

CONCEPT FOR A UNIFIED PRESENTATION OF THE CZECH REPUBLIC

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I. Introduction

Goals of a unified presentation

The goals of a unified presentation of the Czech Republic are to:

- consolidate the approach implemented by state administrative bodies in the area of presentation, both at home as well as abroad;
- distance itself from its current image as a post-Communist country with a cheap labor force and a country that is backward and undeveloped, as this image no longer corresponds to the reality of the situation and the development that the Czech Republic has undergone since 1989 up to the present day;
- increase the amount of quality foreign investments and profits from tourism with a positive impact on the employment market and a higher standard of living for inhabitants;
- increase the effectiveness of state budget expenditures for the country's presentation and marketing activities; and
- support the creation of a positive image of the Czech Republic, thus improving awareness of the Czech Republic and increasing its credibility on the international stage.

Vision

Within the framework of their activities, all state administrative bodies and units will present the Czech Republic as a modern, advanced, democratic country with a very rich and distinct culture as well as its own interesting history and personal identity – a country with human capital based on knowledge and innovative potential, which is a trustworthy partner in business relationships and is suitably located for the purpose of increasing the value of investments in a high-quality manner – a country that is a respected member of international organizations as well as security and diplomatic structures and which is a venerable partner in international society – a country that is worthy of the attention and interest of people in other countries.

This vision of the presentation of the Czech Republic is based on the strategies and priorities of all government departments (see Appendix No. 2) and is a summary of all of the essential, common elements of these strategies.

The Czech Republic as an advanced, democratic country

The Czech Republic is a democratic country with a functional legal system, which acknowledges and promotes western democratic values, participates in building them and protecting them, both internally as well as through its international activities. It supports the open-minded coexistence of people and cooperation with other countries and condemns xenophobia and racial intolerance.

The Czech Republic as a modern, developed country

The Czech Republic is an advanced, competitive and safe country with a well-developed infrastructure, a functional, modernizing public administration and high-quality services that correspond to world standards.

The Czech Republic as a country with a rich and distinct culture and identity and with natural beauty

Historically, the Czech Republic is one of the most well developed countries of Europe in cultural terms. It is proud of its historical heritage and continues to cultivate it today. It is a country of natural beauty, which protects its environment with the goal of maintaining it for future generations.

The Czech Republic as a country with human capital	The Czech Republic is a country with a high-quality education system and a qualified labor force with a high level of skills and innovative potential.
The Czech Republic as a trustworthy and quality partner in business relationships, international organizations, and security structures	The Czech Republic is a country with an open economy and is a member of all important international organizations and groups (EU, RE, UN, NATO, OECD, WTO, etc.) in which it is an active and reputable partner and which shares in their activities and cooperates in a significant manner. Membership and activity within these organizations and groups significantly assists in increasing the Czech Republic's trustworthiness and the respect it receives.
The Czech Republic as a partner that is worthy of the attention and interest of people in other countries	Thanks to its traditions, culture, acknowledged values, and current activities, the Czech Republic is a very attractive and desirable destination for foreign partners, regardless of whether they operate in the areas of business, culture or tourism.
General presentation	The Czech Republic lacks an overall presentation – as of now, presentational activities have been implemented only for individual segments (export, tourism, culture, etc.) without any integration. For this reason, a joint vision must be submitted. This vision will be binding for all state administrative bodies. It will be reflected in all the relevant strategies and activities of every administrative unit, and it will be fulfilled on a long-term basis.
	The process of building a national image is a permanent and ongoing task. It is necessary to create a functional system for strategically managing this image from the long-term perspective. The submitted Concept should therefore present the channels and instruments to be used for a unified presentation of the Czech Republic, which will be implemented over the long-term by state administrative bodies and should also include the options available for building a positive image of the Czech Republic.
Public administration	During this phase, the Concept does not cover the sphere of public administration, specifically the presentation of regions and municipalities. It is first necessary to consolidate state administration in terms of presentation and a proposal for cooperation with the regions and municipalities will subsequently be prepared in the medium term (see page 18).
Primary materials	The basic foundation for the creation of the Concept for the Unified Presentation of the Czech Republic (hereinafter only referred to as the "Concept") is the material titled "The Basis for the Concept of a Unified Presentation of the Czech Republic Abroad," which was accepted through Government Resolution No. 239 on March 17, 2004. This document is an analysis of the current image and presentation of the Czech Republic abroad and a comparison with the situation in other countries. It also includes an analysis of state administration as regards the presentation of the Czech Republic. A number of representative research projects, studies, and departmental documents were also used as source materials for this document (see Chapter VI).

