

Destination Branding

March 2010

Definitions

Destination Marketing

“...destination marketing covers all the activities and processes to bring buyers and sellers together; focuses on responding to consumer demands and competitive positioning; is a continuous coordinated set of activities associated with efficient distribution of products to high potential markets; and involves making decisions about the product, branding, price, market segmentation, promotion and distribution'.” WTO (2004: 10)

Destination Branding

„Geographic locations, like organisations or products, can also be branded and the goal of such branding is to **make people aware of the location** and **then link desirable associations** to create a **favourable image** to entice visits and businesses.“ (Keller, 2003)

Agenda

- Introduction
- Destination Branding
- Why Destination Branding Matters?
- Stakeholders of a Destination Brand
- Stakeholder Touch Points of Destination Brands
- Best Practice Examples
- Destination Brand Rankings

Introduction

Think about it:

- Where would you **spend your holiday** if you could choose any place on earth? Why?

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- Which **country of origin** do you prefer for the products (watches, pharmaceuticals, etc.) you buy? Why?
- If country brands would be traded in stock exchange markets, which **country shares** would you buy? Why?

Product/Company and Country Brands

Product/Company Brands



Country Brands



Anholt GMI Nation Brands Index 2007

- **How the World sees Switzerland**

„Switzerland turns out to have one of the most powerful nation brands in the world. It is associated with purity, integrity, trustworthiness and competence.“

*The Anholt-GMI Nation Brands Index 2007

Nation Brand Hexagon



Nation Brand Hexagon: Exports

- **Exports**

In this point of the hexagon, we ask consumers about their tendency to actively seek out or actively avoid products from each country, what marketers call the *country of origin effect*: the power of the “Made In...” label to add value to products and services. We also ask what kinds of products people would expect to be produced in each country, and whether they think the country has particular strengths in science and technology.

Whether we like it or not, commercial brands are increasingly performing the role of transmitting national culture: they have become one of the primary vectors of national image, and are more and more often the means by which people form their views about national identity.

T+
TISSOT
Swiss Watches since 1853

SIGG+
SWITZERLAND

swiss
+

Swiss
International
Air Lines

swatch+

Alprausch



STÖCKLI+
BIKE & SPORTSWEAR THE SWISS SKI



Emmi+

The Brand Switzerland

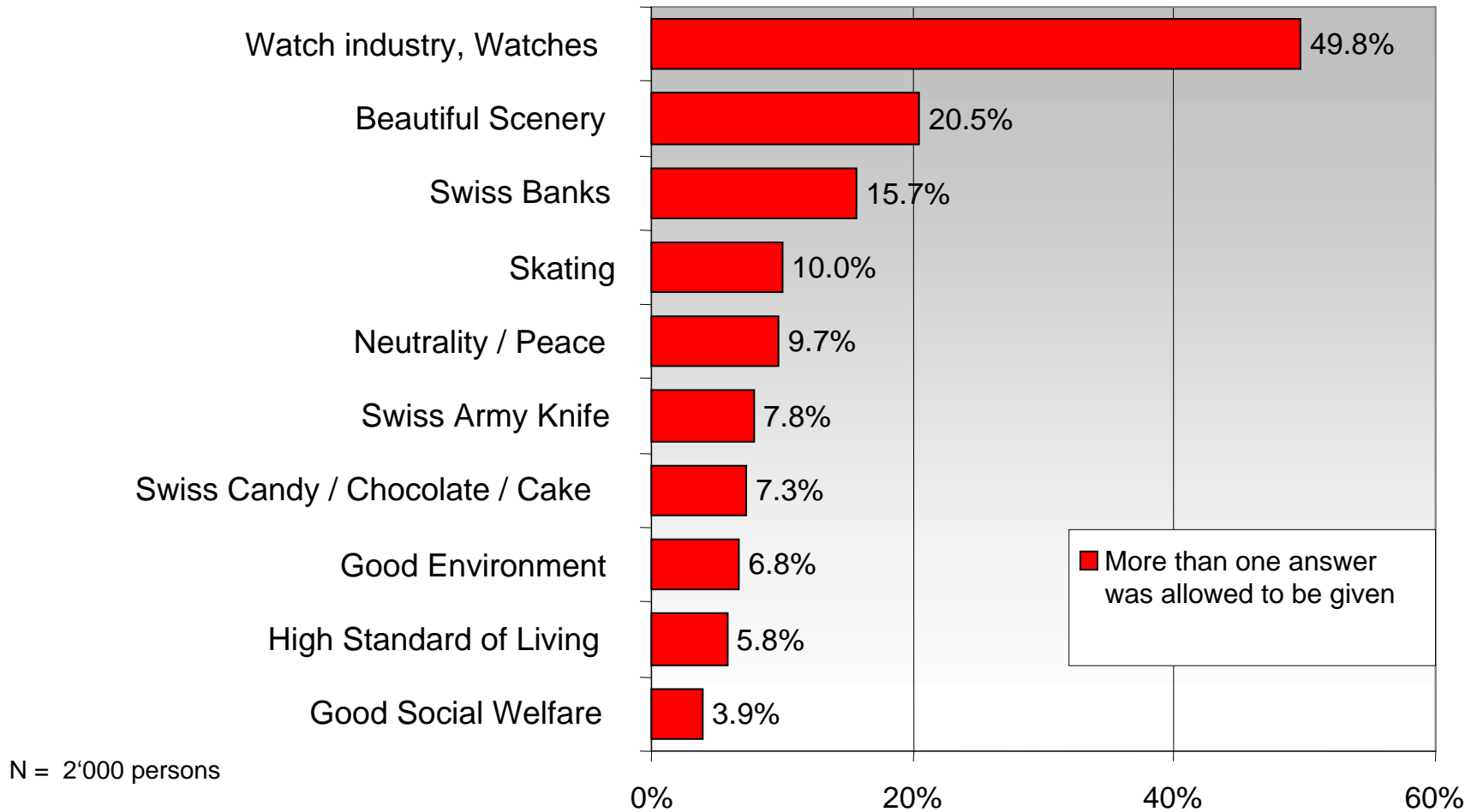
Former Swiss President Kaspar Villiger

„A country certainly shows characteristics of a brand. The notion „Switzerland“ ist also a brand and in any case still a very well-known one. A clever combination of political independence and world economic open-mindedness. (...) Switzerland became, so to speak, the corporate brand, which embodied a lot of important core values: quality, stability, constancy, reliability, integrity.“

