



SUOMI  
FINLAND



BUILDING  
THE IMAGE OF  
**FINLAND**

Review of the country  
image work in 2015–2016



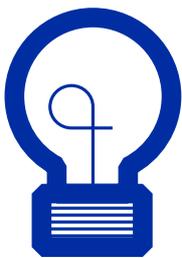
Photo: Riitta Supperi / Finland Promotion Board

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## SUOMI フィンランド



**2<sup>ND</sup> MOST  
INNOVATIVE  
COUNTRY**  
GLOBAL COMPETITIVENESS REPORT  
World Economic Forum



Cover photo: Sakari Piippo / Finland Promotion Board

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# DEAR READER,

Finland is a great country – an equal, democratic and functional society. Finland consistently ranks very highly in international comparisons on issues from quality of life to clean environments and clean solutions. Underpinning this success are the country's people, known for being down-to-earth, well-educated and reliable.

It cannot be claimed, however, that Finland is a kind of heaven on earth. There is undoubtedly considerable room for improvement – though our starting point for the future is among the best in the world.

We Finns are aware of all this, but too few people outside our country share this awareness. That's why we must spread the word about Finland's strengths, and tell the story of Finland in our own words. When an image of our country appeals both to emotions and to reason, Finland becomes an interesting alternative – for anyone considering where to study, choosing a holiday destination, comparing Finnish products to those made elsewhere, or seeking a partner to advocate for important issues together within an international organisation.

Finland's brand and reputation have been repeatedly built and reshaped successfully during our history. In times of crisis, for example, Finland has skilfully used its foreign diplomatic missions, various audiovisual materials and visits by foreign journalists to good advantage. Even in the early days of our independence, our efforts to build our country brand were world class. One of the world's first ever country brand films was Finlandia, released in 1922.

Especially today, the international climate and our own economic situation mean that we must take country branding work seriously, and that it must play a strategic role in Finland's activities. However, country branding means much more than amusing marketing campaigns – whose impact is short-lived. Country brand work must involve purposeful and persistent advocacy, communications and marketing. Finland's country brand also comprises things we cannot influence, such as our geographical location, our history, the wars we have fought, and well-known Finns. While reputations can change rapidly or be destroyed, a country brand only changes slowly.

It is often said that Finns are too concerned about how Finland is perceived abroad. But it's helpful that our image abroad interests each of us, because every Finn is an ambassador of Finland. Through this review we want to offer ideas for fruitful discussion. We have compiled the latest research findings, our neighbours' viewpoints, and many available tools and suggestions for enhancing the effectiveness of Finland's country brand work in one volume. Successful country branding work is ultimately reflected in such important fields as political and economic success.

We hope this material will help you to enjoy fruitful discussions.  
From Helsinki, 20.4.2017,

**Mari-Kaisa Brander**

Chair, Finland Promotion Board  
Head of Communications,  
Prime Minister's Office  
(until 7 February 2017)  
Head of Communications,  
Ministry of Economic Affairs  
and Employment

**Petra Theman**

Secretary-General, Finland  
Promotion Board  
Director, Unit for Public Diplomacy,  
Ministry for Foreign Affairs



Photo: Petri Artturi Asikainen / Finland Promotion Board

# 1. WHAT IS MEANT BY COUNTRY IMAGE WORK?

Country image is formed of mental images which are based on knowledge, experiences and beliefs of that country. Country image work involves advocacy, communications and marketing, with the aim of influencing the awareness, opinions and ultimately the decisions of target groups. At best, this work is an interactive discussion rather than a one-sided monologue. The spectrum of measures and tools is very broad, and country image work is evident in all the work done by diplomatic missions, for instance. Country image work particularly means describing our strengths in accessible ways.

⟨ **At best, this work is  
an interactive discussion rather  
than a one-sided monologue.**

The concrete long-term results of country image work can be significant both economically and politically. Decisions affecting Finland are made abroad by individuals, companies and national governments on the basis of facts, but perhaps even more so on the basis of mental images. Do I perceive that Finnish products will be of high quality? Do I want to seek a partner from Finland? Should I take my family to Finland for a holiday? Do I dare relocate to Finland for work? Is Finland a safe country for our company to invest in? Can we use a consultant from Finland to help us reform our educational system? Should we try to advocate for some issue such as gender equality together with Finland, or perhaps with some other country instead?



Photo: Sakari Piippo / Finland Promotion Board

There is a deep consensus in Finland that, aside from the international political situation, the most important challenges facing our society are associated with our own economic growth. For this reason, it is important that actions designed to promote Finnish exports and direct investments in Finland form an integral part of country image work.

Hearing what someone says about your own country is always of interest. We can ideally enlist individual citizens and Finnish companies to help us carry Finland's message forward. Our product – Finland – must first be in good shape, but this alone isn't enough. We must tell our story ourselves. Otherwise someone else will do it for us.

## OBJECTIVES OF **COUNTRY IMAGE WORK**





Photo: Sakari Piippo /  
Finland Promotion Board

## 2. WHAT SORT OF COUNTRY IMAGE DOES FINLAND HAVE?

Everyone who speaks or writes about Finland, or who documents Finland in any way, helps to shape Finland's country brand. The country brand itself – or the image of Finland – only changes extremely slowly. A country brand is based on everything that a country and its people have done for decades: what kind of policies the country has implemented, which well-known opinion leaders, artists or athletes are from there, how the country's economy and companies have fared in global markets, which international communities the country belongs to, and what international links the country has.

This wider country brand thus differs from a more rapidly changing country reputation with regard to any individual issue. Finland's country brand may differ completely from what foreign media write about Finland – although years of continuous, systematic writing on a particular subject relating to Finland may gradually shape the country brand.

Mental images associated with countries change very little: after your first image of a country is formed when you are a teenager, almost the only way this can be changed is by visiting the country or becoming friends with someone from that country. A large proportion of the world's decision-makers are 45–60 years of age. Their image of Finland therefore dates back to some 30–40 years ago.

At the turn of the millennium three factors contributed decisively to a change in Finland's country image: the rise of Nokia, the effects of the collapse of the Soviet Union, and Finland's accession to the EU. On the other hand, the country brand is still influenced by wars fought previously, by the country's development into a Nordic welfare state, and by the consequent growth in well-being and know-how.

Trends in Finland's country image are monitored in many ways. The Finland Promotion Board orders a comprehensive study The Anholt-GfK Roper Nation Brands Index, referred to as NBI below, at three-year intervals. In addition, the results of several country brand studies are closely followed each year, and Finland's diplomatic missions annually compile the review 'Finland in World Media'. The effectiveness of individual campaigns and projects is additionally measured, using media, social media and network statistics, for instance.

**Finland's  
country image  
is not the same  
thing as what  
foreign media  
write from  
time to time.**

## 2.1 THE NATION BRANDS INDEX: SETTING THE BAR

The Anholt-GfK Roper Nation Brands Index (NBI) is considered to be the world's most comprehensive country brand survey. Each year the NBI measures country brands on the basis of six dimensions: exports, social policy and governance, culture, people, tourism, and immigration/investment. The resulting surveys contain a ranking list of countries, and an explanatory section. The NBI is compiled by interviewing more than 20,000 people in 20 countries, focusing on their images of 50 countries in all. Finland ranked 17th in 2016, and our position has remained similar for many years.

### Finland's ranking, 2008–2016



Source: NBI 2016

The NBI rankings seldom yield surprises or dramatic shifts in countries' ratings. The United States has been ranked number one for many years, and Germany has long been number two. A country's size or population influences the ranking, since larger countries usually have greater visibility and more 'ambassadors' of their own. Sweden's ranking is commendable, because it has long been ranked 10th. Russia ranked 22nd on last year's survey.

It is more meaningful to examine how Finland's ratings on individual dimensions have changed in individual countries. In 2016 the scores given to almost all Western countries decreased. Finland, Denmark, Spain and Greece were the only ones of the top 20 countries whose overall results rose slightly. This has not affected Finland's overall ranking yet, as the rise was not enough to take us past Austria, ranked 16th.