II. Starting Position

The presentation of the Czech Republic primarily concerns:

- a) the organization of activities performed by central and other state administrative bodies;
- b) the form and content of activities performed by state administrative bodies;
- c) activities performed by representative offices of the Czech Republic abroad and their mutual cooperation; and
- d) activities performed by non-governmental entities

a) Organization of Activities Performed by Central and Other State Administrative Bodies

The key to presentation – at home and abroad	The presentation of a country cannot be solely reduced to the activities of its official foreign representation abroad in spite of the fact that this is the most visible area. The functionality of central state administrative bodies at home, which guide and direct the activities of foreign representative offices and all activities directed abroad, are an important element. First and foremost, presentation events abroad not only bear witness to a country as such, but above all say much about the country's internal controlling entities and financing entities.
Institutional demarcation	From the institutional perspective, state administrative bodies and organizations, which have been established by the state for this specific purpose, implement the presentation of a country. Their activities are defined by Act No. 2/1969 Coll., as amended by later legislation.
The role of central state administrative bodies	The agenda for presenting the Czech Republic abroad is not explicitly defined within the applicable legislation. Listed below are some excerpts from the applicable act on the activities of individual government departments which concern themselves the most with the agenda for presenting the Czech Republic abroad:
The Ministry of Foreign Affairs, including the Czech Centers, a government-subsidized organization	<ul style="list-style-type: none">- secures the Czech Republic's relationships with other countries, international organizations and integration groups and coordinates activities ensuing from bilateral and multilateral cooperation;- coordinates the activities of ministries and other central state administrative bodies in the area of foreign relations; and- manages the representative offices abroad
Ministry of Industry and Trade, including a government-subsidized organization Czech Trade and Czech Invest	<ul style="list-style-type: none">- coordinates bilateral and multilateral foreign business policy; and- holds jurisdiction over supporting exports and obtaining foreign investors

- | | |
|---|--|
| Ministry of Regional Development, including Czech Tourism, a government-subsidized organization | <ul style="list-style-type: none">- is responsible for regional policies and tourism; and- secures informational and methodological assistance for the regions (VÚSC), cities, municipalities, and their associations |
| Ministry of Culture, including its government-subsidized organizations | <ul style="list-style-type: none">- has jurisdiction over the arts and cultural landmarks |
| Ministry of the Interior | <ul style="list-style-type: none">- responsible for public order and security agendas;- issues travel documents, authorizes residency permits for foreigners, and- oversees state symbols |
| Ministry of Education, Youth and Sports | <ul style="list-style-type: none">- holds jurisdiction over schools, education policies, research and development, including international cooperation in this area and academic values;- also responsible for sports and tourism and Czech national sports teams |
| Ministry of Defense | <ul style="list-style-type: none">- fulfills tasks ensuing from alliance obligations to NATO, primarily in terms of meeting the Czech Republic's military and political ambitions, performs tasks within the framework of European security structures;- ensures the performance of tasks within the framework of military and humanitarian missions abroad;- coordinates the care of wartime graves in the Czech Republic and abroad; and- participates in providing security to Czech national sports teams (in cooperation with the Ministry of Education, Youth and Sports) |
| Ministry of Agriculture | <ul style="list-style-type: none">- the central state administrative agency for agriculture, water management, and the food industry (note: within the framework of its competency, it implements marketing activities for the purposes of supporting Czech agricultural and food products) |
| Ministry of Informatics | <ul style="list-style-type: none">- the central state administrative body for information and communication technologies, telecommunications, and postal services;- issues postage stamps, which are among the best in the world in terms of their artistic preparation |
| Ministry of the Environment | <ul style="list-style-type: none">- the central state administrative body and main state monitoring agency for environmental issues and evaluating activities and their impact on the environment, including those that exceed the limits established by the state and the central state administrative body for national ecology policies |
| Ministry of Finance | <ul style="list-style-type: none">- ensures membership in international financial institutions and the financial agencies of OECD, the EU, and other international economic organizations unless such membership is exclusively within the competency of the Czech National Bank; and- coordinates the receipt of assistance from abroad. |

The above-mentioned departments cover the most important segments of presentation: foreign policy, culture, science and education, economy, tourism, and sports.

b) Form and Content of Activities Performed by State Administrative Bodies

Central and other state administrative bodies either present the Czech Republic themselves or contribute financially to the presentation of the country. The most common forms of presentation are:

Expositions and trade fairs	Participation at domestic and international expositions and trade fairs or contributions in the form of subsidies provided to Czech companies for their participation.
Media	Cooperation with foreign correspondents accredited in the Czech Republic. Presentations in the form of inserts and articles in printed and electronic foreign media.
Publications and the Internet	Issuance of foreign language publications, videos, and CDs, which are distributed either through representative offices, Czech Centers and Czech Tourism or directly at expositions, trade fairs, conferences, and other presentational events. Individual presentation via Internet sites.
Presentations	Professional presentation in the form of participation at business meetings, seminars, conferences, expert meetings and lectures, political presentations, and the presentation of Czech companies and organizations abroad.
Foreign development aid	For a number of years, the Czech Republic has been providing development aid (with its entry to the EU, the Czech Republic's role in this area should increase), but it is still receiving assistance itself in some areas. The area of development cooperation is an integral part of foreign policy, which is coordinated by the Ministry of Foreign Affairs. Development aid includes projects in third-world countries, scholarships, the transfer of expertise, humanitarian assistance, assistance provided to refugees, debt reductions, and contributions to international organizations and projects. The Czech Republic's contributions in this area are approximately CZK 2,400,000,000 annually. The Czech Republic participates within the UN framework, in its programs and funds (UNICEF, UNDP, UNV, UNEP, WFP, etc.). The Czech Republic is also a member of international financial organizations (IMF, SB, EBRD, EIB, CEB, etc.) and it is active in the OECD and RE.

