UNIVERSITY OF KWAZULU-NATAL

GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

NATION BRANDING STRATEGY: A CASE STUDY OF BRAND ZIMBABWE

BY

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A THESIS SUBMITTED IN FULFILMENT OF THE REQUIREMENTS FOR THE PHD
IN LEADERSHIP STUDIES

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2019

DECLARATION

I, Cleven Masango (215076580), declare the following:

a. This thesis is a product of my original research work.

b. This thesis was submitted to UKZN examination and was never lodged with any other institution of higher learning.

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Date: 19 August 2019

ACKNOWLEDGEMENTS

DEDICATION

To my father and mother, (Maxwell & Mirika Chisuhwa), my adorable wife Adonia and loving sons Rinell, Ryan, Ralph and Rodney. Thank you, guys, for your encouragement and unwavering emotional support during this long and demanding journey. You were there for me. This is for you!

ABSTRACT

This study focused on nation branding strategy for Zimbabwe. The main objective of the study was to develop strategic insights and knowledge for the development of an effective and sustainable nation brand for Zimbabwe. This study deployed a combination of phenomenological and positivist approaches; hence benefited from methodological and concurrent triangulation. Qualitative and quantitative data were collected concurrently which allowed corroboration and validation of findings. The study adopted a non-probability sampling method, using both purposive and quota sampling techniques to allow for conscious selection of respondents based on competence, perspective, experience, and convenience. The sample comprised respondents involved with Brand Zimbabwe whose opinions and insights influence their behaviour towards Zimbabwe. Respondents came from Zimbabweans in the Diaspora, NGOs, academics, business, government and foreign visitors. Data were collected through questionnaires and interviews. Statistical Package for Social Science (SPSS) was used to analyse quantitative data while thematic analysis was applied on qualitative data. The study established that there are multiple key actors who should influence nation branding in Zimbabwe. Coordinated involvement among these key actors is crucial. The study also found that nation branding and management was not consciously practiced in Zimbabwe. It was also established that Zimbabwe ranked poorly on the Global Competitiveness Index (GCI), largely owing to policy instability, restrictive foreign currency regulations, and poor governance. The study proposed a seven-step process for branding Zimbabwe. Successful implementation of nation branding strategy requires wholesome participation and systematic coordination. Accordingly, a strategic framework for the implementation of Brand Zimbabwe strategy was also proposed. The study recommended the establishment of a formally recognised institution to steer the nation brand construction efforts. Nation brands cannot be strong and competitive if the underlying product is poor. No amount of astute marketing and brand communication can address what are perceived to be inherent and apparent 'bad country brands. Positive nation brand equity does not just happen; there is need for a concerted effort to manage the development of an attractive nation brand and grow its equity.

Key words: nation branding, brand strategy, nation brand equity, nation brand competitiveness, Brand Zimbabwe

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

APPENDICES

LIST OF ABBREVIATIONS

BRICS:	Brazil, Russia, India, China, South Africa
CCJP:	Catholic Commission for Justice and Peace
COO:	Country of Origin
CZI:	Confederation of Zimbabwe Industries
DFID:	Department for International Development
ESAP:	Economic Structural Adjustment Programme
FDI:	Foreign Direct Investment
FIFA:	Federation of International Football Associations
GCI:	Global Competitiveness Index
GDP:	Gross Domestic Product
IBWO:	Indigenous Business Women's Organisation
IEEA:	Indigenisation and Economic Empowerment Act
IMC:	International Marketing Council
IMF:	International Monetary Fund
MDC:	Movement for Democratic Change
NBE:	Nation Brand Equity
NGOs:	Non-Governmental Organisations
NMMZ:	National Museums and Monuments of Zimbabwe
NUC:	National Universities Commissions
ONHRI:	Organ on National Healing, Reconciliation, and Integration
RBZ:	Reserve Bank of Zimbabwe
SAPs:	Structural Adjustment Programmes
SBU:	Strategic Business Unit
SNBEQM:	Strategic Nation Brand Equity Management Model
SPSS:	Statistical Package for Social Sciences
UNESCO:	United Nations Education Scientific and Cultural Organisation
UNWTO:	United Nations World Tourism Organisation
WB:	World Bank
WTO:	World Trade Organisation
ZANU (PF):	Zimbabwe African National Union (Patriotic Front)
ZANU:	Zimbabwe African National Union
ZAPU:	Zimbabwe African People's Union

ZIM-ASSET: Zimbabwe Agenda for Sustainable Socio-Economic Transformation

ZIMPREST: Zimbabwe Programme on Reconstruction and Social Transformation

ZISCO: Zimbabwe Iron Steel Company

ZTA: Zimbabwe Tourism Authority

CHAPTER I

THE PROBLEM AND ITS SETTING

1.0   Introduction

This study focused on nation branding in Zimbabwe. The present-day nation of Zimbabwe derived its name from pre-historic stone structures named the 'Great Zimbabwe' (house of stone), which are the largest in Africa after the Egyptian pyramids Pikirayi & Chirikure (2011:223). This introductory chapter presents the background to the study, which highlights the history of Zimbabwe and the need for nation branding. The chapter highlights the research problem, the objectives of the research, the main questions, the significance of the research, the theoretical and conceptual framework and the research hypotheses. The research methodology, delimitation of the research, perceived limitations of the study, and definition of key terms are also part of the chapter.

1.1   Background of the Study

1.1.1   The Concept of Nation Branding

According to Ih-Prost and Bondaz (2014:23), nation branding is a notion, originating from marketing, which looks at how foreigners perceive a nation, particularly the extent of their opinion and beliefs about a specified nation. Several nations across the world have embraced and consciously practise nation branding (Chen, 2008:56). The theory of nation branding, which is still evolving, has been accepted and practised by progressive nations (Fan, 2006:125). Ironically, Anholt (2010:31), who championed the terminology 'nation brand' in 1996, has begun to criticise the practice of nation branding. The major definitions of the term nation brand(ing) vary subject to application, motivation or the desired outcome. It is defined as reconfiguring identities of nations (Olins, 2002:4); boosting the competitiveness of nations (Anholt, 2007:47); embracing a new order in politics, socio-cultural, economic and sporting activity (Jaffe & Nebenzahl, 2001:89); stimulating both domestic and international business and geo-political interests (Rendon, 2003:54; Szondi, 2007:129); and modifying, developing or boosting the image or reputation of a nation (Eugene, 2015:284; Gudjosson, 2005:286; Fan, 2006:131).

This study focused on nation branding in Zimbabwe with a view to developing a viable model for the branding and management of Nation Brand Equity (NBE) for Brand Zimbabwe. Since

every nation is unique, nation brand strategies formulated and implemented by other nations did not seem to be applicable to Zimbabwe. Zimbabwe's unique political and economic history therefore warrants a unique nation branding strategy.

1.1.2   Political and Economic History of Zimbabwe

Zimbabwe has gone through a rough patch of nearly two decades (at the point of writing this thesis). The period has seen the nation experience deteriorating standards of living and social welfare across the social strata. Social classes have been greatly distorted, and the nation's poor population has grown poorer whilst its minority elite population has grown richer.

Zimbabwe has experienced a series of conflicts - pre-colonial, colonial, and post-colonial – which have impaired the nation's brand equity. The country has, at different points in its past, faced a host of challenges that have found expression in fierce conflicts. These phases of conflict shall be discussed in detail in the paragraphs that follow. The country's past is marked by bloody conflicts, hostilities and 'raids' involving different tribes and ethnic groupings, mainly the Shona and Ndebele, for the right to control the resources like land, mines, and hunting territories. There were no attempts to facilitate reconciliation and healing after the 'raids' (Muhwati, Gambashaya, & Mangena, 2006:13). The advent of colonisation did little to improve the situation.

During the first few years of European settler administration in the present-day Zimbabwe, the local inhabitants protested compulsory acquisition of their land. The First *Chimurenga* War waged began in 1896, with the locals seeking to drive the settlers out and recover their land. The first uprising continued until 1897 but the Africans were no match for European artillery. Once again, there were no attempts to facilitate reconciliation and healing, as the natives were 'whipped' into submission (Chitiyo, 2000:31).

The colonial era witnessed development that was skewed in favour of the minority white race. The colonialists divided arable land amongst themselves through the Land Apportionment Act of 1931, which defined and declared 'property rights. The national security forces, made up of the police and secret service, monitored the locals, quelled uprisings against the colonial administration and implemented the myriad forms of segregation and marginalisation (Alemazung, 2010:55). In this way, the colonial administration imposed a new economic and political order over the local people. It also purposefully and systematically excluded the

blacks from participating meaningfully in the economy, making wealth accumulation the preserve of the white minority (Kasukuwere, 2011:2). Such colonial imbalances and discriminatory practices were the major drivers behind independence struggles in most nations (Matsa and Masimbiti, 2014:159). According to Kasukuwere (2011:3), black Zimbabweans resisted colonial conquest and the alienation of their resources, engaging in the armed struggle for independence.

The continued disgruntlement of Zimbabweans, therefore, found expression in the Second *Chimurenga* and, according to Muhwati et al. (2006:15), the narrative in the literature on the war of liberation portrays the armed struggle as a period of heightened conflict, violence, and horrible contestation. Many people lost their lives during the Second *Chimurenga* and according to Fisher (2010:32), by the December 1979 armistice, the death toll stood at approximately 40,000 from both camps. The bulk of the casualties were registered in the rural areas, most of which were battlegrounds (Chitiyo, 2000:21). It can be surmised from the foregoing that the war of liberation is part of a hostile history that describes Zimbabwe's trajectory from the colonial period to independence.

Since the attainment of independence in 1980, the question of achieving sustainable peace and development has remained a hurdle due to a lack of comprehensive approaches to national reconciliation and healing. On the eve of independence in 1980, the then new Prime Minister, Robert Gabriel Mugabe, proclaimed a policy of National Reconciliation between the forces that fought during the liberation war. Notwithstanding, one can argue that actual reconciliation and healing did not fully materialise as the land question remained unresolved (Sachikonye, 2004:45).

According to Gatsheni-Ndlovu (2003:12), the adoption of the policy of National Reconciliation soon after independence in 1980 represented a great sacrifice on the part of the new African leadership in that the Lancaster House Agreement that ended the war was crafted in such a way that the redistribution of land, the main cause of the war, could only take place after ten years of independence. Until then, land would be secured on a 'willing-seller-willing-buyer' principle. The land question is beyond the scope of this study, however, and shall therefore not be dealt with in detail. Suffice to say that it was realised that national unity was paramount, and that without it, the Policy of National Reconciliation was bound to fail. It was also assumed that all citizens desired and were committed to working together to uphold a

common destiny and vision, although it could be asked whether such a common vision existed in the first place. The Policy of National Reconciliation could be interpreted as a call to all Zimbabweans to participate in unison in the development of the nation (Fisher, 2010:22).

Obstacles to reconciliation were apparent in 1980 and embedded in the ideology of socialism propagated by the new administration. Socialist principles were a natural threat to the capitalism that leveraged the European ownership of the means of production, particularly the land. There were therefore clear ideological conflicts, which were bound to result in distrust between the socialist-minded Zimbabweans and the capitalistic settlers (Gatsheni-Ndlovu, 2003:15). Accordingly, it was highly likely that these settlers, who owned means of production, would feel threatened and take the call for reconciliation as a ploy, at least during the early days of independence. The call from Robert Mugabe's administration for unity of purpose was met with suspicion as he castigated thoughts of revenge against the former oppressors and encouraged all Zimbabweans to embrace his policy of reconciliation (Makambe, 2000:33).

Sachikonye (2004:24) argues that the Europeans did not appreciate the reasons for the gesture of reconciliation, although they were told that there would be no retribution. The message was that a new era of reconciliation meant forgetting the past and uniting people together (Fisher, 2010:19). Most Europeans remained trapped in their cocoons and failed to reciprocate the gesture of reconciliation extended to them. Although some Europeans were prepared to revisit the past, Robert Mugabe called for the development of a new national identity for Zimbabwe and Zimbabweans (Siziba, 2000:32).

In line with the foregoing, Machakanja (2010:7) argues that one of the most daunting tasks faced by a society left in ruin after a period of political unrest or crisis is the rebuilding of that society. This seems to have been the case in Zimbabwe after the attainment of independence in 1980. The Policy of National Reconciliation has not been so successful in Zimbabwe, and its architect, Mugabe himself acknowledged that the policy, which was extended to Caucasians of a British origin in Zimbabwe, was not reciprocated, especially by the former colonial power.

On a related issue, the Government of Zimbabwe was accused of being disingenuous in its proclamation of reconciliation, especially considering the 'Matabeleland Conflict' that was

partly resolved through the Unity Accord in 1987. The Catholic Commission for Justice and Peace (CCJP) (2000:3) reported that Ndebele insurgents staged an attack against the civilians in Matabeleland, and damaged government infrastructure with resultant loss of human life. (CCJP, 2000:3). Besides the killings perpetrated by the rebels, unconfirmed statistics provided by the CCPJ (2000:3) suggest that the Fifth Brigade-led reaction resulted in approximately 20,000 civilian deaths. The violent period ended with ZANU and ZAPU agreeing to bury the hatchet on 22 December 1987 and merging into one party, ZANU (PF). However, it is vital to note that there were no concerted efforts to ensure reconciliation and healing after the Matabeleland Conflict.

The year 1998 witnessed violent food riots against worsening economic conditions. According to Amani Trust (1998:21), the food riots resulted in people being arrested and negative psychological effects among survivors of the riots. In addition, it was alleged that rioters were treated inhumanly, and people were deprived of their human rights (Amani Trust, 1998:22). The researcher is of the view that no 'audit' of the food riots was carried out and there were no efforts to ensure reconciliation and healing.

Two years later, in 2000, Zimbabweans, tired of 'silent protests', engaged in violent land occupations (Chitiyo, 2000:21). The researcher is of the opinion that these land occupations could have reflected the weaknesses of prior national reconciliation and healing efforts, especially the 1980 Prime Minister's reconciliation policy. There were reports of violence during elections in 2000, 2002, and 2005. The political environment before the harmonised elections of 2005 reflected an escalation of politically driven violence than had previously been experienced (Masterson & Moloi, 2005:98). In addition to election violence, the year 2005 also saw the destruction of dozens of thousands shanty homes and 'illegal street shops' following a government 'clean-up' programme code named Operation *Murambatsvina*. According to Tibaijuka (2005:78), cited in the Human Rights Watch (2011:13), in excess of seven hundred thousand persons were displaced and became homeless. Although there was an attempt to ensure reconciliation and healing through 'Operation *Garikayi*', a programme meant to restore order and damages from the clean-up campaign. The researcher avers that the restoration initiative was not commensurate with the disturbances caused by the clean-up campaign thus created seeds of anarchy. Unfortunately, the skirmishes and disturbances received international publicity and condemnation, which dented the nation brand.