4. November 2004

Associations with Switzerland

Actual Knowledge (April 2006) of people in China about Switzerland



Source: Präsenz Schweiz Study on the Image Perception of Switzerland in Asia

OYSTER PERPETUAL COSMOGRAPH DAYTONA



„Swiss made“

NEW YORK

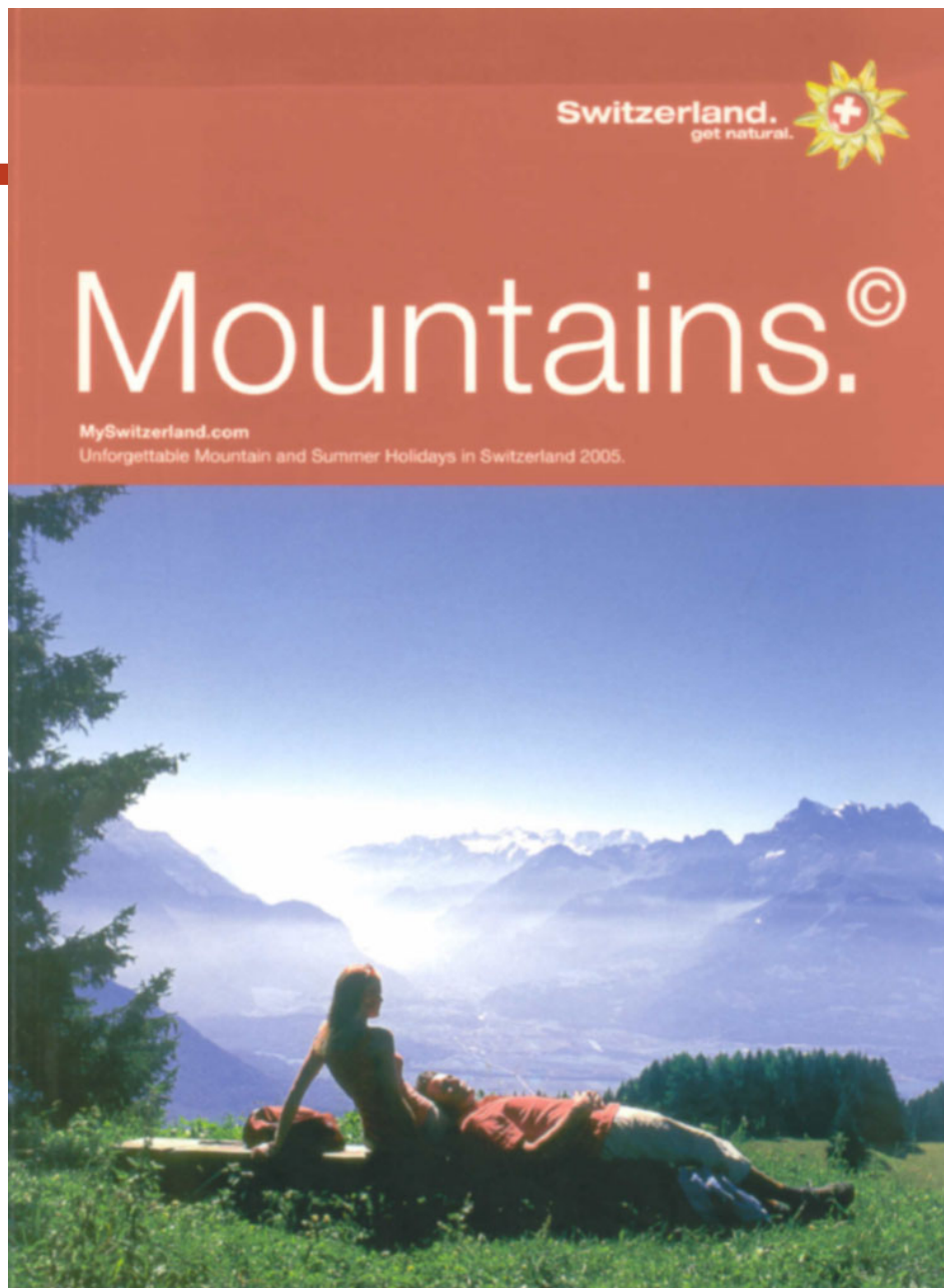
For an Official Rolex Jeweler call 1-800-367-6539. Rolex * Oyster Perpetual and Cosmograph Daytona are trademarks.

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BRANDING-INSTITUTE
REPUTATION DRIVES PERFORMANCE



Recent Swiss tourism nature campaign

Recent Swiss tourism nature campaign



www.google.ch



Mountains

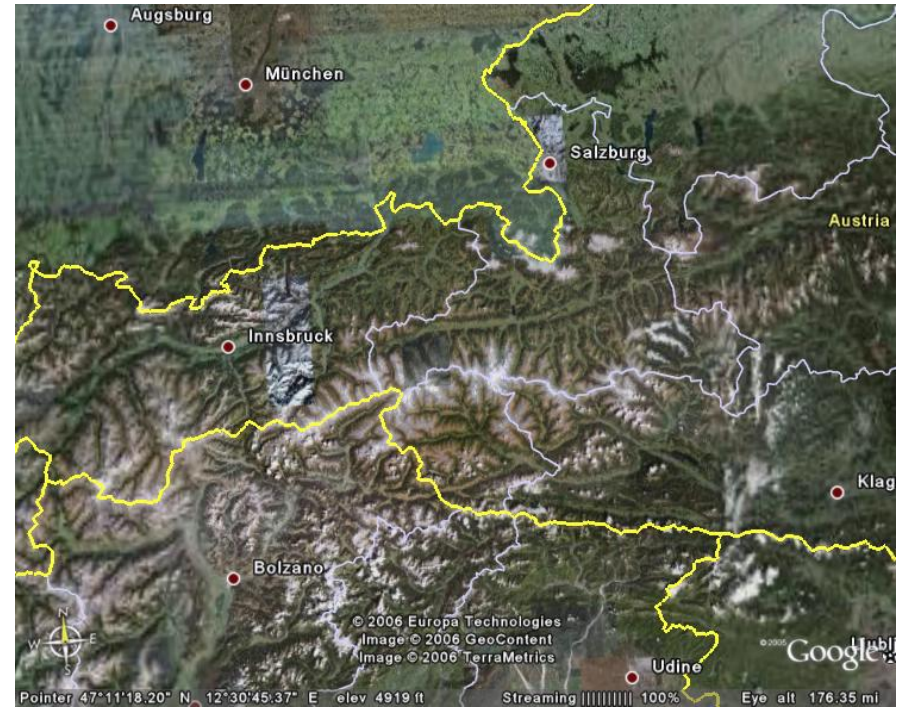


Mountains

Switzerland



Austria (western part)

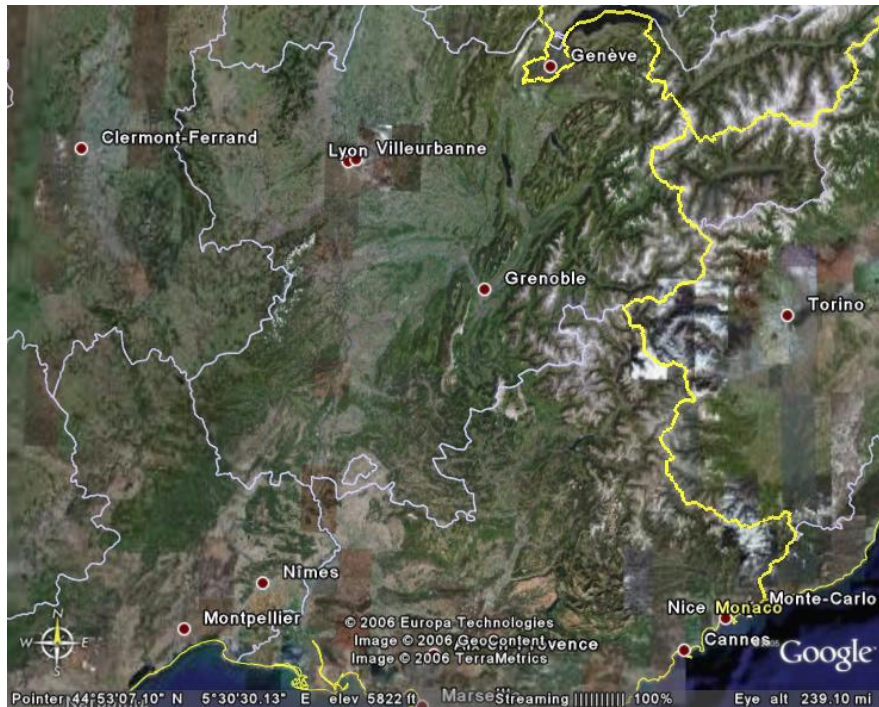


Germany / border to Austria (Zugspitze)