Education, science, research, and Bohemian studies

A natural component of the foreign cultural policy of any country includes the transfer of observations regarding its own past and present in other countries of the world and spreading knowledge of its language abroad. Spreading knowledge of the Czech language and literature in foreign lands falls within the competence of the Ministry of Education, Youth and Sports. Czech teachers are usually assigned on the basis of fulfilling the provisions of international contracts or within the framework of foreign assistance provided by the Czech Republic. The Czech Centers also offer Czech language training.

At present, a total of 48 teachers hold positions at universities in 23 of the world's countries. In some countries, the teaching of Czech is also supported at minority schools within Czech immigrant communities. The state finances such items as the expenses related to sending out teachers, providing materials for teaching Czech and Czech literature, scholarships for foreign students in the Czech Republic, and Czech courses for refugees throughout the entire territory of the Czech Republic.

In addition, the state also supports international cooperative projects in the fields of science and research and development within the framework of bilateral and multilateral relationships.

Foreign trips

A significant part of the presentation of the Czech Republic consists of foreign trips by politicians and state officials. This is not only because the media thoroughly and widely monitor some of these trips. Their appearance, behavior, presentational and rhetorical abilities, events at which they choose to participate, gifts, etc., are all factors that, when taken as a whole, influence not only the way the individual is perceived but also the perception of the Czech Republic as a nation.

Personalities from the Czech Republic

One of the most visible forms of the presentation of the Czech Republic comprises the personalities whose level of importance extends beyond Czech borders. This group of persons primarily includes statesmen, artists, scientists, athletes, and businesspeople.

Products

Quality products manufactured by Czech companies, whether they are traditional or contemporary, and the presentation of well-known Czech brands (i.e., Škoda automobiles, Plzeňský Prazdroj (Pilsner Urquell) beer, Budějovický Budvar beer, ČSA airlines, etc.) are another significant part of the process of creating a positive image of the Czech Republic abroad.

c) Activities Performed by Representative Offices of the Czech Republic Abroad and their Mutual Cooperation

Representation of the Czech Republic abroad

At present, the Czech Republic is represented abroad by diplomatic missions under the direction of the Ministry of Foreign Affairs of the Czech Republic; the Czech Centers, which are a government-subsidized organization under this ministry; CzechTrade and CzechInvest, which are government-subsidized organizations under the Ministry of Industry and Trade; and the foreign branches of CzechTourism, a government-subsidized organization of the Ministry of Regional Development. (For an overview of all foreign representation, see Appendix No. 3.)

Diplomatic missions

The Czech Republic is officially represented abroad by diplomatic missions. The primary purpose of the diplomatic missions is to represent the interests of the Czech Republic and its citizens, conduct negotiations with the government of the host country, support amicable relationships between nations, and develop economic, cultural, and knowledge-based relationships. In particular, the activities of diplomatic missions are governed by the Vienna Convention on Diplomatic Relations. Therefore a diplomatic mission cannot develop direct business activities independently, but it can transfer valuable information on business opportunities, arrange contacts for Czech businesses, etc.

This primarily applies to the Economic and Trade Divisions, which are an integral part of the representative offices. Their task is to create favorable conditions for the development of external economic relationships and, according to local conditions, technical organizational prerequisites for promoting the export interests of Czech businesses on foreign markets. The employees of this division are subordinate to the ambassador.

Ambassador's role

On the basis of authorization by the President of the Czech Republic, the ambassador is the highest representative of the Czech Republic in the host country or international organization. The ambassador thus represents the entire nation and, on the basis of this, the ambassador's role as coordinator is of utmost importance. The ambassador's task is to, among other things, support the synergy of political and diplomatic activities performed by individual Czech entities towards the country in which they are located and also to coordinate all forms of presenting the Czech Republic in the given territory.

Representatives of the Czech Republic

Besides the ambassador, the consul and other employees of the representative office also participate in presenting the Czech Republic at their own levels and within their own competence, whether it be at the political, economic, consular, or cultural levels or even activities concerning the press and Czech communities abroad. In addition, the Czech Republic is represented by the workers of other organizations: the Czech Centers, CzechTrade, CzechInvest, and CzechTourism.

