



Creation of an Umbrella Nation Branding Strategy

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Business Administration
Track: International Management
School of Management and Governance
University of Twente
P.O. Box 217
7500 AE Enschede
The Netherlands

Author:
Daniëlle van den Akker
Campuslaan 61-209
7522 NK Enschede
The Netherlands
Telephone: +31-613627542
Email: d.a.j.vandenakker@student.utwente.nl

Supervisory committee:
1st supervisor: Dr. Huub Ruël
2nd supervisor: Dr. Gert-Jan Hospers

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Management summary

Nations have become more business-like and market-oriented in their economic development activities as a result of external competition and internal political pressures, and therefore must manage and control their branding. Nation branding is identified as an important way to create an economical advantage and is therefore an important tool for countries. The focus of nation branding research has however mainly focused on the tourism segment until now. Yet, the economical image of a country is identified as an important segment of nation branding. Besides that, although quite some research is done on nation branding, there is a limited amount of studies that focus on the creation of a nation branding strategy. Finally, in the literature much is written about whether umbrella nation branding is possible, but no consensus is reached yet, and also, this is not applied in relation to nation branding strategies yet. Therefore the focus of this research is on the creation of an umbrella nation branding strategy that focuses on the economical image of the country. Based on this argumentation, the research question is defined as follows:

In what way can governments create an umbrella nation branding strategy that focuses on the economical image of a country to attract inward investments and to promote exports and which is also aligned with the nation branding activities of the other segments?

To answer this research question, a small-n case study approach is used to collect and analyse the data. Three successful cases (the Netherlands, Ireland and Spain) are selected on the basis of the dependent variables "increase in attraction of investments" and "increase in exports" and on the basis of experts. Of these three cases it is analyzed in what way they created their nation branding strategy and how they have used the concept of umbrella nation branding. These cases are analyzed together with the theoretical framework in a cross-case analysis. Based on this analysis, the theoretical framework is improved. The findings of this research are presented in figure 1.

In figure 1 it is presented in what way an umbrella nation branding strategy that focuses on the economical image of a country can be created best. Since most governments do not have the budget to execute all of these steps, each government should decide, based on its motivation for the creation of a nation branding strategy, which steps are most important. However, in this research some steps are identified as most crucial, which are the development of a vision and goals and the development of the brand values, the brand positioning and the brand architecture.

Finally, this research has contributed to both the theory

of nation branding (strategy formulation, umbrella nation branding, economical image of a country) and the practice of nation branding (strategy formulation, success cases, umbrella nation branding and the economical image of the country).

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List of abbreviations

BEB:	Buitenlandse economische betrekkingen
CBIN:	Commissariaat buitenlandse investeringen in Nederland
COO:	Country of origin
EVD:	Economische voorlichtingsdienst
FDI:	Foreign direct investment
FIST:	Fully inclusive stakeholder approach
GDP:	Gross domestic product
IDA:	Ireland development agency
IMC:	Integrated marketing communications
LNV:	landbouw, natuur en voedselkwaliteit
NBTC:	Nederlands bureau voor toerisme en congressen
NFIA:	Netherlands foreign investment agency
RVD:	Rijksvoorlichtingsdienst
SIM:	Strategic image management
SWOT:	Strengths, weaknesses, opportunities and threats
TNC:	Transnational company
V&W:	Verkeer & Waterstaat
WOM:	Worth of mouth

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chapter 1

Introduction

- 1.1. Introduction
- 1.2 Background
- 1.3 Objectives
- 1.4 Research question
- 1.5 Research strategy
- 1.6 Conclusion

1.1. Introduction

In this chapter an introduction will be given into the research project carried out for the master thesis. In this way the motivation and the objectives of the research project become clear and it is explained in what way the research is executed. First an introduction will be given into nation branding and what the background is of nation branding and of the research question. Then the objectives for this research will be explained and underpinned. This will result in the research question which is presented in section 1.4, together with the subquestions, which are used to answer the research question. Finally, the research strategy will be discussed in section 1.5.

1.2. Background

Nations have become more business-like and market-oriented in their economic development activities as a result of external competition and internal political pressures and therefore must manage and control their branding (Kotler & Gertner, 2002). As a result of this, more and more countries have embraced nation branding as a way to differentiate themselves in the market to create a competitive advantage and to improve their economic performances (Lee, 2009). This has emerged since the 1990s in practice, although the theory in this area of research has not matured yet (Kotler et al., 1993; Lee, 2009). Nation branding can be described as the creation of a recognizable, distinctive nation brand image in the minds of the target audiences and the alignment of the different stakeholders. This is important in order to make sure that the stakeholders manage and communicate the nation's brand identity to achieve nation brand equity, to change consumer behaviour and to improve performance outputs (Skinner, 2008; Lee, 2009). Nation branding should create a distinctive country image which affects the customer's perceptions by communicating the nation's identity to the target audiences (Fan, 2006; Lee, 2009).

How the country is perceived abroad is the result of the image people have of the capabilities of the country (De Gouveia & Plumridge, 2005). Nation branding is emphasized to fill the gap between national capability and market perception, internally and externally, and to improve the national reputation and image (Lee, 2009). Besides that, it is argued that it is an important way to create and improve the competitive advantage and the distinctive competitive edge of the country (Konecnik & Go, 2008; Lee, 2009). Every country has some sort of an identity and when this identity is not carefully managed it can become dominated by a (negative) stereotype (Gilmore, 2002). Stereotypes are extreme simplifications of the reality and not always accurate, which is often not positive for the country (Kotler & Gertner, 2002; Skinner & Kubacki, 2007; Dinnie, 2008). Nation branding can create a competitive advantage by promoting the nation's values in six different areas, namely tourism, export, policies, inward investments, culture and attracting talent (Anholt 2007).

Although a nation's identity is rooted in the culture of a country, it is not a fixed construct, because it depends on the perceptions people have in different contexts and times (Skinner & Kubacki, 2007; Balakrishnan, 2009). Because of this, an identity of a country can be changed, although it is slowly (Bechhofer et al., 1999; Cameron, 1999). And although many countries have engaged in nation branding, it appears to be difficult to communicate a distinctive image which is based on the reality of the country and on the essence of the brand (Skinner & Kubacki, 2007). One of the biggest

challenges in nation branding is how to develop a single image that can be communicated to different countries with diverse audiences and is also valid for the different industries of the country (Fan, 2006). In most countries all the different stakeholders still pursue their own goals and communicate their own image, which is often not aligned with the national image. These different images can often be contradictory and therefore not positive for the country (Anholt, 2007). Besides that, when no long-term national strategy is determined, it is difficult to really gain the advantages of the nation branding practices (Anholt, 2007). According to Anholt (2007) normally competitive stakeholders can be aligned in their purposes and goals through a well-created competitive identity strategy. At this moment however, only a fraction of the potential of nation branding is reached, since the nation branding is carried out in a fragmented and inefficient way (Anholt, 2007). To promote exports and attract inward investments, countries should adopt strategic management tools and should be aware of their branding process (Kotler & Gertner, 2002). A strategic tool for the development of a nation brand should be developed, because nation branding is characterized by complex multidimensional aspects and because it is difficult to foresee which tasks have to be carried out through the different stakeholders and the different target audiences involved (Lee, 2009). To create an integrated nation branding strategy a holistic and systematic approach should be developed that incorporates both the reality of nation branding and the strategic management of a nation brand (Caldwell & Freire, 2004; Papadopoulos, 2004; Freire, 2005; Gold, 2006; Mihailovich, 2006; Anholt, 2007; Szondi, 2007; Zerrillo & Thomas, 2007; Lee, 2009). Although the literature of nation branding is expanding, limited amount is written about how a nation can create a strategy for their nation branding process (Lee, 2009). This while authors in nation branding discuss the necessity of exploring the dynamics of nation branding and especially how a nation brand should be created (Lee, 2009).

More research about nation branding which focuses on the improvement of the economical image is important, because the global competitiveness of nations relies on the growth of international production by inward investment and export activities. The nation's performance in global markets can be explained by the level of export of the country, since this contributes to the competitiveness of the industries of a country (Lee, 2009). Researchers in international management and international competitiveness have implicitly emphasized that the 'branding' perspective stimulates global competitiveness of a country (Lenway & Murtha, 1994; Porter, 1998).

1.3. Objectives

As described before in this chapter, it is important that an integrated nation branding strategy is developed to make nation branding practices more successful. An important part of this is that it is a holistic and integrated strategy (Papadopoulos, 2004; Freire, 2005; Gold, 2006; Mihailovich, 2006; Anholt, 2007; Szondi, 2007; Lee, 2009). Although this is argued, not much research is done about how a strategy for the development or modification of a nation brand can be created. Although several models are created on how to develop or modify a nation brand (Morgan et al. 2002; Caldwell & Freire, 2004; Zerrillo & Thomas, 2007; Balakrishnan, 2009; Lee, 2009), only the model of Balakrishnan (2009) has a real focus on how a government can create a nation branding strategy. Therefore the main focus of this research project is to give more insight into how a nation branding strategy should be created.

Nation branding can focus on six different segments, namely tourism, exports, policy, investment, culture and people (Anholt, 2007). In the literature many authors (e.g. Anholt, 2007; Caldwell & Freire, 2004; Dinnie, 2008; Fan, 2006; Hankinson, 2004; Jaffe & Nebenzahl, 2006; Lee, 2009; Quelch & Jocz, 2005; Skinner, 2005; Therkelsen & Halkier, 2004) have argued whether a nation brand should cover all these different segments or that a nation brand should be created for all these segments separately. However, no consensus is reached so far. In this research also a contribution is given to this discussion.

Although in the literature nation branding which focuses on tourism is extensively described, the other parts of nation branding not are described as extensively (Dinnie et al., 2009). Export and inward investment are the segments which contribute mostly to the competitive advantage of a nation (Anholt, 2007). Next to that, the image and reputation of a country have an impact on economic issues like exports and inward investments (Suh & Khan, 2003; Tesfom et al., 2004; Arregle et al., 2009; Dinnie et al., 2009). Since these segments are important for a country to create a competitive advantage and since they are not described extensively in the literature, it is decided to focus on these segments. Since both segments focus on the economical image of a country, it is possible to create one strategy for both segments. Thus, this research focuses on creating a nation branding strategy for the economical image of the country, in which export promotion and inward investment promotion are the segments which are the main focus. However, Dooley & Bowey (2005) argue that it is important when focusing on one or a couple of segments, that also the values of the other segments considered to prevent creating a nation branding strategy which conflicts with values of other segments. Therefore the focus is also on including the other segments into the process.

1.4. Research question

Two different streams of nation branding are identified in the literature. On the one hand, some authors (e.g. Fan, 2006; Jaffe & Nebenzahl, 2006; Dinnie, 2008) see nation branding as purely the creation the images people have of a country and influencing these images and that nation branding should be aligned with the innovation strategy of a country. On the other hand, other authors (e.g. Kotler et al. 1993; Anholt, 2007; Lee, 2009) see nation branding as an integrated process of both innovating the country and influencing the perceptions of the country. In this research the focus is only on influencing the perceptions of the country. This focus is chosen, because a lot of factors are already involved with only this part and through the limited time frame and resources it was only possible to focus on this and not to include also the innovation process of the country.

This research is appropriate and needed to perform at this moment because the speed of communications is getting higher and therefore more information about countries is available (Jaworski & Fosher, 2003). Therefore it is important that countries develop a strategy to create a coherent image and to make sure that this is communicated in a consistent matter. Also because emerging economies are becoming more competitive, it is important that a country has a powerful, well-managed nation brand to stay vital compared to these upcoming countries (Jaworski & Fosher, 2003).

In conclusion, this research aims to contribute to our understanding of nation branding mechanisms, and in particular to the creation of a nation brand strategy which focuses on the economical image of the country. Also it contributes to the discussion of whether a nation brand is possible which includes all the different segments. The scientific contribution is in the form of more clarity in the way nation branding can lead to competitive advantage and in the form of a model which gives more insight in how a nation branding strategy can be created. The practical objective is to give nation branding agencies more insight into the best way to create a nation branding strategy, directed at the economical image of the country.

As described in the previous section (1.3: Objectives) it is important that more insight is created into how a nation branding strategy should be developed. In this way both a scientific as a practical contribution can be made with this research project. Besides that, it is argued that no consensus is reached in the discussion whether a nation brand can include all the different segments (also called umbrella nation branding). Therefore the focus is also what the best way is in which governments can create an umbrella nation brand. It is also identified that is important to focus on the economical image of the country, since this is very important for the competitiveness of a country and not much research is done according to this (Anholt, 2007; Dinnie et al. 2009). For these reasons, as also the reasons discussed in the section of objectives, the following research question is formulated.

In what way can governments create an umbrella nation branding strategy that focuses on the economical image of a country to attract inward investments and to promote exports and which is also aligned with the nation branding activities of the other segments?

To answer this research question, two sub-questions are created

1. In what way can governments create a nation branding strategy?
2. What is the best way to create an umbrella nation brand which focuses on the economical image of a country, and which is also aligned with the nation branding activities of the other segments?

1.5. Research strategy

This type of research question can best be described as a descriptive design question (Yin, 1993). The research strategy has followed a deductive approach. First a literature review is carried out to find theories, approaches and models, which resulted in a theoretical framework. This theoretical framework is tested by means of a small-n case study (Hall, 2006; Saunders et al. 2009). Three cases, the Netherlands, Ireland and Spain, are compared with each other in this research. The data of the case of the Netherlands is gathered through interviews with informants who have developed the nation branding strategy for the Netherlands. Besides that, secondary data in the form of documents is used to complement the data from the interviews to create a higher reliability and credibility of the research (Verschuren & Doorewaard, 2007; Saunders et al. 2009). The case of the Netherlands is compared to the theoretical framework developed in the literature review and with the cases of Ireland and Spain. The data of the cases of Ireland and Spain is collected by a structured literature review and are used as comparative mini cases (Saunders et al. 2009). Based on the comparisons between the three different cases and the theoretical framework, the theoretical framework is tested and where necessary improved. See figure 2 for the entire process.

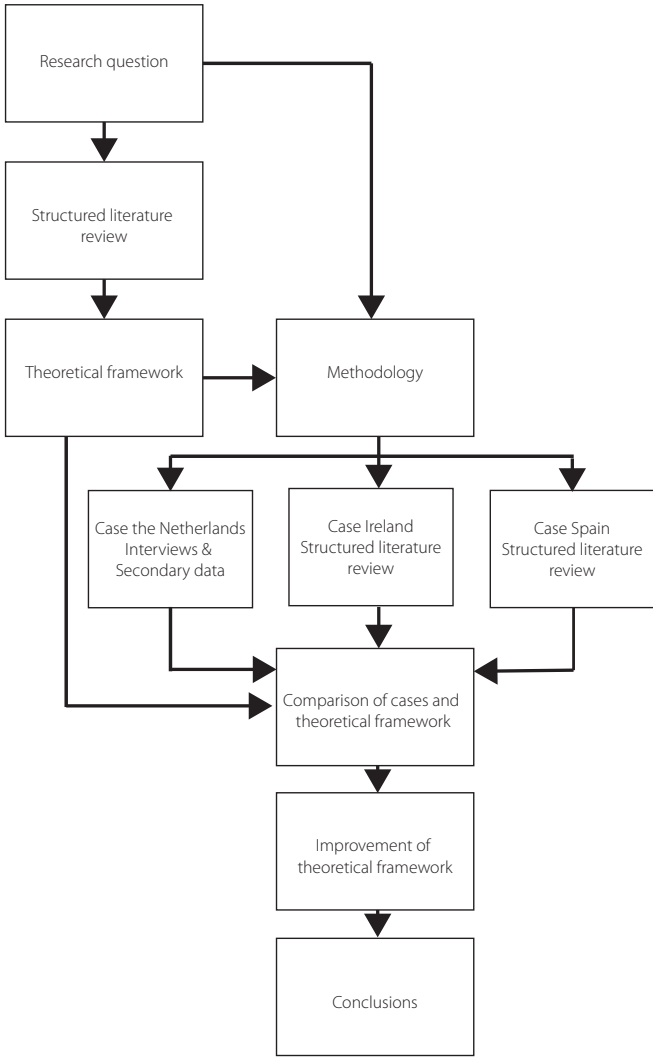


Figure 2: Overview research strategy.

1.6. Conclusion

In this chapter it is identified that is important to create an integrated nation branding strategy, because nation branding is carried out in a fragmented and inefficient way until now. Besides that, no consensus is reached in what way an umbrella nation brand should be created. Finally, nation branding that focuses on the economical image is not discussed extensively in the literature yet, although it this is important to create a competitive advantage for the country. Therefore the research question is created as follows:

In what way can governments create an umbrella nation branding strategy that focuses on the economical image of a country to attract inward investments and to promote exports and which is aligned with the nation branding activities of other segments?

This research follows a deductive approach in which a structured literature review and a small-n case study are carried out. This small-n case study approach is discussed more extensively in chapter 3 (Methodology). The structured literature review is discussed in chapter 2 in which also the theoretical framework is presented.

chapter 2

Literature review

- 2.1 Introduction
- 2.2 Nation branding
- 2.3 Umbrella nation branding
- 2.4 Nation branding to improve the economical image
- 2.5 Actors in the nation branding strategy creation process
- 2.6 Models for nation branding strategy creation process
- 2.7 Theoretical framework
- 2.8 Conclusion

2.1. Introduction

In this literature review, different aspects of nation branding and the creation of a strategy will be discussed, which will help to answer the research question. To create the literature review, a structured literature review is used. In Annex 1, a table is displayed in which all the selected articles are included. For each of these articles it is presented for which subject they are useful. This table was a guide for the development of the literature review. In the first four sections of this chapter (2.2 till 2.5) different, more general, aspects of nation branding are discussed. First in section 2.2 an introduction is given in nation branding to create clear constructs of nation branding and to determine why nation branding is important. Then in section 2.3 the concept of umbrella nation branding is discussed in which the different viewpoints of umbrella nation branding will be presented and in which a viewpoint of umbrella nation branding will be presented which has the advantages of both cross-segmental nation branding and nation branding for each segment separately. In section 2.4 it is discussed how nation branding can contribute to the economical image of a country. And finally in section 2.5 the different actors of the nation branding strategy formulation process are discussed. Then in the second part of the literature review (sections 2.6 and 2.7), it is discussed how a nation branding strategy can be created. First, different models which can be used for the creation of a nation branding strategy will be discussed. Then in the last section of the literature review, the theoretical framework developed for this research will be discussed.

2.2. Nation branding

In this section, an introduction will be given into nation branding, starting with several definitions and explanations of concepts used for nation branding. After that, the goals and results of nation branding will be discussed, which leads to a discussion about that nation branding is not a stand-alone concept, but that it should be aligned with the country management system. Finally, the characteristics of a successful nation brand will be described.

Definitions and concepts of nation branding

Several definitions are developed of what a nation brand entails (Lee, 2009). For this research the following definition is developed, based on the definitions of Anholt (2004)¹ and Dinnie (2008)².

A nation brand is the sum of people's perceptions about a country based on an unique, multi-dimensional blend of elements about the different competences of a country such as the cultural, political, commercial, tourist appeal, investment potential and human assets.

Besides that, it is also important that a clear construct for the activity of nation branding is developed. Therefore the following definition for nation branding has been developed for this research:

Nation branding is the creation of a recognizable, distinctive nation brand image in the minds of the target audiences and the alignment of the different stakeholders to make sure that they manage and communicate the nation brand identity to achieve nation brand equity, to change consumer behaviour and to improve performance outputs (Skinner, 2008; Lee, 2009).

The goal of nation branding is to create a positive image of the country. The image that has to be created in the minds of the consumer is defined as followed:

An image consists of subjective perceptions which a person has of an object (in this case a nation) which consists of a limited amount of mental images in the form of beliefs, ideas and impression which may not always be the same as the objectively defined elements of the objects (Jaffe & Nebenzahl, 2006; Dinnie, 2008).

An important aspect of this research is in what way a nation branding strategy can be created. Therefore also a construct is developed for a strategy:

A strategy can be defined as the direction and scope of the organization (in this case the country) over a longer period to create a competitive advantage by the configuration of resources and competences to meet the expectations of the stakeholders (Dinnie, 2008).

1. Anholt-GMI 2004: The sum of people's perception: of a country across national competence such as the cultural, political, commercial, tourist appeal, investment potential and human assets (Lee, 2009)
2. Dinnie 2008: The unique, Multi-dimensional blend of elements that provide the nation with cultural-grounded differentiation and relevance for all of its target audiences (Lee, 2009).

In the case of a nation branding strategy, the focus is on creating a competitive advantage in the different segments of nation branding like tourism, exports and investments (Dinnie, 2008).

Every nation has a brand, which is composed of certain associations and stereotypes, both positive and negative (Gilmore, 2002). The stereotypes are used as a short-cut to process information and as a consumer decision heuristic to make decision-making easier (Kotler & Gertner, 2002). A nation's image is different than a stereotype of a country, since a stereotype is a highly simplified and distorted image people have about a country which is positive or negative. Often large groups have the same stereotype about that particular country, while an image held about the country is more a personal perception (Kotler et al., 1993; Kotler & Gertner, 2002). An image is also a simplification of the nation, however it is often not as simplified as a stereotype, since more information is present. Moreover, the nation brand image does not have to be the same as the nation brand identity. The identity is how the nation intends the brand to be perceived by the audiences, while the image is how it is actually perceived the audiences (Anholt, 2007; Lee, 2009).

Goals and results

It is important that nations engage in nation branding because the image and reputation are very important for the strategic equity of a country and the images about the country often lag behind (Loewendahl, 2001; Gilmore, 2002; Jaffe & Nebenzahl, 2006; Anholt, 2007). The identity of most countries as perceived by the international audiences are based on stereotypes, which, when no nation branding activities have been undertaken, may not likely be the same identity as the marketers try to communicate to their audiences (Dinnie, 2008).

The perceptions depend on the claims people make in different contexts, at different times (Bechhofer et al, 1999; Skinner & Kubacki, 2007). However, these perceptions and stereotypes can be changed through time and the impact of nation branding activities (Bechhofer et al., 1999; Cameron, 1999; Skinner & Kubacki, 2007; Dinnie, 2008). Nation branding is especially useful when the wrong image exists in the minds of the target audiences. Because it takes time to change the image of a country, it is argued that nation branding should have a long-term commitment, whereby repetition and recognition of the same identity and message are very important (Quelch & Jocz, 2005; Dinnie, 2008). This is the only way to change the image as perceived by the target audiences, while quick short-term advertising campaigns have hardly any effect (Dinnie, 2008). Therefore it is important that the nation branding strategy consists of

more than only a visual identity but that it incorporates a wider area of aspects, including a corporate strategy, consumer and stakeholder motivation, alignment of the communication both internally and externally, ethics and a clear purpose (Anholt, 2007; Lee, 2009). Also, a positioning should be created which communicates the unique benefits of the country to compete with other countries (Kotler et al. 1993). Communication equities are very important for this, because they communicate the brand assets which are distinctive and 'owned' by that country (Gilmore, 2002).

The goal of nation branding is to create a distinctive image in which the competitive advantages of the country are presented. In addition, the objectives of nation branding can be diverse, from promoting exports, to attracting FDI and from attracting talented employees, to the promotion of tourism (figure 3) (Anholt, 2007).

As a result of the nation branding activities, a nation brand value can be created (Lee, 2009). A positive nation brand value can result in positive economic (i.e. improvement of foreign investment, monetary stabilization, accessibility of world market, maximum country-of-origin effect, reinforcement of corporate brands' competitiveness, more effective bidding for international events, and improvement in world credibility index), social (i.e. solidifying national unity, solving social conflict and improving social integration, more productive cultural relations with other countries and regions, and recovering national confidence) and political effects (i.e. upgraded national position, harmonized foreign activities, strengthened international cooperative system, and fortified international political power) (Anholt, 2007; Balakrishnan, 2009; Dinnie et al., 2009; Lee, 2009). Also, when a country owns brand equities, it has a possibility of using these as a barrier against threats from outside, since a strong brand helps to protect the country against bad publicity (Gilmore, 2002).

Alignment with the country management system

To reach these goals, the nation brand needs to be aligned with the entire country management system (Lee, 2009). Nation branding encompasses more than just a designed visual identity, it should be incorporated with innovation and the national strategy. All these

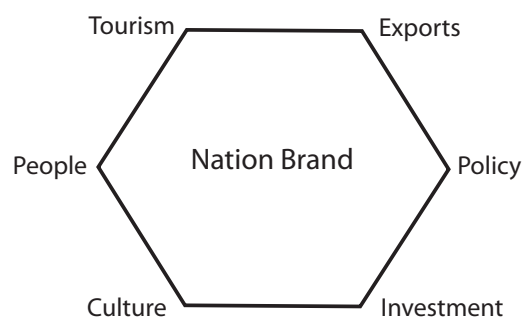


Figure 3: Segments of nation branding (Source: Anholt, 2007).

strategies should be directed towards the enhancement of the national reputation (Anholt, 2007). In this way a better improvement of the nation brand identity can be reached, since the place is not only promoted, but also innovated (Lee, 2009).

Characteristics of a successful brand

Gilmore (2002) has developed a model in which several variables for the creation of a successful nation brand are presented (figure 4). The first layer (the heart of the brand) consists of the values which represent the spirit of the people and their shared purpose (Gilmore, 2002). By representing the spirit of the people the values survive in time, even in a changing environment, because the values represent where the inhabitants of the country believe in and what they believe about themselves. By creating the values in this way, the brand is distinctive compared to competitors, because every country has a different spirit. The second layer represents the positioning of the country, which is based on the values developed in the first layer (Gilmore, 2002). It is important that the positioning is 'aspirational, inspirational, challenging and differentiated', in order for the inhabitants of the country to believe in the brand, but also to make sure that it is forward looking, energising and stretching (Gilmore, 2002). Finally the third layer represents the stakeholders of the nation brand. In this third layer the positioning has to be translated to several subpositionings to meet the goals of the different stakeholders. To be able to do this, it is important that the positioning developed in layer 2 is sufficiently rich and deep to create all these subpositionings which are all still grounded in the original values and positioning (Gilmore, 2002)

Besides this model, also some other important criteria for a successful brand are identified. The first criterion is that the brand is elemental, in the sense that it is practical and meaningful in different contexts, over a long period of time (Anholt, 2007). A brand should be meaningful and appealing to its audiences and make people happy (Kotler et al. 1993; Fan, 2006; Lee, 2009). In addition, the brand should be ownable for the brand to fit the country and to make sure that the stakeholders really believe in the brand. When a good brand is developed, it does not

have to be sold to the marketplace, it sells itself (Anholt, 2007). When a brand is inherently so original, irresistible and unforgettable, the brand creates a buzz, which should be the goal of all nation branding activities. Also, the brand should surprise people and should promote change in the country to keep attracting publicity (Mihailovich, 2006).

Furthermore, it is important that the brand is distinctive and that it shows the strengths and benefits of the nation to attract businesses and to stand out from the crowd (Kotler et al. 1993). The risk of being distinctive is however that some groups of the population can be alienated (Dinnie, 2008). Note should be taken that not too large parts of the population are alienated by the values of the nation brand, since it should represent the entire country (Therkelsen & Halkier, 2004). This results in a complex and vague brand though, while the identity should consist of simple, uniformed and differentiated messages for the brand to work (Fan, 2006; Dinnie, 2008; Skinner, 2008). But when an inoffensive brand is created no goals are achieved either (Dinnie, 2008). This is often a striking point. A holistic brand based on emotional qualities which is translatable to diverse settings and target audiences, seems the solution for this striking point (Fan, 2006; Florek & Conejo, 2007). According to Dinnie (2008), through the use of emotional qualities, the customer's brand loyalty increases, which results in at least twice as much purchases. Yet, to base a brand on emotional qualities, it is important that also the functional qualities are met in order to deliver the brand promise (Florek & Conejo, 2007).

Conclusion

In this chapter an introduction is given into nation branding. Every nation has a brand, which can consist of both stereotypes and images. However, brand images present a more clear and precise image than stereotypes. Nation brands can be changed through time and nation branding activities. Therefore it is important that a country engages in nation branding, because in this way a strategic equity can be created for the country, which can result in positive economical, social and political effects. For nation branding it is important that a long-term commitment is present in which especially the unique benefits of the country are communicated. Next to that, the brand should also be aligned with the entire country management system.

For the nation brand to be successful it is important that it represents the inhabitants of the country and that it is elemental to be applicable in different contexts. Besides that, the brand should be meaningful and appealing for the different target audiences and it should be distinctive. To create a distinctive brand which still represents the inhabitants of the country and which is elemental, it is important that the brand is based on the emotional qualities of the country.

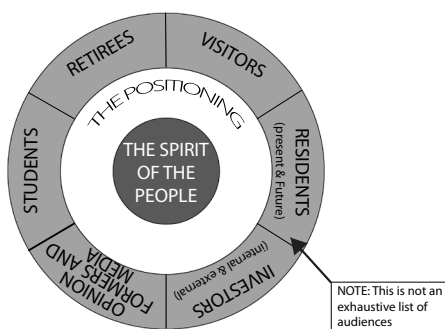


Figure 4: Variables for the creation of a successful brand (Source: Gilmore, 2002)

2.3. Umbrella nation branding

As described in the objectives in chapter 1 of this report, no consensus is reached in the discussion of what an umbrella nation brand should contain. In this section first it will be discussed why umbrella nation branding is so important. Then, the discussion held in the literature about umbrella nation branding will be presented and a form of umbrella nation branding will be offered in which the advantages of both sides of the discussion are incorporated.

Assets of umbrella nation branding

An umbrella nation brand should be developed to create a more single image and to prevent that conflicting messages are sent into the world. This helps to compete better with international competitors, since it facilitates in promoting a clear national image to the international audiences (Lee, 2009). Besides that, umbrella nation brands are so important because uniform messages stand a better chance of getting grasped by the target audiences than complex and conflicting messages (Therkelsen & Halkier, 2004). Without an umbrella nation branding strategy, it is possible that uncoordinated and fragmented branding activities occurs, which prevents the country from drawing everything from the nation brand (Jaffe & Nebenzahl, 2006). In addition, an umbrella nation brand leads to a unified nation image, which results in a consistent image in the international arena (Therkelsen & Halkier, 2004; Lee, 2009).

Discussion interpretation umbrella nation branding

In the literature several forms of umbrella nation branding are described. All these forms have some common characteristics; the same name is used for several products or sectors and a unified image is used for all the products (Jaffe & Nebenzahl, 2006). However, a certain amount of disagreement among several nation branding researchers exists about whether an umbrella nation brand should include all the different segments (e.g. promotion of exports, FDI, tourism, etc.), or whether this is not wise. Both forms are represented in figure 5 (Therkelsen & Halkier, 2004). In the following section

the advantages and disadvantages of both forms will be discussed and based on this discussion a form of umbrella nation branding will be discussed which incorporates the advantages of both ends.

Anholt (2004) and Papadopoulos (2004) argue that all the different segments should fully be integrated for the nation brand images to converge and to reach the full potential of the branding activities. Anholt (2007) also argues that an umbrella nation brand strategy that focuses on only one segment is not a nation brand that stimulates communication, attention, reputation and respect. Therefore he argues that an umbrella nation branding strategy should be cross-segmental to have a brand that promotes businesses from all the different segments, instead of focusing on only one segment. Quelch & Jocz (2005) argue that when all the segments are combined into one umbrella nation brand, the results are greater than the sum of the results when nation brands are created for all segments separately. Besides that, it is argued that the diverse audiences cannot be treated independently, because for example, a tourist can become an investor later on. According to Quelch & Jocz (2005) people tend to form one opinion about a country, independent on the segment which their experiences are based on. Also, the country cannot control which factors of the place are experienced by the consumer, and therefore it is argued that it is not possible to make different identities for different purposes (Hankinson, 2004). And finally, Anholt (2007) argues that the reputation of the country gets the biggest improvement when all the segments are included in one umbrella nation brand.

Although the arguments why an umbrella nation branding strategy that contains all segments are all very viable, Skinner (2005) argues that it is very likely that it is not possible to integrate all branding activities of all the different segments. Dinnie (2008) is the only author who pays attention to how such a cross-segmental umbrella nation brand could be created. He argues that by using cultural expressiveness of a country, a brand can encapsulate the core of the country in a versatile,

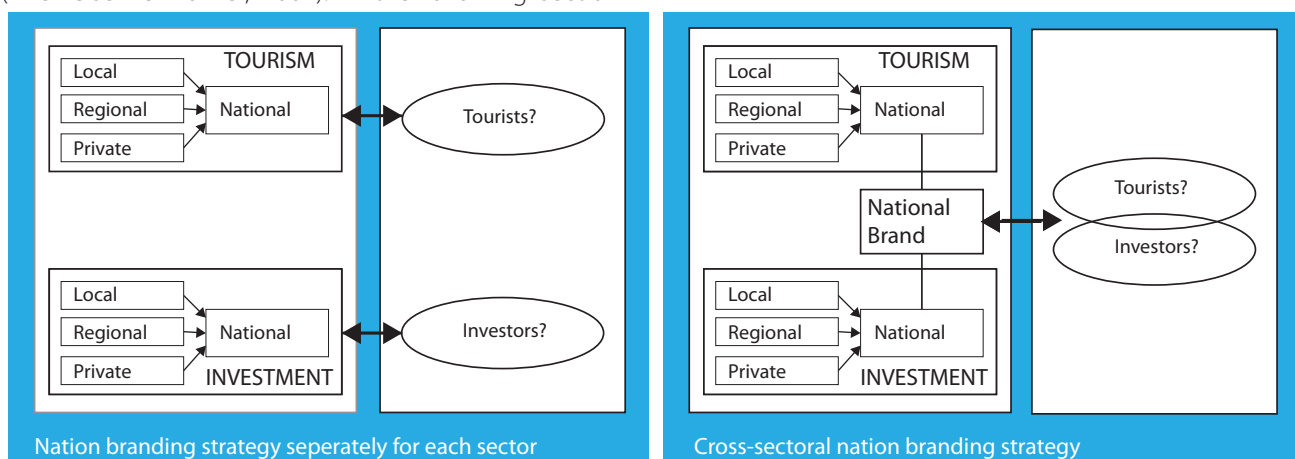


Figure 5: Both forms of umbrella nation branding strategy (Source: Therkelsen & Halkier, 2004).

yet coherent manner. However, with this in mind, still many difficulties arise when creating a cross-segmental umbrella nation brand. Anholt (2004) argues that it may be impossible to coordinate all the branding activities between the segments, since all the stakeholders pursue contradictory goals (Skinner, 2005). Especially between the segment tourism on the one hand and promotion of inward investment and exports on the other hand, conflicting goals seem to exist (Therkelsen & Halkier, 2004). Where the tourism segment often wishes to create an exotic brand which is rich in national heritage and which has a cultural identity, for investment and exports it is important that the country is forward-thinking and outward-looking to the international audiences, and thus that the brand is business-oriented (Therkelsen & Halkier, 2004; Skinner, 2005). When the goals of one of these segments are reached with the umbrella nation brand, this is likely at the expense of one of the other segments. When this is the case, it is difficult to make the stakeholders of the injured segment work together at a coherent communication. Yet, when no segment is disadvantaged, the brand has a big chance of either becoming too heterogeneous (i.e. a non-brand) or too bland (it appeals to no segment at all and therefore is not found attractive by either one segment) (Therkelsen & Halkier, 2004). Also it is argued that it is too complicated to create a cross-segmental nation brand which is emotionally relevant to all audiences, while this is very important for the nation brand to create brand equity (O'Shaughnessy & O'Shaughnessy, 2000). In addition, when one message is created for all audiences in all the segments, there is a high chance that it is not relevant or credible in all situations, which is damaging for the reputation of the country (Fan, 2006). Even when some factors are relevant for different segments, there is a big possibility that these factors have different relevancy for the different segments, and that therefore it is still not possible to create one image which satisfies the needs of all the different segments (Therkelsen & Halkier, 2004). Besides that, a country image fluctuates dependent on several factors, like the nationality of the person, the involvement in the product and most importantly the consumer segment (Florek & Conejo, 2007). Therefore, the country image may be very diverse for the different segments, and as a result a cross-segmental umbrella nation brand is hard to build, since it has to be based on diverse current images of the country. Furthermore, diverse parts of the country's overall image can be changed every moment through (often) uncontrolled events (Caldwell & Freire, 2004). All the different segments have different uncontrolled events and therefore it may be impossible to create one umbrella nation brand for all segments, since then too much change occurs in the image through all these uncontrolled events (Caldwell & Freire, 2004). Also the management of a cross-segmental

nation brand is challenging, since the management of such a brand is both complex and contested, through all the stakeholders involved and through the diverse images pursued by the different segments (Therkelsen & Halkier, 2004).

Based on the above arguments, I argue that an umbrella nation brand should be created in which the brand is an umbrella brand in which certain values are created for all the segments, while other values are more segment-specific. In this way, the different segments send out messages which are especially suitable for that particular segment but which do not conflict with the messages send out by the other segments, since (parts of) the core values are similar for all the different segments. This is presented in figure 6.

Also Dooley & Bowie (2005) and Frasher et al. (2003) argue that an umbrella nation brand should consist of an umbrella identity with sub-brands for all the different segments. Dzenovska (2005: 175) has defined this "as an umbrella identity that can incorporate and give meaning to sub-brand targeted at specific segment." In this way the target audiences of the different segments are not treated totally independent through the cross-segmental core values. Besides that, in this way an improvement in the image is realized for all the different segments at once. However in this way, not all the activities of all the different segments have to be incorporated into one strategy, but only a selection of all the activities. Also, because the message can be adjusted for every segment, it is also be relevant and credible for all the target audiences of the different segments.