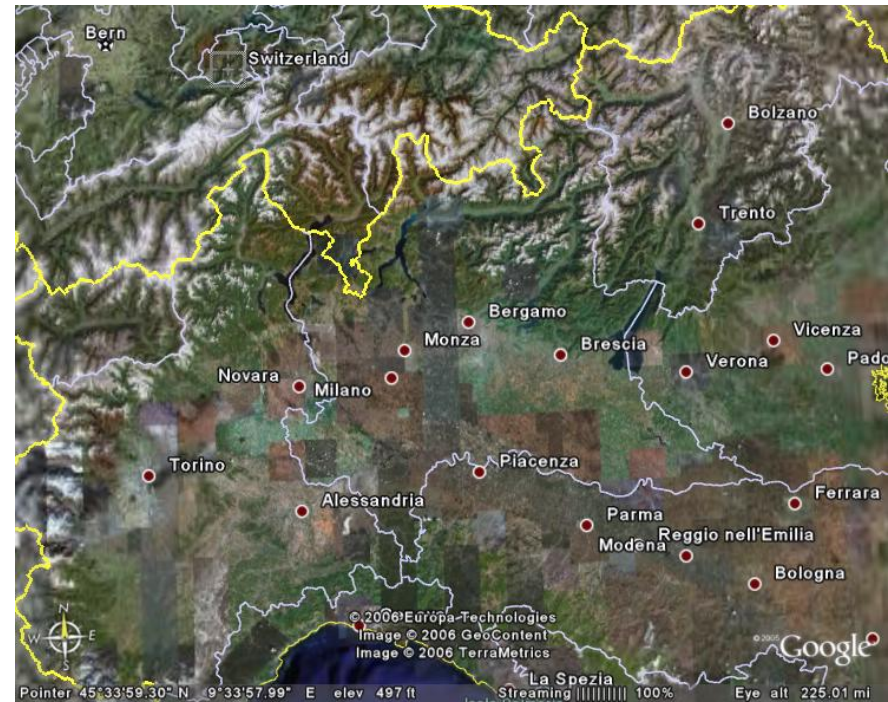


Mountains

France (eastern part)



North Italy



Expo 2005 Aichi, Japan



www.google.ch

Destination Branding

- Destination branding aims to measure, build and manage the reputation of countries, regions, cities, places.
- It applies some approaches from commercial brand management practice to destinations, in an effort to build, strengthen, protect, or change reputation towards various stakeholders.
- Destination branding is a process used to develop a specific identity and personality based on authentic elements.
- Destination branding is selecting a consistent brand personality identifying and distinguishing the specific destination.

Differences Between Commercial and Destination Brands

- Commercial brands can be **altered, re-launched, renamed, replaced or withdrawn** from the market, whereas destinations can not.
- Successful destination brands are those who are granted a **big trust in advance** from their stakeholders. Why? Because for taking a concrete decision (e.g. investing money in this region or booking the vacation) the stakeholder has to rely on the promises of the specific destination brand.
- In the first instance **immaterial experiences** are central with the experience of destination brands (e.g., recreation, romance, etc.). However, the memory also depends on **material elements** (e.g., quality of waves when surfing in Hawaii, catch when deep sea fishing in Florida, snow quality in the Swiss Alps, etc.).

Zum neuen Chef einen neuen Namen

«Der Namenswechsel macht uns nicht zu einer perfekten Firma», sagt **Cablecom-Chef Eric Tveter** im Interview

Cablecom-Chef Eric Tveter erklärt, wieso es einen neuen Namen braucht, um künftig erfolgreich zu sein. Und wieso das Unternehmen dennoch nicht amerikanisiert wird.

INTERVIEW:
ANGELA BARANDUN

«**BUND**»: Herr Tveter, wieso heisst Cablecom bald UPC?

ERIC TVETER: Die Firma verändert sich gerade stark. Der neue Name soll dem Rechnung tragen. Wir haben in den letzten Monaten viele Verbesserungen erzielt. Heute stellen wir den Kunden in den Mittelpunkt. Der neue Name soll intern wie extern ein Zeichen setzen für diesen Neustart. Unser neuer Slogan lautet: «Wir verändern uns – für Sie». Und das ist durchaus ernst gemeint.

Was zeichnet das neue Unternehmen aus?

Wir wollen den Kunden bessere Angebote machen als die Konkurrenz, preislich wie auch technisch. Wir wollen, dass es den Kunden leichtfällt, Geschäfte mit uns zu machen. Das war in der Vergangenheit nicht so. Und wir wollen beweisen, dass wir meinen, was wir sagen. Wir wollen unsere Versprechen in Zukunft halten. Vor allem natürlich im Kundendienst.

Wie wollen Sie das anstellen?

Wir haben verschiedene Initiativen lanciert. Zum Beispiel werden das Topmanagement und 200 weitere Kaderleute sich mit Kunden treffen, um sich deren Sorgen anzuhören. Ausserdem schauen wir uns jede Woche in der Geschäftsleitung

Massnahmen, wie wir das Kundenerlebnis verbessern können.

Können Sie ein konkretes Beispiel geben für etwas, das sich verändert hat?

Das Topmanagement trifft sich neuerdings regelmässig mit Mitarbeitenden, die Kundenkontakt haben. Während eines solchen Treffens wurde mir zugetragen, dass jeder Neukunde zwei Monate im Voraus bezahlen muss, bevor er unsere Dienste erhält. Diese Praxis ist nicht industriekonform. Das geht gar nicht.

Und punkto Kundendienst?

Wir haben zum Beispiel die Anreizstrukturen im Call-Center verbessert. Bisher wurden die Agenten an der Anzahl Anrufe gemessen, die sie pro Tag beantwortet haben. Ausserdem hatten sie ständig vor Augen, wie viele Kunden in der Warteschlange hingen. Das ist falsch. Es ist Aufgabe des Managements, dafür zu sorgen, dass genügend Kapazitäten vorhanden sind, um Anrufe zu beantworten. Heute werden die Agenten belohnt, wenn sie ein Kundenproblem im ersten Anlauf lösen. Dennoch hat sich die Wartezeit von 400 auf gegen 60 Sekunden verkürzt.

Was sagen die Mitarbeitenden zum neuen Namen UPC?