- Czech Centers This government-subsidized organization of the Ministry of Foreign Affairs was established in 1993 as the successor to the Office for the Administration of Foreign Facilities. It currently consists of eighteen foreign representative offices. Its main activity consists of presenting the Czech Republic abroad, namely in the areas of culture, business, and tourism. It ensures the participation of the Czech Republic at international expositions, operates as an information service about the Czech Republic, supports the Czech Republic's external economic relationships and pro-export policies. Cooperation with both governmental and non-governmental organizations for the purposes of developing their activities in accordance with the interests of the Czech Republic is also included among this organization's activities. The Czech Centers administer the fixed and personal assets of the Czech Republic abroad if the Ministry of Foreign Affairs of the Czech Republic does not perform this activity itself.
- CzechTrade CzechTrade, a government-subsidized organization under the Ministry of Industry and Trade, is a government agency for the purposes of supporting trade. It was established on May 1, 1997 as the Ministry of Industry and Trade's pro-export organization. It has 32 foreign representative offices, which primarily provide services to Czech exporters.
- CzechInvest This government-subsidized organization under the Ministry of Industry and Trade is a government agency that supports business and investment. It was established in 1992 as an organization partially subsidized by the Ministry of Industry and Trade of the Czech Republic. In 2004, it was merged with the Agency for the Development of Trade and the Czech Agency for the Development of Industry – CzechIndustry. It has nine representative offices abroad and its main task is to promote the Czech Republic as an appropriate location for foreign investments and to support the influx of these investments into the Czech Republic.
The primary mission of the new CzechInvest is to support the competitiveness of Czech businesses. This task primarily involves supporting the processing industry and innovation through the “Průmysl” (“*Industry*”) operational program and the activities undertaken by the Ministry of Industry and Trade of the Czech Republic.
- CzechTourism CzechTourism, a government-subsidized organization administered by the Ministry of Regional Development (formerly the Czech Central Tourism Agency) was established on March 18, 1993. It has 23 foreign representative offices, of which some provide “second-level” representation, i.e., they present the Czech Republic through private entities in the given country. CzechTourism coordinates the country's promotion of tourism through activities performed by business entities and develops a medium term and current strategy for marketing tourism products on both the domestic market and foreign markets. The representative offices abroad have the task of informing the foreign press as well as the professional and general public about what the Czech Republic offers in terms of tourism.

Location of the representative offices of the Czech Republic

The representative offices of the Czech Republic as well as the offices of other state organizations abroad can be considered as the display case of the Czech Republic. Thus the image of our country is to a large degree also measured by the location and appearance of the Czech representative offices abroad and, if they are designated for the public, their accessibility and distinctiveness play a role as well.

It is however necessary to state that the buildings in which the representative offices are housed, as well as their location and operation, are guided by specific regulations, primarily those related to security. In addition, according to the Vienna Convention on Diplomatic Relations, the premises of a diplomatic mission cannot be used in a manner that conflicts with the mission's purpose. For example, the mission cannot perform business activities for the purposes of making a profit, and the same rule applies to the diplomatic representative.

On the other hand, the representative offices of the Czech Centers, CzechTrade, CzechInvest, and CzechTourism are intended for contact with the public, and their appearance and location must correspond to this purpose. Moreover, as opposed to diplomatic missions, their premises can usually be used for business activities.

d) Activities Performed by Non-Government Entities

A number of non-government entities also present the Czech Republic through their activities abroad, whether it is in areas related to economy, culture, sports, tourism, or the environment.

As already mentioned, Czech companies and trademarks play a significant role in creating the Czech Republic's image, for example, ČSA, Škoda Auto, Plzeňský Prazdroj (Pilsner Urquell), Budějovický Budvar, etc.

III. Reasons for Implementing Changes

a) Activities Performed by Central and Other State Administrative Bodies

Contents of the presentation

The main problem with the implementation of presentational activities is the fact that the contents of the agenda for “the presentation of the Czech Republic” have not yet been defined and therefore each state body perceives it a bit differently. This incoherence is also applicable to the organizational structure of individual state bodies, as presentation is generally not the responsibility of a typically similar unit.

The press departments are most frequently involved, but their activities are primarily focused on communication with the media regarding current events and not on the implementation of long-term presentation strategies focused abroad. The agenda of foreign departments is most commonly targeted exclusively at international relations.

Coordination within government departments

In order to achieve the efficient management and coordination of the presentation within the departments and for the purposes of simplifying communications at the horizontal interdepartmental level, the structure of state administrative bodies in the area of presentational activities has to be adapted. Therefore, it is necessary to precisely define the agenda for presentation at each department according to the overview presented in Chapter II, Point b).

Coordination between government departments

In spite of the fact that the area of foreign presentation is assigned to the Ministry of Foreign Affairs by the applicable legislation, there are not enough effective mechanisms at present for efficiently controlling and coordinating this activity. As practice has shown, given the volume and quantity of presentational activities performed by all government departments, it is not possible to ensure coordination, the provision of information, and control without the existence of a managing, coordinating, and executive program.

According to experiences in other countries, the creation of an independent agency (such as in the Netherlands or Great Britain) has not proven to be useful as the management of such an agency was too expensive and the close ties to state administration and the managing government department (in both countries, it was the Ministry of Foreign Affairs) were lost, which as a result did not allow for the more efficient coordination of communication activities.