Conclusion

Umbrella nation branding is important to create a unified brand which prevents sending out conflicting messages. Although it is argued that a cross-segmental would be most successful, it is also argued that is probably not possible to create such a cross-segmental nation brand. Therefore in this section it is argued that an umbrella nation brand should be created in which the

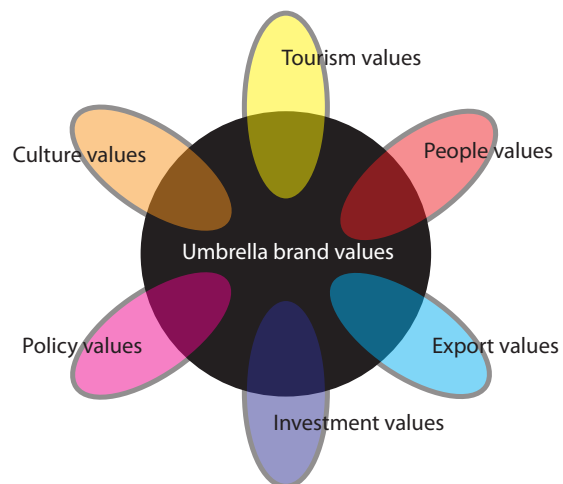


Figure 6: Umbrella nation brand.

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certain values are created for all the different segments, while other values are more segment specific. In this way, still most of the advantages of a cross-segmental nation brand are realized, while this is a form which has a higher chance that it can be created. In this way still a consistent image of the country is created, without having all the difficulties with creating a brand which has to be valuable for all the different segments. Besides that, a strategy is developed in which the different segments do not contradict each other, and since they all have some common values in the end they all work towards the same goal for the country.

2.4. Nation branding to improve the economical image

The focus of this research is on creating a nation branding strategy for the economical image of the country. It is important to consider the economical image in the development of a nation branding strategy since this has an influence on the different factors which should be involved during the creation a nation branding strategy. Although not much research is done on the role of nation branding to promote the economical image of the country, in this chapter it will be discussed in what way a nation branding strategy can contribute to the promotion of export and inward investment and which factors should be taken into account (Loewendahl, 2001; Dinnie et al. 2009). First of all definitions of inward investments and exports will be given. Then it will be discussed how nation branding can contribute to the attraction of inward investments and what the characteristics of a successful brand are to attract inward investments. Then, in the section of exports, it will be discussed in what way nation branding can contribute to the promotion of exports and what the influence of the nation's image is on corporations.

Definitions

To have a clear focus and clear constructs in this research, definitions are developed for inward investments and exports.

Although several definitions of inward investments can be formulated, in this research the following is used:

"Investments are direct investments in equipment, structures and organizations in a foreign country at a level that is sufficient to obtain significant management control. This does not include mere foreign investment in stock markets" (Ball et al., 2010, p. 7).

Inward investments are considered as both wholly-owned foreign investment and joint ventures. The wholly-owned foreign investment can both occur through an acquisition or through the creation of a new business on a greenfield (Gilmore et al. 2003).

For exports the following definition is used for this research:

"Exports are the amount and value of goods and services produced in one place that are sold and shipped to another place" (Kotler et al., 1993: 261).

Transnational companies (TNCs) are considered as a main target group for nation branding and especially when it comes to attracting inward investments (Lee, 2009). The TNCs are responsible for the major part of all the production in the world, since they account for two-third of the world trade and therefore they are also important contributors of exports (Lee, 2009). But besides that they are important for production of exports, they also are the major determinants of the foreign investments in the world (Lee, 2009).

2.4.1. Nation branding and Inward Investments

Reasons why nation branding helps to attract inward investments

In the past, the hard characteristics in the form of business climates of the place, the regulatory environment, the quality and availability of the labour force, the availability of infrastructural benefits, the tax rates and structures, the availability of raw materials and the economic development capacity were seen as the most important factors for attracting inward investments (Kotler et al. 1993; Gilmore et al. 2003; Dinnie, 2008; Balakrishnan, 2009). In the knowledge capital model of international economics and in the theory of international economics in general, the flows of foreign direct investment (FDI) are often based on these characteristics (Kalamova & Konrad, 2010). But nowadays soft characteristics in the form of quality of life, recreational activities and cultural institutions are becoming more important (Kotler et al. 1993). However, besides these factors, also intangible factors in the form of images, stereotypes and brand awareness of the country are important determinants for attraction of inward investments (Loewendahl, 2001; Kalamova & Konrad, 2010). Even though all the factors described above are important for the investment decisions, the people who make the decisions are human and therefore their decision are also based on their prejudices and perceptions of the country (Anholt, 2007; Kalamova & Konrad, 2010). Also, the decision making process is often subjective, biased and far from perfect, (UNCTAD, 1999; Loewendahl, 2001). The image of the country is used as a heuristic for the potential investor for the quality of the place, but also as an indicator for the factors described in the knowledge capital model of international economics (Kalamova & Konrad, 2010). In addition, even when the nation has all the characteristics which an investor is looking for, the nation still has to get on top of the list of potential investment places to even get considered (Quelch & Jocz, 2005). Most potential investors consider only a limited number of possible locations and therefore it is important that the brand awareness is high enough to be present on this shortlist (Loewendahl, 2001). Another factor for which nation branding is useful, is that it can increase the country-of-origin (COO) effect (Nebenzahl et al., 1997; Kalamova & Konrad, 2010) The COO-effect of the country has an effect on the TNC, and therefore it also influence the decision in which country it invests (Kalamova & Konrad, 2010). A negative COO-effect acts as a restraint for investors, while a positive COO-effect creates a differential advantage, which is especially important when the difference between the country and its competitors is low (Balakrishnan,

2009). Nation branding also helps to clear the gap between the perceptions and the reality of a country, which helps the countries to attract investments. A lot of countries meet namely more investors' criteria than the investors think they do (Loewendahl, 2001; Anholt, 2007). When a nation brand would rise one point in the nation branding index, this would mean that the country would experience a 27% increase in attraction of FDI (Kalamova & Konrad, 2010). In reaction on the above arguments Kalamova & Konrad (2010) have argued therefore that the nation branding index is more an explanatory variable for FDI attraction than the traditional characteristics described in the knowledge capital model of international economics. Therefore it is important that nation branding is considered when a country wants to attract inward investments

Characteristics of a successful brand

To attract investments, a nation brand should have some characteristics which make the country more attractive to invest in. First of all it should have a modern image, where a 'like-us' feeling is also present to make sure that the investor feels at home in the nation and does not have to make too many adjustments (Therkelsen & Halkier, 2004). Besides that, a useful and friendly image is an asset for nation brands that try to attract investments, since that gives the investor the idea of the existence of business procedures, work-related opportunities, societal structures, housing facilities, and spare time activities which do not differ too much from the services at home (Therkelsen & Halkier, 2004). However, the brand should also show some clear advantages compared to the home-country of the investor, otherwise the investor can also stay at home (Therkelsen & Halkier, 2004).

2.4.2. Nation branding and exports

For the promotion of exports, it is especially important that the country-of-origin (COO) image is improved (Gudjonsson, 2005). Nation branding can help to create a better image for products coming from or produced in that nation (Abimbola, 2006). The image of an object highly influences the attitudes and actions of people towards that object (Jaffe & Nebenzahl, 2006). Therefore the origin or manufacturing of products in a country influences the perception of the quality of the product through a positive or negative stereotype of that country (Lee, 2009). This is especially important for brands which are unknown by the consumer, because they are mainly evaluated by their country image (Jaffe & Nebenzahl, 2006). Products have preconceived images on the basis of the country the products are perceived to be coming from (Schooler, 1965; Lee 2009). Therefore, this nation brand image also has a considerable impact on corporate brands (Jaworski & Fosher, 2003). One of the tasks of nation branding is to create or influence the effective environment of the brands of the country by improving the country-of-origin effect (Gudjonsson, 2005). The COO-effect is an external nation brand effect which can be influenced by the country through nation branding, and can therefore be modified and managed (Amine & Chao, 2005). The COO-effect changes over time through both changes in perceptions of the characteristics of the product category as through changes in the perceptions of the country dimensions (Lampert & Jaffe, 1998; Jaffe & Nebenzahl, 2006; Lee, 2009). An important objective of nation branding is to make sure that these changes happen in a positive and the positioned direction (Dinnie, 2008). However the country-of-origin image can also be changed by the products, since experiences with products also cause changes in the image of a country (Jaffe & Nebenzahl, 2006). Therefore, the corporate brands also have an influence on the nation brand image, through the quality of products and services the companies produce, since these products can be used to form the COO image of the country.

Influence of country image on evaluation products

According to Nagashima (1970) a COO image consists of pictures and stereotypes that businessmen and consumers have of the products of a country, which is based on certain representative products or services of that country (Lee, 2009). Generalizations of the COO-effect are taken into consideration in the evaluation of products because of stimulus complexity, time pressure, lack of motivation and incidental learning conditions (Alba & Hutchinson, 1987). The country-image effect

can be defined as “the impact that generalizations and perceptions of a country have on a person’s evaluations of the country’s products and/or brands” (Nebenzahl et al., 1997, p. 1). A part of the country image is, according to Roth & Romea (1992) based on overall perception consumers have of the products of that country, which is based on the prior perceptions of the quality of the country’s manufacturing and marketing (Lee, 2009). However, COO does not only have an influence on the perceived quality, COO also has a symbolic and emotional meaning for the consumer (Hong & Wyer, 1989, 1990; Li & Wyer, 1994; Verlegh & Steenkamp, 1999). Through COO the product can be associated with all kinds of factors, like status, authenticity and exoticness (Li & Monroe, 1992; Batra et al., 1999; Verlegh & Steenkamp, 1999). Also, COO can create a rich product-country imagery with sensory, affective and ritual connotations (Askegaard & Ger, 1998; Verlegh & Steenkamp, 1999). Next to that, because the COO-effect relates a product to a country it can cause strong emotional attachment to the brand or product, through, for example, feelings of national pride or memories of past holidays (Botschen & Hemettsberger; 1998; Fournier, 1998; Verlegh & Steenkamp, 1999). Based on these findings it is argued that the COO-effect is not just an extrinsic cue, like a brand or retailer reputation, but also has expressive and image attributes (Olson, 1972; Lefkoff-Hagius & Mason, 1993; Verlegh & Steenkamp, 1999). It is also argued that country-of-origin effects have normative mechanisms in which the consumer “votes” pro or contra to the practices and policies of the country and its government, by deciding to buy a product or not (Smith, 1990; Verlegh & Steenkamp, 1999). All these different effects of the COO-effect interact with each other to form one opinion about a product (Verlegh & Steenkamp, 1999).

Model for the effect of country image on product evaluation

Country images are considered as both a halo effect – the stereotyped country image influences the brand image, or as a summary effect – the average image of products of that particular country affect the image of new brands or products which come from the same country (Jaffe & Nebenzahl, 2006). In the halo effect it is assumed that when the consumer has no prior experience with products of that particular country, it still has an image of the products of the country based on all the knowledge that person has of the country (Jaffe & Nebenzahl, 2006). With the summary-effect the consumer has already some prior experience with products from that country and therefore has opinions about the attributes of the products of that country (Jaffe & Nebenzahl, 2006). These perceptions are generalized to products with which the consumer is not familiar yet, and in this way the country image influences the attitudes toward that

unfamiliar product or brand (Crawford & Garland, 1988; Hong & Wyer, 1989; Howard, 1989; Jaffe & Nebenzahl, 2006). Jaffe & Nebenzahl (2006) have developed a model which explains how these two effects have an influence on the evaluation of products (figure 7). First, when the consumer is not familiar with the products of that country yet, the halo-effect occurs. When the consumer becomes more familiar with products from that country, the consumer also gains familiarity with the attributes of products from that country. This is more based on reality than when the halo-effect occurs. When these attributes are known, during the evaluation of other products from that country, the summary-effect occurs.

Product-country fit

In this description of the COO-effect it is also important to consider product-country fit. This means that there should be a fit between the perceptions of a certain product category and the dimensions which are typical for that country (i.e. innovativeness, design, etc.) (Roth & Romea, 1992; Lee, 2009). The country image effect is especially useful in certain product categories. The product-country images are shaped by widely shared cultural stereotypes (Verlegh & Steenkamp, 1999). Therefore, according to Moser (2003) it is important that the product brands contain some cultural values to create a fit between the products and the COO image of the country (Jaworski & Fosher, 2003). When such a fit exists between product category and country dimensions, through promoting the COO the willingness of consumers to buy such products can be increased. However, it should also be noted that a country image can spill over from one product category to another, the different product categories do not live in isolation (Lampert & Jaffe, 1998).

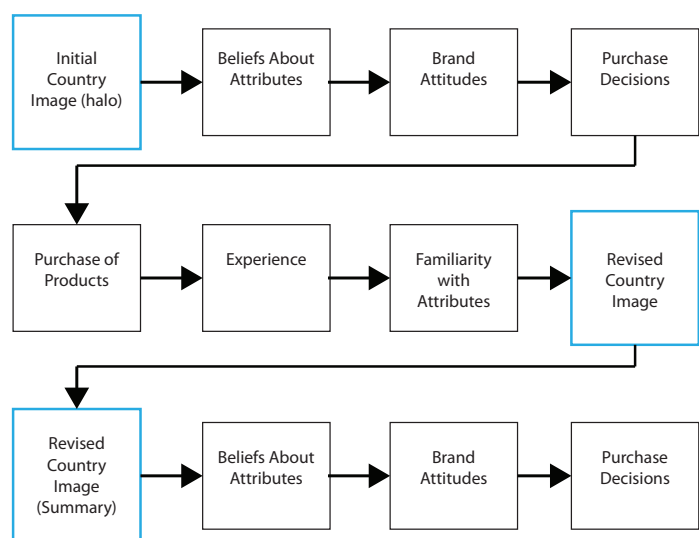


Figure 7: Model of Halo and Summary effect (Source: Jaffe and Nebenzahl, 2006).

Effects of a COO-image on companies

Based on these arguments, it can be said that it is really important for a company to make sure a good COO-image is present and that a fit exists between the product category in which they are involved and the COO-effect of the country in which they are situated (Ahmed et al., 2002). However, Verlegh & Steenkamp (1999) found that it does not matter whether the product is designed and manufactured in different countries. Thus, although more producers use international sourcing and multinational production, this does not have an influence on the COO-effect perceived by consumers (Yip, 1995; Verlegh & Steenkamp, 1999). According to Chao (1998) this is because consumers are often unaware or indifferent about where a product is produced, instead they focus on the brand origin (location of company headquarters). However, companies can emphasize particular origin-countries which can be linked with the product through multinational production and therefore take advantage of the positive COO image of that country (Verlegh & Steenkamp, 1999).

Conclusion

So, to improve the economical image of a country, the TNCs are an important target group to consider because they are the main actors for exports and investments. For the attraction of inward investments, not only the hard characteristics as described in the knowledge capital model are important, also factors in the form of images, stereotypes and perceptions are important for decision makers to decide in which country to investment. This has also been proven by the research of Kalamova & Konrad (2010), from which it turns out that when a country rises one point in the nation branding index, it experiences an increase of 27% in the attraction of FDI. That is why it is important that nation branding is used as a tool to attract inward investments. To attract inward investment it is important that the country creates a modern image where a 'like-us' feeling exists; however, it should also have some advantages with respect to the company's home-country and other countries.

To promote exports it is especially important that the country-of-origin (COO) image is considered. The origin of the product strongly influences what people think about the product and it determines their actions towards the product. This is especially important for new products. The COO-effect has a functional, symbolic, emotional and normative meaning for the consumer, which influences the perceptions of the consumer towards the product. The COO-image can be influenced by nation branding. Also, to promote exports, it is especially important that a fit exists between the COO-effect and the product (category) which is promoted and exported.

2.5. Actors in the nation branding strategy creation process

Although in the theoretical framework it will mainly be described in which way the strategy can best be created, it is also important to consider which actors should be involved in the process. For the formation of a nation branding strategy it is important that collaboration exists between the public and private sector (Kotler et al. 1993; Anholt, 2007). Both parties bring unique contributions to the nation branding strategy formulation (Kotler et al. 1993). However, for every country and situation it is different how the collaboration between the two parties takes place and who contributes what to the nation branding strategy. This depends on the goals and objectives of the nation branding activities and the specific characteristics of the country (Kotler et al. 1993; Loewendahl, 2001). However, important contributors to the nation branding strategy should be the government and the stakeholders of the nation brand. Therefore, in this section the role of the government and stakeholders are discussed.

Responsibility for the process

In the literature it has been argued who should be responsible for the formation of a nation branding strategy. Some authors argue that the nation branding strategy formation should be led and executed by government agencies, because they have the authority to convince all the stakeholders to participate in the formation and to make sure that they execute the results of the nation branding strategy. Fan (2006) and Hankinson (2007) argue that whether a nation branding strategy is successful or not largely depends on whether the government can pursue effective brand leadership. Besides that, when the head of government is the leader of the nation branding strategy, and he acts as a brand champion, he is better able to leverage the brand positioning (Lee, 2009). In addition, as described before in this report, the nation branding activities should be combined with innovation and the overall strategy of the country. To do this, it is important that the nation branding agency is tightly aligned with the government to make sure that both the nation branding strategy and the overall and innovation strategy are influenced by each other (Anholt, 2007). Finally, Dinnie (2008) argues that the government is the only actor which can coordinate the nation branding strategy and can encompass all the activities of all the stakeholders. This also prevents that stakeholders have fragmented nation branding activities or that they duplicate some activities (Dinnie, 2008). However, to do all of this, the management of the nation brand should be a core responsibility of the government (Anholt, 2007).

Kotler et al. (1993), on the contrary, argue that when the government would be the head of the nation branding agency, the execution of the nation branding strategy would result in too much discontinuity, because leaders

come and go, and every time this happens the policies changes (Kotler et al. 1993). On the other hand, it can take years for a nation branding strategy to pay off and therefore patience and persistence is necessary to create an effective nation brand. Independent agencies and partnerships on the other hand, would be less vulnerable to these political changes (Kotler et al. 1993). Since both opposite opinions have good arguments, I argue that a nation branding agency should be developed in which the government is responsible for the nation branding strategy creation and operation process, although the people who are responsible for this should also have some independence from governmental policies, to secure continuity in the nation branding activities. Therefore, the nation branding agency should have operational autonomy and its access to information and expertise should be independent from both the government and the private sector (Loewendahl, 2001). In this way the agency can be specific and consistent in their policy instruments to be able to create a nation branding strategy which can be operated with a long-term commitment (Lee, 2009).

Stakeholders

An important aspect of the nation branding strategy is the buy-in of the stakeholders. However, one of the biggest challenges of creating a nation branding strategy is to coordinate the collaboration between all the stakeholder groups (Kotler et al. 1993; Dinnie, 2008; Balakrishnan, 2009). In figure 8, a fully inclusive stakeholder approach (FIST-approach) is shown. In this figure can be seen that it is important that the public sector, the private sector and the citizens are incorporated in the nation branding strategy formulation process (Dinnie, 2008).

To create a successful brand, it is essential that there is a consistent vision and motivation among the stakeholders, which can be very hard to reach through the highly diverse interests of the stakeholders (Therkelsen & Halkier, 2004; Skinner, 2005; Hankinson, 2007). Therefore it is important to create an inclusive brand which includes all the stakeholders (Dinnie,

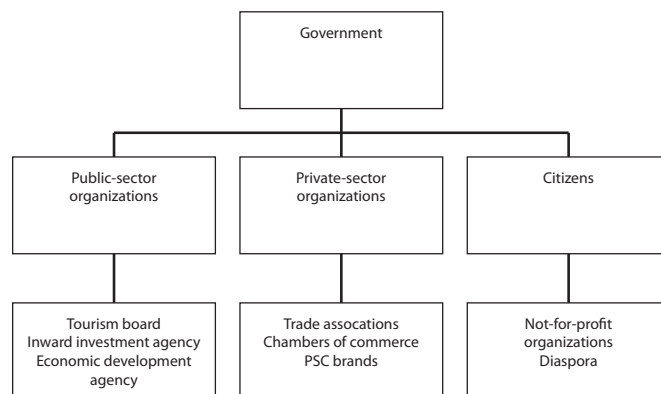


Figure 8: Fully Inclusive Stakeholder approach (Source: Dinnie, 2008).

2008). A strong identity is important to reach the buy-in of the stakeholders, since in this way they can identify themselves with the brand and a consistent internal and external image can be accomplished (Anholt, 2007). In addition, the buy-in of the stakeholders results in clearer national agreement on the domestic identity and societal goals (Anholt, 2007). The coordination of all the stakeholder groups is essential because only then the capabilities and resources of the country can be effectively used (Lee, 2009). Also, when a consolidation between public and private organizations is reached governmental resources are saved (Kotler et al., 1993). It is important that the brand is compelling, motivating and applicable in different contexts, to gain the buy-in from all these stakeholder groups (Anholt, 2007; Lee, 2009). Especially since the heterogeneity increases in the populations of countries due to the global integration and therefore also more cultural and social diversity exists (Dinnie, 2008). So, it is especially important that the brand is applicable and motivating in different contexts to be inspiring for all these different groups of people. Without the collaboration of all the stakeholders, diverse images of the country are sent into the world, which are often conflicting and contradictory and therefore can damage the reputation of the country (Dinnie, 2008).

Persuading the stakeholders

To make sure that the different stakeholders collaborate with the nation branding strategy, it is important that the stakeholders are persuaded. A political leader can only rely on persuasion of the stakeholders, while a leader of a company can just enforce the values of the brand (Quelch & Jocz, 2005). Therefore it is important that the leader of the country acts as a brand champion, because this is the only way to persuade all the stakeholders. Anholt (2007) argues that even when the government would have enough authority to just force the nation branding strategy on the stakeholders, it would still not be very successful. This is because the stakeholders have to believe in the brand, to be convinced that they should communicate this image and not their own version of the country's image (Therkelsen & Halkier, 2004). Therefore it is important that the nation branding agency mainly works with soft power instead of hard power (Anholt, 2007). This means that the government and the process of creating a strategy should be transparent, open and honest to persuade all the stakeholders (Mihailovich, 2006; Anholt, 2007; Dinnie, 2008). The brand should also be clear, inspiring and motivating for all the different stakeholders in order for them to be persuaded (Anholt, 2007). The strategy should be created, to a certain amount, bottom-up, because this leads to more active support of the stakeholders since then the chance is higher that the brand represents the spirit of the country (Kavaratzis, 2004; Dinnie et al., 2009; Lee, 2009).

In addition, to promote the economical image, it is important that the segmented industries are closely involved with the nation branding strategy formulation process (Lee, 2009). The stakeholders must be persuaded in such a way that they forget their differences and agree to the nation branding strategy (Anholt, 2007). According to Mihailovich (2006) a consistent vision and motivation among stakeholders can be achieved by creating alliances between stakeholders, from influential diaspora to special interests groups. Besides that also a small group of brand champions can be chosen which are able to communicate with passion to persuade the different stakeholders to also spread the message (Anholt, 2007). When these stakeholders then become brand champions themselves, they will persuade other people again. When this happens a buzz is created, since then the stakeholders speak passionately about their country like ambassadors, since they are then informed country believers (Gilmore, 2002; Mihailovich, 2006; Anholt, 2007). Though, it should be taken into account that there are always some stakeholders who still wish to pursue their own brand strategy (Therkelsen & Halkier, 2004).

Conclusion

In conclusion, the nation branding strategy should be created by the government, however the people who are responsible for the creation and operation of the nation branding strategy should also have some independence from government policies to sustain a long-term commitment.

It is important that the stakeholders are involved with the creation of the nation branding strategy and that a collaboration exists between the different stakeholders (public sector, private sector and citizens). Therefore an inclusive brand should be created which is compelling, motivating and applicable in different contexts and which includes all the different stakeholders. To motivate the different stakeholders to work together it is especially important to use soft power and to create a transparent, open and honest strategy creation process. The stakeholders should be convinced to work together in such a way that they forget their differences and that they agree to collaborate with the nation branding strategy.

2.6. Models for nation branding strategy creation process

In literature, several models are developed to create more clarity in how a nation brand should be formed and managed. At this moment, no universal template for nation branding exists yet, since most countries have only recently started with branding their nation and therefore different strategies have yet to be explored in practice (Dinnie, 2008). However, through models developed in the literature, some statements can be made about how a nation branding strategy should be developed. In this section, several models will be described. I will start with the models which are most applicable for this research, and end with some more general models.

BALAKRISHAN (2009): DEVELOPMENT OF A NATION BRANDING STRATEGY FOR THE TOURISM SEGMENT

The model of Balakrishnan (2009) is created for the development of a nation branding strategy (figure 9). It describes a process which revolves around five components, which are vision and stakeholder management; target customer and product portfolio matching; positioning and differentiation strategies using branding components; communication strategies; and feedback and response management strategies.

The first component is vision and stakeholder management. Every strategy should start with a vision, in which the long-term objectives of the nation become clear (Balakrishnan, 2009). This leads to better results of the nation branding activities, since then it becomes

clear which objectives should be met to meet the expectations of the stakeholders. An important part of the vision is stakeholder management, because that gives clarity in 'who we are', by looking at the internal stakeholder' needs and the external stakeholder' perceptions of the place. The goal of the second step (target customer and product portfolio matching) is to integrate the product and service portfolio with the existing assets of the country and the overall branding strategy (Balakrishnan, 2009). In this step it is important that the targeting of the brand is matched with the customer psychographic profiles. When the brand is targeted according to specific profiles, the customer can easier identify himself with the brand. During the third step, a positioning is created which ensures that the brand is differentiated compared to those of competitors. The positioning can be realized through the branding components, which can be tangible or intangible attributes or can be functional or symbolic. The development of a communication strategy is the fourth step, in which a clear, consistent image is communicated through different media about the different product portfolios. Especially word-of-mouth (WOM) is important for the communication strategy of the tourism segment. Finally, the last step is to measure what the effects are of the nation branding strategy and whether a gap exists between the reality and the perceptions. This is used as an input for a new strategy formulation process.

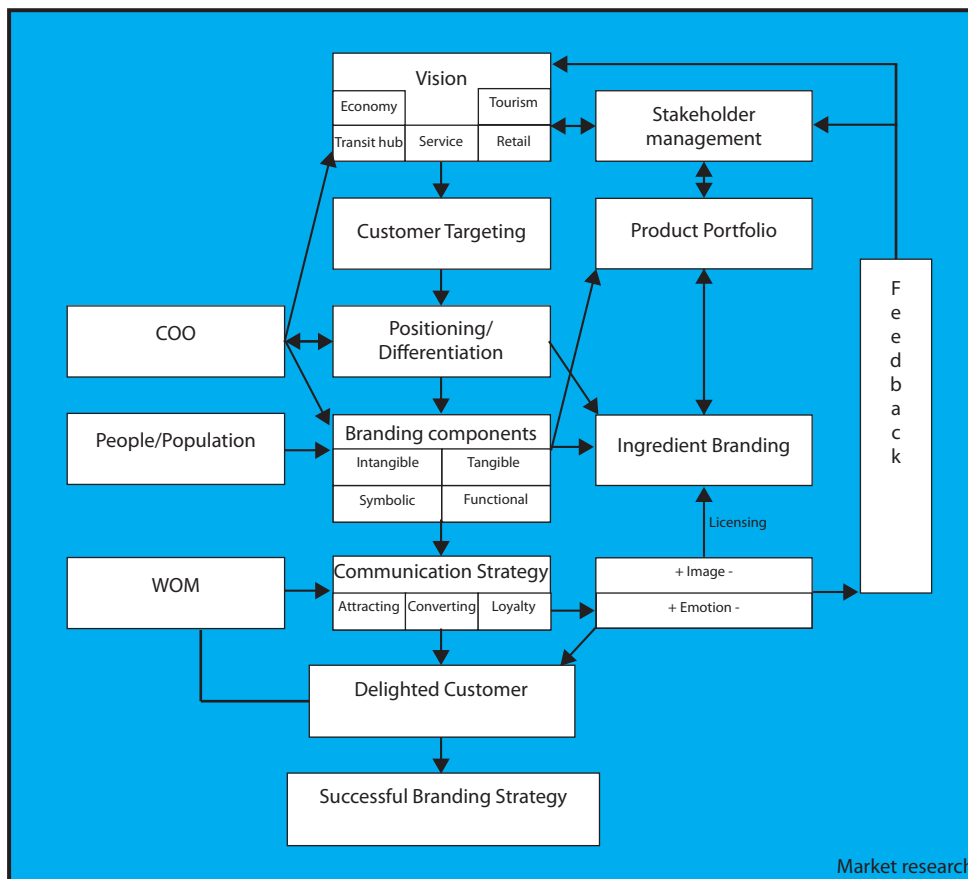


Figure 9: Model Balakrishnan (Source: Balakrishnan, 2009).

This is one of the few models which focuses on the creation of a nation branding strategy and therefore very useful for this research. However for this research not exactly the same model can be used because it focuses on the tourism segment, instead of the economical image of the country. Although the model for the creation of a strategy for the tourism segment can be used as an input for the creation of a strategy, it is also important that the factors involved with promoting the economical image of the country are incorporated. Besides that, in this report the focus is on the creation of an umbrella nation branding strategy in which also the other segments are taken into account when the economical image is promoted. This is not taken into account in this model.

LEE (2009): DEVELOPMENT OF A NATION BRAND

Lee (2009) has developed a model on how to create a nation brand (figure 10). This model starts with the current stereotypes of the country and results in a more competitive advantage of the nation. The limitation of this model for this research is that it focuses on the entire process of building a nation brand, what can also be recognized in the model in figure 10, whereby only the third step in depth focuses on the development of a nation brand strategy. This has as implication that the strategy creation part is only limited. For the part of developing a nation-brand strategy, only a limited model has been developed. The focus of our research is to go more in-depth in this particular step of the development of a nation brand.

The first step in the model of Lee (2009) consists of the creation of a nation brand vision. The vision is especially important because it guides the strategic decision-making of the management of the nation (Lee, 2009). The vision makes sure that a long-term intent is created for

the brand which encourages the different actors to stay committed and it guides them in the process (Lee, 2009). Based on the vision, different goals can be developed in which the short-term actions are guided. These goals are important to set the parameters for which the nation branding strategy should be developed. The next step is developing a nation brand strategy in which it becomes clear what to compete for and where to compete, which is the most important factor in influencing the competitive advantage of the country (Aaker, 1998; Porter, 1998; Day, 1990; Lee, 2009). Hereby it is important that a positioning is determined which clarifies the brand essence in a unique way (Kotler & Keller, 2006; Lee, 2009). Also, the product category membership (the products with which the brand competes) and the target market are determined during this step. Through the strategy, the vision is supported, reinforced and enriched by all the communication which is sent into the world. The final step is operating the nation brand strategy in which the strategy is implemented, in which ensuring control is the most important challenge (Johnson et al., 2005; Dinnie et al. 2009).

KOTLER & GERTNER (2002): DEVELOPMENT OF A NATION BRAND FOCUSING ON EXPORTS

Kotler and Gertner (2002) have developed a model in which it is explained how a country can develop a nation brand which focuses on exports. A strategic management approach is developed hereby which consists of five steps.

1. First a SWOT analysis is carried out. In this the environmental forces which have an influence on the marketability are determined through a competitor analysis (Kotler & Gertner, 2002). Also opportunities and threats of the environment are determined in this SWOT analysis.
2. The second step is the creation of a segmentation

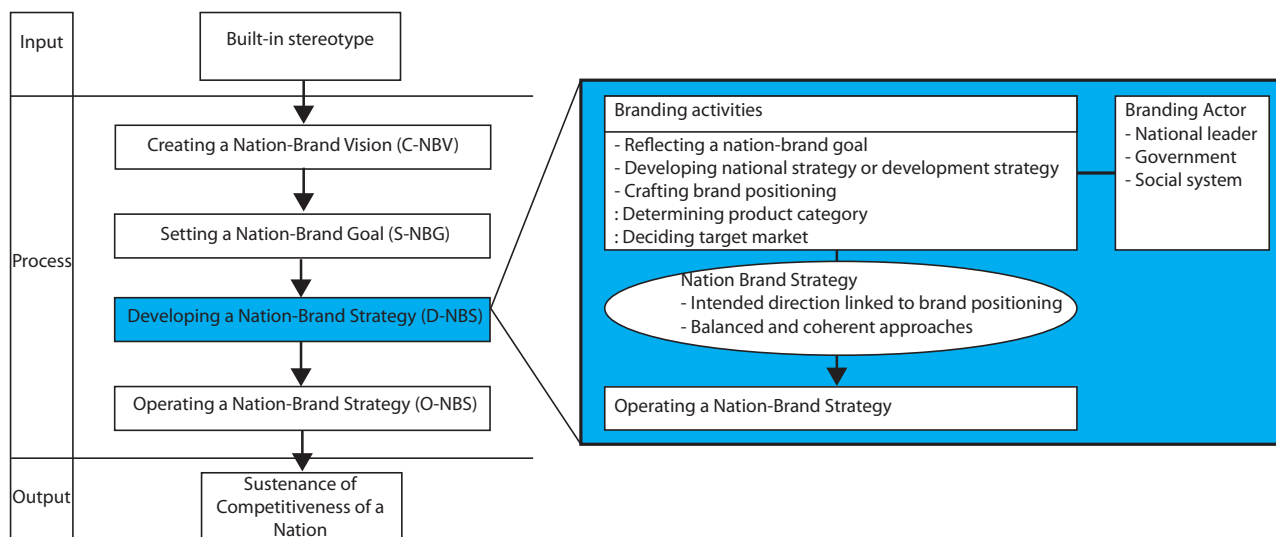


Figure 10: Model Lee (Source: Lee, 2009).

that forms the basis of the brand. This could exist of a number of things like segmented industries, personalities, natural landmarks or historical events (Kotler & Gertner, 2002).

3. Based on this basis for the brand, an umbrella concept is determined which makes a consistent concept of these different factors determined in step 2.
4. The next step is to allocate sufficient budgets to the different branding activities to give them a substantial impact.
5. In the final step the country makes sure that there are export controls to make sure that all the export live up to a certain standard which is communicated by the brand (Kotler & Gertner, 2002).

This model is very rough and focuses on the entire process of creating a nation brand. Therefore, not much attention is paid to the development of a nation branding strategy. However, this is one of the few models which focuses on how to create a nation brand to improve the economical image of the country and is therefore still useful for this research.

STRATEGIC IMAGE MANAGEMENT

Nations are multi-dimensional and therefore nation branding needs to have a holistic and systematic approach to create an integrated concept (Papadopoulos, 2004; Freire, 2005; Gold, 2006; Mihailovich, 2006; Szondi, 2007; Lee, 2009). Also, an important goal of the nation branding strategy is that a coordinated and consistent image is communicated. A system in which such a coordinated and integrated approach can be achieved is strategic image management (SIM). With SIM an ongoing process of image research is executed under the various audiences of the countries, whereby segmenting and targeting of the specific audiences, creating certain attractions which support the desired image, and communicating these attractions to the target groups of the nation branding strategy, are important (Dinnie, 2008; Lee, 2009). The underlying idea of SIM is that the image can be identified, but that it also changes over time. Therefore it is important to track these changes and also have an influence on these images held by the target audiences (Kotler et al. 1993). For this, it is important to determine what the nation wants to be, what it can be (compared to competitors) and which people and investors it wants to attract (Kotler et al. 1993). Furthermore, it is important that the messages sent out by different stakeholders are consistent in order to build up the reputation of the country (Fan, 2006; Anholt, 2007; Skinner, 2008).

This system is useful for the theoretical framework, since it gives a coordinated approach on how to create and communicate a coherent and consistent identity.

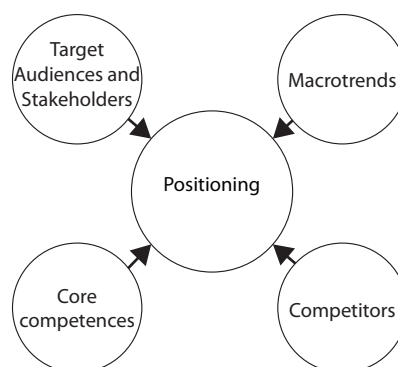


Figure 11: Factors for positioning (Source: Gilmore, 2002).

GILMORE (2002): INPUT FACTORS FOR DEVELOPMENT OF A POSITIONING

Finally, Gilmore (2002) has developed several factors which should be taken into account when developing the positioning for the nation brand. It consists of a positioning diamond which helps to assess the priorities of the branding activities. According to this model, the factors that should be taken into account are macrotrends, target audiences and stakeholders, competitors, and the core competences (figure 11) (Gilmore, 2002). These factors are especially important to determine to which factors a market research should be executed to create a well-grounded strategy.

CONCLUSION

In this section several models are discussed which are used as an input for the creation of the theoretical framework. The model of Balakrishnan (2009) is the only model that focuses on the creation of a nation branding strategy. However, this model focuses on the tourism identity of the country. Therefore only parts of the model (the parts that purely focus on creating a nation branding strategy) can be used for the development of the theoretical framework. The model of Lee (2009) focuses on the development of a nation brand for the improvement of the economical image; nevertheless it focuses on the entire process of creating a nation brand, while this research focuses on the nation branding strategy. This model is very useful though to consider which steps should be taken before the start of the strategy creation process and which steps should be taken when the strategy creation process is completed. Besides that, it gives some rough guides on what a strategy should entail. The model developed by Kotler & Gertner (2002) is a very rough model which focuses on creating a nation brand that focuses on the promotion of exports. Because the model is very rough and focuses on the entire process of creating a nation brand, it mainly gives some rough guides on what a nation branding strategy should entail. Furthermore, strategic image management is a system in which the image of a country is identified and the desired image is communicated. This is also a very rough model though

and it does not entail how a strategy for nation branding should be created. Therefore it is mainly used as an input on how to create and communicate a coherent and consistent image. Finally, the model of Gilmore (2002) is especially useful to identify which factors should be included in the market research to create a well-grounded strategy.