### Changes in scores received by Finland in NBI surveys, 2015–2016

Overall NBI <sup>SM</sup> Score Change 0.18					
Exports 0.51 (15 <sup>th</sup> )	Governance -0.03 (8 <sup>th</sup> )	Culture 0.40 (27 <sup>th</sup> )	People -0.04 (17 <sup>th</sup> )	Tourism -0.02 (22 <sup>th</sup> )	Immigration/ Investment -0.28 (15 <sup>th</sup> )

Source: NBI 2016

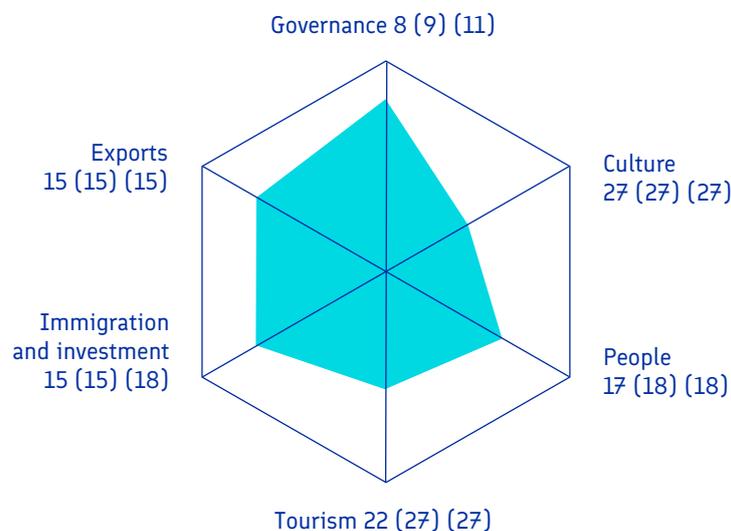
## FINLAND'S STRENGTHS

- + Our best ranking was for social policy and governance, where our ranking even improved in 2016 from the previous year. Finland is seen as competent both in domestic contexts and internationally. We are particularly appreciated on environmental issues, for our role as a keeper of world peace, and for the equality that characterises our society.
- + Finnish business expertise is seen as vigorous, product quality is well rated, and Finns are perceived as being technologically skilled. Our ranking on the immigration and investment dimension increased from the previous year, after we overtook Scotland.
- + By nature, Finns are considered friendly, with a positive attitude towards foreigners. Above all, they are also seen as honest, hard-working and reliable. Our ranking on the people dimension rose a notch, taking us past Austria.
- + The quality of life in Finland is also considered to be high.

## FINLAND'S WEAKNESSES

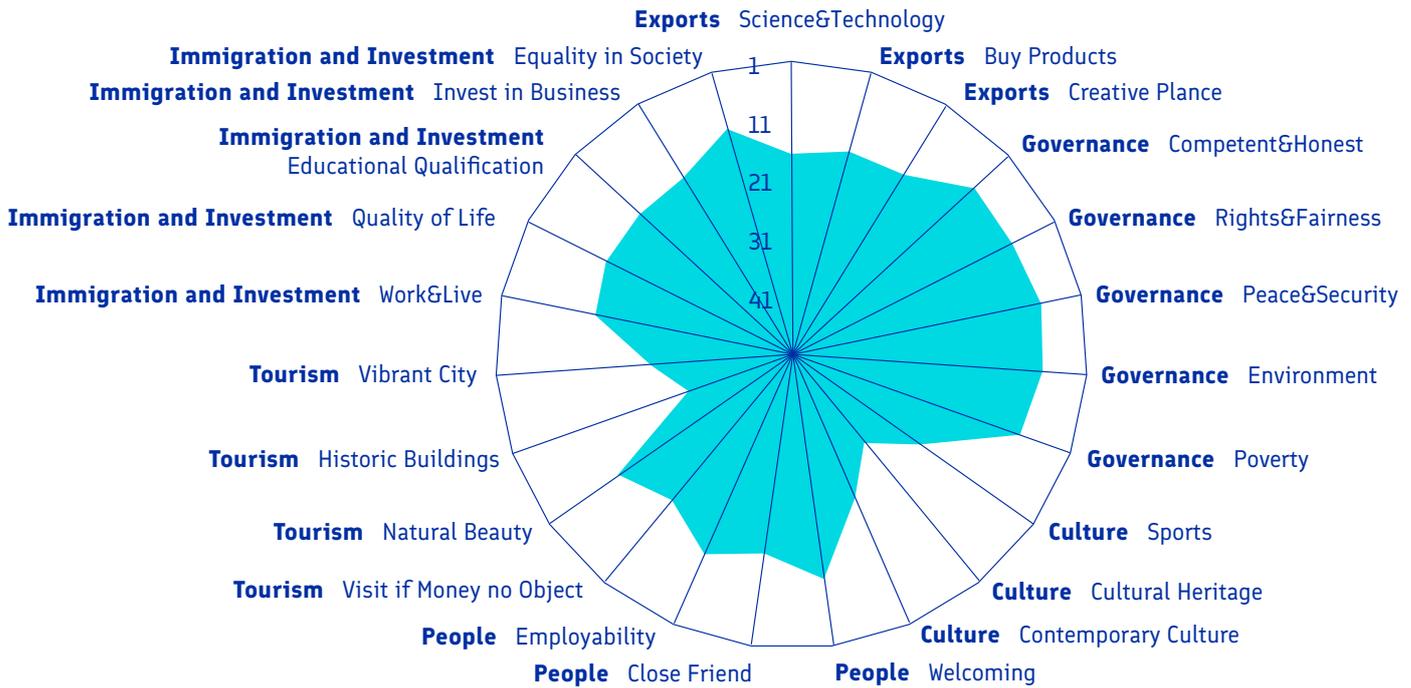
- We tend to lag behind on 'soft' indicators, such as dynamism, vibrancy and the degree of interest in our culture (in the broad sense), which are clearly weaker than our other dimensions.
- We don't excel at sports, in the experiences offered by cities, or in our cultural heritage.
- Our ranking on tourism has improved in the long term, but at the annual level the change is not visible, and our ranking is still below the overall level of Finland's country brand.
- Our culture is not highly rated, according to the survey. Despite recent investments in cultural exports, Finland has not risen above mediocrity at the global level, and we have remained in the same position in the rankings, at 27th, since 2008.

### NBI rankings for different dimensions, 2016 (2013) (2008)



Source: NBI 2016

## Finland's NBI rankings in 2016 for different dimensions



## WHO LIKES US, AND WHO DOESN'T?

Finland's country brand has improved appreciably on all dimensions in Argentina and Brazil. However, Finland's country brand has weakened considerably in Egypt and Russia. In Egypt the country brands of almost all Western countries have declined lately. In Russia, Finland's ranking has declined particularly on the dimensions of governance and people, though Finland's overall country brand in Russia remains very good.

### Finland's best overall rankings as measured in individual countries

Sweden	9	
Russia	12	
South Korea	12	
France	12	
Canada	13	
Germany	13	
Japan	14	

### Finland's lowest overall rankings as measured in individual countries

Argentina	21	
India	21	
South Africa	23	
Mexico	24	
Egypt	27	

A highlight of the Nation Brands Index concerning Finland for the year 2016 can be found at: <https://toolbox.finland.fi/research/finland-anholt-gfk-roper-nations-brand-index-2016-fi/>



Photo: Sakari Piippo / Finland Promotion Board

## 2.2 FINLAND IN WORLD MEDIA

**Most interest was aroused by the basic income experiment.**

The Ministry for Foreign Affairs regularly contacts our diplomatic missions around the world to obtain their views on how Finland has appeared in the media of their respective host countries. Related reports have been compiled annually since 2001. In recent years these reviews have become more quantitative, facilitating comparisons of results from different years.

A total of 75 reports from 69 countries were received for the 2016 review. Our diplomatic missions reported that Finland's reputation had remained mainly unchanged, or had improved slightly in some places compared to 2015. Finland's reputation in the media is positive in most countries, and in some places our country is greatly admired. On a scale ranging from 0 (critical) to 5 (praiseworthy), the attitude of the world media towards Finland was 3.88 in 2016 (3.74 in 2015; and 3.69 in 2014).

Moving further away from Finland, our country becomes less-well known and Finland's country brand gets weaker. Closer to Finland, our country brand is almost always positive, diverse and varied, with few blind generalisations.