State budget expenses for presentational activities

For the sake of clarity, we are once again including an overview of the expenses of individual government departments as provided to the Ministry of Foreign Affairs for the preparation of the material “The Basis for the Concept of a Unified Presentation of the Czech Republic Abroad” (see Government Resolution No. 239 from March 17, 2004). Listing all of the expenses for presenting the country abroad is almost impossible, as there are a number of expenses and activities that present the country indirectly (e.g., the Czech Republic’s contribution to development aid abroad amounting to CZK 2.4 billion, contributions towards the teaching of the Czech language, international cooperation in the areas of science, research and development, etc.).

The total amount for presentational activities by all government departments and their government-subsidized organizations came to more than CZK 1 billion in 2003. (This amount roughly corresponds to expenditures for 2000.)

Investment in the presentation of the Czech Republic cannot be considered as being a purely financial matter. It also includes all of the efforts of the people who are in any way connected with the presentation of our country. This group not only includes government representatives, diplomats, and politicians but also office workers, people working in the service industry, etc.

Institution	Form of Presentation	Total for 2003
Office of the Czech Republic Government	Official working visits	-
Ministry of Regional Development	Through the activities of Czech Tourism	CZK 175 million
Ministry of Industry and Trade	Promotional activities (trade fairs, expositions, etc.) Through the activities of Czech Trade Through the activities of Czech Invest	CZK 160 million millions of CZK millions of CZK
Ministry of Transport	Presentations on the Internet, cooperation with the media	unspecified
Ministry of Agriculture	International agricultural trade fairs and expositions Promotional print materials Organization of seminars	CZK 6.3 million
Ministry of Finance	Media	-
Administration of State Material Reserves	0	-
Ministry of the Interior	Official working visits, promotional materials, Internet pages	-
Czech Statistical Office	Publications and supporting materials	CZK 0.3 million
Ministry of Health	Through the Center for International Reimbursements (publications for the public on health insurance)	CZK 0.5 million
Ministry of Education, Youth and Sports	Publications, seminars, conferences on education Publications and supporting materials in the area of research and development Presentations on sports	CZK 0.5 million
Ministry of Justice	0	-
Ministry of Informatics	Operation of the Public Information Portal of the Czech Republic at www.portal.gov.cz – the “Cizinec” (“Foreigner”) column in English Dual language promotional brochures	

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Czech National Bank	Professional technical assistance to the central banks of southeast Europe, the former USSR Activities within the framework of ESCB, MMF, etc. Cooperation with the world's leading economic and financial media	-
Ministry of Defense	Publications, participation at trade fairs (IDET), taking care of wartime gravesites, foreign operations, Czech national sports teams	-
Ministry of the Environment	Presentation of the department abroad Trade fairs, expositions, conferences, seminars Promotional and informational materials Internet	CZK 2 million
Ministry of Culture	Cultural projects abroad, grants, festivals, contributions to non-profit organizations	CZK 181.97 million
Czech Mining Office	0	-
Industrial Property Office	Promotional materials, brochures, flyers Expositions, conferences	unspecified
Czech Office for Surveying, Mapping and Cadastre	Conferences, work groups	CZK 0.35 million
Office for the Protection of Competition	Publications, Internet	unspecified
Ministry of Labor and Social Affairs	Publications, Internet Working visits, conferences, seminars	CZK 0.25 million
Ministry of Foreign Affairs	Cooperation with Czech citizens abroad, Internet, publications, EXPO 05, external communication strategies Through the Czech Centers Contribution to broadcasting abroad by ČRo 7 (Radio Prague)	CZK 111.1 million CZK 110.4 million CZK 62 million
TOTAL		approx. CZK 1 billion

Unified management The unified management of the presentation of the Czech Republic will ensure:

- the uniformity and coherence of the presentation;
- more efficient use of both financial as well human resources used in the state administration;
- timely and detailed information on presentational activities;
- the resources and supporting materials for creating short- and long-term communication plans and fine-tuning communication strategies within the state administration; and
- feedback

and this will therefore enable:

- rules for evaluating the impact of communications outside of government departments to be established; and
- an increase in the effectiveness of communication activities.

b) Form and Content of Activities Performed by State Administrative Bodies

Form of presentational activities performed by state administrative bodies

At present, the presentational activities of state administrative bodies are guided solely by their own priorities and goals (participation at trade fairs abroad, creative art presentations, music, etc.). However, these are not incorporated in one unified vision, they are not complementary, and they do not create one compact whole. Within the presentations implemented in a segmented manner by the individual government departments, the mutual goal of imparting a strong message is lost (not even taking into consideration the mutual visual elements that are lacking) and the overall impact is diminished.

Activities financed out of the state budget cannot lose their common denominator, i.e., presenting the Czech Republic as such. They cannot be fragmented exclusively into presentations by individual government departments or companies without being presented within the context of the Czech Republic as part of a greater whole. Because each presentation of a Czech entity contributes to the overall image of the Czech Republic, a wider context for presentations supported by the government is required as an obvious precondition.