It can be said that the in this section described models give a good input for the creation of a theoretical framework, but not all factors are described in these models. In the next section the theoretical framework will be described. For the development of the theoretical framework, both this section and the previous sections are taken into account.

2.7. Theoretical Framework

At this moment the concept of nation branding and umbrella nation branding in specific are discussed. Besides that, it is also discussed in this literature review how the economical image of a country can be managed and changed through nation branding. Also the actors involved in the creation of a nation branding strategy are discussed. Finally several models are discussed which focus on the creation of a nation brand or nation branding strategy.

Now the theoretical framework will be discussed. First several variables are determined from the literature which should be incorporated into the theoretical framework. It will be discussed what has been written about these variables separately, and a definition for all of these variables will be given in order to present clear constructs. After that, the theoretical framework is presented and it will be discussed how these factors are related to each other and why this is the best option for the creation of a nation branding strategy and what the underlying mechanisms for these relationships are (Whetten, 1989). To answer the research question, a process model is created, because in this way it can be determined in what way the strategy can be developed.

2.7.1 Variables for the theoretical framework

Competitor analysis

Definition: An analysis of all the capabilities of the competitors for each industry separately to identify where the unique capabilities of the country lie.

Through globalization, the competition among countries to attract investments has intensified (Kotler et al. 1993). Therefore a country should take the competitors into account when creating a nation branding strategy to make sure that the country can differentiate itself from them (Kotler et al. 1993). To do this, it is important to analyse exactly what the capabilities of the competitors are (Kotler et al. 1993; Gilmore, 2002). A map should be made about the competitors and the position of the nation according to the direct competitors and herein it should be clear what unique qualities the nation has (Therkelsen & Halkier, 2004; Dinnie, 2008). Also it is important that the competitor analysis is done for each industry separately so that it becomes clear in which industries the country has a competitive advantage. Besides that, to determine which competitors should be taken into account during the creation of the strategy, a clear picture of the national economy and locational competences should be developed (Kotler et al. 1993). In addition, it is important to determine what the competitors' objectives are and what their strategies entail to create a differentiating strategy (Dinnie, 2008). Based on the analysis of the competitors, a competitive positioning can be developed (Loewendahl, 2001). To distinguish from the competitors, the higher-order advantages and intangible assets are of higher value, because these are more difficult to copy by the competitors and are of higher importance to potential customers and investors (Lee, 2009).

Target audiences analysis

Definition: An analysis of the target audiences of the different sectors to identify their characteristics and consumer logic.

To create a successful nation branding strategy, a good understanding of the consumer logic of each target audience in the form of patterns and images is necessary (Anholt, 2007). It is important that the key audiences for each sector are properly mapped, it should become clear what their common demand patterns, interests, traits and demographic characteristics are and what their image of the nation is, to get more insight in what the characteristics of the target audiences actually are (Kotler et al. 1993; Therkelsen & Halkier, 2004; Anholt, 2007). It should be taken into account that the image

of a nation also depends on the type of audience, and therefore it may differ between different countries, consumer segments, and role of ethnocentrism, which become clear in the map of the target audiences (Florek & Conejo, 2007). Urde (2009) emphasizes that it is important that the nation branding agency not only sees potential investors and customers as the target groups of the branding activities, but also the citizens of the country, because without them believing in the brand it is difficult to build a brand that is alive.

To improve the nation brand, it is important to first find out how the target audiences see the country and what is holding them back to get more information about the country and to invest in it or to buy the products from the country (Anholt, 2007; Dinnie, 2008). Based on this information, the agency can decide what image should be built (Kotler et al. 1993). The brand must be positioned according to a certain audience, but it should also be translatable to other audiences. Only then the brand reduces its risks because it can focus on multiple audiences (Skinner, 2008; Balakrishnan, 2009). For each target audience, not only the core values should be communicated, but also some audience sector specific values (Hankinson, 2007). Besides that, the positioning of the nation brand should be matched with the customer psychographic profile (Balakrishnan, 2009). When the communication is adapted to the different target audiences, the chance of success in the competitive market is improved (Balakrishnan, 2009).

Macrotrends analysis

Definition: An analysis of the "socio-economic trends, the political and legal status, population trends, cultural and lifestyle trends and emerging industries" to identify the issues and opportunities the country is facing at that moment (Gilmore, 2002: pp. 287-288).

When creating a nation branding strategy the macrotrends in the form of the "socio-economic trends, the political and legal status, population trends, cultural and lifestyle trends, and emerging industries," should be taken into account (Gilmore, 2002 pp. 287-288). The nation branding agency should research what the macrotrends are and place them in context with the current situation of the country to create more insight in the issues and opportunities the country is facing at this moment and in the future (Gilmore, 2002). The nation branding strategy should be based on these macrotrends (Lee, 2009). Besides that, the macrotrends should be monitored through information, planning and control systems (Kotler et al. 1993). The nation branding agency should respond to changes in the environment and must make sure that, no matter what, the objectives are still met (Kotler et al. 1993). The nation branding agency should also make sure that the nation brand is

positioned in such a way that it can go along with the next path of change (Anholt, 2007). It is challenging to foresee what will be the next big opportunity in the future, this is why it is so important that the nation branding agency researches these macro trends (Anholt, 2007; Dinnie et al., 2009).

Analysis of the current situation of the country
Definition: *An analysis of the current situation of the country of all the factors (economical, political, social and cultural) to identify what capabilities the country has.*

In the literature it is argued that it is important that a nation brand is based on the current situation of the nation, otherwise the brand would not be realistic and the customers would be disappointed when they would experience the country (O’Shaughnessy & O’Shaughnessy, 2000; Gilmore, 2002; Fan, 2006; Lee, 2009). As a result, nation branding is a re-branding exercise, because it cannot just start with a new product, it has to brand the product it has (Hankinson, 2007). Next to that, it is important that the agency provides correct information and does not hype the place (Balakrishnan, 2009). This would eventually result in bad word of mouth, which is fatal for the brand (Urde, 2009). Besides that the brand should reflect the reality of the country and the values of the citizens, instead of what it wants its citizens to be (Hankinson, 2007; Balakrishnan, 2009). Anholt (2007) argues that the inhabitants of the country are the brand, and when the brand would not reflect the values of the society it would be a hollow brand. Therefore, the culture of the country is an important input for the brand and should be considered in this analysis (Anholt, 2007; Balakrishnan, 2009).

Gudjonsson (2005) has developed a model in which all the factors are described which are unique factors for every country and should be taken into account when developing a nation branding strategy. The model is divided into four categories namely; economical, political, social and cultural factors (figure 12). This model can be used for the identification of the current situation of the country.

When a nation branding agency wants to create a new image, this image should be based on the reality of the country, it cannot just whitewash its image (Gilmore, 2002; Hankinson, 2007). Therefore, a nation branding process should always be created from inside-out (Therkelsen & Halkier, 2004). This does however not mean that a country has no choices anymore of what it wants to brand. The nation branding agency should try to focus on the positive aspects of the country and deflect attention away from the negative aspects (Fan, 2006). It should identify where its capabilities lie to find out where its positive, competitive points lie. This should

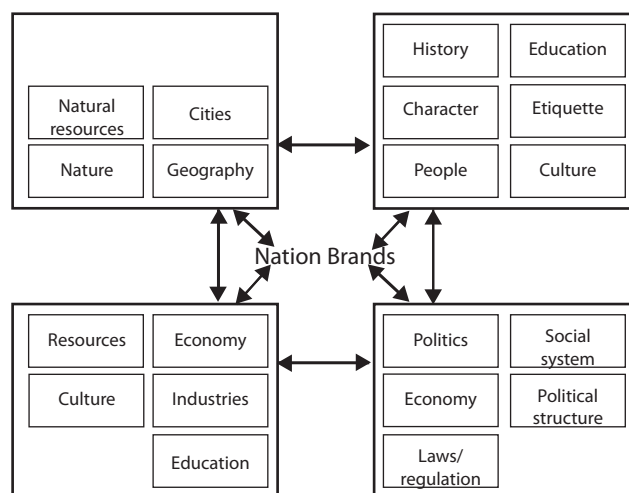


Figure 12 Unique factors of a country (Source: Gudjonsson, 2005).

be done on a sectoral basis to identify for each sector where the capabilities lie and where it can compete on (Dinnie, 2008).

When a country is not satisfied with its current reality or image, it should not only change its image to change its prosperity, it should innovate the place so that it is able to live up to the image it has created (Kotler et al. 1993). Of course, when a country is improving the reality of the country, it can simultaneously work on a new nation brand which reflects the new reality of the country (Gilmore, 2002).

Analysis of the current perceptions of the country

Definition: *An analysis of the perceptions held by the target audiences about the country to identify the perceptions-reality gap and to prevent that psychological dissonance occurs.*

To create a successful nation branding strategy it is important that the current perceptions of the country are taken into account, because otherwise psychological dissonance can occur (Fan, 2006). The image of a nation brand is often based on certain factors like the nation’s geography, history, proclamations, art and music, industrial products, politicians, famous citizens and other social features, but also how people talk about the country and how the country talks about itself, personal experiences and education (Kotler & Gertner, 2002; Fan, 2006; Mihailovich, 2006; Anholt, 2007; Dinnie, 2008; Lee, 2009). The current image of a nation cannot be taken for granted and therefore the nation branding strategy should also focus on the current image to make sure that this is still supported (Quelch & Jocz, 2005). Besides that, it also depends on the current perceptions of the country on which aspects the nation branding strategy should mainly focus on.

Research should be done to the current perceptions of the country, both internal and external. These

perceptions should be objectively researched on which elements are true and which are not, which are positive or negative, which are weak or really strong (Kotler et al. 1993; Quelch & Jocz, 2005; Fan, 2006; Anholt, 2007). In addition, the gap between the perceptions and reality should be measured (Quelch & Jocz, 2005; Balakrishnan, 2009). This gap most often exists through the fact that the reality of the country has changed, but that the perceptions have not caught up yet (Anholt, 2007). When there is a perception-identity gap, this is where the nation branding activities should first focus on to make early gains (Zerrillo & Thomas, 2007). Also, the perceptions of the nation should be compared to the perceptions held of competitors, to assess the competitive advantage (Kotler & Gertner, 2002). It is important to do this research, since an image keeps sticking in the audiences mind for a long time, even when it is not valid anymore.

Development of vision and goals

Definition: Development of a long-term direction and specific targets and goals for the strategy based on the past trajectory of the country.

It is important that a vision is determined for the nation branding strategy to identify what the long-term direction of the nation branding activities is. Besides that, a vision gives a clear path for the activities and it makes sure that the place does not go in on every opportunity which arises, but that it considers whether the opportunity fits the strategy (Kotler et al. 1993). It is argued that a vision is the starting point of every successful strategy and therefore also an important aspect for the creation of a nation branding strategy (de Chernatony et al., 1998; Balmer, 2001; Balakrishnan, 2009). Through the creation of a vision, it is more likely that the stakeholder expectations are met and that a good positioning is created (de Chernatony, 1999; Polonsky & Jevons, 2006; Balakrishnan, 2009). According to Cho (1997) a vision should encompass three characteristics, first it should present the future it wants. Second, it should be innovative to have more competitive competences than is the case today. And third, the vision should represent the citizens of the country (Lee, 2009).

Hankinson (2007) argues that the development of a vision should be done by top management to make sure that the right strategic vision is developed. Next to that, it is important that the vision is not only communicated to the stakeholders, but that it is also formulated with the stakeholders in mind (Balakrishnan, 2009). Besides that, the vision should inspire the different stakeholders to be creatively ambitious and motivate the stakeholders to realize the vision (Filion, 1991; Lee, 2009). This is important because it is crucial for nation branding that the brand promises are delivered by the various stakeholders.

One aspect to succeed in this is that the stakeholders understand and support the vision (Eastgate, 2000; Low, 2000; Balakrishnan, 2009).

For the creation of the vision it is important that it is clear what the nation is and what the perceptions of the target audiences are (Spithoven, 2000; Pike, 2005; Rangan et al., 2006; Balakrishnan, 2009). Moreover, it is important to consider the past trajectory of the nation, since this gives insight into how this specific nation has developed until this point in time (Vietor, 2007; Lee, 2009). Based on this information a vision can be determined which is distinctive for this nation, since every nation is different and has a different development path (Vietor, 2007; Lee, 2009). This distinctiveness is very important to compete with other countries. Finally, specific targets and goals should be set by the nation branding agency to reach this vision (Dinnie, 2008).

Creation of brand values

Definition: Development of values for the brand which act as the solid foundation of the brand based on the place competencies and place essence.

An important part of the creation of a nation branding strategy is that the brand values are determined. The core values of the brand are the solid foundation for the brand because they make sure that there is continuity in the branding activities (Urde, 2009). To create the right values it is important that the brand values are determined based on extensive qualitative and quantitative research, otherwise the change exists that there is little buy-in of the stakeholders, since the positioning and branding components are based on these values (Dinnie, 2008).

Zerrillo & Thomas (2007) have developed a model in which the place brand platform is described. In this brand platform several sub-attributes are described on which the brand values should be based. First of all, they argue that a nation brand consists of place competencies and a place essence (figure 13). A nation can become associated with certain competences like Columbia and coffee. The competences consist of two factors, capabilities and innovativeness (Zerrillo & Thomas, 2007). Capabilities are based on specific policies, systems, processes and offerings of the nation, which

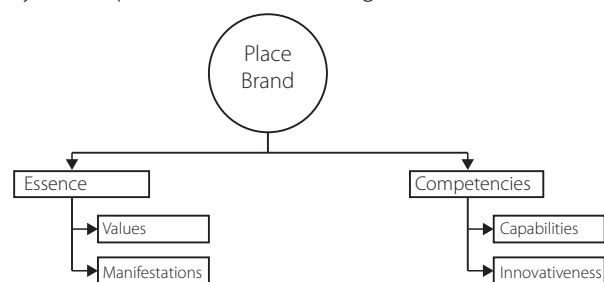


Figure 13: Place brand platform (Source: Zerrillo & Thomas, 2007).

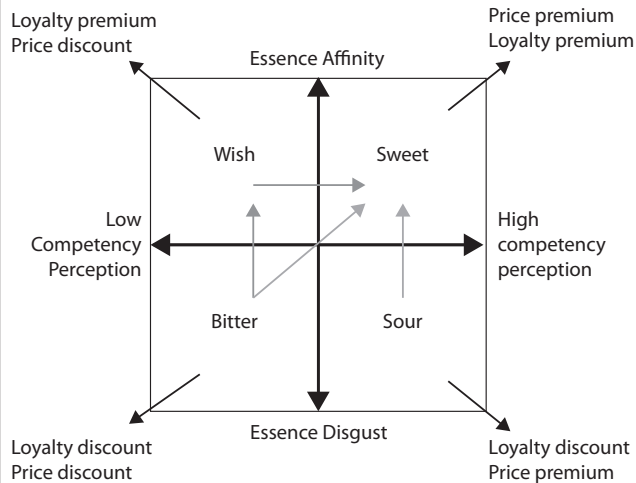


Figure 14: Place brand platform as perceived by audiences (source: Zerrillo & Thomas, 2007).

can be based on location-specific resources, but this does not have to be the case (Zerrillo & Thomas, 2007). Innovativeness describes how well the capabilities of a country can be improved. Innovativeness is based on aspects of “market offers, processes, demand chain, business models, or cross-organisational linkages” and is often based on location specific clusters like Norway and furniture (Zerrillo & Thomas, 2007, p. 90). The second element of the brand platform is the essence of the brand. The essence of the brand consists of the values and manifestations of the place. In figure 14 from every aspect of a nation it is shown how well this is perceived by the target audiences.

A good starting point for the creation of the values would be to look at the motto that the country already has. Dinnie (2008) argues that this motto already encapsulates some values and can be a good starting point for the determination of the other values. Strong nation brands contain values which are ethical, benevolent, and virtuous (Zerrillo & Thomas, 2007). Besides that, the values can best contain some past cultural achievements and their modern equivalents (Anholt, 2007). The past cultural achievements are important for the brand not to be overly commercial and bland. However, the modern parts of the country are also very important to appeal to the younger audiences and to be fresh and relevant (Anholt, 2007). In addition, to represent the multicultural inhabitants of the country, it is important that a focus is created on the present and not only on the somewhat monocultural past (Anholt, 2007). Other factors on which the values of the brand should be based are the environment, resources, culture, economy and competences of the country and the experiences of the citizens, because this is what makes the place unique and therefore distinctive compared to its competitors (Gilmore, 2002; Zerrillo & Thomas, 2007; Lee, 2009). For the brand not

to become too commercial, it should also encompass cultural facets of the country, like arts and language (Dinnie, 2008). When the core values are rooted in the culture of the country, it is also more likely that the country is able to support the brand promise (Urde, 2009). Besides that, to live up to the brand promise, it is also important that the values are supported by the stakeholders and citizens, because if they do not believe in the brand, who will (Gilmore 2002)? To create support from stakeholders, the values should not focus on just one industry, but they should have some umbrella values which focus on the overall strength of the country and which include as many industries as possible (Jaffe & Nebenzahl, 2006). When the overall strength of the countries is represented in the values of the brand, then it is important that emotional values are used. In this way it is easier to create a very powerful connection between the customer and the brand (Gilmore, 2002). Finally, when creating the core values it should be taken into account that the core values evolve over time and that in the customer’s mind they are build brick by brick. Every time the expectations of the customer are met, the brand values are more believable and are reinforced in the minds of the stakeholders (Urde, 2009).

Moreover, because for umbrella nation branding the nation branding strategy should form an umbrella identity with all different sub-brands for the different segments, it is important that also the other segments are taken into account when creating the branding values. Some core values should be determined which have are relevant for all the different segments, while also some values can be determined which are more specific for the economical image of the country.

Development of brand positioning

Definition: Development of an emphasis on some distinctive characteristics that make the brand different from its competitors and appealing to the public (Kapferer, 2008).

For the nation branding activities it is important to segment among industries and to target certain industries (Kotler et al. 1993). A clear positioning helps to make a superiority claim and to make this claim believable (Quelch & Jocz, 2005). Audiences cannot grasp every strand of a nation’s identity and only want to perceive a limited amount of information and therefore a segmentation is also important. A segmentation should also be created so that not everything of the country has to be promoted (Dinnie, 2008). Besides that, a good positioning helps to avoid that the country has to compete on price for attracting investments and for selling its products abroad (Quelch & Jocz, 2005). Moreover, it helps the country to increase its capabilities, because it can focus on one or a couple of specific sectors

(Murtha & Lenway, 1994; Lee, 2009). Through the use of a brand positioning, the created image of a country can be matched with the audience's psychographic profile and the brand can become distinctive compared to its competitors (Balakrishnan, 2009). Being distinctive however also has its risks of alienating other consumer segments which are not included in the positioning (Dinnie, 2008). To prevent this, it is important that based on the positioning, a holistic brand is created which is positioned according to certain targeted audiences, while it can also be translated to other audiences (Gilmore, 2002; Skinner, 2008; Balakrishnan, 2009). In this way the brand can focus on multiple audiences and therefore reduce its risks.

Even though the nation branding strategy only focuses on the economical image of a country, it is still important that a positioning is created. Although the attraction of inward investment and the promotion of export can be seen as segments of nation branding, they cannot be seen as homogenous groups (Capik, 2007). And therefore still a segmentation and positioning has to be created for these segments.

According to Dinnie (2008), a successful positioning is achieved by clarity, consistency, competitiveness and credibility. For the development of a clear positioning the nation branding agency should decide on several issues. First it is important which goal(s) they want to meet with the nation branding strategy and what the country's needs are. This should already been decided in the vision and goals. (Capik, 2007) Based on this, a decision should be made about which industries it wants to segment, so which industries it wants to promote and also wants to attract businesses in (Loewendahl, 2001). Finally, to create a successful nation branding strategy the agency should also consider whether this positioning creates a competitive advantage for the country (Loewendahl, 2001).

Development of branding components

Definition: Development of a clear message about the brand in which both the brand architecture, in which it is defined which products, industries and sectors can be involved in the brand, and the brand activities plan, in which it is defined which activities are organized to promote the brand are defined.

To improve the identity of the country, clear messages for the industries and audiences the nation branding agency wants to target should be developed. In this way, competitive arguments can be developed for why the country is competitive in this area and deserves the images it promotes (Loewendahl, 2001). By developing the branding components, it is determined what the message for the targeted audiences are and in what way this is communicated.

To create a comprehensive and holistic nation brand, first an appropriate brand architecture should be developed (Mihailovich, 2006). In this way it can be determined which products or industries are included in the nation brand and which are not. The brand architecture should of course support the brand positioning and should reflect the reality of the country (Mihailovich, 2006). With a good brand architecture it is easier to define the nation's identity and position in the minds of the customers (Mihailovich, 2006). Also, a branding campaign without a brand architecture has the risk of being bland and meaningless (Mihailovich, 2006). An important aspect of this brand architecture is the brand scope, to make clear which market segment and products the brand can enter (Dinnie, 2008). In order to eventually add more sectors to the nation brand, brand stretching is an important means (Mihailovich, 2006). However note should be taken that the stretches do not go too far and alienate the brand (Mihailovich, 2006). Nevertheless, since a nation brand is made up of such a diverse setting, many brand stretches are possible as long as they do not go too far from the core values of the brand. As long as the customer still sees a coherent brand, the brand stretches are still possible (Mihailovich, 2006).

The products in the brand architecture and brand scope should always support the brand promise. To do this, two things in the brand architecture are important to consider. First, it is important that the country, and especially the targeted industries, can really live up to the brand. This does not mean that it can only consider the things which are found in the analysis of the current situation of the nation, it also means seeing the potential of the industries and then innovate the industries in that direction (Gilmore, 2002). Second, activities, industries or projects should be developed which complement the brand (Gilmore, 2002). In this way, the audiences get new knowledge about the place, which in turn changes their image of the place.

It depends on the characteristics of the nation which industries are best to focus on for the nation branding activities. Kotler et al. (1993) argue that nations should diversify their economic base to attract a diverse set of businesses and to promote the exports of different industries. When the nation would only focus on one industry, the economic base of the nation would be too fragile. Through technological changes and environmental changes, industries can rise and fall easily and an entire industry can decide to leave a particular area. (Kotler et al., 1993). When a country is not in the position to attract clusters which diversify its economy, it should focus on a cluster of niches and specialized markets (Kotler et al. 1993). Attracting inward investments, universities, research facilities and a good quality of life in general helps a country to be

able to attract a wider range of businesses, since this are general qualities which attract businesses from almost all industries (Kotler et al. 1993).

To be able to communicate the brand message, brand activities should be developed which communicate this message. Of course, it is country-specific which activities can best be created. However, for the development of the activities it is important to consider what the current image of the country is and what is holding the target audiences back to get more information about the country (Kotler et al. 1993; Anholt, 2007; Dinnie, 2008). Especially, when a country has a perception-identity gap (as determined in the analysis of the current perceptions of the country), it is important that the activities focus on this first to make early gains (Zerrillo & Thomas, 2007). Also the existing parts of the image need to be reinforced, since an image can never be taken for granted (Quelch & Jocz, 2005).

Besides that, an important aspect of the developed activities is that they should be human-centred and should all have the common goal of creating a better image for the country (Lee, 2009). In addition, the developed activities should all have the goal to reinforce the image which the agency tries to communicate. These activities can be based on image campaigns in the form of slogans, advertisements and videos, but can also come in the form of events and deeds (Kotler et al. 1993). These events and deeds help to convert the messages of the brand in more tangible form (Agbonifoh & Elimimian, 1999; Zerrillo & Thomas, 2007). In the development of the activities, also the exceptional individuals of a country should be taken into account, because they have the potential to put the country on the world map, no matter of the size or power of the country (Gilmore, 2002). Through the stories of exceptional individuals, the nation brand can come alive and more believable for the target audiences.

For the development of the activities plan, it is important that the different brand touchpoints are considered. Brand touchpoints are all the facets of the brand which are experienced by the stakeholders or target audiences (Dinnie, 2008). Brand touchpoints consist of both planned, controlled brand building events and unplanned, not controllable events (Dinnie, 2008). For the management of the brand it is important that all these touchpoints are determined to be able to manage the brand and to determine which activities complement the brand (Dinnie, 2008).

Development of communication strategy

Definition: Development of a strategy in which it is defined how all the communication lines should communicate the same identity of the country.

A part of the nation branding strategy formation process is the development of a communication strategy. It is important that the diverse channels of communication are aligned with the nation brand to communicate a coherent image (Dinnie, 2008; Lee, 2009). To create the alignment of these communication channels, the diverse forms of communication between the different disciplines should be facilitated, which includes the prevention of duplication of materials, and promoting the combining of efforts for the execution of communication activities. Besides that, the communication should be visually consistent and strategically planned for the communication disciplines, through the principles of integrated marketing communications (IMC) (Skinner, 2005; Dinnie, 2008). IMC has as goal to unify all marketing communication tools to create a consistent, persuasive message that convinces the target audiences about the image the country is trying to communicate (Dinnie, 2008). When a consistency between the communication channels is created, the nation brand strategy can save money instead of cost money, since all communication supports each other (Anholt, 2007).

Every act of communication should support the nation brand identity (Lee, 2009). Nevertheless, the brand is not the domain of only the stakeholders of the nation brand, everybody can use the brand and therefore the nation branding agency is never totally in control over the communication of the brand (Fan, 2006; Anholt, 2007). Therefore the brand communication exists always of formal and informal impressions. However, Kotler et al. (1993) argue that when the formal and informal impressions merge into one, the image is reinforced in the best way. Therefore it is important to take the informal impressions into account and base the communication strategy also on these impressions.

Alignment with the nation's overall and innovation strategies

Definition: Collaboration between the development of the nation branding strategy and the development of the nation's overall and innovation strategies.

A nation should have an overall strategy to plan in which direction the nation will go (Lee, 2009). For the nation branding strategy it is important to take this into account to make sure that the nation branding strategy goes in the same direction. Otherwise, the strategy does not reflect the reality of the country and no congruent messages are sent into the world (Lee, 2009). Moreover, to improve the country, a constant stream of innovations in the country is necessary, which are reflected in the innovation strategy (Anholt, 2007). To make sure that the nation branding strategy incorporates the innovations of the country and the situation of the country in the direct future, it is important that the innovation strategy

is taken into account when creating the strategy (Anholt, 2007; Lee, 2009). Besides that, the innovation strategy also has to take into account the nation branding strategy, since in this way the innovations lead to an improvement of the international reputation and are aligned with the needs and resources of the country (Anholt, 2007). An improved reputation and image helps to bring in additional investments, provides a better market for commercialized innovations and creates more international interest and respect for the country. For all these reasons it is important that the nation branding strategy does not stand alone, but that it is aligned with the nation's overall and innovation strategies, and in turn, that these are also aligned with the nation branding strategy (Anholt, 2007).

2.7.2. Theoretical framework

Now that the different factors are described, they are combined in a theoretical framework (figure 15). In the next section the underlying mechanisms for the theoretical framework will be explained and how these factors are related will be discussed.

According to Dinnie (2008) a nation branding strategy should be based on three questions, which are: where are we now; where do we want to go; and how do we get there (Dinnie, 2008)? This can also be recognized in the theoretical framework in figure 15, where all the three questions represent a different phase in the nation branding strategy creation process.

The first step of creating a nation branding strategy should be 'carrying out a market research' in which the characteristics of the target audiences, the competitors, the macro trends, the current situation and current the perceptions of the country become clear. Theriksen & Halkier (2004) argue that current identity and reality of the place should be the starting point for the creation of a nation branding strategy. The next step is to create the vision and goals which is, among others, based on the findings of the market research carried out in the previous step. Rangan et al. (2006), Pike (2005), Spithoven (2000) and Balakrishnan (2009) argue that the vision should be based on the current situation and current perceptions of the nation. Also it is important that the macro trends are taken into account when developing a vision for the nation to make sure that the vision is based on the issues and opportunities the country will be facing in the future (Gilmore, 2002). Therefore the market research should be carried out before the vision is formulated. Besides that, for the market research no input of other variables is necessary and therefore this is a suitable first step.

When the vision and goals are determined, the brand values and the positioning of the brand should be determined. For the creation of the positioning the product portfolio of the country should be determined to make sure that all industries are considered for the creation of the positioning. In addition, to create a competitive positioning, the positioning should be based on the competitor analysis executed in the market research step (Loewendahl, 2001). Also, it is important that the positioning is based on the macro trends found in the market research to make sure that the nation is positioned in such a way that it can go along with the next path of change (Anholt, 2007). Moreover, the positioning should be based on the vision and goals of the nation branding strategy to make sure that the positioning is in the same direction as the vision (Kotler et al. 1993). Finally, it is important that the

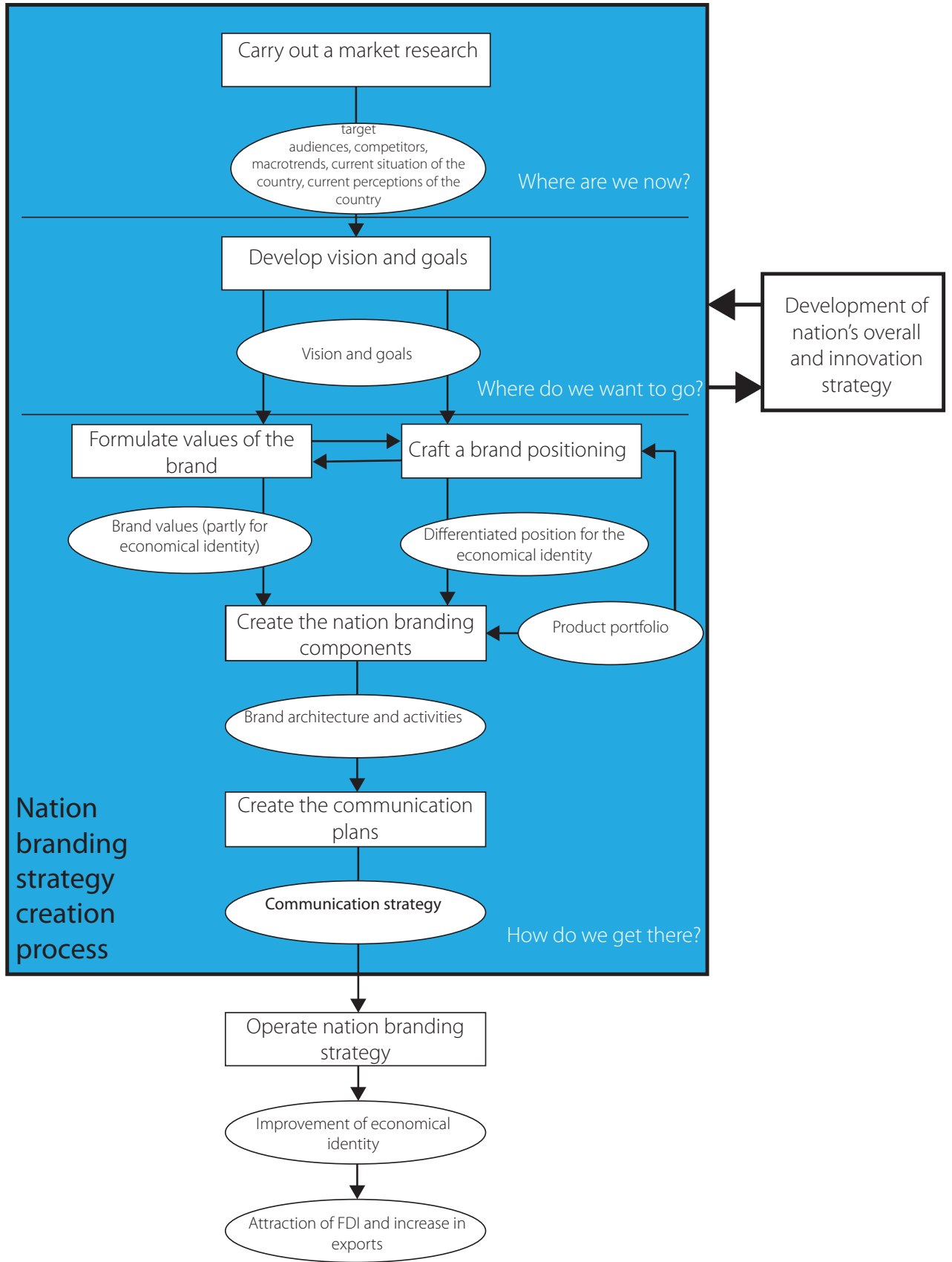


Figure 15: Theoretical framework.

positioning is based on the values of the brand to make sure that the positioning supports the values. On the other hand, the brand values should also be based on the positioning. This is to make sure that the values are based on the segmented industries and the targeted audiences. Therefore, the positioning and values should be created simultaneously. For the creation of the values it is also important that the current reality and current perceptions of the country are taken into account (Gilmore, 2002; Anholt, 2007; Hankinson, 2007; Urde, 2009).

The next step is the development of the branding components. For the development of the branding components, a brand architecture should be developed. This should be based on the positioning of the country to make sure that the appropriate industries are included in the branding components (Mihailovich, 2006). Next to that, to determine the brand scope, and especially which brand stretches are possible, it is essential that the product portfolio is also taken into account. Besides that, the brand architecture should support the brand values (Mihailovich, 2006). For the branding activities plan it is important that it is based on the brand positioning and values to make sure that they represent the values and go in the same direction as the positioning. Finally, the communication strategy should be developed, which should be based on the branding components to make that sure it supports the brand identity (Lee, 2009).

Finally, as discussed before, the nation branding strategy creation process should be created in collaboration with the country's overall and innovation strategies. Therefore these strategies are positioned outside the nation branding strategy creation process with a relationship between the two.

When this nation branding strategy is operated successfully, this leads to an improved economical image of a country, which in turn leads to more attraction of inward investments and a better COO-image for the export products.

2.7.3. Conclusion

To create a nation branding strategy first, a market research should be carried out, in which research should be done to the target audiences, the competitors, the macro-trends, the current situation of the country and the current perceptions of the country. In this way it is determined how the country is doing, also in comparison with competing countries, what the current image of the country is by the different target audiences and what possibilities the country has.

After that, the vision and goals should be determined, which should be based on the market research carried out in the previous step. The vision makes sure that the strategy has a long-term direction and the goals determine what exactly has to be realized with the strategy.

The next step is to create the brand values and the brand positioning. These have to be based on the vision, the goals and the market research. Also, it is important that the brand values and the brand positioning are created in collaboration with each other to make sure that a solid foundation is created for the brand. The brand values and the brand positioning determine together the basis of the brand and should be an important focus in the entire process.

When the brand values and the brand positioning are determined, the brand components can be created. In this step the brand architecture should be determined, which should be based on the brand positioning, the brand values and the product portfolio. In the brand architecture it is determined which sectors can be included in the brand and which brand stretches are possible. Besides the development of the brand architecture, also the branding activities plan should be developed in the step 'develop branding components'. The branding activities plan should reflect the brand values and the brand positioning to make sure that the right brand is communicated by the activities. Finally, a communication strategy should be developed which should make sure that a coherent identity is communicated. Therefore this should be based on the brand values, the brand positioning and the branding components. Finally, the entire process should be executed in collaboration with the development of the nation's overall and innovation strategy to make sure that all these strategies point in the same direction.

2.8. Conclusions

The goal of this literature review was to create some first answers to the research question. In six sections the literature which is relevant for this research is discussed. First in section 2.2 an introduction is given into nation branding. It is discussed that every nation has a brand, which can be composed of both images and stereotypes. To make sure that the image is based on the right and wished attributes and to create strategic equity a country should engage in nation branding. For the brand to be successful it is important that it represent the inhabitants of the country, that it is elemental and distinctive and that it is meaningful and appealing for different target audiences.

To be able to answer the second research sub-question, in section 2.3 umbrella nation branding is discussed. Umbrella nation branding is important to prevent that conflicting messages about the country are sent out. However, a full cross-segmental umbrella nation brand is probably not possible and therefore a form of umbrella nation branding is introduced in which certain values are created for all the segments together, while other values are segment-specific.

In section 2.4 it is discussed how nation branding can help to improve the economical image of the country. First it is determined that, next to the hard characteristics, also soft characteristics in the form of images, stereotypes and perceptions are important for decision makers to determine in which country they want to invest. Therefore nation branding should be used as a tool to attract inward investments. To promote exports especially the COO-effect should be considered. The origin of products determines, especially for new products, what the attitude of people is towards that product. The COO-image can be influenced by nation branding activities and therefore nation branding is important to improve exports.

In section 2.5 it is discussed that the government should be responsible for the creation of the nation branding strategy, but that the people who work on the strategy should have some independence from government policies to make sure that a long-term commitment can be created. Besides that it is discussed that it is important to include the stakeholders in the process to make sure that they collaborate with the operationalization of the nation branding strategy.