In 2016 Finland's reputation for education remained ahead of the pack. Education is the theme for which Finland is best known. Although Finland no longer took first place in the PISA educational attainment rankings published in December 2016, our country is often mentioned in PISA news coverage as a model student – and a country where educational issues have traditionally been addressed highly effectively. However, our efforts today seem to be attracting less praise than a few years ago, and in some places reference is also made to Finland's fall from the top positions.

In addition to education, Finland was positively portrayed in the world media in 2016 in relation to the welfare state, the lack of corruption, our well-functioning society, and our overall high rankings in comparisons. At the level of individual news issues, Finland's experimentation with a basic income pilot scheme attracted the most interest, with news coverage depicting Finland as a bold experimenter and a pioneer.

Finland's economic reputation, which had suffered in recent years, seems to have improved, although we were still subject to negative attention in some countries, especially in Europe. On the other hand, our reputation for tourism, particularly in Lapland, is clearly picking up rapidly. Finland's leading positions in important tourism rankings brought considerable media coverage. Finland's reputation as a high-tech expert is maintained by interest in the Slush start-up event, the start-up spirit, cleantech, Rovio and the wider gaming industry, as well as continuing interest in Nokia.

Regarding individual Finns, the most visible – as before – were Formula 1 and rally drivers, as well as familiar names from the arts, such as Kaija Saariaho, Sofi Oksanen, Alvar Aalto and Tove Jansson. Nobel laureate Bengt Holmström and – above all in the UK – X-Factor finalist Saara Aalto enjoyed personal success stories resulting in spikes in media coverage. Among politicians, former Prime Minister Alexander Stubb remained a very prominent European politician in the world media even though his role changed. In addition to Stubb, Minister for Foreign Affairs Timo Soini and Prime Minister Juha Sipilä were Finland's most visible politicians.

**1<sup>ST</sup> HIGHEST QUALITY OF LIFE**

Source: Social Progress Imperative



A summary report of Finland in the world media was published in March at <https://toolbox.finland.fi/toolbox/research/>.



Photo: Harri Tarvainen / Visit Finland

## 2.3 FINLAND AS A TOURISM DESTINATION

Tourism is one of Finland's fastest growing sectors. Income from tourism, comparable to income from exports, amounts to almost four billion euros. This is more than all of Finland's high technology exports in total.

Tourism is growing globally at a faster rate than combined gross national products. According to the World Tourism Organization (UNWTO), tourism grew by four per cent worldwide in 2016, the seventh consecutive year of growth. In Northern Europe, tourism has increased by six per cent, which is clearly faster than in Europe overall, where the growth was two per cent.

According to recent forecasts by Oxford Economics, growth in the numbers of tourists in Europe will come particularly from Germany, the United Kingdom and the United States. China and Japan are also among important countries of origin for tourism in Finland.

**Tourism income is almost four billion euros. This is more than all of Finland's high technology exports in total.**



## “BEST OF THE WORLD” DESTINATION 2017

National Geographic

According to a Brand Tracking survey commissioned by Visit Finland, many positive things are associated with Finland. One of the greatest challenges, however, is that Finland doesn't stand out much from its Nordic competitors. This encourages communications to focus on strengthening Finland's well-known positive features and mental images. Focusing on a few unique characteristics may be the best way to enhance Finland's reputation as a destination. These special characteristics can attract customers considering a trip, and then encourage them to learn what else Finland has to offer. For example, in the Chinese market Finland and our Nordic neighbours do not stand out from each other clearly in advance; instead, potential tourists are interested more widely in the whole Nordic region. This gives us a good opportunity to create a distinctive profile for Finland, and stand out from the crowd.

Winter tourism is strong in Finland. In recent years, overnight stays during the winter season have accounted for between 43 and 47 per cent of all overnight stays by foreigners in Finland. Correspondingly, overnight stays during the summer have accounted for 53 to 57 per cent of all stays. In relation to the other Nordic countries, we are the clear market leader for the winter season in markets including Russia, the United Kingdom, France, Japan, China and Switzerland. Finland's winter has been highly commodified, and the impact of this work is reflected in the record growth figures for the 2016-2017 winter season.

### Tourism industry

International revenue comparable to export:

**EUR 3.9 billion**

(Including travel into Finland, estimated EUR 1.4 billion, 2006)

Registered overnight stays by foreigners:

**5.8 million**

Nights (2016)  
Growth 4.6 %

Overall tourist spending (domestic and foreign):

**EUR 13.8 billion**

(2015)

Employment in tourism:

**140,000**

Employees (2014)

Tourists from abroad:

**7.7 million**

(2016)

Tourism's contribution to Finland's GDP:

**2.5 %**

(2016)

The persistent work done by Finland's tourism industry received significant international recognition when Lonely Planet and National Geographic Travel both chose Finland as one of this year's top destinations to visit. Finland's recognisability and attractiveness as a tourist destination will increase as a result of the related publicity. Converting interest into real tourist flows and income will require cooperation through the entire Finnish tourist industry, as well as investments in sales and marketing.

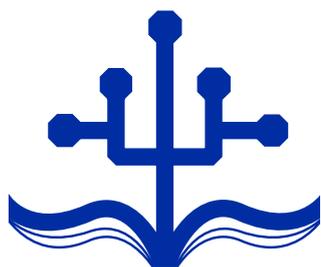
The latest statistics and research results are available at [visitfinland.fi/tutkimukset-ja-tilastot/](http://visitfinland.fi/tutkimukset-ja-tilastot/).

Sources: Statistics Finland, TAK Oy and Visit Finland

## 2.4 OTHER STUDIES

Finland's country image or reputation is also measured by numerous other studies. Country-specific studies have been commissioned by Finnish diplomatic missions, universities, and scientific and cultural institutions. For example, the Portland Communications study 'Soft Power Index' (July 2015) supports the findings of the Nation Brands Index and reports submitted by Finland's diplomatic missions. Finland ranks 15th among the 30 countries assessed. The Nordic welfare model, good governance and a functional business environment are mentioned as Finland's strengths. Listed as weaknesses are Finland's small population and the consequent limited resources for spreading the message. Finland fares worst on the study's indicators for culture and tourism. Additionally, Finland's higher education system does not seem to be as well perceived as the favourable general impression of education in Finland might suggest.

**2<sup>ND</sup> GLOBAL  
CLEANTECH  
INNOVATION  
INDEX**  
Cleantech Group



The Nation Brands study conducted by the firm Brand Finance contrastingly measures the value of country brands. The 2016 study rated Finland's brand as the world's eighth strongest.

From Finland's perspective, ranking tables for certain special expertise or the images of specific sectors generally make pleasant reading. Finland is listed, among other things, as the most attractive place for investment in Europe, and as the world's greenest, most stable and most literate country. We can perhaps speak about unfulfilled country brand potential in this context. In a cumulative country brand rating adding all the various rankings together, Finland's overall position could be even higher.

These studies are available at <https://toolbox.finland.fi/toolbox/research/>



Photo: Sakari Piippo / Finland Promotion Board

**The Nordic welfare model, good governance and a functional business environment are mentioned as Finland's strengths.**



Photo: Sakari Piippo / Finland Promotion Board

**1<sup>ST</sup> BEST GOVERNANCE IN THE WORLD**  
Source: Legatum Institute

**1<sup>ST</sup> HUMAN CAPITAL REPORT**  
Human Capital Report 2016

**1<sup>ST</sup> WORLD'S MOST LITERATE NATIONS**  
Source: Central Connecticut State University

## 2.5 SUMMARY

The results of the various studies can be summed up in one sentence: Finland is perceived as a functional and competent country, which is nevertheless somewhat cold and clinical.

