the introduction were integrated in the questionnaire in order to obtain some general data about the respondents.

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<sup>6</sup> *Snowballing* is a subset of purposive sampling recommended for critical case representation and/or access to hard-to-reach. (Nambiar 2008)



<b>I. Please state your sex.</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
a)Female	67.3%	35
b)Male	32.7%	17
<b><i>answered question</i></b>		<b>52</b>
<b><i>skipped question</i></b>		<b>4</b>

<b>II. Please state your age</b>	
<b>Answer Options</b>	<b>Response Count</b>
	53
<b><i>answered question</i></b>	<b>53</b>
<b><i>skipped question</i></b>	<b>3</b>

The range of age of the respondents was averaging between 18 - 35 years, which shows that most of them belong to the group of young adults.

<b>III. Please state your nationality ( Please specify if you have more than 1 nationality )</b>	
<b>Answer Options</b>	<b>Response Count</b>
	53
<b><i>answered question</i></b>	<b>53</b>
<b><i>skipped question</i></b>	<b>3</b>

It was found that most respondents are foreigners (51.78%) while the rest are from Mexico (37.5%)

**Part 2 Impressions of Mexico.**

The second part of the questionnaire shows the attributes that people see and experience when visiting Mexico as well as the type of tourism received by the country and the reasons why people choose Mexico as their final destination.

<b>Have you been in Mexico? Please specify which area of Mexico have you been? (It is possible to mark several)</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
a) Central Mexico	71.7%	38
b) Pacific Coast	52.8%	28
c) The Gulf and the South	47.2%	25
d) The North	60.4%	32
e) Baja Peninsula	20.8%	11
f) Yucatan Peninsula	60.4%	32
<b><i>answered question</i></b>		<b>53</b>
<b><i>skipped question</i></b>		<b>3</b>

As one can see the most visited area is the central part of the country along with the Yucatan Peninsula and the north area of Mexico.

<b>What was the main reason for your visit? Please specify only one.</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
a) Business	3.8%	2
b) Pleasure	56.6%	30
c) Family issues	13.2%	7
d) Educational issues	13.2%	7
e) Other reason	0.0%	0
Other (please specify)	13.2%	7
<b><i>answered question</i></b>		<b>53</b>
<b><i>skipped question</i></b>		<b>3</b>

According to the result of this question it is clear that Mexico (for the population of this research) is synonymous of leisure.

How long was your stay in the country?		
Answer Options	Response Percent	Response Count
a) Less than 1 day	0.0%	0
b) Between 1 – 5 days	7.5%	4
c) More than a week	7.5%	4
d) Between 8 – 15 days	20.8%	11
e) More than 1 month.	64.2%	34
<b><i>answered question</i></b>		<b>53</b>
<b><i>skipped question</i></b>		<b>3</b>

One can see that people stay is generally long, more than a week, or more than a month which was the option with more answers. This clearly indicates that people take the time to know and travel around Mexico, which is good for the diffusion and awareness of the brand.

Which of the following attributes made Mexico your final destination? (It is possible to mark several)		
Answer Options	Response Percent	Response Count
a) Natural beauties	66.0%	35
b) Cultural richness	60.4%	32
c) Historical richness & background	50.9%	27
d) Geographical Location	15.1%	8
e) Low Costs	32.1%	17
f) Mexican celebrations & events.	28.3%	15
g) Flora and fauna	15.1%	8
h) Mexican people personality (warmth)	43.4%	23
i) Mexican gastronomy	45.3%	24
j) Weather	50.9%	27
<b><i>answered question</i></b>		<b>53</b>
<b><i>skipped question</i></b>		<b>3</b>

Among the main attractions that tourism seeks when visiting the country are the natural beauties, the cultural richness, history and climate. It can be said therefore that the country has a native competitive advantage, that is, no one had to pay anything to obtain those natural beauties and all the cultural and historical baggage.

<b>In which of the following groups would you categorize yourself when traveling around Mexico? Please specify only one.</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
a) Sun tourist	39.6%	21
b) Business tourist	5.7%	3
c) Museums & Anthropological tourist	24.5%	13
d) Ecotourism	11.3%	6
e) Adventure tourism	34.0%	18
f) Family tourism	30.2%	16
<b><i>answered question</i></b>		<b>53</b>
<b><i>skipped question</i></b>		<b>3</b>

As mentioned earlier, most of the tourists come to Mexico for the country's own natural beauty, such as beaches, forests, flora, fauna, lakes, ruins, pyramids, among other attributes.

<b>Based on your experience in the country, please numerate the attributes of Mexico being number 1 the best and number 5 the worse</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Service ( in touristic attractions)	100.0%	53
Infrastructure (quality & availability of transportation, highways, roads, city signs )	100.0%	53
Security (traveling, in the public places)	100.0%	53
Honesty	100.0%	53
Diversity	100.0%	53
Others:	11.3%	6
<b><i>answered question</i></b>		<b>53</b>
<b><i>skipped question</i></b>		<b>3</b>

In this question the first three places (in order of importance) were:

- 1- Diversity
- 2- Service ( in touristic attractions)
- 3- Security (traveling, in the public places)

It is important to note that once again the factor culture & diversity is repeated among the respondents' preferences. This question is particularly interesting as the factor "diversity" turned out to be a priority for the respondents while "infrastructure" is among the issues of lesser importance.

This analogy is made because generally one thing leads to the other, that is, a country can be rich and diverse in a natural way, but if one do not have the adequate infrastructure able to support the demand generated by people coming to the country to enjoy such diversity, hence will be useless for the country to have such natural resources.

### **Part 3. Logo & Slogan of the Brand**

This part will analyze the awareness of the logo and slogan of the brand Mexico. Questions like: How well known is the logo and slogan of the brand? How is perceived by people inside and outside the country? What resources of promotion / communication are the most popular when it comes to brand awareness? Before get into details on the results of the survey, it is essential to clarify some concepts that are important to the better understanding of the next section.

Prior to deepening on the subject of the importance of a brand logo, let's consider the definition of it:

“A logo is a symbol, a shape and/or a word, it can be shaped, designed, or in the case of a word, consists of especially designed lettering. It's a way for a company or business to show its own unique “face” and a way to communicate the core spirit of one's company to the world.”(Mochizuki 2005)

The logo is a basic part on the concept of a brand as well as in the marketing plan; in fact one can say that it is virtually impossible to stand out in the market if the brand does not have a logo to support it.

Depending on the brand, each logo has a particular way of communicating its message and value.

According to Eddie Archer, co-owner of the design and advertising company Art Associates Amsterdam “A good logo is a good design and the designing of a logo is a great creative process, as it expresses the company’s identity and strategy. It will not need any further explanation or embellishment. Large or small, a good logo is effective and clear and always reflects the quality of the company, whatever the circumstances”.(Mochizuki 2005)

A good logo can be a practical and representative symbol as well as a priceless marketing and communication tool.

Identification is related to image. An image is an intentional cut-out of the world surrounding us, which reaches the status of an entity in itself.(Mochizuki 2005)

How well one applies his creativity to understanding, interpreting and expressing a brand identity directly affects its value in the market.

<b>Are you aware? Do you know this logo?</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Yes	67.8%	38
No	32.1%	18
<b><i>answered question</i></b>		<b>38</b>
<b><i>skipped question</i></b>		<b>18</b>



<b>If yes where did you see it?</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Mexico	68.4%	26
Abroad	50.0%	19
<b><i>answered question</i></b>		<b>38</b>
<b><i>skipped question</i></b>		<b>18</b>

<b>How did you know about the logo?</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
a) TV	55.3%	21
b) Press Media	18.4%	7
c) Radio	2.6%	1
d) Internet Webpage	39.5%	15
e) Printed Advertising (magazines, flyers, posters)	55.3%	21
f) Marketing Campaigns	21.1%	8
g) By friends. Please specify the following	2.6%	1
- Mexicans	5.3%	2
- Foreigners	5.3%	2
<b><i>answered question</i></b>		<b>38</b>
<b><i>skipped question</i></b>		<b>18</b>

The result of these questions shows that awareness of the brand logo "Mexico" is not as high as it should be. 38 out of the 56 respondents knew the logo (67.8%) the majority in that percentage saw it in Mexico (68.4%) which indicates that the brand needs to be more promoted abroad.

As one can see, the most popular resources among respondents were print media and television followed by the internet, hence one should pay special attention and focus in those media in order to gain more awareness and attention from the people who still does not know about the brand.

The following section will talk about the brand slogan. Do the people really know it? In order to have an adequate analysis of this part one must deepen in the definition of the slogan and its usefulness in a brand.

The slogans are a fundamental part in a brand, in the case of country branding. According to Ken Parish

“Slogans help identifying or even create what it is unique about a city in order to lure in tourists, industry, and new residents, as well as to garner press.”(Parish Perkins Feb.15 2010) The main purpose of a slogan is to proclaim the qualities of something, and thereby achieve that the idea adheres to the mind of consumers.

A good slogan is one that makes history and has an emotional connection with people.

According to Eric Swartz, president of Tagline Guru, a branding firm “an effective slogan is like urban renewal but without the headache of having to push through a pricey, often divisive bond measure.

Good ones won’t build your brand overnight, but they will get your attention” he says “it’s all a new matter of how you are perceived”

In order to create a good slogan one must have a defined idea about what one wants from the slogan and the segment that will be targeted.(Parish Perkins Feb.15 2010) The best slogans are those that are concise and do not leave anyone out.

Swartz stated. “An appealing slogan tells a story while promising an experience that can’t be duplicated anywhere else” he says “ho-hum slogans are the ones that make you ask “and?”

Slogans can also facilitate increase civic pride by teaching residents history lessons or reminding them about great things that lie in their own backyard.(Parish Perkins Feb.15 2010)

In the case of the brand "Mexico" the slogan in the country and abroad is different; inside the country the current slogan is "Vive Mexico" (Live Mexico) while abroad is only the Internet page [visitmexico.com](http://visitmexico.com)<sup>7</sup>.

<b>Do you know the current slogan of Mexico brand?</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Yes	43.4%	23
No	56.6%	30
<b><i>answered question</i></b>		<b>53</b>
<b><i>skipped question</i></b>		<b>3</b>

The fact that the slogan is different at home and abroad can be a source of confusion for locals and foreign. If one look at the result of the questionnaire which shows that more than half of the respondents (56.6%) do not know the current slogan of the brand so it is evident the lack of knowledge of the actual slogan of the brand.

<sup>7</sup> Exhibit III- e-mail from Carlos Behnsen - Promotion Executive Manager of the Brand



Do you know the webpage visitmexico.com		
Answer Options	Response Percent	Response Count
Yes	41.5%	22
No	58.5%	31
<b>answered question</b>		<b>53</b>
<b>skipped question</b>		<b>3</b>

If yes which of the followings do you think is the current slogan of Mexico brand? Please specify only one.		
Answer Options	Response Percent	Response Count
México vive hoy vive lo tuyo	60.7%	17
Vive México	39.3%	11
<b>answered question</b>		<b>28</b>
<b>skipped question</b>		<b>28</b>

Do you know the webpage visitmexico.com		
Answer Options	Response Percent	Response Count
Yes	41.5%	22
No	58.5%	31
<b>answered question</b>		<b>53</b>
<b>skipped question</b>		<b>3</b>

The correct answer to this question is option "b" - Vive Mexico (Live Mexico), "a" was the slogan that was used previously, as it is clear, that slogan had more impact among the population than the current one.

Thus it is necessary to initiate a strong publicity and advertising campaign to announce the new slogan to the community at the same time as increasing awareness that people have of the brand.

Since there is no slogan (phrase or message) abroad, the website (visitmexico.com) is used as a slogan, subsequently it is very important for the brand that people recognize and identify this page.

Unfortunately as one can see, the awareness of the webpage is not as high as it would be convenient for the brand “Mexico”; the result tells that people who knows the webpage is less than half (41.5%) of the surveyed population. (See *Exhibit III*)

#### Part 4. Suggestions

This is the last part of the questionnaire and is dedicated to comments and advice respondents have about the brand, its promotion, slogan and logo.

<b>C) Comments &amp; Suggestions Would you say there is consistency between what is advertising about Mexico and what it is in reality</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Yes	71.7%	38
No	28.3%	15
<b><i>answered question</i></b>		<b>53</b>
<b><i>skipped question</i></b>		<b>3</b>

Furthermore, it can be noticed that according to the opinion of the respondents, there is consistency between what is advertised and what is seen in reality, that is a positive side to the brand, because as mentioned earlier, an essential aspect in a brand is the honesty between the brand and the audience, and by the results obtained, one can say the brand Mexico meets that requirement.

