

University of Malta/ Diplo Foundation

Dissertation

Nation Branding and the role of Public Diplomacy in assisting Small Island
States in Developing Strong Nation Brands

By

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Declaration

I hereby declare that this dissertation is my own original work.

A handwritten signature in blue ink, appearing to read 'Elsa G. Wilkin-Armbrister', with a long horizontal flourish extending to the right.

Elsa G. Wilkin-Armbrister

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Chapter 1

Overview of Dissertation

1.1 Introduction

The concept of applying branding principles and strategies to nation states has been around for decades. However, in recent years, the concept has occupied prime attention in academia and the business sector. As far back at the start of the millennium, practitioners such as Simon Anholt and academics like Keith Dinnie (2006), Robert Govers (2009) and Morgan Pritchard (2007) began to focus on nation branding. Nation brands are also receiving additional exposure and attention with a much wider audience due to the prevalence of Social media technologies and tools. Like any other branded product or place, the Internet and social media platforms have given brands a much wider and interactive audience. Having the brand online, gives it attention and accessibility from a wider audience.

Nation branding has been the preserve of the larger and wealthier nations who could afford to invest in nation branding campaign and re-write their history. Small nation states in general are not as privilege has larger nation states, in that they have smaller financial resources and reserves. Small nation states are by their very nature, small, and unknown and often in remote geographical locations. Small nation states do not have powerful governments that can present their case in economic forums such as the world economic forum in DAVOS. The basic premise is that, small nation-states are at a disadvantage because they lack a competitive advantage due to size are unknown, small and unbranded.

The idea that a nation (country) can be promoted using the same principles as products and services to gain a competitive advantage, has been widely accepted in marketing, branding

and nation brands literature schools of thought. A brand is defined by the American Marketing Association (1930) as a “name, term, sign, symbol, or design or a combination of them intended to identify the product from other goods and services and or sellers or group of sellers”. However, another definition offered by scholars who argue that a brand represents a unique combination of characteristics and added values, both functional and non-functional (Macrae, Parkinson and Sheerman 1995). Lynch and de Chernatony (2004), share similar view as Macrae et al (1995) and define brands as clusters of functional and emotional values that promise a unique and welcome experience between a buyer and a seller.

Kotler and Gertner (2002) argue that products and services are basically the same only branding creates the differentiation. Are cars then the same but only branding creates a differentiation? In principle they are, they perform the same function, but branding creates quality, luxury and special features in the minds of the consumer. It was also argued that a brand only exists in the mind of a consumer, “a brand is the sum total of all impressions a consumer has in his/ her mind” (Lucid press (2016). Then it can be deduced and or interpreted that all small island states are the same, only branding can create differentiation.

Nations need to be branded in order to differentiate themselves from other countries and gain a competitive advantage. If a nation does not manage its own message and brand itself on the values, views and policies it wants to project, others will brand it, merely on their perception. Nations run the risk being branded in a negative way or in an incorrect way based on the perceptions of others, especially small states, which are unknown and may have an unfavourable history.

This dissertation will argue that although nation branding and nation brands have been around for decades, truly successful nation brands emerge from a very strategic well-planned public diplomacy campaign. The cases examined in this thesis will demonstrate that there are

some nation brands that have been unsuccessful simply because they did not have a cohesive and single focused public diplomacy message.

This body of work will examine, nation brands, small nation brands and the role that public diplomacy plays in building strong and successful nation brands.

For the purpose of this dissertation, public diplomacy will be defined as “the verbal and nonverbal message that a nation projects domestically and internationally for the sole purpose of sharpening its image at home and abroad in an attempt to influence and brand its image in a positive light”(Melissen, 2011).

1.2 Why brand small nation states

Small states are at a disadvantage merely because of their size, population, geographic location and international awareness. Some small states such the Commonwealth of Dominica located in the Caribbean ocean and Tonga in the pacific-ocean have the added disadvantage of being in a location that affects their very existence when it comes to climate change. The Commonwealth of Dominica suffered extensive damage from hurricane Maria in 2017 causing approximately eighty-five per cent of damage to its infrastructure. Tonga located on the other side of the globe faces rising sea levels and existential threats due to climate change. These small states, on geographical opposite sides of the world have to compete with each other to gain attention on the world’s stage for foreign direct investment, tourism, trading partners and intellectual capital. Applying marketing strategies to these small nation states could significantly increase their value and their competitive advantage, thereby giving them a fair chance of competing with other more developed nations.

Kapferer (1997) argues, brands perform economic functions in the mind of consumers. Therefore, the value of that brand comes from its ability of gain an exclusive, positive and

prominent meaning in the mind of a large number of consumers. This should be the objective of small nation states, to occupy a prime position in other nation's mind and to become known worldwide.

Governments have a significant role to play in cultivating a foreign policy message that would resonate with the culture, beliefs, views and offerings of the country to shape the country's image so as to attract foreign direct investment and a brand image in the mind of potential investors.

1.3 Overview of topic

The idea that a nation is a brand, which needs to be differentiated from other nations and promoted globally, is not new. This concept evolved from corporate branding activities. Each nation is the same as another but in order to stand out from others it needs to be branded. Kyriacou and Cromwell (2005) argue that nation branding is used to shape a nation's image to allow it to be able to trade internationally, gain more tourists and allow its leaders to gain influence with decision makers.

1.4 Rationale of this study

The purpose of this study is three-fold:

- (a) To examine the influence of public diplomacy in creating successful nation brands.
- (b) To investigate the use of social media tools and technologies in public diplomacy and the impact social media has on nation brands, especially small nation state brands.
- (c) To examine the benefits and challenges of branded small nation states

1.4.1 Aim of Research

The aim of this dissertation is to examine the role that public diplomacy plays in creating a successful nation brand for small nation states.

It will also examine if social media tools and technologies are considered a catalyst that helps to propel small state nation brands into position of competitive advantage.

1.4.2 Research Objectives

Objective 1

- ❖ To investigate and identify two small nation states, which have been successfully branded

Objective 2

- ❖ Examine and identify two small nation states that have been unsuccessful in branding themselves

Objective 3

- ❖ Investigate the role of public diplomacy in advancing the small nation state brand.

Objective 4

- ❖ Examine the role of social media in the creating small nation brands and the public diplomacy delivery.

1.4.3 Research questions

1. Is it necessary to brand a small nation state?
2. What are the benefits of branding a small nation state?
3. What role public diplomacy plays in building a small nation state
4. How does the use social media influence a nation brand in the international arena?

5. Is social media the catalyst for diplomacy to effect a positive change with a nation brand's audience?
6. To investigate if Public Diplomacy is a key success factor to Nation Branding
7. Are small states good candidates for Nation branding?
8. Can Public Diplomacy be the weapon of choice for Small Nation States?

1.5 Summary of Chapters

1.5.1 CHAPTER ONE- INTRODUCTION

This chapter provides an introduction to the topics of small state nation brands, public diplomacy and use of social media tools and technologies in promoting the brand's message. This chapter discusses brands; corporate branding and nation branding have been established in academia.

Public diplomacy has also been established in the literature for decades. There was a surge in public diplomacy just after world war two (Fletcher, 2016). In the last two decades public diplomacy became the forefront of the United States of America in attempt to improve its image abroad. After the war on terror and the war in Iraq, the US needed to improve its image internationally, so former President Barack Obama embarked on a public diplomacy campaign to bring hope, soft power and credibility back to the US by using soft power.

1.5.2 CHAPTER TWO- BRANDING SMALL NATION STATES

This chapter will elaborate on the concept of branding, the role of a brand to develop a competitive advantage for a small nation state. It will also high light how small nation states excel once branded and become more influential after being branded.

In chapter two the researcher will examine and discuss two nation brands that are deemed successful. The benefits and challenges of branding a nation will also be evaluated. A SWOT analysis will be used to evaluate the feasibility of branding small states.

This chapter will also examine and discuss two nation brands that have been unsuccessful in branding themselves. The researcher will also look at what aspects of the country were used to brand the nation state. It will also use Porter's diamond to illustrate government's role in developing and building a sustainable nation brand.

1.5.3 CHAPTER THREE- LITERATURE REVIEW

Discussions on the aspects of nation branding are evaluated and academic findings of previous researched are explored. Various concepts of branding are discussed, country of origin effect, brand image, brand awareness and brand equity.

Public diplomacy is examined, how it is embedded in the literature, what role it plays in government, national and international. How is public diplomacy intertwined with nation branding and how it assimilates the concept? The concepts of hard power and soft power and evaluated.

Lastly, this chapter examines social media, the use of social media, its tools and technologies. The literature on social media is constantly evolving, as technology advances and new tools are developed it creates major adjustments and disruptions in marketing, branding, public diplomacy and overall nation branding.

1.5.4 CHAPTER FOUR- METHODOLOGY

This chapter deals with the literature review on the different types of research methods available to researchers. The research method chosen is explained and the researcher offers justification for the research method chosen.

Case studies will be used to evaluate four nation brands, two that are deemed successful and two that are viewed as unsuccessful. Background information on each nation state will be provided. Anholt's Nation brand index, Future brand country index and Finance brand index were evaluated, and the nation brands were chosen for the case studies.

1.5.5 CHAPTER FIVE-RESULTS

The research findings will be explained, and the common trends illuminated. The researcher will present a detailed analysis of the findings.

1.5.6 CHAPTER SIX- GENERAL CONCLUSIONS OF RESEARCH

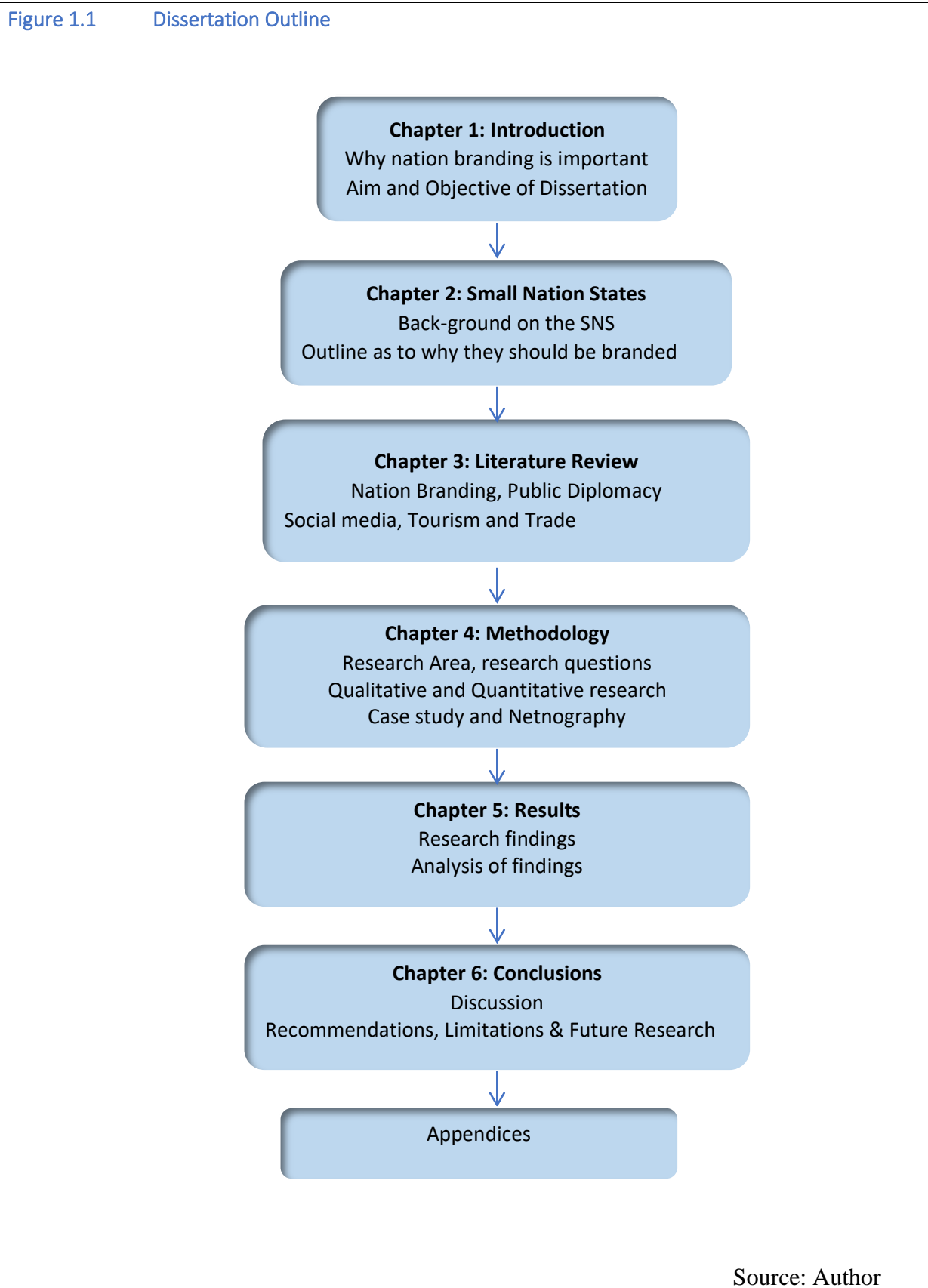
This chapter is initialized by the findings of the research. The first half of the chapter will focus on the conclusions drawn from theories and secondary data collected. The recommendations will be outlined, and a brief explanation given.

The second half of the chapter will focus on a list of limitations encountered during the research process.

1.7 Conclusion

Lastly, suggestions for future research in the same or similar field will be outlined.

Figure 1. Dissertation Outline



Chapter Two- Branded Nation States

2.1 Introduction

This chapter seeks to illustrate the various concepts associated with brands, nation branding, small nation states, brand image and competitive advantage. The conceptual frameworks used will in this chapter, will comprise of the various areas of literature that will be discussed throughout this dissertation.

2.2 The concept of Nation branding

The concept of branding has traditionally been associated with products, corporations and services, in the consumer and business-to-business markets. However, today the concept is used to shape or re-shape a nation's image in a positive way enabling them to have competitive advantage. There are several streams of literature that advocate nation brands are a direct extension of corporate brands. Allen, (2007) and Papalodous (2000) suggest that a nation brand is an extension of services. The notion that a nation needs to employ marketing principles to brand it, differentiate it from other nations, gaining a place on the international stage is not new, but is well accepted. A properly branded nation state has a greater propensity to significantly increase the number of tourists coming to its shore, increase the possibility of trade, and become influencers (Cornwell and Kyriacou, 2005).