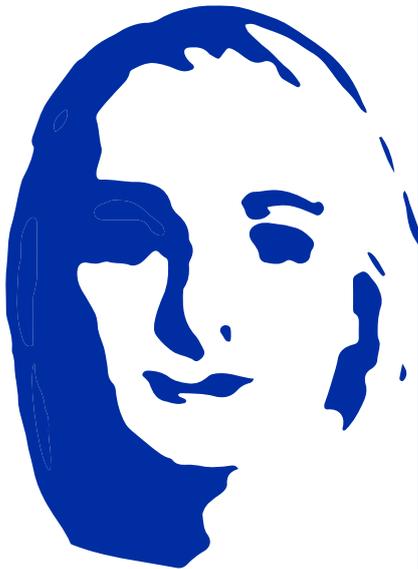
### **The Nation Brands Index has a suggestion for Finland:**

“Finland’s nation brand won’t be improved by worrying how Finland should improve its nation brand on a global scale. The most important thing for Finland is to examine how to best use the positive nation brand it already has. How could it use this soft power (trust, attractiveness, even admiration) – for both its own people and the rest of humanity?”

The most fruitful thing for Finland would be to concentrate on the obligations this power gives us, rather than focusing on what opportunities it opens up.

Organisations should be allowed to do their own work sector-specifically, to promote exports, investments and tourism, and they should make use of Finland’s good nation brand, but they cannot improve the nation brand. This can only be achieved by increasing Finland’s wider, non-sector-specific influence and by ‘doing good’.”

Source: NBI 2016



Original image: Ministry for Foreign Affairs of Estonia

## 2.6 MARIA BELOVAS OF ESTONIA'S MINISTRY FOR FOREIGN AFFAIRS EVALUATES HOW FINLAND IS PERCEIVED IN THE LIGHT OF STUDY FINDINGS

*As mentioned, studies show that Finland has some well known positive aspects that form a solid base for expanding the country image. Building upon what people already know and trust will probably end up being more effective than efforts to debunk the more negative/unknown aspects.*

*Every country's business card are its people and that is where nation branding begins and ends. The idea of persuading Finnish people to promote their homeland is a powerful tool – the ultimate crowdsourcing. However, the will to become an "Ambassador" of one's country is something that must come from within. The Government can then provide know-how and tools for people to show pride in their country.*

*Mainly positive image in global media is a good head start. Having more or less news items in today's media sphere is not necessarily labeled as good or bad. No news is often good news and one negative campaign can do more damage than a hundred positive ones on another issue. In the era of fake news from every direction and beliefs undermining facts it is important to be prepared to swiftly react to correct and redirect undeserved negative attention.*

### MARIA BELOVAS

*Director  
Communications Department  
Ministry for Foreign Affairs of Estonia*



Photo: Annika Söderblom / Finland Promotion Board

# 3. COUNTRY IMAGE WORK TODAY

## Measures 2015–2016

The first body coordinating Finland’s brand communications, the Coordination Committee for Communications Abroad, was established at the turn of the 1960s–1970s, when international interest increased the pressure to develop Finland’s brand abroad.

The name of the Coordination committee was changed to the Finland Promotion Board (FPB) in 2006. In the same year the Government made the Finland Promotion Board permanent, as part of Finland’s Tourism Strategy to 2020 prepared by the Ministry of Trade and Industry. The Finland Promotion Board was assigned to coordinate international brand communications and the development of a comprehensive Finland brand. At that time, the chairmanship of the Finland Promotion Board lay within the Ministry for Foreign Affairs, but with the creation of the Team Finland network it was transferred to the Prime Minister’s Office in 2012. This change was made to ensure that country brand communications would be part of the Government’s strategic communications, and that jointly agreed country brand policies would be implemented in all ministries.

⚡ **The earmarked budget allowed for the enhanced planning and implementation of common tools such as marketing materials.**

Almost all countries have some body responsible for coordinating country brand work and actors, at the very least bringing together the country’s foreign ministry and the national travel promotion agency. Differences arise as to how the decentralised model of country brand work is handled, and as to how many actors and how much responsibility are grouped together. There is also considerable variation between countries with regard to the operational responsibilities given to the coordinating actor, and the size of their budget.

Country brand communications in Finland took a great leap forward in the autumn of 2015 when the Finland Promotion Board was given funds from the budget of the Unit for External Economic Relations at the Prime Minister’s Office for joint activities. In the past, funds for joint projects were collected from the participating actors, who have their own budgets for country image work. The new earmarked budget



Source: Reporters Without Border

allowed for the enhanced planning and implementation of common tools such as marketing materials.

Another major step in integrating country brand communications as part of Finland's strategic communications was taken in April 2016, when Prime Minister Juha Sipilä appointed the FPB's Management Group.\* At the same time, the Finland Promotion Board's task was redefined. The FPB comments on issues relating to Finland's country brand, taking an official stance if needed. It also determines the key themes of country brand communications for each year, looks after the planning, production and coordinated maintenance of common tools, and acquires, utilises and produces research data pertaining to the development of Finland's country brand.

These shared country image communications have both strategic and operational objectives. At the strategic level, the goal is that state-financed organisations should communicate their strengths consistently. The development of Finland's country brand is monitored as a whole, with key factors identified, and responsive actions initiated as needed. At the operational level, major annual themes and the key messages relating to them are defined and taken into use, and shared tools such as marketing materials describing Finland's strengths are maintained.

The FPB's role is to steer common country brand work, but it does not have its own staff. The organisations represented in the FPB Management Group produce material within their own fields of responsibility for shared use. The Prime Minister's Office and the Ministry for Foreign Affairs are responsible for coordination, and for maintaining and marketing shared tools including marketing and communications materials.

The goal is to realise Finland's country image work in step with the times, reacting quickly and taking advantage of digital solutions. Finland especially wants to be the leading country in terms of digital country brand communications.

Photo: Hanna Öunap / Ministry for Foreign Affairs

\* The composition of the 2017 Finland Promotion Board is listed on page 33.



Korean food journalists learned about the Finnish lifestyle and its closeness to nature, clean foods and food production in August 2016. At Lomamokkila Bed&Breakfast and Cottages in Savonlinna, the proprietor, the children and the dog serve as guides for mushrooming in the forest, which the journalists described as fabulous. The journalists' trip, organised by the Ministry for Foreign Affairs and Finnfacts, gave rise to many impressively illustrated articles in widely read media.

## JOURNALISTS' VISITS

The number of international journalists and social media opinion leaders who visited Finland by invitation increased in comparison to the years preceding 2016. Finpro (Visit Finland and Finnfacts), the Ministry for Foreign Affairs, Tekes and Helsinki Marketing as well as the City of Helsinki handled more than 1,300 media opinion leaders' visits during the year. Not only do these visits bring immediate visibility in the international press and social media; in the best of cases they also create long-lasting relationships prompting media interest in issues linked with Finland, and reporting can be set in the right context.