<b>Why? Please explain briefly</b>	
<b>Answer Options</b>	<b>Response Count</b>
	53
<b><i>answered question</i></b>	<b>53</b>
<b><i>skipped question</i></b>	<b>3</b>

After your stay in Mexico. Would you say your expectations were fulfilled?		
Answer Options	Response Percent	Response Count
Yes	88.7%	47
No	11.3%	6
<b>answered question</b>		<b>53</b>
<b>skipped question</b>		<b>3</b>

Most responses and comments in this question were positive for the country (hence for the brand), the people who visit Mexico did everything that was in their plans and more. Despite the existing misinformation about the brand (slogan and logo) people continue choosing Mexico as their final destination

Why? Please explain briefly <sup>8</sup>	
Answer Options	Response Count
	53
<b>answered question</b>	<b>53</b>
<b>skipped question</b>	<b>3</b>

In your opinion. What would you change/improve of the Mexico brand ? (It is possible to mark several)		
Answer Options	Response Percent	Response Count
a) Marketing & branding strategy	30.2%	16
b) Design of the logo	9.4%	5
c) Slogan	15.1%	8
d) Promotion/advertising channels	37.7%	20
e) All the aboves	7.5%	4
f) Nothing	24.5%	13
g) Other.	9.4%	5
Other (please specify)		5
<b>answered question</b>		<b>53</b>
<b>skipped question</b>		<b>3</b>

As one can see most people are inclined to the option "d" (Promotion / advertising channels) with 37.7% followed by marketing and branding strategy; this coincides with the answers to questions 10, 13 and 14 on

<sup>8</sup> Comments and answers in Exhibit V

awareness of logo and slogan of the brand Mexico, that is, the respondents gave answers to these questions indicating that there is indeed a lack of knowledge about the slogan and logo of the brand, therefore we can conclude that it is necessary to pay attention to these points in order to improve the awareness and image of the brand among locals and visitors.

Other Comments...	
Answer Options	Response Count
	15
<i>answered question</i>	<b>15</b>
<i>skipped question</i>	<b>41</b>

Although most of the surveyed population did not answer this question (73.2%) is still interesting to analyze the rest of people observations. Some comments recommend "internationalize" the brand more, that is, there should be a slogan in English for foreign and people who do not speak Spanish, therefore the brand would have more presence and impact out of the country.

Other comments suggest improve the website [visitmexico.com](http://visitmexico.com), because they think is incomplete in regard to information and images of the country. Others mention that the change should be in the government and Mexican authorities, referring to aspects such as insecurity and corruption, if that was improved; the change would facilitate a lot the improvement of the brand image. Finally one comment suggests that the brand should promote more sporting events taking place in the country. Details and graphs of the questionnaire can be found in Exhibit V.

### 4.3. WORD OF MOUTH

Word of mouth is a very useful technique when it comes to awareness and branding. The main advantage of this practice is that is cost free as people on their own initiative tell others about their experiences.

One advantage with this system is that is trustworthy as the information comes from a person in ones network, thus the receiver assumes that this person is trustworthy so the message becomes it. WOM is basically communication between people and happens almost unconsciously during normal human interaction, which is known as passive word-of-mouth.(Ulrich Dehler-Nielsen, Marc David Rathjer 2006)

In the brand "Mexico" and if one is based on the results of the survey, apparently WOM tool is not widely used in the diffusion of the brand. In question 12 related to the knowledge of the logo, only 2.6% answered that they heard about the logo through friends.

It is probed that when one make more use of this valuable instrument for marketing and promotion one could achieve better results which would greatly benefit the brand.

Day computed that “WOM was nine times as effective as advertising in converting unfavorable or neutral predispositions into positive attitudes”(Day, Ralph L, & Landon, Laird E 1976)

WOM can also happen in a non-verbal form, through e-mailing or forums. More specifically Nielsen & Rathjer; 2006 define WOM as: The recommendation of, or information provided about, a product from one person to another through non-traditional channels of advertisements.(Jones 1999)

The following figure shows more clearly how WOM works and its interactions with the external environment.(Buttle 1998).

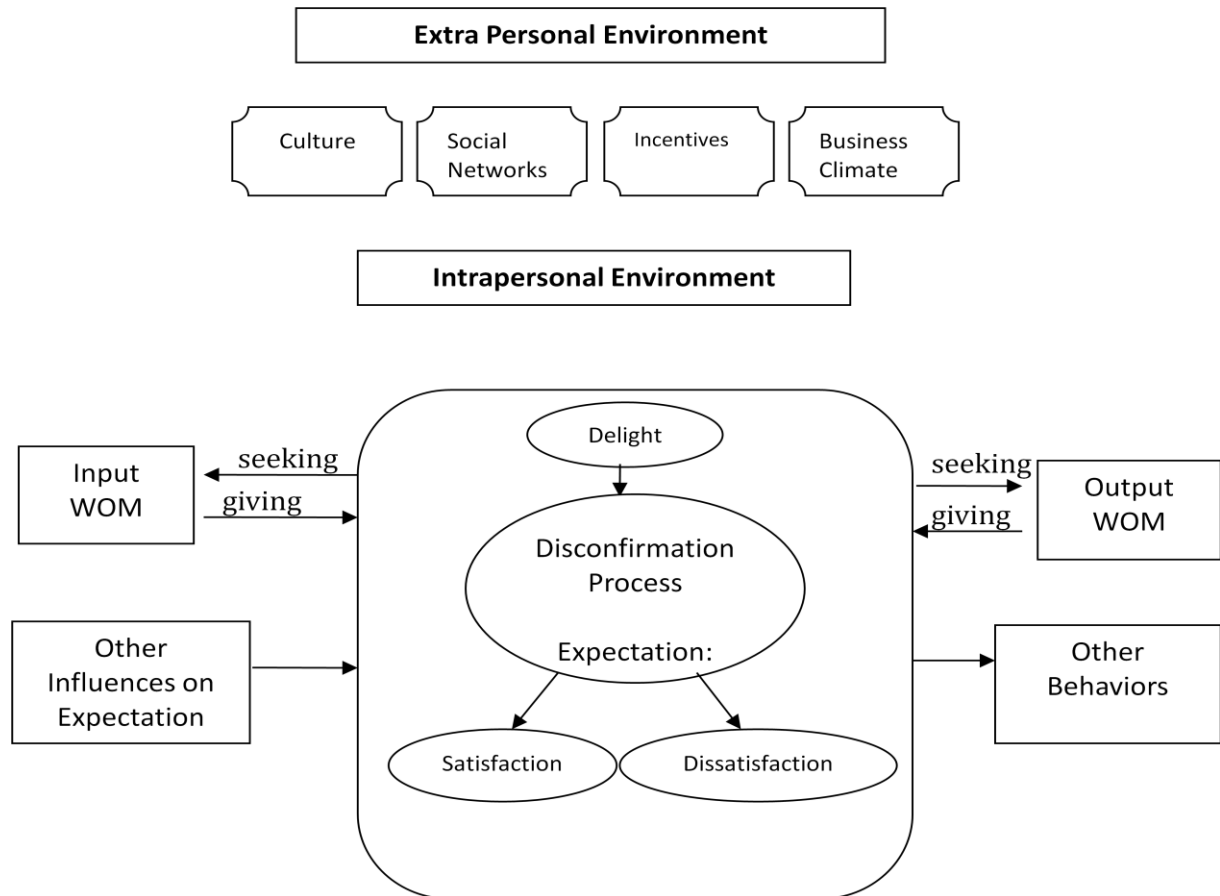


Figure 4: WOM Model, Buttle, 1998

WOM is generated firstly within the social and cultural reference groups that the individual consumers find themselves in and, secondly, to a lesser extent by the less personal external environment.

In relation to the market, WOM is best suited for the business-to-consumer (B2C) where the target audience is much larger and diffusion is greater than in the business-to-business (B2B) market.

Finally when looking at why WOM is considered so much more powerful than normal advertisement, it is generally due to three factors.

- 1) Personal influence usually has a higher source credibility
- 2) The two-way flow of communication in WOM is more flexible and conducive to learning than conventional one way advertisement
- 3) Consumer recommendations are a substitute for real experience with a product.(Jones 1999)

After analyzing the Figure I and taking into account the results obtained from the survey, one can conclude that it is highly recommended to use this technique for the improvement, transmission and development of the brand; lastly another important characteristics of WOM is the speediness of it, depending on the knowledge and awareness that people posses of the brand then the level of spread is widen.

#### 4.4. VALIDITY AND RELIABILITY

When one start a research is extremely important that it is valid and reliable. To achieve this, the researcher must make use of resources that can ensure the validity and reliability of the research. In this case and to ensure the objectivity of this investigation, the researcher made sure that all means and sources used in this study were reliable and objective. Also the researcher tried to avoid subjectivity showing the data that really reflect the situation of Mexico and its brand.

It is therefore important to know the definition of validity and reliability concepts to the better understanding of the context of what is explained. The problem of the validity of a question is, of course, the problem of whether it is actually measuring what it is supposed to measure.

The reliability of any measure is its consistency in giving the same “reading” – e.g. in giving the same results tomorrow as it does today.(Patchen 1965)

The proper meaning of “validity” for psychological measures has been subject of too much debate in the literature (Bencholdt, 1959; Campbell, 1960; Ebel. 1961). There have been, also, some differences in the terminology used by various writers.(Patchen 1965)

There are many definitions of the concept of *reliability* but the following one turned to be the most appropriated for the author’s intention of this research.

Reliability: when sociologists enquire as to the reliability of data, or of a measurement procedure, they are questioning whether the same results would be produced if the research procedure were to be repeated. Reliability embraces two principal forms of repetition: temporal reliability (the same result is obtained when the measurement is repeated at a later time); and comparative reliability (the same result is obtained when two different forms of a test are used, the same test is applied by different researchers, or the same test is applied to two different samples taken from the same population). Reliability is usually contrasted with validity—whether or not a measurement procedure actually measures what the researcher supposes it does.



However the two are not perfectly independent. One may have a highly reliable measure which can be not valid.(Scott, John and Marshall, Gordon 2009)

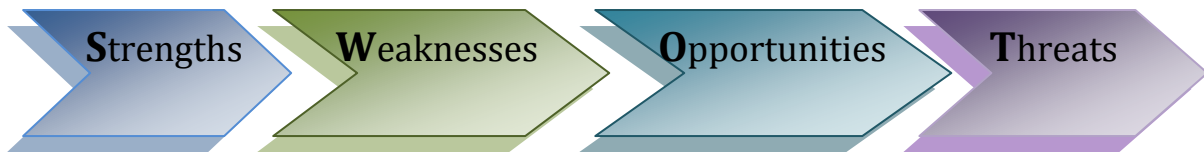
Once it has been showed the concept of “reliability” is time to evaluate the theory of “validity”

Validity: with regard to any study or analysis, validity refers to the degree to which the analysis is properly conceived to address the subject of study. Validity is therefore different from *accuracy* or reliability : studies may be flawlessly conducted (accurate) and results may be repeatable (reliable), but the methods may nonetheless be inappropriate for achieving the desired results. An adequate measurement must be both reliable and valid.(Calhoun 2002)

Arguably, all definitions and concepts of validity are to some extent circular, in the sense that one is attempting to confirm that a sociological construct (a classification, concept, or variable) actually measures what it claims to measure, by comparing that construct with something else (other indicators) that one hopes and assumes are independent of the original measurement.(Scott, John and Marshall, Gordon 2009)

The author's intention was that Mexico and its brand were seen as objective as possible, and that the research was perceived in a neutral way, hence when formulating the questionnaire, the chosen method by which the survey will be sent as well as the population who would answer the survey and afterwards the collection of responses, the researcher tried to avoid the existence of any agent that could affect the integrity of this investigation; thus it was decided that the questionnaires were sent by an electronic medium, which indicates that each person would answer the questionnaire at the appropriate time and place for them without any influence from the researcher. The respondents were from outside the researcher's network. Instead the author wanted that respondents felt the interest from his part to learn from their experiences but without influencing the output.

#### 4.5. SUGGESTIONS AND ACTIONS TO TAKE



#### SWOT ANALYSIS

After the analysis of results, it is time to present the suggestions that the brand could implement in order to develop, encourage and promote the brand concept of "Mexico". For that matter, the author decided to use the management tool SWOT Analysis, because this model is the most suitable for the objective the author wanted to achieve in this research. Along with the suggestions, there are actions to take in order to develop and expand the concept and image of the brand "Mexico". The implementation plan and actions to take will be developed along with the SWOT Analysis.