It has already been established in the literature, that brands are powerful entities that have the ability to combine functional, performance-based values and emotional values (Aaker, 1991; Aaker, 1996). According to de Chernatony (2003) in today's environment brands are competing for emotional value. It is how the consumer perceives the brand and interacts with the brand. Kapferer (2005) suggests that brands become credible only through persistence and repetition of their value proposition. Kapferer (2005) purports that a brand should convey

certitude and trust. If a small nation state has a positive and trust worthy image abroad it is poised for branding because people only do business with companies and persons that they know and trust. The issue of trust in the process of branding and how brands communicate their message is linked to ‘authenticity’. The notion of authenticity is synonymous with culture and truth. If a brand is portrayed in a manner that is not linked to its culture or the story is copied from another brand, then consumers will perceive the brand as unauthentic or fake.

Anholt’s (2002) brand hexagon demonstrates that a nation could be branded through six areas, not just one but through a combination of elements of the hexagon.

Figure`2.1 The Nation brand hexagon



Source: Anholt brand hexagon (2002)

Branding a small nation state can be a challenging endeavour, as the state is normally small and unknown. The aim of branding a product or a nation is to change customers preference, perception and or awareness of the entity. According to Anholt (2002) hexagon highlights

six major areas where a nation could be branded, through tourism sector (as is commonly done), exports (country of origin or made in), Governance (national and foreign policy), investment and immigration, people and culture and heritage. There are other models that could be used to evaluate a nation's potential for nation branding, for example the Pestel model.

2.3 The PESTEL Model in Nation branding

The Pestel Model is a framework that could be used to analyse nation brands and the potential of branding a small nation state. The Pestel model examines the Political, Economic, Sociological, Technological, Environmental and Legal aspects of a nation state and uses this analytic tool to try to ascertain if the brand has the potential to become a successful brand. The political stability of a country is a good indicator of the strength of the nation state. If a state has a fragile government or the government is at risk of a military coup d'état, then the country should not embark on a nation branding process. A strong and stable government is viewed as auspicious internationally. The economic prosperity of any country is an asset; strength allows that country to negotiate trade deals and foreign direct investments. Sociological and Technological factors have formed a synergy in the development of any country. Scholars argue that sociology pertains to the study of human behaviour and or society/ civilisation on a whole. Technology has enhanced the development of civilisation, the way we communicate with each other and between countries, and the advancement in technology has resorted to a more productive and better way of life in some respects. Technological advancement has led to cleaner water, less invasive medical procedures and real time discussions, negotiations and debates bilaterally and multilaterally.

If a nation-state has a good legal framework that protects its people and the investment of foreigners, make people are inclined to invest in that nation state. Laws that protect the well-

fare of its citizens and visitors alike are also important. Most nation brands compete for visitors to come to their shores and experience their natural beauty and culture. If the environment were clean, healthy and rich in natural beauty, then visitors would be keen to visit and revisit. Overall, the use of Pestel framework to analyse the macro-environment of a small nation state gives the government an idea of the potential for branding the nation.

2.4 Economic development

A powerful and positive nation brand can provide crucial competitive advantage in today's globalized economy. In his landmark text, *The Competitive Advantage of Nations*, Michael Porter (1998) emphasizes that nations and national character remain of prime importance, even in the age of globalization. Scholars have stated that branded nations outperform non-branded nations in terms of tourism; trade and foreign direct investment, thus making branded nations perform better than non-branded. Additionally, a small state that is branded is better well known and this will enhance the opportunities of trading with larger nation brands, with the view of increasing the amount of export and import between them. This will no doubt lead to a more robust economy. Tourism is seen as an engine of economic growth, a small nation brand that is focus on increasing the amount of tourist visiting the small state will ultimately the overall gross domestic product of the nation.

There is anecdotal and empirical evidence to show that branded products perform better in the market than unbranded products. Consumers prefer to buy products that have a strong brand awareness and strong country of origin, for example consumers like to purchase German made cars, BMW and Mercedes. They also like to travel to romantic cities like Paris and Venice Italy; these countries have a strong country brand. Strong nation brands with a focus on tourism have shown significant growth in their GDP. The United Arab Emirates, Sweden, Canada and the United Kingdom according to the Country brand Index and the

Finance Brand index have shown increase in tourist arrivals. The main point of this discussion is that if successfully branded, and with a positive perception internationally, a small nation brand performs better in economic development than unbranded or poorly branded nations.

2.5 Foreign policy

In the simplest of terms, foreign policy is a government's strategy in dealing with other nations. Every nation state has its own foreign policy and the government must find the most effective and efficient means to get that policy message out to the other nations. Pamment (2013) states that public diplomacy is the communication of an international actor's policies to citizens of foreign countries.

Traditionally, public diplomacy was referred to as propaganda or a kind of diplomatic advertising; however, it has become a focal point for explaining how contemporary international relations function. In Harris (2013) and Ociepka (2012) suggest, "with the use of symmetrical communication between foreign publics and foreign officials, public diplomacy is moving away from its perceived propaganda natures and is seen as legitimate and ethical." Public diplomacy has been around since the mid- nineteenth century, and its usage increased significantly after the first-world war ended.. The advent of globalisation also increased the use of public diplomacy as nation states started looking for new trading partners. Public diplomacy evolved from being viewed as propaganda to now evolve to support diplomacy values of negotiations. Public diplomacy is a form of advocacy, to advocate for diplomacy.

2.6 How brands use social media technologies and tools

Tim Berners-Lee is accredited with developing the Internet and online websites. The Internet and the advent of Social media technologies and tools are accredited to O'Riley (2000). The advancement of the Internet and social media has change the way consumers communicate amongst themselves and how they communicate with brands. Traditionally, brand managers would create a brand and a brand message and push it towards its consumers. Now with the advent of social media brands have had to adjust their messaging and the way they communicate with their consumers.

Social media is relatively inexpensive, and it has an incredible wide reach. The number of persons using Facebook, a social media platform for example was over two billion in March 2017 (www.facebook.com). Social media has changed the way consumers communicate and interact with each other, products, corporations and brands and nation brands. Social media has given consumers unlimited access to brands and corporations.

Almost every school of thought, sector and industry have had to embraced and adopt social media as part of their operations. Brands and nation brands are no exceptions. Politics and public diplomacy have also made the transition. In 2009 former President Barak Obama and his team utilised the use of social media platforms to inform and engage with young voters to get their message out. The Obama administration came into office with a keen sense of the potential of the new media (social media), having run the most tech-savvy campaign in American history (Davis, 2009). The Heritage Foundation states that new media (social media) outreach is the main thrust of the public diplomacy innovation of the state department. Public affairs blogger, Matt Armstrong wrote "*in this age of mass information and precision guided media, everyone from political candidate to terrorist must instantly and continuously interact with and influence audiences in order to be relevant and competitive*" (Armstrong, 2009). Therefore, it can be argued that each nation brand would need to embrace social media as a main component of the brand communication strategy.

Harris (2013) argues the importance of social media as a tool of public diplomacy has gained traction in the US foreign policy initiatives. He (Harris, 2013) also credits the Obama administration's creation of "Diplomacy 2.0" has brought the use of Twitter and other social media sites to the front line of public diplomacy practices. It can be argued President's Obama's campaign use of social media platforms such as Twitter, Facebook and Youtube is arguably the largest contributing factor to its success in 2008. Since the success in 2008 presidential elections social media has been used as a tool to cultivate relations between the government and individuals- essentially democratising government communications (Cogburn and Espinoza-Vasquez, 2011).

Social media's value as a tool in domestic politics is easily transferrable to foreign politics and foreign policy (Harris, 2013). Therefore, nation brands could and should adapt the use of social media tool to disperse their public diplomacy message domestically and internationally. Harris (2013) also articulates that engagement is an important part of diplomacy and using social media is one way to create engagement with your audience and to promote a positive image. However, enhancing public diplomacy initiatives abroad requires a deeper look at the international arena and the current discourse around international politics and communications. It must be noted however, moving forward public diplomacy strategies must evolve to incorporate social media tools, which are dominating communications worldwide.

2.7 Benefits of the branding exercise for small states.

Small states by nature are small and often unknown internationally. They are at a disadvantage in the international arena because they are unknown, some relatively unknown, and unbranded so there is no differentiation amongst them. This might infringe on their

capacity to trade internationally. Also, small states dwarf in comparison to larger well-known and branded states. Branding small states have the following benefits;

- ❖ The small state will gain a competitive advantage
- ❖ Employ branding strategies to compete promote and elevate the state to international status
- ❖ Increased tourist arrival
- ❖ Increased trade
- ❖ International recognition
- ❖ Strengthening the state's passport
- ❖ Increase the potential of Foreign Direct investment
- ❖ Improved country image
- ❖ Brand identity
- ❖ A distinct and improved national image
- ❖ Increased value in the minds of its audiences
- ❖ Increased Foreign Direct Investment
- ❖ Improved political, economical and diplomatic relevance
- ❖ Improved relationships with other nations

2.8 Challenges of the branding exercise for small states

Branding a nation is a politically sensitive undertaking, it can be so political that a change in government may render the nation branding project non-existence or a complete change in strategy can occur which leads to unsuccessful branding. Nation branding encompasses issues of national identity that can be controversial and difficult to manage (Dinnie, 2009). The nationals of the country may not be comfortable or in favour with the message that the government has chosen for the country. According to Anholt (2007) and Dinnie (2009) the

demise of the UK government's attempt to rebrand the nation under what became known as the "Cool Britannia" campaign serves as a warning to other governments of the potentially hostile reactions that may greet any official who attempts to manipulate a country's image (Dinnie, 2016).

Branding a nation, a small state in particular, by all accounts is an expensive process and this can put a drain on the nation's financial stability. In order to emerge at universal or a common message for the nation brand, requires consensus. Often the various stakeholders may not be in agreement and this can delay the branding process or lead to a complete abortion of plans to brand. Various scholars argue that in order for a nation brand to be successful it must be lived but the nationals of the nation at home and in the diaspora. If the brand message and core values are not in alignment with the culture of the nation state, then the brand will struggle to succeed. Other challenges to branding a small state are as follows:

- ❖ Lack of resources
- ❖ Finding a differentiating strategy
- ❖ Deciding on which element to utilize
- ❖ Does the brand match the culture and public diplomacy message domestically/nationally?
- ❖ Be able to convince nationals of the importance and significance of branding the nation state

This dissertation will also address some successful brands and by contrast some unsuccessful brands. Using the literature, the researcher will seek to establish what are the major factors in helping small nation states evolve into strong small nation state brands.

2.9 Summary

The next chapter will discuss the main concepts, different viewpoints and the different schools of thought associated with Nation brands, social media and public diplomacy. The author will compare and contrast views of nation brands and attempt to bring a clear, detail but balance discussion on the main points.

Chapter Three

Literature Review

3.1 Nation Brands

Branding is a powerful tool used in differentiating one nation from another. Branding often requires a substantial budget, which many small states do not have at their disposal. Also cultivating a brand message that is in line with the domestic and foreign policy of the government is often a challenge. Marrying the brand message with the public diplomacy message is problematic and can lead to a disjointed approach to an unsuccessful nation brand.

The knowledge and capital needed to implement a branding strategy is sometimes inaccessible by some nations because of their size and economic development (Nayyar, 1990). However, size and budget should not be a deterrent for small nation states not to embrace branding.

Nation brands were created to assist countries in differentiating themselves from others through the use of marketing tools and public diplomacy. Nations, whether they are large, small, developed or developing have to coexist, negotiate and trade with each other. The term, no man is an island is correct, in that no country can survive on its own without the assistance and interaction of other countries.

According to Barnes et al (2014) a brand can provide a significant means of differentiation and thus competitive advantage for products and services (Aaker, 1991, 1996; Aaker & Joachimsthaler, 2000; Gardner & Levy, 1955; Keller, 1993).

Simon Anholt has been credited for coining the term ‘Nation brands’ (2001). It is important for a nation to understand what and how the world thinks of it. Being branded helps a nation to compete more effectively on the world’s stage. Each nation competes for foreign direct investment, tourism and trade but it (nation) should also display its heritage and culture and good governance to the rest of the world for it to be successful.

Popescu (2007) states “a country brand represents a fusion of global perceptions over one’s population, internal policies, culture, business environment and tourism attractions”. The perception of potential consumers and business investors is important to any nation brand. A small nation state should ensure that the image of the state is projected in a positive way. One of the greatest advantages of a powerful brand is the rise in revenue (Popescu, 2007). Small states with a good image abroad are on the road to becoming a nation brand. The strength of the government, the culture and ease of doing business are other factors that can be used to build a nation brand. The use of public diplomacy and social media could also assist in building a successful brand.

Why brand a nation?

According to Bivolaru et al (2009) the concept of brand, and the entire branding process, is multifaceted and complex. Nation branding has ascended to prominence from several fields, namely, public diplomacy, marketing or public relations (St. John, 1994; Kotler, Jatusripitak and Maesincee, 1997). Bivolaru et al (2009) argue that public diplomacy mainly deals with conveying a positive image of a country to the international audiences or interest groups of other countries (Tuch, 1990). Anholt (2007b) argues that while public diplomacy is concerned with transmitting a positive image of a country to international audiences, the branding process implies the construction, promotion and commercialization of such images. It can then be argued that the country image, national identity and international image are intrinsically linked to nation branding process.

Nation branding no doubt evolved from corporate product branding. However, destination brands (whether it be a category of city, region, place or country) represent the intangible products. Nation brands offer intangible experiences through vacation spots, lifestyle (Moilanen, 2008) tourism destinations, entrepreneurs and unique experiences (Kotler and Armstrong, 2004).

The most popular and distinct representation of a nation brand is the “country of origin effect” that has aimed to differentiate nations from one another (Dinnie, 2005, 2006; Scott and Keith, 2005). Dinnie (2006) posits that countries with a stronger country of origin effect are able to market goods at a higher price based on the fact that the country has a stronger international reputation and image. Basically, the country has a brand image. Products made in Germany, Italy and Switzerland are viewed as being better than products made in Portugal, Africa and Romania because of the country of origin effect.

Bivolaru et al, (2009) argue that on a macro level these same mechanisms are at stake when defining the relations with countries in international trade, bilateral agreements and multilateral agreements. The advent of globalization has made it necessary for all countries, developed, undeveloped, large or small to compete against each other. In order to compete with an advantage, countries must embark on marketing strategy to brand themselves.

Moilanen (2008) and Bivolaru et al (2009) argue that globalisation has made it necessary for countries to brand themselves in order to be competitive and to have some level of differentiation.