The 2008 elections were characterised by the worst political violence ever witnessed in Zimbabwe. The initial results resulted in a presidential run-off marked by even more violence, with both ZANU-PF and the MDC blaming each other for this violence (Mashingaidze, 2010:54). The 2008 election dispute and stalemate led to the formation of an inclusive government in 2009 and attempts to ensure national reconciliation and healing. Of significance in Zimbabwe's history was the launch of the Organ on National Healing, Reconciliation, and Integration (ONHRI), whose noble and important founding ideals were healing, reintegration and reconciliation in Zimbabwe. Mashingaidze (2010:54) opines that since its establishment, the ONHRI has made little progress in promoting reconciliation and national healing concretising these ideals, which remain very elusive.

Over and above the political conflicts in Zimbabwe, the struggle for economic independence resulted in a diplomatic fallout between Zimbabwe and United Kingdom, culminating in the country pulling out of the Commonwealth of Nations in 2003. The diplomatic fallout was largely due to the endeavour by Zimbabwe to ensure equity in terms of the ownership of the means of production (Mazingi and Kamidza, 2009:88).

The attainment of political independence in 1980 did not address the historical colonial imbalances in Zimbabwe. Banana (1991:28) asserts that the nation attained independence when over 90% of the economy was in foreign hands. Sachikonye (2011:41) concurs that the post-independence Zimbabwe consisted of a skewed class system, where most of the wealth was in the hands of a white minority and foreign-owned companies. According to Herbst (1990:11), foreign investment had been an integral part of Zimbabwe's economy given the influence of the British South Africa Company. Accordingly, foreign companies were deeply involved in every aspect of the economy. Table 1.1 shows the percentage estimates of foreign control of the economy by sector in 1986.

Table 1 Estimates of Foreign Control by Sector (1986)

Ownership	Agriculture	Manufacturing	Mining	Distribution	Transport	Finance	Overall
Domestic	55	48	25	75	65	25	50
Foreign	45	52	75	25	35	75	50

Source: Herbst (1990:11)

The Zimbabwean Government made protracted efforts to deal with the legacy of colonialism, as evidenced by the various policies it enacted, especially in its first decade in power. One of the policy measures taken was to 'Africanise' the public sector. The Prime Minister's Directive of 1981 paved the way for the appointment of blacks into senior government positions, even if they were not adequately qualified for the posts. This move was meant to empower black public administrators. The Government also pursued egalitarian policies such as the Growth with Equity and the Health and Education for all policies. Despite the importance of the land issue to its people, the Zimbabwe Government was severely restricted in its efforts to redistribute land, as the Lancaster House Treaty stipulated that land acquisition by government would follow a 'willing-buyer-willing-seller' principle and payments would be done in foreign currency (Herbst 1990:12). In this regard, Banana (1991:29) notes that for all these policies to be successful, Zimbabwe needed the financial support of the developed world. Without this support, the new government would face formidable social and political challenges. The new government was caught up in a quandary, as it had espoused the doctrine of socialism, yet those who had the capacity to fund their programmes had embraced capitalism.

The second decade of independence saw capitalism maintaining its hold on the Zimbabwean economy and the world over. Neoliberal and market-driven policy measures were adopted under Structural Adjustment Programmes (SAPs) prescribed by the Bretton Woods financial institutions. Chowa (2013:4) notes that several factors in the late 1980s saw the indigenisation debate emerging with more force due to several factors, including a worsening fiscal deficit, reduced foreign investment and soaring unemployment. The demand for greater participation by local people in economic affairs and ownership came against the backdrop of continued racial inequality in independent Zimbabwe. For example, in 1991, 51% of the population received less than 15% national income. On the other hand, only 3% of the people accrued 30% of aggregate earnings and enjoyed 30% of the summative consumption (Chowa, 2013:7). It is also during this era that indigenous business lobby groups emerged to protect their interests during ESAP. These included the Indigenous Business Development Centre (IBDC), the Affirmative Action Group (AAG) and the Indigenous Business Women Organisation (IBWO). It was noted that ESAP had the negative effects of reversing the gains of the policies of the first decade after independence. The government then abandoned the Economic Structural Adjustment Programme (ESAP) and embraced the Zimbabwe Programme on Reconstruction and Social Transformation (ZIMPREST), an economic blueprint that sought to

restore macro-economic stability and promote entrepreneurship development and economic empowerment (Zhou & Zvoushe, 2012:215).

The Government enacted the Land Acquisition Act in 1992 in a bid to speed up the land redistribution process, which had been impeded by the provisions of the Lancaster Treaty. The Act thus provided a framework for the resolution of land issues and processes. Although the Act authorised the compulsory acquisition of land by the government, there were insufficient resources to compensate landholders for the developments carried out on the land. Efforts to secure donor funding for the programme were futile, as the Government did not agree with the conditions attached to such funding. As a result, Phase 2 of the Land Reform and Resettlement Programme was never implemented (Zhou & Zvoushe 2012:215).

The third decade after independence witnessed the Government embracing a fast-track land redistribution agenda to deal with the pressure arising from the delayed implementation of an equitable reallocation exercise. Banana (1991:29) submits that the attainment of independence should have meant that the control of the economy would revert to the indigenous black people immediately after independence. However, what can be gleaned from the above analysis is that the indigenous people remained vulnerable and poor thirty years into independence.

Significantly, the need for economic independence and poverty alleviation resulted in nations such as Brazil, Namibia, South Africa and Zambia embarking on indigenisation and economic empowerment programmes (Shumba, 2014:13). Zimbabwe was therefore not alone in this quest. The Zimbabwean Government formulated the Indigenisation and Economic Empowerment Policy and enabling legislation in the form of the Indigenisation and Economic Empowerment Act [Chapter 14:33] (IEEA) of 2007. According to Zhou and Zvoushe (2012:217), the motivation behind the proclamation of the new programme black empowerment was to address the above-mentioned colonial imbalances. As part of the implementation strategies for the IEEA, Statutory Instrument 21 of 2010 (SI 21/2010) was enacted, making it mandatory for businesses whose net value exceeded US$500,000 to establish Community Share Ownership Trusts (CSOTs) (Mabhena & Moyo, 2014:74; Tshuma, 2015:28).

Following such measures designed to empower the indigenous people economically, Zimbabwe was subsequently politically and economically isolated from the European Union and the United States and which affected the country's image (Hapanyengwi-Chemhuru & Shizha, 2012:39). Adverse portrayal of the country by the West influenced the world's view towards the country. Would nation branding present a national strategic option for Zimbabwe?

1.1.3 The Need for Nation Branding in Zimbabwe

Today's world is becoming one seamless market. Owing to pressure stemming from globalisation, nations jostle for their share of global markets, travellers, capital investment, students, entrepreneurs, international sporting and cultural events and to attract the global media, and people from other nations (Anholt, 2007:8). For this reason, nation branding is emerging as one of the prevailing trends in global economies. Nations are broadening the scope of their branding efforts beyond modest attempts to appeal to tourists. Teslik (2007:54) observes an increased trend amongst nations to hire image expert to assist them in developing and launching refined branding projects in a quest to attract foreign investment, facilitate international trade, improve national competitiveness, and enhance their geopolitical power. The trend reflects the harmonisation and integration of concepts drawn from international relations, public diplomacy, and tourism marketing. Progress in the development of comprehensive conceptual frameworks required to advance the nation branding theory is, however, slow (Dinnie, 2010:56).

A disturbing development in nation branding discourse is the criticism coming from its original proponents, some of whom are describing the concept as a dangerous myth. To elusively deal with criticism and public scepticism, Anholt (2007:11) proposed the adoption of "*competitive identity*", which is considered a new paradigm in the discourse of national competitiveness through international diplomacy and brand management. One wonders, however, whether this is not just a matter of semantics. The reality remains that nation branding is applicable to nations as they seek to reposition themselves to compete effectively for markets and global resources. If corporate image has the potential to greatly impact on company performance, the same applies for the potential effect of a nation's image on its capacity to promote its exports, attract tourism and international investment. Countries affected by negative international images perform badly compared to countries with attractive images.

Low levels of foreign direct investment (FDI) into Africa have been attributed to an underlying adverse image in which most African countries are held. Zimbabwe experienced decades of low FDI, a problem believed to have exacerbated the socio-economic conditions within the nation. As noted by Sikwila (2015:45), both developed and developing nations jostle for scarce FDI, hence the need for nations to formulate strategies to attract a reasonable share of global FDI. As seen in Figure 1.1 below, from 2000 to 2014, Zimbabwe attracted less FDI than its regional counterparts.
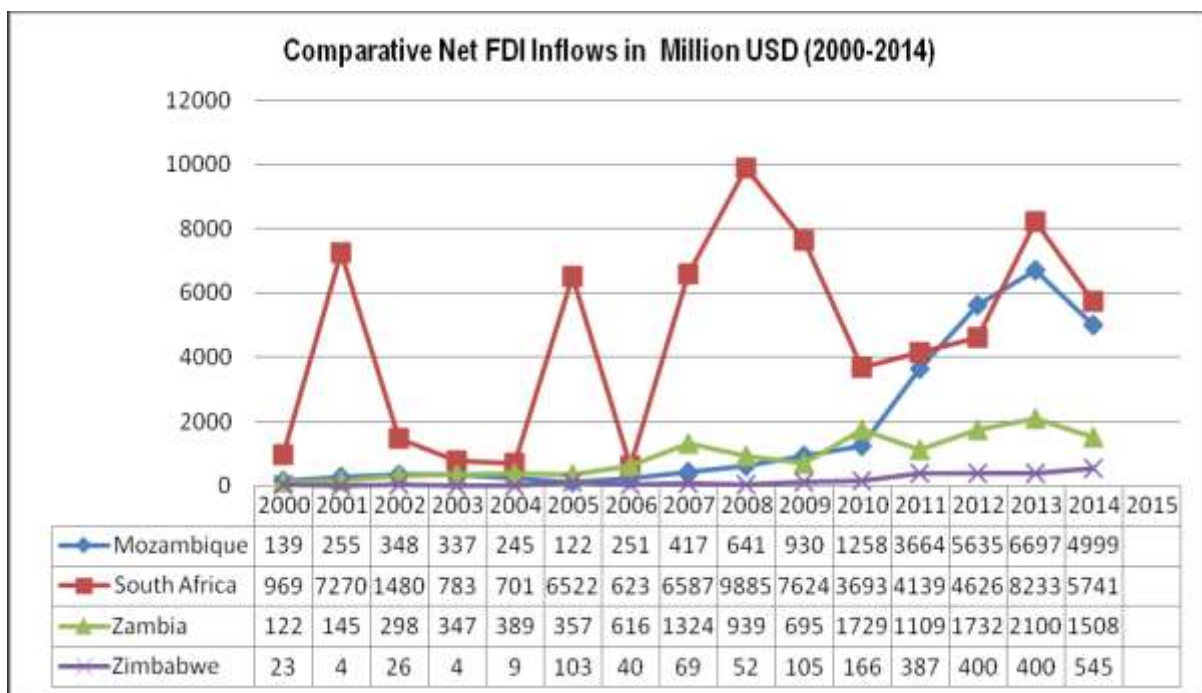
Figure 1. Comparative Net FDI Inflow (2000-2014)

Source: World Bank (2016:17)

A strong and positive nation brand image is becoming an indispensable attribute for all nations. This is captured succinctly in the observation by Anholt (1998:32) that the way a nation is perceived significantly impacts on the performance of its business, exports and international tourism arrivals, and its cultural and diplomatic relations with the world.

Anholt (2007:9) opines that progressive governments seek to establish the worldview of their nations and consciously formulate strategies to manage it. It is the responsibility of governments to build attractive images and reputations of their nations to support their economic, political and social objectives. This is a huge task often neglected by some but embraced by modern governments of the twenty-first century. The Zimbabwe's nation brand

has been under attack for more than ten years as the nation's economy experienced a serious slump, with tourism performance plummeting, and social welfare and standards of living reaching their lowest levels since independence. There is national consensus that the nation's brand has lost significant equity on the global market (reputational capital) (Mazombwe, 2015). Intellectuals, industrialists, tourism players, politicians, diplomats and the public are generally agreed that Zimbabwe must regain its regional and global status and reclaim its rightful position in the global economy.

As observed by Mugabe (2009:1) cited by Mzumara (2012:5), the participation of Zimbabwe at the World Economic Forum Africa meeting held in Cape Town June 2009) marks a significant phase in the reconfiguration of the nation's image. Government and business representatives at the meeting appreciated the importance of reclaiming the nation's former reputation as a reliable and safe investment destination and an excellent and unique tourist destination. There was realisation, however, that the reconstruction of Zimbabwe and its re-branding would not happen over-night. This recognition seems to be in keeping with the observation made by Teslik (2007:51), who warns that nations must not assume that they can rush to whitewash bad policy with good public relations in order to rebuild the brand.

This research sought to develop a framework to resolve the nation brand performance. Brand Zimbabwe is fundamentally threatened permanent negative association after a significant erosion of its brand equity over nearly two decades. The research was conducted at a time when the nation was pursuing a course of accelerated economic growth and wealth creation through a plan called the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZIMASSET) from October 2013 through to December 2018. The programme seeks to promote "sustainable development and social justice anchored on indigenisation, empowerment, and employment creation which is expected to be propelled by the judicious application of the nation's vast physical and human resources" (ZIMASSET Strategy Document, 2013:1).

The country's trajectory, according to the Government of Zimbabwe, was anchored on strategic clusters intended to enable the nation to achieve sustainable economic recovery and position itself to reclaim its status in regional and international markets. According to the strategic blueprint, the programme focuses on four key developmental areas, which include 'food security and nutrition; social services and poverty eradication; infrastructure and

utilities; and value addition and beneficiation.' It is the view of the researcher that the quest for economic transformation and competitive repositioning in regional and global market requires that Zimbabwe develop a competitive nation brand. Mugobo and Wakeham (2014:158) explain that nation branding is achieving eminence the world over as countries appreciate the value of building, fostering compelling nation brands in the face of the colossal contest for global resources and markets.