In section 2.6 several models are discussed which are used as an input for the development of the theoretical framework. Especially the model of Balakrishnan (2009) and Lee (2009) were used as the main input for the creation of the theoretical framework. Then in section 2.7 the theoretical framework is described. This theoretical framework describes that a market research should be carried out first to identify the current competences, perceptions and possibilities of the country. Based on this market research the vision and

goals can be determined to create a long-term direction for the strategy and to determine the objectives of the strategy. Then, based on the market research, the vision and the goals the brand values and the brand positioning should be determined which should act as the foundation for the brand. These two variables should be created in collaboration with each other. Based on the brand values and the brand positioning, the branding components can be developed in which the brand architecture and a branding activities plan should be developed. Finally, based on the brand values, the brand positioning and the branding components the communication strategy should be developed to make sure that the right attributes are communicated. Finally this entire process should be created in collaboration with the development of the nation's overall and innovation strategy.

chapter 3

Methodology

- 3.1 Introduction
- 3.2 Case study design
- 3.3 Case selection
- 3.4 Case study protocol
- 3.5 Conclusion

3.1. Introduction

At this moment an introduction is given into the research project and the literature review is presented together with the theoretical framework. In this chapter, the methodology of the research project will be discussed. First in section 3.2 it will be discussed why a case-study design is specifically appropriate for this research project, the research question and the theoretical framework. Then, in section 3.3, the selection of the cases will be discussed. First, it will be discussed what, why and how the cases have to be compared. Based on this, different criteria will be created for the selection of cases, which results in the actual choice for the cases. Finally in section 3.4 the case study protocol will be discussed in which both the data collection and the data analyses procedures will be discussed.

3.2. Case study design

The following research question is formulated for this research: "In what way can governments create an umbrella nation branding strategy that focuses on the economical image of a country to attract inward investments and to promote exports and which is also aligned with the nation branding activities of the other segments?" This kind of research question can best be described as a descriptive design question (Yin, 1993). Besides that, because little is known about the topic of creating a nation branding strategy yet, and because of the relative broad question, an exploratory approach would be most suitable. However, through the deductive approach, and therefore through the developed theoretical framework, an explanatory approach would also be suitable. Therefore this research lies somewhere in the middle on the explanatory-exploratory research approach continuum (Saunders et al. 2009). Because of this and because of the broad, descriptive research question, the case-study research strategy is specifically suitable for this research question (Yin, 1993).

Lee (2009) argues that the case-study research approach is also specifically suitable for nation branding research. In a nation branding strategy formulation process a lot of actors are involved which all have their own interests. Through the in-depth focus of the case-study approach a clear picture of the interaction between all these actors can be developed. The formulation of a nation branding strategy is a social process in which a lot of stakeholders interact with each other, about which not much is known yet. The case-study approach is specifically suitable to explore this process (Yin, 1993). A case-study clarifies the interaction of social relations, perceptions, opinions, attitudes and the behaviour of the different actors in the nation branding strategy formulation process (Yin, 1993). The case-study approach gives also more insight in the process of the nation branding strategy formulation, what the bottlenecks are, etc. Because little is known about the process yet, the case-study design shows the problems and solutions in their social context, which gives us extra insight in what the influence of the social context is (Yin, 1993). In addition, a quantitative research would not be suitable, because the result of the production of quantifiable measures of the relevant variables would be an oversimplification of the context (Hall, 2006). An extensive research often exists of a simple causal model. However through the social process involved with creating a nation branding strategy, such a simple causal model cannot be created. Nation branding is often described as holistic and therefore a simple cause and effect relationship cannot be assumed to exist (Lee, 2009; Yin, 2009). Besides that, an extensive research in the form of a survey would not be suitable for this kind of research, because the number of cases would be too limited to perform extensive research adequately (Yin,

2009). The number of countries which have created a nation branding strategy is too limited, compared with the number of variables involved to be able to execute an extensive research satisfactorily and to create a sample large enough for it to be externally valid.

The case-study design fits the theoretical framework developed in chapter 2, because this is a process research model, and a case-study is suitable to explain this (Newman & Robey, 1992). Through the in-depth focus of the case-study approach, the intervening variables in the causal chain can be determined, which are important to get the details of creating a nation branding strategy (Yin, 1993). Through these details of the different case studies, the theoretical framework can be improved, which will be applicable to different situations (Lee, 2009). Besides that, when a relationship between two variables is supported by data, also an understanding of why something is happening is determined, which gives extra insights in the relationships which occur (Eisenhardt, 1989).

3.3. Case selection

The case selection is important to create a valid theory for the chosen domain (Eisenhardt, 1989; Verschuren & Doorewaard, 1999; Yin, 2009; Lee, 2009). To create an external valid research, the right terms for selection of the cases have to be determined (Lee, 2009). By comparing nation branding strategies of different nations, it is possible to provide systematic evidence or patterns which support a general finding for the creation of a nation branding strategy (Perry & Robertson, 2002; Lee, 2009). To select the right cases so that such systematic evidence can be provided it is important to consider why, what and how the cases are compared. Therefore, in the next section it will be discussed why different cases should be compared, what should be compared and how they will be compared. Based on these three discussions, the criteria will be determined for the selection of the cases.

Why to compare

The goal of the case-studies and of the comparison of the cases is to generalise the findings according to the chosen domain (pro toto). When it comes to small-n case studies, the generalizability is often discussed in the sense that it is questioned what, on the basis of the researched cases, can be said about the researched domain in general (Yin, 1993). Because of the limited amount of cases it is not possible to apply the 'sample-to-population-logic'. Yet, Yin (1993) argues that it is not the purpose of a small-n case study to generalize to the statistical population but to a theoretical framework, also called analytical generalisation (Niederkofler, 1991; Yin, 1994).

Nevertheless even though the generalizations are according to a theoretical framework, still note should be taken that capitalising on chance does not occur. Through the comparison of well-chosen cases, this chance is limited. Thus, by comparing different cases, it should become clear what the relevant configurationally patterns are and what the case-specific attributes are (Tsoukas, 1989; Lee, 2009). However, it should be noted that with a small-n case study only a step in the right direction can be made to create a higher reliability of the results (Yin, 1993).

In this research the goals of comparing the different cases are:

- To identify relevant factors involved in the nation branding strategy creation process.
- To identify the nation specific factors involved in the nation branding strategy creation process.
- To identify the similarities and differences between different nation branding strategy creation processes.
- To identify the best way to create an umbrella nation brand.

What to compare

Different cases have to be compared, in which it is important that the cases are informative cases that describe the researched phenomenon well (in this case the nation branding strategy creation process) (Yin, 1993). As described before, the objective is to research in what way a nation branding strategy can be created to improve the economical image of the country. An important aspect of this is that different nation branding strategy creation processes must be compared with each other. Therefore the cases (nations) that are considered should have created a clear strategy for nation branding. Besides that, the focus of this research is also on improving the economical image of the country by promoting exports and inward investments. Therefore the strategies which have been developed should focus on the improvement of the economical image of the country. In addition, because also umbrella nation branding should be taken into account, the strategy developed by the country should also take the other segments into account. Therefore in this study different cases should be compared which meet the following criteria:

- The case should have developed a clear strategy for nation branding.
- This strategy should have a focus on improving the economical image of the country.
- This strategy should take all the different segments into account for the nation branding activities.

How to compare

Ideally, the number of cases that is selected is high enough to reach theoretical saturation (Eisenhardt, 1989). However, through limited resources and time, it is only possible to select a small number of cases. On the other hand, it is still important that enough cases are researched to create a generalization which provides enough external validity.

Yin (1993) argues that when a theory or model is quite new and has not been tested extensively, cases should be selected which are comparable to each other, which means that the between case-variance should be limited as much as possible. When such a new model or theory is tested, the best way would be to use some model instances to test a reasonable homogenous group (Yin, 1993). In this way, cases are compared from which comparable results can be expected. Yin (1994) calls this literal replication. Nevertheless, note should be taken that when all the cases are chosen from the same context, nothing can be said about the context and whether this has an influence on the outcomes, since the context is not tested (Yin, 1993). It is therefore chosen to select success cases based on the dependent variables, which have different contexts in which the strategies are created.

Based on the theoretical framework, some dependent variables are selected. The dependent variable which has been chosen for the selection of the cases is the increase in amount of investments and exports. However, the cases could not be solely chosen on this variable, because the variable depends on more variables than only the ones discussed in this research. It also depends on the operationalization of the strategy and also other factors of the country and its economy. Therefore also the experience of experts is used as a source for the identification of the cases. Based on the dependent variable and experts, cases from the domain are selected.

Through the difficulty of obtaining data, convenience sampling is also used to select the cases, which however still had to meet the criteria for the selection of cases (Yin, 1993). In this way incidental contacts of the researcher could be used to gather the data.

Criteria for the selection of cases

Based on the previous discussions, the following criteria are developed for the selection of cases for this research. The cases that are chosen should be:

- Nations that have created their own specific nation branding strategy that focuses on the improvement of the economical image of the country.
- Nations that have had a success in the improvement of exports and attraction of inward investments after the implementation of the strategy.
- Nations that have formed their own way of creating an umbrella nation brand.

Selection of cases

Based on the criteria presented above, three cases, the Netherlands, Ireland and Spain, are selected. However, it was not possible to select three cases which all met all three criteria and from which enough data could be gathered. Nevertheless, the first two criteria are identified as the most important criteria for this research and therefore the case of Ireland is selected while it only meets the first two criteria. So, three success stories have been selected, which are the Netherlands, Ireland and Spain. First of all, by experts, Spain, Ireland and the Netherlands have been identified as success stories when it comes to nation branding. These three cases have all, after they have implemented the strategy, experienced an increase in the amount of exports and the attraction of inward investments (figure 16 and 17). Finally, the three cases are chosen by means of convenience sampling, since for these cases enough data was available.

The strategy of the Netherlands was implemented in 2005, after which an increase in exports is experienced (UNCTAD, 2011a, 2011b) (figure 17). For the attraction of FDI, although the flow was very unstable, overall, an

increase in the attraction of FDI can be seen (figure 16). For Ireland, the strategy was developed in 1987 and implemented afterwards, until 2003. In figure 17 can be seen that since 1987 the level of exports has increased rapidly. Next to that, as can be seen in figure 16, also the attraction of FDI has increased severely since 1987. Besides that, Ireland is also identified in the literature as a country which has successfully rebranded itself (Anholt, 2002; Lee, 2009).

Spain is selected as the third case. The strategy for Spain is implemented in 1986 (Gilmore, 2002). As can be seen in figure 16 and 17, both the amount of exports and FDI have risen significantly. Moreover, several authors (Gilmore, 2002; Balfour & Quiroga, 2007) argue that the nation branding strategy of Spain was successful.

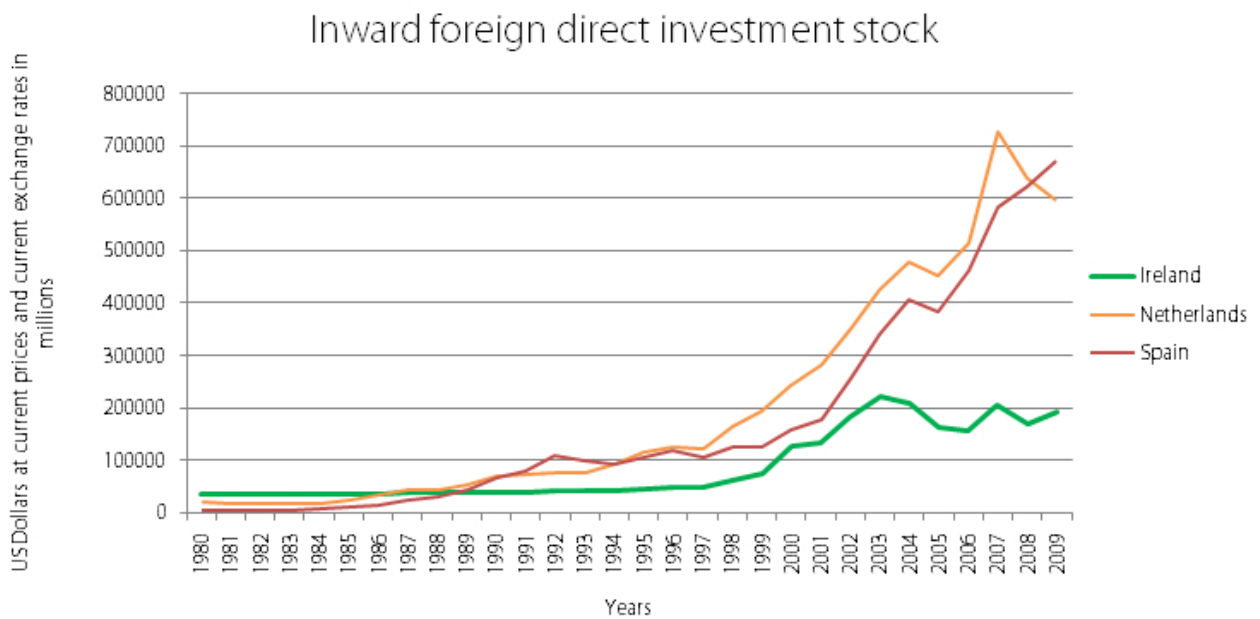


Figure 16: Foreign Direct Investment Stock in US Dollars at current prices and current exchange rates in millions. (Source: UNCTAD 2011).

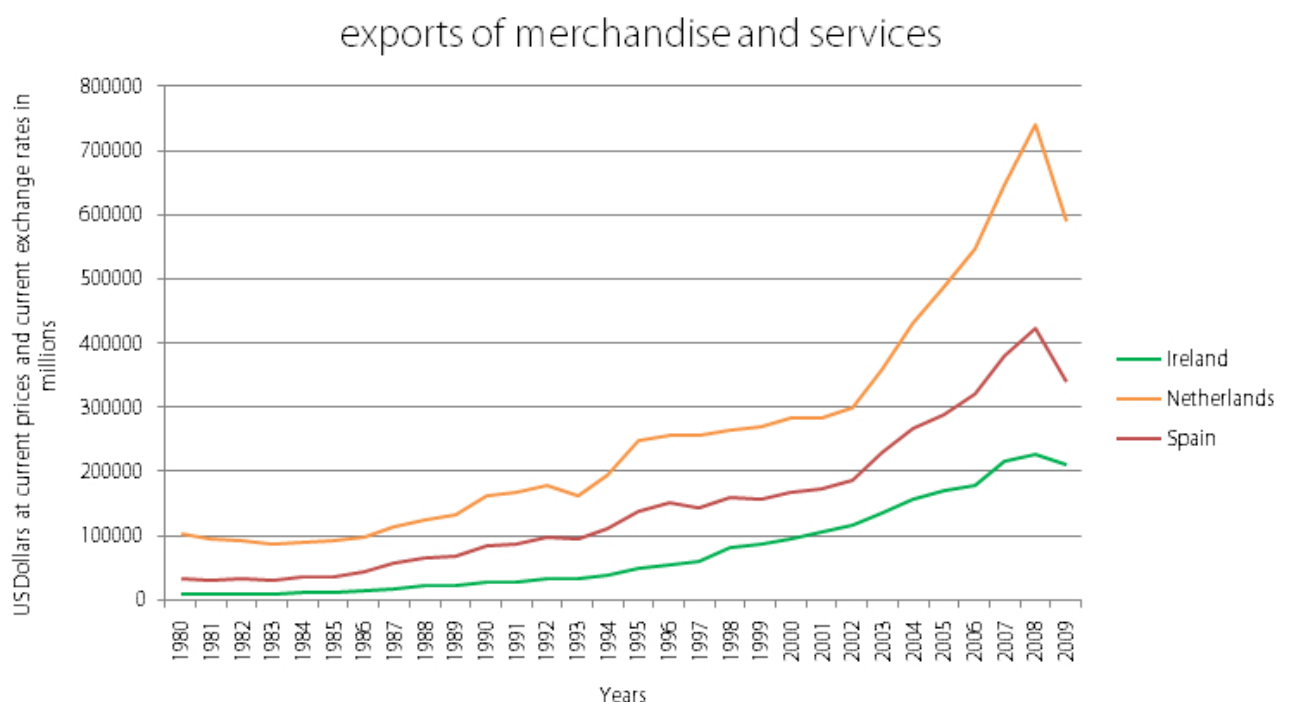


Figure 17: Total exports in merchandise and services in US Dollars at current prices and current exchange rates in millions. (source: UNCTAD 2011).

3.4. Case study protocol

Now that the cases are selected, it is determined how the data of the cases are collected and analyzed. To improve the reliability of the research, it is important that a case study protocol is created. The protocol is meant to steer the execution of the data collection and analysis (Lee, 2009). This research protocol is presented in this section.

Data collection

In this research, three different cases, the Netherlands, Ireland, and Spain are compared with each other. Through the limited resources available, not all the cases could be researched empirically. Therefore the data of the cases of Ireland and Spain are gathered using a structured literature review. These cases have been described extensively in the literature and therefore a good insight in these cases could be created. The data of the Holland³ case is gathered using empirical research. The techniques which are used for the Holland case-study are semi-structured interviews with informants who have developed the nation branding strategy for Holland and a documentary analysis. The documents were provided by Holland branding, the agency which is responsible for the operationalization of the developed nation branding strategy. The use of triangulation was important to improve the construct validity of the research (Eisenhardt, 1989; Yin, 2009; Lee, 2009; Saunders et al., 2009). For the Holland case both data and method triangulation are used, and therefore the empirical findings of the case study can be regarded as more convincing and accurate than when only one method would be used (Lee, 2009; Saunders et al. 2009). In total seven informants are interviewed for the Holland case. The informants contain both people from public and private organizations and from the different sectors involved. The semi-structured interviews helped to answer why the informants have taken certain decisions during the creation of the strategy, and to understand their attitudes and opinions about certain topics (Saunders et al., 2009). A focus during the semi-structured interviews was on the reliability of the data, because the lack of standardization could result in a concern of reliability (Saunders et al., 2009). The informants were interviewed in spring 2011, while the strategy was created at the beginning of 2005. Therefore a validity problem can exist through memory problems. To prevent this from being too much a problem during the interviews, the documents are analyzed first to make sure that the interviewer would have an understanding of the process on beforehand so that the interviewer could give some guidance in the interviews of how the process went. In addition, to prevent from social desirability to occur, an interview protocol was also created (Annex 2).

3. Because in the strategy of the Netherlands, Holland is used as the name for the Netherlands, in the rest of the report also Holland will be used for the Netherlands.

Data analysis

At this moment it is discussed how the data has been collected. In the next section is discussed how the data is analyzed. However, within the different cases there has been an overlap between data collection and data analysis (Eisenhardt, 1989). This is because in this way a more flexible data collection is possible in which new opportunities are used to gain a more in-depth insight into the cases. For theory development this is allowed, since all cases are analyzed separately and in these cases as much depth should be gained as possible (Eisenhardt, 1989).

The three cases are analysed separately by using a hierarchical method (Verschuren & Doorewaard, 2007). The cases are first analyzed separately to become intimately familiar with the cases separately and to see the different patterns within each case (Eisenhardt, 1989). The cases focus on the process which was followed during the creation of the nation branding strategy and not on the content of the nation branding strategy. This is because the process is important to answer the research question, while the content is case specific.

To analyse the cases, first the cases were analyzed by means of coding (Yin, 1993). These codes are created on the basis of a developed matrix (Time-Ordered matrix), based on the method of Miles & Huberman (1984). The Time-Ordered matrix was used as the main guide for the development of the matrix. In the Time-Ordered matrix the periods are already formulated though. However, in the analyses of the cases it is not clear yet which activities are performed in which order. Therefore first a context chart was developed for the different cases to first analyse which events can be recognized in the process and in which sequence. The context chart is used as an input for the Time-Ordered matrix and is used to prevent that the Time-Ordered matrix has too much internal order (Miles & Huberman, 1984). Moreover, the context chart made sure that the context in which the strategy is developed would not get lost in the analysis of the case (Miles & Huberman, 1984). For the three cases a standard matrix was developed in which in the first row the different events need to be filled in (variable1 till variablen) (table 1). For the analyses of the cases I was both interested in what the different activities entailed and how they were developed. Besides that, to really understand the process it was thought important to also analyse in what way that activity contributed to the developed strategy and in what way it contributed to the next activity. For each of these four aspects, a subdivision was made again into general information, reasons and opinions. This was done like this, because first of all the general information is important. Next to that, the reasons are important for why this information is described in general information the way it is. And finally the opinions of the informants are described into

Time-Ordered matrix	Meaning of activity	What does the activity entail?			How is the activity developed?			In what way does this activity contribute to the developed strategy?			In what way can, based on this activity, the next activity be created?			General		
		General	Reasons	Opinions	General	Reasons	Opinions	General	Reasons	Opinions	General	Reasons	Opinions	General	Reasons	Opinions
Activities																
Motivation																
Structure																
Variables	Variable 1															
	Variable 2															
	Variable 3															
	Variable n															
Conclusion																

Table 1: Matrix for the analysis of the separate cases.

the sub-attribute of opinions, in which it is described how the informants see the information described in that section.

When all the cases were analysed separately, the cases combined with the theoretical framework, were analyzed together through a cross-case search for patterns. The aim of this cross-case analysis was to increase generalizability and to see the process and outcomes across the cases. In this way it could be understood what influence the local context had on the cases and which settings were not idiosyncratic (Miles & Huberman, 1984). Through different information-processing biases of people, it was necessary to have a systematic search for patterns between cases (Eisenhardt, 1989). These information-processing biases mean that people lead to conclusion based on limited data (Kahneman & Tversky, 1973), that people are influenced by vividness (Nisbett & Ross, 1980) or more elite respondents (Miles & Huberman, 1984). Also people tend to ignore basic statistical properties (Kahneman & Tversky, 1973) or drop disconfirming evidence accidentally (Nisbett & Ross, 1980). Through the crosscase search for patterns, the chance on these biases was reduced (Eisenhardt, 1989). For the cross-case analysis a different method than with the analysis of the separate cases was designed to make sure that valid and reliable conclusions could be created. Besides that, it helped to prevent the just adding up of the different variables of the different cases, which would result in a loss of the context and in a situation where a set of generalizations would be created which would not apply to any specific case anymore (Miles & Huberman, 1984).

In the cross-case analysis first the context charts as developed in the separate analyses of the cases are combined into one model together with the theoretical framework. In this way, a case-oriented analysis could be performed to see what each case entailed and what the differences were between these cases. In this way it could be prevented that it was assumed that all the cases would have the same independent variables and dependent variables (McPhee, 1990). In addition, a matrix (table 2) was developed in which all the different activities of the different cases were described. In this way a combination of case-oriented and variable-oriented analyses was used which was recommended by Miles and Huberman (1984). The information in this matrix was perceived from the Time-Ordered matrixes as developed in the separate analyses of the cases. In this matrix (table 2) it became clear for each variable in each case in what way it contributed to the successfulness of the strategy. Also, in this way it could be determined what the differences were between the cases. Hereby it was especially important that for subtle differences and similarities would be searched, so that new concepts and categories could be determined, which were not anticipated on beforehand (Eisenhardt, 1989). In this way, the likelihood of a reliable and accurate theory was improved.

Based on the cross-case analysis the theoretical framework could be validated and where necessary improved. Besides that recommendations for Holland branding are given for the strategy creation process based on the cross-case analysis and the improvement of the theoretical framework.

Variables		Cases	Holland	Ireland	Spain	Theoretical framework	Theoretical framework	Analysis	Analysis
Competitor analysis	In what way is the variable created?								
	Contribution to the process								
	Contribution to the strategy								
Target audiences analysis	In what way is the variable created?								
	Contribution to the process								
	Contribution to the strategy								
Macrotrends analysis	In what way is the variable created?								
	Contribution to the process								
	Contribution to the strategy								
Analysis of the current situation of the country	In what way is the variable created?								
	Contribution to the process								
	Contribution to the strategy								
Analysis of the current perceptions of the country	In what way is the variable created?								
	Contribution to the process								
	Contribution to the strategy								
Development of vision	In what way is the variable created?								
	Contribution to the process								
	Contribution to the strategy								
Development of goals	In what way is the variable created?								
	Contribution to the process								
	Contribution to the strategy								
Formulation of brand values	In what way is the variable created?								
	Contribution to the process								
	Contribution to the strategy								
Development of a brand positioning	In what way is the variable created?								
	Contribution to the process								
	Contribution to the strategy								
Creation of the nation branding components	In what way is the variable created?								
	Contribution to the process								
	Contribution to the strategy								
Creation of the communication strategy	In what way is the variable created?								
	Contribution to the process								
	Contribution to the strategy								
Alignment with the nation's overall and innovation strategy	In what way is the variable created?								
	Contribution to the process								
	Contribution to the strategy								
Meeting with stakeholders	In what way is the variable created?								
	Contribution to the process								
	Contribution to the strategy								
Test with foreign managers	In what way is the variable created?								
	Contribution to the process								
	Contribution to the strategy								

Table 2: Matrix for cross-case analysis.

3.5. Conclusions

A case study approach is the best solution because of the descriptive design question. Moreover, it is identified in the literature that a case study approach is specifically suitable for nation branding research, because in this way the social process and interaction involved with creating a nation branding strategy can be identified (Lee, 2009). Also since limited research is done to nation branding, a case study approach gives insight in what the influence of the context is on the development of the strategy. Also, through the limited number of cases available and the high number of variables involved in the process, a quantitative research was not possible.

The cases are selected on three criteria:

- Nations that have created their own specific nation branding strategy that focuses on the improvement of the economical image of the country.
- Nations that have had a success in the improvement of exports and the attraction of inward investments after the implementation of the strategy.
- Nations that have formed their own way of creating an umbrella nation brand.

Holland, Ireland and Spain have been selected. These three countries did suffice the three above described criteria (except Ireland which did not suffice to the third criteria) and they have been identified by experts as successful cases. Besides that, of these countries sufficient data was available.

The data of the case of Holland is gathered by semi-structured interviews and a documentary analysis. The data of the cases of Ireland and Spain is gathered by a structured literature review. The three cases are analyzed separately. The focus during the analysis of the cases was on the process of creating a nation branding strategy and not on the content, since only the process is relevant for this research. The cases are analysed by means of coding and a Time-Ordered matrix. After that, a cross-case analysis was executed in which a search for patterns was performed using both case-oriented and variable-oriented analysis. First, the different contexts charts developed in the analysis of the separate cases were combined with the theoretical framework to investigate what each case entails and what the differences between the cases are. After that, the cases are analysed together with the theoretical framework through a variable-oriented analysis. In this way it became clear in what way these variables contributed to the strategy and its success.

chapter 4

Findings

- 4.1 Introduction
- 4.2 Case Holland
- 4.3 Comparative mini cases
- 4.4 Comparison of cases
- 4.5 Conclusion

4.1. Introduction

As described in the chapter 3 (Methodology), three different cases are analyzed for this research project, which are the cases of Holland, Ireland and Spain. In this chapter first the three cases are described in sections 4.2, and 4.3. Then the cases are compared with each other in section 4.4.

4.2. Case Holland

4.2.1. Introduction

As described in the methodology chapter of this report, the data of the Holland case is gathered using semi-structured interviews with informants who have participated in the formation of the Holland nation branding strategy and a document analysis of several documents provided by Holland branding. For the analysis of the case of Holland, the interviews with the different informants and the documents "Advies Economisch Imago Nederland" and "Het verbeteren van de economische concurrentiepositie" are used as the main sources for information. The other documents provided by Holland branding are used as background information, since these documents give more insight into which information is used during the creation of the strategy, while "Advies Economisch Image Nederland" and "Het verbeteren van de economische concurrentiepositie" give more insight into how the process is executed and what the results are. In the following section it will be described how the process of creating a nation branding strategy is executed. First the motivation for the execution of the strategy is formulated, followed by the structure to develop the strategy, and the way the structure is actually carried out. The entire process is presented in a context chart. Then finally, some reflections, as provided by the different informants, are discussed.

4.2.2. Process of creating a nation branding strategy

Motivation

In 2005, the current minister (staatssecretaris) of economic affairs of Holland, Karien van Gennip thought that a branding approach in economic affairs would be useful. Part of the reason for this was that the three groups involved, 'Commissariaat Buitenlandse Investerings in Nederland' (CBIN) (investment promotion), export promotion and 'Nederland Bureau voor Toerisme en Congressen' (NBTC) (attraction of conferences) would work more together and send one identity into the world. As one informant described it:

And those (the three groups) all had their own trade to say silly, they all did their own things, and with own parties, own resources, with partly their own instruments and the process is a bit about these three, the goal was to say, what have we in common. And not only mutually but also with the ministry of LNV, which promotes in the area of agricultural products, and V&W, which also creates its own campaign styles, what can we reflect, in which Holland is an example.

Original cite: En die (the three groups) hadden een eigen handeltje om flauw te zeggen, deden al hun eigen dingen, en met eigen partijen, eigen middelen met voor een deel eigen instrumenten en het proces hier draait ook een beetje om die drie, was er ook om te zeggen wat hebben wij nu gemeen. En niet alleen onderling maar ook met het ministerie van LNV, op het gebied van landbouwproducten promotie doet, V&W, ja eigen campagneachtige dingen neerzet, wat hebben wij nou zeg maar uit te stralen als, waar Nederland een voorbeeld voor staat.

Before the strategy was developed, Holland had already a known brand and a positive identity. Yet, in different rankings (The Economist and World Economic Forum) Holland was decreasing. Especially when it came to tolerance, the image of Holland had slowly decreased over the past ten years. Also events like the murders on Pim Fortuyn and Theo van Gogh were thought to have an influence on the image of Holland. Besides that, the present images of Holland abroad were very divergent, which was not always positive for the economy of Holland. Some activities of to promote Holland were already carried out, but very fragmented. Next to that, in that time a lot of countries (especially England) were involved in nation branding and the minister therefore argued that it would be good if Holland would check what nation branding could do for the country. Based on this, it was decided that the image of Holland, and especially the economical image, required more maintenance. In "Advies economisch imago Nederland"

the motivation for the maintenance of the economical image was described as follows:

The economical image of Holland does not need any major changes, there is a strongly anchored and fairly positive image. However the economical image can be influenced to strengthen and maintain the desired image. A common and consistent strategy between public and private parties can strengthen economical imaging of Holland in other countries positively.

Original citation: Het economische imago van Nederland behoeft geen majeure veranderingen, er is sprake van een sterk verankerd en vrij positief imago. Wel kan het economische imago worden beïnvloed om zo het gewenste imago te versterken en te handhaven. Een gezamenlijke en consistente strategie tussen publieke en private partijen kunnen de economische beeldvorming over Nederland in het buitenland positief versterken.

At that moment only a logo was available from the NBTC, which was used by more segments. But, besides that logo, not much was done to create a nation brand for Holland. Also, only a limited budget was available for nation branding. A large budget was thought not to be necessary because Holland already had a positive image and not a structural problem. Though, it was still thought necessary to combine the efforts done by the different departments and to make sure that the image would be maintained.

In 2005 Holland started working on the image in a structural way, with a main focus on the economical image. Purpose was to position Holland as a country with which it is good to do business, and which is innovative at some points. A strategy had to be developed for Holland in which the focus would transcend the production of only a logo and slogan. To create the strategy a workgroup was composed, which got as task to come up with a plan for the improvement of the Dutch competitive position through the improvement of the image of Holland. To improve the economical image of the country three areas were seen as important, which were the promotion of investments, exports and conferences. However, in the development of the strategy the focus was mainly on exports (or trade) and less on investments and conferences. As one informant sees it:

You can determine the image of Holland, when it comes to trade and for tourism, there is where such a session is useful, thus not for us, for the NFIA (Netherlands Foreign Investment Agency), you have to focus more on smaller groups because you only have a couple of hundred deciders a year. But you have millions of people who buy something that may be produced in Holland annually.

Original citation: Je kunt het imago van Nederland

bepalen, wat betreft handel en voor toerisme, daar heeft zo'n sessie zin, voor ons dus niet, voor het NFIA, je moet je veel meer op kleine groepen richten omdat je maar een paar honderd beslissers hebt per jaar. Maar je hebt miljoenen mensen jaarlijks iets kopen wat in Nederland misschien geproduceerd is.]

Although the focus was on promoting the economical image of Holland also the other segments as identified by Anholt (2007) were taken into account, because it was identified by the workgroup that to create a successful nation branding strategy which focuses on the economical image of Holland it was also important that the entire image of Holland would be taken into account. Therefore, part of the nation branding strategy was that the economical image had to be streamlined with the general identity of Holland. In the document "Advies Economisch Imago Nederland" this was described as follows:

The essence of the influencing of the economical image is carrying out the positive characteristics of Holland as an economical partner. This does not mean that the more negative imaging, whether based on misunderstandings or not, can be ignored. Mostly it concerns here social events which have an influence on the general imaging of our country and which are difficult to influence. For the general imaging it is important that such negative events can be explained in an adequate manner.

Original citation: De essentie van het beïnvloeden van het economische imago is het uitdragen van de positieve kenmerken van Nederland als economisch partner. Dit laat onverlet dat de meer negatieve beeldvorming, al dan niet gebaseerd op misverstanden, niet genegeerd kan worden. Veelal betreft het hier sociaal-maatschappelijke gebeurtenissen die van invloed zijn op de algehele beeldvorming van ons land en moeilijk zijn te beïnvloeden. Het is voor de algehele beeldvorming van groot belang dat dergelijke negatieve gebeurtenissen op adequate wijze toegelicht en/of uitgelegd kunnen worden.

So, the main focus was on the economical image and then especially on trade. It was argued by the consultant that it would be almost impossible to influence the tourism image of a country, since this is to interwoven with the general identity of a country. And, so argued the consultant, the general identity could not be influenced by a country self because this identity is strongly rooted in the history of the country. However it was also argued by the consultant that the economical image of a country could be influenced more easily since for this the general identity was more in the background and it could also better be changed in a short timeframe. Especially when it came to trade it was believed that nation branding could do a good job.

To create the strategy, a workgroup was composed whose task it was to create an advice for the maintenance of the economical image of Holland. The minister of economic affairs gave an assignment to the Economische Voorlichtingsdienst (EVD) and the Buitenlandse Economische Betrekkingen (BEB). Besides these two departments also the ministerie van buitenlandse zaken (ministry of foreign affairs), the ministerie van landbouw (ministry of agriculture), the ministerie van verkeer en waterstaat (ministry of traffic and water) and some international private organisations were involved. The ministry of foreign affairs was included because the embassies and consultates were covered by this ministry. The ministries of agriculture and of traffic and water were involved because they both promoted their own version of Holland abroad. The aim of this workgroup was to come with an advice for the nation branding activities.

Besides that, at the end when the advice was created and some concrete actions needed to be carried out to operationalize the strategy, Simon Anholt was also involved to give advice in what the best way was to create this.

Within the workgroup, not all participants were equally supportive of nation branding. Also, some participants had to be convinced to work together. Part of the task of Holland branding was to bring all these groups and persons together and to convince them to communicate the same identity. As two informants saw the process:

So I was not a tremendous proponent of this kind of ideas, of nation branding, to influence that positively. Because I, A, see that it is almost impossible, B, that it is difficult and that it is only possible if you organize it broadly and put a lot of money in it.

Original citation: Dus ik was er niet een verschrikkelijk voorstander van dit soort ideeën, van nation branding, om dat positief te gaan beïnvloeden. Omdat ik, A, ik zie dat het haast onmogelijk is, B dat het moeilijk is en dat het eigenlijk alleen maar kan als je er echt heel breed inzet met heel veel geld.

What, especially in that time, definitely also within the ministry, there was scepticism over the utility and necessity of Holland branding, so in that time I have mainly tried to convince people that it was worthwhile to agree to some things in the area of positioning abroad, because everybody, Holland is still a country which will not do things together automatically, how small we are, everybody wants to stay doing his own things.

Original citation: Wat vooral in die tijd, ook zeker binnen het ministerie, was er nogal scepsis over, over nut en noodzaak van Holland branding, dus ik heb vooral ook geprobeerd in die tijd mensen ervan te overtuigen dat

het zin had om met elkaar iets af te spreken op het gebied van positionering in het buitenland, omdat iedereen, kijk Nederland is toch een land wat niet automatisch dingen samen doet, hoe klein we ook zijn, iedereen wil graag zijn eigen ding blijven doen.

DEVELOPED STRUCTURE

To have such a broad approach and to create a strategy which would transcend the production of only a logo and slogan, a structure was developed for the creation of the nation branding strategy. Besides the participants described above, the workgroup also contained a consultant. The consultant had already formulated a structure which had to be followed for the creation of the strategy, which is described in the document "Het verbeteren van de economische concurrentiepositie". According to this document, the focus was on influencing the economical image of the country, since according to the consultant, this was the only way possible. Since the general and economical image of Holland were already positive, the focus was on putting certain aspects on the foreground which would determine the economical image of the country. The developed structure consisted of five steps which had to be followed sequentially. According to the document "Het verbeteren van de economische concurrentiepositie" these are the following five steps:

1. Identify the relevant dimensions.
2. Determine the degree of importance of these dimensions.
3. Determine the score of Holland.
4. Compare the score of Holland with 'competitive' countries.
5. Develop a targeted strategy.

The goal of this structure was to create an image that was positioned in such a way that it would be relevant for the target audiences, it would be differentiating compared to the competitors and that it would be realistic. An important part of this was that a focus would be created which had to be communicated. These five steps had to be passed through separately. In the next enumeration these steps are discussed in detail as they have been described on beforehand and have been described in the document.

1. In the first step a map had to be created in which the relevant dimensions would be determined which had an influence on the perceptions of the

economical competitive position of Holland, both positively and negatively. So, which aspects played a role for companies when they would make a decision to trade with Holland or invest in Holland?