Small states can be branded through different segments, namely tourism, foreign direct investment, culture, education and immigration and public diplomacy. However, these sections need a cohesive and well-designed public diplomacy policy and message in order for the brand to gain traction and attention abroad. Additionally, a well-choreographed public

diplomacy message can add credibility to the public diplomacy campaign. The message must align with the domestic and foreign policies of the government.

According to Anholt (2002) nations compete through six main areas, however, not all countries have a good reputation, making it difficult to attract foreign direct investment. To help countries build their profile and reputation and thereby making them more marketable, they are branded. *“There may be many reasons why the intangible assets of poorer countries have not been ‘set to work’ for the economic growth and prosperity of the country, but brand theory suggests a highly significant one: the lack of a powerful strategy for deploying them in a productive and harmonised way”* (Anholt, 2005). Engaging in nation branding can significantly change the way a small and poor nation is viewed. The image and reputation can be managed internationally through the application of marketing principles in a harmonised manner.

The internationally perceived image may not be the image the people and government of a country are trying to portray. Therefore, countries resort to creating a package well accentuated image of itself (reflecting culture, heritage, history) and promote it to potential tourists and investors alike.

The definition of brand offered by Riezebos (2003) compliments this field of study quite well. Riezebos (2003) a brand scholar offers a holistic definition, which favours the destination brand concept.

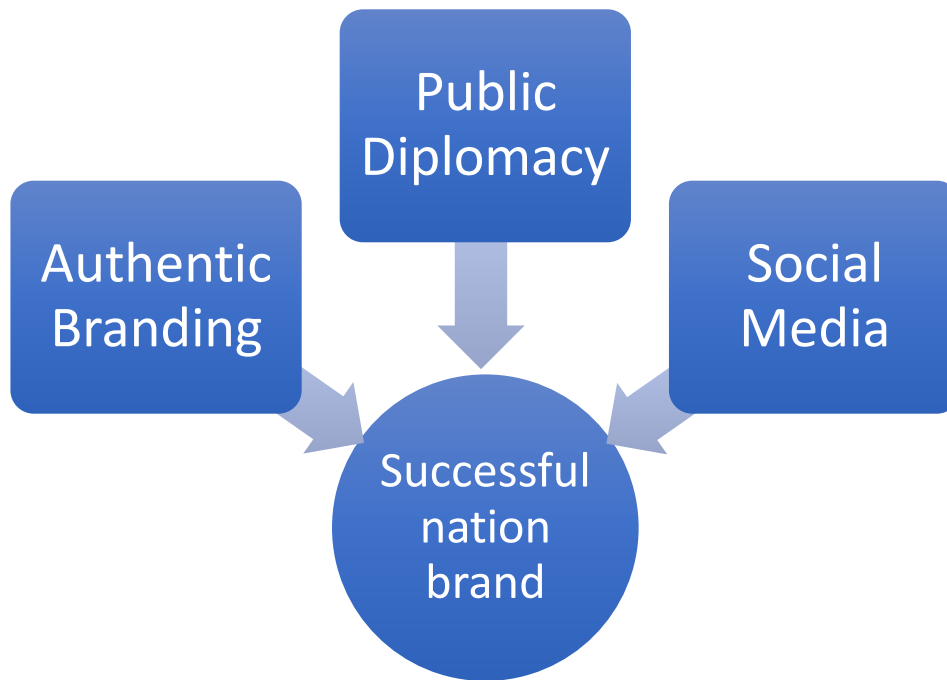
“Brand as a concept: the approach is one that develops a strong attractive idea that is no more rooted in the product advantages but more in a lifestyle associated with the brand. This approach also implies that the accent in the marketing shifts from

transition to relationship management, where the brand can be seen as a link between the brand owner and the user of the brand” (Riezebos, 2003).

The above definition communicates the relationship that the consumer (tourist) has with the destination brand. Having acknowledged that Riezebos (2003) endorses the idea that a consumer’s view about a brand is rooted in the lifestyle association rather than attainable object, the author interprets that there is an underlying emotional link to his concept of branding.

3.2 Competitive Identity

In the marketing environment, competitive identity is the equivalent of competitive advantage. Anholt (2008) argued that in order for countries to achieve competitive advantage they must have a competitive identity. It is the identity (image) of a nation, which competes. Governments have now woken up to the fact that cities, countries and regions all need a new way of looking at identity, strategy, development, competitiveness and purpose, if they are to survive and prosper in this new world (Anholt, 2007) of Internet and social media. A famous quote by Victor Hugo states, “There is one thing stronger than all the armies in the world and that is an idea whose time has come” (*Histoire d’un Crime: 1877*), the advancement in Internet technologies and in particular social media tools and nation branding has formed a perfect synergy. Added to this synergy is public diplomacy the combination of these three distinct areas has led to the following conceptual framework.



Source: the author

The combination of nation branding, public diplomacy and social media technologies as an area of study an idea whose time has come. This dissertation will illustrate the impact that the Internet and social media are imposing on nation brands and the branding process.

Anholt (2007) asserts that big changes in the social and political fabric of modern society make more “public oriented” the approach of competitive advantage. This thought is not a question of a strategy for legitimizing propaganda, or just a growing acknowledgement of the influence of global public opinion and market forces on international affairs but rather, the changes are due to a large extent to the freedom and level of democracy on the Internet. Specifically, with regards to social media platforms and applications, consumers have more power than the brands themselves. Not only has the political and social fabric of society changed the playing fields for nation brands the way brands communicate online and in traditional communication mediums has changed. The playing field is more even, and success is more attainable for less developed countries to now have a fair chance of becoming a major player in the game called nation branding.

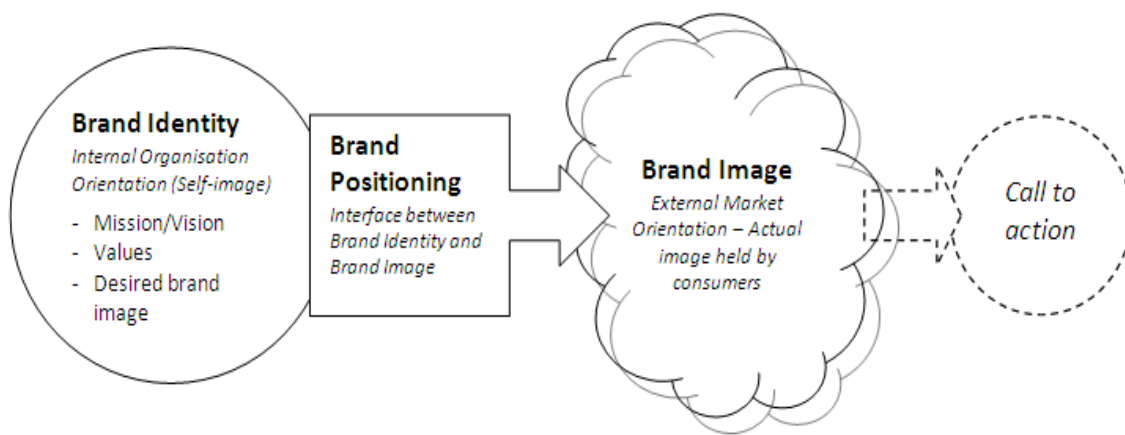
Public diplomacy and the Internet have changed the way countries express their ideologies', messages and ideas on the rest of the world. This is what Leonard et al (2002) argue in their public diplomacy guide (written for The Foreign Policy Centre). "A country that has a clear national narrative which can indeed unite the different stakeholders" is one step closer to effectively using soft power to influence its audience of what the nation brand encapsulates and its message. The Internet has created an environment where any brand can be scrutinised, evaluated and criticized by consumers. This has forced nation brands to become more transparent. Instead of focusing on bombarding customers with messages that mislead them, nation brands are forced to be authentic, have conversations with customers, providing experiences and services, which meet and exceed customer expectations.

"Branding is perhaps the most powerful marketing weapon available to contemporary destination marketers" (Morgan and Pritchard, 2002, p. 11), having acknowledged this enigma, nation branding is seen as a process, used to develop a unique identity and personality that is different from all competitive destinations and nations. A more simplified and succinct definition of Destination branding is *"selecting a consistent brand element mix to identify and distinguish a destination through positive image building"* (Cai, 2000). This definition of destination branding can be easily applied to nation branding as it deals directly with the identifying and creating a positive image that is marketable. Promotion of a positive image at home and especially abroad, allows the nation brand to be viewed in a more positive light and this eases government-to-government negotiations, bilateral, multilateral negotiations and business-to-business negotiations. As discussed previously, a nation with a positive image abroad helps in conducting business with that country. People do business with a nation that has a positive reputation. When consumers are faced with the task of buying a branded product they gravitate to the ones with a trusted reputation of quality, the

same decision-making process goes into choosing a nation brand to visit and to do business with.

The figure below illustrates how consumers view destination brands prior to their physical visit (whether it be a city, a place, a country or a small island state) and the eventual for a decision to visit. Customers are able to interact with nation brands.

Figure 3 Traditional destination branding model



Source: Pike 2004

The above diagram adopted from ties into the destination and nation brand concept. The brand identity, brand positioning and the brand image- actual and in the mind of consumers then determines the call to action of the consumer to decide to visit or not to visit. The brand image that the small nation states positions itself often differs from the actual brand image held by the consumer. For example, Romania is a very beautiful country with beautiful gardens. However, the perception of the foreign visitor might be based on anecdotal information that is commonly circulated about Romanians. The potential visitor would mostly likely decide not to visit Romania based on such information being purported on social media.

It must also be noted that while the Internet provides a plethora of information on several topics related to travel and politics it also provides platforms like Tripadvisor and Facebook where consumers post positive and negative feedbacks on places they have visited or want to visit. To re-shape the negative or replace the negative image of a nation brand some small countries should embark on nation branding exercise. As stated in chapter one, nation branding is the application of marketing and branding techniques to nations giving them a competitive identity (Anholt, 2002) and a competitive advantage to become more competitive in a globalised world.

Globalisation has forced countries to try to differentiate themselves and, also to change their image from a negative war-torn image to one that is progressive and full of opportunities for investment, education and tourism. The world tourism organisation (WTO) states that tourism and the service industry are two of the key factors that contribute to economic growth.

3.3 Nation Branding

The rapid advancement of globalization means that every country, every city and every region must compete with each other 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, other governments, and the people of other countries (Anholt, 2007, p.1; Vanossi 2006, cited in Dinnie, 2008).

Mihailovich (2006), Usunier and Lee (2005) Carter et al, (2006) and Root (1994) argue that firms are increasing and expanding their geographic scope of operations, setting up or acquiring companies and brands across borders, or entering into alliances across national boundaries. This is a by-product of globalisation, which leads to nations finding more creative ways to compete and at the moment, nation branding is the creative and strategic tool

(Allen, 2007). As competition increases, nations need to develop distinctive brands: they need to be differentiated, which means investing in more than a logo or a strapline or advertising campaign (EIG, 2005). “*How a nation can itself become a brand uniting its citizens and attracting foreign investment or tourism and exports*”, is a question asked by Mihailovich (2006).

Graham Wason (2004) gave a very eloquent definition for branding, which relates specifically to nation branding and destination branding. Wason (2004) articulates that branding is a strategic discipline, which long before it starts thinking about marketing communications, seeks to build a sense of purpose in the country, aligning agendas of tourism, the population, exports, policy, cultural relations and investment promotion into a long-term development agenda for entire nations. He also argued that competition has become the major driver of destination marketing, tourism demands have diversified and increased in sophistication, so nation branding is an important undertaking.

Not only has the competition intensified, consumers are more sophisticated in their needs (Luo et al, 2004), but consumers have much more power than before. The Internet has created this information minefield and the various tools available to consumers (Ingvar et al, 2007). Therefore, more work is needed to lure customers to vacation spots or places that are offering pleasurable experiences.

Kotler (2004) argues that nation branding has become extremely necessary, as people and resources are increasingly mobile as a result of 21st century technology and globalisation. People and resources can easily abandon a place that is failing or troubled. A nation needs to be branded; one that is not branded runs the risk of being saddled with an image that does not suit it (Anholt, 2003).

Van Ham (2004) has astutely observed that unbranded places have a difficult time attracting economic and political attention as image and reputation are fast becoming an essential part of a nation's strategic equity. When small nation states try to establish diplomatic relations with other countries, a small and unbranded nation has a more challenging time convincing their political counterparts to give them the due attention they need and deserve. It is often significantly more difficult for unbranded nations to command respect in multilateral discussions at international forums. A branded nation receives the due respect from other nations however, unbranded small states often times do not receive reciprocal respect and this can be very frustrating..