According to a research by Gumpo (2005:23), branding Zimbabwe can be a daunting task, given that the nation has been negatively labelled and compared to disreputable nations such as Burma, Iraq, Cuba, Belarus and North Korea, although political observers such as the former president of South Africa Thabo Mbeki disputed the claim. Gilmore (2001:21) concurs with Masango & Naidoo (2019:60) in that being proactive in nation re-branding and repositioning goes beyond cosmetics to a wholesome and integrated reconfiguration of brand facets to be successful. The researcher observed there was a need for a strategy to re-brand Zimbabwe given that the nation is endowed with natural resources and heritage sites that could be used to attract tourists. According to UNESCO, Zimbabwe has four World Heritage sites namely: Great Zimbabwe, Victoria Falls, Matopo Hills and Mana Pools. Although it is well endowed with abundant natural resources, heritage and 'great people', Zimbabwe's national brand has lost a significant amount of equity on the international market due to changing political, social and economic challenges that the nation has experienced over the last decade. It has been realised that national re-branding is an imperative which, it hoped will earn the nation increased tourism revenue and foreign investment. As the nation brand is transformed, the local export brands should also be transformed to piggyback on emerging brand equity building opportunities.

1.2   Statement of the Problem

Zimbabwe has lost nearly two decades of development and now needs to recover its lost global customers, international travellers, investors and entrepreneurs, scholars, global cultural and sporting events. Negative international media coverage of the nation has been in overdrive, and this has eroded the country's nation brand equity (NBE) over a period of more that fifteen years. Intellectuals, industrialists, tourism players, politicians, diplomats and the public are generally agreed that the Zimbabwean situation needs attention. Differences arise as to what needs to be done. Mazombwe (2015:7), in a press column contribution to the

discourse, believes that the issue of re-branding should be conceptualised with a view to 'enhancing the nation's competitiveness' and thus be doable, contrary to sceptics' views that it is an enormous, idealistic, ambitious and futile prospect. It is the view of the researcher that Zimbabwe requires perceptual convergence on the image problem facing the nation and on how to tackle it. Gadzikwa (2016) believes that 90% of Zimbabwe's nation brand problems are largely a perception issue that requires attention.

This enquiry is a quest to contribute to developing a viable strategic framework for managing brand equity for Brand Zimbabwe in the context of competitiveness at the global market. Reflecting on the concept of designing assessable performance metrics (Papadopoulos, 2004) and effectual nation branding as the main dilemma in branding of nations (Szondi, 2007:32), this research brings to the table the significance of performance management in nation brand equity.

Critically important in this research is the determination of the variables involved in nation branding that makes Brand Zimbabwe competitive. Nation branding that is undertaken independently of national strategy often fails owing to lack of support from the national leadership. Nation branding activity that is not coordinated, aligned and strategically managed at a national level is often self-defeating. This research upholds the need to adopt a strategic approach to brand equity management to promote nation brand value (Pickton, 2008). In view of nation brand configuration, emphasis is placed on the role of the nation's leadership in nation branding to ensure an organised and sustainable approach to the management of nation brands.

It is observed, however, that in the absence of an integrated system for managing the nation brand, it is difficult to attain meaningful brand performance (Ryder, 2003:43). To usher in more consolidated nation brands and enhance the quality of life of citizens, there is need for a framework to build nation brand equity (De Chernatony, 2001:21). Previous research has proffered models and frameworks to deal with the question of nation branding (Dinnie, 2008:21; Anholt and Hildreth, 2005:43; Balakrishan, 2009:12; and Lee, 2009:51). It remains important to realise that the situation of each nation is unique, implying that an adequate framework for Zimbabwe can only be derived from the investigation of issues relating to Brand Zimbabwe. An appropriate model should determine nation brand elements, explain how these may be combined and coordinated and examine the role of national leadership in nation

branding and brand equity management processes. Questions to be asked are: what nation brand strategy constructs work for Brand Zimbabwe to enhance its competitiveness? What elements of Brand Zimbabwe need to be realigned in order to promote a positive image to promote exports, attract tourism and FDI?

1.3   Research Objectives

The main objective of the study was to develop strategic insights and knowledge for the development of an effective and sustainable nation brand for Zimbabwe. The following were the subordinate objectives of the study:

1. To characterise the key role players (architects) for the development of Brand Zimbabwe;
2. To ascertain the perception of stakeholder groups in Zimbabwe of Brand Zimbabwe; and
3. To provide a holistic matrix of constructs for nation brand equity management for Brand Zimbabwe; and
4. To propose a strategic framework for nation branding in Zimbabwe.

1.4   Research Questions

The study sought to provide answers to the following questions:

1. Who are the key role players (architects) in the development of Brand Zimbabwe?
2. What are the stakeholder perceptions of Brand Zimbabwe's image and its branding?
3. What are the essential elements (constructs) to consider in brand equity management for Brand Zimbabwe?
4. What would constitute a strategic framework for nation branding in Zimbabwe?

1.5   Significance of the Study

Literature on nation and destination branding focuses predominantly on Western and Asian nations, although we do have African case studies of undocumented national branding activity. The South African government is credited with having managed to establish and resourced an International Marketing Council in 2000 that helped reconstruct Brand South Africa. This study sought to review established theory and models on nation branding to help develop a practical branding framework for a nation such as Zimbabwe, which has a very negative brand image.

1.5.1 Value to the Nation

Brand Zimbabwe went through a rough patch for nearly two decades and has lost much ground in development and global economics. The nation therefore needs to recover its lost position in relation to global markets, international travellers, foreign investment and entrepreneurs, scholars, global cultural and sporting event opportunities. The nation has had considerable adverse international media coverage, which has eroded its nation brand equity (NBE) over a period of over fifteen years. The researcher of the present study is of the view that there needs to be perceptual convergence on Zimbabwe's image problem and on how it could be resolved. Questions that arose on the challenges facing Brand Zimbabwe were: Is Zimbabwe's image problem perceived and defined the same way by all Zimbabweans? Can the image problem be resolved through branding? How can Zimbabwe rebrand to effectively to compete for global markets and resources?

The motivation for the research was to find solutions to the nation branding challenge faced as the nation re-launches the image of itself as a worthwhile source market, investment, and tourism destination. Different nations formulate diverse approaches to deal with their specific image situations. The research sought to usher in a new paradigm in nation branding from a Zimbabwean perspective. The researcher understood that the effort of branding needs to be done holistically to be effective. It is therefore imperative that the research solicits the participation of all the stakeholders in defining the nation's international image. If the nation's brand is successfully repositioned to change the nation's image, it should help to revive the economy and return it to its former glory. The research could contribute significantly to remoulding national identities and creating a unifying point. The study could also help to improve Zimbabwe's international economic performance and advance its industry, trade, and political interests.

The research aimed to develop strategic insights and knowledge for branding Zimbabwe. The nation requires significant tourism traffic, attract the Foreign Direct Investment, promotion of exports, attract international capital and skills required to propel industrial activity. Industry is a key role player in the branding of the nation as it ultimately influences perceptions held of Zimbabwe, especially where international trade is concerned.

1.5.2   Contribution to the Body of Knowledge

This study contributes to the body of knowledge in three ways. Firstly, it provides a narrative of the understanding and debate among researchers about the applicability of branding the image of a nation and its subsequent position in international economics and geopolitics. Thereafter, it examines and describes the complexities associated with branding and marketing a nation such as Zimbabwe, whose reputation has experienced a long period of erosion. Thirdly, the study provides guidelines key Zimbabwean role players in the form of a home-grown branding strategy on how to improve the nation's branding and marketing programmes.

Nation branding is becoming a dominant trend in global economies. Nation branding efforts have been undertaken to attract tourism. In scholarly research, there is considerable pressure for harmonisation of concepts from international relations, public diplomacy, and destination marketing. It is observed, however, that there is slow progress in developing a conceptual understanding of the field and the practice, which is very essential to the development of the field of nation branding. Research on destination branding on Zimbabwe for tourism development include that conducted by Ndlovu (2009:45) and Mirimi et al. (2014:78). The present study is a departure from previous research in that it seeks to bring out the intricacies of nation branding in promoting Foreign Direct Investment. The findings from the research are envisaged to significantly influence policy on nation branding and communication about the nation to enhance the national image building process. It is anticipated that through this research, the nation will become well-positioned to attract significant foreign investment (FDI), reduce capital flight, and promote private sector competitiveness, securing geopolitical and economic influence for Brand Zimbabwe. The study also sought to develop a more appropriate and viable nation-branding model to help address the international competitiveness challenge.

1.6   Research Hypotheses

This study sought to test the following hypotheses:

- **Hypothesis 1:** It is difficult to characterise key role players for the development of Brand Zimbabwe.

- **Hypothesis 2:** Zimbabwe is a competitive nation based on several competitiveness and differentiating indicators.

- **Hypothesis 3:** Zimbabwe is a high-risk nation based on certain social, economic, environmental, geopolitical, and technological factors.

- **Hypothesis 4:** Zimbabwe has a coordinated response to nation brand erosion and the international media onslaught.

- **Hypothesis 5:** Zimbabwe has major policy inconsistencies that negatively affect the nation brand equity.

1.7   Theoretical and Conceptual Framework

1.7.1 Theoretical Framework

This study applied four models for developing a nation brand strategy, namely the Nation Brand Hexagon (Anholt, 2008), Dinnie's (2008) Nation Brand Equity Management Strategy Model, Balakrishan's (2009) Model on Nation Branding Strategy Development, and Lee's (2009) Model for the Development of a Nation's Brand. Anholt's Nation Brand Hexagon posits that nation branding centres on six different sectors namely: tourism, exports, government policy, investment, culture and people. Dinnie's Nation Brand Equity Management Strategy Model is based on the conceptual understanding that innate, nurtured, vicarious, and disseminated assets of a nation influence nation brand equity. The model regards internal assets as innate (iconography, landscape and culture) or nurtured (internal buy-in, support of the arts) and external assets as vicarious (perceptions of nation image, external portrayal in popular culture) or disseminated (brand ambassadors, the Diaspora, branded exports). Nation brand equity is thus the sum of intangible and tangible internal and external assets (and liabilities) relating to the nation in question.

Balakrishan's (2009) Model on Nation Branding Strategy Development comprises five facets namely: visioning and stakeholder engagement; defining target customer and product matching; brand positioning and differentiation strategies; promotional strategies; and

response management strategies. On the other hand, Lee's (2009) Model for the Development of a Nation's Brand has logical steps that begin with the development of a nation brand vision, which is followed by a nation brand strategy formulation where the context and basis for competition are addressed. The issue of comparative and competitive advantage of the nation is crucial for modern governments. The model then incorporates nation brand strategy implementation and control provisions.

1.7.2   Conceptual Framework

This study sought to contribute to the development of a viable strategic framework for nation branding in Zimbabwe, examining how brand assets could be used to enhance national brand image and build brand equity. The assets are both internal (business opportunities, governance and politics, factor endowment, and infrastructure) and external (nation image, media stories, foreign investor perception and confidence, brand ambassadors, behaviour of Diaspora communities, international relations, and foreign tourist confidence). The management of internal and external brand assets and the formulation of a viable nation brand strategy would lead to expected outcomes (Foreign Direct Investment, export promotion, tourism growth, employment creation, economic growth, improved standard of living and poverty reduction). Figure 2 below shows the conceptual framework guiding this study.
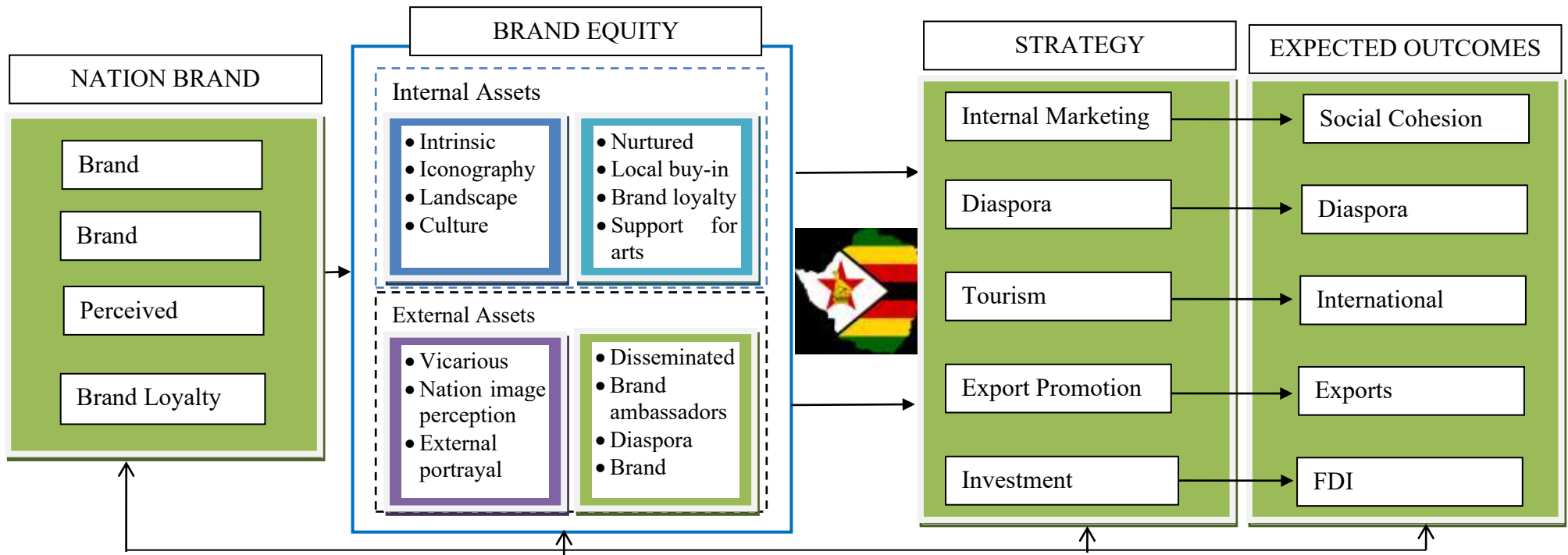
Figure 2. Nation Branding Strategy Conceptual Framework
Source: Author

1.8   Delimitations of the Study

This study sought to develop a nation branding strategy for Zimbabwe. It also provided a description of the brand architects in Zimbabwe and the perceptions that key stakeholders have pertaining to Zimbabwe. The study intentionally considered respondents who relate with Brand Zimbabwe from a political, economic, social perspective or who could offer valuable opinions and insights based on their professional exposure. Stakeholder theory suggests that multiple stakeholders, including foreigners, businesspeople, civic society, the public and government, consume Brand Zimbabwe. The sampling frame thus accommodated the diverse spectrum of stakeholders to cover the complex field of knowledge, accounting for diverse aspects of nation branding. The choice of respondents was based on competence, perspective and experience dimensions. Nation branding was viewed from politics and governance, trade and industry, marketing communication, socio-cultural spheres. Capacity or competency-based sampling was intentionally adopted to include political and state actors, specialists and economists and consultants as well as brand experts among the key informants. The public contributed as domestic brand consumers to capture views from the societal domain. Literature on nation branding suggests that attention be given to the domestic perception of public diplomacy and the nation brand. The study solicited domestic and foreign perspectives on Brand Zimbabwe. This research drew respondents from the general public, business, government (Ministry of Tourism and Hospitality, Zimbabwe Tourism Authority, Ministry of Macro Economic Planning and Investment Promotion, Ministry of Industry and Commerce and Ministry of Foreign Affairs), and foreigners (tourists and foreign investors).