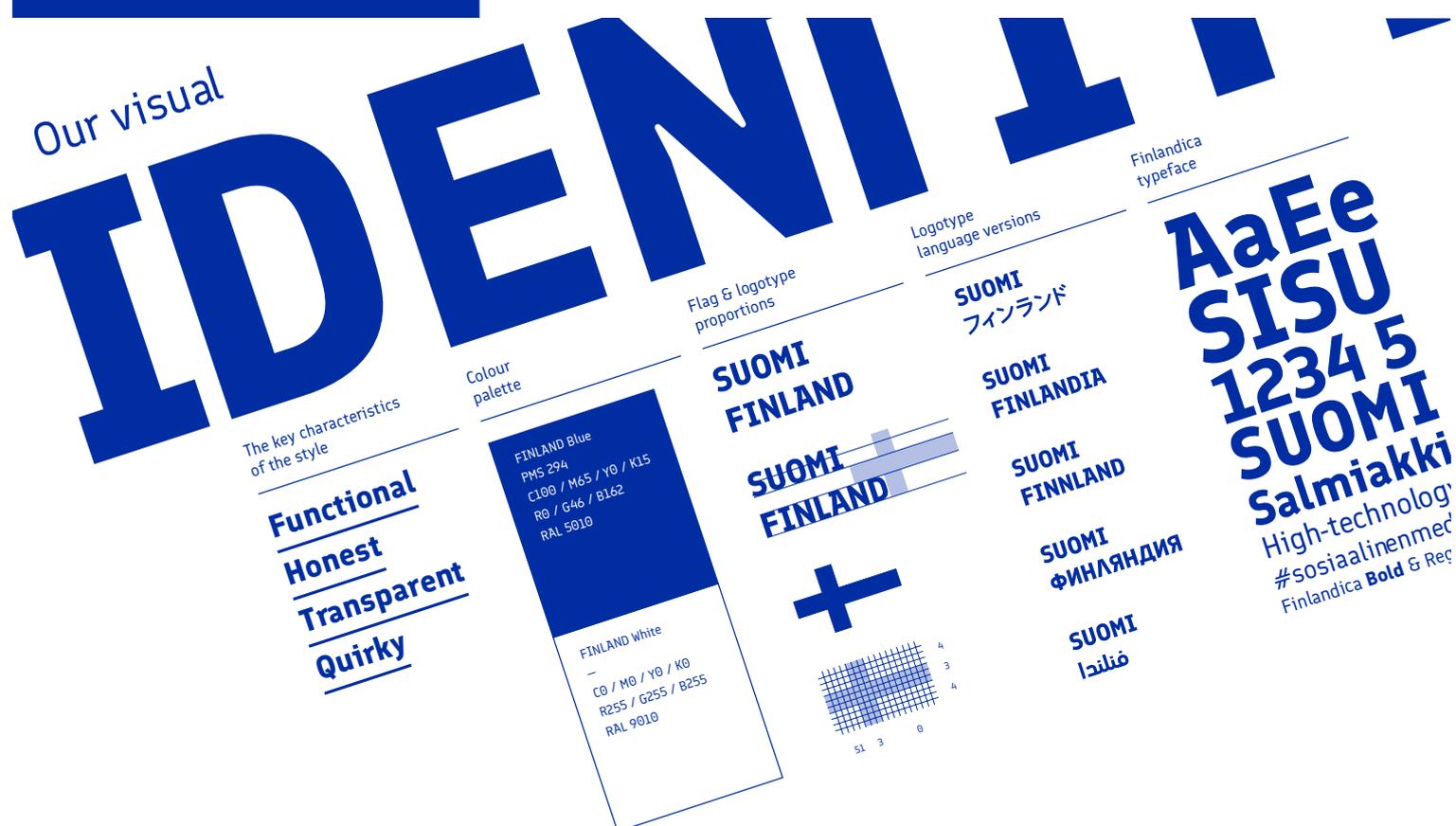
## 3.1 TOOLS FOR PRESENTING FINLAND

In 2015–2016, country brand communications invested in developing new communications materials and tools describing Finland’s strengths. To provide guidelines for steering the work of all actors, a common strategy and thematic focal points describing Finland’s strengths have been compiled. These elements will also feature in thematic calendar produced by the Finland Promotion Board on an annual basis.

A consistent visual identity was created for Finland, which anyone can use in their communications about Finland. The visual identity includes the Suomi Finland logo, designed for Finland’s international marketing, and a special font called Finlandica. The colours used in the identity are blue and white. This visual identity has already been used abroad at various events and trade fairs, and it is being used as a basis for planning Finland’s stand at the Astana World Fair in Kazakhstan, in summer 2017. The aim is that marketing Finland would continue under the same visual line globally.

Other individual actors have also adopted elements of the visual identity. The new graphic identities of the Team Finland network, Invest in Finland and Study in Finland are all based on the Suomi Finland identity.

Finland’s visual identity is blue and white and includes the Finlandica font and logo. The visual identity graphical elements and fonts can be downloaded from the Toolbox material bank [toolbox.finland.fi](http://toolbox.finland.fi).



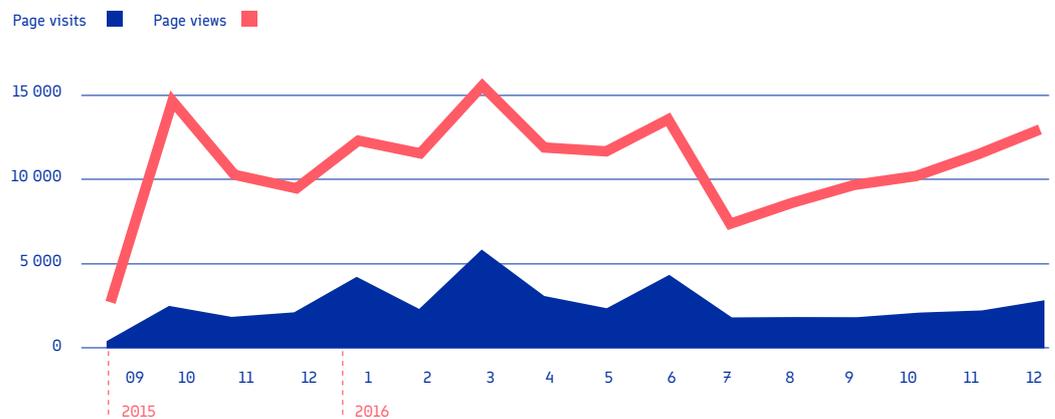


Source: toolbox.finland.fi

Various presentations, publications, images and videos portraying Finland have been compiled at the website [toolbox.finland.fi](http://toolbox.finland.fi). These materials are available to anyone interested in Finland. Graphic elements in line with the Suomi Finland visual identity, such as the logo, can also be downloaded from this website.

Country brand materials will be developed constantly on the basis of feedback from users. Nothing is ever finished and perfect right from the start.

### Toolbox's visitor statistics 2015–2016



# ”THINGS YOU SHOULD AND SHOULDN'T KNOW”



Photo: Selma Takala / ThisisFINLAND.fi

## 3.2 THE RENEWAL OF FINLAND.FI

ThisisFINLAND (TiF), at the address [finland.fi](http://finland.fi), is the official country brand website. The website is published in eight languages by the Unit for Public Diplomacy of the Ministry for Foreign Affairs.

The motto of ThisisFINLAND is “Things you should and shouldn’t know”. The site concentrates on presenting Finland’s strengths, with an honest and journalistic approach. TiF’s content is mainly structured under the headings Arts & Culture, Business & Innovation and Life & Society. The objective is to highlight the main themes of the Finland Promotion Board calendar, as well as other topical and interesting Finnish phenomena, people and issues. The website also provides a way forward to useful sites for tourists, investors and students. An English news feed, produced by the Finnish Broadcasting Company Yle, provides the most important current news.

In principle this country brand website serves all potential user groups, and guides visitors to sources of the right information. The typical user, so called ghost profile of the site, however, has been defined as a well-educated urbanite approximately 25–35 years of age. The objective is to inspire people, in the long term, to make choices that are important to and right for Finland. In recent years ThisisFINLAND has therefore focused on younger target groups more than in the past.

In country brand work, online communications also play a role in crisis communications. News from or about Finland, even unpleasant news, can thus be put into a wider context as necessary. This gives us a chance to cover issues by adding ‘Finland’s own voice’, so that we, and not others, tell our story.

Originally known as VirtualFinland.fi, the site’s main language is English, but content is also produced specifically for the site’s Russian pages. The other language versions (Spanish, German, French, Portuguese, Chinese, and Arabic) are based on selected translations from the English content. The Arabic version was launched in late spring 2016.

The revamped TiF website, renewed visually, functionally and content-wise, was launched in the autumn of 2015. Following the changes, it is now easier for TiF to make better use of suitable content produced by other actors. The site has about 2.5 million unique visitors per year. The number of visitors from Finnish IP addresses varies, but averages 20–25 per cent of all visitors.

The website ThisisFINLAND has nine social media channels of its own, in English, Russian and Chinese. Of the English-language channels, Twitter and Facebook are still clearly the most important. Also, investments in Instagram have grown. ThisisFINLAND’s YouTube channel was revamped in the spring of 2016. Rather than having Finland order a pile of so called propaganda videos, the channel was handed over to ten young Finnish YouTubers. The resulting experiences have been very positive. This idea has opened a window on Finland and the everyday life of a young Finnish adult.

Regionally, the most important communication channels are the embassy websites, and, above all, social media channels. The renewal of the diplomatic missions’ websites is in progress, and social media channels will be focused on even more. On a national scale the champion is Finland’s Tokyo embassy, whose Twitter account is in the top ten among the world’s embassies in terms of the number of followers year after year.

