BRAZIL’S PUBLIC DIPLOMACY: ENHANCING TOURISM SECTOR THROUGH AQUARELA PLAN 2020 AS NATION BRANDING FOCUSING ON 2014 FIFA WORLD CUP HOST (2009-2014)

By

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A thesis presented to the
Faculty of Humanity President University
In partial fulfillment of the requirements for Bachelor Degree in international Relations Major in Diplomacy Studies

2017
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APPROVAL SHEET

The Panel of Examiners declare that the thesis “Brazil’s Public Diplomacy: Enhancing Tourism Sector through Aquarela Plan 2020 as Nation Branding Focusing on 2014 FIFA World Cup Host” that was submitted by Elroy Yona Pasca Sipayung majoring in International Relations from School of Humanities was assessed and approved to have passed the Oral Examinations of June 2, 2017.

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This thesis entitled “Brazil’s Public Diplomacy: Enhancing Tourism Sectors through Aquarela Plan 2020 as National Branding Focusing on 2014 FIFA World Cup (2009-2014)” prepared and submitted by Elroy Yona Pasca Sipayung in partial fulfillment of the requirement for the degree of Bachelor of Arts in International Relations in the Faculty of Humanities has been reviewed and found to have satisfied the requirements for a thesis to be examined. I therefore recommend this thesis for Oral Defense.

Cikarang, Indonesia, 24th May 2017
Recommended by,

DR. Endi Haryono
Thesis adviser
DECLARATION OF ORIGINALITY

I declared that this thesis, entitled "Brazil’s Public Diplomacy: Enhancing Tourism Sectors through Aquarela Plan 2020 as National Branding Focusing on 2014 FIFA World Cup (2009-2014)" is, to the best of my knowledge and belief, an original piece of work that has not been submitted, either in whole or in part, to another university to obtain a degree.

Cikarang, Indonesia, 24th May 2017

Elroy Yona Pasca Sipayung
ABSTRACT

BRAZIL’s PUBLIC DIPLOMACY: ENHANCING TOURISM SECTOR THROUGH AQUARELA PLAN 2020 AS NATION BRANDING FOCUSING ON 2014 FIFA WORLD CUP HOST (2009-2014)

A thesis by Elroy Yona Pasca Sipayung, International Relations 2013, 016201300049, President University

Adviser: DR. Endi Haryono and Haris Rahmat Pratama S.IP., MA.

Brazil, a rising power country in the world, that is still undeniably experiencing growing pains in social issues such as education, public services, and health is a major issue that the government is struggling to handle. As a country with samba and football as its main culture, Brazil seeks to enhance its tourism sectors by the hosting of 2014 FIFA World Cup as one of mega sport event in the world. This thesis analyzes how government of Brazil applied its Public Diplomacy through the diplomacy of sports using the 2014 FIFA World Cup as the instrument to attract tourists in terms of increasing the volume of tourism to Brazil, both internationally and domestically. Hence, Brazil use this as a golden opportunity to attract incoming tourist as nation branding by building the infrastructure and promoting Brazil through their public diplomacy. By using the qualitative analytical research methods, this study hence is aiming to analyze the strategy of Brazilian Government in implementing its public diplomacy to attract incoming tourist through hosting 2014 FIFA World Cup.

The main focus of this study is the implementation of public diplomacy in Brazil for the primary purpose of attending the FIFA World Cup. This thesis uses the theory of Constructivism, Public Diplomacy, Sport Diplomacy on mega events, and Nation Branding as its tools to analyze the incoming tourist phenomenon in the hosting of mega sport events. Materials and data for this thesis were obtained from the official publication of the Government, official statement from the government of Brazil, its ministries and FIFA. This thesis also uses Journals, Books, and News related to public diplomacy, sports diplomacy, and the 2014 FIFA World Cup.

Key words: Brazil, Public Diplomacy, 2014 FIFA World Cup, Nation Branding, Enhance Tourism Sectors.
ABSTRAK

BRAZIL’s PUBLIC DIPLOMACY: ENHANCING TOURISM SECTOR THROUGH AQUARELA PLAN 2020 AS NATION BRANDING FOCUSING ON 2014 FIFA WORLD CUP HOST (2009-2014)

Sebuah penelitian oleh Elroy Yona Pasca Sipayung, Hubungan Internasional 2013, 016201300049, President University

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ACKNOWLEDGEMENT

Let me begin with Praise the Lord! With His kindness, my one and only God in Heaven, everything I have been through is finally succeeded. After a long pain of struggle to face this, I could accomplish my thesis as I have planned before. I could not and it would be impossible for me to finish all of this without guidance and help of many amazing, wonderful, the colors of my life people who contribute their priceless time and assistance from the preparation to the accomplishment of my thesis writing.

First of all, to the One and my only Savior, Jesus Christ. I send my greatest and biggest gratitude for Him who always be there through my ups and downs of my life, carry me when I feel secure and sorrow and enlighten me with His guidance to keep believing and also always strengthen myself.

Secondly, without my parents, I can do nothing. They are the best gifts that God have ever sent to me. This thesis writing would be impossible without their endless supports and prayers, particularly for Papa Rev. Dr. Jonriahman Sipayung and Mama Rista Murni Purba, and also my one and only brother Grace Deo Pasca Sipayung. These people who always supports me limitlessly, always there to backs me up and prays for me.

Thirdly, I would like to send my greatest gratitude for the guidance, advice, knowledge, and endless support to the best advisors ever DR. Endi Haryono, and Haris Rahmat Pratama S.IP., MA. Thank you for such an inspiring thoughts and knowledge that you have given to me. Seriously, words cannot even describe how grateful I am to have you as my advisors. This thesis would be nothing and finished without you. And also thank you for all lecturers of International Relations study program, not to forget, thank you to the Head of Study Program, Hendra Manurung and our Dean of Humanities Faculty, Teuku Rezasyah, Ph.D.
Forth, I am very grateful to my one and only girl, Naletha G. E. Pangemanan, who always support me, cheer me up, always be there for me in both happy and sad moments, always got ways to motivate me especially in doing this thesis. Thank you Tha, for everything that you have given for me.

Fifth, to all my amazing, crazy, adorable, and everything I could describe to you all for all the shared memories, prayers, supports, and laughs-cries. Thank you for these peeps who fulfill my university life with their craziness, especially to my second familia KELUARGA KOSMIK (Adit Pupuk, Dale, Dharma, Jona, Sandro), CHIRO FANS CLUB (Alek, Didis, Fadli, Lanny, Lindie, Lutfan, Luky, Maria, Mustika, Putri, Tika, Rian). To my BABE kost-mates (Hydro, Mustafa, Prima, Arnold, Ardi), my MM-11 kost-mates (Aldo, Diko, Elji, Jaja, Rifqi) my brothers and sisters from different parents, Axel, Yedi, Opang, Adit, Paksi, Flo, Sita, Hafid, my gaming partner, Abnormal. May those funny, sad, even imbecile moments that we already going through can still we remember ‘till the end of our life. Thank you for sharing all of your weirdness, awkwardness, and every single laugh and tears you can possibly share to me. All of you are the best companions that have ever existed in my magnificent 3,5 years.

Cikarang, May 24th, 2017

Elroy Yona Pasca Sipayung
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CHAPTER I
INTRODUCTION

I.1. Background of Study

Public Diplomacy (PD) is an instrument that governments use to mobilize the resources to communicate with and attract the publics of other countries. In fact, the term of PD describe as the direct or mass-mediated communication activities by individuals, governmental, and non-governmental organizations to a foreign publics and/or the domestic publics by conveying or even exchanging information in order to directly or indirectly reduce negative platitudes and prejudices, in creating sympathy and understanding for its nation’s ideals, goals, (foreign) policies, its institutions, culture and model of society, to build a positive image and relationships, and therefore to make the achievement of international policy goals easier, facilitate close political ties or alliance to encourage tourism and inward investment.

The concept of public diplomacy has traditionally associated with the promotion of the image of a country abroad. PD is based on the premise that the image and reputation of a country are public goods which can create either an enabling or a disabling environment for individual transactions. According to Leonard, there is a hierarchy of impacts that public diplomacy can achieve:

- Increasing people’s familiarity with one’s country (making them think about it, updating their images, turning around unfavorable opinions)

• Increasing people’s appreciation of one’s country (creating positive perceptions, getting others to see issues of global importance from the same perspective)

• Engaging people with one’s country (strengthening ties – from education reform to scientific co-operation; encouraging people to see us as an attractive destination for tourism, study, distance learning; getting them to buy our products; getting to understand and subscribe to our values)

• Influencing people (getting companies to invest, publics to back our positions or politicians to turn to us as a favored partner)⁴

In Brazil, PD is seen not only in the traditional view, but also in the sense of greater openness of both the Foreign Ministry and Brazilian foreign policy for civil society, in an effort to promote democratization and transparency of national public policy. This research will analyze how Brazil, as an agrarian-based country, try to enhancing its tourism by using the power of its public diplomacy. Before embracing a federal presidential constitutional democratic system like these days, Brazil was struggled to build a democratic and egalitarian society because of its origins as a plantation colony and the strong influence of slavery.

Since its independence, Brazil has been subject to a lot of internal unrest resulting in several years of military rule and the proclamation of several different constitutions, the most recent one being passed in 1988.⁵ Recent developments in Brazil provide partisans of democracy with some reason for optimism. The military, which seized power in a coup d’état in 1964, has relinquished the presidency and seems content to remain on its way. After two decades of military dictatorship, Brazilians embrace broader political freedom, and violations of traditional civil liberties have decrease sharply. Important barriers to political participation have been lifted in 1985, illiterates, making up over one-fourth of

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the country's adult population were empowered. Competitive elections took place on schedule for mayors of state capitals in 1985 and for governors and Congress in 1986. In these most recent elections, the former opposition party of the post-1964 period was the overwhelming victory. In 1987 Congress is in the process of writing a new constitution to replace the one brought into effect by military decree in 1967. Although chained by the highest external debt in an overburdened continent, Brazil's economy grew faster in 1985 and 1986 than that of any other country in the world.6

In the journey building on its political, economy and social transformation, Brazil continues to cultivate an image as a moral and political model for the rest South American nation and as a powerful political player in the global realm. Of course, major policy changes were the nation’s real revolution, but in terms of broadcasting the government’s new mission statement and strengthening confidence in Brazil’s transformation, the front line of government’s strategy was at their PD.

In order to build its own image on the global scale, Government of Brazil apply some instruments to gain public image globally through its PD. One of those instrument is through hosting one of the biggest sports events which is FIFA World Cup. For the second time in history, Brazil will host the FIFA World Cup. As the first, Brazil once hosted the same event on 1950.7 This is an international football tournament which is anticipated worldwide. It was attended by hundreds of thousands of fans from around the world and watched by millions as a football game being played live on television. During this time, almost every television in the world is set for one game. Brazil was the only one bidding to host the tournament, which was due to be staged on the continent under FIFA’s rotation system.8 On October 30th 2007, Brazil was awarded the FIFA World Cup

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7 Lisi, Clemento Anglo. A History of World Cup 1930-2006. 2007. Scarecrow Press, Inc; p.44
8 Fédération Internationale de Football Association (FIFA), 2007. Brazil confirmed as 2014 hosts. Retrieved on February 16, 2017 from
2014 by Fédération Internationale de Football Association’s (FIFA) president, Josseph Blatter, with the decision announced at the Home of FIFA in Zurich. Brazil were the only country bidding to host the finals, but their delegation went through the formality of making a 30-minute presentation to the world governing body's executive committee in Zurich, before being officially awarded the finals.⁹

"Soccer is not only a sport for us, it's more than that: Soccer for us is a passion, a national passion."

- President Luiz Inácio Lula da Silva (CNN, 2007)

President of Brazilian Football Confederation (CBF), Ricardo Teixeira also added, “We are a civilized nation, a nation that is going through an excellent phase, and we have got everything prepared to receive adequately the honor to organize an excellent World Cup. Over the next few years we will have a consistent influx of investments. The 2014 World Cup will enable Brazil to have a modern infrastructure, in social terms will be very beneficial. Our objective is to make Brazil become more visible in global arenas. The World Cup goes far beyond a mere sporting event. It's going to be an interesting tool to promote social transformation.”¹⁰

It concludes that by hosting 2014 World Cup, government of Brazil aimed to gain more recognition from other countries in the worldwide. Government of Brazil believed that 2014 World Cup would become an instrument of Brazil’s PD in increasing their nation branding especially in tourism sector.

I.2. Problem Identification

Brazil, a rising power country in the world, that is still undeniably experiencing growing pains, social issues such as education, public services, and health is a major issue that the government is struggling to handle. The recent protests, high levels of violent crime, and social movements in cities, such as Sao

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¹⁰ Ibid.
Paulo, threatening negative impact on the global image of the country. Brazil really at a crossroads: it is an enormous rising power country with political and economic potential, but at the same time, people with many diseases of the developing world. Brazil is world-widely known as the country of samba and football, assembling them become one of important elements of Brazilian culture. In addition to that Brazilian Ministry of Foreign Affairs (Portuguese: Ministério das Relações Exteriores; furthermore refer as Itamaraty) wants to promote the culture of samba and football by using its PD. Itamaraty states that promotes the distribution of Brazilian culture and arts in its multiple dimensions, seeking to stimulate cultural cooperation.\(^\text{11}\) Underlining that, this research focusing on Brazil’s vision and strategy expressed around the hosting of 2014 FIFA World Cup, suggesting that they are an important stage of a broader long-term strategy of enhancing Brazil’s soft power, prestige and visibility.

It examines how football is used as important cultural diplomacy to achieve specific targeted goals. Soft power is now become a crucial component of foreign policy strategies. The concept of “soft power”, invented by Joseph S. Nye, is “getting others to want the outcomes that you want, without force or coercion, and contrast with “hard power” or the capacity to influence others to do what you want through force and coercion.\(^\text{12}\) According to Nye, A country’s soft power can come from three resources:

- its culture (in places where it is attractive to others)
- its political values (when it lives up to them at home and abroad)
- its foreign policies (when they are seen as legitimate and having moral authority).\(^\text{13}\)


Of course, soft power alone cannot produce effective foreign policy, which is why it is important to combine hard and soft power. Therefore, there is no doubt that sports diplomacy is a strategy created by Itamaraty in order to enhance its soft power, prestige and popularity. Sports and football are and will remain important tools to achieve Brazil’s foreign policy’s goals. It was not only good from a football point of view, but also for the country’s economy and travel industry more broadly on tourism sector.

Tourism has become one of the important economic activity in many regions in Brazil. It is one of the main sources of Foreign Direct Investment (FDI) in Brazil, and the third product of FDI in the Brazilian export after iron ore and soy beans. Brazil is the second international destination in South America, and the third most important in Latin America. Most of the tourists in Brazil come from South America, mainly from Argentina. Around 35% come from Europe and 15% from the USA. The most visited destinations in Brazil are Sao Paulo, Rio de Janeiro and Salvador de Bahia, as well, many places all around the coast. The number of foreign tourists who come to Brazil presented a positively increased from year to year. Statistic from The World Bank shows that the number of foreign visitor increased from 5.433 million people in 2011 to 5.813 million people to 2013.

<table>
<thead>
<tr>
<th>Countries of Latin America</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Argentina</td>
<td>5,705,000.0</td>
<td>5,587,000.0</td>
<td>5,246,000.0</td>
</tr>
<tr>
<td>Brazil</td>
<td>5,433,000.0</td>
<td>5,677,000.0</td>
<td>5,813,000.0</td>
</tr>
<tr>
<td>Bolivia</td>
<td>711,000.0</td>
<td>798,000.0</td>
<td>798,000.0</td>
</tr>
</tbody>
</table>

14 The Observatory of Economic Complexity, Brazil, retrieved on March 5, 2017 from http://atlas.media.mit.edu/en/profile/country/br/
From the table above, it shows that Brazil become the largest destination of foreign tourist in South America and compete with Argentina in terms of foreign tourist destination as the largest in South America. Brazilian Government feels it is important to increase the number of foreign tourists visiting Brazil due to achieve the targets of the 2020 Aquarela Plan which to make Brazil as an international tourist destination country through the Brazil 2014 FIFA World Cup. To achieve the target from the Aquarela Plan 2020, the Brazilian government through Instituto Brasileiro de Turismo (EMBRATUR – refer as Brazilian Tourist Board, is a federal, state-owned agency reporting to the Brazilian Ministry of Tourism) made efforts in building a positive image as the national branding of Brazil to become one of the international tourist destination in Latin America. EMBRATUR aimed to introduce tourism potentials that exist in Brazil, both its the natural beauty and cultural diversity to the international community. One of the efforts undertaken by EMBRATUR in building a positive image of Brazil as an international tourist destination country is through tourism promotion activities by various events held in Brazil, which one on them is 2014 FIFA World Cup.

The government of Brazil faced some challenges and obstacles in promoting its tourism potential. Those obstacles effect Brazilian national image

### Table 1. Number of International Tourism in Latin America

<table>
<thead>
<tr>
<th>Country</th>
<th>2010</th>
<th>2011</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chile</td>
<td>3,137,000.0</td>
<td>3,554,000.0</td>
<td>3,576,000.0</td>
</tr>
<tr>
<td>Colombia</td>
<td>2,042,000.0</td>
<td>2,175,000.0</td>
<td>2,288,000.0</td>
</tr>
<tr>
<td>Ecuador</td>
<td>1,141,000.0</td>
<td>1,272,000.0</td>
<td>1,364,000.0</td>
</tr>
<tr>
<td>Guyana</td>
<td>157,000.0</td>
<td>177,000.0</td>
<td>158,000.0</td>
</tr>
<tr>
<td>Paraguay</td>
<td>524,000.0</td>
<td>579,000.0</td>
<td>610,000.0</td>
</tr>
<tr>
<td>Peru</td>
<td>2,598,000.0</td>
<td>2,846,000.0</td>
<td>3,164,000.0</td>
</tr>
<tr>
<td>Suriname</td>
<td>220,000.0</td>
<td>240,000.0</td>
<td>249,000.0</td>
</tr>
<tr>
<td>Uruguay</td>
<td>2,857,000.0</td>
<td>2,695,000.0</td>
<td>2,683,000.0</td>
</tr>
<tr>
<td>Venezuela, RB</td>
<td>595,000.0</td>
<td>988,000.0</td>
<td>986,000.0</td>
</tr>
</tbody>
</table>

as international tourist destination. Some of those issues are the loss of cultural roots and values of Brazilian society as a result of the growth of the tourism industry. The raise of tourism development caused many local tribes Brazil have to move from their place.¹⁸ Besides that, crime issues also increased highly as the arrival of foreign tourism to Brazil also increased especially in major cities like Sao Paulo and Rio de Janeiro. This crime issue threatens the security and convenience of foreign tourists who come to Brazil. The presence of those foreign tourist provokes criminal actions and thefts, moreover emerge the spreading of illegal drugs.¹⁹

Another issue is the existence of a variety of excessive exploitation to children to work and create child sexual exploitation on tourism sector of Brazil. The exploitation of children under this still happens to this day even though slavery was already prohibited in Brazil since 1888.²⁰ Children are involved in the majority of the activities in the tourism industry. Visible or not, teenagers, and even children of 3 years old are working in this market, contributing to the growth of the sector and becoming enslaved by it. They work in a huge variety of jobs in all brands of the tourism industry. Among the most common forms of child labor are work in family businesses, hotels, catering services and the production of souvenirs.