1.9   Research Methodology

This study combined phenomenology and positivism as recommended by Rolfe (2006:34). Denzin (1978:21) and Creswell and Clark (2011) concur that methodological and concurrent triangulation produce better results and provide a complete picture of social phenomenon. Creswell and Clark (2011) underscored the need for data collection and analysis of qualitative and quantitative data to be done concurrently with the purpose of achieving analytical convergence, confirmation (cross-validation), and corroboration in a single study. This research conducted qualitative interviews and field survey concurrently.

A mixed methodology has the merit of enhancing the breadth and depth of the research achieved by combining the extent of occurrence with explanations and narratives about phenomena. Phenomenology is an approach that provides a qualitative understanding of issues relating to the branding of nations and focuses on public perception, interpretations, attitudes and opinions (Denscombe, 2003:11). The study aimed to understand the complexities of building nation brands, which intended to examine perceptions of and behaviour towards Brand Zimbabwe. Phenomenology has interest in tapping the essentials of the social reality, which starts from a philosophical foundation and views things in a way that respects originality (Denscombe, 2003:11). Qualitative research is grounded in the constructivist perspective enjoyed from the use of open-ended questions in gathering data (Creswell, 2014:46).

Positivism, on the other hand, entails the application of statistical analysis and quantification to examine phenomena. This research paradigm regards reality as comprising of things that can be visualised and calculated. Quantitative studies collect numeric data, which is statistically evaluated to establish the relationship between variables (independent and dependent) relating to a given study population, making it possible to establish facts, make predictions and test hypotheses. In the main, quantitative research is statistical, requiring data analysis that allows data to be isolated in context, measured, and understood (Dooley, 2001:34).

Creswell (2014:48) observes that a quantitative approach is more deductive than the qualitative methodology. In this study, the qualitative approach was mainly used to reveal the different perspectives, interpretive schemes, and belief systems in order to understand the nation branding realities of Zimbabwe. Quantitative analysis, meanwhile, was applied to establish the extent of occurrence of phenomena and different associations.

The study adopted a non-probability sampling method, combining purposive and quota sampling to allow a careful selection of respondents based on their competence, perspective and experience dimensions, pre-determined strata, proximity and ease of selection, as suggested by Creswell and Plano (2011:78). Purposive and quota sampling helped to deal with the complex sampling frame and access to knowledgeable and competent respondents (Saunders, Lewis, & Thornhill, 2012:104). Although the sampling method is based on personal judgment, the selection of a sample from several geographical provinces across

Zimbabwe's political, social, and economic divide was adopted to achieve a representative sample.

Stakeholder theory suggests that nation brands such as Brand Zimbabwe are consumed by multiple stakeholders including the general public, the Diaspora, foreigners, businesspeople and government. In line with the observation in the Brand South Africa Annual Report (2012-2013:1), a nation brand is impactful if all stakeholders collaborate in a single, visionary national reputation strategy.

The sampling frame thus accommodated the diverse spectrum of stakeholders. Literature on nation branding suggests that attention be given to national perceptions of public diplomacy and the nation brand. The study solicited perspectives on Brand Zimbabwe with a reasonable number of Zimbabwean experts in the key spheres such as government, economics, marketing, society, and media being represented. This research drew respondents from the general public (including Zimbabweans in the Diaspora, NGOs, academics, and businesspeople in media, tourism, manufacturing, banking, mining, and retail), government ministries and departments, and foreigners (tourists and foreign investors including those in neighbouring nations).

1.10   Perceived Limitations of the Study

The researcher perceived that a few limitations in conducting this study. The first anticipated limitation was that of obtaining authority to conduct the research given the sensitive nature of the issue of nation branding. To overcome the limitation, it was clearly stated in the letters seeking authority to do the research that the study sought to contribute to the development of strategic framework to deal with the nation brand. Another limiting factor was the unavailability of key informants, who were busy with their daily routines. To overcome this limitation, the researcher made appointments in advance and data was collected when respondents confirmed their availability.

1.11   Structure of the Thesis

This study comprises six chapters. Chapter I present the research question and its background, focussing on the contextual setting for the study, the political and economic history of

Zimbabwe and the need for nation branding in Zimbabwe. The statement of the problem, objectives, research questions, importance of the study, theoretical and conceptual frameworks and hypotheses also form part of the chapter. The chapter also gives an account of the delimitations, the methodology and perceived limitations of the study.

Chapter II presents a review of literature related to nation branding. Part A of this chapter focuses on the literature relating to branding, the definition and importance of nation branding, the key stakeholders involved in nation branding, and the factors that influence the equity of a nation's brand. The effects of a nation's brand image and possible strategies for re-branding a nation with a negative image also form part of the literature review. Part B of the chapter presents a review of theories related to the concept of nation branding. The section discusses four models, namely: Anholt's Nation Brand Hexagon, Dinnie's Nation Brand Equity Management Strategy, Balakrishan's (2009) Model on the Development of a Nation Branding Strategy, and Lee's (2009) Model for the Development of a Nation's Brand. The review of theories provided insights on what Zimbabwe's nation branding strategy should be like. Part C of the chapter is a presentation of international perspectives on nation branding. Case studies on nation branding focused on Europe (Holland and Spain), Asia (Japan and South Korea), Latin America (Bolivia and Chile), United States, and Africa (Egypt and South Africa). The lessons from the nation case studies provided a foundation for designing a nation brand framework for Brand Zimbabwe.

Chapter III presents the research methodology. Focus is placed on the research process onion, research philosophy, research approach, research strategy, data collection approach, data collection procedure, and data analysis and presentation, reliability, and validity of the study, and ethical considerations.

Chapter IV focuses on data presentation, which starts with quantitative data from the questionnaire and followed by the qualitative data from depth interviews. Statistical computations are carried out to test the hypothesis.

Chapter V presents the discussion of the findings. This chapter also presents a proposed nation branding framework for Zimbabwe.

Chapter VI winds up the study, presenting the summary of the study, as well as conclusions and implications. The recommendations and suggestions for further research are also part of this chapter.

1.13   Definition of Key Terms

Branding: According to Vaid and Campbell (2003:1), branding is a process of implanting one's idea, personality, service, or business in the minds of a group of customers. The definition implies that branding is a process and not an end. The practice can be exercised on anything that people intend to get customers noticing. From another perspective, branding is not simply imposing a formed image; the consumers also influence the brand by their views and opinions (Bill, 2007:2). Branding processes seek to ensure that customers have a positive perception of the product or service as sought by the organisation.

Destination Branding: According to Blain, Levy, and Ritchie (2005:330), destination branding is a set of marketing activities aimed at creating a name, symbol, logo, word mark, or other graphic that easily identifies and distinguishes a destination. Destination branding constantly conveys the prospect of an impressive tourism experience closely linked with the destination, serving to connect the sensational association of the tourist and the place to reduce psychic costs and perceived risk. Together, these elements are intended to create a positive and attractive destination image for prospective consumers. Bill (2007:2), meanwhile, defines destination branding as that practice involving the arrangement of communications and experiences of a place to ensure, as much as possible, distinctiveness, attractiveness and viability. Successful destination brands find residence in the hearts and minds of the customers, are differentiated and deliver on a valued promise. The two definitions converge on the establishment of a favourable image in the traveller's mind and the assurance of value in the hearts and minds of customers.

Nation Branding: According to Duah (2010:12), nation branding is a concept that integrates marketing techniques and strategies to develop, boost, and fortify a nation's image and reputation across the globe. It uses strategic marketing techniques and practices to positively impact on a nation's image and reputation in both domestic and international circles, in a bid to leverage public diplomacy, promote foreign trade and tourism and bolster foreign direct investment.

Nation Image: A nation's image is essentially an imagined snapshot, character, decal or label linked to a nation (Grundey, Tolub, & Brukiene, 2006:12). Avraham and Ketter (2008:67) cite the work of Boulding (1956:45), whose analysis of nation image comprised four components: cognitive (what one knows about a place); affective (how one feels about a certain place): evaluative (how one evaluates the place or its residents); and behavioural (whether one considers immigrating to or investing in a certain place). It thus follows that different nations have distinctive images that are exclusive to their specific circumstances, and it is such images that 'consumers' use to make decisions. Hermann (2010:21) suggests that nation images, although naturally divergent, fall within six distinct image situations: overly attractive, positive, mixed, weak, contradictory, or negative.

1.14 Summary of the Chapter

This chapter introduced the study and presented the problem and its setting. It was noted that the quest for political and economic independence resulted in Zimbabwe's relations with former colonial masters turning 'sour' and this led to international isolation. This resulted in the negative portrayal of Zimbabwe in Western media. Accordingly, there arose a need for a sound strategy for re-branding Zimbabwe so that the nation could attract more tourists and Foreign Direct Investment. The statement of the problem, research objectives, research questions, significance of the study, and theoretical, conceptual framework and hypotheses were also part of this chapter. Focus was also given to the delimitation of the study, the research methodology, and perceived limitations of the study. The next chapter shall present a review of literature related to the concept of nation branding.

CHAPTER II
LITERATURE REVIEW

PART A: THE CONCEPT OF NATION BRANDING IN PERSPECTIVE

2.0   Introduction

This chapter presents a review of nation branding literature from various scholars, practitioners and researchers. Focus is placed on the notion of branding, definitions and importance of nation branding, the key stakeholders in nation branding, and the factors that influence the equity of a nation's brand. The chapter reviews research on the effects of a nation's brand image, and possible strategies for re-branding a nation whose brand image is negative.

The neoliberal and globalisation dispensation have turned the world into a seamless marketplace. Countries across the world are forced to be visible and extend their economic and geopolitical concepts in line with the international trends. Browning and Ferraz de Oliveira (2017:14) observe that the pressure of globalisation is driving nations to consciously develop and apply strategies aimed at attracting foreign investment, tourists and expatriate labour and to boost export market performance.

Nations have found themselves angling for *soft power* (a concept developed by Nye in 1991:2), in view of the growing relevance of good image ahead of military, economic and political power, following the shift in global and inter-state relationship dynamics (Zeineddine 2017:212; Melissen, 2005:90). Soft power relates to the appeal derived from a nation's culture, political ideals and policies. The concept originated within the field of international relations but is gaining traction in the business domain. Most government administrations are embracing it and establishing offices to manage their global communications and promotions. The thrust to derive commercial value from places captured research interest as early as the 1980s, with a considerable amount of literature focusing on the phenomenon of places (nations, regions, cities) branding. While Anholt (2007b:3) has publicised nation branding for competitive identity, Graan (2016:103) highlights the role of public diplomacy, and Szondi, (2008:43) claims that international public relations are key in the management of nation reputation. It has been observed that places and nations are not as easy to brand as are

products and commodities, whose slogans, advertising pay off-line, promotional jingles and logos can deliver results quickly and easily.

2.1   The Concept of Branding
2.1.1   What is a Brand?

Before delving into the subject of nation branding, it is essential to appreciate its origins. Branding is a business management concept customarily applied by organisations to develop significant differentiation for their products and services to attain relative competitiveness in their chosen markets (Isibor, 2014:47). A brand is more than the name given to a product. Rather, it captures the underlying idea that pushes the design and development of product and service offerings under that name (Kapferer, 2008:6). A simple and universally accepted legal definition submits that a brand relates to a symbol or a label attesting to the exact source of a product or service to differentiate it from other competing products. He further notes that brands were originally intended to protect manufacturers from theft. The origins of branding are rooted in marks burnt into the hide of cattle, which made it easier for its owner to identify his/her animal in the event of theft. 'Brands' were also used to identify the origin of olive oil or wine presented for trade in pre-historic Greece. Different sources signified different value or quality in the eyes of potential buyers, who would associate the product stock with the reputation of the producer or supplier.

The different definitions of brands fall in two categories. On one hand, the focus is placed on the physical or visual manifestations of a brand. On the other, the thrust is holistic and intended to address aspects outside the apparent and conscious graphic facets of a brand, capturing the heart, core, or essence of a brand. Dinnie (2008:152) assertion that an 'effective brand relates to a name, icon, graphics, or a fusion, that helps create a positive impression on a product from a given organisation to give it a sustainable differentiated advantage.' Lee (2009:51) holds the view that brands are prized invisible assets that extend beyond product names and symbols, implying that branding is a strategic issue, and not merely a naming and graphic problem.

Lee (2009:67) suggests that a brand is the total manifestation of collective activities performed around a product, idea or a place and the ultimate experiences of the targeted consumer. In addition, Kapferer (2008:21) defines a brand as 'a set of cognitive connotations,

believed by brand consumers, which complements the perceived market value of a product'. The observation made is that associations with the product should be unique, strong, and desirable in the mind of consumers. The definition does not emphasise the product in question because branding is a concept based on perceptions. As Hannigan and Richards (2017:97) aver, branding is meant to influence perceptions through emotions and images as it brings symbolic and emotional qualities to the branded city or destination.

Contemporary approaches to brand management emphasise the product or service as the principal subject of perceived value, and role of promotion in the formation of concrete and ornamental attributes in order to positively influence perceptions. Fan's (2006:121) definition underscores cognition (mental associations) over and above the significance of deep fervent appeal. Essentially, a brand is that which stimulates consumers to make a choice. Other definitions of brands suggest that brands represent an amalgamation of physiognomies and benefits that are both "functional and non-functional". Lynch and De Chernatony (2004:12) also propose a definition that suggests a combination of "functional and emotional" aspects that assure a distinct, positive experience.

It has been observed that the new world order has become 'an attention economy', where proliferation and clutter is making buying decision very difficult. Consumers are either constrained by time or uncertain as to how to determine the best choice. Brands are thus able to deliver the much-needed assurance and confidence to consumers. They are useful in decision-making, reducing time and risk. Kapferer (2008:12) weighs in and highlights several perceived risks that impact consumer decision making. He identifies financially (price), functionally (performance), experientially, psychologically (self-concept), and socially (social image) related risks. This underscores the importance of building brand salience and belief in a brand's distinctive points.