But before explore into the detailed analysis of failures and opportunities for the brand, it is important to provide a brief explanation of the concept and utility of the SWOT analysis.

SWOT ( Strengths, Weaknesses, Opportunities and Threats) analysis is another tool that is commonly used during the auditing process. The SWOT draws together the key strengths, weaknesses, opportunities and threats from the audit. This tool should be used to distil the critical factors that have been identified during the auditing process. It is a summary of the audit, not a replacement for it. The strengths and weaknesses of the organization have to be judged in relation to the opportunities and threats identified in the external environment. The list should therefore be limited rather than extensive. The aim of the SWOT is to highlight the critical issues in order to focus attention on them during the strategy development. (Drummond Graeme 1999)

***Strengths***

One of the greatest strengths of the brand is that it has wide acceptance among people who have visited the country, whether locals or internationals, this gives a plus because, as mentioned earlier, having experienced positive things during their stay in the country, consequently the message will be equally positive, which benefits greatly the brand image.

Despite not having the necessary information (as shown in the results of the questionnaire applied) on the main tourist attractions of the country, people are still interested in visiting Mexico, which is another strength of the brand as it continues to weighting more the desire and interest of people visiting the country than the absence of accessible information.

In this point, the action to take would be a greater government involvement in the dissemination of the brand as well as to increase the economic resources for a larger national and international coverage.

The country's geographical location is also a big advantage for the brand, because Mexico has a privileged place among the countries of the world, which benefit him in a large-scale with tourism-related matters, cultural and sports events among others. Again in this point, it is necessary that not only government but private initiative get involved in the advertising of what the brand and the country got to offer to the world.

Mexican gastronomy is another valuable strength of the brand, Mexico has a wide variety of dishes and flavors that are different across the country. The survey found that one factor that people seek when visiting the country, is the Mexican cuisine. If one gives more impetus to this sector the brand would surely acquire more popularity. Among the events that can be done are; gastronomic exhibitions showing the diversity of food and Mexican dishes, both inside the country and abroad in coordination with international and national embassies in the world.

***Weaknesses***

A big weakness of the brand is the lack of dissemination and information inside and outside the country. Another weak point which was showed in the results of the questionnaire was the need of marketing campaigns (slogan and logo).

The existed ones are made mostly in Spanish so there is a great necessity to develop marketing campaigns in other languages since not everybody is able to understand the local language (Spanish), thus coverage and impact of the brand would be higher.

One useful action to do would be to conduct a study about the countries where the brand name "Mexico" is more popular, so one could design a marketing campaign with particular focus in a specific region to promote the brand.

The social climate of insecurity that prevails in the country now a day is a very big weakness; is greatly affecting the country's tourism sector. The inability of the authorities and governments to ensure social security to the population of the country as well as visitors is a major obstacle to the image and dignity of the brand

Related to the issue of insecurity, there is still a lot to do, obviously the problems the country is facing right now will not be solved from one day to another, therefore the duty of the police and authorities is to alert the tourists about the problematic areas and places that tourists should not go in order to avoid and reduce risks, and this requires a real commitment from authorities and population, thus this will help to reduce the wave of violence Mexico is dealing with now.

### ***Opportunities***

The brand Mexico has great challenges ahead which must be met in order to improve the level of awareness of the brand. Despite the obstacles the brand has faced, there are many ways in which the brand can stand exponentially like:

- The country's natural resources: Mexico has almost all the ecosystems in its territory; forest, prairie, desert and aquatic ecosystems, which take enormously the attention mostly of foreign tourists.
- The services provided to tourists: as people working in the tourism sector practically live on tips left by tourists, hence they have to provide a good quality service to tourists so that they leave big tips thus this becomes the country into a welcoming, cordial place where people feel good with the treatment offered by Mexicans.

- Develop a better infrastructure for the tourist specially those who come from abroad: Mexico spends a good part of the federal budget on development of roads and trails works so that visitors can move from one place to another without any problem, but there are still a big necessity of actions to be taken as to improve the transportation, starting with the capitals of the states which are the ones that generally receive more tourists annually.
- Giving more impetus to the cultural and historical aspect as well as national traditions. There are many traditions and customs which in fact can only be found in Mexico, they do not exist anywhere else in the world, thus the government should take advantage of this cultural uniqueness to attract the attention of visitors. On the other hand history is another factor that could attract a large number of tourists interested in museums and Mexican anthropology, but this requires an intense work of promotion of all those places.

### ***Threats***

There are several factors that can damage the image of a brand that is why one should be careful when undertaking efforts to enhance brand image. Based on the information presented above in this research, some threats which may affect the image of the brand name "Mexico" can be:

The lack of information presented in the media as it happens with the television and the internet, is often what is known about the brand outside the country, but the truth can be very different from what it is in the reality.

One must be careful with the information that is divulged in the national and international media, misinformation is a great enemy in any situation of chaos. This requires an excellent organization and coordination between society and government authorities.

Moreover a poorly designed marketing campaign can profoundly affect the country's image, if one does not know how to focus the marketing (choose the correct segments, appropriate language, the right timing etc.) when talking about a country-brand, such campaign rather than benefit the brand image can hurt it.

Therefore it is significant to have within the team experts and people who know about the subject who can contribute new and better ideas to the concept.

WOM can be an extremely useful tool for the promotion and dissemination of the brand as well as for attracting tourists to the country, but in some cases this tool can damage the brand, because if one has a negative experience during his visit in the country he can spread the word forming a chain effect of a snowball type which grows hence more and more people will have a bad image of the brand.

As already mentioned in this research, one of the most important aspects in creating and promoting a country-brand is the honesty in the concept and the given information to the public, but also it is significant the organization and cooperation of each member that has direct or indirect influence on the brand image "Mexico" so it is essential to take care of the correct conjunction of all these elements in order to have a universal brand, that means, that the brand is able to cover as much markets as possible.

An important term in the promotion of a brand is: conceptual consumption; (Ariely, Dan, Norton, Michael I 2009) this concept lately has received a lot of attention in consumer behavior for its impact on consumption and is about how people's expectations influence and alter their consumption.

Expectations set by associations with advertising and branding can influence and sometimes supersede physical consumption of both products and services (Boulding et al. 1993, 1999; Braun 1999; Kopalle & Lehman 2001, 2006; Nevid 1981; Wansink & Chandon 2006 )

As one can see the term "*conceptual consumption*" shown throughout this research illustrates the power of the image in any product, rather than its usefulness or the consumer's needs. This would apply to a country brand as the first image that gives the country, that is, the first impression is the most important, the first impression never will be forgotten, and as mentioned in the thesis it is vital that the brand cause a positive impression from the first time in the potential "consumers" of it, and it will depend on that the returning of those consumers or even better, the recommendation of the brand that these consumers can provide to their network.

Conceptual consumption can actually change the physical consumption experience itself. Expectancies can be so powerful that they can influence not just perception and internal experiences but also external events through what Merton (1948) termed “self-fulfilling prophecies”

Much of the focus on changing people’s behavior for the better has been on exploring ways to move them from engaging in “want” behaviors and indulging their sometimes shortsighted passions to “should” behaviors such as planning for the future (Bazerman et al. 1998, Loewenstein 1996, Schelling 1984; for a recent review, see Milkman et al. 2008)

## 5. CONCLUSION

Today the brand name "Mexico" has a new glance, fresher and more connected to the essence of Mexico, as a country, thanks to the redesign of the brand, which has somehow improve the image of "Mexico" in spite of some negative events mentioned earlier in this research. This new image has succeeded in attracting more visitors to the country and therefore gives more promotion to the brand.

In an age of uncertainty, effective country branding is like preventive injection against bad publicity.(Gilmore 2002)

Most of what is known about a country is through word of mouth – increasing the number of informed country believers is similar to creating a pool of brand ambassadors who will promote the country to whoever they meet, wherever they are.(Gilmore 2002)

Mexico has demonstrated to have the necessary elements to become a leading and competitive brand among the others, but of course there is the need to identify and strengthen some points on the general design of the brand.

This project presented the background and some important references on the origins of the brand, the redesign process and how the need of redirect the goals and objectives of the brand born in order to being able to reflect or represent more clearly the real identity of Mexico, its values, culture, history, etc.

According to Andy Williamson there are some tips that can help the brand to have a stronger impact.

- Build enough awareness of the destination before considering creating a brand. Stick with it.
- Give the brand a chance to work.
- Be brave - no one will hear you if you don't shout loud enough.
- Honesty counts. Visitors who believed the marketing spin and found it less than truthful won't be impressed.
- Ensure the locals buy into the idea and commit to deliver the promise.
- Do your research.
- Ensure the brand values are true and not imposed.



- Have a simple and compelling message that is easy to get across in different formats.
- Check the brand constantly and adapt communications to reflect changing perceptions.
- Keep it in sync with the image people already have of the country.(Williamson 11/09/ 2007)

One aspect emphasized in this research was the differentiation and the consumer perception about the brand. In the case of "Mexico", differentiation has been a key point in promoting it because in some ways, brand managers have known how to capture the most representative elements of the country, the above take one to the preparation and processing of the positioning strategy of a country brand in the minds of customers. Another key factor in spreading the name of the brand was the concept of inclusion, that is, both the government and members of the private sector engaged in the redesign of the brand.

Branding now encompasses everything, from countries to personalities, gems and even royal families. Branding countries often has benefits far beyond the tourism and business environments. It ends up helping sales of all the country's products, becoming a whole ecosystem of branding.(Lindstrom 2006)

*I am not what I think I am and I am not what you think I am. I am what I think you think I am –*

Robert Bierstedt (Jaffe, Eugene D, Nebenzahl, Israel D 2006)

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## 7. LIST OF EXHIBITS

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**EXHIBIT 1: Mexico Competitiveness Index Position Among 45 Countries**

<b>Mexico Competitiveness Index Among 45 Countries</b>		
	<b>2006</b>	<b>2004</b>
<b>General Index</b>	33	30
Reliable and objective legal system	33	32
Sustainable management of the environment	40	40
Prepare and healthy society	34	34
Stability of macro-economy	30	28
Stable and functional politic system	32	27
Efficient markets	35	44
World-class sectors	34	35
Efficient and efective government	32	26
Benign international relationships	30	27
Potential economic sectors	29	28

<b>Índice de competitividad México posición de 45 países</b>		
	<b>2006</b>	<b>2004</b>
Índice General	33	30
Sistema de derecho confiable y objetivo	33	32
Manejo sustentable del medio ambiente	40	40
Sociedad incluyente, preparada y sana	34	34
Macro-economía estable	30	28
Sistema político estable y funcional	32	27
Mercados de factores eficientes	35	44
Sectores precursores de clase mundial	34	35
Gobierno eficiente y eficaz	32	26
Relaciones internacionales benignas	30	27
Sectores económicos con potencial	29	28

Source: Índice de Competitividad IMCO  
<http://www.mexicocompetitivo.org.mx>

**EXHIBIT 2: Branding Mexico Questionnaire****Part 1. Introduction.**

Hi.

My name is Denisse Valdez, student of the International Marketing and Management master program. I am writing my thesis about Mexico brand; in order to collect some data, I kindly ask you to use 5 minutes of your time to answer the next questionnaire.

If you have any questions in regards to the survey feel free to contact me by email [deva05@student.cbs.dk](mailto:deva05@student.cbs.dk)

**I. Please state your sex.**

Female

Male

**II. Please state your age**  

---

**III. Please state your nationality ( Please specify if you have more than 1 nationality )**  

---

**Part 2. Impressions of México.*****Have you been in Mexico?*****1. Please specify which area of Mexico have you been? (It is possible to mark several)**

- a) Central Mexico
- b) Pacific Coast
- c) The Gulf and the South
- d) The North
- e) Baja Peninsula
- f) Yucatan Peninsula

**2. What was the main reason for your visit? Please specify only one.**

- g) Business
- h) Pleasure

- i) Family issues
- j) Educational issues
- k) Other (Please specify)

**3. How long was your stay in the country?**

- a) Less than 1 day
- b) Between 1 – 5 days
- c) More than a week
- d) Between 8 – 15 days
- e) More than 1 month.