One of the main reasons why there are many children working in this sector is that child labor is cheap, and is easier to handle a child than an adult, hence the exploitation of children in tourism is a fairly common phenomenon. The market has no scruples, and economic benefit of the employer is prioritized above the enrichment of local communities. To reduce costs, the labor rights of workers are lessened. The less qualified labor is, the cheaper it is, therefore, the younger the employee doing the job, the less qualified this employee will be. This

¹⁹ Ibid.  
²⁰ Ibid. p.8
is one of the main causes of child exploitation. Besides the issue of sex tourism have contributed to Brazil's tourism image, which can still be found children who were the objects of sexual exploitation and become victims of human trafficking as a result of the growth of the tourism industry. This is because 35% of Brazil's population are children and more than 28 million children living on the poverty.\(^{21}\)

Those issues have an impact in influencing the Brazilian tourism image in the eyes of domestic and international community. The high number of criminal acts threatening the safety and the convenience of foreign tourists who traveled to Brazil which will decrease the number of foreign tourists to Brazil. It's important for the government of Brazil to attempt and tried in various ways to build a positive image of Brazil as the country's top international travel destination tourism issues affecting the image of Brazil. This positive image development will be instrumental in helping Brazil to promote tourism potentials in Brazil. Furthermore, with the promotion of tourism is expected to be able to boost the arrival of foreign tourists traveled to Brazil to come and bring an increase in economic growth in Brazil and in the end, it will be able to meet the targets to be achieved by the government of Brazil in the Aquarela Plan 2020. In accordance to that, this research will try to analyze how the government of Brazil apply its PD to enhance its nation branding in tourism sector through 2014 FIFA World Cup.

I.3. Statement of the Problem

**Topic:** Brazil’s Public Diplomacy: Enhancing Tourism Sector through Aquarela Plan 2020 as Nation Branding Focusing on 2014 FIFA World Cup

**Research Question:** How did Brazil’s government implement the Aquarela Plan 2020 as the Instrument of Public Diplomacy to enhance tourism sectors through 2014 FIFA World Cup?

I.4. **Research Objectives**

The objective of this research is to find the answer from the question using scientific methods. In accordance with the explanation above, this research objective is to find out and try to analyze about how the government of Brazil implement its public diplomacy to enhance tourism sectors through 2014 FIFA World Cup, based on available official data, statement, statistic, report and journal regarding to the topic and writer analysis.

I.5. **Significance of the Study**

This research is mean to give valuable knowledge, information, and solution to the reader, about Brazil strategy though its PD in enhancing tourism sectors by the hosting of 2014 FIFA World Cup. The significant of study is provide analysis and data for the reader related to the This research is done to describe and analyze Brazil's PD in attracting incoming tourist as their national branding through hosting 2010 FIFA World Cup. Therefore, through this research the writer will be able to give information about the strategy of Brazil government in attracting incoming tourist as Nation Branding through hosting 2014 FIFA World Cup.

Thereafter, the writer will be able to implement the theory and knowledge in International Relations, which has been learning in President University. This research also gives the experience to the writer in order to write the research and to get deeper knowledge.
Figure 1. The logical flow of theoretical framework, which is constructed writer’s framework analysis

I.6.1. Constructivism Theory

The Interests to Scholars’ variables such as power of military, international organizations, domestic dilemmas or trade relations are not
important from constructivism point of view because those are the world’s objectives facts, but slightly because they have some social meanings.22 Constructivism underlines issues of identity and belief, the key determinant of a State’s behavior involves the friends and enemy’s perception, in or out groups, fairness and justice. Constructivism accepts the fact that States are self-interested, rational actors, constructivism would emphasize that differing identities and beliefs deny the simplistic ideas which States chase only viability, prosperity, and authority.23

“Issues of identity and belief, the key determinant of a State’s behavior involves the friend and enemy’s perceptions, in or out groups, fairness and justice. Constructivism accepts the fact that States are self-interested, rational actors, constructivism would emphasize that differing identities and beliefs deny the simplistic ideas which States chase only viability, prosperity, and authority.”24

Constructivism is considerate to social norms’ role in international politics, according to March and Olsen, constructivism differentiates between ‘logic of consequences’ where actions rationally selected to maximize States’ interests and logic of appropriateness, where rationality is sorely being neutralized by norms. Constructivism also underlines the non-states actors’ role more than other approaches.25

According to Mely C. Anthony:

“Constructivism, especially, allows us to identify non-state actors as the ‘agents’ who bring with them ‘ideas’ that are critical in shaping state policies. Constructivism also alerts us to perceptible changes in attitudes and approaches within and among states that may be taking place as ideas find their way into concrete policies. These ideas add to the dynamics as the state actors, and to a

23 Ibid.
certain extent, non-state actors engage in the process that bring about intersubjective understanding of how inter-state relations should be.”

This study aims to emphasize on how Brazilian government try to change the perceptions of the International Community through sport in hosting 2014 FIFA World Cup in particular as an instrument of PD to increase their Nation Branding at tourism sector that already delivered by President of Brazilian Football Confederation (CBF Portuguese: Confederação Brasileira de Futebol), Ricardo Teixeira,

“We are a civilized nation, a nation that is going through an excellent phase, and we have got everything prepared to receive adequately the honor to organize an excellent World Cup. Over the next few years we will have a consistent influx of investments. The 2014 World Cup will enable Brazil to have a modern infrastructure, in social terms will be very beneficial. Our objective is to make Brazil become more visible in global arenas. The World Cup goes far beyond a mere sporting event. It’s going to be an interesting tool to promote social transformation.”

President of CBF – Ricardo Teixeira

From the statement above, Brazilian Government try to change the International Community’s perceptions and promoting social transformation by publicity campaign materials like the official slogan, emblem, soundtrack, mascot, and poster for hosting 2014 FIFA World Cup. Brazilian Government also using the Domestic and International Campaign in promoting 2014 FIFA World Cup 2014.

I.6.2. Public Diplomacy

Diplomacy is a way for achieve the interests of an actor in a peaceful way, so war is considered as a last resort to resolve a conflict. The diplomacy during World War II is a formal dialogue between countries to resolve the conflict. However, as time goes by and globalization which increasingly makes the

countries in the world are connected and interdependence, diplomacy is also develop. In the post-cold war, diplomacy then not only done by the state, but also non-state actors, such as the International Organization, Multinational Corporations, and individuals. Media communication then becomes very important in connecting each actor in terms of diplomacy, causing the emerging concept of PD. Both of these elements have an important role for the government to run their PD.28

PD is a way to build relationships by understanding the needs, culture, and society; communicating the vision; justify misperceptions that exist in the international community; look for the area where the government can find the common ground.29 PD defined as a process of communication to the foreign public governments that aims to provide an understanding of the state, attitudes, institutions, culture, national interests, and policies that taken by the country30. Jang Wang seen PD as an effort to enhance the quality of communication between the state and society. The impact of that includes the political, economic, social, and in its implementation, is no longer monopolized by the government.31 Meanwhile, Jan Mellisen defined PD as an effort to affect other peoples or organizations outside the country in positive way to changing the people’s perspective to a country.32 Based on all definitions, it can be said that PD is used to promote national interests through understanding, informing, and influencing public outside the country. Because, PD is an instrument of soft power.

Relationships established through PD then expected to create a good environment for the communities among countries to cooperate with each other and enhance the transactions development between them. Based on what writer

29 Ibid.
31 Ibid.
describe on background, Leonard states that, there is a hierarchy of impacts that public diplomacy can achieve:

- Increasing people’s familiarity with one’s country (making them think about it, updating their images, turning around unfavorable opinions)
- Increasing people’s appreciation of one’s country (creating positive perceptions, getting others to see issues of global importance from the same perspective)
- Engaging people with one’s country (strengthening ties – from education reform to scientific co-operation; encouraging people to see us as an attractive destination for tourism, study, distance learning; getting them to buy our products; getting to understand and subscribe to our values)
- Influencing people (getting companies to invest, publics to back our positions or politicians to turn to us as a favored partner)\(^33\)

PD is need two-way communication to create good communication so the given value and messages can be accepted without misunderstanding. It also suggests that PD is different from the propaganda. Propaganda is often considered to have the same meaning as PD because propaganda also serves to influence the other party in order to have the same mind with what we want. In PD emphasized that in the process, we also need to listen the others opinion and is not a coercive.\(^34\)

PD is becoming more prominent as it has several advantages, one of them is low cost. PD emerged as an alternative foreign policy instrument that can be done and developed by the countries that have limited power capacity. In order to function optimally, in the meaning of it can be achieve by the foreign policy objectives, the implementation of PD should pay attention to the communication

\(^{34}\) Ibid.
strategy, stages of informing, engage, and influence that are built on the domestic and international level.\textsuperscript{35}

So, in this study, PD is very important as an effort of Brazilian government to affect other peoples, organizations especially foreign tourists outside the country in positive way through hosting 2014 FIFA World Cup to enhance its tourism sector.

I.6.3. \textbf{Sport Diplomacy on Mega Events}

Sports-diplomacy falls under the wide umbrella of public diplomacy. It involves representative and diplomatic activities undertaken by sports people on behalf of and in conjunction with their governments. The practice is facilitated by traditional diplomacy and uses sports people and sporting events to engage, inform and create a favorable image among foreign publics and organizations, to shape their perceptions in a way that is more conducive to the sending government’s foreign policy goals.\textsuperscript{36} While traditional diplomacy is the means to a state’s foreign policy ends, sports-diplomacy is the means to the means of those ends.

According Barry Sanders seen that sport is strong and big media for spreading information, reputation, and International Relations which is the core of Public Diplomacy. Amount of global audiences and level of interest in sport exceed other subject that included in politics matter. The characteristic of sport in term of it superiority in competition brought its own message. Sport is also become “vehicle” to deliver those messages. A planned strategy of public diplomacy could capitalize chance given by sport.\textsuperscript{37}

Sports mega-events have potentials to provide appearing power and opportunities to produce attraction even where they have unattractive domestic political characteristics, and the key benefit of sports mega-event is that the hosting countries can communicate their elegances through sport’s cultural values which are shared in the sport mega-events.\(^{38}\) Hosting countries can raise their culture beauty to other countries by showing that they do not only share those denominations, but they desire to be a victor as well, and celebrate together with their own way of state and culture.\(^{39}\) Hence, this study will identify 2014 FIFA World Cup as one of the instruments Brazilian PD on sport mega events in increasing their nation branding especially in tourism sector.

I.6.4. Nation Branding

Nation Branding can be conceptualized as a special area of place branding. As the following definition demonstrates nation branding often refers to the application of branding strategies and tools for nation states: Nation Branding concerns applying branding and marketing communications techniques to promote a nation’s image.\(^{40}\)

According to Anholt, every country or city has a reputation – and it can be a positive or negative reputation, which has an impact on a country’s social, political and economic stance in the world. A country’s reputation plays a role when it comes to investment, immigration and tourism. Consequently, countries have come to adopt the trend of branding their nation – selling or promoting a country or cultural experience, in order to create a positive image.\(^{41}\) This definition also highlights that Nation Branding is concerned with image


promotion and - similarly to many definitions of place branding–image promotion
is identified as the ultimate goal. Gudjonsson (2005), an Icelandic brand
practitioner defines that nation branding in a similar way but he identifies the
government as the initiator of branding, acknowledging its indirect involvement
and influence:

“Nation branding occurs when a government or a private company uses its
power to persuade whoever has the ability to change a nation’s image. Nation
branding uses the tools of branding to alter or change the behaviour, attitudes,
identity or image of a nation in a positive way”.

- (Gudjonsson, 285)

Nation Branding however, can be conceptualized independently from
branding. It can be defined as the strategic self-presentation of a country with the
aim of creating reputational capital through economic, political and social interest
promotion at home and abroad. Nation Branding is successful when the brand is
lived by the citizens, who are considered by Anholt as both the mouthpiece and
the recipient of the message: “Country branding occurs when public speaks to
public; when a substantial proportion of the population of the country – not just
civil servants and paid figureheads – gets behind the strategy and lives it out in
their everyday dealings with the outside world”.

Heinemann. Retrieved on February 26, 2016 from

In this study, Brazilian Government uses its power to persuade whoever
has the ability to change a nation’s image. Nation Branding use the tools of
branding to alter or change the behavior, attitudes, identity or image of Brazil to
attract incoming tourist by hosting 2014 FIFA World Cup.
I.7. **Scope and Limitation of the Study**

1.7.1. **Time Span**
This thesis will describe five years range for this research, which is the establishment of Aquarela Plan 2020 in 2009 to the FIFA World Cup event in 2014, will mark the limitation of the time frame of this research.

1.7.2. **Scope**
This research made to discuss about Brazil’s PD in attracting incoming tourist as nation branding through hosting 2014 FIFA World Cup.

1.7.3. **Study Limitation**
This thesis will focus on the strategy of Brazilian government in attracting incoming tourist as country Nation Branding through hosting 2014 FIFA World Cup and providing data of tourist arrivals from 2009 until 2016.

I.8. **Research Methodology**
This thesis will adapt **descriptive-analytical** research in order to analyze the variables that construct the title, hence the discussion able to cover the details of the topic. In bringing the topic into discussion, this thesis will use empirical analysis on primary sources coming from Brazilian international mass media releases, official statement and interview, governmental websites, official data from government obtained from annual reports of Brazil and several studies from various authors coming from international relations background to support the theoretical framework. The writer chooses the methods of exploratory and diagnostic research studies. According to C.R. Kothari on his book *Research Methodology: Method and Techniques*, states exploratory research studies used to gain familiarity with a phenomenon or to achieve new insight into it, while diagnostic research studies used to determine the frequency with which occurs or with which it is associated with something else.\(^{44}\) According to Kothari:

“Descriptive research includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of state of affairs as it exists at present. The main characteristic of this method is that the researcher has no control over the variables: he can only report what has happened or what is happening.” And “Analytical research, on the other hand, the researcher has to use facts or information already available, and analyze these to make a critical evaluation of the material.”

I.6.1. Research Instrument

This thesis provides a wide range of information regarding the issue coming from Brazilian government. Some official websites that are used for this thesis are as follow:

- Brazilian Ministry of Foreign Affairs (ITAMARATY) Website: http://www.itamaraty.gov.br/en/
- Brazilian Tourist Board (EMBRATUR) Website: http://www.embratur.gov.br/
- Brazilian Ministry of Tourism Website: http://www.turismo.gov.br/
- Presidency of Republic of Brazil Website: http://www.brazilgovnews.gov.br/
- Official Website of Tourism of Brazil Website: http://www.visitbrasil.com/en/
- Brazilian Federal Government Website on The FIFA 2014 World Cup: http://www.copa2014.gov.br/
- Fédération Internationale de Football Association (FIFA) Website: https://www.fifa.com/


- Chapter I – Introduction

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The first chapter of this thesis will introduce reader on issue and critical information as the background of analysis. This chapter is intended to be the basis of the writing and also to provide general insight for the thesis.

- **Chapter II – Aquarela Plan 2020 as Brazil’s Public Diplomacy Instrument**

  The second chapter of this thesis will describe all data and explanation about Aquarela Plan 2020 as Brazil’s Public Diplomacy Instrument. This chapter will describe furthermore about the government agencies of public diplomacy in Brazil, public diplomacy in presidency era, including the Aquarela plan 2020 as the main instrument of tourism development plan in this thesis.

- **Chapter III – Brazilian National Branding and 2014 FIFA World Cup Brazil**

  The third chapter of this thesis will explain about Brazilian national branding. It includes explanation of Brazilian brand throughout the worldwide. It will also describe specifically about Embratur as the National Branding Agency in Brazil. It will content about activities of national branding of Brazil both externally and internally. In this chapter also describe more about the 2014 World Cup Brazil, brief history of world cup, its bidding, also contains Brazilian strategies, developments and preparations in hosting 2014 FIFA World Cup.

- **Chapter IV – The implementation of Aquarela Plan 2020 as Brazilian Public Diplomacy strategy in enhancing tourism sector through 2014 FIFA World Cup**

  The fourth chapter of this thesis will describe about the current situation of tourism in Brazil before the hosting of 2014 FIFA World Cup. This chapter also analyze furthermore about the implementation of Aquarela Plan 2020 in enhancing tourism sector through the mega events. This chapter will also contain about Brazil’s Public Diplomacy Strategy
through 2014 FIFA World Cup including the content or material of public diplomacy and some various campaign of 2014 FIFA World Cup which are domestic campaign, international campaign, through internet, also sponsorship and media partner.

- **Chapter V – Conclusion**

  The fifth chapter of this thesis will become the summary of the fourth chapter. This chapter will conclude all the Brazilian PD in enhancing tourism sector through 2014 FIFA World Cup.
CHAPTER II
AQUARELA PLAN 2020 AS BRAZIL’S PUBLIC DIPLOMACY INSTRUMENT

II.1 Public Diplomacy in Brazil

Diplomacy is a way for achieve the interests of an actor in a peaceful way, so war is considered as a last resort to resolve a conflict. However, as time goes by and globalization which increasingly makes the countries in the world are connected and interdependence, diplomacy is also develop. In the post-cold war, diplomacy then not only done by the state, but also non-state actors, such as the International Organization, Multinational Corporations, and individuals. Media communication then becomes very important in connecting each actor in terms of diplomacy, causing the emerging concept of public diplomacy.