2. Then these dimensions had to be ranked to see which dimensions were more important or relevant for the foreign trade partners. Hereby it was important that a distinction would be made between the two target groups, trade and investments, because these two target audiences would have different priorities and wishes when it came to the importance of the dimensions.
3. Based on the information of the previous step, in this step it had to be determined how Holland scored on the dimensions. So it had to be determined whether Holland met or responded to the 'demands' which were stated by the foreign companies.
4. These scores had to be compared with the competitive countries, because the improvement of a competitive position is always relative. Through this evaluation it would become clear in which dimensions Holland in comparison with the competitive countries excelled and in which Holland was working under its (desired) level. However, to do this, it needed to be clear which were the direct competitors of Holland.
5. When it was known which dimensions were important and had priority with the two target groups and when it was known how Holland scored in comparison with the competitive countries, it was possible to create an effective strategy. In this strategy the negative elements needed to be eliminated and the positive elements had to be highlighted. This was called the 'kroonjuwelenstrategie' (crown jewels strategy). In this strategy two means were possible, which were the development of policies and influencing the perceptions through communication. The following table (table 3) was developed for this process. The relevancy of the dimensions is displayed in the first row. The first column concerns the score of Holland compared to the competitive countries. Besides that, in the second row it is represented that there are two options when creating the strategy, policy developments and communication. Then in the table, within each cell is indicated what strategy had to be followed for this dimension.

Score	Relevancy		Relevancy	
	Relevant / high priority	Less relevant / low priority	Relevant / high priority	Less relevant / low priority
	Policies	Communication	Policies	Communication
High score	Preserve and extend further	Kroonjuwelen strategy (Focus!)	Give enough attention	Selectively use when convenient
Low score	Bring at competitive level	Adjust perception 'relatively'	Give limited attention	Ignore

Table 3: Table for the process of creating a targeted strategy for Holland.

Execution of the structure

Although the structure is developed this way, it does not mean that was the same in practice. Therefore the next part will discuss in what way the strategy was developed in reality.

To create the strategy, five sessions were organized in which the strategy was determined. In practice these five steps were completed, however, these steps were not followed in such an organized and structured way. As two informants see it:

That are sessions, we have had a couple of meetings and that does not go that dignified.

Original citation: Dat zijn sessies, we hebben een aantal vergaderingen gehad en dat gaat niet zo deftig.

Yes, that is what we did more or less, but not very, let I say, very structured.

Original citation: Ja, dat hebben we min of meer gedaan, maar niet heel, laat ik het zeggen, heel gestructureerd.

In these different sessions, the consultant involved had prepared some presentations, in which the different steps were presented. Then the group could discuss these presentations and place some comments. Based on these comments and the discussion the presentation would then be adjusted for the next session. As one informant remembers it:

I think that especially during those meeting that Roland van Kralingen actually was the one who accounted for the marketing story every time, so he had always prepared the presentations, so he clicked through these presentations and he is also the one who came with pioneers in international business and of course we have discussed that, we have made notions with it, but the process was very clear.

Original citation: Ik denk dat met name die vergaderingen dat die Roland van Kralingen eigenlijk degene was die elke keer, hoe noem je dat, het marketingverhaal voor zijn rekening nam, dus die had altijd presentaties voorbereid, dus die klikte daar doorheen en die is ook gekomen met zijn pionieren in international ondernemingen en daar hebben wij natuurlijk wel iets, daar hebben wij over gediscussieerd en allemaal noties bij gemaakt, maar het proces was heel duidelijk.

Analysis of the image of Holland

The first session was spent on the question of the minister, what was expected from the workgroup, why this had to be done and where it was useful for. As one informant states it:

I believe that we have been together four or five times, that we, let's say, the first time we have talked about what was expected, why and what wants the minister and why it is useful.

Original citation: Ik meen dat we een keer of vier vijf bij elkaar zijn geweest, dat we zeg maar, het de eerste keer heel erg over hebben gehad van wat wordt verwacht, waarom en wat wil die staatssecretaries en waar is het goed voor.

In the next two sessions especially the first four steps were executed to determine how the image of Holland was composed and how this differed between the different areas of the economical image but also with the general identity. According to two informants:

Then, the two times afterwards I believe we talked about where do we stand at this moment, how good or bad is it going, where are the dangers, where are the chances.

Original citation: Toen twee keer meen ik daarna over waar staan we nou ongeveer, hoe goed of hoe slecht gaat het, waar zitten gevaren, waar zitten de kansen.

And this is how we compared Holland, especially we looked at the Randstad, because that is the area where it is happening in general, but Holland has many pluses, and we have also looked at the minuses as well, the regulatory, the short term thinking, however, the infrastructure is oke, governance, it is a decent country, you can do good business in Holland, hard working people, knowledge level is good, that is how it went, that is where we all talked about for a long time.

Original citation: En Nederland hebben we ook zo vergeleken, met name hebben we gekeken naar de Randstad, he, want daar gebeurt het over het algemeen, maar Nederland heeft heel veel plussen, en we hebben ook gekeken naar de minnen, de regelgeving, de korte termijn denken, maar goed, de infrastructuur is oke, governance, het is een fatsoenlijk land, je kan goed zaken doen in Nederland, hardwerkende mensen, kennisniveau is goed, zo ging dat dus, daar hebben we allemaal lang over gesproken.

The first four steps were carried out based mainly on the present knowledge and experience of the group members and based on the experience of a previous workgroup "Holland Image". Since a lot of information was already present at the different departments of investment and exports, the first four steps were not researched thoroughly anymore. Some studies were used to determine what the current perceptions of Holland were and what the influence of negative publicity was. Nevertheless, these steps were never done formally; it was done more through discussion between the different group members and it was based on some

studies done in the past. Two studies (CBIN enquête onder 1.000 in Nederland gevestigde buitenlandse bedrijven, oktober 2004; Ernst & Young, European Investment Monitor, 2004) were used to gain a more objective sight in the dimensions which were important to consider. The score of Holland was determined based on studies of "Het beeld van Nederland in het buitenland" and "BrandAsset Valuator". Only the fourth step, in which the score of Holland had to be compared with the competitive countries was never done. The strategy was based on the competencies Holland had, however it was not determined whether Holland was competitive in these competencies. As two informants remember the execution of the first four steps:

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So we have tried to let others look at it. You can also see that, we have especially looked at what foreign investors, who have invested in Holland, what they think about it. So we have tried somehow to have an additional eye, a neutral eye, to look at it.
Original citation: Dus we hebben wel geprobeerd om andere daarnaar te laten kijken. Dat zie je ook wel, we zijn vooral gaan kijken van wat vinden nou buitenlandse investeerders die in Nederland hebben geïnvesteerd, wat vinden die daar nou van. Dus we hebben wel geprobeerd om op een of andere manier een extra blik op te, een neutrale blik op te krijgen.

The search for, especially, the kroonjuwelen, so what are the relevant dimensions which determine the imagery. That has actually never happened.
Original citation: Na ja het zoeken naar met name die kroonjuwelen, dus wat zijn nou relevante dimensies die die beeldvorming bepalen. Dat is eigenlijk nooit goed uitgevoerd.

In these four steps no goals were determined, there was only talked in a contemplative sense. As one informant remembers it:

So it is good to know where we are and that we will apply some things, very practical, to strengthen our position, but we do not want to determine a jump from x to y. We have not enough instruments for that, so we should not let the politicians believe that that is possible. No, this was, we only talked about it in the contemplative sense.
Original citation: Dus het is goed dat we weten met elkaar waar we staan en dat we dingen aangrijpen om ons, heel praktisch, om gewoon onze positie te versterken maar we hebben geen zin om een sprong van x naar y te gaan bepalen. Daar hebben we veel te weinig instrumenten voor, dus daar moeten we de politici niet gaan wijs maken dat dat kan. Nee, dit was wel, we hebben alleen in de beschouwende zin over gepraat.

Formulation of the targeted strategy

So, in the first three sessions, the first four steps were executed. Then in the last two sessions the strategy had to be determined. When these four steps were passed through, a step needed to be made to create a targeted strategy. From the previous steps it could be concluded that not a dramatic image was present. Specifically some things which should be taken into account and some things the strategy needed to respond to were identified. According to an informant:

From that picture, what is actually the image, there did not appear a dramatic image, there are some things we have to watch out for, to which we have to respond, but we could not say that Holland in terms of image was really sinking away, that an alarm bell had to be ringed.
Original citation: Uit dat beeld van wat is nou het imago, daar kwam niet een dramatisch beeld, wel dat er dingen zijn waar we op moeten letten, waar we op moeten inspelen, maar we konden nou niet zeggen dat Nederland qua imago niet echt aan het wegzakken was, dat er een soort alarmbel moest rinkelen.

Based on the first four steps, an advice was formulated by the workgroup in which it was discussed how the economical image of Holland could be improved or maintained. This step was done mainly intuitively, by just discussing which values and sectors would be most appropriate to be involved in the strategy. This was done based on the knowledge gained from the previous steps and the knowledge of the different group members. As one informant sees it:

In comparison with the concurrency, we have of course determined one thing in which we are good, that is international entrepreneurship. Yes, that was just, it did not come from a research, it was a kind of feeling. Yes, at a certain moment I said, if you look at our country, I did read a couple of articles, which were about the emergence of the VOC (Verenigde Oostindische Compagnie), from which I learned that it was actually the first international business which had ever existed. Followed by the fact that the Dutch have an image of business globe trotters, yes that was actually an obvious conclusion.
Original citation: Nou ja wat ik daarnet zei in vergelijking met de concurrentie, hebben we natuurlijk wel één ding gesteld waarin we goed zijn, en dat is internationaal ondernemen. Ja dat was gewoon, dat was niet uit onderzoek gekomen, dat was een soort gevoel. Ja, een op een gegeven moment zei ik, als je naar ons land kijkt, ik las een aantal artikelen, dat ging over het ontstaan van de VOC, daaruit leerde ik dat het eigenlijk de eerste internationale business was die ooit is ontstaan. Gevolgd door het feit dat Nederlanders het imago hebben van zakelijke globe trotters. Ja dat was eigenlijk een voor de hand liggende conclusie.

Based on the previous steps the different values of the brand were determined. Some of the brand values were already recognized by international audiences as Dutch values, while others were selected because the perceptions in the area of these values could be improved. These brand values had to represent the feeling and the content of the brand. This was done through a discussion of what the competences and characteristics were of the Dutch economy and businesses.

To create a positioning which would represent the values of the brand, a slogan ("pioneers in international business") was developed. In this way a strategy could be created from a central concept. The slogan was chosen because it would encompass all these different sectors and the different values which were representative for Holland. For the development of the slogan it was important that it would be relevant, inspiring and credible. This resulted in the positioning of the country. Besides that, this slogan and logo were used for all the different categories (investments, conferences and exports) to create a consistency between these different categories. In addition, it was chosen to use the same logo for the different segments in nation branding (exports, tourism and investment), because in this way a basic feeling of the brand was created.

Also the "kroonjuwelen" were an important part, which were the top sectors of Holland and which were used to reflect the values of Holland. Moreover, in these sectors also different elements of the slogan could be recognized. These kroonjuwelen focused on both exports, investments and congresses. The brand was positioned in such a way that Holland would be a hotspot in these sectors. By focusing on these sectors, eventually Holland would get a better economical image. These sectors were determined because they were performing well or from which it is thought that they would perform well in the future. Eight or nine sectors were chosen, it was tried to as objective as possible. According to two informants the list of kroonjuwelen was created as follows:

You choose those, you try to do that as objectively as you can, but there is a piece of subjectivity in.
Original citation: Die kies je uit, dat probeer je zo objectief mogelijk te doen, daar zit een stukje subjectiviteit in.

What the nice thing was, when you talked about those kroonjuwelen, that some things are very interesting to attract investment, so the transit function, the logistical things, other things are very interesting, to export, I mean for example, the knowledge of the engineering businesses in the area of water. And then in the other toko, for other things it is very interesting that we get people

together, around certain themes, where you can create a conference about. That are very different starting points and when you sum that up you do not get a simple list. At a certain moment we had a list of those kroonjuwelen which represented all those three different angles. That is then a bit the overlap between those three different kinds of promotion.

Original citation: Wat het aardige was, als je over die kroonjuwelen, kijk, sommige dingen in dit land zijn heel interessant om investeringen naar toe te halen, dus de doorvoersfunctie, de logistieke dingen, andere dingen zijn heel interessant om te exporteren, ik bedoel bijvoorbeeld de kennis van de ingenieursbureaus op het gebied van water. En dan in de andere toko, voor andere dingen in het heel interessant dat wij hier mensen bij elkaar halen, rondom sommige thema's waar je een congres om kan doen. Dat zijn toch heel verschillende uitgangspunten en als je dat optelt krijg je niet zomaar een heel simpel lijstje. Nou op een gegeven moment hadden we kroonjuwelenlijstje wat al die drie invalshoeken een beetje vertegenwoordigde. Nou ja dat is dan toch een beetje de overlap van die drie soorten promotie.

It was decided that the strategy should mainly focus on export (trade). On the other hand, the different brand values, the kroonjuwelen and the slogan and logo could be used by the other parts of the economical image as well. As one informant states it:

Thus, let's say, the overtone of the economical image of our country is one of entrepreneurship, which is extended, that is a sort of platform of activities, but the core of the activities, focused not on the establishment part, but on the trade part.

Original citation: Dus een soort, laat maar zeggen, de ondertoon van het economische imago van ons land is dat van ondernemerschap, dat is doorgetrokken, dat is een soort platform van alle activiteiten, maar de kern van de activiteiten, heeft vervolgens gelegen niet op het vestigingsstuk maar op het handelsstuk.

Besides the kroonjuwelen and brand values, also some activities were determined. The focus of the strategy had to have on a long-term effect to be successful. Therefore, in the strategy different actions were determined which could be executed in a short time frame, but which however would have a long-term effect. In these activities also events were included. Besides that, a communication strategy was developed in which a coherent communication line was created for all the involved and relevant stakeholders about everything that had a relation with nation branding and the economical image. The communication and information disclosure was also an important part of the communication strategy. To create a consistent

communication it was important that materials would be developed which would facilitate the embassies and consulates to promote the economical image of Holland and to provide the correct information about Holland. Also the target audiences and influentials abroad had to be identified and had to be provided with information about the values of Holland.

Finally the positioning, brand values and brand architecture were tested by foreign managers living in Holland and abroad to test whether they would recognize Holland in this brand. The results of the tests were positive, which meant that the target audiences recognized Holland in this positioning. Also a meeting was hold with all the different stakeholders to check whether the strategy would be accepted with these stakeholders and to create support of the stakeholders. The purpose of this was to try to convince everybody to communicate the brand message and to convince them that this brand message was true. These stakeholders included people from departments of the government who were involved with international relations, people from the private sectors and intermediaries.

Conclusion

Holland had a positive and well-known image. Yet, quite some countries were involved in nation branding and therefore the ministry of economical affairs was curious to see what nation branding could do for the Netherlands. Also three groups in the ministry of economical affairs, CBIN (Investment promotion), export promotion and NBTC (attraction of conferences) were all promoting their own version of Holland. Therefore it was important to see whether these three approaches could be converted into one approach. As a result a strategy for Holland branding had to be created. The focus of the strategy had to be on the economical image of Holland and then especially on exports and trade. However, also the other segments had to be taken into account.

To develop a strategy, a structure was created in which the focus was on putting certain aspects on the foreground, which would determine the economical image of Holland. The structure consisted of the following five steps:

1. Identify the relevant dimensions.

2. Determine the degree of importance of these dimensions.
3. Determine the score of Holland.
4. Compare the score of Holland with 'competitive' countries.
5. Develop a targeted strategy.

To focus mainly on the positive elements of the economy and the country, a 'kroonjuwelen' strategy had to be developed. To do this, the information of the first four steps had to be combined into the following table (table 4). This table would help to create the strategy.

In five sessions the strategy was created. In the first session it was discussed what the question of the minister was, what was expected from the workgroup, and what the motivation was for creating the strategy. Then in the next two sessions the first four steps of the developed structure were executed, based on the present knowledge and experience of the group members. Also a couple of studies were used as an input for the process. Based on the first four steps it could be concluded that no dramatic image existed and that only some aspects needed to be highlighted and some aspects where the strategy needed to respond to. In the last two sessions the actual strategy was developed, again mainly through discussions and based on the experience of the group members.

In the development of the actual strategy, first the values were determined, which were values which were already recognized by the international audiences and some values which were chosen because the perceptions in the area of these values could be improved. Then a positioning was created, for which a slogan 'pioneers in international business' was developed. Through this slogan, it was possible to create one central concept. The different kroonjuwelen were reflected in the brand architecture. In this way Holland would be positioned as a hotspot in these sectors. Next to that, also some activities were determined which would reinforce the brand values and the brand positioning and which focused on some aspects which could be improved in the identity of Holland through the execution of these activities. Also a communication strategy was developed to create a consistent communication about Holland. Finally the brand values, the brand positioning and the

Score	Relevancy		Relevant / high priority		Less relevant / low priority	
	Policies	Communication	Policies	Communication	Policies	Communication
High score	Preserve and extend further	Kroonjuwelen strategy (Focus!)	Give enough attention	Selectively use when convenient		
Low score	Bring at competitive level	Adjust perception 'relatively'	Give limited attention	Ignore		

Table 4: Table for the process of creating a targeted strategy for Holland.

brand architecture were tested by foreign managers to identify whether they would recognize Holland in this brand. Also a meeting was organized with different stakeholders to test whether they accepted the strategy and to create support among the stakeholders for the strategy.

The entire process as executed by the workgroup is displayed in figure 18

4.2.3. Reflections on the process

In the previous section it is discussed how the process of creating a nation branding strategy has been executed. However, it is also asked the informants what their opinion is of the process and what they would have done differently. This is an important contribution, because this gives insight into what informants with experience in creating a nation branding strategy think is important. Their opinions and possible improvements of the process are discussed in this section.

While at that moment many countries put a lot of resources into the nation branding activities, Holland decided to spend only a limited budget on nation branding. Since Holland had no real problems with their image, it was thought not necessary. However, it was thought important that the three groups, CBIN (Investment promotion) export promotion and NBTC (attraction of conferences), would work more together. With the limited budget it was successful in the goal to let the three groups work more together. Two informants told the following about it:

It has resulted in the minimal actions to let those clubs collaborate better at a number of concrete points, something which I think was really necessary, it could not be explained when that would not be done, so it has, let's say, delivered a number of practical steps, from which I say, well they are good anyway.

Original citation: Het heeft wel de minimale acties opgeleverd om die clubs met name veel beter te laten samenwerken op een aantal concrete punten, iets wat naar mijn gevoel echt nodig was, niet te verklaren als je het niet zou doen, dus het heeft zeg maar het heeft een aantal praktische stappen opgeleverd, waarvan ik zeg nou dat is sowieso goed.

But within that hype we have, according to me, delivered a wise story, not undue ambitious. And also responding to concrete things which could happen, you had a couple of clubs, so actually not so crazy at all, with little effort a very productive result.

Original citation: Maar midden in die hype hebben we naar mijn gevoel best een verstandig verhaal neergelegd, niet overdreven ambitieus. En ook inspeland op concrete dingen die best konden, je had een paar clubs, dus eigenlijk helemaal niet zo gek, met weinig moeite een heel productief resultaat.

Besides that, it is argued that a good start was made with this nation branding strategy, where no strategy existed yet and only very limited and fragmented nation branding activities were carried out. According to two informants:

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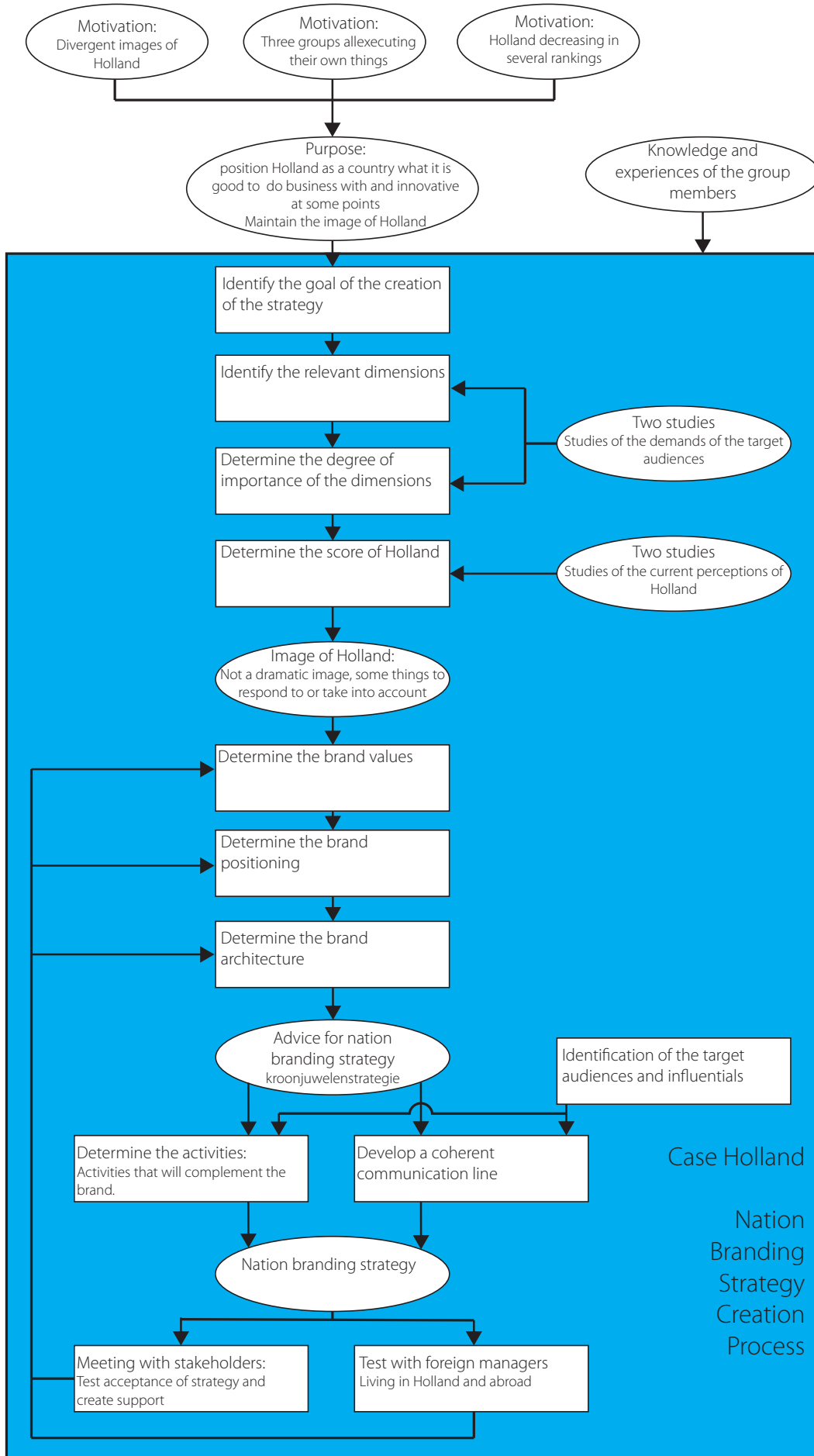


Figure 18: Overview process of the creation of the nation branding strategy for Holland.

I am satisfied with the result that we actually have successfully created a common approach, a strategy where there was nothing. With that we have also helped the presentation of Holland a bit further; it was not corny anymore, so we were able to remove those old ideas. We were able to create a strategy and we were able to execute it partly.

Original citation: Ik ben tevreden met het resultaat dat we inderdaad erin geslaagd zijn een gezamenlijke aanpak neer te zetten, en iets van een strategie te ontwerpen waar die er helemaal niet was. Daarmee hebben we de presentatie van Nederland ook wel een stukje verder geholpen, het was niet meer oubollig, dus we hebben de oubolligheid weg kunnen halen. We hebben een strategie neer kunnen zetten en we hebben hem ook voor een deel kunnen uitvoeren.

And yes that is, that branding strategy, yes that is created here a little bit and actually is was not very innovative or something like that, but it was a moment in which people came together and said, we have to work together. (...) So it is a reasonably well-intentioned attempt, which has also resulted in an improvement in the way we perform abroad, to date we have the pioneers in international business and we also got it more included and we also have developed some instruments for people who are involved with Holland branding abroad and we have developed a toolkit and those kind of things.

Original citation: En nou ja dat is, die merkenstrategie, ja die is hier een beetje neergelegd en eigenlijk was het niet zozeer, kijk dit was op zich niet heel vernieuwend of iets dergelijks, maar het was wel een keer een moment waarop mensen samen kwamen en nu moeten we toch proberen achter één vlag te gaan scharen. (...) Dus het is een redelijk goed bedoelde poging, die ook wel geleid heeft tot verbetering in de manier waarop we in het buitenland presteren, we hebben tot op heden wel dat pioniers in international business en dat hebben we er dan meer ingekregen en we hebben ook wat instrumenten ontwikkeld voor mensen die zich in het buitenland op een of andere manier met Holland branding bezig hielden, of een beetje een toolkit hebben we ontwikkeld en al dat soort zaken.

It was chosen to focus mainly on the economical image of Holland. However, not everybody agreed whether this was the right way. Some informants stated that they would have wished for a broader approach. As two informants see it:

The only thing, I think, what was difficult and where has been chosen for at a certain moment, was to only do the economical part, there is where you can question whether that was clever, can you not say that we could have better created it broadly immediately and just talk about the

general Holland image. And that is where, there have been consultations together with Foreign affairs and the RVD (Rijksvoorlichtingsdienst), but that has not lead to one general Holland story. It was maybe better if it was not just economical, but a broader Holland image. Then you start with Holland and then underneath economical en then underneath this tourism and investments or something like that.

Original citation: Het enige wat denk ik, wat moeilijk was en waar op een gegeven moment voor gekozen is, is om het alleen maar op economisch terrein te doen, daar kun je wel afvragen was dat wel handig geweest, kun je niet zeggen we hadden het meteen breder moeten trekken en gewoon praten over het algemene Holland imago. En dat is, daar zijn natuurlijk ook overleggen geweest samen met buitenlandse zaken en RVD, de Rijksvoorlichtingsdienst, maar daar is niet één algemeen Holland verhaal uitgekomen. Het was misschien nog mooier geweest als het niet alleen maar puur economisch was, maar een breder Holland imago, dan begin je dus met Holland en vervolgens daaronder weer economisch en vervolgens daaronder weer toerisme en investeringen of zoiets.

Actually what it, in itself the economical dimension was a good process, what a disadvantage was that we, it has proven to be hard; actually you should as a government have one strategy. So what is actually a pity is that the process is not really an integrated process from which you look from the Dutch government, how do we want to position Holland in its totality, including whether education is interested to attract students to Holland. We are interested anyway to create a good image of Holland abroad. It was in its limitations quite nice to do, but it is not a part of a broader strategy and that is actually a pity.
Original citation: Eigenlijk wat het, op zich voor de economische dimensie was het op zich een goed proces, wat een nadeel was dat we, hebben we, later toch moeilijk gebleken, eigenlijk moet je als overheid één strategie hebben. Dus eigenlijk wat jammer was dat het proces eigenlijk toch niet, niet een geïntegreerd proces waarbij je vanuit de Nederlandse overheid kijkt, hoe wil je Nederland nou in de markt zetten in zijn totaliteit, inclusief is onderwijs geïnteresseerd om studenten naar Nederland te halen. Wij zijn geïnteresseerd om sowieso een goed beeld van Nederland in het buitenland neer te zetten. Het was in zijn beperktheid was het op zich aardig om te doen, maar het maakte geen onderdeel uit van een bredere strategie en dat is eigenlijk jammer.

On the other hand, another informant saw it differently and stated that only the economical image of a country could be changed, since, according to this informant, the general image of a country is too much rooted in the history of the country and therefore it is not possible to change it. However the informant argued that

the economical image of a country can be changed and therefore the strategy has focused mainly on the economical image of a country. As this informant states it:

And that tourism image, that lies very close to the image of Holland, that is almost impossible to influence by own input, just quit with that, that is a useless case. That economical image, that can be influenced through communication, at least way it is easier to influence because then the image of Holland, is not on the foreground but actually more on the background.

Original citation: En dat toeristische image dat het heel erg dicht tegen het imago van Nederland aan ligt, dat kun je bijna niet beïnvloeden door eigen inbreng, stop daar maar mee, zinloze zaak. Dat zakelijke imago, dat is wel te beïnvloeden door middel van communicatie, nog veel makkelijker in elk geval te beïnvloeden omdat het imago van Nederland daar niet op de voorgrond staat maar eigenlijk op de achtergrond.

By the different informants, different points are determined which could be better in the creation of a nation branding strategy for Holland. One of those points was that during the creation of the nation branding strategy no real problem was formulated and that therefore the strategy did not focus on solving a problem, but more on maintaining the general economical image of Holland. And so no real target audiences were identified either, since the focus of the strategy was on the general economical image of Holland. However, it is argued by one of the informants that to really accomplish something with a nation branding strategy it is important that a target audience is determined from whom the perceptions of Holland will be changed. In this way it would also be easier to create a distinctive identity. As this informant sees it:

I think that you should, in the future, that you should actually start with whether you have a problem or not. Because when you do not have a problem, you do not have to do anything. We have had a time in which the branding of countries, that was a bit in fashion and everybody was doing it, but I think that the core of do we have a problem, that can be the fact that people do not know you, is that a problem. That does not have to be a problem, unless you say, I want to attract investments and the investors in America or the investors in Russia do not know Holland and that is why they do not invest. When you can establish that, then you can say, then you can make clear what the target group is for the strategy. I think how it is executed now, that it did not start enough from a problem, that the whole process and so also insufficient, that you also focus insufficient on who is my target group, who do I want.

Original citation: Ja ik denk dat je toch, in de toekomst, dat je eigenlijk moet beginnen met heb je een probleem of niet. Want als je geen probleem hebt, hoef je niks te doen. We hebben een tijdje gehad dat ook het branden van die landen, dat was een beetje mode en iedereen was er mee bezig, maar ik denk dat de kern van hebben we nou een probleem, dat kan zijn van, het feit dat mensen je wel of niet kennen, is dat een probleem. Dat hoeft helemaal geen probleem te zijn, tenzij je zegt, ja ik wil investeringen trekken, en de investeerders in Amerika of de investeerders in Rusland, die kennen Nederland niet, ja dan, en daarom investeren ze niet. Als je dat kunt vaststellen dan kun je vervolgens stellen, dan heb je ook heel duidelijk voor ogen wat is nou de doelgroep voor de strategie. Ik denk hoe het nu is uitgevoerd, dat het nu toch onvoldoende vanuit een echt probleem is gestart, dat het hele traject en dus ook onvoldoende, dus ook dat je onvoldoende focust op wie is mijn doelgroep, wie wil ik nou.

Besides that, as described before the process happened in a contemplative sense and no real goals were determined. Some informants believed that more concrete goals should have been determined to better be able to see what the improvements are that are created. As one informant states it:

It would have been nice when we would have expressed it more concretely, especially with the relationship to the kroonjuwelen, what was weakened a bit. It could have been a bit more ambitious and concrete here and there, what do we want to get from it, because if you look at before, and you look after two years what has succeeded or not. There are a couple of things concrete, but there are also things you say, yes, go consult with each other, fine, has happened, but what has it delivered, could you have said something concrete on beforehand, so I feel that it could have been more output oriented, what has to come out of it and when are we going to evaluate, that should of course have happened.

Original citation: Nou het was natuurlijk mooi geweest als we wat dingen wat concreter hadden ingevuld, met name die relatie bij die kroonjuwelen, wat toch wel een beetje afgezwakt is. Dat had hier en daar wel wat ambitieuzer en concreter gekund, wat willen we eruit halen, want als je dit nu legt met de voor, en nog eens kijkt nou waarvan kun je na twee jaar zeggen of het wel of niet gelukt is, er zijn een aantal dingen concreet, maar er zijn ook een aantal dingen dat je zegt ja, ga met elkaar overleggen, prima, is gebeurd, maar wat heeft het opgeleverd, had je daar van tevoren iets concreets over kunnen benoemen, dus het had allemaal naar mijn gevoel een beetje output gericht, wat moet er nu uitkomen en wanneer gaan we nu evalueren, dat had natuurlijk eigenlijk gemoeten.

Also it has been argued that the strategy did not go far enough in the nation branding activities to clear a gap between countries as Ireland and Switzerland when it came to their branding activities.

However, in the interviews with the informants also constantly positive point was noted. The positioning of the strategy focused on the sectors which are most successful of the country or which are very promising. According to several informants this was very useful, especially with the limited budget. Also, they did not see the usefulness of trying to convince people that Holland is good in certain areas in where not famous for. As two informants see it:

You should not create a white spots strategy; nothing will come from that, totally nothing, unless you put big money in it. We will not do that.

Original citation: Je moet ook geen witte vlekken strategie gaan bedenken, daar komt niks van terecht, helemaal niks, tenzij je er grof geld in goot. Nou dat doen we niet.

I think that is a good choice, because often at a certain point, I do not believe that image and reality can lie very far apart, that can be for a little while, but never structurally. (...). So what I want to say with this is that you eventually can better concentrate on your strong points, you do not have all the time in the world to tell you entire story. But I also think that in general it is when you have a bad image, it has something to do with the reality.]

[Original citation: Ik denk dat dat wel een goede keuze is, want vaak als je ergens op een bepaald punt, ik geloof niet dat het beeld en de realiteit heel ver uit elkaar kunnen liggen, dat kan wel eens een tijdje zo zijn, maar nooit structureel.(...) Dus wat ik hiermee wil zeggen is dat je uiteindelijk denk ik toch beter kunt concentreren op je sterke punten, je hebt ook niet de tijd in de wereld om je hele verhaal te doen. Maar ik denk ook over het algemeen dat het meestal wel zo is dat een slecht imago ook wel iets te maken heeft met de realiteit.

Conclusions

In conclusion, first of all it is argued that with the limited budget available a good result was created. The strategy was successful in letting the three groups, CBIN (investment promotion), export promotion and NBTC (attraction of conferences), work more together. Also a strategy was created from scratch and it has resulted in an improvement of presenting a coherent identity abroad.

It has been discussed that the umbrella nation brand should have been more cross-segmental than that was the case in this process. Yet, other informants argued that it was not possible to create a nation brand for the other segments, and therefore it was chosen to focus

only on the economical image of the country and then especially on trade. Also only a limited budget was available and Holland did not have real problems when it came to its image. However, still some informants thought it would have been better when the umbrella nation brand would have been more cross-segmental.

It is also argued by the informants that no real problem existed which had to be solved with the strategy. So no clear vision and goals were present for this strategy. This also resulted in that no target audiences could be identified because there was no focus on what perceptions of which target audiences had to be changed. Also it was argued that, because no goals for the strategy were determined, that also not enough concrete actions were determined and that it was not output oriented enough.

On the other hand, it was also argued that the developed brand architecture, in the form of the kroonjuwelen, the sectors in which Holland excels, was very useful, especially with the limited budget.

These reflections on the process of creating a nation branding strategy for Holland are used as an input for the cross-case analysis to determine in what way the case of Holland could have even been more successful. Besides that, it has helped to determine which variables are seen as important by the informants. Finally, it is used to create recommendations for Holland branding on how this nation branding strategy creation process could be improved.

4.2.4. Conclusions

In conclusion, a strategy was developed for Holland to create a nation branding approach. An important reason for the development of the strategy was to create more collaboration and alignment of the nation branding activities of the three groups CBIN (investment promotion), export promotion and NBTC (attraction of conferences). However, it is argued that the strategy was successful in creating a closer collaboration between these different groups.

For the creation of the strategy, first a market research was done to the current situation of Holland and how Holland was perceived by the target audiences. This was mainly done through a discussion between the group members, which was based on the knowledge and experience of the group members and also on a couple of studies which were executed in the past. Based on this analysis it could be concluded that no dramatic image existed and that the main focus had to be on highlighting the positive aspects of the country and its economy. For the creation of the actual strategy the brand values, the brand positioning and the brand architecture were developed. First, the brand values were determined, and then based on these brand values, the brand positioning was developed in the form of a slogan. Then, finally, based on the brand values and the brand positioning the brand architecture was created, in which the most successful and promising sectors of the country were highlighted. This was recognized by the informants as a good aspect of the strategy, especially with the limited budget available. Also brand activities and a communication strategy were developed to communicate the brand. And finally a meeting was held with the stakeholders and a test was done among the target audiences to test whether the strategy would be accepted by the stakeholders and the target audiences. In addition, the meeting with the stakeholders was held to create support among the stakeholders.

4.3. Comparative mini cases

4.3.1. Case Ireland

For the case study of Ireland, five studies (ÓRiain, 1997; Burnham, 2003; Barry, 2006; Breznitz, 2006; Lee, 2009) are used to gather the data of the case study. The strategy for nation branding of Ireland was created because the image of Ireland had to be improved abroad. To describe the entire case, first the motivation for the creation of a nation branding strategy for Ireland will be discussed, followed by the process of creating the nation branding strategy. Finally the process is displayed in a model.

Motivation

In the late 1970s and middle 1980s Ireland faced a deep recession (Lee, 2009). However, by the end of the 1980s the economy started to improve. In 1987 a minority Fianna Fáil government was assigned which introduced the program for nation recovery. At that moment the GDP of Ireland was only 64% of the average of the European Community. Also the unemployment rate was 18.5% of the total workforce, which was the highest unemployment rate of the European Community. Besides that, the net immigration accounted for around 30,000 people, which was at the same level as the birth rate (Burnham, 2003; Lee, 2009). Ireland was at that moment conscious that the chance was present that it would come into a vicious circle, in which the high national debt would result in an increased tax burden, which would again result in a negative effect on employment and economic activity (Lee, 2009). Moreover, the image of Ireland was one of a poor country economically which had problems with its creditworthiness (Burnham, 2003; Lee, 2009).