**4. Which of the following attributes made Mexico your final destination? (It is possible to mark several)**

- a) Natural beauties
- b) Cultural richness
- c) Historical richness & background
- d) Geographical Location
- e) Low Costs
- f) Mexican celebrations & events.
- g) Flora and fauna
- h) Mexican people personality (warmth)
- i) Mexican gastronomy
- j) Weather

**5. In which of the following groups would you categorize yourself when traveling around Mexico? Please specify only one.**

- a) Sun tourist
- b) Business tourist
- c) Museums & Anthropological tourist
- d) Ecotourism



- e) Adventure tourism
- f) Family tourism

**6. Based on your experience in the country, please numerate the attributes of Mexico being number 1 the best and number 5 the worse**

\_\_\_ Service ( in touristic attractions)

\_\_\_ Infrastructure (quality & availability of transportation, highways, roads, city signs )

\_\_\_ Security (traveling, in the public places)

\_\_\_ Honesty

\_\_\_ Diversity

Other. please specify:\_\_\_\_\_

**Part 3. Logo & Slogan of the Brand**

**Are you aware?**

**7. Do you know this logo?**



- a) Yes
- b) No

**8. If yes where did you see it?**

- c) Mexico
- d) Abroad

**9. How did you know about the logo?**

- a) TV
- b) Press Media
- c) Radio
- d) Internet Webpage
- e) Printed Advertising (magazines, flyers, posters)

- f) Marketing Campaigns
- g) By friends. Please specify the following
  - Mexicans
  - Foreigners

**10. Do you know the current slogan of Mexico brand?**

- a) Yes
- b) No

**11. If yes which of the followings do you think is the current slogan of Mexico brand? Please specify only one.**

- a) México vive hoy vive lo tuyo
- b) Vive México

**12. Do you know the webpage visitmexico.com**

- a) Yes
- b) No

**13. Would you say there is consistency between what is advertising about Mexico and what it is in reality**

- a) Yes
- b) No

**14. Why? Please explain briefly**

---

**15. After your stay in Mexico. Would you say your expectations were fulfilled?**

- a) Yes
- b) No

**16. If not. Why? Please explain briefly**

---

**Part 4. Suggestions**

**17. In your opinion. What would you change/improve of the Mexico brand ? (It is possible to mark several)**

- a) Marketing & branding strategy
- b) Design of the logo
- c) Slogan
- d) Promotion/advertising channels
- e) All the aboves
- f) Nothing
- g) Other. (Please specify).

**18. Other comments:**

**19. Thank you for answering the questionnaire.**

**EXHIBIT 3: Tourism Board Communication - about the current slogan used in Mexico****and abroad**

-----Mensaje original-----

De: Denisse Valdez Gonzalez [mailto:deva05ac@student.cbs.dk]

Enviado el: Jueves, 07 de Enero de 2010 12:52 p.m.

Para: rmiranda@promotur.com.mx

CC: cbehnsen@promotur.com.mx

Asunto: DUDA

Buenas Tardes

Mi nombre es Denisse Valdez, estudiante de la maestria en Administracion y Mercadotecnia Internacional de la Copenhaguen Business School en Dinamarca.

El motivo de mi correo es para preguntar cual de los dos logos (Mexico, vive hoy, vive lo tuyo / Mexico Único, diverso y más allá de la hospitalidad) es el oficial o el que el CPTM utiliza para la promocion de Mexico en el extranjero.

Son diferentes las campañas de publicidad para el extranjero y para el interior de la Republica? o tienen algunas similitudes?

Lo anterior lo solicito como parte de la investigacion para mi tesis sobre la marca "MÉXICO".

Gracias de antemano.

Buen Día y Feliz Año.

Denisse.

## Hotmail

denisset26@hotmail.c...

Band. entrada (2)

Correo no deseado

Borradores

Enviados

Eliminados (14)

Iglesia

lauris y sanfy

michael giacobbo

MONTREAL

THESIS

[Administrar carpetas](#)[Agregar una cuenta  
de correo  
electrónico](#)

Lugares relacionados

Hoy

Nuevo | Eliminar | Correo no deseado | Marcar como ▼ | Mover a ▼ |

Responder | Responder a todos | Reenviar |

## RE: DUDA

De: Carlos Behnsen (cbehnsen@promotur.com.mx)

 Es posible que no conozcas a este remitente. [Marcar como seguro](#) | [Marcar como correo no deseado](#)

Enviado: martes, 12 de enero de 2010 03:02:27 a.m.

Para: 'Denisse Valdez Gonzalez' (deva05ac@student.cbs.dk); Rocio Miranda Morales (rmiranda@promotur.com.mx)

Estimada Denisse:

Antes que nada agradezco su correo y sus deseos y también aprovecho para desearle muchos éxitos en este 2010.

En respuesta a su atenta solicitud, le informo que para la promoción en el extranjero utilizamos la marca ( logo) México y debajo de la misma el [www.visitmexico.com](http://www.visitmexico.com).

El México , vive hoy vive lo tuyo ya no lo utilizamos. Ahora en el mercado nacional utilizamos Vive México.

Esperando que esta información le sea de utilidad, quedo de usted,  
Atentamente

Carlos Behnsen

Director Ejecutivo de Promoción

Translation:

Good Afternoon:

My name is Denisse Valdez, student of the master program in International Marketing and Management in Copenhagen Business School.

The reason of this mail is to ask which one of the two slogans (Live Mexico today, Live what is yours) and (Mexico: Unique, diverse and beyond hospitality) is the official one or the one the Tourism Board use in order to promote Mexico abroad.

Are the advertising campaigns different abroad and inside the country? Or do they have some similarities?

I am requesting the above information as a part of my thesis about Mexico Brand.

Thanks in advance

Happy new year.

Denisse

Answer:

Dear Denisse

I would like to thank your mail and your wishes, happy New Year for you too.

Answering your question, I inform you that the promotion of the brand abroad we use the logo and under the logo the webpage [www.visitmexico.com](http://www.visitmexico.com).

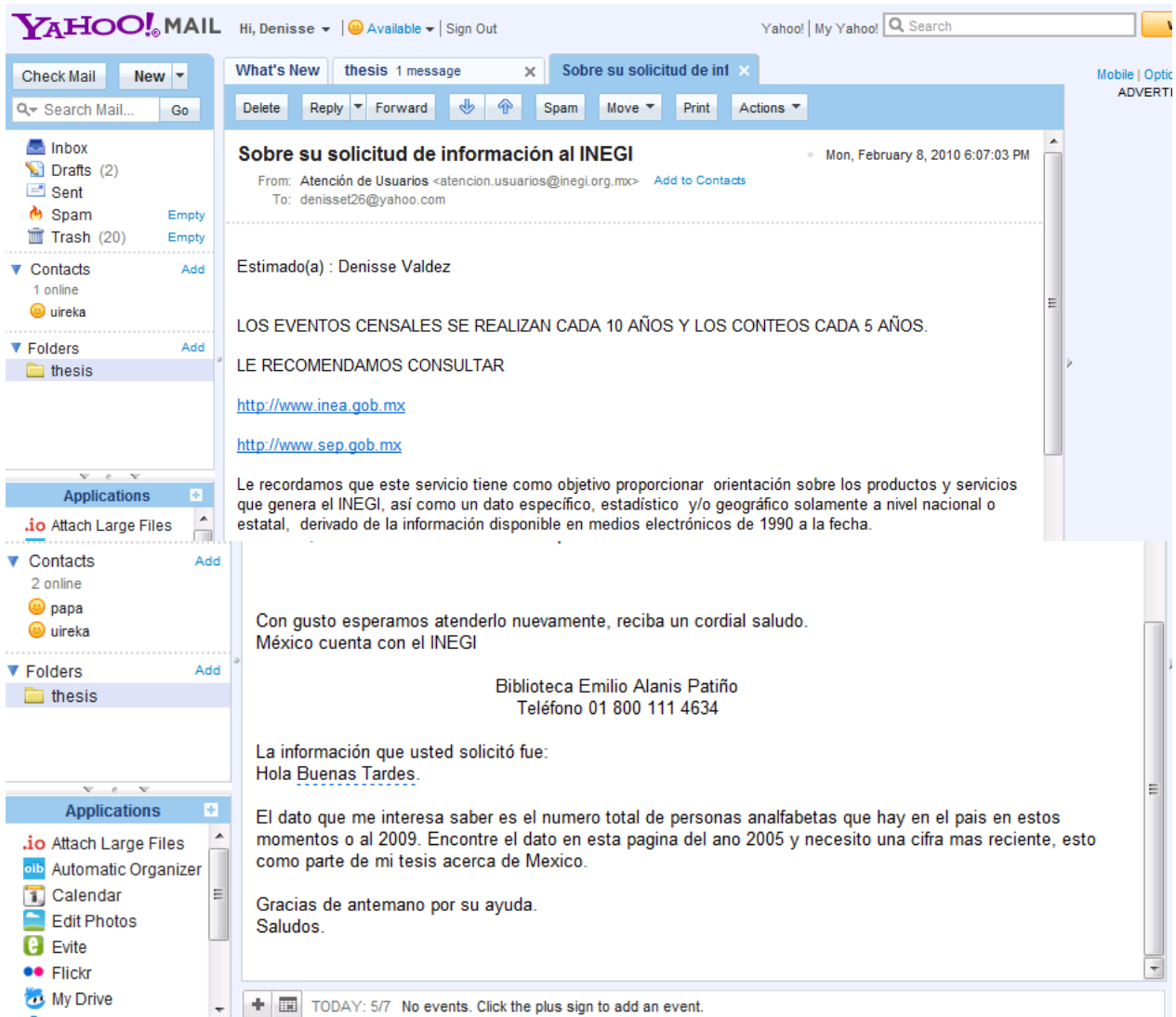
Live Mexico today, Live what is yours is not longer used. Now in the market we use Live Mexico.

Hopefully this information is useful for you.

Sincerely

Carlos Behnsen

Promotion Executive Manager of the Brand

**EXHIBIT 4: INEGI Communication – about the periods of the national census.****Translation:**

The information you requested was:

Hello Good Afternoon.

The information I want to know is the total number of illiterates in the country at the moment or by 2009. I found the data for the year of 2005 and I need a more recent information, this as a part of my dissertation about Mexico brand.

Thanks in advance for your help.

Greetings.

**Answer:**

Dear Denisse:

Census events are conducted every 10 years and counting every 5 years.

We recommend you to consult

<http://www.inec.gob.mx>

<http://www.sep.gob.mx>

Please note that this service is intended to provide guidance on products and services generated by the INEGI, as well as specific data, statistical and / or geographical only on national or state level, derived from the information available in electronic media from 1990 to the present date.

We look forward to serve you again,

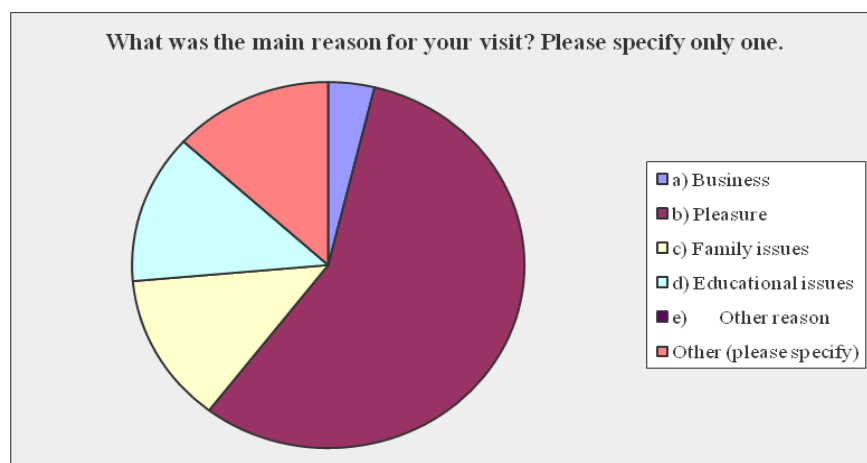
Yours sincerely.