Traditionally, the concept of Public Diplomacy linked to the promotion of a country's image abroad. In Brazil, "public diplomacy" is seen not only in this traditional view, but also in the sense of greater openness of both the Ministry of Foreign Affairs and the Brazilian foreign policy to civil society, in an effort to promote democratization and transparency of national public policies.46 The execution of a public diplomacy assumes that foreign policy planners attach importance to the opinions of foreign public - as well as the domestic public - in the field of international relations. In order to help reader, writer delivered logical flow of public diplomacy flows in Brazil, in accordance to enhance tourism.

The flow of actors will describe the presidency era, their public diplomacy policy during the regime and the public diplomacy programs. Besides president,

Brazil also has some government agencies as the actors of public diplomacy that work on promoting Brazilian public diplomacy. Those government agencies are Ministry of Foreign Affairs, Ministry of Tourism, through Embratur, Brazilian Cultural =Department and Brazilian Cooperation Agencies (Portuguese: Agência Brasileira de Cooperação – ABC).

Figure 2. The logical flow and linkage of public diplomacy actors of Brazil, constructed by writer.
II.1.1. Public Diplomacy in Presidency Era

As a federative republic country, Brazil is headed by a President. President is both the head of state and head of government. As the executive of the republic, Brazil grants significant power to its president, who effectively controls the executive branch, represent the country abroad, selects its own cabinet and with approval of the Senate, become the judges of Supreme Federal Court of Brazil. Moreover, the president is also become the commander-in-chief of the armed forces.47 Since the proclamation of the Republic in 1889, Brazil already elected 37 leaders as its presidents. Based on the timeline of this thesis which from 2009 to 2014, writer only describe two regimes that took office at that time span. President Luiz Ignácio Lula da Silva that took office in 2003. He ends his leadership period in 2011 after almost nine years of presidency era. His position replaced by his successor from the same political party, Partido dos Trabalhadores (furthermore, refer as PT), President Dilma Rousseff. President Dilma took office in 2011 and ended after her impeachment in 2016.

II.1.1.1 President Luiz Ignácio Lula da Silva Administration (2003-2011)

Luiz Ignácio Lula da Silva or simply called Lula, is a Brazilian politician elected as President of Brazil. His legacy began on 1 January 2003 and ended up on 1 January 2011.48 President Lula is a founding member of Brazil's only socialist political party, Partido dos Trabalhadores (furthermore, refer as PT), the workers’ party.49 Under Lula's presidency, Brazil seems to have reached one of those moments in history when the society enters a new era. Lula overseeing strong economic growth, chipped away at the social and economic inequality massive state, and push forth the emergence of Brazil as an economic power and geopolitical rise. president Lula also a personal victory: He left office with

47 Constitution of the Federative Republic of Brazil, art. 15 and Chapter II
approval ratings of more than 80% in public opinion polls, making him the most popular president in the history of the country.  

The foreign policy of Luiz Inácio Lula da Silva is probably the aspect of government activity that most reflects the old proposals and traditional positions of the PT. Indeed, neither the economic policy nor the sectoral action taken so far by the various ministries is so clear the "genetic affiliation" with positions historically held by the party - as reflected in programmatic theses and in the statements and texts of its leaders throughout the last 20 years - as well as in the initiatives taken since the beginning of 2003 in diplomacy. In other words, it is in foreign relations and in its international policy that President Lula's administration most closely resembles the PT's speech.  

This Nation, created under a tropical sky, needs to state what it stands, doing justice to the struggle for the survival in which its children are engaged; internationally, affirming its sovereign and creative presence in the world. Our foreign policy shall also reflect the desire for change expressed by the ordinary people in the street. In my Government, Brazilian diplomatic efforts will be guided by a humanistic perspective and will be used, above all, as an instrument for national development. Through foreign trade, through capacity building in advanced technologies and by seeking productive investments, Brazilian external relations should contribute towards improving the living conditions of Brazilian women and men, raising income levels and generating dignified employment. 

-Inaugural Speech given by President Luiz Inácio Lula da Silva at the National Congress- Brasilia, January 1, 2003.

When Lula became president, Brazil has become one of the world's top 10 industrialized countries for several years. Military dictatorship (1964-1985) and the first civilian government that succeeded it had all been following the path of capital-intensive, conservative modernization. Lula's predecessor, Fernando Henrique Cardoso, open economy unprecedented influx of foreign capital and hewed closely to the international financial order. Lula vows economic orthodoxy

52 The Brazilian Ministry of Foreign Affairs. 2008. Brazilian Foreign Policy Handbook. pg.17
in his campaign in 2002, in a "Letter to the Brazilian People." But it was really addressed to foreign investors and creditors. Lula assured them that he would not attack the capital position or withdraw from the treaty. In the office, he was more orthodox than Cardoso, who runs a large public debt. Lula, on the contrary, the high running budget surpluses and pay down debt to the IMF in full.\(^{54}\) Paying off the IMF was greatly helped by Brazil’s emerging position in the world economy. Under Lula the country found new markets for its products, for which there was elevated demand throughout Lula’s time in office, helping the country achieve relative prosperity in the decade of the 2000s. Brazil particularly tightened its relationship with China, now its most important trading partner.\(^{55}\)

The diplomacy model of Lula’s government most likely followed General De Gaulle’s policy in his era.\(^{56}\) In fact, the Brazilian foreign policy of the last eight years has the following characteristics that have traditionally been associated with Gaullist diplomacy:\(^{57}\):

- Strongly personal and charismatic, inseparable from the biography and personality of the head of state.
- More than dictated by ideologies, intensely nationalistic, seeking to seize opportunities to accumulate international prestige through the external recognition of Brazil and its aspiration to equality with the major powers.
- Its main external mark is the challenge to the hegemony pattern of the international system symbolized by the United States and other permanent members of the Security Council, in relation to which Brazilian diplomacy manifests constant independence, not hesitating to publicly disclose their differences.

\(^{54}\) Ibid
\(^{55}\) Ibid
\(^{57}\) Ibid.
• It seeks to stimulate alliances and arrangements that oppose the system of preponderant power as seen in the approach to Turkey in the agreement on Iranian uranium enrichment, in the so-called "strategic partnership" with Iran, repeated expression in relation to Nicolas Sarkozy's France (Arms purchases), China, Russia, South Africa, the BRIC group.

• It is expressed, as in the Gaullist example, in the attempt to create a zone of exclusive influence in the closest perimeter of South America, excluding the United States, as De Gaulle tried to do in Western Europe.

• The style is critical and non-consensual, recalling the times of Jânio Quadros, which his chancellor, Afonso Arinos, affirmed that the president hit the wholesale market and missed. Examples abound: statements in Cuba about the hunger strike of prisoners of conscience; The financial crisis of responsibility of "blue-eyed blondes"; The allegations of fraud in the Iranian elections compared to the cheerleading at Fla-Flu and so on. Internally accentuates the rupture, not the continuity, is clearly linked to a party faction and an ideological current, not bothering to build a national consensus around issues of lasting national interest.

• It demonstrates relative indifference to the lack of tangible and immediate economic and commercial results in bilateral or regional negotiations and agreements, and is willing to sacrifice material interests and rights to political objectives in relations with neighbors and third parties in general (Bolivia gas, Paraguayan claims, Protectionist measures, exclusive priority in the multilateral negotiation of the World Trade Organization).

• Reveals little sensitivity to the classical themes of idealism and moral values in international relations: human rights, the defense of democracy, international interference to prevent genocide and
crimes against humanity, the effort to avoid nuclear non-proliferation, concern for the effects Planetary and global impacts of climate change.

- It moves away from the republican ideal of institutionalization and impersonality, approaching the charismatic models of personalized leadership typical of Latin America, rare exceptions in mature democracies (like the Gaullist exception).

Inspired by the desire to take advantage of the opportunities that have arisen, especially at the global level, the Lula government's foreign policy has been extended from the outset along four main axes:\(^{58}\):

1. The recognition of Brazil as a global political actor of the first order in the polycentric international system in formation, which is usually translated by the search for a permanent post in the UN Security Council, but may assume other modalities of realization as Participation in the newly created groupings of the G-20, Brics and Ibas.

2. The consolidation of international economic conditions that favor development based on Brazilian comparative advantages concentrated in agriculture, an objective that is expressed primarily in the conclusion of the WTO Doha Round.

3. The reinforced dimension lent to South-South relations, naturally brought about by the strong and visible emergence of China, India and South Africa, by the resumption of African growth and expressed in the proliferation of contact forums, some superimposed on the general ones (Ibas, Brics in part), other originals (Afras, Aapa, Brazil-Caricom etc.).

4. The construction of a political-strategic and economic-commercial space of exclusive South American composition (implicitly of Brazilian preponderance in the result, if not in the intention), from the gradual expansion of Mercosur.

As President, Lula initiated a series of social programs, including a “Zero Hunger” campaign, which was intended to eradicate famine and address poverty in the country, a “Bolsa Família” program that provides assistance to impoverished families and a “First Job” program aimed at facilitating young persons’ entry into the labor market. He also secured reforms of the tax, pension and judicial systems, instituted a framework for public-private partnerships, introduced a regulatory framework for investment in, among others, the electricity sector and secured amendments to the country’s bankruptcy law. Finally, the da Silva administration’s economic policy has been characterized by fiscal discipline, a floating exchange rate and inflation targeting. In conducting foreign policy, President Lula change the character of Brazilian foreign policy. He created a policy that is concerned with the country’s sovereign insertion, at once universal and humanistic, firmly anchored in the interests of the Brazilian Nation and in the integration of South America. Brazil stamped a sense of strategy in calculation with great emerging countries like China, India, Russia and South Africa. Brazilian diplomacy went through a period of great dynamism, in accordance with priorities established by President Lula’s Government which are expand the geographical reach of Brazil’s foreign relations, update elements that are part of Brazil's universalistic vocation; and adopt a firm and active position in multilateral as well as regional negotiations.

In eight years as president, Lula was both progressive and pragmatic. He achieved some major goals—greater equality of income and national independence—but he has converted an activist, progressive movement-party into an institution that trims its demands to maintain capitalist hegemony. At the same time, he has presided over Brazil’s emergence as an up-and-coming world power.
Lula chose not to govern by mobilizing his left constituency for radical change. While falling far short of the ambitions of longtime PT militants, Lula nevertheless has accomplished a lot.

II.1.1.2 President Dilma Rousseff Administration (2011-2016)

Dilma Vanna Rousseff, well-known as Dilma Rousseff, is a Brazilian economist and politician. She is the 36th President of Brazil from 2011 until her prosecution and removal from office on 31 August 2016.\textsuperscript{59} She is the first woman to have held the Brazilian presidency and previously served as Chief of Staff to President Luiz Inácio Lula da Silva from 2005 to 2010.\textsuperscript{60} Before elected as President, Dilma Rousseff held several positions in the government of Brazil. In 2003-2005, she led a major overhaul at the Ministry through the creation of so-called regulatory framework (laws and technical standards that regulate the State's relations with the industry) and prepared the country to avert power shortages in the event of new water crises.\textsuperscript{61} In addition, she chaired Petrobrás’ Board of Directors, introduced biodiesel into the Brazilian energy matrix and created the Luz para Todos (Light for All) program.\textsuperscript{62} Lula appointed Dilma as Chief of Staff in 2005 to coordinate the Ministries. She took over the coordination of strategic initiatives, such as the Growth Acceleration Program (Portuguese: Programa de Aceleração do Crescimento-PAC) and the popular housing program My House, My Life (Portuguese: Minha Casa, Minha Vida). She also coordinated the Inter-Ministerial Commission responsible for laying down the rules for the exploitation


\textsuperscript{60} Ibid


\textsuperscript{62} Ibid
of the newly discovered Pre-Salt oil reserves and sat on the Federal Government
Budget Board.63

On April 3, 2010 Dilma left the Federal government to run for president.
On June 13, the PT formalized her candidacy. In the second round of the
elections, on 31 October 2010, Dilma Rousseff, at the age of 63, was elected
President of the Federative Republic of Brazil, with over 55.7 million votes
(56.05%).64 She was the first elected woman to occupy the Planalto Palace, as
well as the first woman appointed Secretary of Finance of Porto Alegre, the first
State Secretary of Energy, the first woman Minister of Mines and Energy and
Chief of Staff as well.

Our foreign policy will be based on the Brazilian diplomatic tradition’s classic values: to
foster peace, to respect the principle of non-intervention, to defend human rights and to
strengthen multilateralism.65

Speech by President Dilma Rousseff to Congress on the occasion of her inauguration –
Brasilia, January 1st, 2011

In 2014 she ran for re-election, after a four-year government marked by
the strengthening of social inclusion and inequality reduction programs launched
under Lula's government. The Family Grant (Portuguese: Bolsa Família) and the
Brazil Without Poverty (Portuguese: Brasil Sem Miséria) programs lifted 36
million Brazilians out of extreme poverty – 22 million of them were beneficiaries
during Dilma's term, thanks to enhancements to the Bolsa Família program,
which currently assists 13.9 million families; more than 3.5 million housing units
were built under the Minha casa, Minha Vida; 42 million people ascended to the
middle class; the minimum wage was increased by 72% above inflation and 20.9

63 Ibid
64 The Huffington Post. Dilma Rousseff, President of Brazil. Retrieved on April 11, 2017 from
http://www.huffingtonpost.com/author/dilma-rousseff
65 The Brazilian Ministry of Foreign Affairs. Speech by President Dilma Rousseff to Congress on
the occasion of her inauguration – Brasilia, January 1st, 2011. Retrieved on April 27, 2017 from
republic-of-brazil-speeches/4661-address-of-dilma-vana-rousseff-president-of-the-republic-
inaugural-speech-to-congress-english-version
million formal jobs were opened in ten years. Furthermore, during her office term the international bidding of the Campo de Libra, in the Pre-Salt, under the sharing format took place, which should generate R$ 638 billion in resources for education and health for the next 35 years, and R$ 368 billion for the Fundo Social (Social Fund).

During her term in office, Dilma has created more and new programs to improve the lives of Brazilians. She implemented the Mais Médicos (More Doctors) program which, in less than two years, hired over 14,000 doctors in Brazil and abroad to meet chronic shortages in the outskirts of large cities and in the most disadvantaged municipalities in the country. Today, Mais Médicos is in 3800 cities, assisting an estimated population of 50 million. In addition, she created additional 11,400 openings in undergraduate courses in Medicine and 12,400 medical residency positions.

In the field of education, in addition to the partnership with states and municipalities to improve pre-school, elementary and secondary education, new universities within the country were established and the Programa Nacional de Acesso ao Ensino Técnico e Emprego, Pronatec (National Program for Access to Technical Education and Employment) was launched, which has already secured free technical training as well as professional training courses for 8 million young workers, and aims at benefitting 12 million over the next four years. With almost unanimous support from Congress to the government’s proposal on the Marco Civil da Internet (Brazilian Civil Rights Framework for the Internet), Brazil became the first country to have a law that consolidates the Internet as a

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free and democratic space, essential to social participation, innovation and, especially, to the exercise of citizenship.\textsuperscript{70} Similarly to the eight years of Lula's government, Dilma's four-year term in office contributed to macroeconomic stability; to reducing the net debt of the public sector, which in 2002-2014 fell from 60\% to 35\% of GDP; to the accumulation of US$ 380 billion of foreign exchange reserves; to the consolidation of democracy in all its aspects, from full respect for individual rights to full freedom of the press, and the preservation of an environment of harmony with its South American neighbors, with whom Brazil has been at peace for over 140 years.

To conclude, there are four main dimensions of foreign policy during Dilma Rousseff’s administration, they are:

1. The consolidation of the ‘South American anchor’ of Brazilian foreign policy is related to the structure of more convergent preferences of Rousseff and members of Itamaraty, other Brazilian ministries and agencies with South American governments’ preferences on the integration of productive chains that would benefit local populations; the consolidation of South America as a zone of peace, cooperation and democracy; and the implementation of projects that could promote convergence, competitiveness and social cohesion in South America.

2. The attempts of rapprochement with the United States are related to the structure of more convergent preferences of Rousseff and members of Itamaraty, other Brazilian ministries and agencies with the U.S. government preferences on the coordination for the response to the global economic crisis and the intensification of reciprocal investments, particularly in infrastructure, energy and high technology. However, the preferences of Brazilian and U.S. authorities
still diverged on the priority given to non-intervention and multilateralism and the use of coercion.

3. The strengthening of cooperation with emerging economies in Africa and Asia is related to the structure of more convergent preferences of Rousseff and members of Itamaraty, other Brazilian ministries and agencies with the emerging economies’ government preferences on the promotion of more balanced North-South relations and the search for South-South partnerships guided by the imperatives of economic, social and technological development.

4. The preferences of some domestic actors diverged from Rousseff’s government in economic and human rights issues. Domestic actors such as businessmen and NGOs indicated the necessity to review priorities and alliances in key international economic fora and pressed for the assessment of Brazilian international action in human rights issues, respectively.

II.1.2. Brazilian Ministry of Foreign Affairs (Itamaraty)

The Brazilian Ministry of Foreign Affairs, also known as Itamaraty, is responsible for Brazilian foreign policy and international relations in bilateral, regional and multilateral levels. The Ministry advises the President of the Republic on foreign policy and on the implementation of diplomatic relations with States and international organizations. Brazil’s foreign policy priorities include an active engagement with the international system and the diversification of its trading links. Brazil leverages its foreign investments and economic power in Latin America into greater global influence and attractiveness. With the establishment of Mercosur in 1991, Brazil and its South American neighbors embraced regional integration as a reaction to global changes and developments,

using it to gain influence and assert itself on the global stage.\footnote{Master of Public Diplomacy Brazil Delegation. Innovations in Brazilian Public Diplomacy. Retrieved from https://uscpublicdiplomacy.org/sites/uscpublicdiplomacy.org/files/useruploads/u20150/Brazil%20Composite%20Report%20-%20Complete.pdf} Ministry of Foreign Affairs is the body of the Brazilian State responsible to assist the President in constructing foreign policy of Brazil, ensuring their execution, maintain diplomatic relations with foreign states governments, agencies and international organizations and promote the interests of the State and Brazilian society in worldwide.