A brand's power to influence buyers relies on mental associations that consumers have when the brand is mentioned. Beyond mental associations, Kapferer (2008:13) observes that the influence and significance of a name derives from the sensational and psychological connotations that it cultivates in consumers' minds over time. These associations define the brand image, and include such aspects as:
   a) Brand territory (observed competency, similar products or services, its league)
   b) Level of quality (basic, intermediate, superior, extravagance)

c) Most outstanding value (observed positioning)

d) Characteristic consumers sought

e) Brand personality and image

Dinnie (2015:54) has warned that since brands do not exist in a vacuum but in cluttered environments, if they are to be successful, they must consider the context of the prevailing market space. Brands therefore need to interact creatively with their environs in a process referred to by Holt (2006:34) as 'cultural branding'. The essence here is that brands must be rooted in and in keeping with the cultural aspects of their environments. Strategic issues on branding, according to Kapferer (2008:13), are that brands need to be recognisable and their benefits (perceived and real) need to be significant, exclusive and reliable. This is what, in his view, brings about sustainability in the brand. Ries and Ries (1998:34), who view a brand as a singular idea or concept that a product or service provider (nation) owns in the mind of a prospective customer or client, echo this sentiment. The implication of this understanding is that branding is perceptual and occurs in the mind of targeted consumers. Blanchard (1999:21) contends that a brand is, in basic terms, the personification of a product, service, organisation, or nation.

2.1.2 What is Branding?

The origin of branding dates to the late nineteenth century, with the development of branded consumer goods (De Chernatony, 2001:34). The practice of branding has grown in scope beyond consumer products to services, multinational corporations, individuals, tourist destinations, cities, and nations (Kapferer, 2008:13; Dinnie, 2008a:152). The branding of a destination defines its core ideology or DNA and ultimately its character to a targeted consumer. A company or place may transform its business model or the way it relates to and competes in different markets, with its ideals remaining unchanged over time.

Matheny and Audrain (2007:3) posit that branding is the expression of systems and associations, shared business atmosphere and market offerings, which translates to explicit identity artefacts such as colours, symbols, insignia, illustrations and messaging. The whole exercise seeks to create a positive impression in the minds of the targeted customers to influence their behaviour towards the brand. The Brand Management Checklist (2003:4) supports the earlier perspective that a brand is not an icon, a name, a slogan or a mission

statement. Rather, it is a promise to deliver value to specific targeted brand consumers. Gray (2006:34) says (effective) branding goes beyond building visual identities and images to creating of a 'consumer delighting culture' through internal marketing and stakeholder engagement. Doer and Schultz (2007:12) suggest that organisations seeking to enhance the reach and power of their brands in the marketplace should leverage the internal strengths of their brands. The authors observe the need to brand the people, similarly, to personalise their organisation and management of the customer brand experience. Just like people within an organisation, the nationals or citizens of a given nation represent the brand when they meet with foreigners.

Consumer brand experience, a key issue in branding, relates to the sum of all experiences arising from consumer interactions with a brand. Whilst the term brand relates to the perspective of the organisation, brand experience relates to the perspective of the consumer. Sutton and Klein (2003:11) aver that where a brand is a bundle of functional and emotional benefits, attributes, icons, names and symbols that, in combination, constitute the meaning of a product, a service or (a nation), a brand experience is a consumer's experience with a brand. According to Van Auken (2002:21), an effective branding process should provide reasonable answers to the following questions:

    a) What do consumers think the brand offers? What do consumers associate with the brand?

    b) Is consumer understanding of the brand what the supplier wishes it to be? What could be the gaps, if any, between consumer perception and what suppliers wish them to know?

    c) How is the product offer differ from competitor offers? Is the brand any different? What is compelling about the brand?

    d) Do people trust the brand to deliver that offer? Can people (local and foreigners) really believe the brand claims? What personality do they attribute to the brand?

    e) What do they equate the brand to in terms of their familiar mental pictures?

    f) How does their perception alter after buying the brand? Are there any gaps between perception and reality?

Considering the foregoing questions, it is evident that branding is a challenging undertaking and not merely a marketing communication issue.

2.1.3 The Significance of Branding

The significance of branding in contemporary economies relates to the weight given to brands in corporate valuation. This is self-evident in all the emerging markets (Abimbola, 2010:177) particularly the BRICS, where such brands Tata, Petrobras, and Haier have emerged as super global brands. It is interesting to note that success in brands is a function of their ability to connect with the market. The failure by brands such as Motorola and Nokia to sustain competition in the dynamic smartphone space is traced to their obsession with engineering, disregarding the non-functional aspects of their brands. On the other hand, effective branding and brand management had a game-changing effect for HSBC and Apple in their respective markets. Ashworth, Kavaratzis and Warnaby (2015:7) observe that effective engagement with modern-day economic realities requires a co-value creation strategy involving all stakeholders. Concerted and coordinated stakeholder interactions foster development of positive perceptions of, and perspectives on, the identity of organisations and their products.

Extant literature justifies the need to brand products, services, organisations, cities and nations. The objective of branding is to create positive perceptions about products, services, and organisations in the minds of the consumer. Re-branding usually seeks to regain lost market share and, at times, to counter the adverse impact of competitive activity. Bauer, Bloching, Howaldt, and Mitchell (2006:44) opine that successful branding should therefore deliver relevantly differentiated and unique customer-based value. When done properly, branding should not solely be a response to competitor activity but also to a shift in customer needs. It is vital to consider the realities of life in branding (Haig 2003:21; Van Auken 2002:12 and Jaffe, 2015:286) because consumers make their purchase decisions based on their perception of the brand rather than the realities of the product. If their perception of the brand is not favourable, they are unlikely to purchase such products from their respective suppliers. The same scholars note that consumer benefits sought (value derived from a brand experience) are subjective, varying from functional, emotional, and experiential to self-expressive. Knowledge of the target group of brand consumers therefore becomes a necessity to ensure an effective branding process. Attempting to satisfy everyone is often a recipe for branding disaster. Gray (2006:56) observes that most branding efforts are driven more by competitor actions than by the need to adjust to and satisfy the evolving needs of the customers with the capabilities of the internal human resources. Branding should be taken as

an integral part of the overall corporate strategy. Failure to do so may explain why some branding efforts fail.

Sutton and Klein (2003:78) aver that brands serve as mental shorthand for consumers deciding how to spend their money. It is therefore primal for marketers to align their brands with market trends. Since markets are inherently dynamic and constantly changing, Bauer et al. (2006:92) and Sutton and Klein (2003:67) propose that, effective brand architecture today may be very inappropriate in future. The continuous redesign and reconfiguration of brands (re-branding) is essential to remain attractive and relevant to the consumer.

According to Keller (2017:185), one of the principal objectives of branding is to produce a unique impression of a product based on relevant and significant dimensions valued by consumers. Given that relevance and consumer situations are always changing, it is imperative to track the targeted consumers and make changes to meet their needs. Bauer et al. (2006:92) opine that strong brands assist organisations to boost their market share and operating margins ahead of their competitors, and that owing to their trust and confidence building effect, brands reduce business risk and usher stability and growth in earnings.

2.2   Nation Branding
2.2.1   The Concept of the Nation

There is an array of definitions of the nation or its origins. It is noted in Hall (1996:31), for example, that the nation concept touches on the concept of contemporary nation, nation-state. In generic terms, it is a very elusive concept encompassing 'local community, domicile, family, and a state of belonging'. The implication is that a nation may exist without a state, even though nationalistic principles seek to bring together culture and politics. Several writers submit that nations are historically, ethnically or culturally entrenched (Murai, 2010:56). A nation, according to Guibernau (2003:1) arises to an anthropological consciousness of delineating a collective public with a common past, culture, devoted to a clear geographical area, sharing a common future and call to govern own affairs. The author views a nation as inclusive of five dimensions, namely: psychological (consciousness of forming a group), cultural, territorial, political, and historical (Yeğen, 2017:318). Murai (2010:43) observes that the nation concept is crystallised in collective imagery often reinforced by decorative public rituals organised and driven from the top and enforced practices.

Researchers (such as Guibernau, 2003 and Anderson, 2006) on the concept of nationhood concur that a nation is a construct and a creation of modernism. Anderson (2006:14) subscribes to the notion that a nation is 'an imagined political assembly and taken as both innately restricted and self-governing'. He also observes that whilst one may never encounter most of one's fellow nationalities, one inherently believes that they exist and have a feeling of acquaintance for them. The advent of the print media in Europe during the 16th century was pivotal in facilitating synchronised 'imagining' of fellow nationals and the creation of national consciousness (Anderson, 2006:14). Could this mean, then, that the concept of nationhood be a construct and product of social engineering? Nationhood could create sentiments of national cohesion as well as a sense of unity deriving from corporate customs and rituals such as national ceremonies, flags, anthems, and pledges.

Closely tied to the discussion on nations is national identity. Like the nation concept, national identity is an elusive notion often existing in several forms and therefore difficult to elucidate. Guibernau (2007:59), however, considers the following definition to be convenient:

> *(…) national identity is a collective sentiment based on the belief of belonging to the same nation and sharing most of the attributes that make it distinct from other nation.*

It may be deduced, therefore, that national identity permits the understanding of one's nation relative to other nations and qualifies those who belong to the nation. The major question, then, is how to entrench 'collective sentiment' into the people who make up a nation.

Whether one views the notion of a nation as existing naturally or constructed, national identity is built on shared rhetoric, images, symbols, as well as rituals. Nation is understood to be the organisation of social depictions that produce explanations on patriotism to and identifying with a nation. Conjoint approaches to building national identity entails conceiving a national storyline, whose *locus standi* is national spirit, eliciting communal memory, establishing a common context, using national artefacts such as flags and national hymns, defining a collective adversary, and setting unambiguous principles for citizenship (Murai, 2010:43).

Contrary to the views of professed collective past or beliefs, Habermas (2001:74) posits that national identity in all-inclusive societies can be defined as national loyalty to the nation's egalitarian establishments. An important observation is that under such circumstances,

'constitutional patriotism' unifies different groups much more than language or ethnicity. It should be noted, however, that setting a clear difference between cultural and civic nationalism is difficult, since both ordinarily occur instantaneously (Wodak et al., 1999:21). National identity is such an important issue in nation branding strategy because it unites people. How could it be harnessed for the construction of a viable nation brand? How could national identity be replicated and sustained throughout the nation?

The media plays a critical part in ensuring that national identity becomes a daily affair. Media consumption influences collective rituals that provide alignment and a spirit of communion and comradeship. More importantly, media content can be conversational to encourage convergence on national identity building. National imagery and figurative resources may be harnessed through collaboration and partnerships with independent public relations and publicity firms, to build and instil a spirit of national identity.

2.2.2 What is a Nation Brand?

Dinnie (2009:1) defines the idea of a nation brand as 'a supposedly distinct, poly-dimensional amalgam of components that deliver a nation with socially grounded distinction that is relevant for targeted communities. The implication is that nation brands have their existence in the minds of consumers or target audiences and are based on perceptual cognitions. Delorie (2004:1), cited by Akotia et al. (2011:21), defines a nation brand as a national identity, proactively distilled, construed, adopted by a nation's nationals and portrayed worldwide to promote the positive image required to enhance global competitiveness. It is noted that nation brands have the capacity to influence the behaviour of targeted people, including its own (nationalities and citizens). Nation brands are symbolic constructs, which, at best, emphasise the positive, outstanding, striking, distinctive, and perceptually important and sustainable qualities of a nation. Nation brands target both national and foreign audiences (Rojas-Méndez, Papadopoulos and Alwan, 2015:18).

De Chernatony, in Dinnie (2009:15), suggests that the concept of a nation brand invariantly remains a collection of ideals that enables a nation to create a saleable image and give assurance of a distinct and desired experience to the world. Effective nation branding is dependent on people from the nation acting in sync and in a way that mirrors the value derived from the nation brand promise. Essentially, the author avers that nation branding

should embed arching ideals that reflect the social physiognomies of a nation's populace as enshrined in a nation's constitution, national governance, religious and social customs. Such aspects make it possible for borderlines to be defined, marking the cluster of values characterising a given nation.

The concept of nation branding (Barisic, 2014:26) is a relatively young paradigm, which begins by assessing the strengths and opportunities of a nation against its competitiveness objectives, and adapt these to address specific audiences (investors, foreign buyers and tourists alike). The term nation brand was developed to refer to the conscious impression of a nation in foreign nations. It assists others to appreciate the profile of a nation, making it more accessible to several target audiences. The nation brand presents a reference point to influence international reports and narratives, which in turn affect nation brand image. The consensus is that if a nation brand functions, then it should match the inherent realities of the nation and integrate psychological and cognitive elements that appeal to intended markets (UNWTO, 2008:1).

A nation brand, according to Barisic (2014:26), comprises an identity (history, national characteristics, personalities) and image (an assemblage of signs, court of arms and codes), which are key elements of brand loyalty and positioning (Keller, 1998:11). A nation brand also includes natural endowments, cultural heritage, social values, and celebrated personalities from that nation. Keller (2003:54) avers that the pillars of a brand are features that help to display and distinguish a brand, which include the brand name, logos, symbols, characters, spokespeople, slogans, jingles, website and signage. Further to these elements, UNWTO (2008:2) adds imageries, graphics, leaflets, press adverts, and promotional campaigns. These elements, individually and jointly, serve as architects of brand value (Cai, 2002:101). Table 2 below summarises aspects of brand identity and their manifestation in nation brands.

Table 2. Manifestations of Brand Identity

Brand Identity Aspect	Nation Brand Manifestation
Brand vision	Strategic document determined by various members of the nation brand development team – (comprising representatives of the government, public and private sectors and civil society)
Brand scope	Outline of the industry sectors and target markets in which the nation brand can effectively compete. Will include segmentation strategies for the sectors such as tourism, direct inward investment, education, export etc.
Name of brand	Some countries have more than one name Holland / Netherlands, Greece / Hellas, Cote D'ivoire / Ivory Coast etc. Nations should monitor whether such a duality in naming represents a potential asset or liability
Codes of expression	National flag, national anthem, language, icons
Everyday behaviour	Political / military behaviour, diplomatic initiatives, conduct of international relations
What makes the brand different?	The uniqueness of the nation – embodied in its culture, history, people
Narrative identity	National myths and heroes, stories of emerging independence.
Advocate ideology	Human rights, sustainable development, the pursuit of happiness

Adapted from Dinnie (2008a:163)

Viewed from a global competition perspective, named nations bearing their iconography and related symbols represent the brands of these destinations (Barisic, 2014:28). As such, nations around the world now readily appreciate the importance of their brands as a driver of international competitiveness.