Billing (1995) suggests that the term 'nation' carries two interrelated meanings; nation-as-state and nation-as-people. There is the "nation" as the nation-state, and there is the "nation" as the people living within the state. This reflects the general ideology of nationalism, which relates to the principle that any nation-as-people should have their nation-as-state. The brand portfolio / nation brand umbrella exemplifies the complexity of nation branding (Dooley and Bowie, 2006; Loins, 1989; Laforet and Saunders 1994). Douglas and Craig were perhaps the first to apply flexibility and motion to the brand architecture model. (See Appendix A)

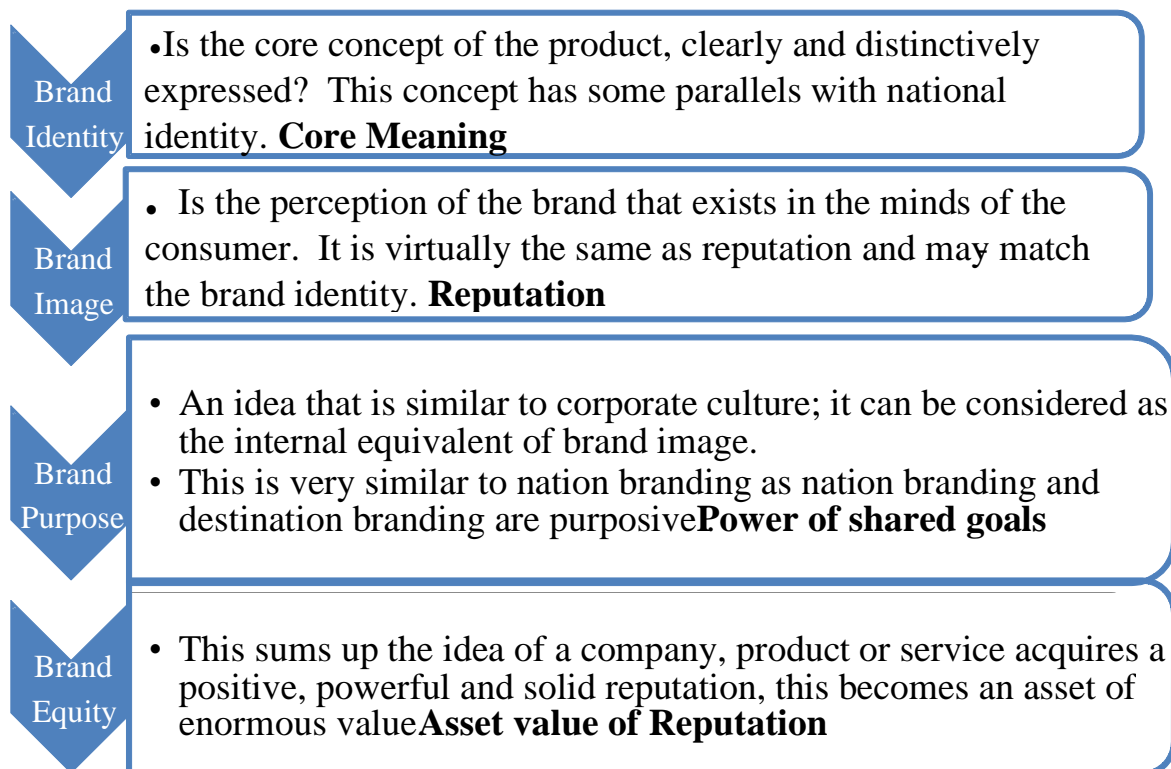
Nation branding is a multifaceted concept (Anholt, 2002; Dinnie, 2008; Dooley and Bowie, 2005) that can be cause for concern for those who do not understand the concept. However, Anholt, (2000) created the brand hexagon model which succinctly outlines the dimensions and key factors of nation branding. This was presented in chapter two. The brand hexagon illustrated that Tourism, Education and Immigration, Foreign Direct Investment, Exports, Culture and Heritage, People and Governance. A nation brands can use different components of the nation brand index to successfully brand itself.

3.4 Successful nation brands

The diagram below depicts four main aspects of a nation brand that will make it successful.

These main features are brand identity, brand image, brand purpose and brand equity.

Figure 3.2 Brand Core components.



Source: The Author

Some of the more successful nation brands include France, Spain, Sweden, Costa Rica, Singapore, Canada and Switzerland to name a few. These nation brands have transformed their image, some from a difficult past to become powerful nation brands. Spain in particular, emerged from political turmoil and instability to project a sunny, friendly and culturally rich nation, which attract visitors to its shores because of its happy and sunny vacation spots. The

government helped to position Spain as open for business and tourism with a positive international image.

Products made in France command a much higher price than products made in unbranded or less successful nation brands. French perfumes are synonymous with luxury, fine art and a higher price point.

3.4.1 Sweden

Sweden is an immensely successful nation brand, the image of Sweden is one of good governance, a solid well-presented tourism brand, good quality export products and good for investment and immigration. The Country Brand Index/ FutureBrand has consistently scored Sweden in the top ten for the last decade. Sweden has a positive and strong image and reputation in foreign publics. Sweden also has successful nation brand with high brand index values in the areas of tourism, culture, tolerance and good governance. Sweden has actively allowed tourist to post their experiences with the brand on an online forum on the brand Sweden website. All the data was collected, on brand Sweden were used to improve the overall nation brand.

Sweden's economic security and predictability have made it a globally recognised pacesetter in everything from life expectancy to political participation (Country brand index 2013-14). Having a stable government is a good attribute of nation brands. Sweden's strong banking and commodities sector have helped the country to emerge from global crisis. The CBI (2013-14), states that Sweden ranked fifth for Regulatory Environment and twelfth for Investment Climate for the years 2013-14.

3.4.2 United Arab Emirates

The United Arab Emirates (UAE) is made up of seven emirates. The UAE has done exceptionally well for a relatively young state. On December 2nd, 1971 the UAE was formed with six Emirates. Abu Dhabi, Dubai, Sharjah, Al Fujairah, Umm Al Quwain and Ajman came together to form a Federation and declared independence from Great Britain. In February 1972 Ras Al Khaimah joined the federation of the United Arab Emirates. The UAE is an oil rich country but embarked on tourism and innovation to diversify its economy.

His Highness Sheikh Khalifa bin Zayed Al Nahyan is president of the UAE and he is based in Abu Dhabi, which is the capital of the UAE. His Highness Sheikh Mohammed bin Rashid Al Maktoum is vice president and premier of the UAE and ruler of Dubai. Both leaders are visionaries and extremely forward thinking. The tallest building in the world, the Burj Khalifa is located in Dubai but owned by Abu Dhabi.

The United Arab Emirates has created free zones to allow entrepreneurs to start businesses in the state and created the most up to date technological innovations.

In the last three months the UAE has emerged with the strongest passport. The UAE embarked on the public diplomacy strategy to get foreign publics to want to visit Dubai and work in Dubai. With the tax-free status for workers, expats from different countries flocked Dubai and other emirates in hopes of larger salaries and a better quality of life.

3.5 Unsuccessful nation brands

There is a plethora of evidence to show that nations can and should be branded. However, not all attempts to brand a nation are successful. Earlier in this research it was stated that the 'Cool Britannia' brand was a failure because the citizens of the brand did not embrace the brand because they felt it was not a true reflection of how the United Kingdom is viewed. Culture plays a significant role in developing a nation brand, so does policy, both domestic

and foreign. A country's history also influences the nation brand. War torn countries don't always rise from the dark history and negative image.

3.5.1 Romania

One of the goals of a nation brand is to influence other nations perception of the branded state. Romania has had a colourful history, through revolutions the people demanded changed from a communist style governing to a more democratic style of governing. It seems then the people were not ready for democracy and wanted to have a more autocratic style of government. Romania has tried for decades to escape its history of being a communist ruled country. However, Romania seems unable to shake its history. It is claimed that Romania has been in transition in 1989 when the Ceausescu regime fell, and it has not been able to emerge with a new image. Attempts to brand Romania have failed mainly because the perception of the country by the rest of the world still associate it with Dracula and the negativity of the communist error.

If a nation brand is to become successful, it should be compatible with the national identity, however, at the same time it must be kept in mind that a nation's past and a national territory are fundamental to the construction of national identities (Light, 2001).

It has been said that Romania has had several failed attempts at branding itself. A significant part of that failure can be attributed to the nationals of Romania. In a study conducted in 2007 most of the young persons who took part in a survey viewed Romania as unsafe, inefficient and of a polychromatic culture. Several scholars have argued that the strongest advocates of a nation brand are its nationals. If the nationals cannot relate to the brand and or embrace the brand and live it, the brand will fail.

It appears that Romania needs to find a nation brand message that resonates with nationals in order to get the rest of the world to change their perception of the nation.

3.5.2 Haiti

Haiti, located in the Caribbean, is rich in history and the people has shown strength and resilience. Haiti has seen massive destruction to its infrastructure by earthquakes and hurricanes. The world's attention turned to Haiti when a 7.0 magnitude earthquake struck Haiti on January 12, 2010. According to a CNN news report, between 220,00 to 300,000 people died. The country was devastated; around three hundred thousand persons were injured. Schools destroyed and one million, five hundred thousand persons were displaced (www.cnn.com, 2018).

Haiti or Santo Domingo as it is also called was re-discovered by Christopher Columbus in December of 1492. Later in 1697 Spain ceded that paid of the island of Hispaniola to France and Haiti became French. The island has had a history of political instability, revolution, corruption and national disaster. The island also suffers from a class system, skin colour and wealth status. Its religious affiliation with voodoo is also a negative perception of the island and thus it has been a challenge for Haiti to emerge from the dark cloud, which hangs over this small nation state.

It Haiti's early years it supplied the United Kingdom with almost ninety percent of the sugar and coffee it used. When those resources ran out and Haiti became an Independent Republic in 1803 it struggled to keep trading internationally. After three hundred years of colonialism Haiti was now able to manage its own affairs. For some years Haiti was a successful and citizens from neighbouring island travelled to Haiti to attain a better standard of living. After a few corrupt governments and the constant rift with Dominican Republic, Haiti began to decline from economic prowess.

3.6 Public Diplomacy

The term 'public diplomacy' has been around since the mid-nineteenth century. Pamment (2013) suggests that public diplomacy has had a varied career and its usage initially peaked after the First World War as 'a liberal criticism of secretive diplomacy'. Public diplomacy re-emerged in the 1960s as a means of interpreting the Cold War propaganda, and during the 1980s with the Reagan's propaganda activities in Latin America. Melissen (2011) argues that public diplomacy dominates research agendas and that most of the world's foreign ministers started to '*identify public diplomacy as a significant challenge during the last decade*' (Melissen, 2011). Public diplomacy is also embedded in other fields of studies; it is seen as a sub-field in international relations, and other diplomatic studies. Melissen (2011) also argue that with the internet-based resources, public diplomacy is also an activity that seems at home in the global communications realm that other modes of diplomacy. This will be discussed in more detail when we look at the role of social media in public diplomacy.

Welsh and Fearn (2008) argue that public diplomacy is about diplomatic engagement with people in foreign countries, whereas Pamment (2013) argues that public diplomacy is the communication of an international actor's policies to citizens of foreign countries, inclusive of civil society, non-governmental organisations, multinationals, media institutions, politics and culture and members of the general public.

Melissen (2011) argues "*public diplomacy is seen as an instrument used by states, associations of states, and some sub-state and non-state actors to understand cultures, attitudes and behaviour; build and manage relationships and influence thoughts and mobilise actions to advance interests and values*" (Gregory, 2011).

Public diplomacy has emerged as an essential explicatory force (Pamment, 2011). Governments have realised that developing their countries' attractiveness overseas requires reaching out to transnational civil society. Leonard and Alakeson (2000), Leonard et al.

(2002) identified that there is a consensus that public diplomacy offered opportunities for expanding and updating the repertoire of diplomatic tools. However, the challenge still remains how to move forward in this field. Public diplomacy is two-fold, but some countries started seeing it as the first line of defence (and cheap) associated with short-term political agendas that tended to undermine public diplomacy's external legitimacy (Pamment, 2011).

Public diplomacy today is evolving and is at the heart of its current rebooting (Khanna, 2011), it must be noted that public diplomacy flourishes in a polylateral world of multiple actors (Wiseman, 2010), in which the states remain highly relevant in increasingly diverse international networks. According to Melissen (2011) most governments embrace public diplomacy, but some in East Asia tend to shy away from it.

As a strategic communication tool, public diplomacy comprises “understanding, informing and influencing the public” (Krause and Van Evera, 2009). The purpose of public diplomacy is not propaganda but building a strategic language of communication based on objective facts and truth. A nation state can influence another country through its education system and or its cultural system.

Manheim (1993) argue that political communication constitutes an important part of this process, is defined as the production, distribution, control, and use and processing of information by states, organisations, or individuals. Public diplomacy activities are conducted within two main frameworks: “state-to-public”, and “public-to-public”. Manheim (1993) argue that state –to –public activities aim to explain the state's policies and activities through the use of official tools and channels to the public.

In the public –to –public activities, however, civil elements such as NGOs, research centres, universities, media and opinion polls and exchange programs. The French government has done an excellent job of shaping how other countries view them through the alliance Francis

institutes around the world. Through these educational establishments, countries are able to learn more about the French language and culture. In this regard, public diplomacy goes beyond official communication between officials, diplomats and foreign communities (Melissen, 2005). It is argued that public diplomacy encompasses a larger field than diplomatic communications; it (public diplomacy) envisages mutual communication and interaction.

A definition of public diplomacy presented by Kalin (2011) states that public diplomacy constitutes one of the core elements of this multifaceted communication process. In a nutshell, public diplomacy is a dynamic and multifaceted communication process. Public diplomacy is duplicitous, in that it is two faced, facing inward (local) and outward (international) at the same time. As it has two faces, public diplomacy faces two challenges, the national challenge as well as the international challenges. Policy makers and nation brands have to always factor this into their strategy in order to be successful. To neglect one audience over the other has far reaching consequences. In some ways the national audience mirror the international, especially when it comes to nation branding. If both national and international audiences are not on the same frequency, then there will be erosion of the country's image and brand image.

Public diplomacy has been around for centuries, but we need a public diplomacy, which fits into present times (see figure 2.2). The policy issues that confront us are increasingly global. Different countries around the world have different styles of conducting diplomacy, and explaining their positions, policies and preferences to national and international audiences. How a country communicates its position and policies is influenced by its culture and heritage.

Public diplomacy is not a stand-alone concept or process, it is multifaceted and emerges through different sectors. There is a ‘societisation of diplomacy works along through different, consular services, ministry of foreign affairs. Traditionally, public diplomacy was linked to propaganda as it was seen to cover short-term policy and to promote the country.

Figure 3.1 Traditional Public Diplomacy versus New Public Diplomacy



Source: Adapted from Melissen, 2011

3.6.1 The role of public diplomacy in building small nation brands

As highlighted in Figure 2.2 some countries use public diplomacy to promote their country brand. Public diplomacy is a major challenge for all countries argues Melissen (2006) especially small nation states, which do not have the human capital or desired skill set to stage a public diplomacy campaign. Public diplomacy is one of the most discussed topics in academia and politics. Melissen (2006) states that most people are not as interested in diplomatic practices in general but rather many seem more intrigued by the new phenomenon: public diplomacy.

Mor (2012) states the practice of public diplomacy will continue to be affected by the technological advances that lead the information revolution. With the increased number of users using social media platforms will contribute to social media's usefulness as a tool of public diplomacy. Mor (2012) also suggests that credibility is at the core of how nation brands can promote its brand abroad. Both public diplomacy and the promotion of the nation brand and linked, if one loses credibility it affects the other.

3.6.2 The Role of Culture in Public Diplomacy

Dinnie (2009) suggests that a nation brand usually comprises four key elements: export promotion, investment attraction, tourism promotion, and public diplomacy. Dinnie (2009) also purports, there is rarely an equal balance between the four key elements, in many cases nations focus most of their nation branding efforts on tourism promotion and neglect the other elements of the nation brand. It may be better for small states to avoid focusing the nation brand on tourism as the key element of the brand. This could lead to a weak brand or a stereotype of a tourism destination, which does not stand out from the rest.