Itamaraty has the competence areas of international politics; diplomatic relations and consular services; participation in trade negotiations, economic, legal, financial, technical and cultural relations with foreign governments and entities; cooperation programs international and trade promotion; and supporting delegations, committees and representations Brazilian in agencies and international and multilateral organizations. In addressing these issues, Itamaraty is in charge of implementing the guidelines of foreign policy; propose action lines in conduct of foreign affairs; collect the information necessary for framing and execution of the foreign policy of Brazil; contribute to the formulation and implementation in the plan international policies of interest to the state and society in collaboration with organizations of Brazilian civil society; manage the political, economic, legal, commercial, cultural, scientific, technical and technological Brazil and the international community; negotiate and conclude treaties, agreements and other international acts; promote the interests government, public and private institutions, companies and Brazilian citizens in global.

In order to support those missions above, Itamaraty has an integrated network of Embassies and Consulates abroad and many units in Brazil. There are:\footnote{The Brazilian Ministry of Foreign Affairs. The Ministry. Retrieved on April 8, 2017 from http://www.itamaraty.gov.br/en/the-ministry}

1. Subdivisions in Brazil
The Ministry of Foreign Affairs, headquartered in Brasilia, comprises the bodies providing direct assistance to the Minister of Foreign Affairs and the Secretary General of Foreign Affairs, in addition to nine Undersecretaries General - with their respective Coordinating Offices, Departments and Divisions - and the Rio Branco Institute. Some decentralized subdivisions are also added to this structure: nine Representation Offices and the Brazilian Commissions for Limits Demarcation.

2. Official representative aboard

Itamaraty has a network of 226 official representations, in 138 countries, consisting mainly of diplomatic (152) and consular (70) missions. The embassies are responsible for representing and negotiating the interests of the Brazilian Government in the countries where they are located. The consulates provide assistance to Brazilian citizens abroad.

II.1.1.1 Brazilian Cultural Department

Brazilian Cultural Department is a subdivision of Ministry of Foreign Affairs. This Department focused on promoting Brazilian culture and arts. It includes stimulating cultural cooperation with other countries by teaching Portuguese language. The dissemination of Brazilian culture abroad is undertaken by cultural department of Brazilian embassies and consulates. It integrated and coordinated to foreign cultural institutions, such as universities, museum, film festivals, concert halls and theatres. In order to achieve the cultural objectives, the Ministry relies on the Annual Program of the Cultural Department, the Joint Committees for Culture, and the Executive Cultural Programs. In the public sphere, the traditional partners of Itamaraty are the Ministry of Culture, the
National Library Foundation, the Federal and State Universities and the Culture Secretariats of States and Cities.74

The Ministry also promotes Brazilian literature through the translation and publication abroad of national writers. Works of several Brazilian authors – classic and contemporary – have been translated into foreign languages with the support of Itamaraty. This Cultural Department organized into six units:75

- Division for Portuguese Language Promotion (DPLP): responsible for promoting the diffusion of the Portuguese language spoken in Brazil, as well as coordinating the management of the Brazilian Cultural Network, formed by Brazilian Cultural Centers, Nuclei of Brazilian Studies and Lectureships.
- Division for Cultural Diffusion Operations (DODC): responsible for the dissemination and promotion of the Brazilian culture in its multiple facets. DODC also participates in the elaboration of cultural agreements and monitors their implementation.
- Division for Audiovisual Promotion (DAV): responsible for promoting the diffusion of Brazilian cinema, independent TV production and advertising abroad.
- Information Coordinating Office (DIVULG): responsible for disseminating information about foreign policy, culture and news of Brazil abroad, and for sharing, within Brazil, aspects of public policies from other countries that might contribute to internal debate.
- Division for Agreements and Multilateral Cultural Affairs (DAMC): responds for cultural matters dealt with in multilateral organizations, such as UNESCO, MERCOSUR, UNASUR, OAS, and the Ibero-American Summit.


75 Ibid.
Division for Educational Themes (DCE) is responsible for themes related to education at the Ministry of Foreign Affairs, such as educational cooperation offered by Brazil and received from other countries, international organisms or foreign agencies: participation in negotiations and monitoring the implementation of agreements concerning educational cooperation; publicizing scholarship opportunities offered to Brazilians abroad and to foreigners in Brazil.

**II.1.1.2 Brazilian Commercial Department**

Department of Trade Promotion and Investments (DPR) and its network of trade promotion sectors at Brazil's embassies and consulates are responsible for promoting trade and tourism, attracting foreign investment and contributing to the internationalization of Brazilian companies. This department demonstrating the Ministry's role in Brazil's commercial strategy – in the political arena, through governmental and business contacts, as well as in operations, providing information supporting the promotion of foreign trade. Trade promotion sectors in Brazil’s embassies and consulates abroad are points of reference for promoting trade and attracting investment. The sectors' tasks include conducting market studies and mediating trade complaints. The Ministry of Foreign Affairs works to attract foreign capital, contributing to the development of Brazil's industries and services, as well as to strengthen its domestic financial market. The Ministry develops initiatives that encourage foreign participation in strategic sectors, promoting socially inclusive economic development. The department seeking to contribute to the internationalization of Brazilian enterprises, Itamaraty develops studies highlighting potential market opportunities and conducts official
discussions with foreign Governments on issues of specific interest to Brazilian businesses. These activities are coordinated by the Investments Division.\textsuperscript{76}

The Department of Trade Promotion and Investments is organized into four divisions:\textsuperscript{77}

- Investments Division (DINV);
- Trade Intelligence Division (DIC);
- Trade Promotion Programs Division (DPG) and
- Trade Promotion Operations Division (DOC).

The Invest\&Export Brazil portal, overseen by the Trade Promotion Programs Division, is Itamaraty's publishing vehicle for research and information on Brazil's economy and foreign trade. The Trade Intelligence Division also directly supports Brazil's business community, answering commercial queries and developing materials on foreign trade issues; examples include identifying and creating business opportunities in other countries and contributing to deliberations on Brazil's national export promotion strategy. By strengthening Brazil's trading ties, investment opportunities and integration with other countries, these initiatives become effective instruments of foreign policy. Itamaraty's Trade Promotion Operations Division organizes trade missions – often with the participation of Brazilian Government officials at the presidential or ministerial levels. Trade promotion events offer direct and immediate opportunities to promote Brazilian products, companies and tourism abroad.\textsuperscript{78}

\section*{II.1.3. Brazilian Ministry of Tourism}

The Brazilian Ministry of Tourism, founded in 2003, aimed to develop tourism as a sustainable economic activity, with a relevant role in the generation

\textsuperscript{77} Ibid.
of jobs and foreign exchange, providing social inclusion in Brazil. The Ministry of Tourism innovates in the conduct of public policies with a decentralized management model guided by strategic thinking. There are two main organizational structure in Ministry of Tourism:

1. **National Secretariat for Tourism Structuring**, focusing on tourism infrastructure and planning, structuring and management of the tourist regions of the Brazilian Tourism Map.

2. **National Secretariat for Tourism Qualification and Promotion**, focused on formalization and qualification in tourism and for marketing and support to the commercialization of tourist destinations nationwide.

3. **Brazilian Tourism Institute (Instituto Brasileiro de Turismo – EMBRATUR)** – A body whose area of expertise is to promote, distribute and support the marketing of Brazil’s tourism products, services and travel abroad.

To help developing its tourism abroad, Ministry of Tourism has Embratur as its national tourist board. Established in November 18, 1966 as Brazilian Tourism, Embratur aimed to promote tourism by enabling conditions for job creation, income and development across the country. Since January 2003, with the establishment of the Ministry of Tourism, Embratur has focused on promoting, marketing and supporting the commercialization of Brazilian products, services and destinations abroad.

As the agency of Public Diplomacy in Brazil, Ministry of Tourism through Embratur created its public diplomacy instrument which known as Aquarela Plan, as its national tourism plan, that furthermore writer will explain deeper about on this chapter.

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80 Ibid.

II.1.4. Brazilian Cooperation Agencies (Portuguese: Agência Brasileira de Cooperação – ABC)

The Brazilian Cooperation Agency (ABC) is the agency of the Brazilian Federal Government in charge of all international technical cooperation involving Brazil and other countries or international organisms. ABC operates according to the guidelines of the Brazilian foreign policy (which are managed by Itamaraty) and focuses on national development policies defined by the Government’s sectorial programs and plans.

ABC has the mandate to negotiate, coordinate, implement and monitor technical cooperation projects and programs that stem from agreements signed between Brazil and other countries and international organisms. In addition, ABC provides guidance to other Brazilian agencies regarding cooperation opportunities involving Brazil, supporting the preparation of projects, coordinating negotiations between cooperating and beneficiary parties, monitoring and evaluating project implementation and publicizing information on project development and achieved results.\(^2\) ABC also plays a significant political role in the Brazilian diplomacy as the agent of the country’s technical cooperation with an increasing number of developing countries, contributing to disseminating a modern image of Brazil and its institutions and consolidating the country’s leading role at both regional and international levels. There are three types of mission undertaken by ABC, prospecting, monitoring, and evaluation. By those mission, ABC maintaining some objectives, mapping of actors and capacities; problem analysis; analysis of solutions; strategy analysis and risk analysis.\(^3\)

II.2 Aquarela Plan 2020 as Brazil’s Public Diplomacy Instrument in Attracting Tourists

Tourism has become one of the important economic activity in many regions in Brazil. It is one of the main sources of Foreign Direct Investment (FDI) in Brazil, and the third product of FDI in the Brazilian export after iron ore and soy beans. Brazil is the second international destination in South America, and the third most important in Latin America. Most of the tourists in Brazil come from South America, mainly from Argentina. Around 35% come from Europe and 15% from the USA. The most visited destinations in Brazil are Sao Paulo, Rio de Janeiro and Salvador de Bahia, as well, many places all around the coast.

The achieved results show a positive evolution such as of the absolute number of tourist as of the exchange, with highlight for these that had presented evolution of 132% of 2003 to 2008.

![Figure 3. Incoming foreign tourist chart 2003-2008](image)

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84. The Observatory of Economic Complexity, Brazil, retrieved on April 16, 2017 from http://atlas.media.mit.edu/en/profile/country/br/
Another important data for analysis of the situation of the country in the global touristic market is the performance as destination of international events. In 2008, for the third consecutive year, Brazil was among the ten first countries in ranking of the ICCA - International Congress and Convention Association. Beyond being in the seventh position (in 2003, it occupied 19th), with 254 carried out events (against 62 in 2003), more Brazilian cities start to be host (45 cities in 2008, against 22 in 2003).\textsuperscript{86} This situation consolidates Brazil as one of the main destinations of associative events of the world and shows to the increasing qualification and improvement of infrastructure of the Brazilian cities to receive the tourist from events - that it is generally an opinion leaders, with raised average income and that has a daily expense better than the leisure tourist well. The number of foreign tourists who come to Brazil presented a positively increased from year to year. Statistic from The World Bank shows that the number of foreign visitor increased from 5.433 million people in 2011 to 5.813 million people to 2013.\textsuperscript{87}

Major sporting events are unique opportunities for tourism in any country that receives them. With the completion in a short period of time, the 2014 World Cup and Olympic Games 2016, Brazil won the conditions to achieve a new level in its promotion as a global tourist destination. To meet this challenge, the Ministry of Tourism (Tourism Ministry), by Embratur, presented today (16) for major public and private actors in the sector, the Aquarela Plan 2020 - study that defined strategies, goals and objectives of the international marketing Brazilian tourism and the actions to be implemented over the next decade. Aquarela Plan 2020 (Watercolor Plan 2020 in English) is International Touristic Advertisement of Brazil created by Embratur in order to enhance incoming tourist to Brazil. It called Aquarela Plan, because the essence, the strategy and the international

\textsuperscript{86} Embratur. 2009. Aquarela Plan 2020 – International Tourism Marketing. The Ministry of Tourism Brazil, pg.57
promotion content do not change with regard to what the Embratur accomplishes since 2004, when the Plan were conceived. The plan was created from opinion polls with more than 6,000 people in 18 countries. Plano Aquarela defines the promotion of Brazil around the world by way of 5 large segments – Sun and Beach, Culture, Sports, Ecotourism and Business & Events – and demonstrates specific actions for each market, according to the profile of the countries targeted. There have been defined groups of priority countries for investment, taking into account the accessibility, local markets strength and segments of higher average spending and staying.

Moreover, the election of Brazil to host 2014 FIFA World Cup and Olympic Rio in 2016 stimulates Embratur to maximize its potential in gaining foreign tourist. Great sporting events are a great opportunity for the tourism sector of any hosting country. Touristic marketing, therefore focusing on tourism and the image of the country, and not both soccer and the Olympic sports There are several examples found throughout the history of how any nation can upraise its economy, transform cities and change or improve its image as touristic destination from the huge exhibition obtained for a long time before, during and after of the event. The legacy of infrastructure, urban mobility, professional qualification and international promotion promote the touristic flow and investments in the field for a long time. All these possibilities, especially for Brazil, are strengthened by the accomplishment, in a short space of time, of the two bigger sporting events of the world. Various strategies and tactics which leverage enormous exposure for a country before, during and after large events ultimately boost its economy, transform its cities and change or improve its image as a tourist destination.

*Plano Aquarela 2020* calls for a closer look at Brazil's global status and perception after the two global sporting events (writer focused on 2014 FIFA World Cup), when the country's image and infrastructure will have achieved

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greater accomplishments, and stipulates targets for inbound, foreign visitors and international revenue through 2020. The general objectives up to 2010 are not only to consolidate Brazil as the leading country for tourism in South America, but also to increase the number of visitors, their spending and staying in the country, and also diversifying the destinations offered and the means of access. Based on these details and assessments, key quantitative targets for the 2010-2020 period are:\textsuperscript{89}

1. Achieve 113 percent increase in international tourism, ending with 11.1 million inbound, foreign visitors
2. Achieve 304 percent increase in foreign currency derived from foreign tourist spending within Brazil, garnering US$17.6 billion
3. Achieve increases in visitors to Brazil by 500,000 in 2014 (as compared to 2013), when the country hosts the World Cup, and by 15 percent in 2016 (as compared to 2015), when the Olympic Games are held in Rio
4. Sustain growth at a rate at least one percent higher than the growth rate for all other South American countries
5. Strengthen Brazil's leadership in South America, by achieving a 27 percent share of all tourists from the continent

The Aquarela Plan 2020 was conceived to answer to the following objectives for the international tourism in Brazil:\textsuperscript{90}

- To improve and to have a good result of a long deadline in the work of international touristic promotion of Brazil.
- To involve the public and private institutions of the national tourism in a unified strategy of the country to take advantage the future.

\textsuperscript{90} Embratur. 2009. \textit{Aquarela Plan 2020 – International Tourism Marketing}. The Ministry of Tourism Brazil, pg. 21
• To promote Brazil as global touristic destination of professional way, based on studies, research and goals of results beyond 2014 and 2016.

• To advantage of the great worldwide sporting events to make Brazil be known by the world as touristic destination.

Regarding to the objectives above Embratur reveals some performance axles of Aquarela Plan 2020:

1. To learn with the previous experiences of the countries that has already carried out these sport events, more than anything else the way they had integrated the chances for the tourism and the image of the country. The participation in the programs of the South Africa World Cup and of the Olympic Games of London will bring new possibilities to the work of international promotion of Brazil, allowing bigger approach with sports directors, relationship with the international press and the establishment of a platform of high-quality in the partnerships with FIFA, COI and the committees Brazilian organizers of the events.

2. To innovate, maximizing the results for the Brazilian tourism, building a Brazilian experience, observing the particularities of the country and the historical opportunity to accomplish, during three years (2013-2016), the two most famous events of the planet.

3. To plan and to monitor the actions, partnerships, results and new challenges that will appear from 2010 to 2020, so that the touristic marketing of Brazil will result effectively to give back the acknowledgement of the nation, visited by foreigners and to

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guarantee that the tourism is an important tool for the creation of exchange and employment.

4. Update the image that the world has of the country. The foreigners who have already visited Brazil have an opinion about its sufficiently diversity unknown by so many others. Therefore, in times where the eyes of the world turn toward the country, with the enormous propaganda of the media throughout these three years that separate these events, it is fundamental to promote a change of perception of the people of all over the world on the country, its people, its economy, its products and its role in the international scenario. Optimizing information, improving communication channels with the press, using the internet and its infinite resources will be aggregated to the activities of advertising and the actions of public relations from 2010.

5. To provide an awesome experience to the tourists. To give back unforgettable experience for the visiting guests of Brazil for the World Cup of Soccer and for the Olympic Games of Rio de Janeiro, it is essential to take advantage of these moments to attract guests for leisure, events and business in the next ten years, this task demands permanent planning and loyalty to the profession.

II.1.1 Programs of Aquarela Plan 2020

Since the establishment on 2009, Ministry of Tourism and Embratur emphasize on its strategy to increase international tourism of Brazil through the plan. The 300 percent growth of international tourism that become the main objective of Aquarela Plan 2020 require the government of Brazil to realistically make programs and improvements on every section of infrastructure. According to that, Embratur, through the launching campaign in Johannesburg present some
campaign programs that they already made in order to enhance its tourism sectors.

“This campaign is a huge step forward in the global positioning of Brazil as a tourist destination. We’ll show the world what Brazil has better to offer to the tourist, like its diversity, its modernity, and especially the joy and the lifestyle of the Brazilian people,”

-Jeanine Pires, President of Embratur in Johannesburg, South Africa 2010.

From the statement of president of Embratur above, Brazil showed to public its seriousness to held the mega events. Through that, Embratur as the source of Aquarela Plan 2020 itself reveals some campaign programs that they already run in order to maximize the tourism:

1. Television - After the closing of the World Cup, a 30 second commercial will air over the following two months by the TV broadcasters authorized by FIFA to transmit the games. The movie "Sons do Brasil" will also be presented by international broadcast stations (sports and news) and via YouTube. This will begin 10 weeks of media publicity with coverage in more than 100 countries, reaching more than 400 million people worldwide. The reach will include the Americas, Europe and Middle East Countries as well as Africa and Asia.

2. Foreign Media - Brazilian destinations are featured on panels at airports, in public transportation and outdoor billboards in 12 countries.