It is therefore necessary to not only define a common vision, but also to control and monitor its thorough and long-term implementation.

Visualization We are specifying two areas of visualization that the Czech Republic has not yet attempted to resolve in a comprehensive manner.

- **state administration** The first concerns the visual style used within the state administration: the uniform use of visual elements (state symbols) on official documents issued by central state administrative bodies (refer to the experiences of Sweden and Great Britain).

- the state

The second involves the area of marketing, specifically the promotional output of the Czech Republic produced by central state administrative bodies (refer to the logos of the Netherlands – Holland with a tulip, and Spain – España with the sun).

State emblem

The components of state administration are visually presented in a non-unified manner, e.g. the use of the state emblem in specific circumstances has not been resolved (letterhead paper, business cards, Internet pages, media presentations, etc.). The goal is to differentiate the visual output of state administrative bodies from the output of any private or non-profit organizations, because only the institutions specifically defined in the legislation mentioned below have the right to use state symbols.

Act No. 3/1993 Coll., on the State Symbols of the Czech Republic, as amended by Act No. 154/1998 Coll. and Act No. 352/2001 Coll., on the Use of the State Symbols of the Czech Republic and amendments to certain other acts, defines only who is authorized to use the state emblem. The Act on State Symbols defines state symbols and includes a detailed description thereof. A graphical representation is included in the annexes to the Act, including a color version, but it is an older version as compared to the sample book of mandatory colors. As practice has shown, with the current advances in technology, this method is simply insufficient for the requirements of professional processing.

As of this date, a graphical image of the state emblem for professional use in print does not exist. The colors in the Act are described only in single-words (yellow, gold, etc.) without specifying shades, level of color saturation, etc.

The General Administration Department of the Ministry of the Interior is the state authority that is responsible for state symbols. This does not however resolve individual uses of the state emblem (including use by entities other than state entities).

The non-unified visual image of the current output from state administrative bodies gives rise to an impression of fragmentation and unprofessionalism not only abroad, but domestically as well (mutual communications between government departments, communication with citizens, companies, institutions, and self-governing units). In addition, some government departments use their own marketing logo. The focus of this concept is not however unification of all outputs issued by state administrative bodies, but rather a way of making them easily recognizable and enforcing adherence to several common visual elements.

Logo

As a country, the Czech Republic does not have a marketing logo, specifically a composite of individual elements that create an easy-to-remember identity and are included in all the visual outputs of the country (i.e., advertisements in the foreign press and electronic media, expositions and trade fairs, printed promotional materials, etc.), which can also be used by non-government entities as a logo for joint marketing activities.

A marketing logo is not only a symbol – it is also a certain form of guarantee. It expresses emotions and values, which we want people to associate with the Czech Republic. This logo should not be identical to the official state emblem or flag (i.e., the red, white, and blue combination used on the flags of 40% of European countries) and, as the logo should differentiate the country from others, it does not necessarily have to be fixed on state symbols. For example, this is why the Netherlands selected Holland as its marketing name in spite of the fact that this is not the official name of the country but rather the name of one specific region. It uses the color orange, which is not the color of its state symbols. The reasoning behind this decision was the fact that the name “Holland” has traditionally been used abroad.

Czechoslovakia

In the majority of countries, especially more distant ones, the name “Czechoslovakia” has endured as a result of the fact that it existed for more than 70 years. **Even for this reason, it is necessary to start giving preference to presenting the Czech Republic as an independent state and not within the framework of other groupings. At the same time, it is necessary to take account of the fact that Slovakia, Poland, Hungary, and Austria are all our great and tough competitors, from the economic perspective as well as that of tourism.**

c) Activities Performed by Representative Offices of the Czech Republic Abroad

Location of the representative offices

The current situation, whereby, with the exception of a few places, every representative office of individual state administrative bodies (Czech Centers, CzechTrade, CzechInvest, CzechTourism) is located in a different section of a city, not even considering regional representation, is unsatisfactory for the following reasons:

- a high number of separately financed representative offices of the Czech Republic increases expenses for building rental and operations and also for the number of employees, including local resources;
- during a visit, interested parties receive information from only one segment whereas if multiple representative offices are located at the same premises, it is easier to assemble all of the requested information;
- scattered locations make coordination and mutual communications more difficult and increase promotional costs; and
- the current condition gives rise to an impression of unprofessionalism and needless domestic competitiveness.

The Czech Republic is thus losing out on the simple logic of “One country, one address”. Nonetheless, the joint location and cooperation of multiple representative offices of the Czech Republic can already be found in some of the cities where a Czech Center is located, for example, Moscow, Vienna, and New York.

IV. Overview of the Procedure for Implementing a Unified Presentation

While maintaining proper foreign relations with other countries, in the area of its own promotion the Czech Republic must act as a visible and confident partner in the competitive field of investors, business partners, and even tourists. **The Czech Republic must therefore present itself independently and differentiate itself from the other countries of the region with which it is often confused.** In addition, it is burdened by historical knowledge of a joint state – Czechoslovakia – and must therefore now start the long-term process of building awareness about its own independent existence.