Ich glaube, die meisten freuen sich auf den Neuanfang. Sie waren stolz auf Cablecom, auf das, was das Unternehmen war. Aber die Kundendienstprobleme haben die Marke schwer beschädigt. Darum ist der neue Name die richtige Entscheidung.

Geht der Firma damit nicht ein



Eric Tveter: «Wir stellen den Kunden in den Mittelpunkt.» RETO OESCHGER

Kaum ist ein Amerikaner an der Macht, verschwindet der Name Cablecom. Die Schweizer Individualität versinkt, die amerikanische Corporate Identity übernimmt?

Das sehe ich nicht so. Es wird immer Leute geben, die nicht mit dem Namenswechsel einverstanden sind. Aber wir werden künftig nicht weniger schweizerisch sein.

Der Termin für das Rebranding steht noch nicht fest. Welche Kriterien müssen erfüllt sein, bevor Sie den Schritt wagen?

Eine unabhängige Firma misst derzeit die Zufriedenheit unserer Kunden. Diese Umfrage wird ausschlaggebend sein. Im Moment gehen wir davon aus, dass es Anfang nächsten Jahres so weit sein wird.

Also machen Sie den Namenswechsel abhängig von der Wahrnehmung der Kunden?

Die Wahrnehmung hinkt der Realität immer hinterher. Wir haben den Kundendienst und die Servicequalität bereits stabilisiert. Bei einigen Kernfaktoren – etwa der Zahl der offenen Kundenbeschwerden – stehen wir heute besser da als im letzten Frühling. Der Namenswechsel macht uns nicht über Nacht zu einer Firma, bei der alles perfekt läuft. Es wird immer Dinge geben, die schief laufen. Die Frage ist, wie wir künftig darauf reagieren.

Wo steht das Unternehmen? Ist die Servicequalität hoch genug für den neuen Namen?

Wir sind auf jeden Fall sehr nahe dran.

Blockiert der bevorstehende Namenswechsel das Umwerben

Dienstag bieten wir schnelle Internetverbindungen mit Geschwindigkeiten von bis zu 100 Megabit in der Sekunde an. Ausserdem haben wir gerade Video-on-Demand im Grossraum Zürich lanciert, also den Zugriff auf eine Online-Videothek. Im Herbst folgt Fernsehen auf Abruf («Catch-up-TV»). Mit dieser Funktion können sämtliche Eigenproduktionen des Schweizer Fernsehens der vergangenen Woche auf Knopfdruck abgespielt werden.

Wie sieht es mit Bündelangeboten aus?

Das ist ein wichtiger Fokus für uns. Ich kann aber heute noch nichts ankündigen.

Bald?

Spätestens Anfang nächsten Jahres.

Das wäre in etwa zeitgleich mit dem Namenswechsel.

Vielleicht.

Sie lesen regelmässig Beschwerdebriefe von Kunden. Was hat Sie dabei am meisten getroffen?

Wenn Probleme auf meinem Tisch landen, werden sie danach umgehend gelöst. Und das regt mich am meisten auf, dass etwas erst bei mir landen muss, bevor es erledigt wird. Das ist das Kernproblem: Alles, was bei mir landet, müsste eigentlich schon lange gelöst sein. Daran arbeiten wir jedoch.

ZUR PERSON

Eric Tveter ist seit Mai Chef von Cablecom. Der 50-jährige Amerikaner leitete davor den britischen Kabelnetzbetreiber

Differences Between Commercial and Destination Brands

- Differentiation is more challenging for destination brands due to the complexity of the wide **variety of stakeholders**, stakeholder touch points and political processes.
- Commercial brands have a single **owner** with legal rights, whereas a destination brand can be used by various organisations – commercial ones as well as NGOs and NPOs – which choose to co-brand with the destination brand.