3. Printed Media - Advertisements will appear in newspapers and magazines in 27 countries.

4. Book "Brasil de todas as cores" (English: Brazil of all colors) - A brochure featuring the five Brazilian regions and highlighting the 12 World Cup host cities will include illustrations of the top tourism

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93 Ibid.
destinations in the country, as well as the images of artists, photographers and representatives of the Brazilian arts community.

5. YouTube - On July 12, the video will be part of YouTube’s homepage, as well as YouTube’s EMBRATUR channel. The channel hosts more than 100 videos of Brazilian tourist destinations, statements given by celebrities and tourists who have visited the country, with content in more than 70 languages.

6. Website "Selecao Brasileiras Cidades" (Brazilian Selection of the Cities) - The web site includes the profile, maps, photos and videos of the top tourism locations in the 12 host cities in 3 languages - Portuguese, English and Spanish.

7. Mobile Application - Information, maps and tourism tips for Brazilian cities can be accessed via mobile devices. The application allows quick and easy access to information about the heritage, architecture, cultural attractions, open air attractions, leisure and shopping in Brazil. Furthermore, the guide provides photos and directions through Google Maps. Visitors can download the tool at home before their trip via mobile device at www.embratur.gov.br/mobile, via computer at www.braziltour.com/mobile, or at 10 of Brazil’s airports.

8. Social Networks and Internet - EMBRATUR will have a presence on Facebook, Twitter, FourSquare and Flickr to build relationships and communicate with tourists, tourism operators, travel agents and international journalists.

9. DVD "Panorama Brasil: Selecao Brasileira das Cidades" (Brazil Scenery: Brazilian Selection of the Cities) - This DVD provides scenery of the 12 cities that will host the World Cup in Brazil. Each one-minute clip includes illustrations of the cities and their main tourist attractions in conjunction with a four-minute clip about Brazil.

10. Foreign Media Circulation in South Africa - During the South African games, billboards were installed with pictures of Brazilian destinations.
at Johannesburg airports and main streets, as well as in Capetown, beside the Sandton Convention Centre building, headquarters of "Casa Brasil" in Johannesburg.

11. Promotional material for the 12 host cities - The objective is to keep the same visual identity used by EMBRATUR for the international promotion of Brazil. This is why publicity models were suggested for the host cities.
CHAPTER III

BRAZIL’S NATION BRANDING AND 2014 FIFA WORLD CUP

III.1. Brazil’s Nation Branding

According to Anholt, every country or city has a reputation – and it can be a positive or negative reputation, which has an impact on a country’s social, political and economic stance in the world. A country's reputation plays a role when it comes to investment, immigration and tourism. Consequently, countries have come to adopt the trend of branding their nation – selling or promoting a country or cultural experience, in order to create a positive image. The idea that nations can be compared to commercial brands began developing in the 1990s. Nation branding is an attempt to build soft power that starts from the somewhat exaggerated claim that with globalization, the world has become one market and each country must compete with the other nations for “its share of the world’s consumers, tourists, investors, students, entrepreneurs, international sporting and cultural events, and for the attention and respect of the international media, of other governments, and the people of other countries.”

To look closer at nation branding this research will assess Brazil’s attempt to re-brand itself. Brazil, the largest Portuguese-speaking country holds a great ethnic diversity, yet has also managed to create a strong national identity, especially through music, food and sports. When thinking about Brazil, one might think about football, carnivals, dancing and the Amazon. However, as Brazil now is a BRIC economy, together with Russia, India and China, it is essential for

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95 Ibid. pg.1
Brazil to become recognized internationally and be branded as a major economic player. The 2014 World Cup was part of a public diplomacy strategy to promote the international image of Brazil. It was the only time Brazil had some kind of image promotion that went beyond campaigns to attract tourists. Part of diplomatic practice long before the debate about competitive national identity, public diplomacy can be defined as diplomacy that targets the general public in foreign societies instead of relationships between the representatives of states. Public diplomacy is in the origins of nation branding, and although the concepts are distinct, they are not completely different responses to the increased importance of countries’ identities in global relations.

III.1.1. Brand Brazil

![Brazilian Tourism Logo](image)

**Figure 4.** Brazilian Tourism Logo Source: Aquarela Plan 2020

Brazilian Tourism Council, Embratur, reveals that nothing represents Brazil as fit as the curve. The sinuosity of the mountains, the oscillation of the

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sea, the design of the clouds, the beaches. The joy of our people is charged with subjectivity, and subjectivity is curved, just as Objectivity is straight. The curve wraps and snuggles, it's receptive. The meeting point of races and cultures makes Brazil a *mestizo*99 country, in refers to the strength and resistance of what is hybrid. The contribution of each colors here becomes part of our heritage, cultural and affective as a *mestizo* country. Embratur from the report embrace that perhaps for all this Brazil is a modern country, in the most current sense that this word has: A country with great power of adaptation, constantly changing. But if Brazil should be said as a joyful, hospitable and exuberant country, also shows seriousness and competent, which has structure and seriousness when it is necessary.100 From the logo above, the Brazil brand was built on top of these points:

- Joy
- Sinuosity / curve (of the nature, of the character of the people)
- Brightness / intensity / enthusiasm
- Meeting of cultures / mix of races
- Modern / competent

### III.1.2. Embratur as Brazil’s Nation Branding Actor

Embratur, Brazilian Tourist Board, is a federal, state-owned agency reporting to the Brazilian Ministry of Tourism. Embratur made efforts in building a positive image as the national branding of Brazil to become one of the international tourist destination in Latin America. Embratur aimed to introduce tourism potentials that exist in Brazil, both its the natural beauty and cultural diversity to the international community. One of the efforts undertaken by Embratur in building a positive image of Brazil as an international tourist

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99 Spanish word means half-blood

destination country is through tourism promotion activities by various events held in Brazil, which one on them is 2014 FIFA World Cup that will become the object of this research.

Embratur was created in 1966 through Decree-Law no. 55/1966, which also created the National Tourism Council and defined a national policy for the sector. Since then, the Brazilian tourism has crossed many paths, gained professionalism and matured. In 2003, with the creation of the Ministry of Tourism, Embratur started to take care exclusively of the promotion and the support to the commercialization of the Brazilian tourists abroad. Since then, the Ministry has put into practice a public policy based on a decentralized management model guided by strategic thinking. In addition, a new model was implemented for Embratur where the Aquarela Plan - International Marketing of Brazil and the Brazil Brand start to guide and give unity to the Brazilian promotion actions abroad. From the point of view of the new form of communication, Embratur had, for the first time, a strategy and action plan formatted from research carried out inside and outside the country, implementing actions aimed at the tourist trade, the press and the public consumer. Thus, the Caravan Brazil project was created, as well as an exclusive management to support the capture and promotion of international events in Brazil. In addition, there was the implementation of a Public Relations area to build a close relationship with the media and the opening of the Brazilian Tourism Offices (EBTs) abroad. The general objectives of Embratur are not only to consolidate Brazil as the leading country for tourism in South America, but also to increase the number of visitors, their spending and staying in the country, and also diversifying the destinations offered and the means of access. There was the implementation of a Public Relations area to build a close relationship with the media and the opening of the Brazilian Tourism Offices (EBTs) abroad. The results obtained demonstrate the correctness of this strategy. Today, the segment

is one of the main items in the export agenda of the country. Brazil has also established itself as one of the world's leading events destinations, especially with the advent of the 2014 FIFA World Cup and the 2016 Olympic and Paralympic Games.102

Embratur uses, in its actions of promotion, tools for the work together with the tourist trade (business discussions, training face to face or online, workshops, Road-shows, participation in international trade shows), press relations (through an in-house press office, which keeps close relation with domestic media and local and regional tourism entities, and through permanent public relations work focused on the foreign media) and communication with the consumers (campaigns in magazines, newspapers, street publicity, TV and internet and special events).103 The Brazil Tourism Board (Embratur) established a new partnership with the FIFA World Cup 2014 host-cities. 14 events would be held in different countries throughout the world. Each city hosted an edition of the event, which will include assets of other states, as well. Brazilian authorities will be invited, as well as sports and entertainment personalities, to participate in the events to take place in Argentina, Chile, Colombia, Peru, Uruguay, the United States (which will host two editions), Mexico, Germany, Spain, France, England, Italy and Portugal. These are the priority countries for Embratur’s international promotion plans. The first event taken place in Chile, in June 2013, to celebrate the 50th anniversary of the World Cup 1962 victory.

By the campaign, Embratur scheduled a press conference, a keynote address by a governmental authority, as well as seminars, lectures and meetings throughout the days. The idea is to create a room for public visiting, which will offer Brazilian experiences such as cultural performances, culinary tastings and musical concerts, as well as street activities. In addition, Embratur also launched its new advertising campaign at the end of the 2012 Olympic Games and

102 Ibid
103 Embratur. 2010. Press Release. PLANNING AND STRATEGY: KEYS FOR BRAZILIAN TOURISM DEVELOPMENT
Paralympic Games. The campaign featured Brazil as a global actor with its culture as a prime asset.

By the end of 2012, according to Embratur, 13 Brazilian Tourism Offices (BTOs) will be in operation. There would be three in the United States, two in South America, one in Asia, and the other in the main European tourist markets. The BTOs serve as advanced units for the promotion, marketing and distribution of Brazilian products and destinations in the international markets. Their activities focus on partnerships and strong relationships with key economic agents responsible for issuing tourists.\textsuperscript{104}

In the period between 2003, the year in which Embratur became exclusively responsible for the promotion of the country abroad, and 2007, the flux of international visitors increased almost 22\%, reaching more than 5 million people last year. In the same period, tourist spending in the country practically doubled, reaching almost US$ 5 billion per year, at the end of 2007. To provide better idea of this process, the total sum recorded in 2007 is 14.76\% greater than the year before, until then, the best on record since records started in 1969. Just in the first seven months of 2008, spending by foreign visitors reached US$ 3,367 billion – the total sum spent in the whole year of 2004.\textsuperscript{105} In the Brazilian balance of trade, tourism is fourth and the first in services.

According to the World Travel and Tourism Council (WTTC), Brazil is now the 14th country in the ranking of tourism economies in the world.\textsuperscript{106} In 2007, it was in 18th place in the ranking, which includes 176 countries. The WTTC also says that Brazil has been growing by more than the average for the sector, being the fastest growing country in business tourism in 2008. These very

\textsuperscript{104} Brazilian Federal Government Website on The FIFA 2014 World Cup. \textit{Embratur will organise 14 international events to promote the World Cup host-cities}. Retrieved from http://www.copa2014.gov.br/en/noticia/embratur-will-organise-14-international-events-promote-brazilian-destinations-gastronomy

\textsuperscript{105} Embratur. 2010. Press Release. \textit{PLANNING AND STRATEGY: KEYS FOR BRAZILIAN TOURISM DEVELOPMENT}

\textsuperscript{106} Ibid.
positive numbers for Brazilian tourism, reflect the good global economic moment
the country is going through.

III.2. 2014 FIFA World Cup Brazil

This sub chapter will describe all the information about FIFA World Cup,
including the historic background, bidding process and 2014 FIFA World Cup.

III.2.1. History of FIFA World Cup

In 1928 FIFA made the decision to stage to own an international
tournament especially in Football Tournament. 1932 Summer Olympics held in
Los Angeles, did not plan to include football as part of their program because of
the low popularity of football in the United States. FIFA and the IOC also
disagreed over the status of amateur players, and so football expelled from the
Olympics. FIFA president at the time, Jules Rimet set about organizing the
inaugural World Cup tournament under the auspices of FIFA. With Uruguay at
that time already became two-time winners of official football world champions
and due to celebrate their centenary of independence in 1930, Then FIFA gave
credence to Uruguay as first host country of this biggest football event.

It was not an easy mission. America and Europe were affected by the
economic crisis of 1929, which caused widespread unemployment and
widespread bankruptcies, from small businesses to large banks. Football,
officially organized by FIFA since 1904, still crawled as a modality and had
nothing resembling a professional structure. But if the conjuncture did not help,
choosing Uruguay as a venue made perfect sense in the sports field. The South
American team won the 1924 and 1928 editions of the Olympic Games, a fact
that justified the label Celeste Olimpica, to this day held by the Uruguayan
national team. It also helped, symbolically, that Uruguay completed 100 years of
independence in 1930.¹⁰⁷

¹⁰⁷ Brazilian Federal Government Website on The FIFA 2014 World Cup. Uruguay confirms
National Associations of the countries that have been invited to send a team, but there is no choice of Uruguay as a place where football competition this would indicate very long and expensive trip in the Atlantic Ocean to the team from Europe. Indeed, none of European country which sent their national football team until two months before the start of the world cup competition. Rimet finally tried to persuade the team from Belgium, France, Romania, Hungary and Yugoslavia to participate in this football tournament. In total, 13 countries had been taken part in this first world cup. The country consists of seven countries of South America, and four from European countries and the two countries of North America.108

The first FIFA World Cup was opened at the New Estadio Centenario in the city of Montevideo, Uruguay on 18 July 1930. This was the beginning of a new era in the world of football, and this premiere football event proved to be a tremendous success, both in sports and the financial side. Of course, not all runs were as expected, such a disappointment the committee to the fact that only four of the European countries that have participated in this biggest football event. Consequently, there is anger in Montevideo was very intense in fact that four years later, the first world champion of football that Uruguay became the first and only team to refuse to defend their title. When Congress held in Budapest in 1930, FIFA thanked to Uruguay for staging the world championships were held for the first time even in difficult conditions and situations but it had been succeeded to host it.109

The first two World Cup matches took place simultaneously in 1930, and won by France and the United States, where they defeated Mexico 4-1 and Belgium 3-0 score the first goal in World Cup history was scored by Lucien Laurent of the French national team. Four days later, occurred the first hat-trick of World Cup reached by Bert Patenaude of the USA in a 3-0 victory against

Paraguay America. In the final, Uruguay defeated Argentina 4-2 in front of a crowd of 93,000 people in Montevideo, and became the first country to win the World Cup.\textsuperscript{110}

The significance of this new tournament only increased catch-up in the FIFA setback following the 1932 Olympic Games in Los Angeles. After it failed in finding resolution for differences in term of opinion on the status of amateur players by the International Olympic Committee which also related with the status of amateur players in football also. Olympic organizers are planning to arrange the whole matter Football. This is what makes FIFA made the tournament itself. FIFA chose Italy compared to other candidates, namely Sweden to host the FIFA World Cup and this time, it took the qualifying tournament for the 16 finalists. Unlike in 1930 in which no group and only wear autumn round system, meaning Brazil and Argentina act as home-team after playing only one game per match. Once again, the team won the World Cup hosts, Italy won the Final. against Czechoslovakia in extra time. For the first time, the World Cup Final is transmitted via radio.\textsuperscript{111}

Four years after that, FIFA president Rimet seen that his wish would be fulfilled when the third FIFA World Cup taken place in France as a host, which is also the country of his origin. But, again it is not going according to as planned before. Austria had disappeared from the scene and Sweden does not have an opponent in the first round. Meanwhile, Uruguay still did not want to participate and Argentina withdrew from the competition. This is why the national teams from Cuba and the Dutch East Indies came to France to replace a team that failed to participate. This time, there is no world cup victory by the home team and Italy successfully defended their title. FIFA World Cup which will be conducted for the fourth time in 1942 but the outbreak of World War II meant the opposite. Although FIFA maintaining its offices in Zurich, Switzerland during conflict. On


1st July, 1946, the Congress began again in Luxembourg. Thirty-four associations that represent and they voted for Rimet, who had served as president for a quarter of a century into a special Jubilee gift. From now on, the FIFA World Cup trophy will be called the Jules Rimet Cup. As the only candidate, Brazil was chosen unanimously to host the next FIFA World Cup, which will be staged in 1949 (delayed until 1950 due to reasons of time). At the same time, Switzerland was given the mandate to host in 1954.112

Currently, the FIFA World Cup holds the entire global public attention under its appeal as a quality sporting spectacle. Reaching the accumulated audience of more than 37 billion people watched the World Cup in France in 1998, including approximately 1.3 billion for the final match alone. Meanwhile, more than 2.7 million people troop to watch the 64 matches in the French stadium. After many years and so many changes, but still the main focus of the FIFA World Cup is the same as the glittering gold trophy that is as an embodiment of every footballer's ambition throughout the world.113

III.2.2. Football in Brazil

In 1894, football arrived in Brazil or, more precisely, in São Paulo. And since it came to a country that, at the time, was still influenced by the colonial era and the culture of slavery, it became part of this culture, acquiring an elitist, racist, and exclusive character – no different from that of the country itself. Even in today’s Brazil there are manifestations of social exclusion, violence, and racism, in a country where more than 50 million people live below the poverty line, where the population does not really enjoy equal opportunities, and where there is hardly any chance of improvement in socio-economic conditions. Brazil

112 Ibid.
was founded on the basis of several perverse factors, two of them being corruption and impunity, which are still characteristic of its reality.\textsuperscript{114}

The same holds true for football. Being elitist, racist, and exclusive was normal, and football became an integral part of life in the rich clubs of the country's big cities. However, Brazil's poor also enjoyed the new sport and thus, next to its elitist life in the clubs, it spontaneously became the medium by which the disadvantaged expressed their attitude towards life. Football conquered the street. The history of Brazilian football is also a history of social struggle in the biggest South American country, so that it now carries a special sociological meaning. Football offers access to the fundamental dimensions of Brazil's social life. Here, football is more than just a game for the masses, it is a metaphor of social life par excellence. The early history of Brazilian football, with its tension between being a sport for the elites and fun for the masses, also marked the beginning of a popularization process, in whose course football developed into the most powerful expression of the so-called popular culture of the country. This development may be divided into several stages: Between 1910 and 1920, football found a new home in Brazil, the sport entered the clubs in the twenties, and in the fifties, its popularization and 'democratization' was complete.\textsuperscript{115}

Brazil currently stand as the most successful country in football history. They have won the World Cup five times (in 1958, 1962, 1970, 1994 and 2002), one more than Italy and are only one of five countries to have won it more than once, and one of eight to have ever won it at all. Their players have won the Ballon D’Or six times in the past 15 years and the World Player of the Year eight times in its 19 years of existence. That’s more than any other country.