Emilio Alanís Patiño Library

Teléfono 01 800 111 4634

**EXHIBIT 5: Results of Questionnaire**

Branding Mexico		
I. Please state your sex.		
Answer Options	Response Percent	Response Count
a)Female	67.3%	35
b)Male	32.7%	17
<i>answered question</i>		<b>52</b>
<i>skipped question</i>		<b>4</b>



II. Please state your age	
Answer Options	Response Count
	53
<i>answered question</i>	<b>53</b>
<i>skipped question</i>	<b>3</b>

Number	Response Date	Response Text
1	Mar 11, 2010 4:01 PM	25
2	Mar 11, 2010 4:05 PM	25
3	Mar 11, 2010 4:42 PM	26
4	Mar 11, 2010 4:42 PM	27
5	Mar 11, 2010 5:38 PM	29



6	Mar 11, 2010 6:36 PM	33
7	Mar 11, 2010 11:38 PM	29
8	Mar 12, 2010 9:35 AM	24
9	Mar 12, 2010 9:56 AM	25
10	Mar 12, 2010 10:14 AM	25
11	Mar 12, 2010 11:45 AM	24
12	Mar 12, 2010 12:25 PM	26
13	Mar 12, 2010 2:21 PM	23
14	Mar 12, 2010 2:28 PM	24
15	Mar 12, 2010 9:22 PM	29
16	Mar 13, 2010 12:12 PM	25
17	Mar 14, 2010 12:41 AM	20
18	Mar 14, 2010 7:17 PM	89
19	Mar 14, 2010 8:33 PM	24
20	Mar 15, 2010 4:14 PM	18
21	Mar 15, 2010 5:13 PM	21
22	Mar 15, 2010 5:50 PM	24
23	Mar 15, 2010 6:32 PM	25
24	Mar 15, 2010 9:18 PM	26
25	Mar 16, 2010 10:04 AM	27
26	Mar 16, 2010 11:31 AM	27
27	Mar 16, 2010 2:05 PM	28
28	Mar 16, 2010 3:22 PM	25
29	Mar 16, 2010 3:32 PM	27
30	Mar 16, 2010 3:55 PM	39
31	Mar 16, 2010 6:02 PM	25
32	Mar 16, 2010 6:12 PM	25
33	Mar 17, 2010 12:41 PM	26
34	Mar 17, 2010 4:53 PM	26
35	Mar 17, 2010 9:02 PM	33
36	Mar 17, 2010 9:15 PM	23
37	Mar 17, 2010 9:30 PM	25
38	Mar 17, 2010 10:47 PM	23
39	Mar 17, 2010 11:42 PM	23
40	Mar 18, 2010 1:49 AM	27
41	Mar 18, 2010 7:38 AM	26
42	Mar 18, 2010 9:44 AM	29
43	Mar 18, 2010 10:32 AM	24
44	Mar 18, 2010 10:44 AM	23
45	Mar 18, 2010 1:58 PM	24
46	Mar 18, 2010 2:30 PM	22
47	Mar 18, 2010 5:53 PM	27
48	Mar 18, 2010 9:47 PM	23
49	Mar 19, 2010 4:26 PM	26

50	Mar 19, 2010 10:30 PM	26
51	Mar 21, 2010 12:34 AM	27
52	Mar 21, 2010 1:03 AM	24
53	Mar 21, 2010 2:07 PM	25

**III. Please state your nationality ( Please specify if you have more than 1 nationality )**

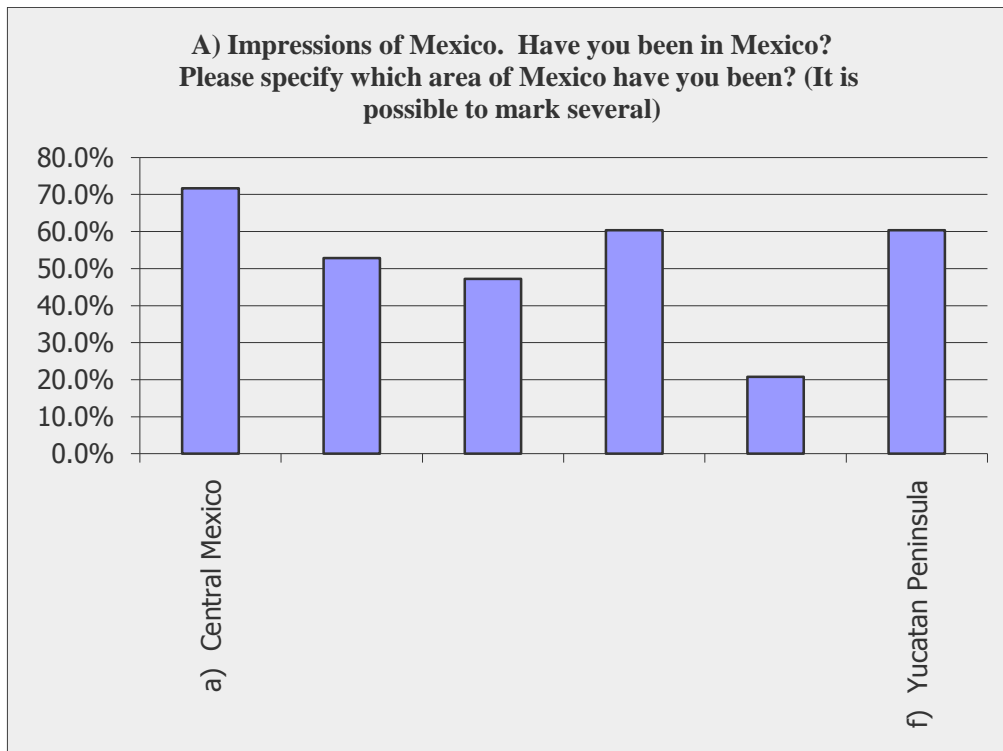
Answer Options	Response Count
	53
<i>answered question</i>	<b>53</b>
<i>skipped question</i>	<b>3</b>

Number	Response Date	Response Text
1	Mar 11, 2010 4:01 PM	Danish
2	Mar 11, 2010 4:05 PM	Mexican
3	Mar 11, 2010 4:42 PM	mexican
4	Mar 11, 2010 4:42 PM	Mexican
5	Mar 11, 2010 5:38 PM	Danish
6	Mar 11, 2010 6:36 PM	Brazilian / Dutch
7	Mar 11, 2010 11:38 PM	Mexican
8	Mar 12, 2010 9:35 AM	mexico
9	Mar 12, 2010 9:56 AM	Danish
10	Mar 12, 2010 10:14 AM	Swedish
11	Mar 12, 2010 11:45 AM	Danish
12	Mar 12, 2010 12:25 PM	Danish
13	Mar 12, 2010 2:21 PM	Latvia
14	Mar 12, 2010 2:28 PM	Colombian
15	Mar 12, 2010 9:22 PM	Mexican-Danish
16	Mar 13, 2010 12:12 PM	mexican
17	Mar 14, 2010 12:41 AM	mexican
18	Mar 14, 2010 7:17 PM	Libian
19	Mar 14, 2010 8:33 PM	Danish
20	Mar 15, 2010 4:14 PM	Mexican
21	Mar 15, 2010 5:13 PM	american
22	Mar 15, 2010 5:50 PM	mexican
23	Mar 15, 2010 6:32 PM	spanish
24	Mar 15, 2010 9:18 PM	Mexican, Spanish
25	Mar 16, 2010 10:04 AM	Mexican and German
26	Mar 16, 2010 11:31 AM	Mexican
27	Mar 16, 2010 2:05 PM	German
28	Mar 16, 2010 3:22 PM	American/mexican
29	Mar 16, 2010 3:32 PM	USA

30	Mar 16, 2010 3:55 PM	MEXICAN
31	Mar 16, 2010 6:02 PM	Mexican, French
32	Mar 16, 2010 6:12 PM	FRENCH
33	Mar 17, 2010 12:41 PM	Lithuanian
34	Mar 17, 2010 4:53 PM	mexican
35	Mar 17, 2010 9:02 PM	guatemalan
36	Mar 17, 2010 9:15 PM	Danish
37	Mar 17, 2010 9:30 PM	mexican
38	Mar 17, 2010 10:47 PM	Danish
39	Mar 17, 2010 11:42 PM	German
40	Mar 18, 2010 1:49 AM	mexican
41	Mar 18, 2010 7:38 AM	Canadian
42	Mar 18, 2010 9:44 AM	Brazilian
43	Mar 18, 2010 10:32 AM	Danish
44	Mar 18, 2010 10:44 AM	Canadian
45	Mar 18, 2010 1:58 PM	Canadian
46	Mar 18, 2010 2:30 PM	Canadian
47	Mar 18, 2010 5:53 PM	Mexican
48	Mar 18, 2010 9:47 PM	colombian
49	Mar 19, 2010 4:26 PM	Mexican
50	Mar 19, 2010 10:30 PM	Finnish
51	Mar 21, 2010 12:34 AM	german
52	Mar 21, 2010 1:03 AM	mexican
53	Mar 21, 2010 2:07 PM	German

**A) Impressions of Mexico. Have you been in Mexico? Please specify which area of Mexico have you been? (It is possible to mark several)**

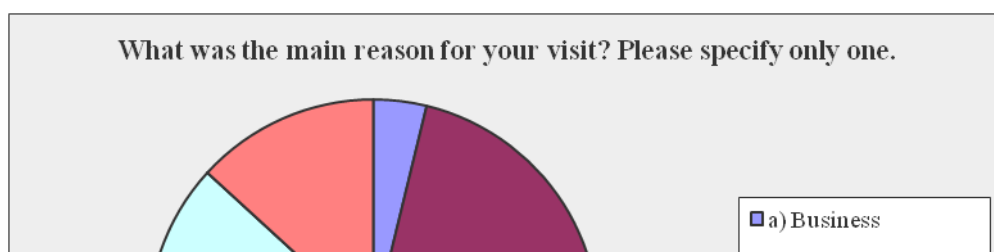
Answer Options	Response Percent	Response Count
a) Central Mexico	71.7%	38
b) Pacific Coast	52.8%	28
c) The Gulf and the South	47.2%	25
d) The North	60.4%	32
e) Baja Peninsula	20.8%	11
f) Yucatan Peninsula	60.4%	32
<b><i>answered question</i></b>		<b>53</b>
<b><i>skipped question</i></b>		<b>3</b>



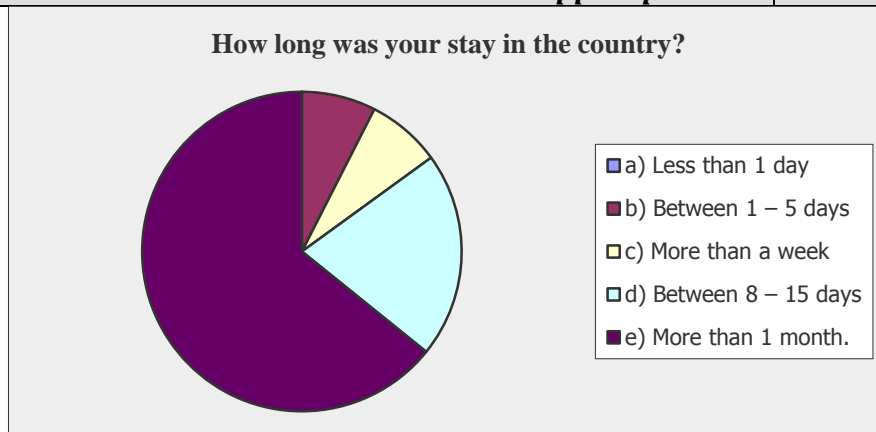
**What was the main reason for your visit? Please specify only one.**

Answer Options	Response Percent	Response Count
a) Business	3.8%	2
b) Pleasure	56.6%	30
c) Family issues	13.2%	7
d) Educational issues	13.2%	7
e) Other reason	0.0%	0
Other (please specify)	13.2%	7
<b>answered question</b>		<b>53</b>
<b>skipped question</b>		<b>3</b>

Number	Response Date	Other (please specify)
1	Mar 11, 2010 6:36 PM	Conference
2	Mar 11, 2010 11:38 PM	all previous
3	Mar 12, 2010 12:25 PM	Visiting boyfriend
4	Mar 14, 2010 12:41 AM	vivo en mexico
5	Mar 14, 2010 7:17 PM	I can't tell
6	Mar 15, 2010 4:14 PM	i live in mexico
7	Mar 21, 2010 1:03 AM	



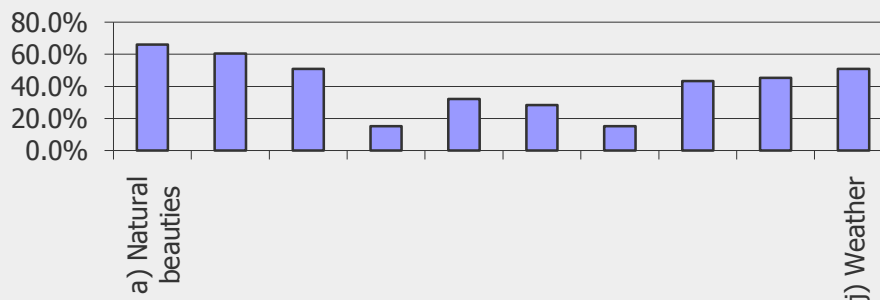
How long was your stay in the country?		
Answer Options	Response Percent	Response Count
a) Less than 1 day	0.0%	0
b) Between 1 – 5 days	7.5%	4
c) More than a week	7.5%	4
d) Between 8 – 15 days	20.8%	11
e) More than 1 month.	64.2%	34
<b>answered question</b>		<b>53</b>
<b>skipped question</b>		<b>3</b>