Tourism, export and investment and immigration are the three more common ways to brand a nation. However, culture and heritage are also a strong component to use for branding. Culture is defined as "the collective programming of the mind that distinguishes the members of one category of people from another" (Hofstede, 1991). It is therefore understood that different states have different cultures and if one is to learn to appreciate and accept a new culture, it has to be collated, packaged and presented to other cultures in a form that is attractive, with attributes and value; a brand.

Culture is the core of any nation, it has many layers and the brand should be built around the cultural trends. Roll (2006) asserts that popular culture and trends in society drive and influence strong brands so nations brands need to be acutely aware, acknowledge and

incorporate culture into the brand. This theme is amplified and theorized by Holt (2004), who analyses how brands become icons through creative interaction with their environment in a process that he terms ‘cultural branding’, a process that he considers particularly suitable for applying to nations. Grant (2006) suggest that a brand is a ‘cluster of strategic cultural ideas’ thus supporting the arguments of Holt (2004) and Roll (2006) that brand culture plays a significant role in branding. Brand managers must have a cultural vision of brands.

Dinnie (2007) asserts that nations, unlike commodities or physical product brands, come with a history and a culture and it could be argued that the culture of the nation *is* the nation brand. It can then be argued that culture is the most important element that a nation has at disposal to design and develop a nation brand. From this perspective, the nation brand already exists prior to any governmental desire to fashion it. However, this does not absolve government from the responsibility of ensuring that negative stereotypes do not damage the country’s economic and social interests (Dinnie, 2007).

3.6.3 The Role and culture in Public diplomacy delivery

According to Kalin (2013) public diplomacy states “The acceptance of a country’s policies as legitimate by others also defines that country’s soft power capacity”. Kalin (2013) later supported this argument by asserting that soft power is one of the most important components for public diplomacy. For decades after world war two Great Britain was known as the epicentre of soft power. The country did not have a strong military, so they use their diplomacy skills to exert influence all over the world. The Commonwealth is a good example of how the United Kingdom used its soft power.

Another important element is public opinion, which assumes an increasingly central role in shaping national and global policies (Kalin, 2013). Countries or nation states generally present public diplomacy activities in two main frameworks: “State-to-public,” and “public-to-public.”

State-to-public activities aim to explain the state's policies and activities using official tools and channels to the public. Governments, Ministry of Foreign Affairs and diplomatic missions overseas would generally use the state to public. Through this medium the Government is informing citizens of the new policies that its citizens will have to embrace and abide by. The second framework is public -to -public and this mainly has to do with the members of the nation state be it at home or abroad delivering the message of the government and nation brand.

Universities and exchange programs or cultural foundations employ the public-to-public strategy. Public diplomacy is more than just communication between diplomats and foreign publics. Kalin (2013) argue that public diplomacy encompasses a larger field than diplomatic communication. Public diplomacy is conducted in different styles, in different countries, this is due to culture, policies, national and international communities.

Culture shapes a nation; the way people communicate with each other and the way governments communicate and engage with other nations is due to culture. Culture also affects and influence how public diplomacy is conducted. Diplomats, government ministers and nationals from Asia communicate vastly difference from diplomats, government ministers and nationals from the west and or the Caribbean. The Prime Minister of Japan, Shinzo Abe conducts public diplomacy is strict alignment with the culture of Japan, measured, unassuming and polite but firm. Whilst in the United States, President Donald Trump is very aggressive in his messaging, very direct in this approach to solving world issues. The two approaches are unambiguously different, and we attribute that to culture. Some may argue that it can be due to personality, but the evidence shows that publicly diplomacy is expressed and received differently in different cultures.

Could it be that the success of a nation brand is directly related to how the message of the brand (public diplomacy) is expressed, received and embraced by culture? Some nation brands that have failed show a direct correlation to how the nationals perceive their nation. If the perception of how nationals feel about their nation is negative and not in line with the brand campaign, then the nation brand will not be successful: for example, Haiti and Romania.

3.6.4 Soft Power and Influence

Nye (2004) posits that soft power is the ability to get what you want through attraction rather than coercion or payments. Pahlavi (2007) and Nye (2004) argued that soft power is rooted in the idea that alternative power structures exist in international relations alongside economic and military power. According to Nye (2004) there are three ways to achieve one's goal: threatening the other party and going to war if necessary; "buying out" the other party; and persuading the other party through the use of soft power.

Kalin (2011) argues that in order for soft power to be effective the party doing the persuading must be credible because within the context of soft power, credibility and the ability to persuade constitute the main elements of soft power. Kalin (2011) states, "a country's soft power capacity defines the success of its public diplomacy as much as does the integrity and efficacy of its policies. Soft power, which is rooted in a 'value-based' definition of power, explains how much a country is deemed attractive and worthy of being designated as an exemplar for others".

According to Nye (2004) soft power explains "the attractiveness of a country's culture, political notions and policies". It therefore means that the acceptance of a country's policies as legitimate by others defines that country's soft power capacity (Kalin, 2011). Unlike hard power (mainly referenced as military power), soft power explains fields of influence and

attraction beyond military and economic indicators. Just like nation branding, there are various factors which feed soft power: Culture, education, arts, print and visual media, film, poetry, literature, architecture, tourism, non-governmental and governmental, technology and capacity for innovation, platforms for economic cooperation and diplomacy (Kalin, 2011; Rawnsley, 2009 and Fisher, 2009).

Soft power refers to a country's social human capital apart from its military and economic power. The existence of hard power does not guarantee soft power because there is no asymmetric relationship between hard power and soft power. However, there are several countries that are very influential with soft power even though they limited military and economic capabilities. Nye (2015) suggests that Canada, Holland and the Scandinavian countries are example of countries as examples of countries with limited hard power, but they enjoy a sphere of influence disproportionate to their military and economic power.

3.7 Engagement

The challenge of our time is to recognise that we can achieve our foreign policy goals through engagement with foreign publics, that our success depends on cooperation. Small states can advance their agendas by collaborating and cooperating with other small states. A united voice is better and stronger than a single voice.

Engagement is defined as the social media engagement creates sharing of information, transparency, real-time engagement and creates a dialogue. The conversation is no longer two-way but multiple ways.

Ociepka (2012) states that the addition of social media to public diplomacy strategies has added to the engagement potential for public diplomacy initiatives. Harris (2013) agrees with Ociepka's argument and suggests that with the use of symmetrical communication between foreign publics and foreign officials, public diplomacy is moving away from the perceived

propaganda nature and is now seen as legitimate and ethical. This is a welcomed revelation as some countries rely heavily on public diplomacy to get their message and policies out.

East Asian countries have been credited with having the natural gift of soft power. Japan has had a history for having soft power. A country with soft power has undue influence on the global stage. Public diplomacy as advocacy implies that the state is actively raising awareness for its foreign policy initiatives among foreign publics and encourages participation. Public diplomacy has also evolved to support diplomacy values of negotiations (Taylor, 2007).

Engagement is regarded as the single most powerful tool brands can use to connect with consumers, get feedback and build relationship with consumers. Engagement can be a two-way communication channel or multi-way communication channel. Brian Solis (2018) a social media analyst argues that companies and nation states are at risk of failing if they do not begin to acknowledge and accept the vast amount of power that consumers have at their fingertips. Consumers are empowered to design their own brand experience and brand engagement experiences because of the advancement in Internet technologies have afforded them the tools and technologies to do so.

Consumers have become disrupters of brands- products, corporations and nations. Notwithstanding this power to disrupt consumers also have the power to engage and rebuild brands. The discourse between the consumers and brand managers happens in real time and so this has re-shaped the way consumer experience brands. The power has really shifted from brand managers to the consumers. They oversee how, when and where they experience a brand. Nation states are now cognisant of the fact that consumers are empowered and engaged so they have to provide the best possible options for them to experience.

3.8 Digital diplomacy

“Diplomacy is becoming more visible and more visual through social media, especially on Instagram” (www.uscpublicdiplomacy.org) and Twitter. The current US president is known for announcing staff changes on Twitter. President Trump also uses social media and Twitter in particular to fuel his brand of politics. He engages with his core base of supporters on Twitter, informing his message of nationalism and America first. It is through this same medium that he engages with world leaders like Kim Jong Un and his detractors alike. President Trump uses social media platforms to discredit reporters and traditional media outlets. One could say that President Trump is using Twitter his central tool for public diplomacy.

According to CPD (2018) diplomats and world leaders have created engaging posts, videos and interactive Instagram Stories. In this year alone, they have showcased diplomatic trips and positive relations with allies, in addition to communicating directly with Instagram users across the globe. Diplomacy is much more digital and visual than before. Some argue that the digital media is changing diplomacy and to a large extent public diplomacy.

According to the Southern California University Centre on Public Diplomacy (CPD), Instagram has been the fastest growing social media platform amongst world leaders. A significant percentage of global leaders including government leaders and foreign ministers used Instagram for showcasing diplomatic trips and positive relations with allies. Twiplomacy (2018) states “Instagram is the third most used social media platform after Twitter and Facebook” (www.twiplomacy.com). As of October 2018, 81% of member states of the UN are active on Instagram. Foreign Ministers announce their allies and friendship of Instagram. They update their diaspora of their attendance at conferences and travel but more importantly they advise on changes in policies both domestic and foreign.

It is also noteworthy to state that all leaders of the G7 and all but two of the G20 leaders have personal accounts on social media, specifically Instagram. President Putin of Russia and President of China Xi Jinping do not have personal accounts. These two countries however, have a government owned social network, which disseminates information to its domestic and foreign audiences.

Twiplomacy's World Leaders on Instagram (2018) offers insight on how the highly visual social media platform is gaining traction amongst global leaders, governments and foreign ministries. "What was once hidden behind closed doors is now becoming public for everyone to see. History is now being immortalized on the mobile photo and video sharing platform" (twiplomacy.com). One might ask, what is Twiplomacy, this is basically diplomacy on twitter, where world leaders posting agendas, policies, thoughts and ideas and inadvertently engaging with citizens globally. Twitter is used to push the policies of nation brands both at home and abroad. To offer a more academic view of any policies, government engagement and press releases et al that is posted on social media for the e-consumption or digital consumption by its intended audience should be termed digital or social diplomacy. It could also be termed ediplomacy, which is any engagement distribution of government policies through the online medium is ediplomacy because it is disbursed electronically.

3.8.1 Social Media

Harris (2013) asserts that social media are useful in connecting a government to a foreign public, while Chavez and Hoewe (2012) argue that utilization of social media is the best policy to improve public perception of a country with an unpopular image. Hayden (2012) agrees and he states this source of media proved effective in influencing public opinion as a public relations tool in Obama's 2008 campaign. Therefore, it is beneficial to use social media platforms to facilitate a country's interest abroad.

It can be argued that social media has become an important tool in influencing public opinion. The Internet is accredited to playing a crucial role in the development of societies around the world, the new media, most notably social media has become a tool that Public diplomacy (PD) practitioners can use to enhance any small nation state brand foreign policy (Kaplan and Haenlein, 2010).

As stated in chapter two former president Obama's administration used social media to engage with young people, to mobilise them and had one of the highest voters turn out it years. Now the question that was posed by Harris (2013), "can information that is posted on social media sites such as Twitter, be used as an effective strategy of public diplomacy"? The short answer is an emphatic yes. "The use of social media in politics has been an effective tool in garnering public support and thus provides strategic utility in the practice of public diplomacy" (Harris, 2013). Kaplan and Haenlein (2010) state public diplomacy used to designate "the efforts by nations to win support and favourable image among the general public of other countries".

With the addition of new media, such as social media, public diplomacy strategies must evolve to incorporate the new tools dominating communication worldwide (Harris, 2013). Social Media can add to the policy-making process, as its tools can provide a platform for symmetrical communication (Ociepka, 2012).

Social media has changed the rules of international communication, from a hierarchical to a more interaction and engaging approach. It can be used to clarify misconceptions in real-time, it is not a panacea and therefore cannot prevent any negative opinions on weak or harsh foreign policy decisions.

Social media use can add to policy-making process as its tools can provide a platform for symmetrical communication (Ociepka, 2012). A definition of symmetrical communication

states it is allowing individuals to intensify social contacts while sharing content, engaging in discussion, but not controlling content on the platforms or networks they participate in.

A large part of the success of social media is linked to Web 2.0. O’Rilley (2005) argue that it is the advancement of the various social media platforms that has allowed for the progress in brand performance in the global and brands engagement with their consumers. Engagement with brands has helped in creating open dialogue and a move away from the push to pull effect. Brands have engaged consumers in assisting in design of products, pricing of products and modification of brands to suit consumer needs.

Web 2.0 has also led to more collaboration between brands and consumers and ultimately brands have become more accountable. Brands have taken their responsibility to consumers, the environment and their countries so seriously because they are acutely aware of the power of the consumer. Social media platforms have given consumer added power in that when a consumer makes a post about a brand, that post has unlimited reach. Other consumers can see that post, comment on it, repost it and in a very short space of time the long tail effect has ensued. The Internet and social media have the effect of a post living on in perpetuity.

3.9 Strategic Campaign

“Public Relations” is a strategic communication process that builds mutually beneficial relationships. According to Harris (2003) public diplomacy was used to strategically advance the interests of the United States particularly in the Muslim world. Public diplomacy should promote objectives of nation state. Nye (2004) and Melissen (2011) argue that public diplomacy is globally accepted, across cultures regardless of the extant political structures, public diplomacy has been accepted to such a degree that there is, in essence, a global ‘public diplomacy consensus’.

There are scholarly suggestions that public diplomacy collaboration between states and non-official actors is more flexible and results oriented (Melissen, 2011). Collaborative public diplomacy between states instead of competitive public diplomacy could assist small nation states in gaining more positive perception internationally. For example, the Caribbean region competes for tourism, sun, sea sand and tranquil relaxing vacations. If this region embarks on a strategic and collaborative public diplomacy campaign, they might be able to improve their image abroad. No one Small Island state has the economic resources to execute a successful branding campaign but if the islands pool resources together there is a significant chance that they could brand the region. This approach would be labelled as ‘collaborative public diplomacy’ instead of the old strictly competitive public diplomacy (Melissen, 2011).

3.9.1 Conclusion

The Internet has created an international space (www.twiplomacy.com) that connects people and nations together. With this instant high level of interconnectivity for example, mobile connections, engaging in real time discourses, it is imperative that small island states begin to embrace this international interconnected space with the distinct purpose of influencing foreign publics (Harris, 2013). A positive image in the minds of foreign publics can improve and increase negotiations for a small state.

Brown (2012) suggests the purpose of public diplomacy is to engage publics who are relevant to the foreign policy purposes of the state.