The IDA (Ireland Development Agency) was responsible for the creation of a nation branding strategy. The main strength of the IDA was that it could quickly respond to emerging market opportunities and to the changing factors in Ireland itself (Barry, 2006). This was possible through its policymaking hierarchy (Barry, 2006). In the beginning of the 1990s Forfás was established out of IDA which had the responsibility of the national development strategies. Forfás was a national policy and advisory board for the promotion of enterprise, trade, science, technology and innovation (Lee, 2009). Both the IDA and Forfás worked under the Department of Enterprise, Trade, and Employment.

Process of creating a nation branding strategy
To create a vision for Ireland, first an analysis of the current situation of the country was carried out. In this analysis it became clear what the current situation of Ireland was and which problems it had, especially economically (Lee, 2009). Also the macrotrends were

taken into account by analyzing which industries were leading at that moment and which would be leading in the direct future. These macro-trends were also reflected back to Ireland in which it became clear in what way these leading industries were present in Ireland (Lee, 2009). These macro-trends were also compared with the competitors and the current reality of the country to get a clear picture in what sectors Ireland would be able to compete.

Based on the Program for National Recovery (the motivation) and the analysis of the current situation of the country, the competitor analysis and the macro-trends analysis, the vision of the brand was created (Lee, 2009). An important part was that the country was innovated and that the nation brand would be updated in the same direction. Therefore a close collaboration between the innovation strategy and the nation branding strategy was very important, which was also reflected in the development of the vision.

The focus of the strategy was mainly on attracting FDI, since this was seen as a tool to improve the economy of the country, while in a later stage the focus shifted to exports (Lee, 2009). The focus was on attracting FDI, since although the severe competition in attracting FDI, Ireland experienced an increased level of investment commitments (Lee, 2009). Also, the attraction of FDI was used as a mean to create innovation-based industries rapidly (Breznitz, 2006). Therefore Ireland focused mainly on high-technology sectors (ÓRiain, 1997).

For the creation of the nation branding strategy, first a brand positioning was developed to show why Ireland had become a competing country. This was done based on the market analyses, the vision and goals. In addition, a brand architecture was developed, because certain sectors were seen as an important tool to meet the goals of the strategy. This brand architecture was based on the brand positioning and the country's overall and innovation strategy (Lee, 2009). No brand values were determined, because the nation branding strategy only had to update the perceptions and was based on the innovation strategy of the country, in which the values of the country were already formulated.

In the development of the strategy, especially the innovation strategy was taken into account, since the nation branding strategy had to reflect the innovations which were executed or planned to improve the economy of Ireland. The purpose of the nation branding strategy was to improve the economical image, which had to be updated to reflect the improved reality of the country. Therefore the developed activities of the brand focused mainly at the improved reality of the country. Also a communication strategy was developed. The branding activities and the communication strategy

were both based on the brand positioning and the brand architecture.

Conclusions

In 1987, Ireland decided that a nation branding strategy needed to be created, because the country faced a deep recession with a high unemployment rate and it had a poor image abroad. To improve the economy of Ireland the Program for National Recovery was created, on which the strategy was based. To create the nation branding strategy for the country, first a market analysis was executed in which the macro-trends, the competitors and the current situation of the country were analysed. Then, based on the Program for National Recovery and the market analyses, a vision was developed for the strategy. The vision was also closely aligned with the innovation strategy of the country, since the main goal of the strategy was to update the image according to the innovated situation of the country. Based on the vision also goals were determined for the strategy. Then, based on all previous steps a positioning for the brand was created to show the audiences why Ireland was a competing country. Besides that, also a brand architecture was developed in which it was determined which sectors could be included, based on the fact whether they would fulfil the goals of the strategy. Finally the brand activities and the communication strategy were developed. However, overall it was mainly important that the strategy was closely aligned with the innovation strategy. This entire process is shown in figure 19.

FINDINGS

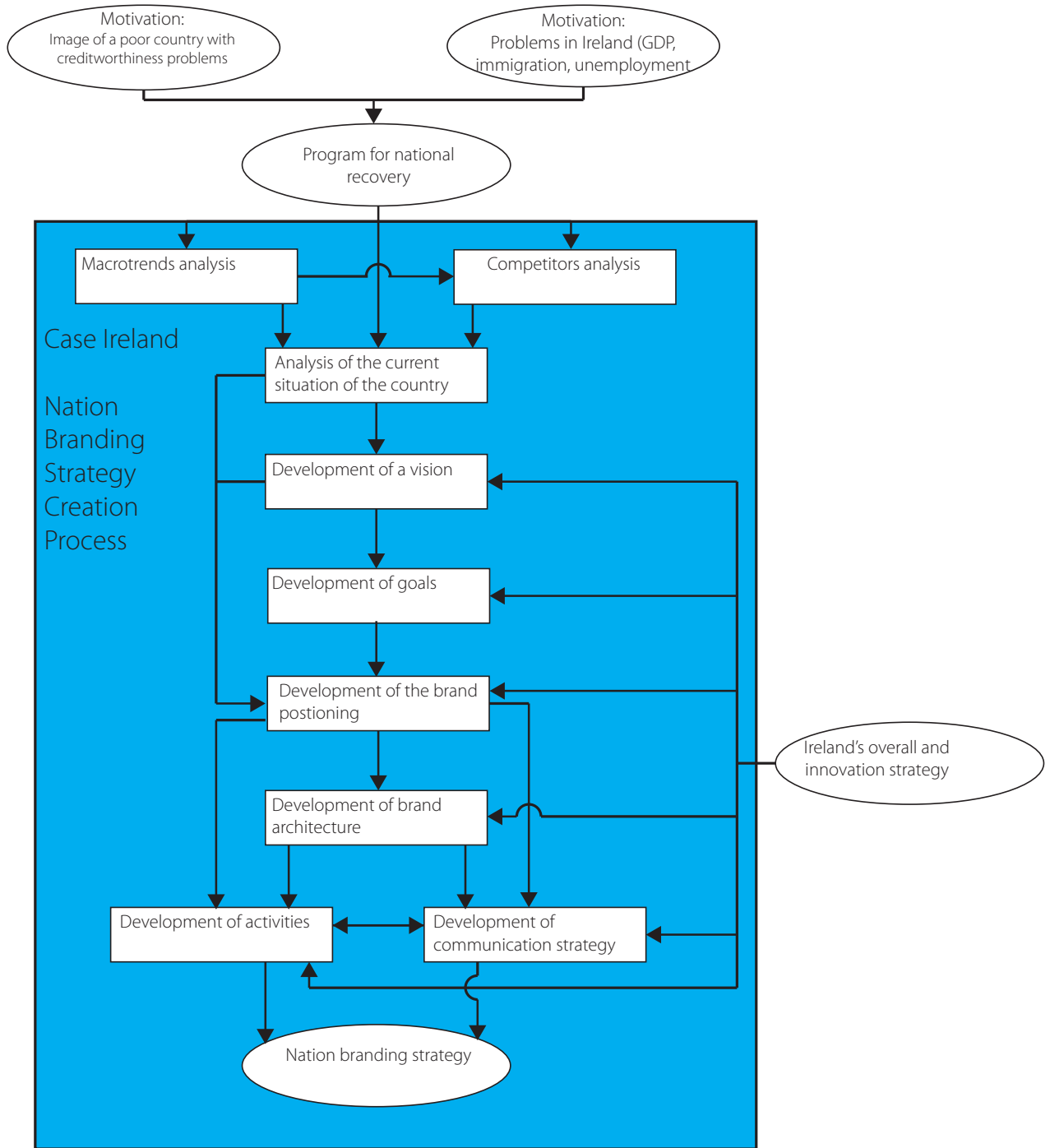


Figure 19: Overview process of the creation of the nation branding strategy for Ireland.

4.3.2. Case Spain

For the case study of Spain, five studies (Gilmore, 2002; Guibernau, 2006; Martinez, 2006; Aronczyk, 2007; Balfour & Quiroga, 2007) are used to gather the data of the case study. As with the case of Ireland, also for Spain the nation branding strategy was created because the image of the country had to be improved. First the motivation for the creation of a nation branding strategy for Spain will be discussed, following by the process of creating a nation branding strategy. Finally, because in the case of Spain, quite an extensive form of cross-segmental umbrella nation branding strategy was applied, the umbrella nation branding approach of Spain will be discussed in the last paragraph.

Motivation

From 1939 until 1975 Spain was dominated by the Francoist dictatorship (Martinez, 2006). In the time of the Franco regime, Spain was isolated, poverty-stricken and not really a part of the more modern Europe (Gilmore, 2002). Also the neighbouring countries like France were far ahead of Spain. In 1975 the regime of Spain changed into a democratic government. Through the shift from dictatorship to a democracy, also the concept of Spanishness had to be reinvented. To reinvent and to communicate this, both to the internal and external audiences, it was important that a nation branding strategy would be created (Martinez, 2006). Next to that, the nation brand had to be updated to change the perceptions of Spain in the minds of the target audiences in order to be prepared for the catch up with the rest of Europe (Martinez, 2006). Besides that, the creation of a nation branding strategy needed to help (together with the nation's overall and innovation strategy) to raise the standard of living of the Spanish population (Aronczyk, 2007).

The nation branding strategy was created by the government, in which the ministry of Industry and Energy developed the part of the nation branding strategy which focuses on the economical image (Gilmore, 2002; Martinez, 2006). However, also artists like the Spanish clothes designer Adolfo Dominguez, film maker Pedro Almodovar and architect Santiago Calatravo worked together to assist the government in improving the Spanish nation brand (Gilmore, 2002). In addition, for the different sectors, also the organizations concerned with the sectors were involved in the nation branding strategy creation process (Martinez, 2006)

Process of creating a nation branding strategy

First of all for the development of the creation of the nation branding strategy for Spain the current reality

and the current perceptions of Spain were researched (Balfour & Quiroga, 2007). For this, it was taken into account how Spanish citizens experienced the Spanish identity. Spain has different regional nationalisms and therefore it was important to take into account the different perceptions these citizens had (Balfour & Quiroga, 2007; Guibernau, 2006). Also, the current reality was analysed, because through the democratization of the country the reality had changed and was innovated greatly (Balfour & Quiroga, 2007).

Moreover, for Spain it was important to catch up with the concurrency in Europe and therefore a competitor analysis was carried out. Especially it was researched what the European standards were for quality of different products (like fashion) (Martinez, 2006).

A vision was determined for the economical image which was based on the overall vision of the country. In addition, it was also based on the market analyses performed before. Since the country was modernized rapidly, the nation branding strategy had as main goal to reflect the innovations of the country, and therefore the vision was also based on the innovation strategy (Gilmore, 2002). Then the goals were developed, which were based on the overall vision of the country, the current reality of the country, the current perceptions of the country and the competitor analysis. Finally, also the goals were based on the country's innovation strategy. Based on the innovation strategy, also some specific sectors (for example fashion) were highlighted in the vision and goals, which were used later on in the strategy formulation process (Martinez, 2006). The quality and the perceptions of the quality of these industries needed to be raised to meet the European standards. Therefore the competitor analysis and the analysis of the current reality were taken into account during the development of vision and goals (Martinez, 2006).

An important part of the nation branding strategy was to reflect the modernization of Spain. This step to modernization was mainly done by the innovation strategy of Spain (Gilmore, 2002; Aronczyk, 2007). Therefore during the entire strategy creation process the nation's overall and innovation strategy needed to be taken into account.

Through the innovations and the democratization of Spain, the brand values of Spain also had changed. Therefore, the different values of Spain were determined to reflect the new reality of the country (Balfour & Quiroga, 2007). The values were based on the current reality and the current perceptions of the country, because the values had as goal to clear the existing gap between the perceptions and the reality of the country. The next step was that the country had to be positioned according to the new values of Spain. A

logo, the Joan Miro's sun was used to symbolize the step to modernization which Spain made (Gilmore, 2002; Aronczyk, 2007). The logo was used as an umbrella for all the different activities and events to create a whole in the eyes of the target audiences (Gilmore, 2002). Also a brand architecture was developed, in which the focus was on multiple sectors, which were also reflected in the innovation strategy. One industry which was included in the strategy was the Fashion sector. For this sector the claim 'Moda de España' (Fashion from Spain) was made to create a national origin, because in this way the country-of-origin effect could be improved (Martinez, 2006). For the identification of what was needed to become a competitor in the fashion industry internationally, an analysis was done of the competition in the fashion industry, in relation to the current reality of the country (Martinez, 2006). Besides that, a survey was done to the macrotrends of fashion trends and designs (Martinez, 2006).

To reflect the values and positioning, different activities and a communication strategy were developed. The communication strategy mainly focused on the countries which are important for Spain, both economically as in general (Balfour & Quiroga, 2007). The nation branding strategy included all sorts of activities, publicity events both organized by the private and public sector. The brand activities and the communication strategy were based on the brand values, the brand positioning and the brand architecture to make sure that they would communicate the brand essence. Besides that, the communication strategy was also based on the brand activities to make sure that the activities would be communicated in the right manner.

Umbrella nation branding

To improve the perceptions of the country, not only the perceptions of the economy had to be changed, but also the perceptions of other parts of the country to fill the gap between reality and perceptions which had arisen through the democratization of the country (Balfour & Quiroga, 2007). Therefore a program was started called "The Proyecto Marca España (The Spain Brand Project)" in which an image of Spain was projected abroad about the new economic, social and cultural realities of the country (Noya, 2003). However, for the different segments also separate strategies were developed to make sure that the right values in each segment would be communicated. The four different events hosted by Spain in 1992 (The Olympic Games in Barcelona, the Universal Expo in Seville, the celebration of Madrid as Cultural Capital of Europe, and the fifth centenary of the discovery in America), were used to reflect the modernization of the country in all these different areas, not only the economical area. Besides that, the logo was

used to create an umbrella for all the different activities performed for the nation branding in all the different segments (Gilmore, 2002).

Also, for example, the fashion sector as highlighted in the brand architecture had not as pure focus to improve the sector economically. It was also used as a way to modernize the look of Spain for visitors (Martinez, 2006). So it can be concluded that Spain had created quite an extensive umbrella nation branding approach. However, still not all the segments were fully integrated, because for all the different segments still also a separate strategy was created. An umbrella identity was created with some attributes for all the different segments though.

Conclusion

Through the democratization of Spain in 1975, the perceptions of the country were not up-to-date with the reality of the country anymore. Also the concept of Spanishness had to be reinvented, through great shift in the country. To create the strategy, first market analyses was carried out in which the current reality and the current perceptions of the country were measured and also a competitor analysis was performed. In the next step the vision and goals were created, which were mainly based on the nation's overall strategy, but the market analyses were also taken into account. Also some specific sectors were highlighted in the vision for the strategy. For the development of the brand values especially the analyses of the current perceptions and the current reality of the country were important, because the country had changed so much, the values had to reflect the new reality of the country. Also a brand positioning was developed in which included for example a logo to position Spain as a modernized county. Based on the vision and goals, brand values and the brand positioning, the brand architecture was developed. However, for the development of the brand architecture also some extra research was done to the competitor and macrotrends. Finally brand activities and a communication strategy were developed to reflect the brand values, the brand positioning and the brand architecture.

This entire process is also displayed in figure 20.

Although the strategy described here focused on the economical image of the country, this strategy was part of a larger nation branding strategy. This overall strategy focused on the economical, social and cultural nation brand of the country. Therefore during the development of this strategy, also the overall strategy had to be taken into account.

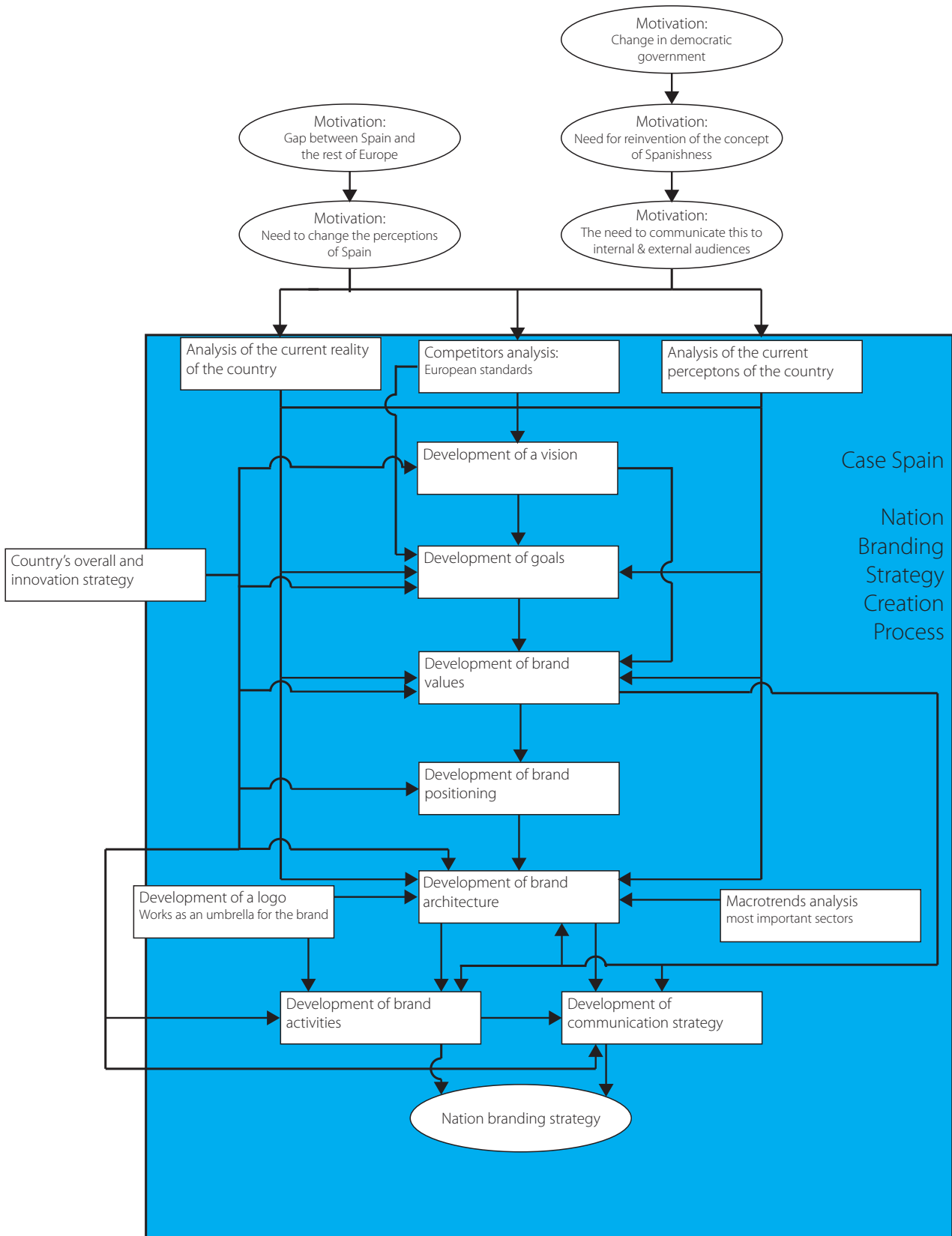


Figure 20: Overview process of the creation of the nation branding strategy for Spain.

4.4. Comparison of cases

4.4.1. Introduction

At this moment three different cases are described. In this section these three cases will be compared with each other. The reason for the cross-case analysis is, as described in chapter 3, to enhance the generalizability and to deepen the understanding and explanation of the studied phenomenon (Miles & Huberman, 1984). The goal of the cross-case analysis is to find the best way to create a nation branding strategy, however the goals is not to see what has been done mostly. Therefore, as described in chapter 3 both a case-oriented analysis and a variable-oriented analysis are executed. First the three cases and the theoretical framework will be displayed in one model in which it becomes clear in what way these three different strategies are created, also in comparison with the theoretical framework. This model is based on the different models as shown in the case-descriptions (sections 4.2 and 4.3). Then a case-ordered predictor-outcome matrix will be presented in which for every variable, for each case separately it becomes clear in what way that variable has contributed to the strategy and the process, and in what way that variable has been created. Afterwards the theoretical framework will be analyzed again with the information gathered from the cross-case analyses and a reflection on the theoretical framework will be given. Finally this will result in a renewed theoretical framework.

Although the focus of this research and of this section is on the process of creating a nation branding strategy, a part of the research question is also in what way an umbrella nation brand could best be created. In the analyses of the cases of Holland and Spain it is discussed how umbrella nation branding has been applied. Together with the theory described in section 2.3 it will be discussed in the last paragraph of this section what would be the best way to create an umbrella nation brand.

4.4.2. Overview of processes of different cases

In figure 21 the model is presented in which the processes of the three cases are represented together with the theoretical framework. As can be seen in figure 21, in the process of the three cases all the relationships have been described, while in the process of the theoretical framework only the relationships are described between direct related variables. So, for example, there is a relationship between the vision and the branding components, which is not visually present. This is because, otherwise the process described in the theoretical framework would become too complex to display in a figure, and the information of these variables is already present in the variable through the relationships with previous variables. However, the processes of the cases are not that complex and therefore could be described with all the relationships present.

As can be seen in figure 21, although all the four processes seem quite different, they also have quite some similarities. They have in common that a brand positioning is created and that the process starts with a market analysis. In addition, they all incorporate some brand values, although only Ireland has not explicitly mentioned them. Ireland focuses more on the innovation strategy and the nation branding strategy was only meant to clear the gap between the perceptions and the changing reality of the country. So the focus was especially on communicating the innovations done in the country. However, some brand values could be recognized in the innovation strategy of Ireland though (Lee, 2009).

The focus of the model was mainly to display the different cases and to give a first overview of the differences and similarities with the context included. In the following section, the case-ordered predictor-outcome matrix will be presented in which a variable-oriented analysis will be performed. However, afterwards referenced back to figure 21 the differences and similarities between the cases and the theoretical framework will be analysed in more detail.

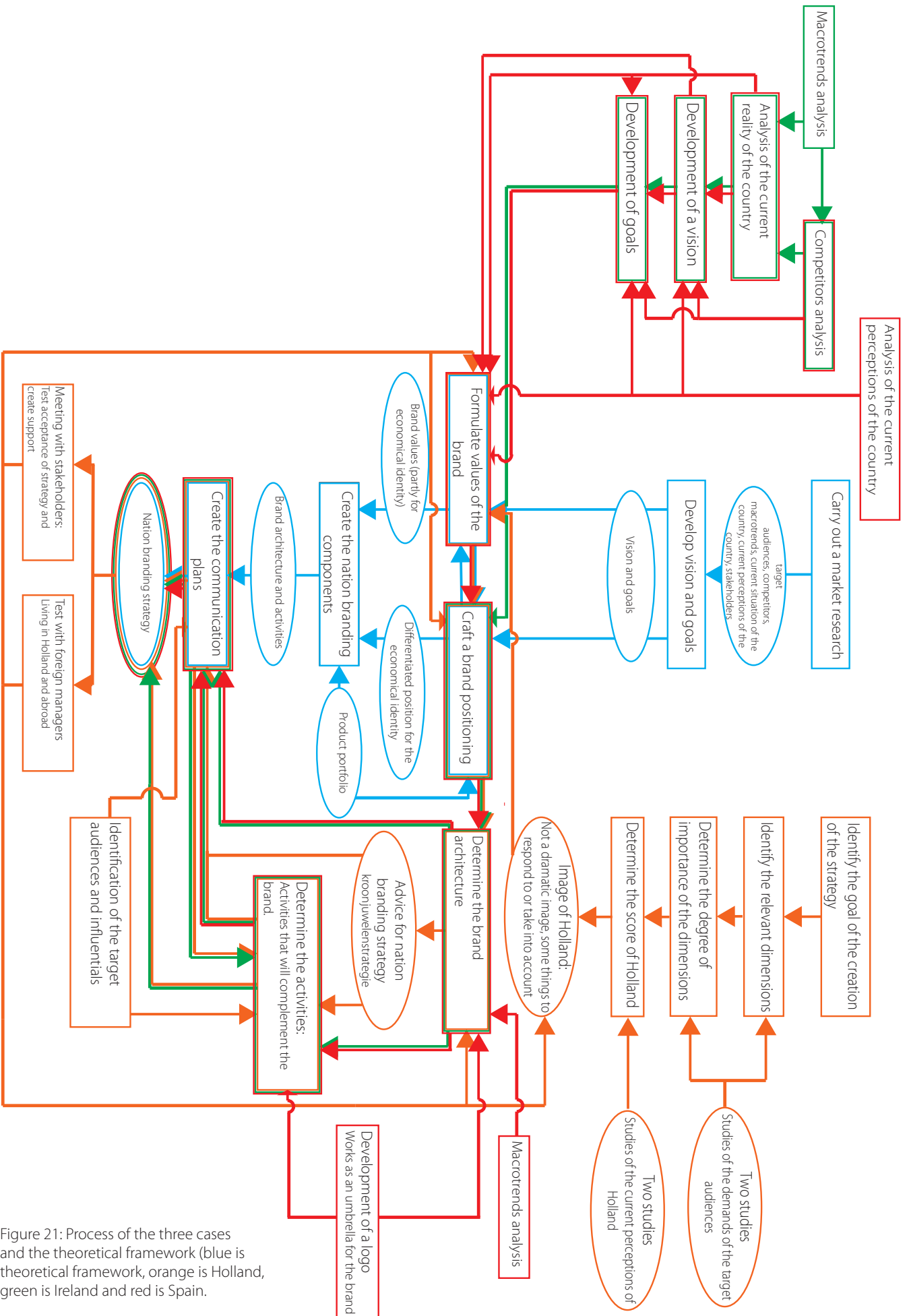


Figure 21: Process of the three cases and the theoretical framework (blue is theoretical framework, orange is Holland, green is Ireland and red is Spain).

4.4.3. Cross-case analysis with a focus on the variables

As discussed in the chapter 3 (Methodology) a case-ordered predictor-outcome matrix is developed in which the different variables of the cases can be discussed. In the different cases not all the variables are named the same way, as can be seen in figure 21. Especially the variables of the Holland case are named differently than in the theoretical framework, through the on beforehand determined structure used for the development of this strategy. The cases of Ireland and Spain contain also variables which have been formulated differently then in the theoretical framework though. Therefore, it would be difficult to compare the different cases with the theoretical framework with the different designation of the variables. It is chosen to paraphrase the variables of the different cases to the variables used in the theoretical framework. During the entire process of the cross-case analysis the original variables used in the cases are taken into account though, to prevent that the cases are framed according to the theoretical framework. There are also variables which cannot be paraphrased to variables of the theoretical framework, because no good substitute exists. In those cases, these variables are added as extra variables.

Annex 3 presents in what way the different variables are paraphrased and which variables are added, because they did not exist in the theoretical framework yet and no substitute existed in the theoretical framework either. In annex 4 the matrix developed for the cross-case analysis is presented with the data of the different cases and the theoretical framework included. Also all the different variables have been analysed in this matrix. In table 5, the analysis section of the matrix is presented.

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Variables	Analysis question	Analysis
Competitor analysis	In what way is the variable created?	It has to be determined what the capabilities of the competitors are in comparison with the own country, but also with the macro trends.
	Contribution to the process.	The competitor analysis helps to determine what has to be reached with the strategy (the vision and goals).
	Contribution to the strategy.	Helps to determine a vision and goal for the strategy and to create a distinctive strategy.
Target audiences analysis	In what way is the variable created?	It should be determined what the characteristics of the target audiences are and what their demands are.
	Contribution to the process.	It helps to determine the current perceptions of the country according to the target audiences and it can be determined what images should be created to fulfil the demands of the target audiences.
	Contribution to the strategy.	Helps to determine what has to be improved in the identity to fulfil the demands of the target audiences and therefore the right values and positioning.
Macro trends analysis	In what way is the variable created?	Although the political and legal status, the population trends, the cultural and lifestyle trends should be researched, when the focus is on the economical image of the country, the focus should mainly be on the socio-economic trends and the emerging industries.
	Contribution to the process.	First, the macro trends should be set in the context of the current reality of the country and later on they help to determine the right values, positioning and branding components to go along with the next path of change.
	Contribution to the strategy.	It helps to position the country in such a way that it goes along with the next path of change.
Analysis of the current situation of the country	In what way is the variable created?	All the characteristics of the country should be determined, with the competitive analysis and macro trends analysis taken into account.
	Contribution to the process.	It helps to determine where the capabilities of the country lie (especially when the reality has changed lately) and therefore helps to determine the brand values and positioning.
	Contribution to the strategy.	It helps to determine the focus of the strategy and makes sure that the strategy is realistic.
Analysis of the current perceptions of the country	In what way is the variable created?	The perceptions of both internal and external audiences should be measured and should be compared with the current reality of the country analysis and the competitor analysis.
	Contribution to the process.	It helps to have a focus during the development of the brand values, the positioning and the branding components, because then it is known what perceptions have to be changed or reinforced.
	Contribution to the strategy.	First of all it helps to prevent that the audiences do not recognize themselves in the brand. Secondly, it gives a direction where the strategy has to focus on.
Development of vision	In what way is the variable created?	It should be based on the market analyses and also on the motivation for the creation of the strategy.
	Contribution to the process.	It gives a good direction for the focus of the strategy, and works as a basis for the development of the strategy.
	Contribution to the strategy.	It gives a goal to the strategy which has a long-term direction and it helps to meet the expectations of the stakeholders.
Development of goals	In what way is the variable created?	First of all it should be based on the vision of the strategy, besides that it should be based on the market analyses and the motivation for the creation of the strategy.
	Contribution to the process.	It gives a direction to the strategy and it becomes clear what should be reached with the strategy.
	Contribution to the strategy.	It determines what has to be reached with the strategy.

Variables	Analysis question	Analysis
Creation of brand values	In what way is the variable created?	Should be based on the market analyses, the vision and goals and the overall and innovation strategy.
	Contribution to the process.	Gives a basis for and continuity in the creation of the positioning, the branding components, and the communication strategy.
	Contribution to the strategy.	Is the foundation of what the strategy wants to communicate.
Development of a brand positioning	In what way is the variable created?	It should be based on the market analyses, the vision and goals, the brand values and the overall and innovation strategy.
	Contribution to the process.	It gives a direction the sectors or characteristics the branding components and the communication strategy should focus on
	Contribution to the strategy.	It helps to create a context for the brand values, and therefore makes the brand more believable and more distinctive.
Development of branding components	In what way is the variable created?	Based on the market analyses, the brand values, the positioning, and the nation's overall and innovation strategy.
	Contribution to the process.	It gives a context for the brand values and positioning, determines how these values and positioning should be promoted and gives a basis for the communication strategy.
	Contribution to the strategy.	It will be determined in what way the values and positioning are promoted.
Development of communication strategy	In what way is the variable created?	Should be based on the target audiences analysis, the brand values, the positioning, the branding components and on the nation's overall and innovation strategy
	Contribution to the process.	-
	Contribution to the strategy.	Helps to communicate a coherent image to the right audiences.
Alignment with the nation's overall and innovation strategy	In what way is the variable created?	It should be aligned with the development of the vision, the goal, the brand values, the positioning, the branding components and the communication strategy.
	Contribution to the process.	Helps to determine the right path for the creation of the strategy, especially when the reality of the country is improved.
	Contribution to the strategy.	Helps to make sure that the strategy is in the same direction as the nation's overall and innovation strategy and therefore communicates the improved reality of the country.
Meeting with stakeholders	In what way is the variable created?	A meeting has to be organized with all (the representatives of) the stakeholders.
	Contribution to the process.	Helps to determine the right positioning and brand values.
	Contribution to the strategy.	Makes sure that there is an acceptance of the strategy and that a support is created.
Test with foreign managers	In what way is the variable created?	A test has should be done among the target audiences.
	Contribution to the process.	Helps to determine the right positioning and brand values.
	Contribution to the strategy.	Makes sure that the strategy is recognized and accepted by the target audiences.

Table 5: Analysis part of the cross-case analysis matrix.

4.4.4. Cross-case analysis results

Based on both the model (case-oriented analysis) and the matrix (variable-oriented analysis) the analyses of the different cases and the theoretical framework have resulted in some findings, which will be discussed in this section.

First of all, although the theoretical framework is described in a rigid way, this does not mean that it has to be executed in such a rigid way in practice. In the three cases it turned out that the distinction between the different variables was not as clear as in the theoretical framework. I argue that in practice it is often not suitable to follow a model so rigidly and this is also not necessary. As can be seen in all of the three cases, none of them has executed all the steps as described in the theoretical framework. Although, these steps are recognized in the literature as useful steps for the creation of a nation branding strategy, it is just not really realistic that countries execute these steps fully, because they have a limited budget. Especially when it comes to the market analyses steps it can become very expensive. Therefore it is argued that the countries should determine, based on the motivation for the creation of the strategy and the context of the strategy which, and the amount of market analyses that should be executed.

It has become clear in the cross-case analyses that especially the target audiences analysis, the current situation of the country analysis and the current perceptions of the country analyses are the most important. The target audiences analysis is important to create a clear goal and focus for the strategy. The current reality of the country analysis is important to identify the capabilities of the country and to make sure that the nation brand is true. Finally, the current perceptions of the country analysis is important, because this helps to determine the vision and goals of the brand, because in this way it can be decided which perceptions have to be changed and to what extent.

In the theoretical framework it is described that the macro-trends analysis should contain an analysis of the socio-economic trends, the political and legal status, the population trends, cultural and lifestyle trend, and emerging industries. Nonetheless, as also noted in the cases, the focus of the macro-trends analysis should mainly be on socio-economic trends and emerging industries, since the focus of the strategy is on the economical image of the country, these are the most important macro-trends.

Because, in practice, not all the market analyses can be executed to the extent as it is described in the theoretical framework and because they have different purposes in different situations, it is argued that the different market

analyses can better be seen separately. In this way it is clear for the users that all the market analyses can be applied separately and that some interaction should exist between these different analyses. Moreover, in this way it also becomes clear that some analyses can be used later on, while others are not used.

The determination of the vision and goals are recognized as very important aspects of the strategy creation process. This is also confirmed by one of the informants of the Holland case (see section reflections on the process). The vision and goals give a direction and focus to the strategy and make sure that the strategy has a long-term commitment. Besides that, through the alignment of the vision and goals with the nation's overall and innovation strategy, it is ensured that the nation branding strategy has the same direction and focus as the nation's overall and innovation strategies.

In the theoretical framework and the cases of Ireland and Spain the vision and goals are based on the market analyses. Yet, in the case of Holland the market analyses are based on the vision and goals. Both situations can be argued properly. The vision and goals can be based on the market analyses because then the vision and goals are based on the characteristics of the country and its opportunities and threats. But, when the market analyses is based on the vision and goals, the market analyses can be performed more accurately, because there can be a better focus in the market analyses. Therefore it is argued that the market analyses and the vision and goals should be created in collaboration with each other so that the advantages of both sides can be used.

The variable branding components contains in the theoretical framework both the brand architecture and branding activities. However in the cases this variable is not present and the variables 'develop a brand architecture' and 'develop a branding activities plan' are used as two separate variables. In these cases also both components have a different input and a different output. Therefore it makes sense to see those two components as two separate variables. So, based on the cross-case analysis it is argued that the variable 'develop branding components' should be separated into two different variables 'develop brand architecture' and 'develop branding activities plan'.

In the theoretical framework it is described that the brand values and positioning should be created with the other taken into account. However, in the different cases this has not been done. Nonetheless, I argue that this should be done because it is important that a good context can be created for the brand values and that the brand values can be positioned in the right way. When the brand values would be created first and there would

be no feedback from the positioning, it could occur that no right positioning can be created for these brand values and that with slightly other brand values a better result could be created.

Besides that the brand values and positioning should be created while taking the other in account, this also applies to the relationship between the brand positioning and brand architecture. To create the right positioning it is important to consider which sectors are taken into account and whether the positioning is possible and successful with the sectors present in the country. This can also be recognized in the case of Holland and it worked out perfectly. Therefore, a loop should be created between these two variables.

Finally the development of the brand activities plan and the development of the communication strategy should be in collaboration with each other, as is the case in the strategy formulation process of Holland. This collaboration is important because it is vital that the activities communicate the same aspects of the brand as the communication strategy. On the other hand, the communication strategy should take into account which activities are developed to make sure that they are incorporated in the communication line.

For the creation of a successful strategy it is important that a focus lies on the creation of the brand values, the positioning and the brand architecture, because they are the basis of the brand, as can be seen in the different cases. To create a successful nation brand, a long-term commitment on these three variables is necessary. Therefore it is important that these variables are considered thoroughly.

In the cases of Ireland and Spain a close alignment between the nation branding strategy and the nation's overall and innovation strategies can be recognized. Also in the theoretical framework this alignment is created. In the theoretical framework the nation's overall and innovation strategies are aligned with the entire process. However, based on the analysis of the cases it can be argued that the focus of the alignment should mainly be based on the development of the vision and goals and the development of the brand values, the positioning and the brand architecture. These last three variables are important because they define the essence of the brand and that should not contradict to the innovation and overall strategy of the country.

Besides that the innovation and overall strategy should be aligned with only some variables, it depends on the context and motivation of the strategy how much this should be aligned. In the cases of Spain and Ireland the strategy was aligned closely to the country's overall and innovation strategies, but in the case of Holland this was hardly necessary. It seems that especially the motivation

for the strategy has a large influence on this. In the case of Spain and Ireland the motivation for the strategy was to update the image of the country according to the new situation of the country, while in the case of Holland the image only had to be maintained, since the country had not changed dramatically recently. So, the amount of alignment of the strategy with the nation's overall and innovation strategies mainly depends on the need to update the image according to the new situation of the country.