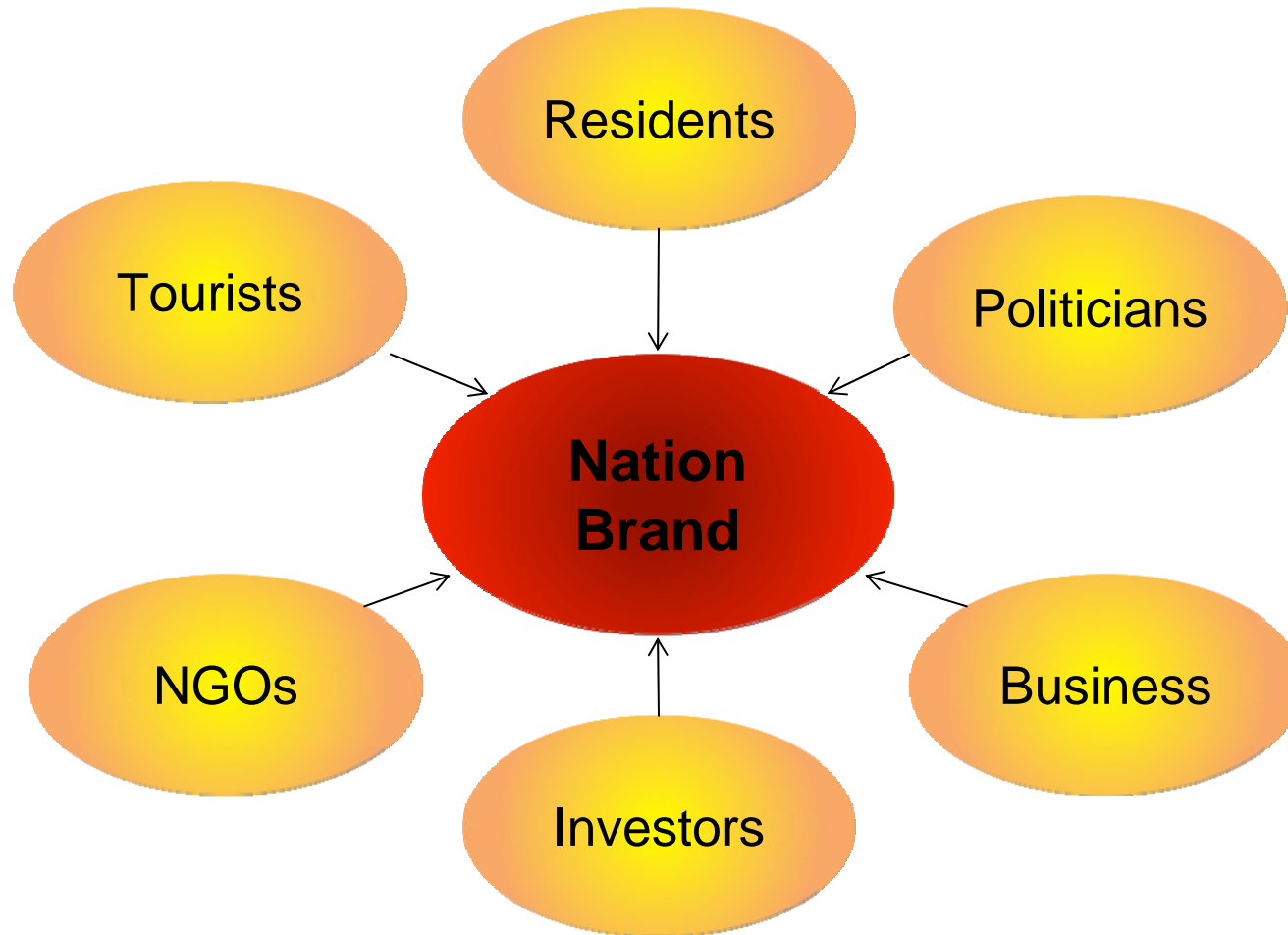
Stakeholder of a Nation Brand

Definition Stakeholder

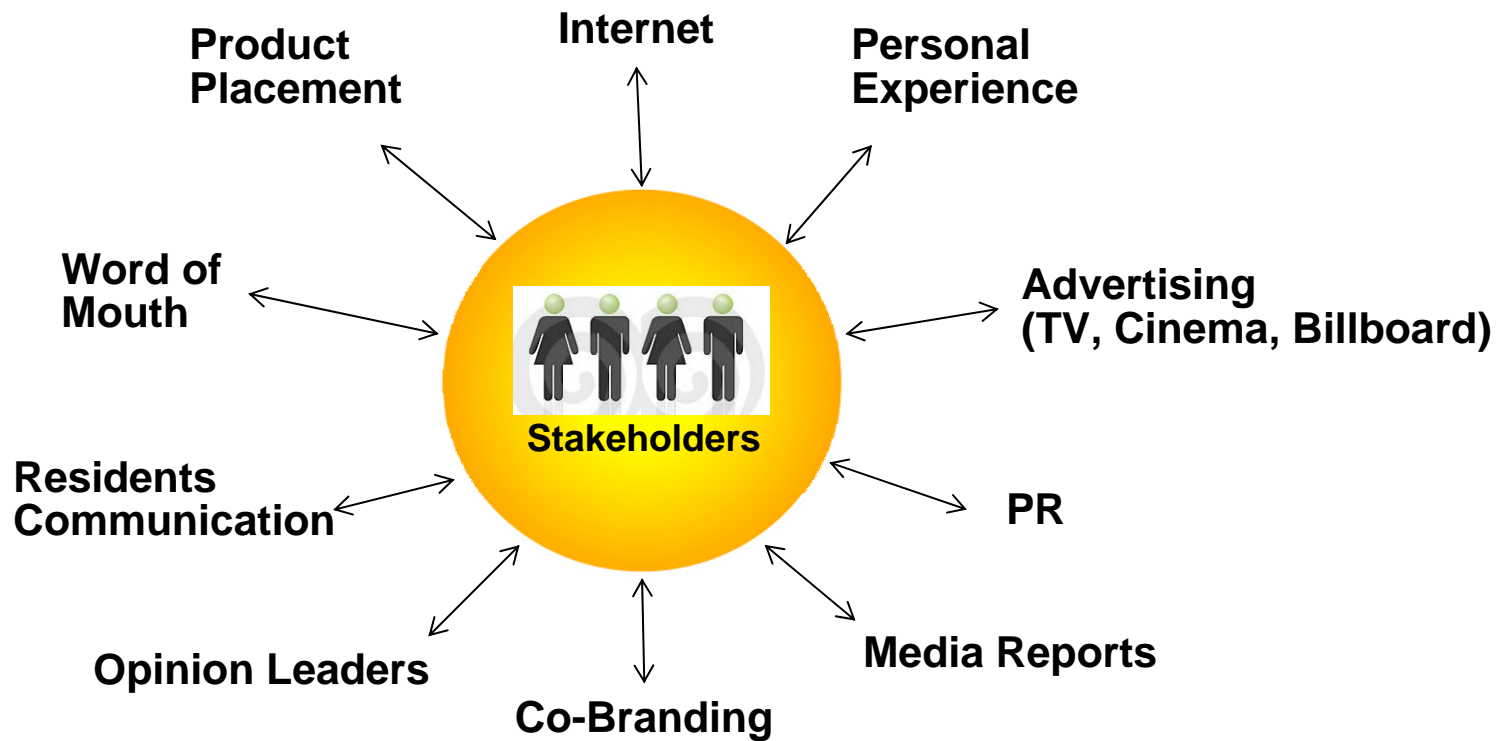
Person, group, or organization that has direct or indirect stake in an organization because it can affect or be affected by the organization's actions, objectives, and policies. Businessdictionary.com



Stakeholder of a Nation Brand



Stakeholder Touch Points of a Nation Brand



Strategies to Reach the Goals

Six generic strategies are suggested to reach the goals of Destination Branding:

- Attracting **tourist** and business **visitors**
- Attracting **businesses** from elsewhere
- Retaining and expanding **existing businesses**
- Promoting small **business expansion** and fostering new **business start-ups**
- Expanding **exports** and outside investments
- Expanding the **population** or changing the **mix of residents**

(Kotler et al., 1993: 18)