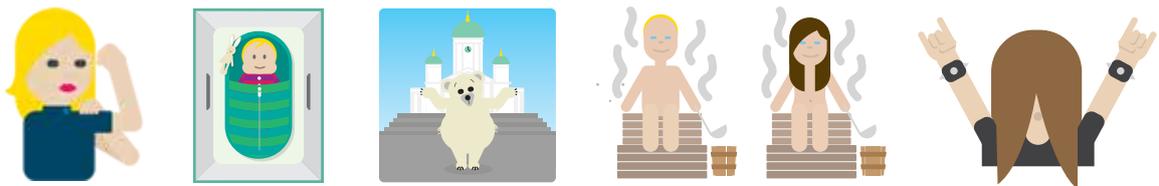
In 2016, small-scale social media campaigns based on shared responsibility were also launched. Themes were selected from the Finland Promotion Board’s calendar. Based on the selected themes, the FPB’s member organisations or partners such as Music Finland have produced campaigns for an international audience. Topics have ranged from equality to the utilisation of wastes.



### 3.3 FINLAND'S EMOJI CAMPAIGN SUCCEEDS BEYOND EXPECTATIONS

The Finland emoji collection has been a huge hit abroad. Along with the playful collection of stereotypes and 'Finnish emotions' can be found other descriptive symbols including IT skills, the sauna culture and women's equality. Launched in 2015, the emojis have received numerous domestic and international awards, and reached nearly 200 million people by the end of 2016. Awards have included prizes for country branding, digital communications, advertising, graphic design, effectiveness and communications. On the day they were launched the emojis reached more than three million people on Twitter alone. Long articles about Finland's emojis appeared in over 2,000 international media, including all major global media. The success was based upon timing, the topics selected, and the fact that an actor often perceived to be highly official, the Ministry for Foreign Affairs, was behind the emojis.

The Finland emojis first appeared in the Christmas calendar of thisisFINLAND, published in December 2015. The emoji collection was updated on Finnish Heritage Day in May 2016, and on the Sámi National Day in February 2017. The emojis already live a life of their own, appearing for instance on reflectors and greeting cards, in Trivial Pursuit questions, and in scientific studies and textbooks.



The Finland emojis are emoji stickers, designed to look the same on all devices. Two previously released Finland emojis – sauna and woolly socks – are now included in the Unicode keyboard emojis. They will automatically become available for use on all devices as device and application manufacturers update their Unicode emoji collections and software, probably in the summer of 2017.

The Finland emoji collection now consists of 56 emojis that can be downloaded from App Store and Google Play Store free of charge. The emojis can also be downloaded as images from [finland.fi/emoji](http://finland.fi/emoji).



Photo: Jani Karppa / Visit Finland

## 3.4 I WISH I WAS IN FINLAND

The main task of Visit Finland is to act as the national tourism expert, and to actively encourage foreign tourists to visit Finland. Visit Finland works together with tourist industry entrepreneurs to enhance the attractiveness of Finland. The ultimate goal is to increase revenue from tourism.

Three strategic growth programmes were launched in 2015, with the industry actors developing the service package and marketing the tourism product together. The FinRelax, Marine Archipelago and Stopover Finland programmes have all been received positively by both domestic service producers and foreign tour operators. Last year all of the growth programmes successfully marketed new tourism products, for example at trade fairs, during introductory visits and at workshop seminars. In addition, the new My Stay segment of the Visit Finland website gives foreign travellers an extensive introduction to Finland's tourism offerings.

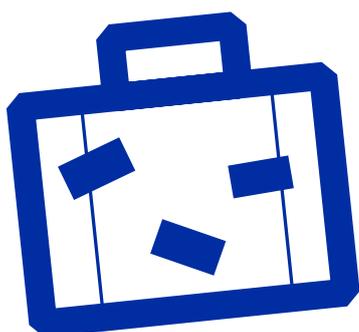
Visit Finland has purposefully built dialogue between tour operators and the Finnish tourism industry. Practical examples of this include an appreciable increase in direct flights from Central Europe to Lapland in the winter season of 2016–2017, and the launch of cooperation with Alitrip, one of China's biggest travel service providers, reflected in new flows of incoming travellers to the whole country.

Finland's country brand for tourism in 2016 was built up through efforts including the successful Polar Night Magic campaign. During this six-month campaign, realised together with Finnair, five adventurers from China, Japan, South Korea, Germany and the UK spent three months in Finland. They enjoyed an 18-part programme with a variety of winter activities that they spotlighted widely in their social media.

The outlook for 2017 is positive, and Visit Finland will run wide-ranging activities designed to increase Finland's attractiveness. In addition to strategic country brand marketing, Visit Finland is investing increasingly in tactical marketing, by providing support for the internationalisation paths of regions and companies, and by promoting digitalisation. Visit Finland is also intensifying cooperation with companies, regions and distribution channels, striving to deepen the entire tourist industry's understanding of markets and customers.

**3<sup>RD</sup> UNMISSABLE TRAVEL DESTINATION IN 2017**

Source: Lonely Planet



### 3.5 CONGRATULATIONS TO FINLAND!

The jubilee year of Finland's independence has opened a special window for country brand communications. International media have focused on Finland as one of the most exciting tourist destinations of the year 2017, as thanks to the centenary there is a fantastic assortment of interesting events.

#### 'TOGETHER' AS THE THEME

The Finland 100 centenary year is grounded in the grassroots level, making it possible for all Finns and friends of Finland to participate in building it. Almost 3,500 projects had been added to the programme offering already during the first two months of the year. The jubilee year, with its climax during the week of Independence Day in December, is not restricted to taking place within Finland's borders; instead, Finland is celebrated in 100 countries on six continents. In all, about one out of five events is held abroad.

During the year, a particular effort is made to highlight Finnish culture, which is featured in a broad spectrum: a Finnish sauna is travelling around the United States during the year, a village of Finnish wooden cottages is on display in Paris, the Finnish National Opera and Ballet is touring Denmark and Japan, and the Embassy in Berlin is organising a Finnish Midsummer celebration. A travelling exhibition presents Finnish design and architecture at various locations in Europe, the Sámi 2017 event in Paris showcases Sámi culture, the Iceland Symphony Orchestra programme includes three concerts dedicated to Finnish music and a peak in Antarctica has been named Mount Suomi (Finland is called Suomi in Finnish).

The centenary also brings many dignitaries to Finland. Queen Margrethe II of Denmark, King Carl XVI Gustaf and Queen Silvia of Sweden, King Harald V and Queen Sonja of Norway, and President Guðni Thorlacius Jóhannesson of Iceland are invited to visit in June. A simultaneous visit by so many royals is a historic event.



Expatriate Finns living in different parts of the world and for instance Finland's diplomatic missions, Finnish cultural institutes and Seamen's churches are enthusiastic about participating in the celebrations by organising their own events.

The jubilee year can also be seen in export promotion: Finland's country pavilion at the trade fair Grüne Woche, or Berlin International Green Week, realised as part of the programme celebrating the centenary year of Finland's independence, was put together by more than twenty exhibitors using the Finland 100 visual identity.

## **THE CENTENARY YEAR ATTRACTS INTEREST ABROAD**

Finland's great year has received much visibility in the media during the beginning of the year not only at home but also abroad. Of the individual projects, the international media have been especially interested in the four Nature Days organised during the year to celebrate the nature of Finland, the opening of the new Hossa National Park in Suomussalmi, and the joint Mobile Home project of the Finland institutes in Paris, Berlin, London and the Benelux countries, which explores the importance of home from various angles. The opening ceremony of the Finnish centenary and the turn of the year to the beat of Darude's Sandstorm hit were also noted widely in international music media.

## **A SUPER YEAR OF SPORTS**

A record number of sports competitions and events, bringing thousands of visitors and journalists from abroad to Finland, are organised in Finland during the centenary year. The Finland 100 Secretariat worked closely for instance with the Lahti2017 FIS Nordic World Ski Championships organisers in order to reach the more than 1,600 journalists who were in Lahti during the games. A Finland 100 Lounge was built in the World Cup media space, to display Finnish art.