2.2.3 What is Nation Branding?

Several definitions have been advanced for the term nation branding (Fan, 2005:5). These definitions vary subject to the approach and underlying reasons driving a nation intending to brand itself. The concept of nation branding is closely linked to the theory of Country of Origin (COO) effect, nation image, nation identity and nation positioning. Different institutions therefore interpret the subject differently. For some, nation branding relates to a constant and all-encompassing nationwide brand strategy associated with a credible,

sustainable, and appealing long-term vision for a nation to the rest of the world (ibid). For others, a nation brand gives no tangible product or service. Rather, it signifies and incorporates a range of elements and matters such as physical structures, geopolitics, history, cultural ethos, and prominent and legendary personalities, amongst others (Fan, 2006:8).

The application of branding to nations is gaining currency in the face of overwhelming global competition. Duah (2010:12) observes that nations are becoming more cognisant of the need to improve their nation brands with a view to increasing international tourism, attracting inbound foreign investment, and increasing export activity. Several nations also use nation branding to attract foreign tertiary education students and skilled workers. The application of nation branding has been evident in the improved image and reputation of such African nations as South Africa, Botswana, Rwanda, Ghana, and Kenya. Fan (2005:6) asserts that nation brands exist whether conscious efforts are made by nations to promote them. It therefore becomes imperative for each nation to consciously influence its image particularly in the minds of target audiences.

Nation branding may be therefore explained as attempts to establish unique and identifiable nation brand images in the minds of target brand consumers. Nation branding ought to create an idiosyncratic nation image that influences the views by propagating what a given nation represent to the rest of the world (Fan, 2006:124; Lee, 2009:65). In addition, De Chernatony (2006:21) avers that the concept of nation branding invariantly remains a collection of values that enable a country to make specific promises of experience to the world. Successful nation branding relies on a nation's people to convey the nation brand in a manner that mirrors a set of pledged ideals. Mariutti and Tench (2016:17) opine that nation branding initiatives must feature dominant national values that encapsulate the positive aspects enshrined in a nation's constitution, national governance, religious and social customs.

Dinnie (2008a:167) acknowledges that nation branding is an exciting yet complicated, and contentious experience. He observes that the subject combines various disciplines beyond conventional brand strategy. The practice of nation branding occurs in politicised environment, generating passionately held and often-contradictory opinions. Significantly, Szondi (2015:4) opines that nation branding is a conscious 'self-presentation' of a nation brand to create and manage the reputational assets through socio-economic and geo-political interest campaigns both at home and internationally. The effort is a public relations initiative

through which a nation purposely manages its image rather than submissively watching other parties create and confer their own brand on the country. Nation branding could therefore be conceptualised as a form of self-preservation through which nations attempt to sell their own philosophies and stories instead of being defined by foreign media, hostile nations, or the prolongation of adverse national legacies (Dinnie, 2010:13).

2.2.2   Purpose of Nation Branding

The purpose of nation branding differs depending on the underlying interests of each nation. For example, one nation might portray itself as a 'nation of peace' whereas another could aim to present itself as 'a technologically advanced nation', and yet another as a 'nation of culture and heritage' and so forth. Some nations attempt to reposition or remedy misaligned views about themselves to reveal major political, business, social changes taking place therein.

Nations are becoming business-oriented in their socio-economic programming as they respond to global competition and domestic socio-political sentiment (Alvarez and Campo, 2014:72). In managing and controlling their nation brand perception and performance, nations are therefore embracing nation branding in order to distinguish themselves, and ensure competitive economic performances (Lee, 2009:54). The way a nation is viewed in foreign nations is a function of the image held by people on the capabilities, competencies and experiences of the nation (De Gouveia & Plumridge, 2005:21).

Nation branding therefore seeks to close the divide between domestic aptitude and market opinion, domestically and externally, in order to advance nation image and reputation (Lee, 2009:25). Nation branding is a means of creating a competitive advantage for the nation (Konecnik and Go, 2008:32; Lee, 2009:32). Each nation has its own identity, and where this identity is not prudently managed, it can be damaged by stereotypes. Stereotypes bring simplification of the reality, albeit, not always accurately, which adversely impact a nation's objectives (Skinner & Kubacki, 2007:32; Dinnie, 2008a:171). It remains essential for nations to construct their brands because image and reputation are crucial for the long-term nation brand equity (Jaffe & Nebenzahl, 2006:34; Anholt, 2007b:12). These authors observe that international images of most nations are haunted by negative stereotypes. The reality is that in the absence of conscious nation branding efforts, unintended and adverse images are likely to emerge in sought markets (Dinnie, 2008a:173). The image is subject to perceptions, which

depend on the brand promises made in different contexts (Skinner & Kubacki, 2007:34). Such perceptions and negative stereotypes can be corrected over time, through conscious and coordinated nation branding activity (Dinnie, 2015:45).

In the future, nations around the world could appreciate the significance of their brands as a source of global competitiveness. Nation branding is particularly worthwhile and necessary when adverse perceptions (real or fancied) develop within the targeted audience. It is time consuming to alter and correct the negative nation image, and nations should therefore adopt a long-range perspective, to ensure awareness and acceptance of desired national identity (Quelch & Jocz, 2009:163). Only through concerted and long-term engagement can nations restore impaired nation brand images within targeted audiences, as quick short-gun publicity and public relations campaigns are of no consequence (Dinnie, 2008b:45). Therefore, it is paramount for a nation branding strategy to go far beyond graphical identity to integrate broader facets such as national development strategy, consumer and stakeholder engagement and message harmonisation across audiences (Anholt, 2007a:4; Lee, 2009:34).

The overall aim of nation branding is to produce a differentiated image that can draw attention to competitiveness and the comparative advantages of the nation. As mentioned earlier, nation branding discourse borders on boosting export performance, mobilisation of Foreign Direct Investment, drawing talent, elevation of tourist activity (Zeineddine, 2017: 209). According to Lee (2009:54), positive brand equity marshals real commercial, social, and political returns to the nation (Balakrishnan, 2009:21; Dinnie et al., 2009:34; Lee, 2009:54). Additionally, when a nation holds positive brand equity, it wields the capacity and strength to combat foreign threats, since powerful brands can safeguard the nation from negative publicity (Gilmore, 2002:11).

Nation branding is a growing phenomenon. According to De Chernatony (2006:21), in Dinnie (2008a:174), nation branding is closely related to the escalating international competition and pressure facing nations in both local and external spheres. Bregoli (2016:1) observes that nations are pursuing branding to achieve three principal goals:
1. to promote tourism, stimulate direct foreign investment, enhance export performance, and attract talent and skill;
2. to enhance monetary stability, help to reclaim global standing and investor confidence, correct global ranking relegation, and boost geo-political influence, and

3. to foster robust global relationships and heighten nation building (nurturing assurance, national-pride, cohesion, national-spirit, national determination), and dispel the shadows of the previous state image or regime after a new political dispensation is in place.

Van Ham (2005:21) in Dinnie (2008a:171) have argued that unbranded nations struggle to attract economic and geo-political influence, making image and reputation critical elements in national strategic management. Possessing a dominant nation brand gives a nation an important leverage in dealing with the globalising world. In *Competitive Advantage of Nations*, Porter (1998:23) accentuates the fact that nations and their general appeal remain significant especially given the demands of globalisation. National differences remain central to the discourse of national competitiveness and global influence.

Whilst national competitive advantage incorporates a host of players from tourism, investment, entrepreneurs and foreign markets for goods and services, Dinnie (2015:159) avers that nation branding can resolve misunderstandings about a nation, facilitating the repositioning in target markets. Reibstein (2017) submits that effective nation brand positioning gives a nation a competitive advantage over others and successful repositioning can unlock great potential for a country.

Nations attempt to differentiate themselves from their competitors. It has been emphasised that this process of differentiation should be a long-term commitment rather than lip service if lasting positive outcomes are to be achieved. De Chernatony (2006:21) cautions against repeating the 'Dallas experiment', in which the then New Zealand Market Development Board inundated Dallas city with the New Zealand campaign. The campaign continued for a few months and resulted in a sharp increase in sales. A significant slump in sales was experienced 12 months later, however, after the campaign was terminated. As such, tactical short-term promotional exercises should not be a substitute for strategic nation branding.

Sorrell (2014:67) and Olins (2013:34) observe that the role of nation branding is becoming more critically important than ever before. These authors admit that the power of globalisation is very real such that all nations are competing on everything from manufacturing, outsourcing, talent, tourism, research and development, banking and finance, culture, exports, education, raw materials, agriculture and sport. Nations with strong brands tend to win over those with weaker brands. It is an imperative that every nation competes to

grow richer. Nation branding should be based on multiple subtle but coordinated works that contribute towards positive nation brand impressions, *ibid*. Olins (2013:34) refers to the Cool Japanese. For the Japanese nation branding project, it is observed that there was limited funding and the project lacked a unifying common thread across all government departments and ministries. The project thus failed to achieve its intended objectives.

Sorrell (2014:67) opines that a nation's major companies and products competing on the global market can perform a fundamental part in driving a nation's branding effort. This is evident in nations such as Germany, whose nation branding is supported by such international brands as BMW and Mercedes Benz, which are very strong branding surrogates for positive nation brand image and reputation. It is noted, however, that for small and emerging nations tied to using single companies, the approach may not be so viable. An adverse nation reputation has been cited as a major impediment to the nation branding process. Olins (2013:34) submits that the reputation of a nation brand may be attributable to rational and emotional factors. Rational factors include such things as superior education, rule of law, crime, good business incentives, better productivity and price competitiveness, governance, low corruption, and taxation. Emotional factors, meanwhile, include such things as popularity, likeability, admirable qualities, good weather; sounds exciting, modern, cool, stylish and rich cultural value, among others.

Nation branding rides on truthfulness and one needs to have some good quality products to compete effectively. Good national policy is fundamental in dealing with nation branding challenges. By way of example, the *Winner is Georgia Campaign* failed because the realities on the ground conflicted with the new branding narrative. Nation branding effort has difficulty overcoming poor national policy and government behaviour. According to Abimbola (2010:177), 'just a good name on its own cannot make a brand' but the sustained building of market-leading brand capacities can. Nation branding is more than a brand communications strategy. Legacy nation brands have an advantage over those of emerging nations because they enjoy established historical positive associations. Destinations with legacies include America, Germany, Britain, Italy, France, London, New York, Munich, Rome, and Dubai among others. Olins (2013:45) asks the rhetoric question "who knows the difference between Kazakhstan, Pakistan, and other ...*stanis*?" His argument is that there is no substitute for nation branding. It is a real issue that requires attention from governments all over the world, especially those of emerging nations. Olins' assertion is supported by

Wharton (2016) whose observation is that nation branding needs to be consciously pursued and the lack of a resolute nation branding drive results in image drift as other people carry out the nation branding initiative on behalf of the government, - often for their own selfish reasons!

Although, the West dominated the world in economics and politics in the 19th Century, things have since changed and economic, political, and cultural superiority is shifting as Asian countries are registering their presence on the global market. The Japanese, for example, launched their luxury Lexus that was quite comparable to Mercedes Benz. Emerging nation brands are learning to sell their cultural values by embedding their products in their nation branding strategy as such efforts to make such brands as Kia (Korea) and Tata (India) international bears testimony to this.

Nation branding has several strategic implications. Nations compete daily based on their nation brands at the global market for resources, tourism, investment and export markets. Spio (2011:32) observes that nations with unknown or poor reputations are perceptually and hence economically marginalised. They therefore do not feature highly in the minds of their global audience, a fact which adversely affects their commercial prospects. In addition, the emphasis of public opinion and attitude towards other nations is gaining prominence in international economics and politics. Public diplomacy seeks to define state activities and non-state players that are influential in sustaining and elevating a nation's soft power (Kemming, 2009:32). Traditional diplomacy is losing significance in the modern global context and the new paradigm requires that public diplomacy extend beyond the purview of consulates, ambassadors, and departments of international affairs. Governments should facilitate some collaboration amongst multiple actors outside the administrative realm across the business, academia, thinktanks, non-governmental organisations (NGOs), media and political parties. Public diplomacy now goes beyond traditional propaganda, advocating strongly influencing the public's psychosomatic and attitude forming processes.

2.3 Key Players in Nation Branding

A key issue in a nation branding strategy is to achieve internal stakeholder support and buy-in. Indeed, the most significant challenge in developing a nation brand strategy is bringing together and harmonise cross-sectional stakeholder activity (Kotler et al., 1993:21; Dinnie, 2008a:158; Balakrishnan, 2009:55). Andrew (2016:70) observes the internal dimensions of nation brands manifest through narratives that bring understanding on discourses and behaviour with regards the nation brand. In Figure 2.1 below, a fully-inclusive-stakeholder approach (FIST-approach) reveals the different stakeholders who partake in nation branding. This approach suggests the involvement of the civic groups, the business and general populace in the brand strategy construction process (Dinnie, 2008a:158). Successful nation brands are created when stakeholders have a shared vision and motivation. Achieving a shared vision is often the most difficult part, since interests tend to be diverse (Therkelsen & Halkier, 2004:27; Skinner, 2005:21; Hankinson, 2007:34). It remains crucial to build an all-encompassing brand that embraces the views of everyone affected. Achieving a strong and appealing brand identity is important to foster buy-in from stakeholders. Nation brand support and commitment from stakeholders is essential to promoting domestic and international image for the brand (Anholt, 2007b:13). Furthermore, buy-in from stakeholders has a domino effect on national consensus, national identity and social objectives (Anholt, 2007a:2).
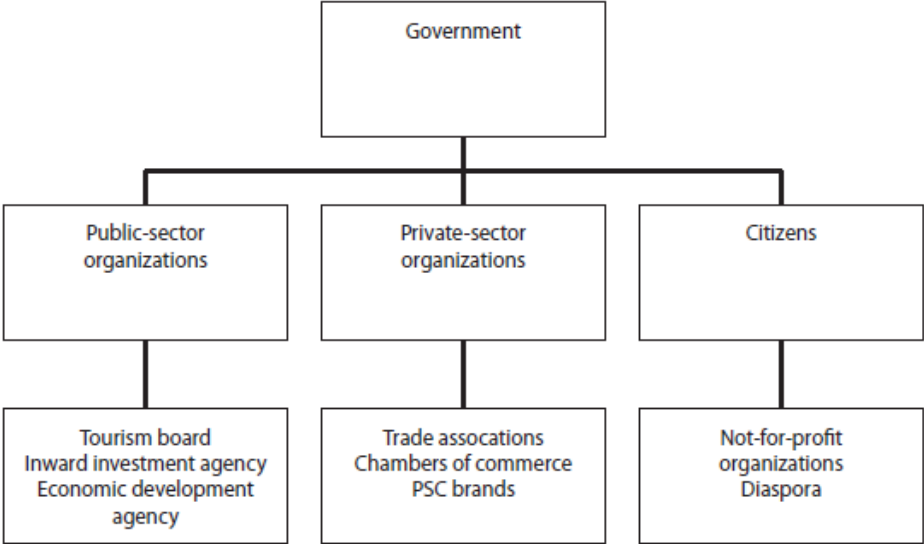
Figure 3: Key Players in Nation Branding

Source: Dinnie (2008: 188)

It is essential to achieve coordination amongst all key stakeholder groups to ensure the effective deployment of the capabilities and resources of the nation (Lee, 2009:57). It is also

noted that when there is stakeholder collaboration, national resource utilisation is optimised (Kotler et al., 1993:21). Essentially, nation brands need to be captivating, inspiring, and relevant across settings to ensure buy-in from stakeholder clusters (Anholt, 2007b:7; Lee, 2009:56; Giovanardi, 2015:598). The heterogeneity and diversity in countries' public is increased due to global mobility and resultant assimilation (Dinnie, 2008:159), which makes it essential to make the brand relevant across the different groups within the nation. In the absence of stakeholder collaboration, diverse and fragmented or at worst, contradictory and conflicting perceptions and images of the nation are communicated to world, and this could adversely affect the reputation of the nation (Dinnie, 2008a:160).