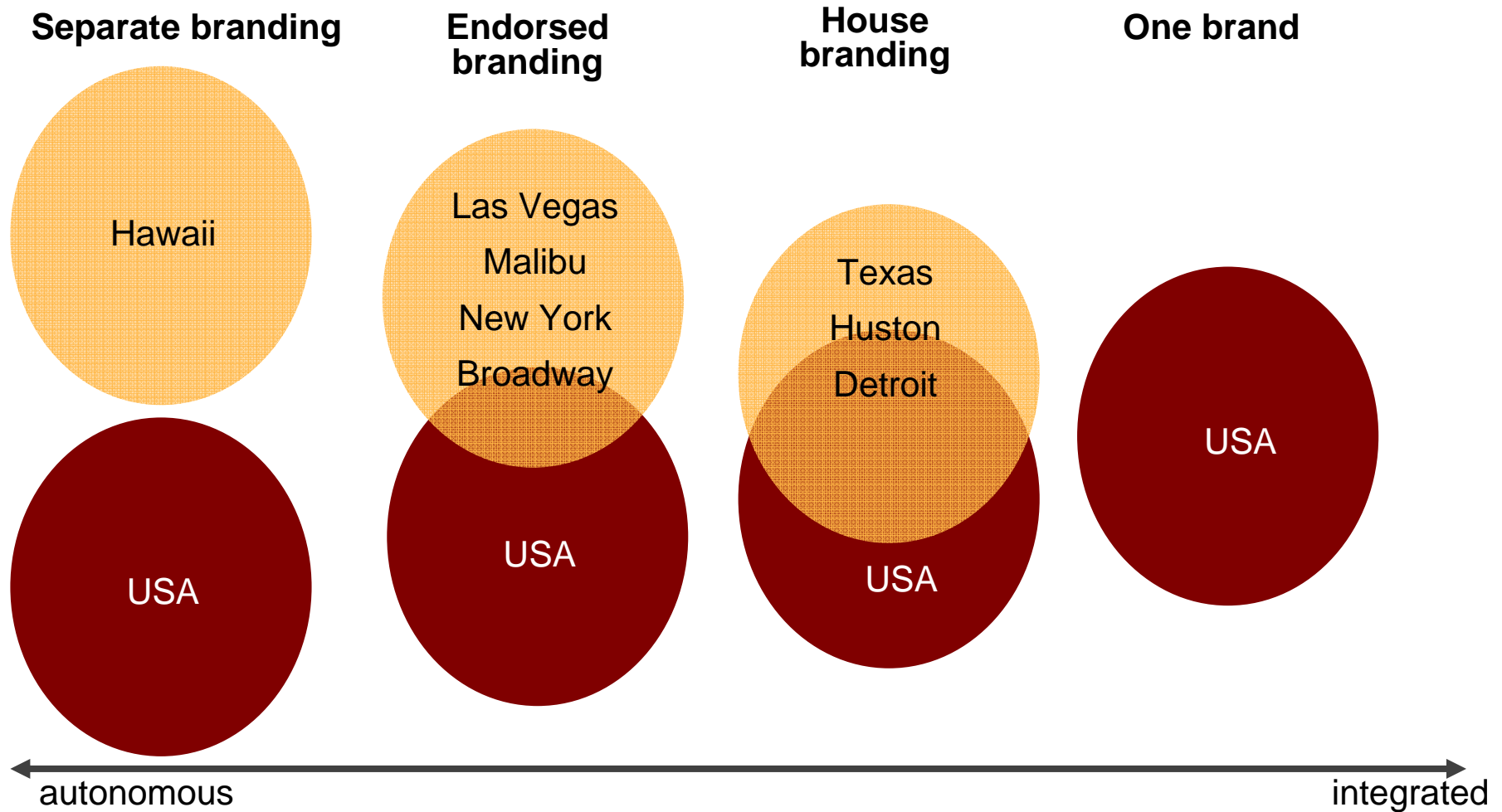
Nation Branding: Situation Today

Three noteworthy limitations have also emerged:

1. Countries generally approach marketing and branding in a decentralized way, which neither maximizes nor effectively leverages the power of the brand across the country, its ministries and its citizens.
2. Country branding is seen as tactical and short term, rather than as an essential strategic activity that requires long-term investment.
3. Country branding has become more generic and “safe” in its approach and implementation. Few brands live up to the special essence of the countries they represent.

Country Brand Index 2008,
Future Brand

Strategic Brand Options for Destinations



Nation Brand Personality – Examples

... a promise to our stakeholders
... a specific stakeholder experience
... a guideline for employee behaviour



The Mediterranean As It Once Was



The travel destination
Simply inspiring



Turkey welcomes you
I dream of Turkey



Get natural



Come “walkabout”

Example: Best Practice Product Placement

Australia

Australia – The Movie



What is "Australia" the movie?

Australia is an epic and romantic action adventure, set on the explosive brink of World War II. In it, an English aristocrat, Lady Sarah Ashley (Nicole Kidman) travels to the faraway continent where she meets a rough-hewn local (Hugh Jackman) and reluctantly agrees to join forces with him to save the land she inherited. Together, they embark upon a transforming journey across hundreds of miles of the world's most beautiful yet unforgiving terrain, only to face the bombing of the city of Darwin.

With his new film, Luhrmann is painting on a vast canvas, creating a cinematic experience that brings together romance, drama, adventure and spectacle.

In addition to Nicole Kidman and Hugh Jackman, *Australia* stars a wealth of Australian talent including David Wenham, Jack Thompson, Bryan Brown and David Gulpilil. It also introduces to the screen, Brandon Walters as Nullah, the boy who steals Lady Ashley's heart.

Australia has been passionately created by Oscar nominated Baz Luhrmann, one of the world's leading directors with production and costumes designed by two time Oscar winner, Catherine Martin. These talented Australians have collaborated previously through their production company, Bazmark Inq to create such masterpieces as *Moulin Rouge*, *Romeo + Juliette* and *Strictly Ballroom*.

Australia

Tourism Australia  tourism info

Home About Us News Centre Markets **Marketing Resources** Events Research & Statistics

Marketing Resources

- ▶ Aussie Enthusiasts
- ▶ Aussie Specialist Program
- ▶ Australian Experiences
- ▶ Australia The Movie
- ▶ Brand Australia Trademark License Agreement
- ▶ Consumer Marketing
- ▶ Destination Campaign
- ▶ Global Market Monitor
- ▶ Global Public Relations
- ▶ Image & Video Resources
- ▶ Industry Development
- ▶ Industry Groups
- ▶ Marketing Mix Builder
- ▶ National Landscapes

 Print this Page

Baz Luhrmann's Australia

Welcome to one of the greatest promotional opportunities presented to the Australian tourism industry in many years.

This website will show you how you can leverage the phenomenal buzz that will be created as a result of the release of Baz Luhrmann's *Australia*, slated to be released in more than 70 countries globally.

Twentieth Century Fox will support the film with a blockbuster marketing campaign around the world. This marketing alone will reach hundreds of millions of people worldwide. Tourism Australia's own destination marketing campaign: *See the movie. See the country*, will create additional excitement about *Australia*.

Tourism Australia expects that the movie and the supporting promotional activities, will act as a catalyst to motivate people to travel here now and for Australians to rediscover their own country.

Australia also creates an unprecedented window for you to drive your own Australian sales and promotional activities over the next eight to ten months.