They can boast to having produced some of the greatest ever players, including Socrates, Carlos Alberto, Garrincha, Rivaldo, Jairzinha, Romario, Rivelino, Zito, Ronaldo and Tostao, to name just a few. In the current Brazilian team are some of the finest players in the world including Ronaldinho, Lúcio,
Alexandre Pato, Júlio Cesar, Maicon and Luis Fabiano. And of course, they boast having one of the greatest players ever to play the game, if not the best player that is; Pele.\textsuperscript{116}

\textbf{III.2.3. Bidding Process of 2014 FIFA World Cup Host Country}

FIFA has simplified its process for bidding for its Other World Cups and has developed a Bidding Manual to help guide member associations (MAs) in compiling bids. The bid processes are defined by the following key milestones:\textsuperscript{117}

- FIFA sends out requests for expressions of interest
- MAs express an interest in bidding for a specific event
- FIFA sends out bidding information, including the Bidding Manual and supporting documents (Hosting Agreement etc.)
- FIFA workshop for interested bidders
- MAs return the Bidding Agreement confirming compliance with bid requirements
- MAs submit bids in accordance with the Bidding Manual
- FIFA evaluates the bid submissions and identifies the selected candidate for approval.
- FIFA recommendation
- FIFA announces the successful host for the event

Based on key milestone above, FIFA released bidding timeline in selecting host country of 2014 FIFA World Cup:

<table>
<thead>
<tr>
<th>Key Dates</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 August 2000</td>
<td>The FIFA Executive Committee agrees on the principle of FIFA World Cup™</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 August 2000</td>
<td>This decision is ratified by the 52nd Ordinary FIFA Congress in Zurich</td>
</tr>
<tr>
<td>15 March 2001</td>
<td>The FIFA Executive Committee decides that the rotation will begin in Africa</td>
</tr>
<tr>
<td>7 July 2001</td>
<td>This decision is ratified by the Extraordinary FIFA Congress in Buenos Aires</td>
</tr>
<tr>
<td>6 March 2003</td>
<td>The FIFA Strategic Studies Committee gives its full backing to CONMEBOL’s request that South America be conferred the right to host the 2014 FIFA World Cup</td>
</tr>
<tr>
<td>7 March 2003</td>
<td>The FIFA Executive Committee decides that South America will organize the 2014 FIFA World Cup</td>
</tr>
<tr>
<td>22 December 2006</td>
<td>The FIFA Executive Committee confirms the interest of Colombia and Brazil in hosting the 2014 FIFA World Cup</td>
</tr>
<tr>
<td>1 February 2007</td>
<td>FIFA sends the Form of Hosting Agreement for the 2014 FIFA World Cup™ to the countries interested in organizing the 2014 FIFA World Cup</td>
</tr>
<tr>
<td>16 April 2007</td>
<td>FIFA’s deadline to the interested member associations to submit a fully executed Bidding Agreement to FIFA</td>
</tr>
<tr>
<td>31 July 2007</td>
<td>FIFA’s deadline to the interested</td>
</tr>
</tbody>
</table>
countries to confirm their interest by submitting a fully executed copy of the Hosting Agreement for the 2014 FIFA World Cup and the effective government guarantees

<table>
<thead>
<tr>
<th>23 August – 1 September 2007</th>
<th>Inspection visit to Brazil</th>
</tr>
</thead>
<tbody>
<tr>
<td>29 October 2007</td>
<td>Final presentation of the bidding association at the Home of FIFA</td>
</tr>
<tr>
<td>30 October 2007</td>
<td>The FIFA Executive Committee decides which member association will host the 2014 FIFA World Cup</td>
</tr>
</tbody>
</table>

Table 2. Timeline Bidding for 2014 FIFA World Cup host country Source: Brazil Bid, Inspection Report for the 2014 FIFA World Cup

On 7 March 2003, the world football body FIFA announced that the tournament would be held in South America for the first time since Argentina hosted the 1978 FIFA World Cup, in line with its policy of rotating the right to host the World Cup amongst different confederations. On 3 June 2003, CONMEBOL announced that Argentina, Brazil, and Colombia wanted to host the 2014 World Cup finals. By 17 March 2004, the CONMEBOL associations had voted unanimously to adopt Brazil as their sole candidate.

Brazil formally declared its candidacy in December 2006, and Colombia did so as well a few days later. The Argentina bid never materialized. On 11 April 2007, Colombia officially withdrew its bid, making Brazil the only official candidate to host the event in 2014. There are vision and mission of 2014 FIFA World Cup:

1. Vision of 2014 FIFA World Cup
   - Where the importance of sustainability is acknowledged by the organizers and event stakeholders;
   - Where organizers and stakeholders have taken concrete steps to make the event more Sustainable
   - Where sustainability Initiatives linked to the event inspire other Initiatives to be pursued and Implemented in Brazil and abroad
   - Where the outcome serves as a benchmark for sustainability for future FIFA World Cups and Other large sporting event

2. Mission of 2014 FIFA World Cup
   Organize and implement the 2014 FIFA World Cup in a sustainable manner by reducing the negative and increasing the positive impact of the event on society and the environment.

III.2.4. Brazil’s Efforts in Hosting 2014 FIFA World Cup

The FIFA World Cup is the biggest single-event sporting competition in the world and its impact on society and the environment is indisputable. In preparing for the 2014 FIFA World Cup event, the government of Brazil already began its preparation long way before. The government has prepared various steps in supporting the 2014 FIFA World Cup.
From figure above, we can see that there is a very long step taken by government of Brazil in organizing the mega event, starting from 2007 when Brazil elected as the host of 2014 FIFA World Cup. Staging such a world class event requires careful consideration of all aspects to ensure a balanced approach and sustainable outcome.

The objective of establishing a governing structure at the 2014 FIFA World Cup is to determine the objectives for planning; determine the functions and responsibilities of each agency; monitoring of information flow and to monitor the process of organizing the 2014 FIFA World Cup; and last, as a form of execution and corrective action of the 2014 FIFA World Cup. Therefore, the Brazilian government established two fundamental structures of government with a view to implementing the government planning strategy at the 2014 FIFA World Cup, such structures as:

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1. The Cup Administration Committee (CGCOPA): The CGCOPA was formed by President Luiz Ignácio Lula da Silva on January 14, 2010. The 2014 CGCOPA consists of instances of 25 ministries and secretariats.

2. The Cup Executive Group (GECOPA): GECOPA consists of six ministries and two ministerial secretariats, the goal of establishing GECOPA is to coordinate and consolidate action agencies, set goals and monitor the results of implementing strategic plans for the 2014 FIFA World Cup.

The two fundamental structures of the government work together with the Local Organizing Committee (LOC) FIFA World Cup 2014 and Brazilian national football organization, CFB, in organizing the 2014 FIFA World Cup. In addition, CGCOPA and GECOPA also interact in building the instrument of responsibility with the 2014 LOC FIFA Brazil and municipal governments in twelve cities that become the host cities in running and hosting the 2014 FIFA World Cup. Beside the establishment of the committee, government of Brazil also established several policy and principles in preparing the 2014 FIFA World Cup:

1. Accountability: We are accountable for our impacts on society and the environment. We take Responsibility for the impact of our decisions and activities on society and the environment, especially significant negative consequences, and we take measures to prevent repetition of Unintended and unforeseen negative effects.

2. Ethics and anti-corruption: We base our behavior on the values of honesty, equity and Integrity.

3. Transparency: We are transparent about decisions and activities that impact on society and the Environment. We disclose in a clear, 

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accurate and complete manner the policies, decisions and Activities for which we are responsible, including known and likely impacts on society and the Environment.

4. Respect for stakeholder interests: We respect, consider and respond to the interests of our Stakeholders.

5. Respect for the rule of law: We respect the rule of law and comply with legal requirements in All jurisdictions in which the organization operates, even if those laws and regulations are not Adequately enforced.

6. Collaboration: We actively engage with other entities that share these principles to maximize Positive impact. Through collaborating with the government at the federal and municipal levels, we ensure an alignment of work towards common goals and a greater overall impact.

7. Long-term approach: We focus on the long-term impact and on initiatives that are Sustainable and leave a lasting legacy. The positive effects of training and capacity-building The FIFA World Cup will continue to be felt long after the final whistle is blown.

8. Leverage: We use the platform of the FIFA World Cup to communicate and leverage social and Environmental initiatives. The appeal of the World Cup will help raise awareness and educate A large audience on relevant local and international issues.

Given the national focus defined in the previous section, the Presidential directives provide an important framework and context for the FIFA World Cup Sustainability Strategy. The 13 directives que outline the Brazilian Government's policy are summarized below 2 agenda: 123

1. Expand and strengthen democracy

2. Increase economic growth
3. Implement a large-scale and long-term economic development project
4. Defend the environment and guarantee sustainable development
5. Eradicate poverty and decrease inequality
6. Improve working conditions and access to formal employment for youth
7. Guarantee access to quality education and vocational training
8. Transform Brazil into a scientific and technological power
9. Improve access to quality health care
10. Provide citizens with basic necessities such as accommodation, sanitation and transportation
11. Promote Brazilian culture and dialogue with other cultures
12. Defend national sovereignty through an active and proud presence of Brazil in the world.

III.2.5. Brazil's Financial Planning and Project Development for 204 FIFA World Cup

FIFA World Cup is a major global sport event, which has capable of printing the new of history to the hosted country. The appointed as host of 2014 FIFA World Cup force government of Brazil to develop and increase its level of infrastructure. The election not only enable the five-time world soccer champions to play at home but also give this emerging country with the world's sixth-largest economy an opportunity to showcase its strengths as a regional leader and BRICS member state. The 2014 World Cup is a major sporting event planned for Brazil. In its preparation, a series of urban infrastructure projects, rehabilitation and construction stages are underway. The twelve cities selected for the competition, supporting the five major regions of the country, are: Belo Horizonte, Brasilia, Cuiaba, Curitiba, Fortaleza, Manaus, Natal, Porto Alegre, Recife, Rio de Janeiro, Salvador and Sao Paulo. Another six cities presented candidacy but were not
selected: Belém, Campo Grande, Florianópolis, Goiânia, Maceió and Rio Branco.\textsuperscript{124}

Brazil is likely to have a high profile promoting the 2014 World Cup. However, the economic benefits that this event will bring to the country are difficult to estimate because they involve complex urban infrastructure, investment in sports facilities, touristic provision and the international promotion of the country. The official budget for the 2014 World Cup has been consolidated in a document called "Responsibility Matrix", which relates activities, teams and resources. In November 2012, the mentioned budget reached a total of R$ 29.3 billion (about US$ 14.7 billion), being composed of 120 projects in the twelve host cities and their surroundings. This budget is divided into seven items namely: urban mobility, airports, stadiums, security, ports, telecommunications and tourism. The first four items represent 88.5% of total expenses, as specified in Table 3.1.

<table>
<thead>
<tr>
<th>Item (R$ Mil)</th>
<th>Federal Government Funding</th>
<th>Federal Government Investment</th>
<th>Local Government Investment</th>
<th>Private Investment (MNCs)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban Mobility</td>
<td>7.060,7</td>
<td>0,0</td>
<td>4.734,9</td>
<td>0,0</td>
<td>11.795,6</td>
</tr>
<tr>
<td>Airport</td>
<td>0,0</td>
<td>3.695,1</td>
<td>0,0</td>
<td>3.640,0</td>
<td>7.335,1</td>
</tr>
<tr>
<td>Stadium</td>
<td>4.965,6</td>
<td>0,0</td>
<td>2.083,2</td>
<td>612,0</td>
<td>6.760,8</td>
</tr>
<tr>
<td>Public Security</td>
<td>1.879,1</td>
<td>0,0</td>
<td>0,0</td>
<td>0,0</td>
<td>1.879,1</td>
</tr>
<tr>
<td>Port</td>
<td>0,0</td>
<td>898,9</td>
<td>0,0</td>
<td>0,0</td>
<td>989,9</td>
</tr>
<tr>
<td>Telecommunication</td>
<td>0,0</td>
<td>371,2</td>
<td>0,0</td>
<td>0,0</td>
<td>371,2</td>
</tr>
<tr>
<td>Tourism</td>
<td>0,0</td>
<td>194,5</td>
<td>18,0</td>
<td>0,0</td>
<td>212,5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>11.126,3</strong></td>
<td><strong>7.038,8</strong></td>
<td><strong>6.836,1</strong></td>
<td><strong>4.252,0</strong></td>
<td><strong>29.253,1</strong></td>
</tr>
</tbody>
</table>

Table 3. 2014 World Cup Global Budget in R$ Million Source: Portal Brazil (2012). Note: The exchange of R$ 1.00 (one Brazilian real) is approximately US$ 0.50 (fifty cents of North American dollars) and E$ 0.40 (forty cents of euros)

However, there are a number of actions associated with the 2014 World Cup which are not listed in the official budget. In addition, the World Cup has implications for private investment in various economic sectors, including foreign direct investment as well as household consumption. Thus, an investigation by the Brazilian Association of Infrastructure and Basic Industries (Portuguese acronym ABDIB) concluded that the World Cup expanded budget is roughly R$ 124.7 billion (about US$ 62.4 billion), when further projects are added in urban mobility, telecommunication and public security plus basic sanitation, electricity, hotels and hospitals.125 Turning back to the official budget, the public sector is supporting all the planned items, accounting for 85.5% of total expenditures. The private sector, in turn, holds a lower percentage, 14.5% of the amount, with investments concentrated in two categories, that is, airports and stadiums.

The federal government is the main investor of the competition. It participates with 62.1% of total expenditures or 72.7% of total public expenses, taking part in all budget items. Local governments participate with 23.4% of the total expenses, or 27.3% of total public expenditure, particularly in urban mobility, stadiums and touristic items. The sources of federal government spending may be through funding or budget. Funding totaled R$ 11.1 billion in urban mobility and stadiums, of which approximately R$ 6.1 billion are from the National Economic and Social Development Bank (Portuguese acronym BNDES) and R$ 5.0 billion of the Federal Savings Bank (Portuguese acronym CEF), two major development finance institutions in Brazil. The expenses originating from the federal budget equaled R$ 7.0 billion covering four of the seven items of the

total financial plan. The expenses of local governments, focused on three items, come from their respective budgets or through funding.\textsuperscript{126}

2014 FIFA World Cup is one of the biggest infrastructure investment project in Brazil. The government uses on the World Cup to accelerate growth and development in Brazil so hopefully it can come up with proud and legacy in Brazil’s next generation. 2014 FIFA World Cup would be held in twelve cities across Brazil:\textsuperscript{127}

<table>
<thead>
<tr>
<th>Stadium and Anchor Tenant</th>
<th>City</th>
<th>Attendance Capacity</th>
<th>World Stadium Index Projections</th>
<th>Matches during 2014 World Cup</th>
<th>Picture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estádio Mineirao – Atlético Mineiro and Cruzerio</td>
<td>Belo Horizonte</td>
<td>62,547</td>
<td>9.0</td>
<td>Six</td>
<td><img src="image1.jpg" alt=" Estádio Mineirao – Belo Horizonte" /></td>
</tr>
<tr>
<td>Estádio Nacional de Brasília - Legião Fútbol Clube</td>
<td>Brasília</td>
<td>70,064</td>
<td>61,656</td>
<td>Seven</td>
<td><img src="image2.jpg" alt=" Estádio Nacional de Brasília – Brasília" /></td>
</tr>
<tr>
<td>Arena Pantanal – Mixto Esporte Club et al</td>
<td>Cuiabá</td>
<td>42,968</td>
<td>0.8</td>
<td>Four</td>
<td><img src="image3.jpg" alt=" Arena Pantanal – Cuiabá" /></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Arena</th>
<th>City</th>
<th>Capacity</th>
<th>Games</th>
<th>Seats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estádio Plácido Aderal Castelo - Ceará and Fortaleza</td>
<td>Fortaleza</td>
<td>64,165</td>
<td>6.4</td>
<td>Six</td>
</tr>
<tr>
<td>Arena Amazônia – Nacional et al</td>
<td>Manaus</td>
<td>42,377</td>
<td>3.2</td>
<td>Four</td>
</tr>
<tr>
<td>Estádio das Dunas – América</td>
<td>Natal</td>
<td>42,086</td>
<td>1.5</td>
<td>Four</td>
</tr>
<tr>
<td>Arena da Baixada - Clube Atlético Paranaense</td>
<td>Curitiba</td>
<td>41,456</td>
<td>7.6</td>
<td>Four</td>
</tr>
<tr>
<td>Estádio Beira-Rio - Internacional RS</td>
<td>Porto Alegre</td>
<td>48,849</td>
<td>11.1</td>
<td>Five</td>
</tr>
<tr>
<td>Estádio do Maracanã - Flamengo and Fluminense</td>
<td>Rio de Janeiro</td>
<td>76,804</td>
<td>9.2</td>
<td>Seven</td>
</tr>
<tr>
<td>Arena de São Paulo - Sport Club Corinthians Paulista</td>
<td>São Paulo</td>
<td>65,807 (20,000 seats are temporary)</td>
<td>13.0</td>
<td>Six</td>
</tr>
<tr>
<td>Arena Fonte Nova - Esporte Clube Bahia</td>
<td>Salvador</td>
<td>48.474</td>
<td>9.7</td>
<td>Six</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>------------</td>
<td>--------</td>
<td>-----</td>
<td>-----</td>
</tr>
<tr>
<td>Arena Pernambuco - Clube Náutico Capibaribe</td>
<td>Recife</td>
<td>44.248</td>
<td>5.9</td>
<td>Five</td>
</tr>
</tbody>
</table>

*Table 4. List of Stadiums and Cities of 2014 FIFA World Cup Source: Play the Game Website*
CHAPTER IV
THE IMPLEMENTATION OF AQUARELA PLAN
2020 TO ENHANCE TOURISM SECTOR THROUGH
2014 FIFA WORLD CUP

IV.1 General Overview of Brazil Tourism

“Almost every place on Earth gets the image it deserves”
- S. Anholt

This philosophy can be strategically considered within a global environment that is linked geographically and economically through modern communication technologies. Brazil is one of a few emerging countries that enjoys an international image of a strong country with a dynamic and growing economy, it has a government that encourages exports, it has extensive experience developing successful domestic brands, and it is known for having the most active and creative advertising agencies in the world. Such a reputation has been positive for the country, which needs to strengthen its image in target markets to increase the inflow of tourists and investments to the country.