During the centenary year, Finland is also hosting, among others, the World Figure Skating Championships, the Aesthetic Group Gymnastics World Championships and the Junior World Orienteering Championships and the World Junior Speed Skating Championships as well as European championship level competitions. Aside from these, crowds are attracted by annual sporting events, such as the Finnish Championships week of sport and the Tall Ships Race, and by special centenary year events, e.g. the Finlandia Ski Marathon with its 100 kilometre distance and the Finland 100 Run extending from Nuorgam to Helsinki.

## TOOLS FOR COUNTRY BRAND WORK

In addition to the two official languages of Finland, communication about the centenary year also takes place in English. In support of country brand work, Finland 100 has produced a presentation suiting the centenary year theme, entitled 'The Story of Finland', for the Finland brand toolbox ([toolbox.finland.fi](http://toolbox.finland.fi)). The presentation contains an article as well as a visual presentation of Finland's history and strengths as a state and a nation.

In support of country brand work, the Secretariat has also produced videos in English that tell about Finland and the Finnish mentality. By February 2017, the videos had attracted nearly two million views.

During the year, more videos, infographics, articles and social media content, all centred on the Together theme of the centenary, are being produced. These can be circulated in order to strengthen Finland's country brand communications in various channels. The topics will include at least the significant moments of the centenary year in Finland as well as Finland 100 projects and phenomena taking place abroad.

Responsibility for building the centenary year entity is vested in the Finland 100 Secretariat, led by the General Secretary at the Prime Minister's Office. The work of the Secretariat is steered by the Board, which consists of a chairperson and eleven representatives from various sectors of society. The Board is chaired by State Secretary Paula Lehtomäki and its secretary is General Secretary Pekka Timonen from the Prime Minister's Office.

The outlines for the centenary year are approved by a broad-based Centenary Commission with representative from various organisations. The Centenary Commission, which meets once a year, has representatives from 70 of society's key organisations. The Prime Minister is the chairman of the Centenary Commission, and the vice chairman is the Minister of Finance. The Finland 100 regional network comprising the regional councils and Finland's six largest cities is responsible for implementation of the centenary year in different parts of Finland.

The opening of the centenary year drew thick crowds of celebrants to Kansalaistori Square and its surroundings, Helsinki on New Year's Eve. Photo: Finland 100





Original image: Sweden's  
Ministry for Foreign Affairs

### 3.6 HÅKAN HJORT OF THE SWEDISH FOREIGN MINISTRY ASSESSES FINLAND'S COUNTRY IMAGE COMMUNICATIONS

*Work on Finland's country brand began in 2008 when the Country Brand Delegation started to draw up its strategy based on functionality, nature and education. Finland's image was successfully promoted by portraying the country as offering high technology and a well-educated and reliable workforce, making it an attractive place to invest in and move to. Finland's role as a peace mediator and conflict solver in international politics was also emphasised. The strategy also aimed to boost the national self-esteem. The delegation's work came in for a great deal of criticism, and the Finland Promotion Board has repeatedly revised and developed the strategy.*

*One of the most brilliant observations in the Finnish strategy was to highlight the country's problem-solving ability: Finland is a well-functioning country filled with creative and reliable problem-solvers. These skills are also linked to education and the good results obtained from it. Education forms the foundation for Finland's success. It builds the skills and expertise of people and makes Finnish products world class.*

*We Swedes are a bit envious of Finland's PISA results, which measure the reading comprehension, mathematics and science competence of 15-year-olds in 72 countries. Finnish students far surpass their Swedish peers in the survey, which is something the Swedish media has also noted. Finland tends to emphasise its impressive natural environment, but I think the Finnish "madness" is even more interesting. Finns are mad in a good sense, and madness is more likely associated with creativity and a problem-solving ability. Finland may have identified a niche that could prove successful.*

*PR and media activities have been smartly handled – perhaps with a touch of madness. The new visual identity supports the strategy, and strategic communication has become an inherent part of the country image work. Moreover, authorities outside Finland are provided with support as well as content suitable for distribution in social media. Systematic efforts have also been made to harness technology and social media. We are impressed by the cool videos of young Finnish YouTubers and by the Finnish emojis that have spread around the world. Smart, modern and communicative.*

*Finland also runs a successful programme for foreign correspondents to help them get acquainted with Finnish society. The programme gives special attention to young journalists and has contributed to building good media relations. Communication appears to be Finland's strength in its country image project.*

*In conclusion: Finland has worked thoroughly and painstakingly to create its country brand. It has relied on recent research and international expertise in addition to listening to the general public. The country brand has been developed collaboratively. It remains to be seen whether Finland's country image grows strong enough to give Finnish exports a positive boost.*

#### HÅKAN HJORT

*Head of Cultural Promotion and the Image of Sweden  
Sweden's Ministry for Foreign Affairs*

\* The text is a free translation from the original Swedish text.



Photo: Sakari Piippo / Finland Promotion Board

# 4. FINLAND, THE WORLD'S BEST KEPT SECRET

Professor Ira Kalb of the Marshall School of Business in California has written several articles on Finland for the newspaper The Huffington Post in recent years. Kalb became familiar with Finland while lecturing at Aalto University. In Kalb's opinion, Finland is the world's best kept secret. In his articles Kalb highlights Finland's high rankings in international comparisons, and considers the lack of marketing skill to be Finland's greatest shortcoming. Kalb is partly correct, but it's not simply a question of marketing: to create the preconditions for effective marketing, work must be done above all in administration.

**It is very important to understand what issues are seen internationally as forming the core of Finland's identity also at the level of political decision-making.**

A country brand is formed at both the macro and the micro level. At the macro level, the most significant factors are the kinds of decisions Finland makes, and how Finland participates in international cooperation. It is very important to understand what issues are seen internationally as forming the core of Finland's identity also at the level of political decision-making. When decisions support this core, we will be well along the road towards successful country brand work. At the micro level, every Finn and all Finnish companies in practice act as ambassadors for Finland's country brand in their dealings and encounters. On these two cornerstones it is possible to build up communications, marketing and a variety of campaigns that focus on Finland's strengths.



Photo: Pia Ingberg / Finland Promotion Board

## 4.1 THE MODEL OF COUNTRY BRAND WORK SHOULD BE REVISED – VIEW OF THE FINLAND PROMOTION BOARD

At present, many state-financed actors carry out country brand work independently. The Prime Minister's Office leads Finland's country brand work and in the years 2015–2016 has been responsible for some of the common material production. The Unit for Public Diplomacy at the Ministry for Foreign Affairs has been responsible for the work of the Secretariat of the Finland Promotion Board in addition to its own tasks, which consist primarily of steering the network of diplomatic missions, the production of tools, the coordination of major projects requiring international communications, and visits by journalists and opinion leaders. The Finnish National Agency for Education, subordinate to the Ministry of Education and Culture, and cultural and academic institutes maintained by private foundations operate independently. Finpro, subordinate to the Ministry of Economic Affairs and Employment, brings out the know-how and strengths of Finnish companies and Visit Finland, a part of Finpro, handles the tourism promotion.



With regard to the common tools of country brand communications, even great advances have been made in recent years with the creation of the Team Finland network, but the coordination, efficiency and effectiveness of practical operations leave much room for improvement. The policy guidelines and necessary measures of the Finland Promotion Board, which is responsible for the strategic coordination of country brand work, as yet are not passed on to actors with sufficient effectiveness. Outside the membership, and especially the Team Finland organisations, there still remain a large number of actors whose activities have noteworthy impact on Finland's country brand. There is also a certain amount of overlap in the organisations. What's more, actors' differing timelines in annual planning hinder the practical implementation of common policies.

The intensification of Finland's country brand work would require a major overhaul of the operating model. The Management Group of the Finland Promotion Board thus proposes that a preliminary study on the establishment of a Promote Finland actor be carried out in order to chart the actors now conducting country brand work, their tasks and the resources in use. Under Promote Finland, it would be possible to bring together actors currently scattered – among others, actors in the Ministry for Foreign Affairs who coordinate country brand work and produce country brand material as well as those handling visits by journalists and opinion leaders, and

# The intensification of Finland's country brand work would require a major overhaul of the operating model.

the actors carrying out economic country brand work and marketing in Finpro. The operating model would also enable closer cooperation for instance with the persons at the Finnish National Agency for Education responsible for educational country brand work and cultural institutes.