Australia

Use of the movie for tourism advertising in different countries



**Tourism Toolkit
Australia the Movie**

As at November 2008

Lose yourself in the movie. Find yourself in the country. **A LOGO \$999**


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australia.com

Tourism Australia

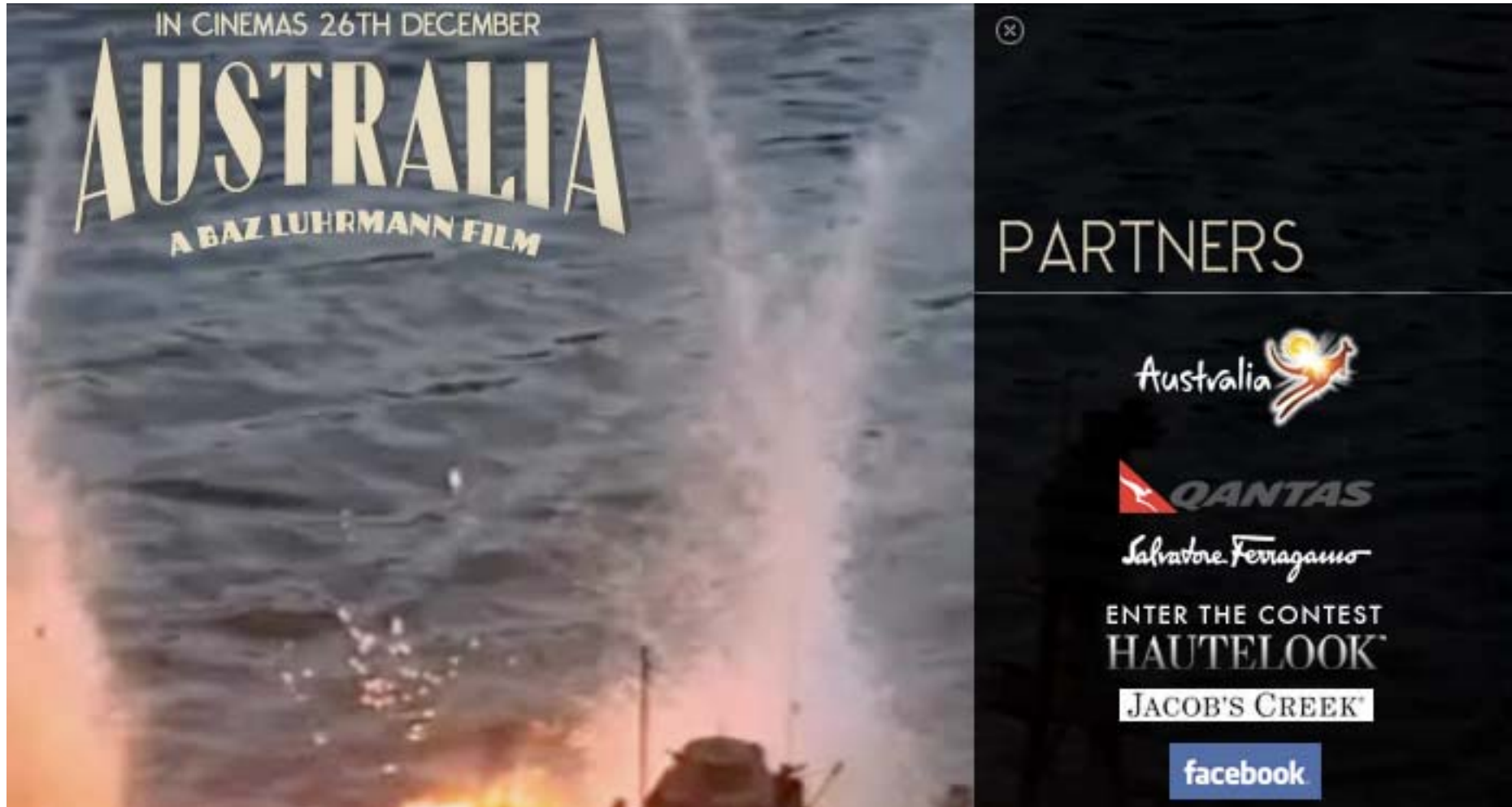
Australia

- With its sophisticated script, set design, dramatic locations and stunning cinematography, Baz Luhrmann's *Australia* offers the tourism industry one of its greatest promotional opportunities in years.
- *Australia* will reveal to the world the country's romantic, transformational and adventurous personality.
- Tourism Australia believes that this movie will make audiences in more than 70 countries fall in love with Australia and help to make our country an even more desirable tourism destination. We also believe that when Australians see the movie they will be excited, passionate and proud, motivating them to want to explore their country more.

Tourism Australia 

„*Top-of-the--Strategy*“

Australia





IN CINEMAS 26TH DECEMBER

AUSTRALIA

A BAZ LUHRMANN FILM

PARTNERS

Australia 

 **QANTAS**

Salvatore Ferragamo

ENTER THE CONTEST
HAUTELOOK

JACOB'S CREEK

facebook

Destination Brand Rankings

Destination Brand Rankings

A choice of the most important ones

Name	Author	Object	Content
Anholt-GfK Roper City Brands Index	GfK	Cities	City Brand Hexagon: Presence, Place, Pre-requisites, People, Pulse, Potential
Anholt-GfK Roper Country Brand	GfK	Countries	Nations brand hexagon: Tourism, export, people, governance, culture and heritage, investment and immigration
BBC World Service Poll	BBC	Countries	Rating of countries according to their positive or negative influence on the world.
Best in Travel	Lonely Planet	Destinations	Travel tips incl. top ten list of the countries to visit
Caux Round Table		Countries	Network of experienced business leader
Country Brand Index	FutureBrand	Countries	Rating of countries according to 30 criteria from business and leisure.
FVW Giata	FVW Magazin für Touristik und Business Travel	Countries	Enquiries for destinations with travel agents
Quality of Life Index	The Economist	Countries	Report on quality of life
Quality of Living	Mercer Human Resources Consulting	Cities	Ranking of cities according to their quality of life.
The European Quality of Life Survey	Eurofound	Countries	Report on quality of life
The Global Competitiveness Report	WEF	Countries	Rating of the countries according to 12 criteria.
The World Map of Happiness	University of Leicester	Countries	Mapping the happiness worldwide, Metaanalysis
Travelers' Choice Destinations Award	TripAdvisor	Destinations	Destination ranking worldwide based on feedbacks from travellers
World Competitiveness Scoreboard	IMD	Countries	Rating of the countries according to 12 criteria.

Country Brand Index – FutureBrand

Countries are ranked across **30 distinct categories** providing a rich perspective on strengths, weaknesses and opportunities. The rankings speak to qualities that compel consideration and assets that shape country reputations, perceptions and experiences.

Criteria: Authenticity, History, Art & Culture, Resort & Lodging Options, Ease Of Travel, Safety, Rest & Relaxation, Natural Beauty, Beach, Nightlife, Shopping, Fine Dining, Outdoor Activities & Sports, Friendly Locals, Families, Value For Money, Rising Star, Standard Of Living, Ideal For Business, Easiest To Do Business In, New Country For Business, Conferences, Extend A Business Trip, Political Freedom, Most Like To Live In, Quality Products, Desire To Visit / Visit Again, Advanced Technology, Environmentalism, Most Impressive Last Year

Methodology: qualitativ and quantitativ



Detailed Ranking

Country Brand Index 2008, FutureBrand

RESORT & LODGING OPTIONS

A superior variety of accommodation options



1. UNITED ARAB EMIRATES (1)

The UAE continues to establish itself as a strong brand for hospitality, promoting resorts for their unique architecture, premier service and ultimate luxury.

2. United States	▲ (6)	
3. Maldives	▼ (2)	
4. Australia	▼ (3)	
5. Switzerland		
6. Canada	▼ (5)	
7. Bahamas	(7)	
8. Monaco		
9. Singapore	▼ (8)	
10. Tahiti	▼ (4)	

EASE OF TRAVEL

The ability to easily enter, travel within and exit a country



1. NETHERLANDS

With one of the world's most efficient airports and extensive international and domestic transport networks, getting to, from and around the Netherlands is easy.

2. Spain		
3. Canada		
4. Switzerland		
5. Germany		
6. United Kingdom		
7. Denmark		
8. Sweden		
9. Italy		
10. France		

SAFETY

Considered most stable and secure



1. NORWAY

Low crime rates, high health and safety standards, and a stable government make Norway the safest-rated country this year.

2. Switzerland	▲ (5)	
3. New Zealand	▼ (1)	
4. Sweden	▼ (3)	
5. Denmark	▼ (4)	
6. Canada	▼ (2)	
7. Monaco		
8. Belgium		
9. Austria	▼ (7)	
10. Australia	▼ (6)	

Detailed Ranking

Country Brand Index 2008, FutureBrand

MOST LIKE TO LIVE IN

Where people would choose to live, outside their home country



1. AUSTRALIA

▲ (3)

Friendly people, ideal weather, natural beauty and a stable government make Australia the place where people most want to live.