While creating a positive image of the Czech Republic, it is necessary to always **respect the country's foreign policy, security, and economic interests** as provided by legislative standards and executive measures accepted by the Government of the Czech Republic and the Parliament of the Czech Republic. For example, among other legislation, this includes the Constitutional Act, 110/98 Coll., on the Security of the Czech Republic. Activities performed by state administrative bodies within the framework of the presentation of the Czech Republic cannot be in conflict with the aforementioned interests.

Main directions for presentation

The Czech Republic is concentrating on its presentation primarily in the following four sectors:

1. economy
2. tourism and natural beauty
3. culture and science
4. sport

Target groups

Communications are focused primarily on selected target groups as follows:

- foreign investors, business partners, and consumers abroad
- tourists
- influential persons and institutions
- the press

Territory

The territorial focus of the presentation of the Czech Republic will look towards the priorities of foreign policy, investment, business, and tourism goals, and towards increasing the level of knowledge about the Czech Republic in specific countries.

Presentation tools

The unified presentation of the Czech Republic primarily utilizes the following communication tools:

- audiovisual presentations – advertisements and campaigns in selected foreign media;
- PR articles and advertisements in the printed media, press trips,

- promotional and printed materials with an overall (comprehensive) presentation of the Czech Republic for general use (i.e., for representative offices, foreign trips of top state representatives, the use of individual government departments);
- focused marketing events – trade fairs, expositions, cultural events, conferences, integrated events such as “Czech Days”, “Czech Week”, etc.;
- the Czech Republic’s official participation at significant international events (i.e., EXPO);
- the Internet (i.e., complete restructuring of the www.czech.cz server as the entry point to the Czech Republic’s presentation on the Internet); and
- the organization of significant international events in the Czech Republic.

Representation abroad	One of the most visible tools for the presentation of the Czech Republic comprises the country’s representative offices abroad. (An overview of these offices is included as Appendix No. 2.)
“Czech Houses”	The establishment of additional representative offices for the Czech Republic should be coordinated between government departments with the goal of attaining the maximum possible level of synergy and savings. The long-term strategy should be to create “Czech Houses”, where all the representative offices of the Czech Republic in the foreign country or capital city (with the exception of diplomatic missions) would be housed under one roof. Organization of this type would not only lead to a decrease in the country’s total expenses and an increase in the compactness of the way it comes across externally, but would also allow for better coordination of representational activities and the monitoring, control, and evaluation of these activities. This option is primarily supported by the ambassadors in countries where the Czech Republic has multiple representative offices.
The first three steps	The conditions required for starting the process of implementing the unified presentation of the Czech Republic in the short-term perspective of 2005 are as follows: 1. Establishment of the Commission for the Presentation of the Czech Republic
Proposed system	The experiences of Great Britain, Germany, Australia, the USA, Canada, and a number of other countries show that the presentation of a country must always start with a decision made at the highest level. Whether it is the office of the government, a special institution, or any of the ministries, the decision on the implementation of the country’s presentation must become an issue of interest to the state’s highest representatives.

Commission for the Presentation of the Czech Republic

The proposal recommends that a Commission for the Presentation of the Czech Republic (hereinafter referred to as “Commission”) be established as a consulting body to the Minister of Foreign Affairs. This Commission should be composed of the deputy minister of finance; the ministers of industry and trade, regional development, the interior, education, defense, agriculture, culture, and the environment; a representative from the Office of the President of the Czech Republic; the chairman of the Subcommittee for the Presentation of the Czech Republic Abroad (a unit of the Chamber of Deputies of the Parliament of the Czech Republic); a representative from the Association of Regions; and the directors of the Czech Centers, CzechInvest, CzechTrade, and CzechTourism (all of which are government-subsidized organizations). The Commission should meet at least once a year for the purpose of discussing basic conceptual issues. Other meetings of the Commission will take place at the level of delegates appointed by individual ministries (this might involve the directors of the Communication Divisions). These meetings will be convened by the Minister of Foreign Affairs as required.

First and foremost, the goals of the Commission’s activities are to:

- create appropriate conditions for the unified presentation of the Czech Republic in accordance with the government’s program declaration;
- coordinate the Czech Republic’s presentational activities; and
- strive for the efficient use of the human and financial resources expended by the state administration for the purposes of presentation.

Commission activities

At the ministerial level, the Commission will:

- propose further measures with regard to the presentation of the Czech Republic;
- formulate the principles for the presentation of the Czech Republic, which is to be implemented as part of official activities performed by state representatives and state administration representatives, and to specify the aims of these principles;
- define the government department projects for the presentation of the Czech Republic abroad that must be approved by the Commission and what criteria these projects must meet;
- methodically approve campaigns and presentational activities for which central and other state administrative bodies allocate finances; and
- propose the budget that is needed for implementing the cross-section of presentational activities for the Czech Republic.