Finally, in the Holland case two extra variables were present, meeting with stakeholders and test with foreign managers. These variables are proven useful in the analysis, because they make sure that the created strategy is accepted and supported by both the stakeholders and the target audiences. Besides that, in these meetings some feedback can be created which can be incorporated in the strategy. However, the variable 'test with foreign managers' is more appropriate as the variable 'test with stakeholders', because this is more applicable to different contexts and cases.

Conclusion

In conclusion, through the case-oriented and variable-oriented approach of cross-case analysis, several findings were determined. First of all, in the different cases not all market analyses are executed as determined in the theoretical framework. Although all market analyses are useful for the process, in reality it is often not practical to execute all market analyses because of a limited amount of resources. However, the target audiences analysis and the analyses of the current reality and current perceptions of the country are the most important market analyses.

Next to that, it is argued that the development of the vision and goals are an important part of the development of the strategy. However it is argued that the relationship between the market analyses and the development of the vision should not be as one-directional as described in the theoretical framework.

Secondly, it is argued based on the analyses of the cases that the variable 'create the nation branding components' should be separated into two variables; 'develop brand architecture' and 'develop branding activities plan'. Moreover, the development of the values and the development of the brand positioning should happen in collaboration with each other. Also, a collaboration between the development of the brand positioning and the development of the brand architecture should exist to make sure that the right sectors can be selected to fit the positioning. Finally also a collaboration between the development of the branding activities plan and the development of the communication strategy is necessary to make sure that they communicate the same aspects.

Besides that, the alignment between the nation's overall and innovation strategies and the nation branding strategy should mainly occur during the development of the vision and goals, the brand values, the brand positioning and the brand architecture. In addition, especially the motivation for the development of the strategy determines the degree to which the alignment between the two kinds of strategies is necessary. Finally two extra variables need to be added to the process, which are the meeting with the stakeholders and the test with target audiences, to create a feedback in the development of the strategy.

4.5.5. Improvements to the theoretical framework

Based on the cross-case analysis, some improvements to the theoretical framework are made. In this section the new theoretical framework will be presented and the improvements will be discussed. So, first In figure 22 the improved theoretical framework is displayed.

In the different cases it became clear that the motivation for the creation of a strategy is very important for the focus of the strategy. It has an influence on what kinds of market analyses are executed, it has an influence on the vision and goals of the strategy and it has an influence on the alignment of the nation's overall and innovation strategy with the nation branding strategy creation process. Therefore the variable 'motivation for the creation of the nation branding strategy' is added as an independent variable. This variable has a direct effect on the variables of the market analyses and the development of the vision and goals. Besides that, it has in interaction effect on the relationship of the alignment between the nation's overall and innovation strategies and the process of creating a nation branding strategy. As discussed in the previous section, the market analyses variables are separate into five variables, so that the mutual relationships become clearer. Also, a loop has been created between the market analyses variables and the development of the vision. As described in the previous section, there should be an interaction between the market analyses variables and the development of the vision. However, I argue that it is still important that some market analyses are carried out first, since otherwise the vision would be based on no research and therefore would not be grounded. In addition, as described in section 2.7.2, Therkelsen & Halkier (2004) argue that the current reality and the current perceptions of the country should be the starting point for the creation of a nation branding strategy. Therefore I argue that first a part of the market analyses should be carried out to get a first impression of the characteristics and the opportunities and threats of the country. Then a vision can be formulated which is grounded. Rangan et al. (2006), Pike (2005), Spithoven (2000) and Balakrishnan (2009) all argue that the vision should be based on the current reality and the current perceptions of the country. Besides that, Gilmore (2002) argues that for the creation of the vision the macrotrends should be taken into account. When a start is made with the development of the vision, a more targeted market analyses can be carried out. Based on this more targeted market analyses the vision can be formulated more precise. Based on this reasoning, the market analyses variables are placed above the development of the vision with a loop back to the market analyses variables.

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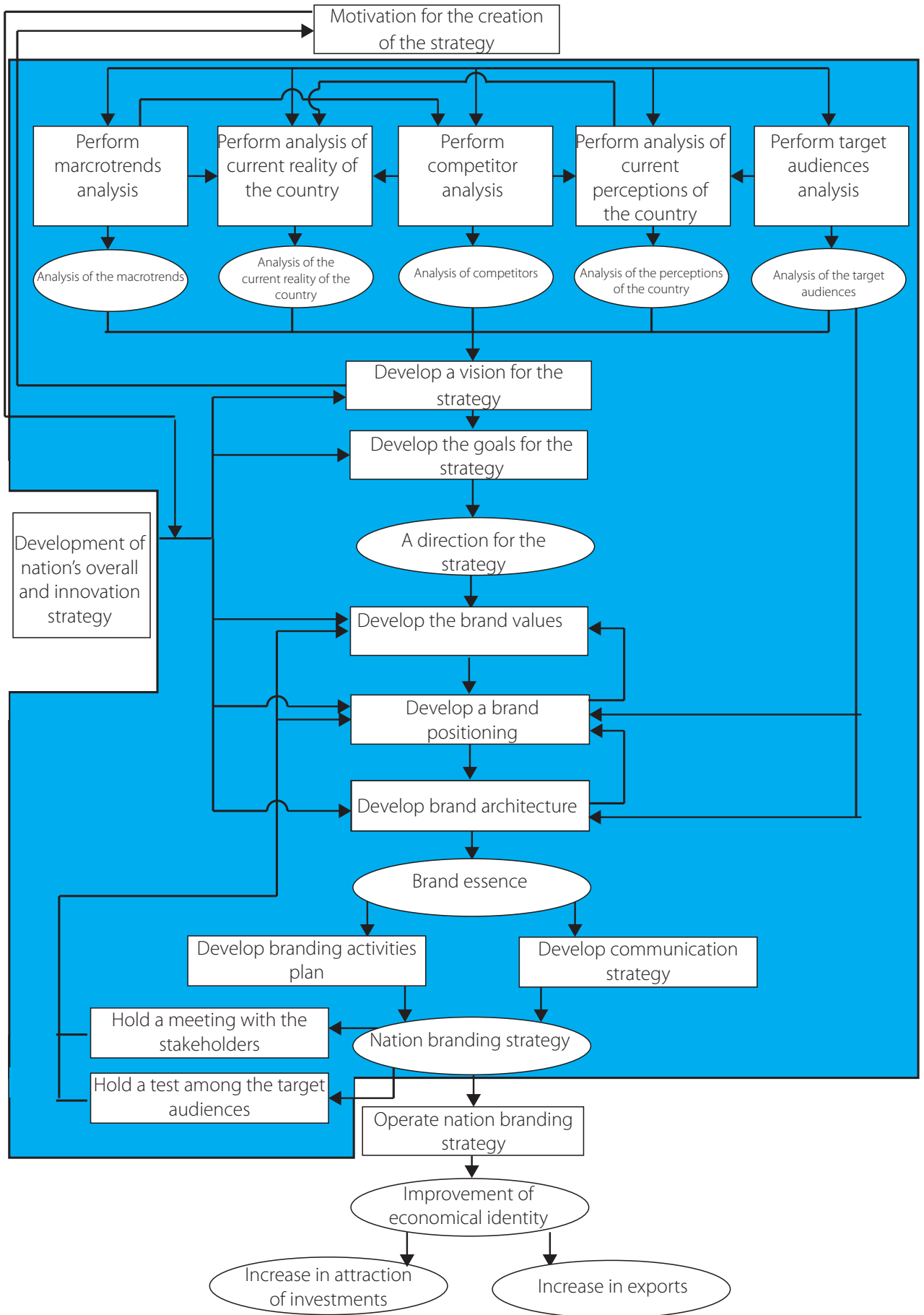


Figure 22: Improved theoretical framework.

Because the market analyses variables and the development of a vision are placed in a loop, it is chosen to separate the variable 'development of vision and goals' into two variables 'development of vision' and 'development of goals'. The goals should not be determined yet while the market analyses variables are not completed yet, because the goals should be specific and should be based on the fully developed vision. Therefore the development of goals has become as a separate variable which is placed under the development of the vision.

The loop between the development of the brand values and the development of the brand positioning is already explained in the previous section. In the original theoretical framework the development of the brand values and the brand positioning were positioned at the same level. However, now it has been chosen to place the development of the brand values above the development of the brand positioning, with a loop back from the development of the brand positioning to the development of the brand values. This is because the brand values have to be determined first to be able to establish in what way the brand can be created in such a way that is distinctive compared to its competitors. In the cases the brand values are also created first, while it was checked whether a good positioning could be created and when this would not be the case, the brand values were adapted to what was possible and successful in the positioning.

In the original theoretical framework, the 'product portfolio' has an influence on the development of the brand positioning and the development of the branding components. But in the cases this variable is not used. Therefore, I argue that the product portfolio is a part of the analysis of the current situation of the country, since in this analysis it is determined what the sectors of the country are in what sectors the country performs best. Though, this has to be incorporated explicitly during the creation of the brand positioning and the brand architecture.

As discussed in the previous section, the variable development of branding components is separated into two parts: development of brand architecture and development of branding activities. Because this results in two new variables, also for these variables a definition is constructed:

Definition 'Develop brand architecture': Development of a structure which complements the brand values and brand positioning, in which it becomes clear which products, industries and sectors can be involved in the brand.

Definition 'Develop brand activities plan': Development of a plan in which the activities that have to be executed to promote the identity are described.

As between the development of the brand values and the development of the brand positioning, in the relationship a loop is created between the development of the brand positioning and development of brand architecture. First, the brand positioning should be created, however, the brand architecture should be taken into account. So also between these variables loop back is created from the development of the brand architecture to the development of the brand positioning.

Because the development of the brand architecture and the development of branding activities are separated into two variables now, also a relationship between these two has to be created. As is proven in the cases, the brand architecture is to created first in order to really know what has to be communicated and promoted. Therefore the development of the brand architecture is positioned above the development of the brand activities plan.

In the previous section it is also discussed that the development of the branding activities plan and the development of the communication strategy should be executed, while taking the other into account. In this case, there is no variable that should be carried out first and therefore these two variables are positioned at the same level.

As discussed in the cross-case analysis, two extra variables are added, which are 'hold a meeting with stakeholders' and 'hold a test among target audiences'. These variables are placed at the end, because the strategy can only be tested when all the other variables are created. The meeting and test cannot be held before the communication strategy and the branding activities are developed, because then it could be the case that the strategy is not concrete enough for the stakeholders and target audiences to create a solid feedback. Since feedback can be expected from these variables, a loop is created to the variables 'development of brand values' and 'development of brand positioning'. These loops are created, because based on the feedback of these meeting it should be considered whether the right brand values and brand positioning are created. Based on these variables the other variables can also be considered again. Also for these two new variables, definitions are created to develop a clear construct.

Definition 'Hold a meeting with stakeholders': A meeting with the relevant and involved stakeholders should be organized in which the strategy is checked for acceptance of the stakeholders and in which support for the nation branding strategy is created.

Definition 'Hold a test among target audiences': A test should be created in which the strategy is tested by the target audiences on recognizability and acceptance.

A final change in the theoretical framework is the alignment with the nation's overall and innovation strategies. As discussed in the previous section the alignment is only necessary with the development of the vision, the goals, the brand values, the positioning and the brand architecture. Besides that, the motivation for the strategy has a large influence on the alignment between the nation branding strategy and the overall and innovation strategies. Therefore, the variable motivation is created as an interaction effect on the relationship between the nation's overall and innovation strategy and the variables in the nation branding strategy creation process.

Conclusion

In conclusion several aspects of the theoretical framework are adjusted in the light of the findings of the cross-case analysis. First of all, motivation is added as an independent variable. This variable has an influence on the execution of the market analyses, on the development of the vision and goals, and on the amount of alignment of the nation branding strategy with the nation's overall and innovation strategy. Moreover, the variable 'carry out market research' is divided into five different variables, one for each kind of market analysis. In this way the underlying relationships become clearer. Also a loop is created from the development of a vision back to the different market analyses. First some sort of market analysis is performed but, the development of the vision can start without the market analyses fully completed. In this way, the market analyses are more focused, since they are based on the vision.

Next to that, a loop is created between the development of the brand values and the development of the brand positioning, where the development of the brand values is placed above the development of the brand positioning. This is because the brand values are determined first to be able to determine in what way the brand can be created in such a way that is distinctive compared to its competitors. However, during the development of the brand values the brand positioning should be taken into account and therefore a loop is created back to the brand values.

As discussed in the previous section, the variable 'create the nation branding components' is separated into two variables 'develop brand architecture' and 'develop branding activities plan'. Besides that, between the variable 'craft a brand positioning' and 'development brand architecture' a loop is created, in which 'craft a brand positioning' is placed above 'develop a brand architecture'. Hereby the brand architecture should be taken into account when developing the brand positioning.

The variables 'develop branding activities plan' and 'develop communication strategy' are placed at the

same level, because they have to be executed at the same time while taking the other variable into account. Next to that, two extra variables are added, which are 'hold a meeting with stakeholders' and 'hold a test among target audiences'. The goal of these variables is create support among the stakeholders and to test whether the strategy is accepted by the target audiences and the stakeholders. From the meeting and the test, feedback can be created which is used to improve the strategy. Finally, the alignment with the nation's overall and innovation strategy is adjusted. In the improved theoretical framework only with certain variables the alignment of the different strategies has to be taken into account, since for only these variables it is important that the overall and innovation strategies are taken into account. In addition, the variable motivation has an effect on the amount of alignment which is necessary. So, based on the cross-case analysis some adjustments are made to the theoretical framework to create a better fit with the reality of the nation branding and to make sure that is not only grounded in the theory.

4.5.6. Umbrella nation branding

In section 2.3 a discussion is presented in which it is discussed whether an umbrella nation brand which includes all the different segments is possible. This discussion is concluded with an answer to the discussion in which a compromise is found between the two extreme points of view discussed in this section. This compromise is defined by Dzenovaska (2005: 175): "an umbrella identity that can incorporate and give meaning to sub-brands targeted at specific sectors." Yet, since this way of umbrella nation branding is not discussed extensively in the literature, the evidence from the cases is very useful for the determination of the best way to create an umbrella nation branding strategy.

First of all, as discussed in the analysis of the case, in Holland a strategy for the economical image is developed, while during the development of some parts of the strategy also the general identity of Holland is taken into account. The developed logo for the nation branding strategy of Holland is used by all the different segments. Moreover, during the creation of the targeted strategy, the overall identity of Holland is taken into account. So it can be concluded that the overall identity is considered and that a common identity has been created. However, besides that, not much has been done on umbrella nation branding in this case.

In the case of Spain it is also discussed how umbrella nation branding is applied. In this case, umbrella nation branding is more included in the process. Next to that the logo encompasses all the different segments, also a general strategy is created for all the different segments. The in this research described case is a part of this overall strategy for nation branding. But, also separate strategies are developed for all the different segments.

So it can be concluded from the cases of Holland and Spain that both countries have implemented some sort of umbrella nation branding, however that no strategy is developed that fully incorporate the promotion of all the different segments. Therefore, it can be concluded that the definition described by Dzenovaska (2005) is also applicable in practice.

4.5.7. Conclusion

In the previous sections several findings are discussed. Although all the different market analyses are very useful, in practice it is often not possible to execute all the market analyses through limited resources. However, it depends on the motivation for the creation of the strategy which analyses can best be executed. Therefore the variable 'motivation for the creation of the strategy' is added as an extra independent variable. Besides that motivation has an influence on the market analyses, it also has an influence of the development of the vision and goals and on the amount of alignment which is necessary between the nation branding strategy and the nation's overall and innovation strategy.

The relationship between the development of the market analyses and the development of the vision should not be as one-directional as described in the theoretical framework. Therefore a loop is created from the development of the vision back to the variables of the market analyses. In this way, the vision can already be created while the market analyses are not completed and also the market analyses can be performed more focused since they are based on the development of the vision.

Next to that, for the development of the actual strategy it is important that more loops are created to make sure that the strategy is developed in such a way that a distinctive brand is created which promotes the most positive aspects and sectors of the country. To do this, an alignment between the variables, develop brand values, develop a brand positioning and develop brand architecture, is necessary.

In addition, also the alignment between the nation branding strategy and the nation's overall and innovation strategies are discussed. Hereby it is argued that it is not necessary that this alignment has to be taken into account during the entire process, but that it especially has to be taken into account during the development of the vision, goals, brand values, brand positioning and brand architecture.

As last, two extra variables are added, which are 'hold a meeting with stakeholders' and 'hold a test among the target audiences' which have as goal to create support among the stakeholders and to test whether the strategy is accepted by the stakeholders and the target audiences. In this way some feedback can be created which can be used to improve the strategy.

Finally, umbrella nation branding is discussed, from which it can be concluded that an umbrella nation brand which has an umbrella-identity that can incorporate and give meaning to sub-brands is the best option. But, it depends on the motivation for the strategy and the context of the strategy, to what extent an umbrella nation brand should be created.

4.6. Conclusions

In this chapter 'Findings' the three cases, Holland, Ireland and Spain, are discussed. Besides that, these cases are compared with each other and with the theoretical framework in the cross-case analysis, which has resulted in an improved theoretical framework.

The analyses of the separate cases had as main goal to identify the processes of the different cases. These processes are shown in figure 23, together with the theoretical framework. This is also used as the start for the cross-case analysis. In figure 23 it can be seen that some sort of a standard process is present, although all cases have some points in which their processes differ from the standard process.

Based on the cross-case analysis the theoretical framework is improved (figure 24). From the cross-case analysis it could be concluded that the process of creating a nation branding strategy should not be executed as one-directional as was described in the original theoretical framework. Besides that, the variables are not development in isolation, but the other variables are also taken into account. Therefore more loops are created in the improved theoretical framework. Moreover, some extra variables (motivation, hold a test among target audiences and hold a meeting with stakeholders) are added to make the process and the context of the process more complete.

Finally, umbrella nation branding is discussed, from which it can be concluded that umbrella nation brand which has an umbrella-identity that can incorporate and give meaning to sub-brands it the best option. However, the motivation and the context of the strategy are important determinants of to what amount a cross-segmental umbrella nation brand can be created.

Findings

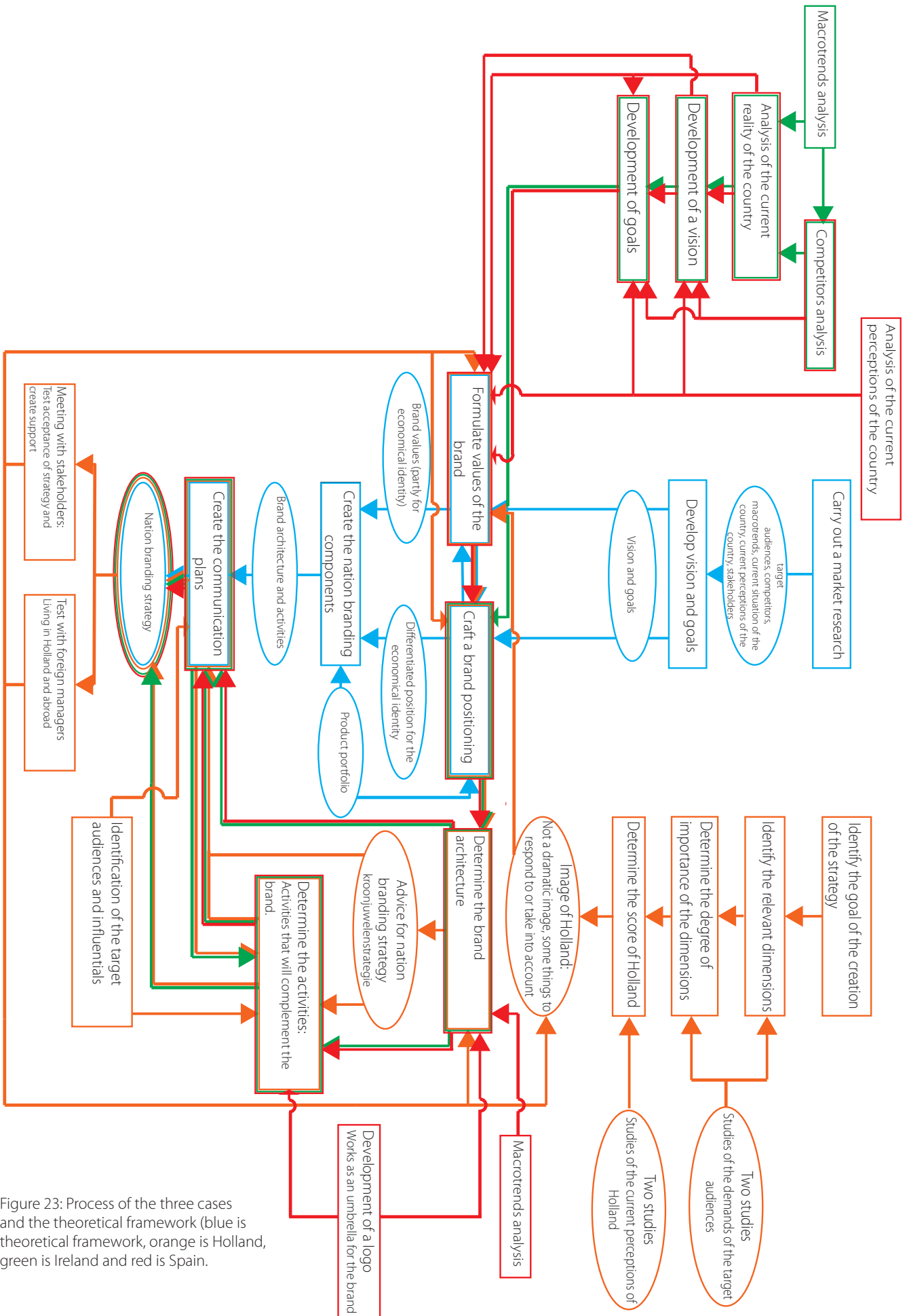


Figure 23: Process of the three cases and the theoretical framework (blue is theoretical framework, orange is Holland, green is Ireland and red is Spain).

FINDINGS

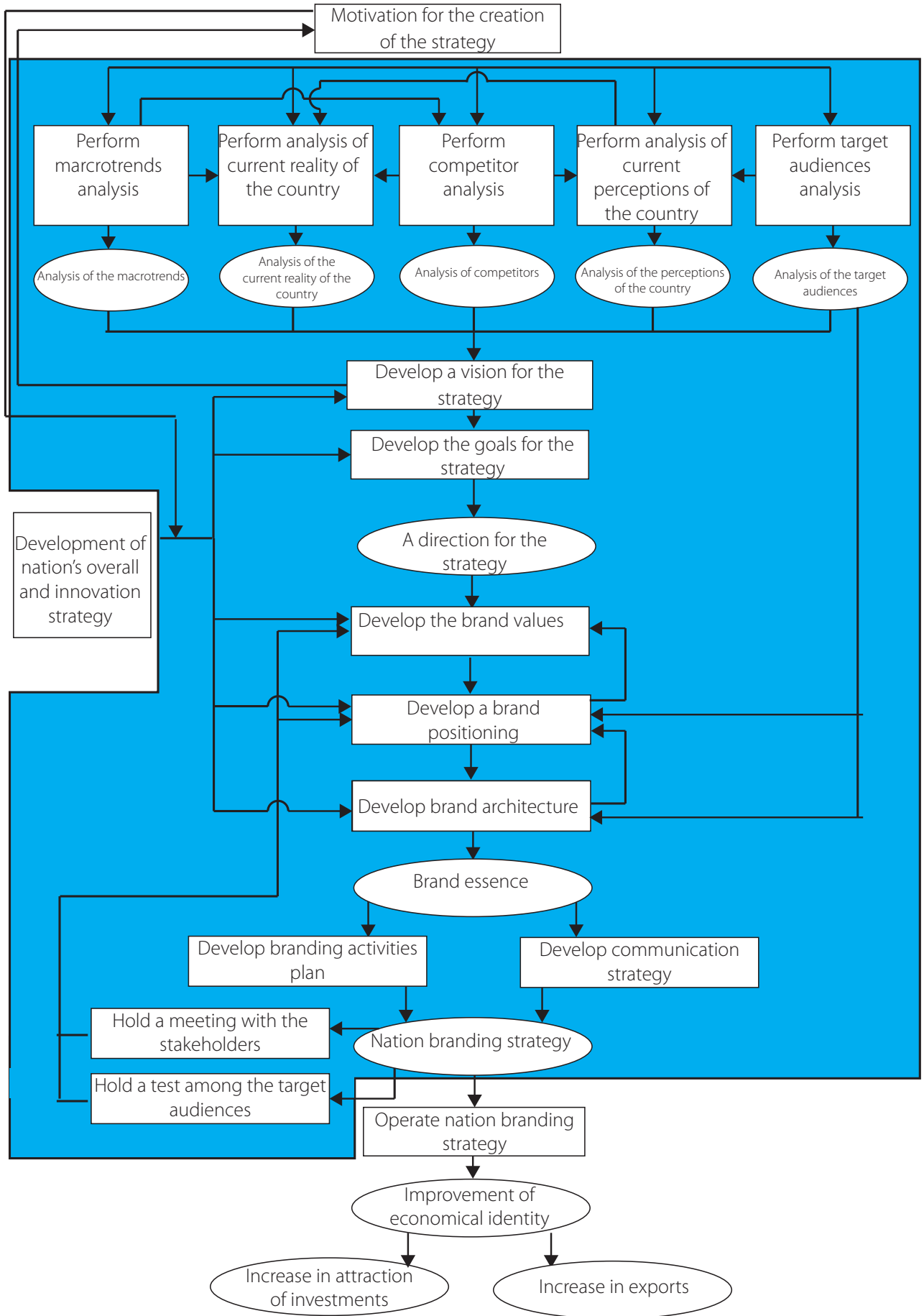


Figure 24: Improved theoretical framework.

chapter 5

Conclusions

- 5.1 Introduction
- 5.2 Discussion
- 5.3 Conclusions
- 5.4 Contribution of the research
- 5.5 Limitations
- 5.6 Suggestions for future research
- 5.7 Reflections

5.1. Introduction

At this moment all the results of the research project are presented, which will be discussed in this chapter. Also an answer will be given to the research question and the subquestions. Finally some reflections will be given on the research project and some suggestions will be presented for future research about nation branding.

5.2. Discussion

In section 2.2 a model of Gilmore (2002) is described in which several characteristics of a successful brand are explained. In the first layer it is argued that the values should be at the heart of the brand and should represent the people of the country. In the second layer the positioning is developed, which is based on the values of the brand. In the third layer, the positioning has to be translated into several sub-positionings to be applicable for different stakeholders in different contexts. This process can also be recognized in the theoretical framework developed in this research and in the different success cases. First the values of the brand are created, which are based on the market analyses and therefore represent the citizens of the country, since these are included in the analysis of the current situation of the country. Then, the positioning is created which is based on the developed brand values. Finally in the brand architecture, the brand activities plan and the communication strategy, the positioning is translated into more concrete promotion which can be used in different settings, with different target audiences. The model of Gilmore (2002) is identified as a model for the creation of a successful brand. The model developed in this research has similar characteristics, from which the assumption could be made that also with this model a successful brand could be created.

In chapter 3 it is discussed how the cases are selected. Yin (1993) argues that when cases are selected from the same context, nothing can be said about what kind of influence the context has on the outcomes. Nonetheless, the three cases used in this research have all three different contexts and also different motivations for the creation of a nation branding strategy. However, although the cases have different contexts, still similar processes are identified.

Based on the three cases, the theoretical framework is changed. Although some changes are made to the theoretical framework, the coarse design of the process has stayed the same. In figure 21, the three processes of the cases and the theoretical framework are all depicted into one model and roughly the same processes can be identified with all three cases and the theoretical framework.

Some changes are made to the theoretical framework when the cases and the theoretical framework were compared in the cross-case analysis. As can be noted in figure 22, the main change is the addition of loops in the theoretical framework. In this way, more reflection on the different variables is possible. Besides that, some variables are added to make sure that a reflection on the strategy is gained and that this is incorporate into the strategy. Also, an independent variable (motivation for the creation of the nation branding strategy) is added, in which the context of the strategy is incorporated into the process.

So, some conclusions could be made about the analysed cases, and the overall process. These points will be used to answer the research question. This question will be answered in the following section.

5.3. Conclusions

In chapter 1 of this research project report, the research question is formulated. This research question is determined based on the objectives of the study. In the objectives it is described that Kotler & Gertner (2002) have identified that countries should adopt strategic management tools and that they should take their branding process into account to attract inward investments and to promote exports. However, Lee (2009) argues that not much research is carried out to how a nation branding strategy can best be created. In addition, in the literature much argumentation exists of how an umbrella nation branding strategy should be established, whether such strategy should encompass all the segments or that different strategies should be created for the different segments (Therkelsen & Halkier, 2004). In this research the focus was on the improvement of the economical image, because this is not described extensively in the literature yet, while it is argued that it contributes mostly to the competitive advantage of a nation and that the identity of the country has an influence on the economic performance (Suh & Khan, 2003; Tesfom et al., 2004; Anholt, 2007; Arregle et al., 2009; Dinnie et al., 2009). Therefore the following research question was developed:

“In what way can governments create an umbrella nation branding strategy that focuses on the economical image of a country to attract inward investments and to promote exports and which is also aligned with the nation branding activities of the other segments?”

To answer the research question, two sub-questions were developed, which were the following:

1. In what way can governments create a nation branding strategy?
2. What is the best way to create an umbrella nation brand which focuses on the economical image of a country and which is also aligned with the nation branding activities of the other segments?

In the following sections, first the two sub-questions will be answered. Based on these sections and the overall research project the central research question will be answered.

Creating a nation branding strategy

The first sub-question entails in what way governments can create a nation branding strategy. This is tested using the case-study analysis and the theoretical framework. In figure 25, the final model for the creation of a nation branding strategy is presented again. This is a process model and therefore describes in what way the nation branding strategy can be created.

First of all, the motivation for the creation of the strategy should be clear. Based on this, different market analyses

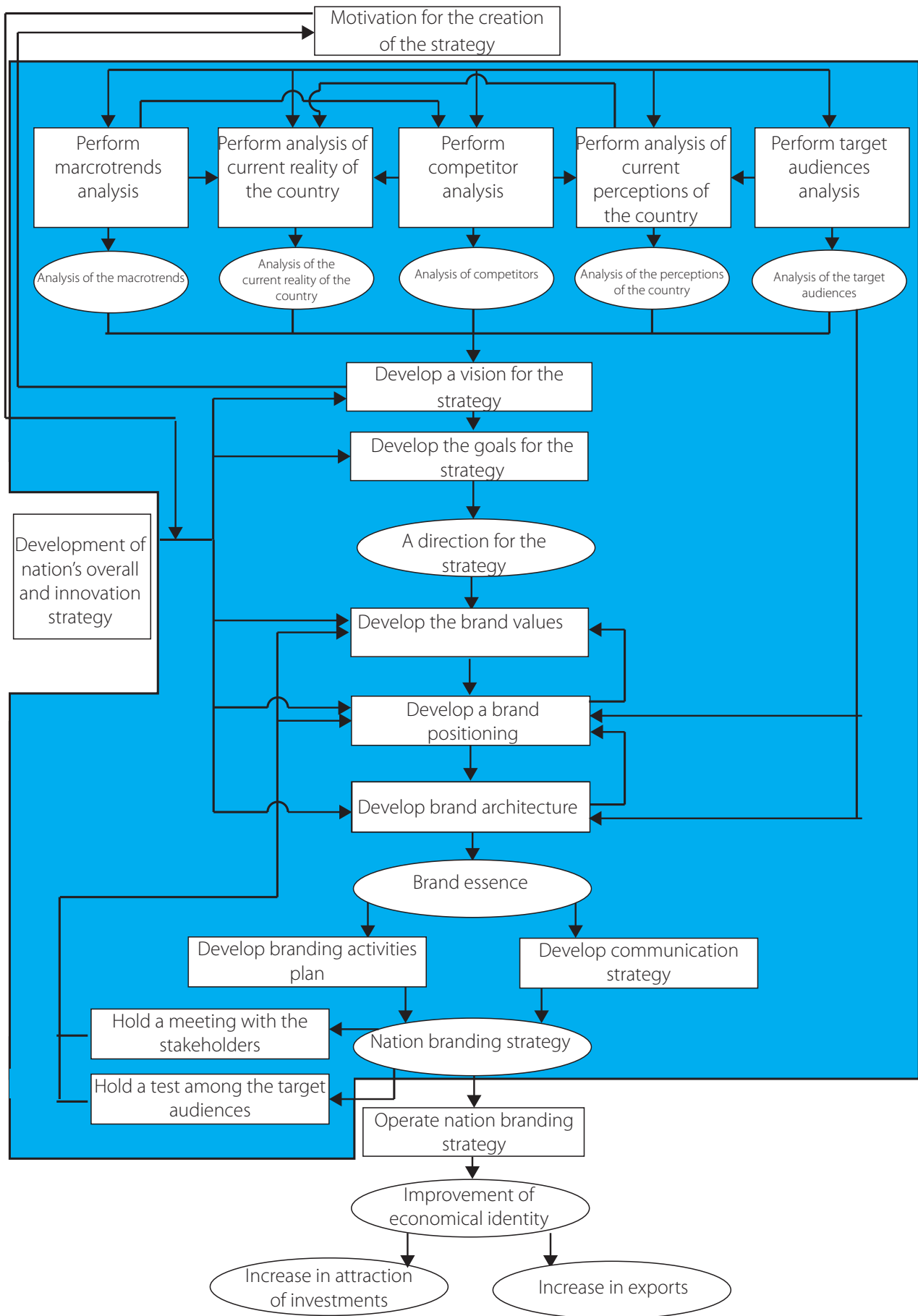


Figure 25: Final theoretical framework.

(a competitor analysis, target audiences analysis, macro-trends analysis, analysis of the current situation of the nation, and an analysis of the current perceptions of the nation) should be executed. Then a rough version of the vision should be developed, based on the market analyses together with the motivation for the creation of a nation branding strategy. Then based on the rough version of the vision, a more targeted market analyses can be executed, which in turn results in a more precise vision. For the development of the vision, the country's overall and innovation strategies should also be taken into account. Then the goals for the nation branding strategy should be developed, which should be mainly based on the vision, however, the motivation, the market analyses and the nation's overall and innovation strategies should also be taken into account.

When the goals for the strategy are formulated, the brand values should be determined. These brand values are an important part of the strategy and therefore much attention should be paid to this step. For the development of the values, the market analyses, the vision, the goals and the country's overall and innovation strategies should be taken into account. In this way, the brand values are based on the characteristics of the country (both of today and of the direct future) and on what the country wants to achieve with the nation branding strategy. Next to that, for the development of the brand values, also the development of the brand positioning should be taken into account to make sure that a good positioning can be created for the brand values. When it turns out that is not possible, the brand values should be adjusted, otherwise the nation branding strategy will not be very successful, because no context for the brand values can be determined. When the right brand values are determined, the brand positioning can be determined. For the same reasons as with the development of the brand values, the development of the brand positioning should be based on the market analyses, the vision, the goals and the nation's overall and innovation strategy. Yet, what is most important is that it is based on the developed brand values, because a context for the brand values has to be determined in this step. Finally, also the brand architecture should be taken into account to make sure that the most successful sectors or industries can be selected which complement the positioning. When this is not the case, the positioning has to be adjusted. Nevertheless, for the adjustment of the positioning it is important that it still complements the brand values. When this is not possible, the brand values should also be adjusted. This process has to be repeated until brand values are determined with which a successful brand positioning and brand architecture can be created.

The brand architecture should be based on the market analyses, especially on the macro-trends analysis, the

current reality of the country analysis and the current perceptions of the country analysis. However, it is most important that the brand architecture complements the brand values and the brand positioning. Besides that, also the nation's overall and innovation strategy should be taken into account to make sure that the industries or sectors are selected which not contradict the industries and sectors highlighted in the nation's overall and innovation strategies.

When the brand values, the brand positioning and the brand architecture are developed, the communication strategy and the branding activities plan should be developed. The communication strategy should be developed based on the market analyses, especially the analysis of the current perceptions of the country and the target audiences analysis make sure that the right audiences are reached and that the communication connects to the current perceptions of the country. In addition, it is important that the communication strategy is based on the brand values, the brand positioning and the brand architecture to make sure that the brand essence is communicated. Finally, the branding activities plan should be taken into account to make sure that these two variables communicate the same identity to the same audiences. Therefore, during the development of the branding activities plan also the communication strategy should be considered. Besides that, the branding activities plan should also be based on the target audiences analysis and the current perceptions of the country to make sure that the right activities are developed. Next to that, the branding activities plan should also be based on the brand values, the brand positioning and the brand architecture, to make sure that the activities reflect the brand essence. Finally, the nation's overall and innovation strategy should be taken into account, because then some activities can be combined with those of the overall and innovation strategy.

When the communication strategy and brand activities plan are developed, a meeting with the stakeholders can be organized and a test among the target audiences can be executed. For the test among the target audiences it is important that the target audiences analysis is taken into account to make sure that the right audiences are selected for the test. The feedback of the meeting and the test should be incorporated into the brand values and brand positioning again. This should be repeated until the right nation branding strategy is formulated.

In figure 25 the process resulted from this research and described in this section is shown. According to the tested cases and the theory this is the best way to create a nation branding strategy.