- 2. New Zealand (2)
- 3. Canada ▼ (1)
- 4. Switzerland ▲ (8)
- 5. Scotland
- 6. Sweden ▼ (4)
- 7. United States ▼ (6)
- 8. Ireland
- 9. Germany
- 10. United Kingdom ▼ (7)

QUALITY PRODUCTS

Producer of the most high-quality goods and services



1. JAPAN

Over the past several decades, Japan has built a global reputation for manufacturing high-quality products.

- 2. United States
- 3. Germany
- 4. France
- 5. Italy
- 6. United Kingdom
- 7. Switzerland
- 8. Canada
- 9. South Korea
- 10. Sweden

DESIRE TO VISIT / VISIT AGAIN

The country travelers would most like to visit or return to



1. NEW ZEALAND

Its multitude of outdoor activities, warm and hospitable people, and captivating natural beauty make New Zealand the country most would like to visit or revisit.

- 2. Italy
- 3. Australia
- 4. United States
- 5. Maldives
- 6. Ireland
- 7. United Kingdom
- 8. Japan
- 9. Canada
- 10. Thailand

Detailed Ranking

Country Brand Index 2008, FutureBrand

ADVANCED TECHNOLOGY

The country where the latest technologies are most prevalent



1. JAPAN



Japan is seen as the leading nation in terms of technology, with notable contributions in the fields of electronics, automobiles, machinery, industrial robotics, optics and chemicals.

- 2. United States
- 3. United Kingdom
- 4. Sweden
- 5. Germany
- 6. Singapore
- 7. Switzerland
- 8. Finland
- 9. South Korea
- 10. United Arab Emirates

ENVIRONMENTALISM

Most oriented toward environmental protection



1. SWEDEN

(1)



With a comprehensive plan for an "Environmental Sweden," the country's policy for ecologically-sustainable development endeavors to solve all major environmental problems for the next generation.

- 2. Norway
- 3. Switzerland ▲ (5)
- 4. New Zealand ▼ (2)
- 5. Finland
- 6. Iceland ▼ (4)
- 7. Denmark ▼ (6)
- 8. Germany (8)
- 9. Canada ▼ (7)
- 10. Netherlands

MOST IMPRESSIVE LAST YEAR

The country with the most noteworthy performance in the past 12 months



1. CHINA



As home to an abundance of natural, historical and cultural sites and host of the 2008 Olympics, China has captivated the world.

- 2. United Arab Emirates
- 3. Australia
- 4. New Zealand
- 5. Japan
- 6. Italy
- 7. Canada
- 8. United States
- 9. India
- 10. France

Visit vs. Live in a Country

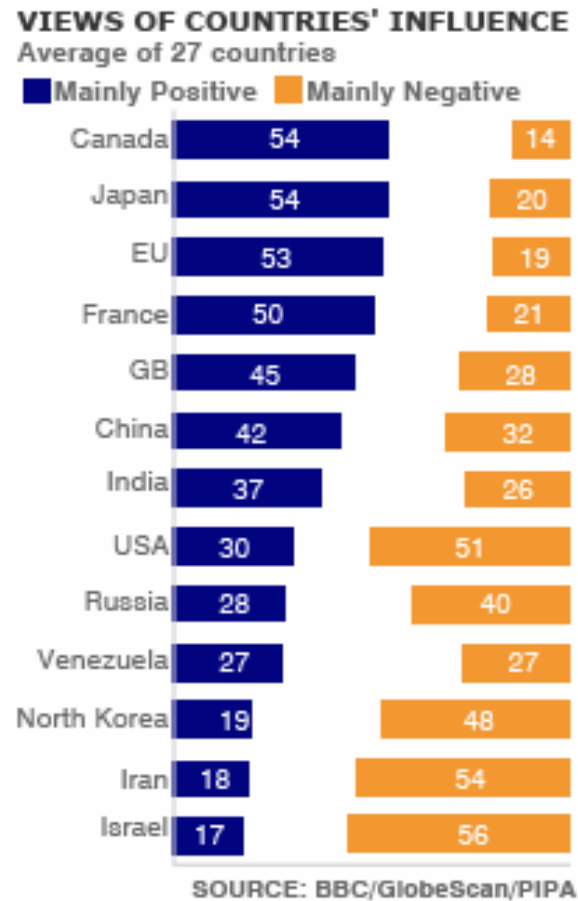
Country Brand Index 2008, FutureBrand



BBC World Service Poll

Criteria: Positive or negative influence of a nation on the world.

Methodology: qualitative



The Global Competitiveness Report - WEF

The GCI is based on 12 pillars of competitiveness, providing a comprehensive picture of the competitiveness landscape in countries around the world at all stages of development.

Criteria: Institutions, Infrastructure, Macroeconomic Stability, Health and Primary Education, Higher Education and Training, Goods Market Efficiency, Labour Market Efficiency, Financial Market Sophistication, Technological Readiness, Market Size, Business Sophistication, Innovation

Methodology: quantitative and qualitative

Rank	Country	Score
1	<u>US</u>	5.74
2	<u>Switzerland</u>	5.61
3	<u>Denmark</u>	5.58
4	<u>Sweden</u>	5.53
5	<u>Singapore</u>	5.53
6	<u>Finland</u>	5.50
7	<u>Germany</u>	5.46
8	<u>Netherlands</u>	5.41
9	<u>Japan</u>	5.38
10	<u>Canada</u>	5.37

World Competitiveness Scoreboard – IMD

The IMD World Competitiveness Yearbook is the most reputable and comprehensive report on the competitiveness of nations published since 1989. It provides several customized rankings, whether by size, by wealth, by regions, etc. as well as country competitiveness profiles and analysis. The Overall Competitiveness Scoreboard is calculated by combining four factors of competitiveness.

Criteria: Economic Performance, Government Efficiency, Business Efficiency, Infrastructure.

Methodology: quantitative and qualitative

THE TOP 20 IN 2008 (OUT OF 55)			
Score 2008	Country	Rank 2008	Rank 2007
100.0	USA	1	1
99.3	Singapore	2	2
95.0	Hong Kong	3	3
89.7	Switzerland	4	6
84.4	Luxembourg	5	4
83.9	Denmark	6	5
83.5	Australia	7	12
82.9	Canada	8	10
82.5	Sweden	9	9
80.5	Netherlands	10	8
79.5	Norway	11	13
77.6	Ireland	12	14
77.4	Taiwan	13	18
75.0	Austria	14	11
75.0	Finland	15	17
74.7	Germany	16	16
73.8	China Mainland	17	15
73.4	New Zealand	18	19
73.2	Malaysia	19	23
72.4	Israel	20	21

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Meta-Analysis

Methodology: quantitative

Nation	SWLS Score
DENMARK	273
SWITZERLAND	273
AUSTRIA	260
ICELAND	260
BAHAMAS	257
FINLAND	257
SWEDEN	257
BHUTAN	253
BRUNEI DARUSSALAM	253
CANADA	253
IRELAND	253
LUXEMBOURG	253
COSTA RICA	250
MALTA	250
NETHERLANDS	250
ANTIGUA AND BARBUDA	247
MALAYSIA	247
NEW ZEALAND	247
NORWAY	247
SEYCHELLES	247
ST KITTS AND NEVIS	247
UAE	247
USA	247
VANUATU	247
VENEZUELA	247