Which of the following attributes made Mexico your final destination? (It is possible to mark several)		
Answer Options	Response Percent	Response Count
a) Natural beauties	66.0%	35
b) Cultural richness	60.4%	32
c) Historical richness & background	50.9%	27
d) Geographical Location	15.1%	8

e) Low Costs	32.1%	17
f) Mexican celebrations & events.	28.3%	15
g) Flora and fauna	15.1%	8
h) Mexican people personality (warmth)	43.4%	23
i) Mexican gastronomy	45.3%	24
j) Weather	50.9%	27
<b>answered question</b>		<b>53</b>
<b>skipped question</b>		<b>3</b>

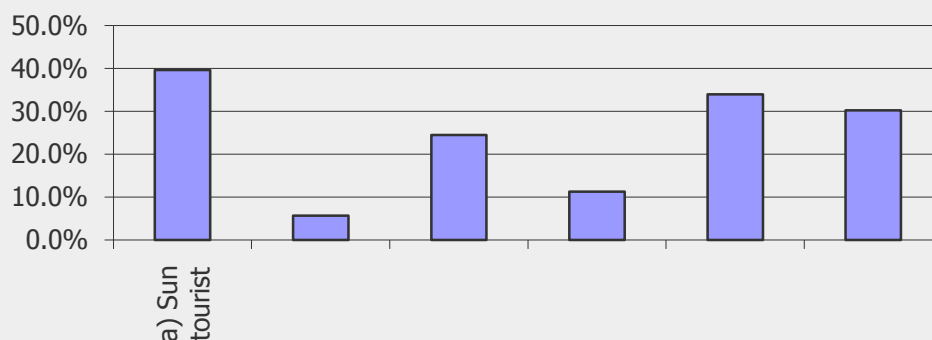
Which of the following attributes made Mexico your final destination? (It is possible to mark several)



In which of the following groups would you categorize yourself when traveling around Mexico? Please specify only one.

Answer Options	Response Percent	Response Count
a) Sun tourist	39.6%	21
b) Business tourist	5.7%	3
c) Museums & Anthropological tourist	24.5%	13
d) Ecotourism	11.3%	6
e) Adventure tourism	34.0%	18
f) Family tourism	30.2%	16
<b>answered question</b>		<b>53</b>
<b>skipped question</b>		<b>3</b>

In which of the following groups would you categorize yourself when traveling around Mexico? Please specify only one.



**Based on your experience in the country, please numerate the attributes of Mexico being number 1 the best and number 5 the worse**

Answer Options	Response Percent	Response Count
Service ( in touristic attractions)	100.0%	53
Infrastructure (quality & availability of transportation, highways, roads, city signs )	100.0%	53
Security (traveling, in the public places)	100.0%	53
Honesty	100.0%	53
Diversity	100.0%	53
Others:	11.3%	6
<b><i>answered question</i></b>		<b>53</b>
<b><i>skipped question</i></b>		<b>3</b>

Number	Response Date	Service ( in touristic attractions)	Infrastructure (quality & availability of transportation, highways, roads, city signs )	Security (traveling, in the public places)	Honesty	Diversity	Others
1	Mar 11, 2010 4:01 PM	3	5	4	1	2	
2	Mar 11, 2010 4:05 PM	2	3	4	5	1	
3	Mar 11, 2010 4:42 PM	1	4	5	3	2	
4	Mar 11, 2010 4:42 PM	2	4	5	5	1	
5	Mar 11, 2010 5:38 PM	4	2	5	3	1	
6	Mar 11, 2010 6:36 PM	1	2	2	2	1	
7	Mar 11, 2010 11:38 PM	1	4	5	3	2	
8	Mar 12, 2010 9:35 AM	4	5	3	2	1	
9	Mar 12, 2010 9:56 AM	4	2	5	3	1	
10	Mar 12, 2010 10:14 AM	2	3	5	4	1	
11	Mar 12, 2010 11:45 AM	4	4	3	3	5	3

12	Mar 12, 2010 12:25 PM	3	3	3	3	3	3
13	Mar 12, 2010 2:21 PM	2	2	3	2	2	
14	Mar 12, 2010 2:28 PM	4	5	4	5	5	
15	Mar 12, 2010 9:22 PM	1	3	3	5	1	
16	Mar 13, 2010 12:12 PM	5	3	2	2	5	
17	Mar 14, 2010 12:41 AM	1	2	5	4	3	
18	Mar 14, 2010 7:17 PM	3	2	5	4	1	
19	Mar 14, 2010 8:33 PM	3	4	3	3	4	3
20	Mar 15, 2010 4:14 PM	2	3	5	4	1	
21	Mar 15, 2010 5:13 PM	1	5	4	3	2	
22	Mar 15, 2010 5:50 PM	1	4	5	3	2	
23	Mar 15, 2010 6:32 PM	1	3	1	1	1	
24	Mar 15, 2010 9:18 PM	2	2	4	4	1	
25	Mar 16, 2010 10:04 AM	1	4	3	5	2	
26	Mar 16, 2010 11:31 AM	1	2	3	4	5	
27	Mar 16, 2010 2:05 PM	1	2	3	4	1	1
28	Mar 16, 2010 3:22 PM	4	3	3	2	5	
29	Mar 16, 2010 3:32 PM	1	3	3	3	2	0
30	Mar 16, 2010 3:55 PM	SERVIC E	DIVERSIT Y	HONEST Y	INFRASTRUCTU RE	HONEST Y	
31	Mar 16, 2010 6:02 PM	3	2	4	5	1	
32	Mar 16, 2010 6:12 PM	2	3	5	4	1	
33	Mar 17, 2010 12:41 PM	2	2	3	2	1	
34	Mar 17, 2010 4:53 PM	1	3	4	2	2	
35	Mar 17, 2010 9:02 PM	1	1	3	2	2	



36	Mar 17, 2010 9:15 PM	2	3	2	2	2	
37	Mar 17, 2010 9:30 PM	1	4	5	3	2	
38	Mar 17, 2010 10:47 PM	2	5	4	3	1	
39	Mar 17, 2010 11:42 PM	2	4	3	5	1	
40	Mar 18, 2010 1:49 AM	2	5	3	4	1	
41	Mar 18, 2010 7:38 AM	5	4	1	2	3	
42	Mar 18, 2010 9:44 AM	5	4	5	4	5	
43	Mar 18, 2010 10:32 AM	3	4	3	3	1	
44	Mar 18, 2010 10:44 AM	2	3	3	3	3	
45	Mar 18, 2010 1:58 PM	2	3	3	2	3	
46	Mar 18, 2010 2:30 PM	2	2	3	3	4	
47	Mar 18, 2010 5:53 PM	3	4	5	2	1	
48	Mar 18, 2010 9:47 PM	2	3	4	2	2	
49	Mar 19, 2010 4:26 PM	2	4	5	1	3	
50	Mar 19, 2010 10:30 PM	3	4	4	4	3	3
51	Mar 21, 2010 12:34 AM	4	4	4	5	4	
52	Mar 21, 2010 1:03 AM	2	3	4	5	1	
53	Mar 21, 2010 2:07 PM	2	5	4	3	1	

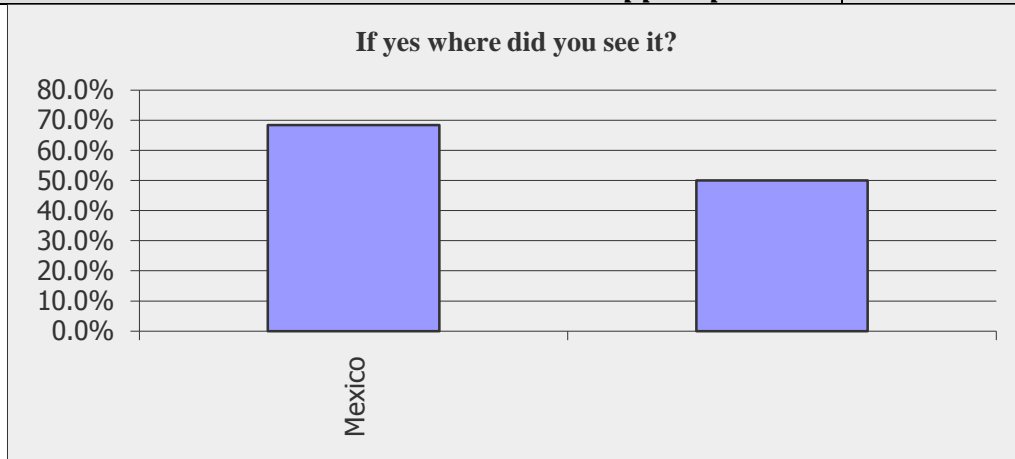
Numb er	Response Date	Service (in touristic attraction s)	Infrastructu re (quality & availability of transportati on, highways, roads, city signs )	Security (traveling, in the public places)	Honesty	Diversity	Other s
1	Mar 11, 2010 4:01 PM	3	5	4	1	2	
2	Mar 11, 2010 4:05 PM	2	3	4	5	1	

3	Mar 11, 2010 4:42 PM	1	4	5	3	2	
4	Mar 11, 2010 4:42 PM	2	4	5	5	1	
5	Mar 11, 2010 5:38 PM	4	2	5	3	1	
6	Mar 11, 2010 6:36 PM	1	2	2	2	1	
7	Mar 11, 2010 11:38 PM	1	4	5	3	2	
8	Mar 12, 2010 9:35 AM	4	5	3	2	1	
9	Mar 12, 2010 9:56 AM	4	2	5	3	1	
10	Mar 12, 2010 10:14 AM	2	3	5	4	1	
11	Mar 12, 2010 11:45 AM	4	4	3	3	5	3
12	Mar 12, 2010 12:25 PM	3	3	3	3	3	3
13	Mar 12, 2010 2:21 PM	2	2	3	2	2	
14	Mar 12, 2010 2:28 PM	4	5	4	5	5	
15	Mar 12, 2010 9:22 PM	1	3	3	5	1	
16	Mar 13, 2010 12:12 PM	5	3	2	2	5	
17	Mar 14, 2010 12:41 AM	1	2	5	4	3	
18	Mar 14, 2010 7:17 PM	3	2	5	4	1	
19	Mar 14, 2010 8:33 PM	3	4	3	3	4	3
20	Mar 15, 2010 4:14 PM	2	3	5	4	1	
21	Mar 15, 2010 5:13 PM	1	5	4	3	2	
22	Mar 15, 2010 5:50 PM	1	4	5	3	2	
23	Mar 15, 2010 6:32 PM	1	3	1	1	1	
24	Mar 15, 2010 9:18 PM	2	2	4	4	1	
25	Mar 16, 2010 10:04 AM	1	4	3	5	2	
26	Mar 16, 2010 11:31 AM	1	2	3	4	5	