At the level of the delegates, the Commission:

- is the advisory body for the Minister of Foreign Affairs and is guided thereby;
- discusses conceptual proposals for presentational projects abroad as submitted by government departments, including media campaigns, and recommends the implementation thereof;
- prepares short- and medium-term presentation priorities, including budget proposals and efficiency evaluations on the basis of the government departments' requirements;
- ensures that government department and interdepartmental projects do not contradict each other and that they correspond to the strategy of a unified presentation;
- recommends the implementation of larger, specific presentational activities in countries that are not included in the Czech Republic's foreign policy priorities; and
- monitors and evaluates the impact of state administration presentational projects that are implemented.

All state administration presentational projects must respect the Commission's decisions and recommendations and must be guided by the mutual goals of the presentation of the Czech Republic. Insufficient interdepartmental communications may not only reduce the effectiveness of the presentation, but also create a distorted image of the Czech Republic among the target groups.

Overview of the Commission's tasks

An overview of the Commission's tasks is included in Appendix No. 1 to the government resolution.

Short-term tasks

Within the closest timeframe, the Commission's activities should primarily concentrate on the following tasks:

- establishing the Commission's secretariat;
- creating a graphical version of the state symbols followed by a unified visual style to be used by all state administrative bodies;
- creating a marketing logo for the Czech Republic;
- creating a plan for establishing graphical elements for the output materials issued by state administrative bodies; and
- producing general presentational materials on the Czech Republic.

Medium-term tasks

In the medium term, the following tasks are involved:

- preparing a proposal for the cooperation of the government departments affected, including the secondary activities performed by their government-subsidized organizations;
- creating a strategy for cooperation between the state and significant Czech exporters;
- creating a strategy for cooperation between the state and non-government entities;
- creating a strategy for cooperation with public administration;
- preparing a proposal for the more effective placement of the country's representative offices abroad; and
- preparing the methodology to be used for evaluating the effect of the unified presentation of the Czech Republic according to individual segments.

2. Identification of Communication Units within the State Administration

Organizational structure within individual government departments

With the goal of improving nationwide coordination, the director of each central state administrative body will designate a communications division responsible for the presentation of the Czech Republic within the framework of the department's competency as assigned by law. This does not necessarily mean that an entirely new unit must be established within the organizational structure. The communications division will make communication easier, internally within its own government department, horizontally between government departments, and externally with third subjects.

Communications Division

The anticipated agenda for the Communications Division (if the tasks are not already within the competence of an already existing division) includes the following:

- to have a full overview of all of the government department's priorities in relation to the presentation of the country;
- to monitor and coordinate the presentational activities of its own department and the financing for these activities, including any representative offices abroad;
- to participate in the decision-making process in relation to implementing and financing the presentational activities of its own government department;
- to be responsible for adhering to the country's unified visual style in the materials issued by its own government department;
- to monitor the visual and audiovisual outputs of the government department that are directed abroad and to ensure that they are in accordance with the priorities for presenting the Czech Republic;
- to work in cooperation with the government department's press and PR divisions; and
- to ensure that the employees of its own government department are familiar with the Concept and the primary directions of the presentation and to ensure their continuing education in the field of presentation.

In the area of interdepartmental cooperation, the Communications Division:

- ensures operational cooperation with the Ministry of Foreign Affairs;
- has the right to act independently with other communication divisions of state administrative bodies;
- proposes priorities to the Commission for the purposes of presenting the Czech Republic within the short-term timeframe; and
- submits presentational activities that exceed the boundaries of its own government department to the Commission for approval.

Role of coordinator

As the coordinating government department for the purposes of the presentation of the Czech Republic, the Ministry of Foreign Affairs:

- ensures the operations of the secretariat of the Commission for the Presentation of the Czech Republic, which prepares the source materials for the Commission's meetings and decisions;
- on the basis of the Commission's proposals, submits individual steps for implementing the unified presentation of the Czech Republic to the government;
- informs the government once a year on the fulfillment of the Concept for a Unified Presentation of the Czech Republic; and
- convenes meetings with the Commission representatives appointed by the ministers as required for the purposes of resolving specific projects for the presentation of the Czech Republic.

3. Creation of a Binding Graphical Format for State Symbols and a Unified Visual Style for State Administration

Visual aspect

In the case of the official presentation of state administrative bodies, the unifying element of all visual outputs (printed promotional materials, official documents, Internet presentations, etc.) must be a uniform system of using state symbols in accordance with the provisions of Act No. 3/1993 Coll., on the State Symbols of the Czech Republic, as amended by Act No. 154/1998 Coll. and Act No. 352/2001 Coll., on the Use of the State Symbols of the Czech Republic and amendments to certain other acts. For this purpose, it is necessary to develop a graphical manual for practical use that will be mandatory for all state administration units.

In the case of marketing presentations, additional mutual visual elements will be discussed, which need to be created for this purpose and will be used for the country's informal activities and marketing activities.

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