Moral suasion could be used to rally stakeholder support for the nation branding strategy (Quelch & Jocz, 2009:169). The national leadership plays a significant role as a nation brand champion and in influencing stakeholders, whose role must never be underestimated. Anholt (2007b:12) acknowledges that although governments have enough power to enforce a nation branding strategy on its stakeholders, doing so would be ineffective without independent buy-in. The fact remains that stakeholders must have confidence and belief in the brand's capacity to defend its espoused image. Stakeholders would thus never attempt to project their individual narrative on the nation's image (Therkelsen & Halkier, 2004:45). Successful branding requires national administration and strategy formulation that are open, clear, exposed, and truthful to influence all the stakeholders (Mihailovich, 2006:21; Anholt, 2007b:12; Dinnie, 2008a:160).

The strategy development process should largely be bottom-up, to promote the active participation and support of the stakeholders. The bottom-up approach increases the possibility of capturing the essence of the nation (Kavaratzis, 2004:21; Dinnie et al., 2009:45; Lee, 2009:56; Graan, 2016:103). This confirms the importance of inward-looking nation branding programmes. According to the research by Graan on Macedonia, internal marketing efforts regulate public communication and behaviour, which makes it easier to get local stakeholders to positively espouse nation branding activity.

In order to promote a unitary economic image across the industry, it is imperative to closely involve industry in the strategy-building agenda (Lee, 2009:54). Stakeholders should be encouraged to set aside personal differences and converge on the nation branding strategy (Anholt, 2007b:13). According to Mihailovich (2006:34), such convergence can be facilitated

by setting up associations that incorporate emigrants and special interest groups. Furthermore, a small group of brand champions can be identified to contribute to the brand communication process. When selected stakeholders become brand champions themselves, they influence other stakeholders in a practical way. When this happens, excitement is created around the brand and stakeholders speak ardently about their nation as brand ambassadors and knowledgeable nation advocates (Gilmore, 2002:11; Mihailovich, 2006:34). It should be borne in mind, however, that there are always antagonistic stakeholders who follow their individual interests (Therkelsen & Halkier, 2004:32).

The mandate to develop destination brands in most nations is carried by destination marketing organisations, most of which are in the public sector (Bjork, 2012:520). Destination marketing organisations, also known as national tourism organisations, include local government departments, regional development agencies, and tourist boards. Such agencies are charged with developing and managing their place brands through a series of interactions with a network of independently managed service institutions from both public and private sectors. Therefore, organisations that are engaged in destination marketing must coordinate (re)branding activities in a manner that guarantees optimal participation of key stakeholders in the process, if the exercise is to be successful. Hatch and Schultz (2003:13) observes that a business brand should address the interest of its multiple stakeholders if it is to be successful.

Gregory (2007:59) argues that centralisation in place marketing impedes destination development as it favours established destinations over emerging ones. The problem of centralising destination marketing can be addressed by engaging municipalities and councils and other stakeholders in branding destinations. This highlights the major role performed by stakeholders in place branding but fails to give specifics on modalities of stakeholder involvement in destination branding. Fiona, Frost, and Weiler (2011:15) conducted a study on brand identity in Australia and established that place branding requires the adoption of an all-inclusive approach that reflects the diversity of values constituting such destinations. The findings reinforce an earlier study by Gregory (2007:65) that posits that place branding should not be treated as an end but a means to an end. In his study, the writer observes that emphasis should be placed on what the destination offers as a basis for the branding process.

In a study by Kokkranikal, Cronje, and Butler (2011:31) on tourism activity in South Africa, it was established that viable tourism branding is possible when supported by a set of

integrated and coordinated activities to influence the perception of destination. The activities should be in harmony with economic policy and objectives. Their study only examined the stakeholders and policymakers and paid no attention to religious and cultural behaviour that influences stakeholder participation in tourism. In a different study done on Hawaii on the role of citizens in tourism branding, Choo, Park, and Petrick (2011:215) concluded that destination promotion agencies and suppliers need to appreciate the significance of the internal branding processes amongst citizens. Emphasis is placed on promoting a public feeling of ownership of the branding process and the brand.

Institutionalisation of the nation branding process is key in managing stakeholders and networks that promote the development of unique nation identities. The absence of an institutionalised approach to national identity and image management is cited as a major impediment in dealing with legacy issues in Greece. As a result, policymakers and the state administration do not have a common understanding of what defines Greekness (given the complex relationship of religion and national identity), making it very problematic for foreigners to appreciate Greece (Kavoura, 2014:36).

Yuksel, Yuksel, and Culha (2012:514) studied government officials' speeches on government policy and sustainable tourism programme in Turkey. It was established that the ministers' speeches were growth-focused, in keeping with the political trajectory of the leadership. Being key stakeholders within Government, defending government policy thrust on tourism was seriously embraced (Can-Seng, 2004:109). In Zimbabwe, no studies have been done to assess the degree of engagement and participation of stakeholders in nation branding.

2.4   Factors that Influence the Equity of a Nation's Brand

The challenge of nation branding is a daunting process (De Chernatony, 2006:21, in Dinnie, 2008a:155) notwithstanding the existence of branding frameworks that could be adopted. As seen from Fig 2.2 below, *brand awareness* (recognition, top of mind, brand dominance, brand knowledge and opinion), *brand associations (*publicity and commentaries, functional and non-functional attributes and capabilities), *perceived quality* (what is believed – real or fancied, from intrinsic and extrinsic attributes) and *brand loyalty* (repeated brand purchase behaviour) build brand equity.
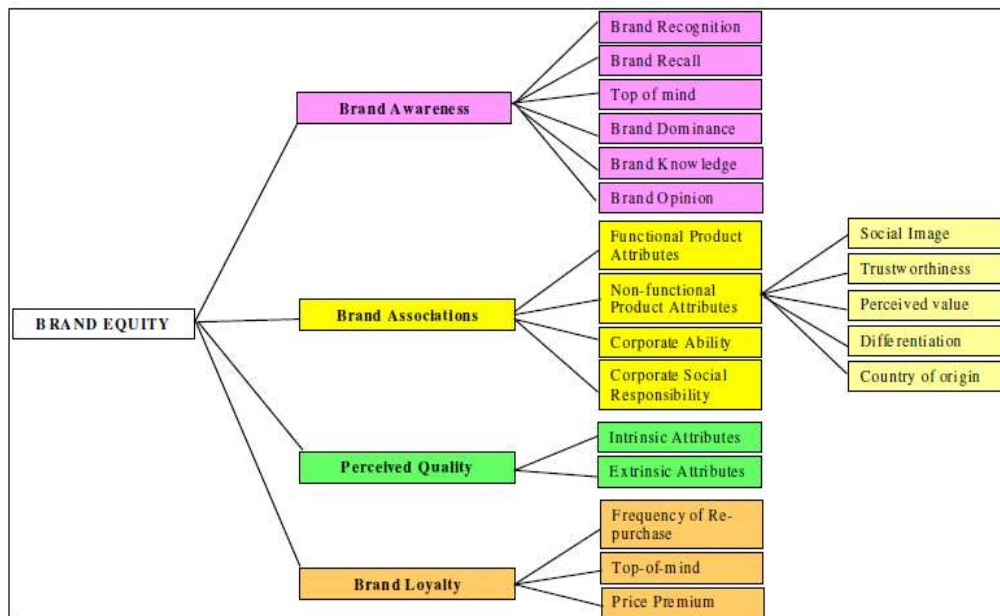
Figure 4. Customer-Based Brand Equity Framework

Source: Fayrene and Lee (2011:36)

According to Keller (2003a:67), brand awareness consists of brand recognition – the "consumer's ability to confirm prior exposure to the brand when given a brand as a cue" and brand recall – the "consumer's ability to retrieve the brand from memory when given the product category". Whilst brand awareness is important, Yousaf (2017:79) also emphasises the importance of brand associations in influencing consumer choice. This brings to the fore the significance of dealing with conceptions, misconceptions and stereotypes in brand building and management.

In a similar manner, Keller notes that brand image is, to an extent, a function of promotional programmes connecting favourable and distinct brand associations in the memory (2003:70). Brand associations are not only driven by promotion however, but also to a greater extent by brand familiarity, knowledge, word of mouth, held market beliefs for the brand: brand name, graphics, brand identity or influential personalities. The Customer-Based Brand Equity (CBBE) Model proposes "sequentially establishing six 'brand constructs' with customers" (Keller 2003a:75), which are presented graphically in Fig 5 below.
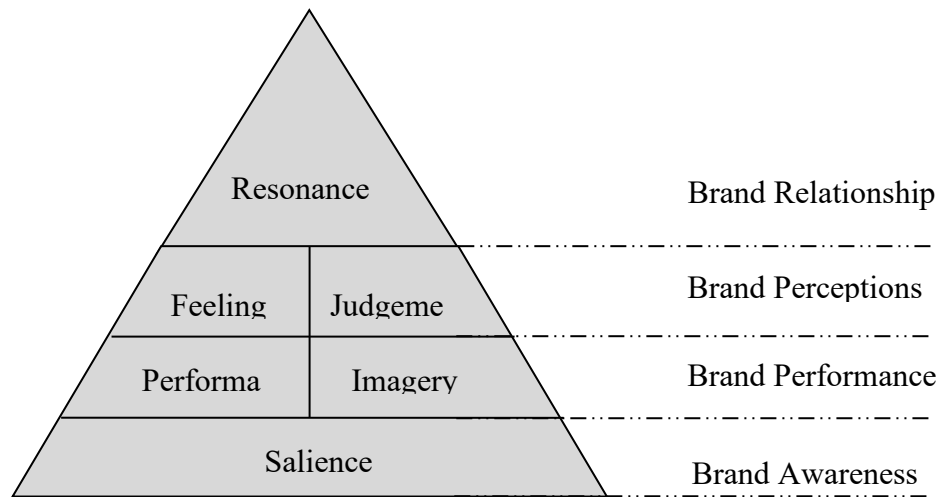
Figure 5: Customer-Based Brand Equity Pyramid

Adapted from: Keller 2003a:75

According to Keller (2003), *brand salience* speaks to the public awareness of the brand; brand *performance* focuses on meeting customers' functional requirements whilst *brand imagery* addresses the fulfilment of customers' emotional desires. Brand imagery thus reflects the brand quality perception (Fayrene and Lee, 2011:36 and Veloutsou and Guzmán, 2017:8). *Brand judgments* refer to customers' sentiments arising from performance and imagery. *Brand feelings* are the customers' sensational reactions to the brand, whilst *brand resonance* relates to the association and extent of the rapport between the customer and the brand.

Shimp and Saeed (1993:87) take nation brand equity (NBEQ) to be an emotional value, which emanates from consumers' mental pictures of and associations relating to a nation as a brand. Nation brand equity depends upon the knowledge that target consumers have about a nation brand (Aaker, 1991:12; Keller & Moorthi, 2003:28; Yousaf, 2017:84) and reflects the branding and brand management efforts pursued by a nation. Nations are encouraged to research on and understand their brand position against the four dimensions rather than rely on gut feelings (Dinnie, 2008a:159). Keller and Moorthi (2003:78) reiterate the importance of on-going research on a nation's brand equity. Akutsu (2001:32) quoted in Dinnie (2008b:45) also observes that "as with corporate brands, the equity of a country brand is resident in the minds of its targeted audiences".

Brand loyalty features prominently as a key element in the brand equity literature. Wu (2017:66) gives reference to the importance of the discourse n brand loyalty in nation brand

building. Brand building initiatives are focussed on creating differentiation and value for consumers as the basis for building brand advocacy (Kumar and Kaushik, 2017:126). Achieving high levels of customer brand loyalty is a vital performance metric in brand strategy. The consumer perspective for brand equity is more noteworthy and applicable in nation branding than the financial perspective.

The multiple stakeholders who aspire to influence the nation-branding outcome makes nation branding a complex process. Success in nation branding relies on the brand champions; whose conduct and behaviour should mirror the promised brand values. The principal values underlying the social character of a nation's people derive from government institutions and socio-cultural practices. Through their socio-economic connections, people develop a consciousness of their nation's fundamental ideologies and principles.

Pop and Macovei (2007:23) observe that nations aspire to gain a good reputation and international power, to obtain geo-strategic, economic, financial and cultural advantages, and to differentiate themselves. This conceptualisation was referred to by Olins (1992:2) as nation branding and by Anholt (2007b:3) as the competitive identity of a nation. Anholt (2010:11) suggests a shift in nation-branding discourse from a belief that the competitiveness of nations results from a 'naive and superficial' commercial branding process of advertising, promotion, and propaganda. Nation branding is such a complex paradigm that dwells on public perception and reality, mob consciousness, national identity, governance, ethos, and national cohesion. In their research on leadership and internal branding process, Terglav, Ruzzier and Kaše (2016:10) established that the leadership is critical in the internal branding process and in driving everyone's emotional attachment to the brand. The leadership has the power to enhance brand commitment for it influences the acquisition of brand knowledge, shared brand values, and shared perception of psychological engagement across the organisation.