Brazil is the country with the largest region in South America with Brasilia as its capital. The area of Brazil reaches 8,511,9655 km$^2$ or almost half of the total area of United States of America. Brazil has various natural beauty of its tropical geography as well as diverse cultures typical of Brazilian cultural identity. It is utilized by the Brazilian government to support the existing tourism

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sector in Brazil. One of Brazil's tourist attractions is the world's largest cultural carnival held in Rio de Janeiro once a year. Although Carnival (Carnaval in Portuguese) is celebrated in towns and villages throughout Brazil and other Catholic countries, Rio de Janeiro has long been regarded as the Carnival capital of the world. *The Rio Carnaval* is not only the biggest Carnival, it is also a benchmark against which every other carnival is compared and one of the most interesting artistic events on the globe. Almost everyone has heard of *Rio Carnaval*. Foreign visitors to it alone number around 500,000 every year.\(^{130}\) *Rio Carnival* is a wild 5-day celebration, 40 days before Easter. It officially starts on Friday and finishes on Fat Tuesday with the beginning of Lent on Ash Wednesday after which one is supposed to abstain from all bodily pleasures. Carnival with all its excesses, celebrated as a profane event, could be interpreted an act of farewell to the pleasures of the flesh.\(^{131}\)

Figure 6. Rio de Janeiro Carnival Source: [http://www.rio-carnival.net/](http://www.rio-carnival.net/)

Moreover, the natural beauty of Brazil is also become tourist attraction, not only trend of its wonderful beaches, Brazil also known by the biodiversity of its natural environment. One form of Brazil's natural wealth is the forested area of

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\(^{131}\) Ibid.
5,173,276 km² and its forest area occupies 60.1% of Brazil's territory.\textsuperscript{132} Amazon, as the largest tropical forest in Brazil is well-known as its biodiversity, with over 56,000 plant species, 1,700 bird species, 695 amphibians, 578 mammals and 651 reptiles.\textsuperscript{133} This biodiversity is one of the main attraction for foreign tourists to visit and enjoy the natural beauty of Brazil. Besides that, various cities in Brazil are also become tourist destination for foreign tourist, including Sao Paulo, Salvador, Ouro Preto, Manaus, one of the most modernistic cities in the world, Brasília, as the capital city of Brazil and the only ecological city in South America, Curitiba.

The large number of those tourism potentials, making Brazil as the first rank country for international tourist destinations in South America region. The tourism sector is one of the most important economic drivers for the people of Brazil and become one of the third largest contributors to Brazil's Foreign Direct Investment after iron ore and soybeans.\textsuperscript{134} The number of tourists visiting Brazil shows a positive trend with the increase from year to year. Statistic from The World Bank shows that the number of foreign visitor increased from 4.802 million people in 2009 to 5.813 million people to 2013.\textsuperscript{135}

\textsuperscript{134} Andrew. Foreign Tourism in Brazil, is The Sky the Limit. (Tuft University: The Fletcher School, 2006). pg. 11
The increasing number of foreign tourists coming to Brazil from year to year comes up with positive impact to the economic stability of Brazil, as the tourism sector has now become one of the important economic drivers for several international tourist destinations in Brazil. From year to year, Brazilian incomes from the tourism sector continue to increase. Based on that, the Brazilian government continues to make efforts to develop the tourism industry to enhance furthermore the economy of Brazil. The development undertaken by the Brazilian government in improving the tourism industry includes infrastructure development to support the tourism sector such as road improvements, additional capacity of airports, hotel construction and construction of facilities at tourist sites.

The development of this tourism industry is continuing to encourage the increasing number of tourist arrivals to visit Brazil and which will ultimately bring a positive impact to Brazil, which will further increase Brazil's revenue from the tourism sector. From the chart above, it shows that the increasing number of foreign tourists coming to Brazil from year to year, as the tourism sector has now become one of the important economic drivers for several international tourist destinations in Brazil. From year to year, Brazilian incomes
from the tourism sector continue to increase. As from the chart, the number of incoming tourist from 2009 to 2013 is increase continuously. However, as the 2014, we can see that the is huge amount of increasing tourist who come to Brazil to become the witnesses of 2014 FIFA World Cup. It really shows that the Government of Brazil, through the World Cup, is succeeded to enhance its tourism sectors.136

The data also shows that there is decreasing number of visitors that visit Brazil in 2015. The decreased number happens because the events of 2014 FIFA World Cup is ended. But then, writer can summarize that public diplomacy of Brazil in the events of 2014 FIFA World Cup is succeeded, or in another word the hosting of 2014 FIFA World Cup enhanced the number of tourism that visits Brazil. The number of international visitors in 2015, 6.306 million, is much higher than the number in 2013, which only reach 5.813 million international visitors. The number of international visitors above can summarize that public diplomacy in mega sport events by Brazil is succeeded.

The huge amount of revenue gained by the Brazilian government from the tourism sector has prompted the Brazilian government to invest heavily in promoting Brazil's tourism sector. From the chart above, it easily seen that there is a massive increase of revenue that Brazil got from international tourist who came to Brazil. In 2009, Brazil received about 12.897 billion US$. Four years ahead, Brazil received about 29.286 billion US$ only from the expenditures of international tourist. From chat above, its simply concludes that there is a massive income that Brazil took from the international tourist. However, behind all the efforts of the Brazilian government in developing the tourism sector and promoting its tourism sectors, there is always an impact that came from the development of Brazil's tourism industry. These impacts are becoming issues affecting Brazil's tourism image. Some of those issues are the loss of cultural roots and values of Brazilian society as a result of the growth of the tourism

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industry. The raise of tourism development caused many local tribes Brazil have to move from their place.\textsuperscript{137} Besides that, crime issues also increased highly as the arrival of foreign tourism to Brazil also increased especially in major cities like Sao Paulo and Rio de Janeiro. This crime issue threatens the security and convenience of foreign tourists who come to Brazil. The presence of those foreign tourist provokes criminal actions and thefts, moreover emerge the spreading of illegal drugs.\textsuperscript{138} Another issue is the existence of a variety of excessive exploitation to children to work and create child sexual exploitation on tourism sector of Brazil. The exploitation of children under this still happens to this day even though slavery was already prohibited in Brazil since 1888.\textsuperscript{139} Children are involved in the majority of the activities in the tourism industry. Visible or not, teenagers, and even children of 3 years old are working in this market, contributing to the growth of the sector and becoming enslaved by it. They work in a huge variety of jobs in all brands of the tourism industry. Among the most common forms of child labor are work in family businesses, hotels, catering services and the production of souvenirs.

<table>
<thead>
<tr>
<th>Children</th>
<th>Age</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working</td>
<td>5-14 yrs.</td>
<td>3.5 (1,116,499)</td>
</tr>
<tr>
<td>Attending School</td>
<td>5-14 yrs.</td>
<td>97.2</td>
</tr>
<tr>
<td>Combining Work and School</td>
<td>7-14 yrs.</td>
<td>4.0</td>
</tr>
<tr>
<td>Primary Completion Rate</td>
<td>Unavailable</td>
<td></td>
</tr>
</tbody>
</table>

Working Children by Sector, Ages 5-14

Table 5. The amount of child labor in Brazil. Source: UNESCO Institute for Statistic 2013

From these data, shows the percentage of the number of underage children who became child labor. Where the number of children in Brazil who became child labor in 2011 is huge, reaching 1,116,499 children.\textsuperscript{140} One of the main

\textsuperscript{138} Ibid.
\textsuperscript{139} Ibid. p.8
\textsuperscript{140} UNESCO Institute for Statistic 2013
reasons why there are many children working in this sector is that child labor is cheap, and is easier to handle a child than an adult, hence the exploitation of children in tourism is a fairly common phenomenon. The market has no scruples, and economic benefit of the employer is prioritized above the enrichment of local communities. To reduce costs, the labor rights of workers are lessened. The less qualified labor is, the cheaper it is, therefore, the younger the employee doing the job, the less qualified this employee will be. This is one of the main causes of child exploitation. Besides the issue of sex tourism have contributed to Brazil's tourism image, which can still be found children who were the objects of sexual exploitation and become victims of human trafficking as a result of the growth of the tourism industry. This is because 35% of Brazil's population are children and more than 28 million children living on the poverty.\textsuperscript{141}

Those issues have an impact in influencing the Brazilian tourism image in the eyes of domestic and international community. The high number of criminal acts threatening the safety and the convenience of foreign tourists who traveled to Brazil which will decrease the number of foreign tourists to Brazil. It is important for the government of Brazil to attempt and tried in various ways to build a positive image of Brazil as the country's top international travel destination tourism issues affecting the image of Brazil. This positive image development will be instrumental in helping Brazil to promote tourism potentials in Brazil.

That is why it is important to change international perspective about those social issues that still appears in Brazil lately, especially for incoming tourist to the 2014 FIFA World Cup. The government of Brazil through its public diplomacy try to reconstruct the ideas that show Brazil as a high rate crime and poverty country, especially for the hosting of 2014 FIFA World Cup, as the theory of constructivism underlines that:

“issues of identity and belief, the key determinant of a State’s behavior involves the friend and enemy’s perceptions, in or out groups, fairness and justice. Constructivism accepts the fact that States are self-interested, rational actors, constructivism would emphasize that differing identities and beliefs deny the simplistic ideas which States chase only viability, prosperity, and authority.”

IV.2 Brazil's Public Diplomacy Actions and Programs in Hosting the 2014 FIFA World Cup

In this section, the writer will show the tools and instruments that Brazilian government use in hosting 2014 FIFA World Cup as the strategy of Brazil’s public diplomacy to attract incoming tourists and focus on the effort of Brazilian government as the host country in promoting 2014 FIFA World Cup both internationally and domestically, outside that conducted by FIFA itself. In the explanation below, Brazil use the campaigns and publicity campaign materials in trying to make the positive perceptions of International Communities to come to Brazil and attending 2014 FIFA World Cup.

For the Brazilian government, the hosting of 2014 FIFA World Cup is not just an international football tournament. But it is also a moment for the Brazilian government to implement its public diplomacy in achieving its national interests. One of the interests to be achieved by the Brazilian government is to strengthen Brazil's tourism sector and make Brazil become international tourist destination in the present. Through the 2014 FIFA World Cup, the Brazilian government runs its public diplomacy to build a positive image as an international tourist destination. The effort of public diplomacy conducted by the Brazilian government through the 2014 FIFA World Cup is one of the strategic plan of the Aquarela Plan 2020 to achieve goals to be international tourist destination.  

This public diplomacy efforts aimed to build a positive image as an international tourist destination through the 2014 FIFA World Cup. The hosting of global sporting event such as the 2014 FIFA World Cup brought great benefits to Brazil's tourism sector in building the image of Brazil as an international tourism destination. Through this 2014 FIFA World Cup, Brazil will be the center of attention from around the world, and this is an opportunity for the Brazilian government to promote the tourism sector of Brazil to global audiences around the world. This FIFA World Cup itself is very effective to use as a medium of public diplomacy because it has a strong appeal to foreign public. This is shown where sports football is a sport with the most fans around the world ranked first with a total of 3.5 billion fans.144

IV.2.1 Aquarela Plan 2020 Action Program

IV.2.1.1 *"Travesia: Francisco en Brazil"

On the eve of the World Cup 2013 Confederations gastronomy Brazil began to be attraction on international TV. The program *"Travesia: Francisco en Brazil"*, with a series of 13 episodes, the channel El Gourmet, was released on June 12, 2013. Being one of the leading gastronomy elements of culture of a country and Latin America is considered a priority market for Embratur, it was decided to broadcast three times this year in Argentina, Mexico, Colombia, Venezuela and Chile. Of that way, the strategy used in this action by the Embratur falls under the category culture. This is due to the fact that was disclosed by this action gastronomic diversity of the country.145

IV.2.1.2 Roadshows

Embratur conducted roadshows in Spain, Germany and France. Embratur released to those countries Brazilian tourist destinations entered in segments of sun and beach, ecotourism and adventure, culture, business and sports. In Spain, the event took place on 12, 13 and 14 June 2013, on the Confederations Cup. In Germany and France, however, it happened between 18th and 20th June 2013. Thus, the strategy used this action by the Embratur has been the dissemination of market segmentation as a whole, entering in all categories. This is due to the fact that it was disclosed all targets addressed by Embratur at the time of promote Brazil abroad. The choice of these European countries was the fact survey conducted by the Statistical Yearbook 2013 of the Ministry of Tourism.146

IV.2.1.3 Brazil Mobile Application

June 12, 2013, Brazil Mobile app was launched. The app developed by Embratur to smartphones and brings tourist information on the six host cities of the Confederations Cup. The application is available in Portuguese, English and Spanish, and features pictures of destinations, in addition show routes to get to the sites. In the app, it shown on news outdoor cultural attractions, leisure and heritage architecture. In addition, Brazil Mobile has a conversation guide for foreigners to learn to speak the main phrases in Portuguese. Obviously, this application will also serve to facilitate the travel of foreigners during the World Cup and the Olympics. Thus, the strategy used in this action by the Embratur is part of the culture categories; ecotourism; Sun and beach; and business and events. This is due the fact that cultural attractions were disclosed, ecotourism and

beaches. They are located in the host cities or close to it, taking advantage of the event sports Confederações Cup.147

IV.2.1.4 New York Brazilian Film Festival

In partnership with the New York Brazilian Film Festival, Embratur promoted the 2014 FIFA World Cup, in Central Park, on June 16, 2013. The action led the Bebeto idol, Preta Gil, DJs and national film to New York. To mark the countdown to the 2014 FIFA World Cup, there was a game between Bebeto, members of World Cup-winning selection of 1994 and fans chosen by a contest on social networks. The fact of the Cup Confederações is happening in the same period in Brazil contributed to football this scenario make you more successful. The program also featured shows the singer Preta Gil, DJs and bands formed by Brazilians living in New York, in addition to the screening of the film "Rio 2096 - A story of love and fury". The action brought together about 3000 people in Central Park. Thus, the strategy which used by Embratur in this action is included in the culture category. This is due to the fact that, were disclosed aspects of culture, such as music, cinema and football.148

IV.2.1.5 The Copacabana Fort

On June 18, 2013, the Copacabana Fort in Rio de Janeiro, was released to the international and national media, a basket of products of tourism products to attract tourists for the 2014 FIFA World Cup. This basket is composed of the new application Brazil Mobile that was already being used by tourists who came to Brazil because of the Confederações Cup, as well as news about the state fairs and beauty of historical cities. Of that way, the strategy used in this action by the Embratur falls under

147 Ibid.
the culture category. This is due to the fact that was disclosed through this product of Brazilian cultural diversity.\textsuperscript{149}

**IV.2.1.6 Press-Trips**

The World Cup will coincide with the completion of the June festivities, which is one of the largest cultural events in the country, then, is an opportunity to disclose those parties that will be taking place at the time. Therefore, the Embratur held 15 press-trips\textsuperscript{19} between June 20 and July 20, 2013, aiming to show foreign journalists what Brazil has to offer during 2014 FIFA World Cup were shown, then, cultural diversity, rhythms and flavors that permeate the country, highlighting the Brazilian tradition of June. The press-trip after the Confederations Cup as enjoy the idea of football party scene and to promote the country. Thus, the strategy used in this action by the Embratur falls in the categories culture and business and events. This is due to the fact that cultural diversity was disclosed Brazil, taking advantage of the context of the Confederations Cup.\textsuperscript{150}

**IV.2.1.7 Inter-Oceanic Shipping**

Embratur together with the Ministry of Foreign Affairs, took the 3rd Inter-Oceanic Shipping, tourism and event promotion Brazil and Tourist Route Pantanal, Amazon, Andes and the Pacific to promote the Brazil as a tourist destination. A balloon with the slogan "The world is in Brazil, come celebrate life" came out of Cuiaba, through Peru, Ecuador, Colombia and Venezuela. First balloon parade in international earth day was on June 30, 2013, in Puerto Maldonado, Peru. Thus, the strategy used in this action Embratur included within the category business and events.

\textsuperscript{149} Ibid.

This is because that this action was carried out taking advantage of the 3rd event Shipping Interoceanic what was happening in the country.  

**IV.2.1.8 Test of London**

The Test of London, an event that brought together names of world cuisine, occurs in 20 to 23 June 2013. At the event, Embratur presented the *feijoada* in the land of tea. The *feijoada* made by the Brazilian chief Francisco Torres was successful. In addition to this typical Brazilian dish, it was presented a whole range of Brazilian cuisine, for example, coffee, acai, rum, cheese bread and shrimp. Thus, strategy used by Embratur in this action is included in the culture category.  

**IV.2.2 Public Diplomacy through Promotional Instrument to Promote 2014 FIFA World Cup**

Here the writer will describe various promotional materials for the 2014 FIFA World Cup campaign.

**IV.2.1.1 Slogan**

![Figure 8. 2014 FIFA World Cup Slogan. Source: International Marketing Communications](image)

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151 Ibid.
In accordance with the 2014 FIFA World Cup “Brasil: Sensational” theme that already explained on Chapter 3 before, the slogan that Brazil used is "All in One Rhythm". This slogan wants to show that football is everything for Brazilians. This slogan shows the five pillars that represent Brazil as the organizer of the 2014 FIFA World Cup that is a cohesive society, the power of innovation, the beauty of nature, football and life full of happiness. In the launching ceremony of the 2014 FIFA World Cup official slogan, Brazil's sports minister Aldo Rebello states that:

“The slogan is an invitation to all Brazilians to join together and celebrate the immense sense of pride in our country’s position on the global stage and our role as hosts of the 2014 FIFA World Cup. It is also an invitation to everybody, Brazilians and international visitors, through the 2014 FIFA World Cup, to find and explore the new rhythm of Brazil: the rhythm of unity and diversity, the rhythm of innovation, the rhythm of nature, the rhythm of football and the rhythm of Brazilian culture.”

From what Aldo Rebello has pointed out above, the slogan is an invitation to all Brazilians to celebrate the pride of hosting the 2014 FIFA World Cup. In addition, it invites all the people of Brazil and the international community to watch and witness the 2014 FIFA World Cup as well as explore various unity And Brazilian diversity in soccer, nature and culture of Brazilian society.