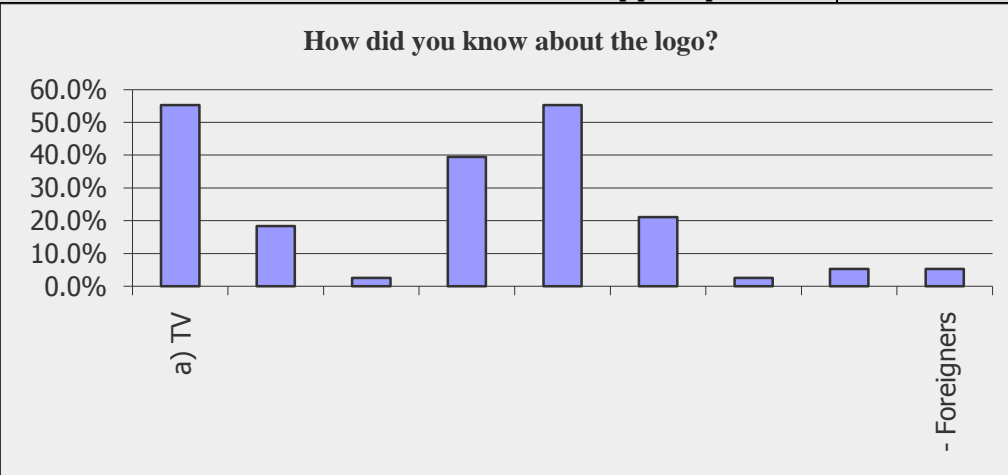
27	Mar 16, 2010 2:05 PM	1	2	3	4	1	1
28	Mar 16, 2010 3:22 PM	4	3	3	2	5	
29	Mar 16, 2010 3:32 PM	1	3	3	3	2	0
30	Mar 16, 2010 3:55 PM	SERVIC E	DIVERSIT Y	HONES TY	INFRASTRUCTU RE	HONES TY	
31	Mar 16, 2010 6:02 PM	3	2	4	5	1	
32	Mar 16, 2010 6:12 PM	2	3	5	4	1	
33	Mar 17, 2010 12:41 PM	2	2	3	2	1	
34	Mar 17, 2010 4:53 PM	1	3	4	2	2	
35	Mar 17, 2010 9:02 PM	1	1	3	2	2	
36	Mar 17, 2010 9:15 PM	2	3	2	2	2	
37	Mar 17, 2010 9:30 PM	1	4	5	3	2	
38	Mar 17, 2010 10:47 PM	2	5	4	3	1	
39	Mar 17, 2010 11:42 PM	2	4	3	5	1	
40	Mar 18, 2010 1:49 AM	2	5	3	4	1	
41	Mar 18, 2010 7:38 AM	5	4	1	2	3	
42	Mar 18, 2010 9:44 AM	5	4	5	4	5	
43	Mar 18, 2010 10:32 AM	3	4	3	3	1	
44	Mar 18, 2010 10:44 AM	2	3	3	3	3	
45	Mar 18, 2010 1:58 PM	2	3	3	2	3	
46	Mar 18, 2010 2:30 PM	2	2	3	3	4	
47	Mar 18, 2010 5:53 PM	3	4	5	2	1	
48	Mar 18, 2010 9:47 PM	2	3	4	2	2	
49	Mar 19, 2010 4:26 PM	2	4	5	1	3	
50	Mar 19, 2010 10:30 PM	3	4	4	4	3	3

51	Mar 21, 2010 12:34 AM	4	4	4	5	4	
52	Mar 21, 2010 1:03 AM	2	3	4	5	1	
53	Mar 21, 2010 2:07 PM	2	5	4	3	1	

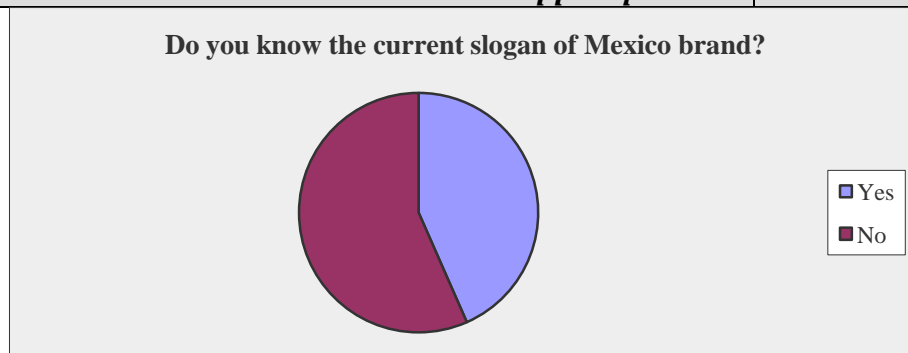
If yes where did you see it?		
Answer Options	Response Percent	Response Count
Mexico	68.4%	26
Abroad	50.0%	19
<b><i>answered question</i></b>		<b>38</b>
<b><i>skipped question</i></b>		<b>18</b>



How did you know about the logo?		
Answer Options	Response Percent	Response Count
a) TV	55.3%	21
b) Press Media	18.4%	7
c) Radio	2.6%	1
d) Internet Webpage	39.5%	15
e) Printed Advertising (magazines, flyers, posters)	55.3%	21
f) Marketing Campaigns	21.1%	8
g) By friends. Please specify the following	2.6%	1
- Mexicans	5.3%	2
- Foreigners	5.3%	2
<b>answered question</b>		<b>38</b>
<b>skipped question</b>		<b>18</b>



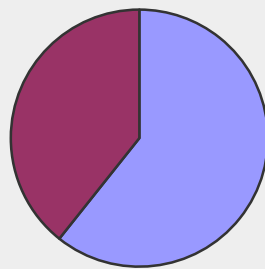
Do you know the current slogan of Mexico brand?		
Answer Options	Response Percent	Response Count
Yes	43.4%	23
No	56.6%	30
<b>answered question</b>		<b>53</b>
<b>skipped question</b>		<b>3</b>



**If yes which of the followings do you think is the current slogan of Mexico brand? Please specify only one.**

Answer Options	Response Percent	Response Count
México vive hoy vive lo tuyo	60.7%	17
Vive México	39.3%	11
<b>answered question</b>		<b>28</b>
<b>skipped question</b>		<b>28</b>

If yes which of the followings do you think is the current slogan of Mexico brand? Please specify only one.

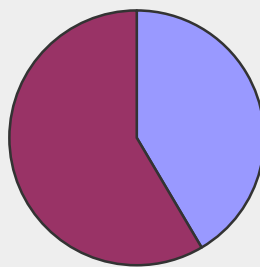


■ México vive hoy vive lo tuyo  
■ Vive México

**Do you know the webpage visitmexico.com**

Answer Options	Response Percent	Response Count
Yes	41.5%	22
No	58.5%	31
<b>answered question</b>		<b>53</b>
<b>skipped question</b>		<b>3</b>

Do you know the webpage visitmexico.com

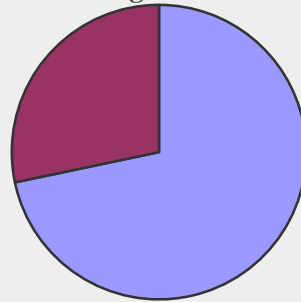


■ Yes  
■ No

**C) Comments & Suggestions Would you say there is consistency between what is advertising about Mexico and what it is in reality**

Answer Options	Response Percent	Response Count
Yes	71.7%	38
No	28.3%	15
<b>answered question</b>		<b>53</b>
<b>skipped question</b>		<b>3</b>

**C) Comments & Suggestions** Would you say there is consistency between what is advertising about Mexico and what it is in reality



■ Yes  
■ No

**Why? Please explain briefly**

Answer Options		Response Count
		53
<b><i>answered question</i></b>		<b>53</b>
<b><i>skipped question</i></b>		<b>3</b>
Number	Response Date	Response Text
1	Mar 11, 2010 4:01 PM	tourism advertising is always too beautiful, but that's normal
2	Mar 11, 2010 4:05 PM	No, you definitely the country will exceed your expectations by all means.
3	Mar 11, 2010 4:42 PM	insecurity and poor infrastructure
4	Mar 11, 2010 4:42 PM	If what you are looking is to provide tourism i think that talks about relevant and important subjects about Mexico
5	Mar 11, 2010 5:38 PM	because the images used are representative
6	Mar 11, 2010 6:36 PM	I have no reason to say it's not.
7	Mar 11, 2010 11:38 PM	Because the places showed in the page are the same in reality and the information is enough for travel
8	Mar 12, 2010 9:35 AM	yes, because the cities are beautiful, the logo and slogan communicate true things about México but still gives few information.
9	Mar 12, 2010 9:56 AM	The main attractions are the old ruins, the indigenous cultures and the beaches, which are just the way they look and are advertised.
10	Mar 12, 2010 10:14 AM	I definitvely see consistency in it, because many things and places that are marketed as very good, also are very good. We don't hear that much about places that are not considered good, but that's pretty natural, I'd say.

11	Mar 12, 2010 11:45 AM	The emphasis on culture, nature and diversity is very close to my impression of reality
12	Mar 12, 2010 12:25 PM	Hovewer I think there is too much focus on the visual image of a man with sombrero, pocho, mustache
13	Mar 12, 2010 2:21 PM	Actually, Mexico is not that much advertised in Latvia. But what I have read in different media corresponded to what I encountered in Mexico.
14	Mar 12, 2010 2:28 PM	There is so many different plans, that you (as a tourist) are always going to find what you are looking for.
15	Mar 12, 2010 9:22 PM	GOOD BEACHES AND WEATHER, THERE ARE, NICE PEOPLE THERE IS, NICE CULTURAL BACKGROUND AND PYRAMIDS, THERE ARE AND VERY DIVERSE CITIES, THERE ARE AND GOOD FOOD!
16	Mar 13, 2010 12:12 PM	Is better than that
17	Mar 14, 2010 12:41 AM	because announces biodiversity and nature
18	Mar 14, 2010 7:17 PM	Mexico , the logo does not say anything about corruption... nothing about drug trafficking either
19	Mar 14, 2010 8:33 PM	there is great cultural and natural resources and people are very welcoming
20	Mar 15, 2010 4:14 PM	Mexico is rich in culture and nature's rich, it's a pleasure to visit mexico.
21	Mar 15, 2010 5:13 PM	mexican people is really warm
22	Mar 15, 2010 5:50 PM	.....
23	Mar 15, 2010 6:32 PM	I beleive that the idea I had of Mexico is very similar to what it really is
24	Mar 15, 2010 9:18 PM	All the beautiful landscapes and everything is true!
25	Mar 16, 2010 10:04 AM	Because it IS that beautiful, simple.
26	Mar 16, 2010 11:31 AM	I think they are focusing on the strong spots of our culture and that is good. :D
27	Mar 16, 2010 2:05 PM	The typical Mexican advertisement includes natural beauty, white beaches, pyramids, dark skinned Mexicans with Indian local heritage, a sombrero, cactuses and often Tequila. If one wants to, it is possible to experience this in Mexico. Especially in tourist locations.

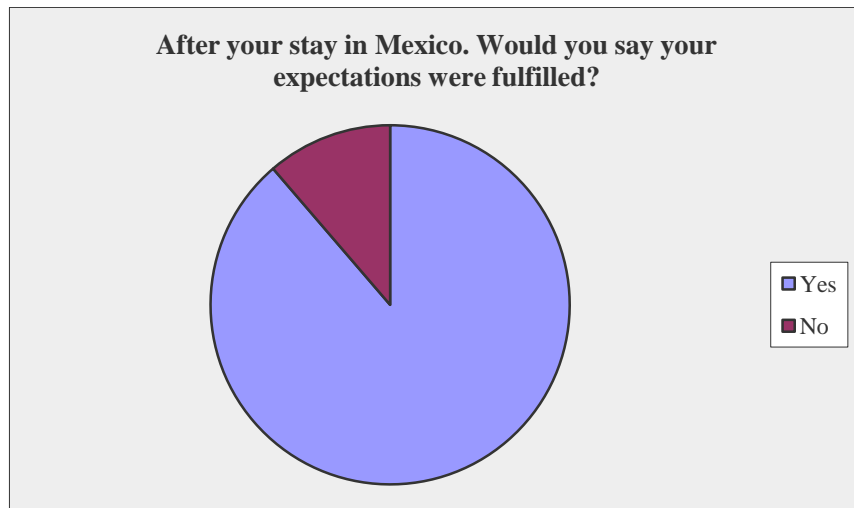


28	Mar 16, 2010 3:22 PM	Although Mexico is a beautiful country where my mom was born, I feel the govt capitalizes on the "beauty" but fails to recognize how impoverished their beautiful country is. Mexico as a whole is beautiful, the nature, the culture, the food, the people, and the general attitude to always assist those is the greatest in the world. Now if the corruption/narco money in the govt could decrease it would become a better place.
29	Mar 16, 2010 3:32 PM	I don't see too much advertising about Mexico but when I lived there in 2005, the food was excellent, the people were friendly and the beaches were sandy, which is what I think the advertisements I have seen talk about.
30	Mar 16, 2010 3:55 PM	I THINK INSECURITY IS NOW A BIG PROBLEM FOR MEXICO
31	Mar 16, 2010 6:02 PM	I believe that the image that the campaign is trying to show is that Mexico is full of culture, history and that it is an exotic but modern country.
32	Mar 16, 2010 6:12 PM	Mexico is much more than you can watch on TV or what people say. For instance, the promotion for adventure/sports tourism is not considered in Mexico.
33	Mar 17, 2010 12:41 PM	Mexico is as beautiful in real life as in the advertisements
34	Mar 17, 2010 4:53 PM	I think Mexico has a lot to offer and government is working hard to let the world know there's more than just violence.
35	Mar 17, 2010 9:02 PM	Well, I just have been on turistic places, and I really like them.
36	Mar 17, 2010 9:15 PM	-
37	Mar 17, 2010 9:30 PM	to be honest I haven't seen much about advertising so I cannot answer the question
38	Mar 17, 2010 10:47 PM	?
39	Mar 17, 2010 11:42 PM	it is what they say
40	Mar 18, 2010 1:49 AM	All the images they show are real places, the actual beauty and richness of the country
41	Mar 18, 2010 7:38 AM	The advertisements normally show a beautiful place with a very welcoming people. That is definitely Mexico.
42	Mar 18, 2010 9:44 AM	Mexico is all they say and a bit more.