Successful country brand work always requires effective cooperation structures, but also a clear budget of its own, the input of skilled communications and marketing experts, and constant development of know-how as well as sufficient independence from day-to-day politics.

## A QUICK TOUCH-UP TO SHARPEN ACTIVITIES

The establishment of a possible Promote Finland actor can take years of work, and Finland hasn't got the time to wait. Before that, lesser changes that would increase the effectiveness of existing structures and activities should be made very quickly.

The strategic role of the Finland Promotion Board should be sharpened and the role of the Unit for Public Diplomacy at the Ministry for Foreign Affairs should be strengthened as the Finland Promotion Board Secretariat and the of operative activities serving country brand work. The Unit currently offers the most natural environment and the best synergy advantages for conducting country brand work. The Ministry of Economic Affairs and Employment should steer the economic country brand more closely, and at the beginning of 2017 its representative was invited to serve as the second vice chair of the Finland Promotion Board alongside the representative of the Ministry for Foreign Affairs. The Management Group has, in addition, been strengthened by including a representative of the Finnish

### Proposed model for the country brand work in the near future





**Finland has gained lifelong friends, for example, among fans of Finnish metal music, classical music, architecture and military history.**

National Agency for Education, which is responsible for country brand work aimed at students.

The most natural would be to have the Ministry for Foreign Affairs and the Ministry of Economic Affairs and Employment coordinate practical operations. Coordination of operations means that the responsibility for the production of country brand communications content lies with the body responsible for substance, while the Ministry for Foreign Affairs and the Ministry of Economic Affairs and Employment would ensure that content and tools are produced regularly. In practice, each actor would create a team (Society & Culture and Business & Innovation) that would be responsible for implementing the themes defined in the Finland Promotion Board and individual issues within its field of responsibility. Coordination of visits by opinion leaders and journalists as well as web communications should be done in close collaboration.

## **LIFELONG FRIENDS FROM THE FANS OF SUBCULTURES**

In the short term, the target group thinking of country brand communications should be improved. A good strategy would be to reject the mode of thinking that everyone throughout the world should know Finland. Instead, we should think in which subcultures and target groups we could find new Finland fans and for whom we naturally have something to offer. Finland has gained lifelong friends, for example, among fans of Finnish metal music, classical music, architecture and military history. Their image of Finland has become positive thanks to only one particular sector. Different fields of activities should have the courage to invest in a tightly defined target group and theme. In addition, there should be the courage in different countries to focus on topics that are the most central to discussion and to which Finland has something to offer.

In addition, the focus should be to involve young people and cooperation with Finnish young people. Individual mental images associated with countries are formed at a very young age and do not change much after the teenage years. When a young person becomes enthusiastic about some topic associated with Finland, such as fantasy literature, in the future he or she often has a positive attitude to everything linked with the country.



## 4.2 GEMIC OY'S JOHANNES SUIKKANEN CONSIDERS WHERE TO INVEST IN COUNTRY IMAGE WORK

*It probably is true that Finland as a country is a well-kept secret. However, I believe it is important to keep two things in mind when addressing this problem with branding efforts.*

- 1.** *The brand image is born at the recipient's end and it is heavily impacted by the context of the receiver. The (Kapferer style) idea of a country brand that has a pure core to be communicated (and protected by brand managers!) may not be the one that's most suitable for entities as complex as nation states.*
- 2.** *The ability to efficiently control the total country-image by public organizations with limited resources is merely an illusion in the networked world.*

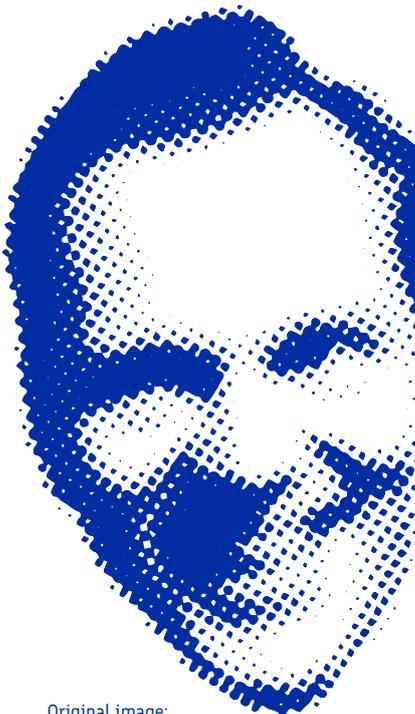
*So what should one focus on? I share the report's view that macro-level (political) decisions can and should largely drive Finland's state-funded country-branding efforts. However, instead of first thinking about selected audiences and Finland's core message to them, I suggest connecting the branding and communicating efforts to Finland's (including multiple actors) stance on globally relevant phenomena such as the rise of robots and disappearance of work. As a matter of fact, Finland's country brand in a positive sense is already heavily linked to this phenomenon. For example, here in the US Finland is perceived positively because of its progressive school system that prepares children for a technologically different future. Also, recently Finland's universal income experiments have made the headlines in respected US media outlets. Yet neither of these two topics would be as interesting without a clear link to a bigger global phenomenon I just described.*

*A phenomenon-based (not brand core) country branding could also be a great way to rally at least all state funded actors around the same topic without exercising too much control, which is typical for dated core attribute driven country-branding models. A phenomenon based approach to branding also provides a healthy antidote to ongoing introspection that is typical to Finnish branding professionals in their eternal quest to find brand attributes that should be communicated to the world. I say it is lot more important to be part of the globally interesting phenomena in a unique way.*

*Maybe Promote Finland could be started as a light organization that identifies the globally important phenomena that could serve as anchors to communications practiced by multiple stakeholders ranging from cultural institutes to start-up community.*

**JOHANNES SUIKKANEN**

*Managing Partner  
Gemic Oy  
New York*



Original image:  
Markus Kontiainen



Photo: Katri Lehtola / Finland Promotion Board

# 5. CLOSING WORDS

Finland will soon be one hundred years old. A centenarian is, after all, fairly young for a state. The same is also true for country brand work. We have carried out country brand work systematically since the time of autonomy, mainly through world fairs, Olympic Games and foreign journalists' visits; more actively at some times and less actively at others. We often compare ourselves to Sweden, and rightly so; then the bar is at least high enough. Sweden is a good point of reference for many things: our society and our nature are very similar, and we people also have much in common. On the other hand, the comparison between Finland and Sweden is unreasonable because Sweden was already a major power 400 years ago. The Swedish Institute was founded in 1945 to develop international cooperation and to create a positive Sweden brand. It has an annual budget of EUR 50 million and over 130 employees at its disposal. Sweden's strong country brand has therefore had significant support for a long time now.

The best that can happen to Finland's country brand work is that the importance of the country brand to Finland's success would be recognised and country brand communications would become a natural part of Finland's strategic communications. Country brand work must also be led. In the best case, the outcome is a positive spiral: Political decisions consciously support our already existing strengths. After that, country brand communications and international marketing campaigns reinforce the message.

This review also remarks on the administrative models of ministries. The work of public servants is often criticised specifically for its emphasis on administration. This is certainly true, but a good result cannot be achieved if the operating models, distribution of tasks and responsibilities are unclear. When the ways of operating and cooperating are established, the outcome is first-rate. Courage is also needed – a clear focus and the boldness to make choices.

Dear centenarian, we wish you success in the next century. We'll gladly tell your story.

## MANAGEMENT GROUP OF THE FINLAND PROMOTION BOARD 2017

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Vice Chair: **Mari-Kaisa Brander**, Head of Communications, Ministry of Economic Affairs and Employment

Vice Chair: **Jouni Mölsä**, Director General of Communications, Ministry for Foreign Affairs

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**Jaana Palojärvi**, Director for International Relations, Ministry of Education and Culture

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**Paavo Virkkunen**, Director, Visit Finland

**Tomi Korhonen**, Director, Marketing & Communications, Tekes

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**Veera Heinonen**, Director, Communications and Public Affairs, Sitra

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**SUOMI  
FINLAND**



PRIME MINISTER'S OFFICE  
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MINISTRY FOR FOREIGN  
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Ministry of Economic Affairs  
and Employment of Finland