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154 Ibid.
IV.2.1.2 Emblem

Figure 9. 2014 FIFA World Cup Emblem. Source: FIFA.com

One important component in image formation is to create an official emblem as an identity of the event. The use of emblems is also implement at the hosting of 2014 FIFA World Cup. This emblem must be patched on every national football team jersey that became a representative in the 2014 FIFA World Cup. This emblem is used to mark the identity of the 2014 FIFA World Cup, the role of this emblem itself has inner strength visually represented the 2014 FIFA World Cup event with the host country of 2014 FIFA World Cup Brazil.

The role of the Official Emblem is to provide a strong, visual representation of both the event and the host country. Though designing this can be a challenging task. As was the case at the start of the 2014 FIFA World Cup, when FIFA and the Brazil Local Organizing Committee (LOC) had to consider how to characterize a nation as colorful and vibrant as Brazil - a country with a rich traditional cultural heritage, yet rapidly
emerging as one of the world’s most modern and influential economies. The inspiration for this design comes from the iconic photograph of three victorious hands together raising the world’s most famous trophy. As well as depicting the uplifting humanitarian notion of hands interlinking, the portrayal of the hands is symbolic of the yellow and green hands of Brazil warmly welcoming the world to Brazilian shores.

Victory and union are the two key emotive elements which are vividly depicted through the hands featured in the design. Whilst forming a clear link to the colors of the Brazilian national flag, the green and yellow colors also allude to two of the strongest features of life in Brazil – the golden beaches and beautiful sun reflected in the yellow tones, with green representing the strong tropical interior that Brazil is so famous for. The combination of the strong image, the contemporary typography and striking colors are extremely effective in depicting a modern and diverse host nation.

IV.2.1.3 Mascot

![Figure 10](image-url)

**Figure 10.** 2014 FIFA World Cup Mascot. Source: FIFA.com

The name Fuelco is derived from the words in the Portuguese; futebal (football) and ecologia (ecology). The name Fuelco is used to represent that in

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156 Ibid.
157 Ibid.
the FIFA World Cup, soccer and ecology can be combined whereby with the implementation of the FIFA World Cup Capable of encouraging people to be environmentally friendly.134 The skin color of this Fuelco is the color of the Brazilian national flag. Fuelco uses a T-shirt written Brazil 2014, which represents Brazil as the host of the 2014 FIFA World Cup.159 Besides that the blue Fuelco shell represents the beauty Brazil’s nature, and commitment from Brazil to protect the environment.160

IV.2.1.4 Poster

![2014 FIFA World Cup Poster. Source: FIFA.com](image)

**Figure 11.** 2014 FIFA World Cup Poster. Source: FIFA.com

This poster seeks to show the beauty and natural diversity of Brazil by using colors that display energetic spirit, emotions and shapes and bright colors.


160 Ibid.
The brightly colored shapes and patterns portray the rich culture of Brazil, as well as the rich characteristics of the Brazilian flora and fauna. If we take a closer look at the poster, we will find many images of various Brazilian cultures in the images of both legs that figured in the geographical image of Brazil. In the picture, there is a wide variety of Brazilian cultures as well as Brazil's flora and fauna as well as Brazil's natural beauty.  

IV.2.1.5 Soundtrack

The theme of the soundtrack itself is "One Love, One Rhythm", in this album consists of several songs sung by international singers and also singers from Brazil as well. One of the main hits in the album "One Love, One Rhythm" which became the soundtrack of the 2014 FIFA World Cup official is a song titled We Are One (Ole Ola). The song is sung by Pitbull featuring Jenifer Lopez who is an international singer from the United States with Claudia Leitte who is a native star singer of Brazil.

It's your world, my world, our world today
And we invite the whole world, whole world to play

It's your world, my world, our world today
And we invite the whole world, whole world to play

From the footage of the song, it contains about the call for the whole world to unite. Besides, it is also an invitation for the world community to enjoy the 2014 FIFA World Cup competition and every performance shown.

163 Azlyric.com. We are one (Ole Ola). Retrieved from http://www.azlyrics.com/lyrics/pitbull/weareoneoleola.html
FIFA World Cup 2014 promotional campaigns present a number of key messages that Brazil wants to address in domestic and international societies such as the Brazilian government’s commitment to safeguarding and protecting Brazil’s biodiversity, demonstrating Brazil's identity as the host country of the 2014 FIFA World Cup, as well as the cohesion of Brazilian society in the international community, and there are still many key messages to be conveyed by Brazil through the material of the 2014 FIFA World Cup campaign. From the key messages, Brazil is trying to address through the 2014 FIFA World Cup campaign, that there is a key message that will address the potential of Brazil's tourism sector to the international community. The potentials of the Brazilian tourism sector that conveyed include Brazil's natural beauty.

Besides that, there is also a key message the government of Brazil wants to show, which is how the Brazilian society welcomes with open arms to all the international community who come to Brazil and invites the whole international community to come to Brazil to take part of the 2014 FIFA World Cup. This key message is part of Brazil's public diplomacy to build a positive image of Brazil as an international tourist destination. Through a key message in this World Cup campaign, Brazil is trying to convey to the domestic and international community the potentials of Brazil's tourism sector as well as to promote the potentials of Brazil's tourism sector that foreign tourists can visit. Key messaging will be useful in building a positive image of Brazil as an international tourist destination.

**IV.2.3 Public Diplomacy through Campaigns**

The writer will give the actions taken by the Brazilian government and the LOC in a series of domestic and international campaigns. Domestic and international campaigns are also to achieve the broader interests of Brazil that form the image of Brazil as an international tourist destination.
IV.2.2.1 Domestic Campaign

Brazil not only boasted and promoted itself as the host of the 2014 FIFA World Cup, but also helped to unite the Brazilians through the 2014 FIFA World Cup itself. One of domestic events used by the government to introduce Brazil's tourism sector and also to display the image of Brazil as an international tourist destination is FIFA Fan Fest. FIFA Fan Fest is an event that combines watching with 2014 FIFA World Cup matches that are attended by various domestic and international supporters from various places of the world who come directly to Brazil. FIFA Fan Fest is also give entertainment from various original art and culture originating from various regions of Brazil and Brazil's national cultural attractions. FIFA Fan Fest features more than 70 cultural arts attractions from various native regions of Brazil and four national cultural art attractions of Brazil. The appearance of Brazil's diverse cultural attractions is to show and introduce the various cultures in Brazil to supporters from all over the world who attended FIFA Fan Fest.

Figure 12. FIFA Fan Fest in Rio de Janeiro. Source: FIFA.com

FIFA Fan Fest aims to unite all walks of Brazilian society and show their nationalism spirit in supporting the national team. In addition, FIFA Fan Fest is held in tourist attractions to introduce and promote tourist attractions for domestic and foreign tourists who are present in FIFA Fan Fest. Moreover, cultural arts attractions are also performed to showcase Brazil's cultural heritage and foster the love and nationalism of the Brazilian population. As well as with the various attractions of this cultural show will introduce various cultures owned by the Brazilian society to domestic and foreign tourists who come in FIFA Fan Fest. FIFA Fan Fest event in addition to enliven the 2014 FIFA World Cup is also able to as a medium of Brazil's public diplomacy in achieving the interests of Brazil in spreading the main message to be conveyed by the government of Brazil to the domestic as well as international community as an international tourist destination.

At last, the display of various attractions of the original culture of Brazilian society can also change the public perception of the growing issue in Brazil about the loss of various cultures of Brazilian society over the development of Brazil's tourism sector. Through the showcase of these cultural practices at FIFA Fan Fest, government of Brazil aimed to change the public perception of the issue that the Brazilian government continues to maintain and preserve the original cultures.

### IV.2.2.2 International Campaigns

The 2014 FIFA World Cup global promotion is being held by the LOC alongside with the Brazilian government as the country's 2014 FIFA World Cup host and media associates and sponsors involved in hosting the 2014 FIFA World Cup. In this section, the authors will show how Brazil's

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efforts to promote their country as the country host of the 2014 FIFA World Cup.

Internet is one of the communication media that can reach every single person globally. Internet is not limited by space and time, anyone can freely and freely in getting internet access anywhere and anytime. The Internet has long been used as a media of public diplomacy of a country to other countries as well as to the international community. The Internet is a very important tool for Brazil in campaigning communication strategy (branding). One of the steps taken by the Brazilian government in utilizing the internet is to create an official website for the 2014 FIFA World Cup. The official website is located at [http://www.copa2014.gov.br/en](http://www.copa2014.gov.br/en).

![Official Websites of 2014 FIFA World Cup](image)

**Figure 13.** Official Websites of 2014 FIFA World Cup

The official website of the 2014 FIFA World Cup established by the Brazilian government, contains information about the 2014 FIFA World Cup to various information about Brazil. In the website, it contains a lot of information, including news about the 2014 FIFA World Cup, the cities in Brazil used as the venue for the 2014 FIFA World Cup matches and all matters related to the 2014 FIFA World Cup are available on this
website and not to mention information about Brazilian state is also available very complete.

Besides using the website, the Brazilian government also makes use of an online video web site in the form of YouTube to promote the main message that Brazil brought as well as a media campaign FIFA World Cup 2014.

![YouTube channel of 2014 FIFA World Cup](image)

**Figure 14.** YouTube channel of 2014 FIFA World Cup

In the official account, at the beginning of the web page was given a video to watch the visitors of YouTube account belongs to Brazil. The video contains how the euphoria of all the world's people came to Brazil to witness live FIFA World Cup 2014. In the video, foreign tourists who come directly to Brazil were asked their response to the 2014 FIFA World Cup hosted by Brazil. Through the YouTube online video website, the Brazilian government through the ministry of tourism of Brazil and EMBRATUR also released an international advertising campaign in order to welcome the 2014 FIFA World Cup event. The video content is a call Brazilian government to the tourists, especially international tourists to enjoy the 2014 FIFA World Cup performance and visited some of Brazil's
cultural and natural tourist destinations and witnessed the passion of the Brazilian society in *samba* and football.

The Brazilian government's efforts in promoting and 2014 FIFA World Cup campaigns not only using online video websites and official websites, but also using social media in disseminating the key message Brazil brought to the 2014 FIFA World Cup to global audience.

![Figure 15. 2014 FIFA World Cup Instagram Official Account](image)

![Figure 16. 2014 FIFA World Cup Twitter Official Account](image)
The use of social media will be very effective in building a positive image of Brazil as an international tourist destination. Almost all the people in the world have access to social media, so that the Brazilian government's efforts to convey its key message in promoting the potentials of the Brazilian tourism sector that foreign tourists can visit can work effectively and efficiently.

The use of internet as a media of Brazilian public diplomacy is very important in connecting the Brazilian government with public around the world. Because the target group of public diplomacies is very broad and diverse, all communication channels are available need to and have to be utilized.

By the internet, the Brazilian government can promote national interests through understanding, informing, and influencing the international public. The Internet as one of the products of development of information and communication technology, which has created free barrier traffic information and communication between countries and regions. In other words, the existence of the Internet is able to eliminate various geographical barriers in public diplomacy efforts undertaken by the government to the public. It can be concluded that the internet is a means of public diplomacy of the Brazilian government to the national and international public.

**IV.2.2.3 Sponsorship and Media Partner Campaign**

Campaign that exemplified by the writer below is an international event and exhibition that is used as a platform to market a positive image of Brazil in attracting more incoming tourist.
Adidas is one of branded sport apparel in the world. This German-based company is being the most popular sport worldwide, football is clearly one of Adidas’ key strategic priorities. For over 60 years, Adidas has led all major developments in boot, ball and apparel technologies. This dedication to the sport and its close relationships with athletes and teams enabled Adidas to become an integral part of the history, the present and the future of football.\footnote{FIFA.com. About FIFA: FIFA Partners - Adidas. Retrieved from http://www.fifa.com/about-fifa/marketing/sponsorship/partners/adidas.html}

The relationship between FIFA and Adidas dates back more than 40 years. Since 1970, Adidas has been supplying the official match ball for all FIFA World Cup matches. It goes without saying that for every FIFA World Cup, Adidas designers and developers aim at devising the perfect ball by combining
innovative technology and exciting and unique design to make the Official Match Ball the true icon of every FIFA World Cup.\textsuperscript{167}

2. Coca Cola

\begin{figure}[h]
\centering
\includegraphics[width=0.5\textwidth]{2014_fifa_world_cup_brazil_coca_colas.png}
\caption{Coca Cola Campaign Poster of 2014 FIFA World Cup}
\end{figure}

The Coca-Cola Company is one of the longest-standing corporate partners of FIFA, with a formal association since 1974 and an official sponsorship of FIFA World Cup\textsuperscript{TM} that began in 1978. Coca-Cola has had stadium advertising at every FIFA World Cup since 1950. FIFA and The Coca-Cola Company extended their long-time partnership to until 2030. The renewed commitment by Coca-Cola in the non-alcoholic beverages category includes cash and in-kind products and services in support of the broad spectrum of FIFA-organized events around the globe, including the FIFA World Cup, FIFA Women's World Cup, FIFA U-20 World Cup, FIFA U-17 World Cup, FIFA Beach Soccer World Cup, FIFA Club World Cup, FIFA Interactive World Cup, FIFA U-20 Women's World Cup, FIFA U-17 Women’s World Cup, FIFA Futsal World Cup, and the FIFA Confederations Cup.\textsuperscript{168}

\textsuperscript{167} Ibid
3. McDonalds

![McDonalds](image)

**Figure 19.** McDonald World Cup Application

Official sponsor McDonald's is launching a huge global effort that features new fry boxes that allow you to play and an augmented-reality app called McDonald's Gol! Beginning May 26, the chain will -- for the first time -- change its medium and large fry boxes globally for the promotion, offering 12 different World-Cup-themed designs featuring work from artists commissioned from around the world. The fry boxes will also serve as the entry point for an augmented-reality game on the app.

The app essentially turns the packaging into a virtual reality soccer field, where players try to flick a ball into the fry box, which serves as a goal. The game also uses other real-world objects in view as a way to bounce the ball off them to avoid increasingly difficult obstacles. Points are scored by bouncing off or moving
the ball around the obstacles. Points are tallied by country, and players can share their scores via social media.\textsuperscript{169}

It is imperative for a country to undertake public diplomacy and have strategic communications to spread the main message to the public. It also connects with how the country works with various actors in promoting the main message carried by the country, like Brazil. The campaign materials submitted by the Brazilian government in campaigning for the 2014 FIFA World Cup include the main message that the Brazilian government wants to convey to the public. From every chapter of this research, writer cannot deny that Brazil continuously and consistently argues that public diplomacy through hosting mega sport events can be used as a tool to support and help realize social and economic development, increase GDP of its country. More importantly, it can encourage constructive social behavior in individuals and promote social cohesion, tolerance, peace and security, as well as nation-building.

CHAPTER V

CONCLUSION

In conclusion, Brazil, as the leading power country in South America, going up and down since its independence, a rising power country in the world, that is still undeniably experiencing growing pains, social issues such as education, public services, and health is a major issue that the government is struggling to handle. The recent protests, high levels of violent crime, and social movements in cities, such as Sao Paulo, and high crime rate in big cities like Rio de Janeiro, threatening negative impact on the global image of the country. However, even though there are so many issues that appears, Brazil keeps going forward, use every resource it has, implement every laws and rules to achieve the goals to be one of role country in global power.

The 2014 FIFA World Cup has been used as a catalyst to build the industry especially tourism and also the expansion of capital in the market that must be maintained and developed. This analysis was resulted positive interaction between Brazil efforts through Public Diplomacy and Sport Diplomacy with 2014 FIFA World Cup. From all the above explained and analyzed, it appears that hosted the 2014 FIFA World Cup is directly contribute to the boosting of Brazil’s tourism. This fact also emphasized by Minister of Tourism Brazil and President of FIFA, Sepp Blatter that 2014 FIFA World Cup is successfully hosting that resulted for boosting Brazil tourism.

In terms of broadcasting the government’s new mission statement and strengthening confidence in Brazil's transformation, public diplomacy was at the front line of government’s strategy. Through is public diplomacy, Brazil use the hosting of 2014 FIFA World Cup as its instrument to enhance its tourism sectors in order to increase the GDP of the country. Brazil shows that sport is one of the
most effective means of communication in the modern world, bypassing both verbal and written communication and reaching directly out to billions of people and also sport is the important thing because it is influenced the new heights, and noted in preceding section.

To conclude this research, writer might say that Brazil meets its expectation in hosting mega sport event like FIFA World Cup used as the instrument to attract more incoming tourist of Brazil as their nation branding. The data from Chapter IV shows that than one million visitors poured into the samba nation’s 12 host cities to see the greatest show on earth, beating the predicted 600,000 by more than 70 per cent. In comparison, 310,000 foreign tourists went to South Africa for the World Cup in 2010, while Germany received two million foreign visitors for the 2006 tournament. The numbers provided a silver lining as Brazil faces tough economic times. Around 95% of the foreign visitors who went for the football said they intend to return to the country.

As a Sport Mega Events that presents the first-class football, and also accounts for the biggest television audience, Brazil seen this as the golden opportunity to attract incoming tourist as nation branding with building the infrastructure and promoting FIFA World Cup through domestic and international campaigns because public diplomacy defined as an effort to affect other people’s perspective and organizations outside the country in positive way. Nation branding also occurs when a government uses its power to persuade whoever has the ability to change a nation’s image like what Brazil Government did. Brazil gives an example of how an organization of sports tournaments able to serve as its country’s diplomacy to show its power, its wake up to this event, and attract attention and provide a positive perception of the country through the promotion which gives a good effect for the tourism sector.

The writer sees the efforts made by the government of Brazil here become an ability to show the country’s soft power in the tourism sector, and therefore, what is the soft power that needs to be identified and emphasized by the country
concerned. What Brazil obtained through Public Diplomacy and Sport Diplomacy in using the 2014 FIFA World Cup as media to promote and attract tourists is successfully achieved. As a result, that already mentioned in Chapter 4, 2014 FIFA World Cup already gave significant impact for South Africa mostly for tourism sector.

As the result of the strategy that has been implemented by Brazilian government, it has attracted tourist to come by seeing the number of tourist in 2014 that has been increased. Thus, the writer believed that Brazil has succeed in using the opportunity to maximize their public diplomacy as one of the great achievement.
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