43	Mar 18, 2010 10:32 AM	Promises what the country provides without too much effort. Of course its a very positive picture of the country, but as a reader you are well aware of this.
44	Mar 18, 2010 10:44 AM	not only are there few advertisements, but those that do exist show/say very little
45	Mar 18, 2010 1:58 PM	Everything that was advertised in terms of weather, attractions, natural beauty were all accurate representations of what was seen in advertisements. However, there was a lot more poverty than I expected. Resorts and tourist locations seem to be isolated from many of the realities / conditions of the country. In my opinion, the isolation between the resorts and many other parts of the country may provide a misleading representation of the country's socio-economic status.
46	Mar 18, 2010 2:30 PM	.
47	Mar 18, 2010 5:53 PM	It has a lot of information about the cultural traditions and a brief explanation about the touristic attractions.
48	Mar 18, 2010 9:47 PM	I just saw the logo but not any advertising about mexico and it was after the swine flu last year
49	Mar 19, 2010 4:26 PM	Because the advertising places are really nice in real and the prices of the hotels are updated
50	Mar 19, 2010 10:30 PM	It is very sunny and nice :)
51	Mar 21, 2010 12:34 AM	I dont know. Never put any attention to advertisements.
52	Mar 21, 2010 1:03 AM	noy absolutely, of course the reality in the country has something to do with what you can see in the advertising but, there are also some aspects of the country that you don't see there and are MORE real, like insecurity, etc.
53	Mar 21, 2010 2:07 PM	Unfortunately i am not aware of any advertisement for Mexico. Therefore, I cannot judge about the consistency.

**After your stay in Mexico. Would you say your expectations were fulfilled?**

Answer Options	Response Percent	Response Count
Yes	88.7%	47
No	11.3%	6
<b><i>answered question</i></b>		<b>53</b>
<b><i>skipped question</i></b>		<b>3</b>



Why? Please explain briefly		
Answer Options		Response Count
		53
<i>answered question</i>		<b>53</b>
<i>skipped question</i>		<b>3</b>
Number	Response Date	Response Text
1	Mar 11, 2010 4:01 PM	great holiday
2	Mar 11, 2010 4:05 PM	All my expectations were fulfilled because I think the country is way much more than just a simple campaign saying Visit Mexico and beautiful pictures of white sand beaches. The diversity, gastronomy, history, culture, among other things, make your experience in this country a unique one.
3	Mar 11, 2010 4:42 PM	I am aware of the pros and cons
4	Mar 11, 2010 4:42 PM	Not because of the insecurity
5	Mar 11, 2010 5:38 PM	i loved it
6	Mar 11, 2010 6:36 PM	Nice people, very beautiful city (Guanajuato), great food, made good friends, lots of interesting attractions, cheap food.
7	Mar 11, 2010 11:38 PM	Because it is more beautiful in reality than the pictures and the culture is diverse and the people is very friendly
8	Mar 12, 2010 9:35 AM	it is as Mexico, sometimes not everything is organized, but the places are nice

9	Mar 12, 2010 9:56 AM	Many cultural experiences, much chili and a lot of tequila.
10	Mar 12, 2010 10:14 AM	I like the country a lot. I've been to a few different areas, and I like the diversity and the people in general. The north is very different from the south, of course, but I guess that's part of the charm
11	Mar 12, 2010 11:45 AM	MExico is everything it is said to be and then some
12	Mar 12, 2010 12:25 PM	I went there to see my boyfriend. not to be a tourist...
13	Mar 12, 2010 2:21 PM	All of my expectations were fulfilled.
14	Mar 12, 2010 2:28 PM	You just have a fantastic time, with great people in amazing landscapes.
15	Mar 12, 2010 9:22 PM	I HAD ONLY GOOD EXPERIENCES. CULTURAL, GASTRONOMICAL AND PERSONAL (TRAVELS AND FUN)
16	Mar 13, 2010 12:12 PM	food
17	Mar 14, 2010 12:41 AM	.
18	Mar 14, 2010 7:17 PM	,
19	Mar 14, 2010 8:33 PM	i did not expect much to begin with
20	Mar 15, 2010 4:14 PM	i was searching for museums, and mexico has a lot of them, and people personality is hospitability and very kind with foreigners.
21	Mar 15, 2010 5:13 PM	i was really happy about this trip
22	Mar 15, 2010 5:50 PM	,,,,,,,,,,,,,
23	Mar 15, 2010 6:32 PM	Yes, Mexico was as amazing as I expected
24	Mar 15, 2010 9:18 PM	Mexico is wonderful!
25	Mar 16, 2010 10:04 AM	We did everything we wanted to do.
26	Mar 16, 2010 11:31 AM	I am mainly attracted to mexicos gastronomy... and i miss it every second i am away of my country(mexico)
27	Mar 16, 2010 2:05 PM	I did not have many expectations, other than that it would be a warm climate and that Spanish would be the main language. My expectations were more than fulfilled, especially the warmth of the people was wonderful to experience.

28	Mar 16, 2010 3:22 PM	I love mexico, why?  1.Food  2.Culture  3. FUTBOL!!! RAYADOS!!  4. Mexican Women ;)  5. Religion
29	Mar 16, 2010 3:32 PM	I made some really good friends there I'm still in contact with five years later.
30	Mar 16, 2010 3:55 PM	I THINK MEXICO IS A GREAT NATION FOR ITS CULTURE, GASTRONOMY AND KIND PEOPLE.
31	Mar 16, 2010 6:02 PM	You have history, culture, fun, sun and great people!
32	Mar 16, 2010 6:12 PM	A trip in mexico give you more experience than expected.
33	Mar 17, 2010 12:41 PM	Mexico is really one of the most gorgeous places i;ve ever been to, with rich culture, diverse landscapes, very friendly people, very tasty food and great songs!!
34	Mar 17, 2010 4:53 PM	The places I've visited show what I expected and more.
35	Mar 17, 2010 9:02 PM	I was expecting good view, sun, parties, beaches... found everything and tequila... (flavors... mmmm)
36	Mar 17, 2010 9:15 PM	not enough time to see it all. I would like to go back and see more though
37	Mar 17, 2010 9:30 PM	expectations were fulfilled in every way
38	Mar 17, 2010 10:47 PM	Because I love mexico
39	Mar 17, 2010 11:42 PM	I had fun, the weather was great, food was good and prices student-friendly and negotiable
40	Mar 18, 2010 1:49 AM	I got even more than what I wanted, good food, nice people, beautiful places
41	Mar 18, 2010 7:38 AM	I came down on business and found that I wanted to stay for many more reasons. Some of which are; the geographic beauty, culture, lifestyle, food and many more.
42	Mar 18, 2010 9:44 AM	Great food, great weather, harm open people, natural beauty and a fantastic cultural heritage. What more could we ask for?

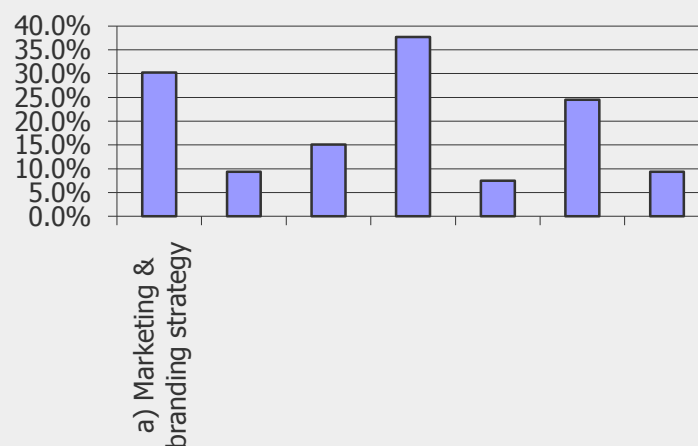
43	Mar 18, 2010 10:32 AM	Got what I wanted which was incredible nature, wonderful people and cuisine and further knowledge of Spanish.
44	Mar 18, 2010 10:44 AM	I was able to see the remains of an ancient civilization.
45	Mar 18, 2010 1:58 PM	The weather was great, the beaches were nice and the cities / towns, which i visited were interesting / unique. Overall good experience.
46	Mar 18, 2010 2:30 PM	.
47	Mar 18, 2010 5:53 PM	It is a lot of things to offer to local and international tourist, there are always something different to do and the diversity of options for all kind of interest (historical, arqueological, ecotourism, ecology, architecture, adventure, etc)
48	Mar 18, 2010 9:47 PM	it was more that I expected. people, culture and gastronomy is the best of mexico
49	Mar 19, 2010 4:26 PM	I lived there so don't have any expectations. But, the travels were awesome.
50	Mar 19, 2010 10:30 PM	It was very sunny and nice :)
51	Mar 21, 2010 12:34 AM	There was no expectations. I new nothing of Mexico, therefore I could not be disappointed.
52	Mar 21, 2010 1:03 AM	i live here, honey! jaja but, you always expect more
53	Mar 21, 2010 2:07 PM	I got to see a lot of culture, delicious food and sun. I didn't expect to get to know many Mexicans, as I stayed in a very touristic place.

In your opinion. What would you change/improve of the Mexico brand ? (It is possible to mark several)		
Answer Options	Response Percent	Response Count
a) Marketing & branding strategy	30.2%	16
b) Design of the logo	9.4%	5
c) Slogan	15.1%	8
d) Promotion/advertising channels	37.7%	20
e) All the aboves	7.5%	4
f) Nothing	24.5%	13
g) Other.	9.4%	5
Other (please specify)		5
<b>answered question</b>		<b>53</b>

*skipped question***3**

Num ber	Response Date	Other (please specify)
1	Mar 11, 2010 4:42 PM	Security
2	Mar 12, 2010 2:21 PM	As I already mentioned, Mexico is not well branded in Latvia. Thus, I even do not know anything about Mexico brand.
3	Mar 14, 2010 12:41 AM	.
4	Mar 16, 2010 2:05 PM	I m not sure, as I do not know more than the logo and the slogan that I have read above.
5	Mar 16, 2010 6:12 PM	Direct investment in national events

In your opinion. What would you  
change/improve of the Mexico brand ? (It is  
possible to mark several)

**Other Comments...**

Answer Options	Response Count
	15
<i>answered question</i>	<b>15</b>
<i>skipped question</i>	<b>41</b>

Number	Response Date	Response Text
1	Mar 11, 2010 4:42 PM	I think the news we generate, impoverish any advertising about mexico
2	Mar 12, 2010 9:35 AM	the page visitmexico.com seems very incomplete, is a summary of the site but nothing else, you need more information.
3	Mar 12, 2010 9:56 AM	The slogan should be in English to catch the broader world and not just Spanish speaking parts.
4	Mar 12, 2010 10:14 AM	Regarding question 9, it was difficult to rank them, I have had very positive experiences with all the things you mention
5	Mar 14, 2010 12:41 AM	.
6	Mar 14, 2010 8:33 PM	make it more international to reach people that do not understand spanish and make sure to emphasize the safety/security in mexico
7	Mar 16, 2010 2:05 PM	Viva México! It looks like it is going to be an interesting thesis
8	Mar 16, 2010 3:22 PM	None
9	Mar 16, 2010 3:55 PM	WE NEED URGENT A BETTER GOVERNMENT TO CLEAN UP THE CARTELS AND INSECURITY IN MEXICO
10	Mar 16, 2010 6:02 PM	Last year I saw an advertising of Mexico in the subway of Paris, it was great I was very proud.
11	Mar 16, 2010 6:12 PM	Mexico has to consider sports events/tourism
12	Mar 17, 2010 11:42 PM	I was there for three weeks, but that is not an answer option. Also, there is a lot of buttons missing for me in the survey, so I cannot answer all questions. Sorry!
13	Mar 18, 2010 1:49 AM	It doesn't have the international presence that it should.
14	Mar 18, 2010 7:38 AM	Good luck on the thesis!!
15	Mar 18, 2010 5:53 PM	The website has a lot of information about the cities and touristic points of interest, but even there are many photos of every link the visitor wants to see, it would be highly recommended to have a full gallery with different pictures of every site of interest, if it is possible some 360° interactive virtual views and some podcasts of foreign visitors talking about their experience, in their native language if it is possible. There are a lot of internet and web design resources right now that can be explored. Also be careful with the translations, because I have received some comments that even the idea is understandable, it doesn't feel quite natural.