Umbrella nation branding

To answer the second sub-question, it is discussed in this section what form of umbrella nation branding is most suitable. In section 2.3 it is discussed whether it is possible to create an umbrella nation branding strategy which includes all the different segments. Based on the discussion in this section, it is concluded that an umbrella nation branding strategy could best be created which would communicate an umbrella identity with sub-brand for the different segments. Dzenovaska (2005:175) defined this "as an umbrella identity that can incorporate and give meaning to sub-brands targeted at specific sectors". In chapter 4, this subject is also discussed. In section 4.2 (Case Holland), it is described how a strategy is created for the economical image of Holland, but that also the other segments are taken into account. Besides that, the logo which is developed can be used for all the different segments and therefore forms an umbrella for all the different segments. However in the reflections on the process the case Holland some comments are made on the fact that the strategy has mainly focused on the economical image and only took the other segments minimally in account. According to these informants it would have even been better when the umbrella identity of Holland would be created broader. However, in the case of Holland this was not done because of budget limitations and because the motivation for the creation of a strategy was not high enough to create a broader strategy.

In the case of Spain, although the focus of the described strategy was to improve the economical image, it also took the other segments into account. An umbrella nation branding strategy was developed for all the different segments, yet, also the different segments have each created their own, more specific strategy. Part of this overall strategy was the logo which was developed to act as an umbrella for the nation branding activities. So, based on the literature review and the researched cases it can be argued that an umbrella nation branding strategy as discussed by Dzenovaska (2005) would be most suitable and most successful. It depends on the motivation and the context of the strategy though to what extent the cross-segmental identities should be created.

Central research question

Based on the answers on the two sub-questions described in the previous two sections, an answer can be given to the main research question.

First of all, the process as described in section 5.3.1 should be followed. Moreover, to also incorporate the umbrella nation brand into the strategy, it is important that during the development of certain variables that extra attention is paid to the overall nation branding strategy and to the other segments.

First of all, during the development of the variables of the market analyses, the focus should be on the economical part of the analysis. However, also the other segments should be taken into account during these analyses, because it is important that also the characteristics and the opportunities and threats of the other segments are taken into account when the nation branding strategy is created. Secondly, during the development of the vision it is important that the overall nation branding vision is taken into account and that the vision for the strategy for the economical image of the country helps to accomplish the vision and goals of the overall nation brand, because only when this is done in all strategies of the different segments, it is possible to realize the vision of the overall nation brand. For the same reasons during the development of the goals of the strategy for the economical image it is important that the goals of the overall nation brand are taken into account.

As fourth, during the creation of the brand values the overall nation brand of the country should be taken into account, because this determines whether an overall theme can be recognized in all the different sub-brands. The same holds true for the development of the brand positioning and brand architecture. Yet, since for the development of the brand positioning and the brand architecture more the economical image is highlighted, less attention has to be paid to the overall nation brand, then in the case of the brand values. However, they should definitely not contradict with the overall nation brand.

The fifth thing to take into account is that for the development of the communication strategy and brand activities plan, it is important that the overall nation branding communication strategy and brand activities plan are taken into account to make sure that these two do not contradict each other. Next to that, it is possible that some communication and activities can be joined and that therefore resources can be saved. Finally, during the meeting with the stakeholders and the test with the target audiences it should be checked whether the overall nation brand can be recognized in the nation branding strategy focusing on the economical image of the country.

In conclusion, the process described in figure 25 should be followed, but within all the different steps, the overall identity and the overall nation branding strategy should be taken into account.

5.4. Contribution of the research

In this section the contribution of this research will be discussed. First the contribution to the theory will be discussed, followed the contribution of this research to the practice, together with some recommendations for Holland branding, the agency responsible for the nation branding activities of Holland.

Contributions to theory

First, as discussed in chapter 1 (Introduction) of this research report, the research about nation branding has not matured yet (Kotler et al., 1993; Lee, 2009). Especially in what way a nation branding strategy should be created is not discussed extensively in the literature yet (Lee, 2009). However it is argued by several authors (Lee, 2009; Anholt, 2007; Szondi, 2007; Zerrillo & Thomas, 2007; Gold, 2006; Mihailovich, 2006; Freire, 2005; Caldwell & Freire, 2004; Papadopoulos, 2004) that a strategic management approach should be created which focuses both on the reality of nation branding and the strategic management of a nation brand. Besides that, it is argued that the creation of a nation branding strategy is very important to create a successful nation brand (Kotler & Gertner, 2002). The models that have been created for nation branding have no clear focus on the creation of a nation branding strategy. As discussed in chapter 1, several models are discussed in the literature on how to develop or modify a nation brand (Morgan et al. 2002; Caldwell & Freire, 2004; Zerrillo & Thomas, 2007; Lee, 2009; Balakrishnan, 2009), yet only the model of Balakrishnan (2009) focuses on how to create a nation branding strategy. In this research an attempt is made to fill this gap in the literature. Therefore it can be argued that this research is very useful for the theory about nation branding, because not much is written about this topic yet.

Second, in the literature it is discussed by several authors (Caldwell & Freire, 2004; Papadopoulos, 2004; Freire, 2005; Gold, 2006; Mihailovich, 2006; Anholt, 2007; Szondi, 2007; Zerrillo & Thomas, 2007; Lee, 2009) whether an umbrella nation brand which incorporates all the different segments is possible or not. In this research, this topic is also discussed, in which several arguments for both sides of the discussion are reviewed. Next to that, in the analyses of the cases, this topic is also analysed. Based on these two types of data about umbrella nation branding, more clarity is given into the concept of umbrella nation branding and a concept is presented in which a medium in these two extreme points of view is presented.

As third point, more clarity is given into how a nation branding strategy can be created with the umbrella nation branding concept included in it. This is also hardly discussed in the literature, since the discussion of umbrella nation branding is almost never combined with the development of a nation branding strategy.

Therefore this research also contributes to the theory in this area of nation branding.

Forth, in chapter 1 it is discussed that the economical image is very important for the competitiveness of the country, and that nation branding helps to increase the economical advantage of a country (Lenway & Murtha, 1994; Porter, 1998; Lee, 2009). However, it is also argued that most of the research focuses on the tourism segment instead of on the economical image of a country (Dinnie et al., 2009). This research has focused on the improvement of the economical image of the country, and therefore contributes to the theory in the way that it gives more insight in what way the economical image can be improved and what influence the improvement of the economical image has on the economy of a country.

Although it is argued that a strategic management approach should be created which is grounded in the reality, not many case studies on nation branding are analysed yet and therefore a critical point in the development of theories of nation branding is that more case studies should be analysed to make sure that the development theory is also grounded in the reality of nation branding (Caldwell & Freire, 2004; Papadopoulos, 2004; Freire, 2005; Gold, 2006; Mihailovich, 2006; Anholt, 2007; Szondi, 2007; Zerrillo & Thomas, 2007; Lee, 2009). In this study, one case is analysed empirically, while two cases are analysed using a structured literature review. Therefore, also in the area of contributing practical experience into the theory, this research has made a contribution.

Finally, most studies which have developed a model for nation branding have not tested this by using a case study approach. Lee (2009) is one of the few authors on nation branding who identified in the structure literature review which has tested its developed model through case study analyses. Besides that, Balakrishnan (2009) has based the developed model on several case studies found in the literature. In this research, the developed model is tested through analyses of three cases. Therefore this is one of the few models of nation branding which is tested in the practice, which is a contribution to the theory of nation branding.

So it can be concluded that the theoretical significance of this research is quite high, since it attempts to fill several gaps in the literature of nation branding.

Contributions to practice

Besides that this research is very useful for the theory about nation branding, it also has a practical significance. First of all, as discussed in section 1.2 (Background), it is important that countries manage and control the branding of their country (Kotler & Gertner, 2002). To manage and control the branding of a country it is important that countries create a nation branding

strategy to make sure that there is a continuity in the branding activities and that a distinctive image is communicated which is based on the reality of the country and on the essence of the brand (Skinner & Kubacki, 2007). This research gives more insight into how such a nation branding strategy can best be created.

Secondly, the nation branding strategy creation process of several cases are described which are identified as successful cases. Governments can use the description of these cases as an example of how they should create a nation branding strategy.

Next to that more clarity is given in how to create a nation branding strategy, this research also focused on the discussion of umbrella nation branding. Through this focus, governments get more clarity on what the possibilities of umbrella nation branding are. Moreover, in this research a medium is presented of umbrella nation branding, which is also found successful in the cases of Holland and Spain. Also, this concept of umbrella nation branding has been combined with the formulation of a nation branding strategy in this research project. Through this, more clarity is given on how governments should implement umbrella nation branding and what is proven to be successful in several cases.

Finally, through the focus of a nation branding strategy that focuses on the improvement of the economical image of a country, more clarity is given into what ways nation branding can contribute to the improvement of the economical image and to the improvement of the economy in general

So in conclusion it can be argued that the findings of this research are very useful for governments to get more clarity in how they should create a nation branding strategy, in what their options of umbrella nation branding are, and what nation branding can do for the economical image of the country.

Recommendations for Holland branding

Although the strategy of Holland is identified as quite successful, there are always some aspects which could have been differently. This will be discussed in this section.

First of all, it is identified by the informants of case Holland that no a clear motivation was present for the creation of a nation branding strategy, other than that the minister wanted to see what nation branding could do for Holland. Based on the market analyses it also turned out that the image of Holland was fine and that not much had to be changed about the image. Therefore not a clear problem was identified. As identified by an informant, no real target audience were identified for the nation branding strategy and therefore it was not clear to whom the identity of Holland and the brand essence should be communicated. Yet it is argued by a different informant that the target audiences and influentials are determined to create a communication strategy and to

create the activities of the brand. However, the target audiences should be determined earlier in the process to make sure that the brand essence is also directed at certain target audiences. Because no real problem and target audience was recognized early in the process, the focus of the strategy was lacking a little bit. Therefore in the future more a focus should be created in the strategy in which a real problem has to be solved and in which this new identity has to be communicated to a certain audience.

Secondly, because it was identified at the end of the market analyses that the image of Holland was already good and that no real problem existed, most of the information identified in the market analyses was hardly used in the rest of the nation branding strategy formulation process. The rest of the strategy was identified based mainly on the knowledge and experience of the group members. Yet, to make more objective decisions, it would have been helpful though to also use the information from the market analyses in the rest of the nation branding strategy creation process. Next to that, because no problem was identified in the market analyses step, no goals were identified either, because the need was not recognized for this. Nonetheless, in this way it could not be measured whether some steps were executed successfully. So, although the focus was on maintaining the economical image of the country, it would still have been useful to create some goals for the strategy to know what should be reached with the strategy.

Finally, some parts of the market analyses are not carried out, while they would have been useful for the creation of the strategy. First of all, although a competitor analysis was identified as important in the structure of Holland, in the execution of the process this analysis is not carried out. This would have been useful to make sure that the created strategy is distinctive from the competitors and that the parts of Holland which are highlighted are really better than the competitors. Besides that, also no macro trends analysis was carried out. This would have been useful to know what the emerging industries and the socio-economic trends are. In this way, the strategy could have reacted to these macro trends

In conclusion it can be argued that the market analyses could have been executed better and that this could have been used more in the formulation of the rest of the strategy. What is even more important, is that no real problem and target audiences were identified, which resulted in a very general strategy. Therefore the nation branding strategy should be start based on a problem in the future and the target audiences should be identified earlier in the process. However, the creation of a targeted strategy was executed quite well, with the resources available, so that is something that could be repeated again in the following nation branding strategy creation process.

5.5. Limitations

There are also some limitations with respect to this research. The major limitations and the influence on the reliability and validity will be discussed in this section.

First of all, the selection of cases is based on the success of these strategies on the dependent variable "increase in attraction of FDI and exports". Yet, the influence of the nation branding strategy creation process is indirect, since the variable "operate the nation branding strategy" is an intervening variable. Besides that, the variable "increase in attraction of FDI and exports" does not solely depend on the nation branding activities. Also other factors of the country and its economy influence these variables. Therefore, this can be a threat to the construct validity of the research, since the success on this variable does not have to be caused by the nation branding strategy. Nonetheless, the focus in the selection of the cases has not solely been on these variables, the cases have also been selected based on the identification of these cases as successful cases by experts and in literature (Balfour & Quiroga, 2001; Anholt, 2002; Gilmore, 2002; Lee, 2009). Therefore the threat to the validity of the research is not as high when the selection was only based on the variables, since also experts are used as a source of information.

Next to that, the cases of Ireland and Spain are not analysed empirically, but through a structured literature review. However, not all the articles used focused solely on the nation branding strategy creation process and on the improvement of the economical image of the country. Through the limited information available from such structured literature reviews, it can be questioned whether the full process is described in the cases and whether the right context is determined. Therefore the internal validity of these cases is not as high as with the case of Holland which is researched empirically. But, through the limited timeframe and resources it was not possible to analyze the cases of Ireland and Spain empirically. A reason for the selection of these cases was that quite some things were written about these cases and therefore these cases were the best option to keep the internal validity as high as possible.

Through the limited number of cases that are analyzed in this research, the external validity of the research can be questioned (Verschuren & Doorewaard, 2007). Yet, no generalizations to the general population are made in this research. Yin (1993) argues that the sample-to-population generalizations should not be the goal of a small-n case study approach, but that an analytical generalization should be created, in which the case study is generalized to the theoretical framework (Niederkofler, 1991; Yin, 1994). In this research, the generalizations which are made are done according to the theoretical framework, and therefore the external validity is not a threat to this research.

The reliability of this research project is quite high, since the cases are selected very carefully and different contexts and motivations are present in the cases. Therefore, when another researcher would do the same research, the chance is quite high that the same results are found. However, only success cases are used in this study, so when other cases than success cases would be researched, it can be questioned whether the same results would be found, which is thus a threat to the reliability of the research.

5.6. Suggestions for future research

Based on the findings and limitations of this research, some suggestions for future research are made. These will be discussed in this section.

In section 5.4 it is argued that this research contributes in several areas of nation branding. First of all this research contributes to the theory in how to create a nation branding strategy. Although this research focused on this area, I argue that more research should be done to this area of nation branding to create a commonly accepted theory.

Besides that, in section 5.5 it is argued that a limitation of the research is that the cases of Spain and Ireland are analysed using only a structured literature review. Therefore I argue that some future research should be done according to these cases to identify whether the case descriptions are created in the right way. Moreover, also more cases should be analysed to be able to make generalizations to the general population of how a nation branding strategy should be created. In the analyses of these cases, also some non-success cases should be identified to make a more general selection of the population.

Also, in this research the analyzed cases are all European, developed countries. It would also be interesting to analyze countries from other parts of the world and from developing countries. In this way it can be identified whether a difference exists in the strategy creation process of European countries and countries in other parts of the world and between developing and developed countries. In addition, this topic should also be researched quantitatively to be able to research the topic with a higher external validity and to make some generalizations to the entire population.

In section 2.3 a discussion is presented about umbrella nation branding. In this research some answers are given to this debate. However, this is by far not enough to make a commonly accepted theory about umbrella nation branding. Therefore, more research should be done to umbrella nation branding, which should also be empirically tested.

Finally, as discussed in chapter 1, not much research is done to the different aspects of nation branding. Only the segment tourism is discussed extensively in the literature. In this research, the economical image, with investment and exports, is discussed. Though, this should also be tested more extensively, both qualitative as quantitative to develop a clearer construct for nation branding in these segments. Besides that, the other three segments, policy, culture and people are hardly addressed in the literature. Also more research should be done about these three segments.

5.7. Reflections

This research project is executed for the master thesis of the Master of Science program of Business Administration (track international management) at the University of Twente. Because it is part of the master program, some reflections will be given about the execution of the research project.

First of all, a research focus and question had to be developed. Dr. S.J. de Boer presented the topic of nation branding, which I thought was very interesting for the master thesis. Nonetheless, to create a clear focus and question turned out to be quite difficult, because a gap in the literature had to be found which would be suitable to research in the master thesis project. Also, nation branding was not discussed in the master program yet, and therefore I first had to become familiar with the topic. However, eventually a good focus and research question were formulated, in which both a practical and theoretical contribution could be made and a good overview is created.

The next step was to create a structure literature review. Since the concept of nation branding encompasses a lot of aspects and many things have an influence on nation branding, the literature review was quite a challenge. Because so many things have an influence on nation branding, and so many factors should be incorporated, the literature review has become quite extensive. But in this way all the factors are included.

The next step was to collect the data for the research. It was quite a search to find the right way to collect the data. In the end Holland branding was identified and used as a source of information. From this point on the process of collecting data went quite smoothly, since enough participants in the strategy formulation process to work along by giving an interview for this research.

However, through my limited background in business administration, the methodological part of the research turned out to be quite a challenge. Nonetheless, through an extra focus on this point and help from my supervisor Dr H.J.M. Ruël, it was possible to overcome this challenge and create a scientific justified research project.

All in all, I think my Master Thesis was a very interesting, challenging and extensive project on which I have worked with much enthusiasm. In the end I think I can be proud and satisfied about the delivered result.

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1. Articles and books
2. Sources of information for cases

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Sources of information for cases

Case Holland

The following informants were interviewed for this interview:

- Hans Goossensen
- Jochem Hanse
- Roland van Kralingen
- Han Peters
- Ab van Ravensteijn
- Kees van der Waaij
- Serv Wiemers

The following documents were analyzed for this case:

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Case Spain

The following studies have been used for the analysis of the case

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Annexes

1. Matrix of structured literature review
2. Interview protocol
3. Paraphrasement of variables
4. Matrix cross-case analysis

1. Matrix of structured literature review

Authors	Themes								
	nation branding general	success factors of nation branding	Umbrella nation branding	Models for nation branding (strategies)	Creating a nation branding strategy	Attraction of FDI	Promotion of exports (COO-effect)	Actors	Communication sactors
Anholt, 2007	x	x	x		x	x		x	x
Balakrishnan, 2009	x			x	x	x		x	
Caldwell & Freire, 2004			x						
Dinnie, 2008	x	x	x	x	x	x	x	x	x
Dinnie et al. 2008	x			x				x	
Fan, 2006		x	x		x			x	x
Florek & Conejo, 2007		x							
Gilmore, 2002	x	x		x	x			x	
Gilmore et al. 2003						x			
Hankinson, 2004			x						
Hankinson, 2007					x			x	
Jaffe & Nebenzahl, 2006	x		x		x		x		
Jaworski & Fosher, 2003							x		
Kalamova & Konrad, 2010						x			
Kotler & Gertner, 2002				x			x		
Kotler et al. 1993	x			x	x	x		x	x
Lee, 2009	x	x	x	x	x	x	x	x	x
Loewendahl, 2001	x				x	x		x	
Mihailovich, 2006		x			x				
Nebenzahl et al. 1997							x		
Quelch & Jocz, 2005	x		x		x	x		x	
Skinner, 2005			x					x	x
Skinner & Kubacki, 2007	x				x				
Skinner, 2008	x	x			x				
Therkelsen & Halkier, 2005		x	x		x	x			
Urde, 2009					x				
Verlegh & Steenkamp, 1999							x		
Zerrillo & Thomas, 2007					x				

2. Interview protocol

As described in chapter 3 of the report, semi-structured interviews are used in which open questions are asked. The interview protocol is divided into four parts. In this interview protocol, the four different parts are described, with their goal and the questions which were asked during this part of the interview. In the interview the different parts have not been used as separately

as described in this protocol, because through the semi-structured design, it was often necessary to mix the questions. However it has always been taken into account that the questions of the parts without previous knowledge would come before the parts with the questions of with previous knowledge of the structure.

Part 1: Process according to the informant without previous knowledge of the structure	Goal: To get information of the informant about the process without a social desirability bias.
	Questions: <ol style="list-style-type: none"> 1. Zou u kunnen vertellen hoe de strategie is ontwikkeld? 2. Wat is uw rol hierin geweest? 3. Wat kunt u nog vertellen over de uiteindelijk gevormde strategie? 4. Wat waren volgens u de redenen om juist op het economische imago van Nederland te richten?
Part 2: Opinions about the process	Goal: To get information of the opinions of the informant about how the process went according to his opinion and what could have been different.
	Questions: <ol style="list-style-type: none"> 1. Wat vond u van het proces op de manier waarop het verlopen is? 2. Wat zou u anders hebben gedaan wanneer u het nog een keer uit zou voeren? 3. Wat denkt u dat de gevolgen hiervan zouden zijn geweest voor de uiteindelijke gevormde strategie?
Part 3: Process according to the informant with knowledge of the structure	Goal: To get information of the informant after they are confronted with the used process.
	Questions: <ol style="list-style-type: none"> 1. De structuur die is gebruikt bestaat uit vijf stappen. Herkent u deze vijf stappen? 2. In de eerste stap worden bepaalde dimensies geïdentificeerd die de perceptie ten aanzien van de economische concurrentiepositie beïnvloeden. Zou u iets kunnen vertellen over hoe tot deze dimensies zijn gekomen? 3. Volgens de documenten is de strategie gebaseerd op het huidige imago van Nederland in het buitenland t.o.v. van andere landen. Hoe bent u tot dit imago van Nederland gekomen? 4. Hoe is de stap gemaakt van het huidige imago van Nederland naar de strategie? 5. Op wat voor manier zijn deze dimensies uiteindelijk meegenomen in de uiteindelijke strategie?
Part 4: Developed strategy according to the informant	Goal: To get information of the informant about the developed strategy and its content without previous information.
	Questions: <ol style="list-style-type: none"> 1. Wat kunt u nog vertellen over de uiteindelijk gevormde strategie?
Part 5: Opinions about the developed strategy	Goal: To get information of the opinions of the informant about what the strategy entails according to his opinion and what could have been different
	Questions: <ul style="list-style-type: none"> • Wat vond u van de uiteindelijk gevormde strategie? • Uiteindelijk zijn er een aantal kroonjuwelen ontwikkeld. Wat is uw mening over het uiteindelijke resultaat van het proces? • Er is duidelijk gekozen om op het economische imago van Nederland te richten, hoe heeft u deze focus ervaren?

3. Paraphrase of variables

Case	Original variable	Paraphrased variable	Explanation
Holland	Purpose	Development of a vision	Both state why the strategy has to be developed and executed.
Holland	Identify the relevant dimensions	Target audiences analysis	Target audiences analysis is chosen because it has to be determined what influences the minds of the target audiences.
Holland	Identify the degree of importance of the dimensions	Target audiences analysis	Target audiences analysis is chosen again because it has to be determined what the target audiences think is most important in a country.
Holland	Determine the score of Holland	Current perceptions of the country	In this it is determined how Holland scores in the eyes of the target audiences, so what the perceptions of the country are.
Holland/ Ireland/Spain	Development of brand architecture	Development of branding components	The development of brand architecture is a part of the branding components in the theoretical framework.
Holland/ Ireland/Spain	Development of activities	Development of branding components	The development of activities is a part of the branding components in the theoretical framework.
Holland	Identification of target audiences and influentials	Target audiences analysis	In both the target audiences are identified.
Holland	Meeting with stakeholders	Extra variable	
Holland	Test with foreign managers	Extra variable	

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4. Matrix cross-case analysis

Variables		Cases			Theoretical framework	Theoretical framework	Analysis	Analysis
		Holland	Ireland	Spain				
Competitor analysis	In what way is the variable created?		It is determined what Ireland should do to become more competitive in the determined sectors of macro trends.	It is determined what the European standards are.	Determines what the capabilities of the competitors are.		It has to be determined what the capabilities of the competitors are in comparison with the own country, but also with the macro trends.	
	Contribution to the process.		Helps to have a focus of what should be reached with the strategy.	Helps to have a focus of what should be reached with the strategy.	Helps to determine the current reality in comparison with the competitors.		The competitor analysis helps to determine what has to be reached with the strategy (the vision and goals).	
	Contribution to the strategy.		Helps to create a goal for the strategy.	In this way the goal of the strategy can be determined.	Helps that the country can differentiate itself from the competitors.			Helps to determine a vision and goal for the strategy and to create a distinctive strategy.

Variables		Cases	Holland	Ireland	Spain	Theoretical framework	Theoretical framework	Analysis	Analysis
Target audiences analysis	In what way is the variable created?		Based on two studies of what the characteristics of the target audiences are and based on experience and knowledge.			The key target audiences should be mapped according to their characteristics		It should be determined what the characteristics of the target audiences are and what their demands are.	
	Contribution to the process.		Important to see what the image of Holland is today.			Based on the information of this analysis it can be determined what image should be created and to what audiences the brand must be positioned.		It helps to determine the current perceptions of the country according to the target audiences and it can be determined what images should be created to fulfil the demands of the target audiences.	
	Contribution to the strategy.		Helps to see what has to be changed to improve the image.			Helps to determine the right strategy for the target audiences with the right values and positioning.		Helps to determine what has to be improved in the identity to fulfil the demands of the target audiences and therefore the right values and positioning.	

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Variables	Cases	Holland	Ireland	Spain	Theoretical framework	Theoretical framework	Analysis	Analysis
Macrotrends analysis	In what way is the variable created?		An analysis is done of the current and future leading industries.	For the most important sectors it is determined what the trends are (sectors based on the positioning of the country)	The socio-economic trends, political and legal status, population trends, cultural and lifestyle trends, and emerging industries should be determined.		Although the political and legal status, the population trends, the cultural and lifestyle trends should be researched, when the focus is on the economical image of the country, the focus should mainly be on the socio-economic trends and the emerging industries.	
	Contribution to the process.		The macrotrends are reflected by the current reality of the country.	Helps to determine what should be included in the branding components.		The macrotrends should be set in the context of the current reality of the country, this helps to position the country in such a way that it will go along with the next path of change.	First, the macrotrends should be set in the context of the current reality of the country and later on they help to determine the right values, positioning and branding components to go along with the next path of change.	
	Contribution to the strategy.		Helps to have a focus on which industries the strategy should focus.	Makes sure that the strategy is in coherence with the latest trends.		Helps to determine the right positioning of the strategy.	It helps to position the country in such a way that it goes along with the next path of change.	

Variables		Cases	Holland	Ireland	Spain	Theoretical framework	Theoretical framework	Analysis	Analysis
Analysis of the current situation of the country	In what way is the variable created?			The main characteristics and problems of the country are identified, also with the macro trends taken into account.	The changed reality of the country is analysed.		All the characteristics of the country should be determined.		All the characteristics of the country should be determined, with the competitive analysis and macro trends analysis taken into account.
	Contribution to the process.			Gives a point on which the strategy should focus on and what should be improved about the country (also in the innovation strategy).	Gives a starting point where the strategy should focus on and makes it clear what is changed in the country and what thus has to be communicated.		It helps to determine where the capabilities of the country lie (especially when the reality has changed lately) and therefore helps to determine the brand values and positioning.		It helps to determine where the capabilities of the country lie (especially when the reality has changed lately) and therefore helps to determine the brand values and positioning.
	Contribution to the strategy.			Gives a point on which the strategy should focus on and what should be improved about the country (also in the innovation strategy).	Gives a focus to the strategy.		Helps to make sure that the strategy is realistic.		It helps to determine the focus of the strategy and makes sure that the strategy is realistic.

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Variables	Cases	Holland	Ireland	Spain	Theoretical framework	Theoretical framework	Analysis	Analysis
Analysis of the current perceptions of the country	In what way is the variable created?	Based on two studies, experience and knowledge and the target audiences analysis.		Of the different regional nationalisms it is determined how they see Spain and Spanishness.		The perceptions and the perception-reality gap should be measured. Also the perceptions should be compared with those of competitors.		The perceptions of both internal and external audiences should be measured and should be compared with the current reality of the country analysis and the competitor analysis.
Contribution to the process.	Starting point for the creation of a targeted strategy.		Important to consider for the development of the brand values; the positioning and the branding components.		Helps to determine on which aspects the focus should lie.		It helps to have a focus during the development of the brand values, the positioning and the branding components, because then it is known what perceptions have to be changed or reinforced.	
Contribution to the strategy.	Indicates what has to be changed through nation branding.		Makes sure that all the populations of the country will recognize themselves in the brand.		Helps to prevent that psychological dissonance will occur.		First of all it helps to prevent that the audiences do not recognize themselves in the brand. Secondly, it gives a direction where the strategy has to focus on.	

Variables		Cases	Holland	Ireland	Spain	Theoretical framework	Theoretical framework	Analysis	Analysis
Development of vision	In what way is the variable created?		Based on the motivation for the strategy.	Based on the current reality of the country, the competitor analysis, the macro trends and the program for national recovery (innovation strategy).	Based on the current reality of the country, the current perceptions of the country, the competitor analysis and the innovation strategy.	Based on current reality and perceptions of the country.		It should be based on the market analyses and also on the motivation for the creation of the strategy.	
	Contribution to the process.		Gives a basis for direction of the strategy.	Gives a guidance for the focus of the strategy.	Gives a guidance for the focus of the strategy.	It gives a clear path for the direction in which the strategy should go and helps to determine a good positioning.		It gives a good direction for the focus of the strategy, and works as a basis for the development of the strategy.	
	Contribution to the strategy.		Gives a basis for direction of the strategy.	Gives a goal of what should be reached with the strategy.	Gives a goal of what has to be reached with the strategy	It will give a long-term direction to the strategy and the chance increases that the stakeholders expectations are met.		It gives a goal to the strategy which has a long-term direction and it helps to meet the expectations of the stakeholders.	

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Variables	Cases	Holland	Ireland	Spain	Theoretical framework	Theoretical framework	Analysis
Development of goals	In what way is the variable created?	The workgroup has discussed why the minister wants a nation branding strategy.	Based on the current reality of the country, the competitor analysis, the macro trends, the program for national recovery (innovation strategy) and the vision.	Based on the current reality of the country, the current perceptions of the country, the competitor analysis and the innovation strategy.	Based on the vision and the market research.		First of all it should be based on the vision of the strategy, besides that it should be based on the market analyses and the motivation for the creation of the strategy.
Contribution to the process.		Gives more clarity in which direction the strategy should go.	Gives a guidance for the focus of the strategy.	Gives a guidance for the focus of the strategy.	It helps to determine what should be reached with the strategy.		It gives a direction to the strategy and it becomes clear what should be reached with the strategy.
Contribution to the strategy.		Gives more clarity in what the result of the strategy should be.	Gives a goal of what has to be reached with the strategy.	Gives a goal of what has to be reached with the strategy.	Gives more clarity in what the result of the strategy should be.		It determines what has to be reached with the strategy.

Variables	Cases		Theoretical framework	Theoretical framework	Analysis	Analysis
	Holland	Ireland				
Creation of brand values	In what way is the variable created?	Based on the current image of holland and the present knowledge and experience.	Based on the current reality of the country, the current perceptions of the country, the vision/ goals and the innovation strategy.	Should be based on the current reality and perceptions of the country and competitors analyses, the vision and the goals.	Should be based on the market analyses, the vision and goals and the overall and innovation strategy.	
	Contribution to the process.	Gives a basis for the positioning, architecture, activities and communication strategy.	Gives a basis for the creation of the positioning, branding components and communication strategy.	Makes sure that there is a continuity in the branding activities.	Gives a basis for and continuity in the creation of the positioning, the branding components, and the communication strategy.	
	Contribution to the strategy.	Is the basis of the strategy and of what the strategy wants to communicate.	Is the basis of the strategy, of what the strategy wants to communicate.	Is the foundation of the brand.	Is the foundation of what the strategy wants to communicate.	

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Variables	Cases	Holland	Ireland	Spain	Theoretical framework	Theoretical framework	Analysis	Analysis
Development of a brand positioning	In what way is the variable created?	Based on the current image of Holland, the brand values and the present knowledge and experience.	Based on the current situation of the country, the vision, goals and the innovation strategy.	Based on the brand values and aligned with the innovation strategy.		Is should be based on the vision and goals, the competitor analysis, the macro trends, the current reality and perceptions of the country, the target audiences and the brand values.		It should be based on the market analyses, the vision and goals, the brand values and the overall and innovation strategy.
Contribution to the process.	Contribution to the process.	Helps to give more context for the development of the architecture, activities and communication strategy.	It gives direction in which sectors the perceptions have to be changed	It gives direction in which sectors the perceptions have to be changed.		Gives context to the brand values, and gives a direction in which the branding components and communication strategy should be developed.		It gives a direction the sectors or characteristics the branding components and the communication strategy should focus on.
Contribution to the strategy.	Contribution to the strategy.	Gives more context to the created brand values	It determines on which sectors the strategy should focus on.	It determines on which sectors the strategy should focus on.		Helps to make a superiority claim and to make this claim believable, that created image can be matched with the audience's psychographic profile and helps to create a distinctive brand.		It helps to create a context for the brand values, and therefore makes the brand more believable and more distinctive.

Variables	Cases		Holland	Ireland	Spain	Theoretical framework	Theoretical framework	Analysis	Analysis
	Development of branding components	In what way is the variable created?	Based on the brand values, positioning, current image of Holland, target audiences analysis and present knowledge and experience.	Based on the positioning and innovation strategy (and for the activities on the brand architecture).	Based on the current reality and perceptions of the country, the brand values, the positioning, the macro trends and the innovation strategy (and for the activities also the brand architecture)	The current reality of the country, target audiences, the current perceptions of the country, the positioning, the brand values and the product portfolio.			Based on the market analyses, the brand values, the positioning, and the nation's overall and innovation strategy.
	Contribution to the process.	-	Determines how the strategy should promote the sectors selected in the positioning.	Certain sectors are highlighted to create a context for the brand values and positioning. The activities are created to support the brand values, the positioning and the selected sectors. A logo is created to create an umbrella for the different activities and sectors.	Gives a basis for the communication strategy.			It gives a context for the brand values and positioning, determines how these values and positioning should be promoted and gives a basis for the communication strategy.	
	Contribution to the strategy.	Gives a way of communicating the brand values and positioning	Determines in what way the sectors should be promoted.	Determines what will be promoted and in which way.	It determines what the message for the target audiences is.			It will be determined in what way the values and positioning are promoted.	

ANNEXES

Variables		Cases	Holland	Ireland	Spain	Theoretical framework	Theoretical framework	Analysis	Analysis
Development of communication strategy	In what way is the variable created?		Based on the brand values, positioning, architecture, current image of Holland, target audiences analysis and present knowledge and experience	Based on the positioning, branding components (both brand architecture as activities) and on the innovation strategy.	Based on the innovation strategy, the brand values, positioning, and the branding components (both activities as brand architecture).		Should be based on the target audiences analysis, the brand values, the positioning and the branding components.		Should be based on the target audiences analysis, the brand values, the positioning, the branding components and on the nation's overall and innovation strategy.
	Contribution to the process.		-	-	-		-	-	-
	Contribution to the strategy.		Helps to help communicate a coherent image, the brand values and positioning.	Helps to select the audiences to which the positioning should be communicated.	Helps to select the audiences to which the positioning should be communicated.		Helps to communicate the identity in a coherent matter.		Helps to communicate a coherent image to the right audiences.

Variables		Cases			Ireland			Spain			Theoretical framework			Theoretical framework			Analysis		
Meeting with stakeholders	In what way is the variable created?	Holland			Ireland			Spain			Theoretical framework			Theoretical framework			Analysis		
		A meeting is organized with the stakeholders.			A meeting is organized with the stakeholders.			A meeting has to be organized with all (the representatives of) the stakeholders.									A meeting has to be organized with all (the representatives of) the stakeholders.		
		Helps to determine the right positioning and brand values.			Helps to determine the right positioning and brand values.			Helps to determine the right positioning and brand values.									Helps to determine the right positioning and brand values.		
	Contribution to the process.	Holland			Ireland			Spain			Theoretical framework			Theoretical framework			Analysis		
		Makes sure that there is an acceptance of the strategy and that a support is created.			Makes sure that there is an acceptance of the strategy and that a support is created.			Makes sure that there is an acceptance of the strategy and that a support is created.									Makes sure that there is an acceptance of the strategy and that a support is created.		
		A test is done among foreign managers living in Holland and abroad.			A test is done among foreign managers living in Holland and abroad.			A test should be done among the target audiences.									A test should be done among the target audiences.		
Contribution to the strategy.	Holland			Ireland			Spain			Theoretical framework			Theoretical framework			Analysis			
	Helps to determine the right positioning and brand values.			Helps to determine the right positioning and brand values.			Helps to determine the right positioning and brand values.									Helps to determine the right positioning and brand values.			
	Makes sure that the strategy is recognized and accepted by the target audiences.			Makes sure that the strategy is recognized and accepted by the target audiences.			Makes sure that the strategy is recognized and accepted by the target audiences.									Makes sure that the strategy is recognized and accepted by the target audiences.			
Test with foreign managers	In what way is the variable created?	Holland			Ireland			Spain			Theoretical framework			Theoretical framework			Analysis		
		A meeting is done among foreign managers living in Holland and abroad.			A meeting is done among foreign managers living in Holland and abroad.			A test should be done among the target audiences.									A test should be done among the target audiences.		
		Helps to determine the right positioning and brand values.			Helps to determine the right positioning and brand values.			Helps to determine the right positioning and brand values.									Helps to determine the right positioning and brand values.		
	Contribution to the process.	Holland			Ireland			Spain			Theoretical framework			Theoretical framework			Analysis		
		Makes sure that the strategy is recognized and accepted by the target audiences.			Makes sure that the strategy is recognized and accepted by the target audiences.			Makes sure that the strategy is recognized and accepted by the target audiences.									Makes sure that the strategy is recognized and accepted by the target audiences.		
		A test is done among foreign managers living in Holland and abroad.			A test is done among foreign managers living in Holland and abroad.			A test should be done among the target audiences.									A test should be done among the target audiences.		
Contribution to the strategy.	Holland			Ireland			Spain			Theoretical framework			Theoretical framework			Analysis			
	Helps to determine the right positioning and brand values.			Helps to determine the right positioning and brand values.			Helps to determine the right positioning and brand values.									Helps to determine the right positioning and brand values.			
	Makes sure that the strategy is recognized and accepted by the target audiences.			Makes sure that the strategy is recognized and accepted by the target audiences.			Makes sure that the strategy is recognized and accepted by the target audiences.									Makes sure that the strategy is recognized and accepted by the target audiences.			