Chapter Four- Methodology

4.1 Introduction

The aim of this dissertation is to investigate what role public diplomacy plays in developing and strengthening a nation brand. It will also examine the role that social media in advancing nation brands and the engagement of nation brands in the digital arena.

4.2 Research objective

The aim of this research is to ascertain if the role of public diplomacy in developing and promoting successful nation brands. Also, examine if the use of social media in public diplomacy and nation brand promotion assists in solidifying the brand. Does the use of social media channels in public diplomacy enhance the nation brand?

4.3 Research Design

There are several types of research used in this field of study ranging from Exploratory, Descriptive, and Case Study and analytical and pseudo analytical, Ethnography, comparative research, quantitative and qualitative. However, the research choice for this dissertation is exploratory in nature.

Exploratory research is research that is intended to develop initial ideas or insights and to provide direction for any further research needed (2003). However, in the case of descriptive research, its purpose is to provide an accurate and valid depiction of those variables. A downside to descriptive research is that it does not uncover causal links, and relationships between variables; it is just to describe them (Webb, 2002).

Various types of research methods and techniques were explored in order to determine which technique was most appropriate for this type of study and more importantly provide the best result for addressing the research questions outlined in chapter one, section 1.7. Case Study approach would be the most appropriate for this field of study.

4.4 Qualitative Research

The aim of this research is to gain an understanding of the role that public diplomacy and social media plays in building and promoting a successful brand for a small state. Saunders et al (2012), Wilson (2003) and Carson et al (2001) suggest that qualitative research is defined by techniques used among relatively small groups in order to identify and evaluate subjective opinions.

Wilson (2003) contends that qualitative research is defined as an unstructured research approach with a small number of carefully selected individuals used to produce non-quantifiable insights into behaviour or motivations in why and how nations brands themselves. Churchill and Iacobucci (2005) support Wilson's arguments with regards to qualitative research.

Wilson (2003) further suggests that the main approaches to in qualitative are in-depth interviews and group discussion. However, Bryman and Bell (200) suggest that qualitative research seeks to understand the why and how of the research question. Bryman and Bell (2003) also support case study design. As Stake (1995) observes, case study research is concerned with the complexity and particular nature of the case in question. Bryman and Bell (2003) argue that some of the best-known studies in business and management research are based on this kind of design. As marketing falls under the same school of research as management and business it begs to reason that the same qualitative research techniques could be used to examine the research question and objectives of this dissertation.

According to Yin (2010) states that using case studies for research purposes is the remains one of the most challenging of all social science endeavours. The goal of a case study methodology is to collect data from various sources and analyses these to present rich data and answer the why and how questions. The case study is preferred in examining contemporary events but when the relevant behaviours cannot be manipulated (Yin, 2010). A

strong component of case study research is history. According to Yin (2010) “case studies and histories can overlap, the case study’s unique strength is its ability to deal with a full variety of evidence-documents, artefacts, interviews, and observations- beyond what might be available in a conventional historical study.

Case study research is comprehensive and comprises of many forms of research. It can include both qualitative and quantitative research. This qualitative case study is an approach to research that facilitates exploration of a phenomenon within its context using a variety of data sources. There are two key approaches that guide case study methodology; one proposed by Robert Stake (1995) and the second by Robert Yin (2003, 2006). Baxter and Jack (2008) argue that both Stake (1995) and Yin (2003) base their approach to case study on a constructivist paradigm. Constructivists claim that truth is relative and that it is dependent on one’s perspective. This paradigm “recognizes the importance of the subjective human creation of meaning but doesn’t reject outright some notion of objectivity.

This dissertation will involve a multiple qualitative case study research. This approach to research facilitates exploration of a phenomenon within its context using a variety of data sources (Baxter and Jack, 2008). First, both Stake (1995) and Yin (2003) base their approach to case study on a constructivist paradigm. Constructivists claim that truth is relative and that it is dependent on one’s perspective. This paradigm “recognizes the importance of the subjective human creation of meaning but doesn’t reject outright some notion of objectivity.

4.5 Why should be we a case study?

According to Yin (2003) a case study design should be considered when: (a) the focus of the study is to answer “how” and “why” questions; (b) you cannot manipulate the behaviour of those involved in the study; (c) you want to cover contextual conditions because you believe they are relevant to the phenomenon under study; or (d) the boundaries are not clear between

the phenomenon and context. A case study approach should be used when trying to analyse the differences between organisations or individuals. This dissertation seeks to analyse the differences between four nations brands. The researcher will be

This research is suited for a collective case study. Collective case studies are similar in nature and description to multiple case studies (Yin, 2003). Since the researcher will be looking at four different nation brands, it can be argued that the collective approach is best suited.

A multiple or collective case study will allow the researcher to analyse within each setting and across settings. Yin (2003) describes how multiple case studies can be used to either, “(a) predicts similar results (a literal replication) or (b) predicts contrasting results but for predictable reasons (a theoretical replication)” (p. 47). This type of a design has its advantages and disadvantages.

4.6 Netnography

Part of the background information for the case studies involve netnography. Netnography is described by Bowler (2010) as an excellent resource for the seasoned qualitative researcher and a useful entry point for the newcomer to qualitative research. Kozinets (2010) writes that as “more and more people use the Internet, a growing number of them are utilizing it as a highly sophisticated communications device that enables and empowers the formation of communities”. Bowler Jr. (2010) argues that online ethnography refers to a number of related online research methods that adapt to the study of communities and cultures created through computer-mediated social interaction. Prominent among these ethnographic approaches is ‘netnography’.

Comparative research seeks to compare and contrast nations, cultures, societies, and institutions. Scholars differ on their use of the terminology, but the main aim of comparative

research is to identify similarities and differences between social entities. A comparative approach to research can be invaluable for understanding broader social processes or contextualising knowledge gained from in-depth case studies.

4.7 Conclusion

This chapter looked at the research methods that could be used to study the research objectives. In the end a multiple case study approach was used. The next chapter will deal with each nation brand as a case.

Chapter Five- Case Study

5.1 Introduction

This case study approach research has four cases, two successful brands and two unsuccessful nation brand states. The United Arab Emirates and Sweden are two successful nation brands. The United Arab Emirates (UAE) has become a successful nation brand through skilful and strategic public diplomacy campaign.

Romania and Haiti on the other have not been so successful in the branding themselves. Both Romania and Haiti as small states have tried to campaign for increased tourist visits, trade agreements with larger more successful nation brands, but have failed because the perception of these nations by foreign publics is not positive.

5.2 Rankings on several Country brand index

Nations	FutureBrand Index 2014-15	Anholt GFK brand Index 17	Visual Capitalist	Bloom Consulting
Romania	62		A	80 A
United Arab Emirates	19	17	AAA	44 BBB
Haiti	No ranking		No ranking	119 BBB
Sweden	4	10	AAA-	27 BBB

Source: The Author

Nation	2017 rank	2016 rank	Score change 2017 vs. 2016
Germany	1	2	+0.99
France	2	5	+1.56
United Kingdom	3	3	+1.27
Canada	4	4	+0.96
Japan	4	7	+2.12
United States	6	1	-0.63
Italy	7	6	+0.74
Switzerland	8	8	+1.34
Australia	9	9	+0.76
Sweden	10	10	+1.30
<i>NBISM score changes: minor change: +/-0.26-0.50; medium: +/-0.51-1.00; large: > +/-1.00</i>			

Source: gfk.com

5.3 SWOT ANALYSIS OF ROMANIA NATION BRAND

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Rich history • Beautiful architecture • Several areas could be used to brand the country • A member of the EU and UN • A vibrant and growing city of Bucharest • Has a social media presence 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Communist past and history of revolution • Corruption scandals of governments • Modern architecture thrust among Old beautiful architecture- no proper urban planning • A dark and negative past • Negative perception by foreign publics • Too many failed nation brand attempts • Limited financial resources to brand
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Ideal location, centre of Europe • The potential to create an authentic brand that resonates with the nationals at home and abroad • Potential to create a successful city brand is possible 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Strong nations already established in that region • Likelihood of a new brand campaign being internationally accepted is slim • Competition is strong in the nation branding arena • Romania lacks an identified competitive advantage • Scandals of government corruption weakens the country's ability to

	<p>attract serious foreign direct investments</p> <ul style="list-style-type: none"> • Large expensive budget to brand the nation
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Source: The Author

Popescu and Corbos (2010) state that in the last two decades, Romania has gone through a continuous process of branding and re-branding without reaching visible results. Romania has had a history of communist rule, revolution and a constant state of transitioning from communist rule to a western modern democracy. Instead of a holistic nation brand, Romania has had sectorial branding, meaning a brand from the tourism sector, then a brand from wine and a brand from consumer goods like furniture and upholstery. With the emerging brands competing for brand relevance and identity, the nation brand is diminished. Anholt (2003) argues, when the entire concept of nation brand tends to become irrelevant, this happens because it is being replaced by competitive identity (Popescu and Corbos, 2010). The Country Brand Index (CBI) measure the perception of nation brands across twenty-nine criteria, in 2009 Romania score eighty-one out of one hundred and eight countries. The CBI analysis showed that Romania is not have a distinct image and therefore it is difficult to brand.

Internationally, Romania is not well known, and it is often lumped with other countries surrounding it. According to the CBI Romania is under developed and needs to become more politically stable and have a more robust economy.

5.4 Nation branding strategy

In 1995 Romania made a bold attempt to brand itself using the *Eternal and Fascinating Romania* (Popescu and Corbos, 2010). This strategy was not exactly a brand campaign, but it

was an attempt to put a positive image of the country through exceptional editorial appearances; writing in newspapers, publishing in well-known magazines that would present the country with a captive audience. However, the attempt to portray Romania as a unique country with immaculate values and waiting to be discovered ended up with an embezzlement scandal. The cost of the project was exorbitant and the cost of the album of photos of Romania cost approximately six hundred euros. This amount was not attracting people to purchase but to ask more questions. It was later revealed that the cost of the project was 5.97 million euros. The government seemed to have mismanaged the funds of the country.

In 2000 Romania embarked on a “Made in Romania” campaign. They used the ‘country -of -origin’ aspect of the nation branding hexagon developed by Simon Anholt to try to brand Romania. The country-of-origin concept has been successful for several countries, Germany, France, Italy and Japan to name a few. The confidence consumers have with goods and products made in a particular country give the product more value. Local manufacturing companies were on a decline in production, they missed significant milestones because the domestic market was slow. The made in Romania logo could be attributed to any product with fifty percent of it made in Romania. The intention of the associations and government was to make these products, universally recognisable. This was not achieved and in 2005, *Made in Romania* went bankrupt. This was in part due to the small number of local producers who took part in the product.

In 2004 the *Romania simply surprising* was launched. This was an attempt to showcase Romania online as a tourism destination through a website to attract tourists and allow Romania to become well known. To further suppress the branding the attempt “Mr. Batchelor, then head of the international consultants’ team of the World Tourism Organization

(UNWTO) cancelled the slogan on the basis that Simply Surprising do not communicate the essence of Romania to the potential visitors” (www.romanitravel.com).

Branding Romania continued in 2005, this was done through a government agency: Agent for Government Strategies (AGS). The project concluded in 2006, it was approved in 2007. There was a major problem of competitors for the tender bid for the project. After spending an estimated two hundred thousand Euros the results were far from what they had anticipated. Another failed attempt at branding Romania. They now wanted to know how persons from different countries viewed Romania.

The government failed to accomplish its goal of branding Romania. It then embarked on a mission to join the European Union and become part of the biggest single market. In 2006, the campaign “Romania- Fabulospirit” was born. The main aim of this campaign was to create an image for Romania on the accession to the European Union (EU). The concept was developed through consultation with the diplomatic missions abroad and was launched by the Ministry of Foreign Affairs, Romania. To simplify this campaign, it was done to differentiate Romania from the other EU members. As a new comer to the EU, this meant Romania would stand out with this slogan of differentiation.

This campaign was met mainly with negative feedback and controversy. The slogan was viewed differently by different EU member states. A country with a fabulous spirit is ubiquitous, it is not unique to Romania because all nations have a fabulous spirit. Once this campaign failed, another was born.

Romania IT- The Creative Talent, Technical Excellence was born. This project was widely criticised, and it soon failed. Then another branding attempt was made, this time it was the ‘*A Fresh look at Romania*’ campaign. The Ministry of European Integration (MEI)

undertook this attempt at branding Romania and Coca-Cola and Unilever, a welcome relief to the government resources, funded it. According to (Popescu and Corbos, 2010) the concept envisaged providing factual information about opportunities offered by Romania's economic development to the international business environment. This concept is linked directly to the foreign direct invest concept of Anholt's nation brand hexagon. The idea was a good one and it presented credible information about Romania, but it was not presented well, and the launch was not successful. According to Brand Identity (2007) the prints looked too bad, had too much text and were not appealing to read. Therefore, it was not a success. Another failed attempt at branding Romania.

A few more attempts were made to try to develop a nation brand for Romania, which would offer an authentic and relatable brand. The government and several stakeholders offered the following:

- "Romania. Piacere di concerti"
- Romania- Land of Choice
- Romania, explore the Carpathian garden

It has been said that Romania's reality is better than perception. When tourists visit Romania, they are impressed and actually like the country. The powers that be need to be able to design and execute an image campaign that resonates with Romania. The Romania explores the Carpathian garden is basically a call to return to nature. It emphasises the nature and tradition of Romania. It taps into the cultural heritage of the country. This campaign was also short lived. The design of the logo was said to be a close resemblance to an Irish project (Ionita, 2010). It appears that the design was copied from a website that stores photos. The brand message in itself, was not authentic and therefore was seen as common. Romania needs to find a symbol that is unique to Romania not common to other countries.

The attempts at branding Romania were not inclusive; they did not attempt to include all the stakeholders or representation from different stakeholders. The message needs to be singular and reverberates with nationals and foreigners. It must reflect Romania, the attempts to shed its negative image, poverty and a stable government were futile. The most effective strategy for bringing Romania into the international arena was the accession into NATO and the European Union because foreign publics saw these achievements as solid and realistic. Romania is now seen in different light.

For Romania to have a successful nation brand, it must be able to tell its story in a concise way with a single message that reflects the culture and heritage of Romania. Developing and executing a successful nation brand should be a government priority and not just a marketing campaign. It can be deduced then that nation brands fail when they become marketing projects and not the priority of government. The brand must be lined with the public diplomacy campaign of the government. In reviewing Romania's attempts to brand itself, the one main element that was missing was the public diplomacy campaign. The government's attempt failed because there was no public diplomacy attached to the brand, neither domestic nor international.

The next section will examine the Haiti and the UAE through the SWOT analysis.

5.5 SWOT ANALYSIS OF HAITI NATION BRAND

Strengths	Weaknesses
<ul style="list-style-type: none">• Natural beauty• Located in the Caribbean• Was once a well sort after tourist destination• Have a social media presence• Member of CARICOM	<ul style="list-style-type: none">• Poverty ridden• Government known to be corrupt• Negative perception globally• Hit by 7.5 earthquake which destroyed 75% of the island• The island is being rebuilt• In border and right to remain dispute with Dominican Republic with (race, ethnicity and class system)
Opportunities	Threats
<ul style="list-style-type: none">• This small state can be branded through Art Diplomacy; the island has many talented artists who could put the country on the map through their artwork.• Improve the image and perception of Haiti abroad through diplomacy	<ul style="list-style-type: none">• Haiti Faces competition from other small island states who would like to embark on the nation-branding program.• Susceptible to earthquakes and hurricane• Lack of stable government is a deterrent for foreign direct investment• Large expensive budget to brand the nation

Source: The Author

5.6 SWOT ANALYSIS OF UNITED ARAB EMIRATES NATION BRAND

Strengths	Weaknesses
<ul style="list-style-type: none"> • Passport ranked number 1 • A top tourist destination • A member of the Gulf Cooperation Council • Host of EXPO2020 • Home of the World's tallest building • Very safe place to live • Has an excellent public diplomacy campaign • Scored very high for ease of doing business • Score high on Digital country Index (Bloom consultancy) • Ensures citizens are Happy- Ministry of Happiness was established 3 years ago • Women are valued and promoted in Government ministries • Strong social media presence • Engages with governments and consumers on social media 	<ul style="list-style-type: none"> • Facing a mild economic recession • It is a controlled state • There is a perception in the West that women are not treated as equal in the UAE.
Opportunities	Threats
<ul style="list-style-type: none"> • Gain more visa free access to different countries • Increased economic activities in construction due to preparation for EXPO2020. • Increased brand awareness for successfully hosting EXPO2020 • Develop stronger relationships with BRICS countries from hosting EXPO2020 	<ul style="list-style-type: none"> • Nation brand could be copied by other like- minded States • Political unrest in neighbouring gulf states (War in Yemen) • Difficult relationship with Qatar • Qatar issues complaints to the UN against the UAE • Large expensive budget to brand a nation

5.6.1 Public Diplomacy campaign of UAE

The United Arab Emirates' positive diplomacy, focus and determination helped boost its passport power. The UAE recently signed visa facilitation agreements with Mexico, Liberia and Sierra Leone among others, meaning Emiratis can visit over eighty percent of the world visa-free or with visa-on-arrival. Previously, the UAE had the fourth most powerful passport in the Gulf Cooperation Council, but the UAE had a plan to be number one. As usual, the United Arab Emirates aspire to be number one in all its endeavours, whether it be becoming a member of the International Maritime Organisation or competing for the EXPO2020 bid through the Bureau of EXPOS, the UAE must be number one. They (UAE) used their public diplomacy campaign to increase their ranking, profile and the general perception of the country internationally. It has been a success.

The passport force initiative and the UAE 2021 Vision have helped the UAE to reach its number one status. To have the strongest passport is no easy accomplishment. This has the hallmarks of many hours of public diplomacy and exercising soft power. The UAE has set a standard for being the first, the best or the most visited. This small and young country has been on a course for being outstanding and for embarking on major projects that garners international media attention.

“The success of UAE’s initiative has become a testament to other nations, that any vision can manifest with the power of positive diplomacy” (Arton, 2018). In May 2018 the UAE became the first Arab country to gain visa free access to Canada. In July 2018 the UAE was listed among the world top ten powerful passports. And in December 2018, the UAE had surpassed Singapore to become the world’s most powerful passport (three years ahead of its plan to gain this status).

The United Arab Emirates (UAE) is a Federation of seven emirates: Abu Dhabi (the capital), Dubai, Sharjah, Ras al-Khaimah, Ajman, Umm al-Quwain and Fujairah. The Federation has an estimated population of 8.5 million, of whom 84 percent are expatriates (Balakrish, 2016).

The UAE has a growing tourism industry. Dubai alone attracted 8.1 million visitors in the first half of 2018. Abu Dhabi the capital of the UAE and the other Emirates also attracted a very large number of visitors. The UAE is poised to reach its 1 billion-tourist arrival soon. The region is growing economically even though there is anecdotal information that Dubai is facing a recession.

The culture of the UAE is one that is very tolerant and embraces all nationalities. The population of the UAE is made up of 80% expatriates. Yes, a country that has less than one third of its population as nationals. Even though this is the case, the UAE is still strong and has a rich culture. Emiratis are very proud of their culture and heritage, they are very proud of their national dress and wear it with pride and confidence. A country with nationals with a strong sense of country and pride will assist greatly in the nation branding process. A strong nation brand has nationals who are eager to live the brand daily.

5.6.2 U.A. E Economy

Balakrishnan (2016) in Dinnie (2016) argues that the UAE has increased its brand presence through increasing its global visibility and through a strong regional policy impact, through membership in Gulf Cooperation Council (GCC), the Organization of the Petroleum Exporting Countries (OPEC) and the Arab League. On a more international front, the UAE has membership in the United Nations, the World Trade Organization and the United Nations Conference on Trade and Development (UNCTAD). Additionally, the UAE is a member of the International Maritime Organisation (IMO). It is through these international organizations that the UAE exercises its soft power and outline its foreign policy. This has

garnered the UAE allies and recognition.

The UAE has also improved its nation brand status through outward investment. It has invested in various countries through some of its top brands (services, financial and hotels) and thus gained international recognition through its brands. These companies act as brand ambassadors for the UAE.

The UAE in general, and Abu Dhabi in particular, has extensive sovereign wealth funds (SWFs), established to secure and maintain the future welfare of Emiratis. With assets worth \$627 billion, the UAE's Abu Dhabi Investment Authority (ADIA) is the second richest SWF in the world (Balakrishnan, 2016). Other small nation states are attracted to the UAE because of its foreign policy and its reputation for the investment funds and customer service orientation. Dubai even has a government ministry devoted to happiness. Innovation is top priority for the UAE at present and the leader, Sheikh Mohammed Bin Rashid Al Maktoum states that, it is technology that will allow them to be less dependent on oil as a significant revenue stream.

The UAE has also embraced and allowed the use of social media, tools and technologies in its public diplomacy campaign. The UAE is excellent at curating the message and sticking to it. Despite naysayers and persons trying to shed a negative light on the UAE, they have managed to stick to the brand message and remain on target. The UAE is also working on technologies that would enable them to be cashless, utilize green energy and promote sustainability through their sustainable city. The UAE nation brand is strong and resonates closely with the foreign policy of the UAE. Therefore, the brand is believable, authentic and appeals to people. The UAE is considered as a very strong nation brand.

The United Arab Emirates nation brand has consistently grown over the last two decades. On every nation brand index, the UAE has been receiving increase in growth indicators in the areas of economic strength, good governance, tourism and an excellent public diplomacy campaign. The UAE has gain status in the United Nations, International Maritime Organization (IMO) and world EXPO events, winning the bid to host the EXPO2020. Their public diplomacy campaigns are always well, thought out, well planned and well executed.

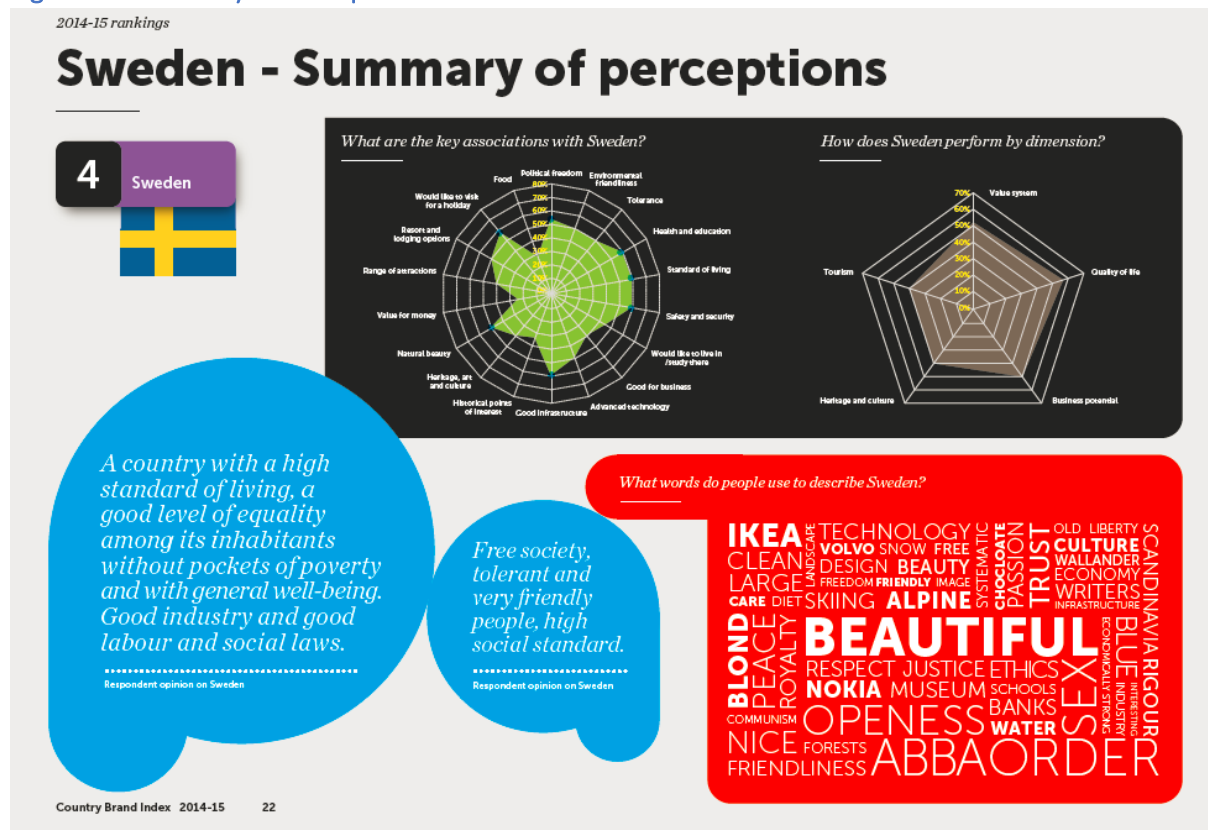
5.7 SWOT ANALYSIS OF SWEDEN NATION BRAND

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Ranked 9th and 10th on Anholt-GFK Nation Brands Index 2018 and 2018 respectively • Ranked number 4 in on the Future brand index 2014-2015 • Strong and active tourism market • Stable government • Increase demand for Swedish designs • Stable and strong economy • Nationals agree with the portrayal of the nation brand, it is in line with their culture and beliefs • Built an excellent online feedback forum to assist with building the nation brand (tourists were able to give details feedback after their trips which helped the brand to evolve) • Strong ‘national identity’ • Brand is linked to national identity, national culture and national pride. • Strong social media presence • Engages with governments and consumers on social media 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Winter weather is a challenge • Parts of Sweden can be very remote
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Increasing the GDP through product brands • Strength of Sweden’s nation brand 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Other Scandinavian countries competing with Sweden for tourism • The taste of tourist changing and seeking new destinations to experience • Large expensive budget to brand

Source: The Author

Each SWOT analysis of the nation states being examined shows that all these nation brands are competing on a few key sectors, tourism, culture, and foreign direct investment. Sweden, as a nation brand has been fortunate to have a positive image at home and abroad. The figure below indicates that Sweden is viewed positively in the areas of design, the key things that are associated with Sweden, how Sweden performs in terms of tourism, quality to life of its citizens, its value system, culture and heritage and its business potential. As stated in chapter two using the PESTEL framework to analyse a country, the economic stability of the country and the legal framework that protects investors, helps a nation brand significantly. In 2014-15 Sweden was ranked the fourth most powerful nation brand. The perception of individuals internationally (who gave their opinions in surveys) indicated that they found Sweden to be a country that is trustworthy and has a good quality of life.

Figure 4.1 Summary of Perceptions of Brand Sweden



Source: FutureBrand Index 2015

5.8 Conclusion

The next chapter will show case four different case studies. The cases will highlight historical information, data from country brand indexes, nation brand information, tourism data and other relevant information.

Chapter Six-Results

Introduction

This chapter seeks to give analysis of the information provided throughout this dissertation. All the information given in the case studies and the history associated with each case study will be evaluated and comparisons will be drawn. The differences will also be highlighted.

This chapter will give an analysis of the data presented. To further discuss the data, the researcher will focus on the successful nation brands and give insight as to why they have become successful nation brands. The researcher will also compare the successful and unsuccessful brands and develop some key success factors for attaining success as a nation brand.

6.1 Analysis of Results

6.2 Success brands

The nation brands of Sweden and the United Arab Emirates have emerged as successful brands. Both have been ranked in the top twenty nation brands in the Future Brand Country Index, the Anholt -GFK Brand Index and the Finance Brand Index. Bloom Consulting Country Brand Index also ranked nations on criteria of tourism, quality of life, value system, made in and investment. A significant part of the research also focused on consumers' perception of the small nation state or large nation.

Perception is also a criterion used by researchers to measure the impact of the nation brand. If consumers have a positive perception in their mind for a nation, then the nation is viewed in a positive way and will be score higher. If the perceptions are negative, then the nation will score lower on the grading scale.

Mentions in social media and other media platforms and actively engaging on social platforms with consumers give nation brands an added competitive advantage.

Another nation brand index measures the number of times the nation state is mentioned in the media and whether the mentions are positive or negative. The United Arab Emirates have had a spike in media mentions (Traditional media and new media) due to its focus on innovation, strength of its passport, booming tourism sector to name a few. The constant mention in the media will allow the brand to have strong brand awareness.

Ranking on several country brand indexes.

The researcher used several different nation brand indexes to look at how the four nation states were ranked. This enabled the researcher to see how the brands were ranked and if they were ranked consistently or if there were significant fluctuations.

6.3 Discussion

The research shows that nation states, large and or small can be branded using marketing principles and tools to create a nation brand. Whether the nation brand becomes successful or not depends on a number of factors. Was the brand created based on authentic attributes of the nation, are all the stakeholders involved in the process in agreement and is the proposed brand in line with the culture and values of the nation state? Brands have been known to fail because the proposed brand is not in line with the culture and values of the nation. Romania has had numerous attempts made to brand itself. The problem is that the brand is not a true reflection of what the nation is and what is being portrayed as a brand. A nation cannot rely solely on its natural beauty or its history and heritage to develop a brand. As discussed in chapter three nation brands are multifaceted, there are many layers to the brand.

The perception of the brand at the national level and the perception at the international level affects the brand. In the case of Sweden, nationally, the citizens think highly of the nation brand, they can identify with it. Internationally, Sweden is viewed as having a good value system, innovative products, a strong tourism product and overall the country has a stable government and the quality of service is high. Romania on the hand does not have that same

balanced view of the country. Nationally, Romanians have a dim view of their country. They feel that the country is not progressing, the government is corrupt and the major stakeholders for the nation brands appear not to agree on the nation brand proposed. Internationally, potential consumers have a very negative perception of Romania. The proposed brand also meets scrutiny and it is often rejected as not being authentic. In at least three attempts the proposed nation brand concept was an imitation of another country brand campaign.

The United Arab Emirates has a positive image abroad and at home. According to the country brand index surveys by Anholt, Futurebrand, Bloom consulting and Brand Finance, the United Arab Emirates has a very positive reputation in the minds of consumers, tourists and governments. The recent achievement in gaining the world's strongest passport has allowed the UAE to gain more influence in the world. The world is now paying more attention to the UAE; they are gaining more visitors and expanding their diplomatic footprints through establishment visa waiver agreements, ease of travel to the UAE and ease of doing business in the UAE.

Haiti is still a struggling small nation state trying to rebuild after the 2010 earthquake and the recent hurricane that caused a disruption in the progress made in rebuilding the infrastructure. Although Haiti is located in a very beautiful part of the world, the Caribbean, it is also susceptible to the effects of climate change- an existential threat. Haiti does not have a good perception nationally and internationally. The perception of Haiti is one of poverty, a corrupt government and not a very safe place to visit. To brand Haiti, the stakeholders would have to embark on a campaign to improve its image at home and abroad, a change in government policies, and public diplomacy campaigns to improve trust in the government.

The possibility of branding small nation states is evident, but how should they be branded is the question. Looking at the success of the United Arab Emirates and Sweden one could advise Romania and Haiti to take the following steps and key points to try to design, build and grow a strong nation brand.

Key factors for designing and building a nation brand

- Create a committee that includes stakeholders from diverse sectors of the nation (for example, government, tourism, business sector, education, immigration and members of the diaspora)
- Create a brand that is embedded in culture, history and policies and attributes of the country.
- Allow the budget to match the goals of the brand
- Identify the brand image needed for the country
- Align the brand with the values and culture of the nation
- Allow the public diplomacy message to resonate with the brand, the people and government policies
- Ensure that the brand design is authentic and reflects that of the country
- Perform a SWOT analysis of the country to ascertain if the country has the potential to be branded. Further, a PESTEL framework should be used to give a broader insight of the country.
- Use the technologies and tools of social media to grow the brand. The UAE monitors what its citizens and residence say about it. There are strict guidelines of what should not be said about the UAE. National pride is vital and anyone living in the UAE should respect the country. Government have a responsibility to instil nation pride in its citizens and create an environment of happiness, safety and love of country.

6.4 Conclusion

The potential brand any nation is real. Whether the country can afford and sustain the branding process that remains to be seen, branding a nation requires large budgets, which is sometimes not available to smaller poorer nations. Haiti should try to improve its image abroad through diplomatic channels and through a public diplomacy campaign. This is not as expensive as nation branding in itself but public diplomacy is considered a catalyst that drives the success of the nation brand.

Chapter Seven Recommendations

7.1 Introduction

Nation branding is a long process that can often be complicated because it involves so many different stakeholders and it also involves changing the face of a nation. Scholars like Ahnolt (2002) and Dinnie (2006) argue that nation branding has multiple layers and different layers come with different challenges. The nation's image will be altered to match the type of image it wants to portray internationally and appeal to its target market. This may involve skewing the image it has but not fabricating the image. When a nation brand is not a true reflection of the nation, the brand fails. As was previously outlined in the discussions on Romania.

The nation brand should highlight some features of the state and down play others, for example the beauty of Romania, the rise to the European Union and the improved political structure should be highlighted but down play the negative image of a divided people. Any country brand should try to identify its target market early in the branding process. Once the target market is identified then the brand developers have a viable chance.

Branding literature suggests, a nation brand evolved from corporate brands, using the same marketing principles and strategies used to brand a corporation are used to brand a nation. Therefore, a nation brand should be treated as a brand; to treat it differently is not allowing the brand to become a success. This study sort to identify two successful nation brands and two unsuccessful nation brands and did so highlighting Sweden as a successful brand and Romania as an unsuccessful nation brand.

7.2 Objective 1

This study sort to research and identify two successful brands. The research indicates that Sweden and the United Arab Emirates have emerged as successful nation brands. They score in the top ten and top twenty country brand indexes. The brand index measures how these nation brands are performing in certain sectors like tourism, FDI, export, business and overall performance.

7.3 Objective 2

This objective was to identity two unsuccessful brands. Romania and Haiti emerged as two small nation states that were unsuccessful nation brands. Romania has had several attempts at re-branding itself and each time it failed. The failures where due to poorly created brands, poor execution of the brand, poor delivery and the brand did not match or connect with the culture of Romania. The brand also failed because of government corruption and lack of an adequate budget.

Haiti on the other hand could be branded but has been in a state of developing a brand for years. Each time Haiti tries to rise it falls again either by natural disaster such the earthquake of 2010 or by political instability and it has a history plagued with government corruption. Haiti will have to have a change in image, its people will have to start to change the way they speak about their country and try to be better citizens. Gradually the world might begin to see Haiti as shifting to a more positive people.

The government of Haiti has a vital role to play in improving the nation's image. The policies that are made, the way they engage with other governments and their nations must improve for a change to come. The government could and should implement transparency policies, integrity in public life bills, which ensures that all politicians are liable for decisions made and cannot be caught in any corruption scandal. A government that is relatively free of corruption will improve the image of Haiti. Through a strong and believable public diplomacy campaign, the image of Haiti can be improved.

7.4 Objective 3

Public diplomacy has been analysed to be a key success factor in the success of a nation brand. Public diplomacy is the measure of influencing foreign audiences to view ideas, policies and practices the way you view them. Having a solid public diplomacy message and campaign can move up a country on the nation brand index. The United Arab Emirates has done an excellent job at using soft power and public diplomacy to move the UAE to the rank it is today on the global market. The UAE and Sweden have both benefitted from the use of soft power and public diplomacy. The UAE influenced the members of the Bureau of Expos that it is capable of hosting the world EXPO in 2020. The campaign to host EXPO2020 was one that was enshrined in public diplomacy and soft power. The UAE influenced foreign governments and publics to see the vision that they had in hosting the world EXPO. As Simon Anholt once said, the construction of a nation brand lies in the will of government and people of a country. The UAE has a united front when presenting the brand. The government and the people of the UAE are in agreement with the nation brand image they are presenting to the world.

The international exposure the UAE is receiving because it is hosting the EXPO is strengthening the nation brand. The increase in visitors, the innovation, the collaboration with other countries is making the UAE a more powerful nation brand.

Sweden on the other hand has built a strong nation brand through its innovation and superb designs. The world embraces Sweden designs and simplicity- the concept of less is more is promoted by Sweden. They also have a strong tourism market and continue to advance their tourism product through public diplomacy and marketing campaigns.

7.5 Objective 4

Social Media is seen as a panacea for brands, it is inexpensive, globally accessible, has a very large audience and allows brands to engage with consumers. Nation brands that are successful are engaging in social media campaigns that are in line with their public diplomacy message. The UAE and Sweden social media campaigns engage with governments and consumers. The United Arab Emirates consistently promotes the values of its culture and government on social media. The government of the UAE is even using Twitter and Instagram to make significant announcements about changes in government policies and ministries. They are engaging in digital diplomacy to help strengthen their nation brand.

One of the benefits of using social media in building and sustaining nation brands is that it allows for real-time feedback from consumers so that the brand managers can take the feedback and immediately incorporate it into the brand. The nation brand will benefit from instant feedback. Having said that it is not always possible for the changes of a nation brand to be done immediately because a nation brand is multifaceted and has several different

stakeholders. Even though the feedback is quickly received and happens in real time, changes might be delayed because of the complexity of the nation brand.

Social media is constantly evolving and advancing. Nation brand managers are expected to progress with these changes. The brand managers have to be able to navigate the new changes on social media platforms to keep the nation brand active and relative.

This dissertation found that nations can and should be branded as it provides the small states with a competitive advantage and allow them to be able to compete on the world stage. To ensure that the nation brand reverberates with the nation and its culture and policies the brand must be built together with the government and its nationals. It should not be a marketing campaign devoid of government's involvement.

A successful nation brand should have a clear and authentic public diplomacy campaign that includes all platforms of media traditional and social media. The various forms of representation of the brand should resonate around the common values of the brand. The strongest asset of a country is its nation brand.

The diagram in appendix C illustrates the current ranking of the nation brands. Bloom Consulting is another country brand index that measures nation state status internationally. Sweden was ranked number 30 in the world ranking; United Arab Emirates was listed as 44, whereas Romania was listed at number 80 and Haiti at 119. Sweden and UAE received A+ while Haiti Romania received triple BBB status. Branding has helped these nations to gain global attention and also to improve their image internationally.

7.6 Discussion

Therefore, to answer the questions posed in chapter one, is it necessary to brand a small nation state? The answer is yes, nations need to be branded to gain a national identity and competitive advantage. One of the benefits of branding small nation state is that the states can

tell its story the way it wants to be perceived and shape its image through authentic storytelling. The small nation state will also improve its image, gain foreign direct investment and attract more visitors to its shores thereby increasing its GDP.

What role public diplomacy plays in building a small nation state? Public diplomacy is a tool that should be used to build and promote the nation brand. Through public diplomacy both national and international audiences are educated about the brand, the policies and various components of the brand. They can all embrace the brand and engage with the branding process.

Lastly, how does the use social media influence a nation brand in the international area? Social media has enabled nation brands to reach wider audiences and allow nationals and foreigners to engage and experience the brand virtually. Social media is inexpensive to use and the reach of the brand message is global. Brands should engage in using social media but do so with the correct communication strategies that will add value to the brand not detract from it. Social media specialist, staff from tourism sector and some diplomatic staff should manage the social media platforms of the brand.

7.7 Future research

In the future a researcher could research how nation brands are using social media and analyse the presence of nation brands on social media platforms. Analyse which social media platforms are used most frequently and analyse the effectiveness of these platforms.

The use of Twitter versus Instagram could be analysed. Also, do nation brands use all three major social media platforms namely, Twitter, Instagram and Facebook or just one or two?

How effective is their social media communication strategy and do these nation brands have a brand community online?

7.8 Conclusion

Nation branding is necessary to advance the development of and promote a country's image abroad. It (nation branding) is even more important for small nations trying to compete globally. Branding gives them a competitive advantage, small nation states need to embark on the nation branding process and choose to tell their story and shape the narrative of their small island state. A brand, a strong brand is a small state's strongest asset.

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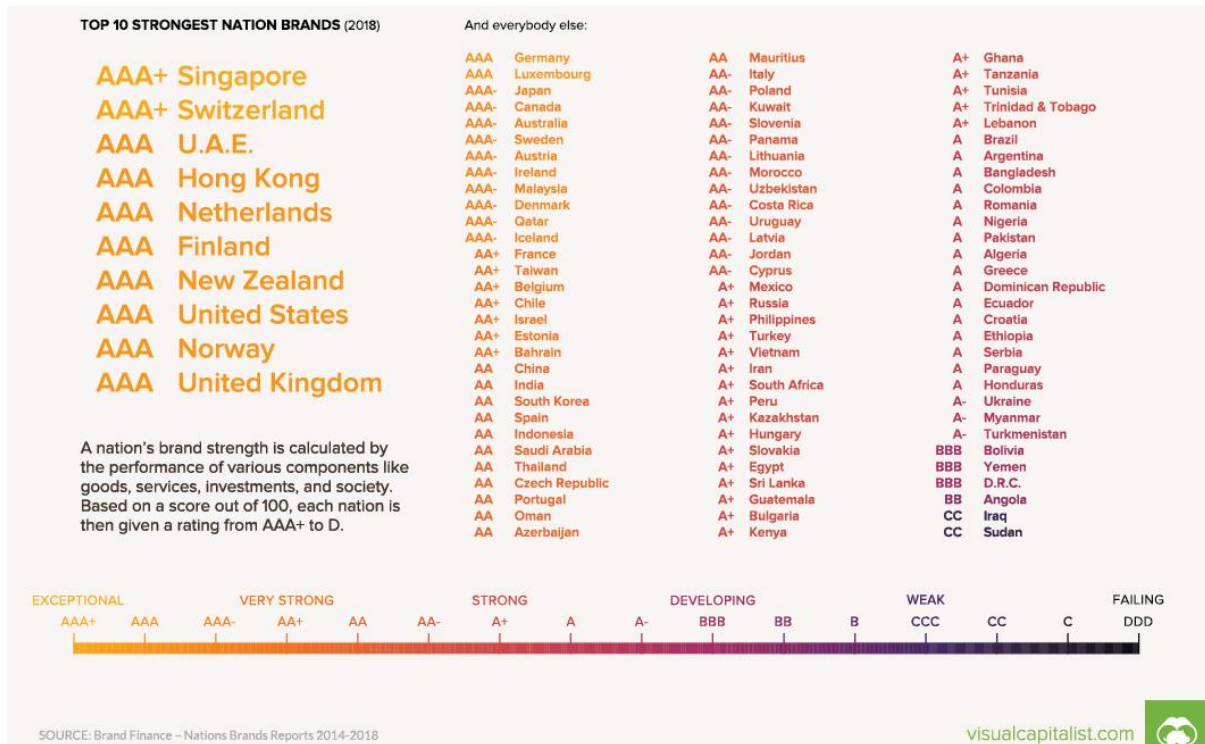
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Appendices



<https://www.visualcapitalist.com/ranking-nation-brands/>

Top 20 countries



	World Rank	CBS Rating
 Sweden	30.	AA
 United Arab Emirates	44.	BBB
 Romania	80.	A
 Haiti	119.	BBB