Competitive identity reflects the combination of brand management and public diplomacy with commerce, investment, tourism and foreign trade promotion (Anholt, 2007b:13) and manifests in economic (in tourism, foreign investment and exports) and psychological (collective mental associations both domestically and abroad) terms. The role of competitive identity and reputation in influencing behaviour towards nations, especially in the contemporary globalising economic and market environment cannot be overemphasised (ibid).

In contested and competitive global markets, traders, visitors and investors make decisions based on what they have read and heard. According to Dinnie (2010:85),

> *"(...) all nations navigate through the complexity of the modern world armed with a few simple clichés, and these form the background of our opinions, even if we are not fully aware of this and do not always admit it to ourselves. Paris is about style, Japan about technology, Switzerland about wealth and precision, Rio de Janeiro about carnival and football, Tuscany about the good life, and most African nations about poverty, corruption, war, famine and disease."*

It is thus critical to note that people who are concerned about themselves and their countries should make every effort to develop informed, fair and balanced opinions about other people and their countries. Societies make conclusions based on the stereotypes associated with places and people. These stereotypes, whether favourable or adverse, profoundly influence the behaviour of people concerning others, citizens, organisations, governance systems, and products. Although this may genuinely be unfair, one cannot do anything to stop that. It is challenging a nation to convince people across the world to have better understanding of the richness of other countries and their cultures (Anholt, 2007b:13).

2.5   Influence of Nation Brand Image

Nations are being increasingly conscious of the importance of being actively involved in influencing how foreigners perceive them. Whilst tourist activity is the most evident expression of a nation as brand, its image, reputation, and nation brand values also affect its exports, people, investment and external funding prospects. The deepening rivalry arising from globalisation highlights the need to project a nation's individuality, values, and the aspects that make it an attractive brand. In a study by Wells and Wint (2000:23), it was reported that investors might have a negative impression of a country, whether this reflects the reality on the ground or is an unjust stereotype. This impression is what influences the eventual decision to invest. For this reason, the research recommends that countries work on addressing their negative reputation ahead of attempts to attract Foreign Direct Investment. It was also noted that prospective investors generally used their own personal judgements (interest) about an investment destination prior to making an investment decision. The main question that arises is, of what significance is the country's existing nation brand to Foreign

Direct Investment (FDI) inflows, tourism, exports, and to talent? Kalamova and Konrad (2009:21) established in their study a positive correlation of nation brand performance and Foreign Direct Investment.

2.5.1 Influence of Nation Brand on Tourism

Positive nation brands enjoy a relative pull effect for tourist activity in their countries. According to Dinnie (2010:85), if a nation is essentially having tourist appeal, it may also attract market-seeking investors considering investments in hotel infrastructure, resorts or provision of travel and holiday services. The attractive nation brand would trigger ripple effects that translate to a trajectory of tourism-based development. Correspondingly, business tourism, ecotourism, religious tourism, sporting tourism can potentially boost the image of a nation as a destination.

2.5.2 Influence of Nation Brand on Exports

There is a positive knock-on effect on a nation's products arising from its nation brand associations. Joseph (2016:4) observes that the German nation brand is an integral cog in the development and growth of exports arising from the *'Made in Germany'* effect. There is therefore a clear positive association between the nation brand and the nation's export brands in what is technically referred to as the *country of origin* (COO) effect. A nation that leverages on positive COO effect, a favourable *'made in'* association with quality, durability, reliability, status and other affirming stereotypes, tends to export more, attract both efficiency and market-seeking investors and receive more visitors.

2.5.3 Influence of Nation Brand on Governance

Nation brand image potentially influences the behaviour of national leadership with regards government policy at both domestic and international levels. The leadership of a regional or international powerhouse is essentially compelled to behave in such a way that is in keeping with the country's reputation and image. The governance approach then affects the other cogs that make up the nation brand. Hannigan and Richards (2017:94) aver that successful branding persuades stakeholders to support government development plans. Governance factors, which include government policy on international relations, investment, trade,

tourism, bureaucracy, property rights, and monetary control, are intrinsic for nation brand stakeholders involved in perception building.

2.5.4 Effect of Nation Brand on Investment and Immigration

The perception and image of a country's socio-economic circumstances influences prospective investors and immigrants' willingness to settle in each nation. Papadopoulos, Hamzaoui-Essoussi and El Banna (2016:615-628) observe that whilst there are a number of reasons that influence investment decisions and behaviour, nation brand effect plays a part in the process. The image of a country has a significant bearing on investment decisions given that investment projects demand re-location (temporary or otherwise) to the country by the investor or an executive team. The practical implication of this is that countries perceived to be hostile or non-attractive constitute a disincentive to travel and investment.

2.5.5 Effect of a Nation Brand on People

Browning (2015:156) submits that nation branding processes should be considered as a state response to the need to stimulate citizens' and the entire nation's sense of "ontological security and (self)-esteem". He cites such branding campaigns as *"Cool Britannia," "Incredible India," "Creative Denmark," "Iceland Naturally,"* and *"Chile, All Ways Surprising"* having a domino effect on both the external and internal audience. The question of national sentiment and social cohesion are gaining prominence for governments in this age of "*global nationalism*," (Sklair 2001). Aronczyk (2016:14) posits that the debate on nation branding is on its role in a milieu of new nationalism characterised by ugly and antagonistic national sentiment. Volcic and Andrejevic (2011:607) opine that nation branding offers a viable option for people's allegiances in times where philosophies and political agendas are losing relevance. Nation branding activity tends to provide a unique spirit of affiliation and sanctuary. It is viewed as contemporary form of nationalism that seeks to remind citizens who they are, while propping their yearning for national collectivism thus increasing the sense of pride in their nation (Varga, 2016:14).

2.5.6 Effect of Culture on Nation Brands

The perception of a nation's way of life, historical background and milestones has the potential to influence stakeholder behaviour. Smallbone (2008:2) opines that in countries seeking to mobilise FDI, visitor traffic and exports, policy makers should realise that they compete with a host of other nations sharing similar characteristics, thereby undermining their competitive position. The author further warns of the *'race to the bottom'* in which nations end up competing on financial or economic terms to the level of jeopardising each other. As with business strategy, competition between places based on non-price advantages is ultimately more sustainable than that based on price alone (Smallbone, 2008:2). Significantly, according to a 2007 research by UNIDO, investors rank incentive packages 13th on factors influencing investment decision, after such aspects as quality of life (11th), and market potential (8th) (UNCTAD, 2011:13). The ranking means that the investment incentives often extended by governments to prospective international investors are, to an extent insignificant in the global market space.

2.6   Nation Branding Strategy

A review of the work by Molenaar (2015) shows the significance of nation branding to remedy a negative image, based on the experience of Mexico, which endured years of political turmoil, authoritarianism, civil strife and insurgencies. Mexico then opened its economy at the end of the twentieth century with the nation transitioning into an egalitarian marking the end to a prolonged era of one-party rule. Although the new dispensation brought optimism about the future of Mexico, the nation suffered from a negative image hangover associated with drug abuse and drug dealing, violence, systematic crime, unethical conduct and inequity that defined its national legacy. Such a damaging identity-image gap was managed by conscious nation branding strategies.

According to Dinnie (2008a:159), a nation branding strategy should typically address key issues namely: *where are we now; where do we want to go; and how do we get there*? The primary and logical starting point should be "to conduct a market assessment' so that the formulation process is based on a firm understanding of the espoused values and beliefs. The behaviour and motivation of targeted audiences, competing nations, the global trends, the current realities, and perceptions or misperceptions on the nation must be clear. Therkelsen

and Halkier (2004:14) submit that a present brand identity and realities assessment precedes effective nation branding strategy. The definition of a national brand vision and goals follows, based on the information derived from the brand assessment done. Rangan et al. (2006:11), Pike (2005:45), Spithoven (2000:21), and Balakrishnan (2009:58) also aver that the definition of visioning and goals should project the future but pay attention to the status quo. In addition, it is also vital that the macro trends are considered during the process to synchronise the current and future factors facing the nation (Gilmore, 2002:44). The authors concur that assessment should precede vision formulation. Market research is a primary step to inform the strategy formulation process.

After the visioning and goals setting, the nation brand value proposition and positioning are established, based on the aspirations of the country. A country's competitive positioning statement could ride on a carefully considered nation flagship products and services (Loewendahl, 2001:45). In addition, it is essential that the positioning be derived from the trends established by empirical evidence to ensure that the nation appropriately positions itself in the wave of global change (Anholt, 2007b:6). The positioning should ordinarily be based on the national goals to support the national development agenda (Kotler et al., 1993:5).

As such, nation branding strategy formulation process ought to dovetail the nation's overall development strategy in order to harmonise and create a supportive environment. When nation brand strategy is operationalised effectively, it leverages the economic image of a nation, which increases inward investment, ultimately changing the country's COO effect for export purposes. There is consensus that national branding is a phased process (Anholt, 2007b:9; Dinnie, 2010:85). Dinnie (2010:89) came up with a list of essential stages in coming up with a national branding strategy. These are presented in the succeeding sub-sections.

2.6.1 Nation Brand Vision and Mission

According to Dinnie (2010:85), the first step in nation branding is coming up with a nation brand vision and brand mission statement. The mission relates to the nation's ideology, a long-term proclamation of national strategic intent. The vision, on the other hand, is the future path for the brand, its envisaged future ideal outlook and position (Roll, 2007:65). A nation's brand vision could be to develop its perceptual circumstance or image; fortify the nation's economics with regards its foreign trade, inbound investment and tourism. It could also be a national vision to make the nation a destination of choice.

2.6.2 Internal and External Perception Audit

The significance of auditing public opinion and perception cannot be over-emphasised in nation branding strategy. Reibstein (2017) submits that a positive perception of a nation promotes international commerce whilst negative perceptions adversely affects commercial activity. Perceptions exist and are a reality, and although some governments may not agree with some perception assessments, responsible nations should only work to address any misperceptions (gap between self-perception and external perception). Where negative perception accurately reflects the reality, a nation should work decisively to alter such a reality (policies). However, when negative perceptions are largely inaccurate, a nation needs to work on altering the world's view towards the country.

The perception audit process involves extensive engagement with a nation's political and opinion-makers, artistes, publicity and advertising practitioners, academics, civic leaders, public and business leaders, entrepreneurs and journalists. Schoeman and Thuynsma (2017:7) in their review of seminary work on nation branding in South Africa, observe the importance of social cohesion in nation branding discourse. The audit should therefore assess the level of cohesion across communities and uncover issues that could threaten the existence of a unified 'imagined community', as suggested by Anderson (1983). The audit process should also include foreign nationalities, businesspeople, tourists and international development partners.

Over and above the internal perception audit, it is also necessary to assess the country's current competitive position at a global level. Jobber (2004:46) recognises that competitor analysis should ascertain current and potential competing countries, their relative points of difference, points of strength and weakness and their strategies and objectives. Dinnie

(2008a:160) developed a Nation Brand Competitor Analysis tool, a matrix used to analyse the nation brand's performance in key dimensions of national brand activity in tourism, FDI, exports and talent attraction.

2.6.3 Nation Brand Goal Setting

Goal setting is very crucial in nation brand planning as it enables people to have clarity on the strategic intent before the start of the strategic period. Grant (2008:4) asserts that the purpose of setting nation brand goals is to translate vision and mission statement into explicit performance standards. According to Council (2004:2), goals are milestones for monitoring an institution's performance. Forman and Argenti (2005:11) suggest that the goal setting process should embrace time horizons that capture both the short and long-term perspectives. The nation brand objectives could aim to improve, among other things, nation brand image, international relations, direct foreign investment, tourist arrivals, national cohesion, national income, and the quality of *made-in-a* nation merchandise.

2.6.4 Sub-Brand Strategy Formulation

The strategic interventions can now be formulated in the context of the environmental assessment, a clear vision position and strategic objectives. The strategic prescriptions adopted by business organisations can also be applied to nation branding with adaptation, of course. Clarity on the scope of the nation branding and market segmentation approach helps a nation to effectively compete through the different sub-sectors, as discussed in the following paragraphs.

2.6.4.1 Exports Sub-Brand Strategy

Drawing from South Korea's experience, Dinnie (2010:86) avers that a nation could establish an export support fund intended to help finance product improvement and competitiveness. Additionally, industrial innovation and research centres could be set up nation-wide to help create and incubate new designs and improve the quality of products manufactured by the exporting SMEs. Exporting companies could be encouraged to adopt and embed the 'umbrella brand' name, logo, national emblem, languages, or symbols in their promotional activity. Chitty (2016:95) contends that local manufacturers and exporters, as the drivers of the export nation brand, should help to project the brand appropriately by integrating the

brand identity and values in their product branding and promotional activity. To effectively leverage the nation brand, the parent brand and subordinate brand equities require some evaluation to ascertain their respective economic input and prospective worth (Olins, 2012:5). They may also need to be completely realigned.

2.6.4.2 Investment Sub-Brand Strategy

A nation seeking to attract Foreign Direct Investment should assess their administrative processes and requirements for streamlining them to make them simple, fast and efficient. Improved registration procedures, publicity campaigns could generate awareness that will benefit the nation's investment brand. A country also needs to address matters relating to support infrastructure and ease of doing business by investing in efficient and world-standard infrastructure for roads, railway networks, water, and power supply. Olins (2013) asserts that targeted international promotional programmes could be set up to enhance the economic profile of a nation in the targeted investing nations. Noticeable and real facts confirmed by the executives of foreign companies already involved in a country could help to attract favourable attention of investors in targeted nations. The focus of the promotional message could be issued by several business leaders of repute relating their first-hand experiences to confirm the nature of a nation's business operating environment.

2.6.4.3 Tourism Sub-Brand Strategy

The entire spectrum of tourism players, from transporters to hoteliers to art and culture and tour operators, need to contribute towards the formulation of the tourism brand strategy. An all-inclusive approach to the strategy development process is likely to achieve support and confluence in defining the tourism product to be offered to targeted markets. All beneficiaries of the sector should be allowed equal involvement in the branding process to avoid the risk of the process being hijacked by dominant players in the industry. Relevant messaging should be crafted in accordance with a collective tourism stakeholder agreement relating to the tourism brand's promise, content and values. A national tourism board could be central in developing brand-orientation programmes for all employees of the sector. The espoused nation brand values should influence the personality of the tourism board and players and operators under its purview. As seen in the example of Egypt, a nation could raise her national income massively by developing its tourism (Dinnie, 2010:86).

2.6.4.5 Arts and Culture Sub-Brand Strategy

Yusuf (2009:56) opines that countries should seek to raise their cultural capital. Government effort in using culture as a device for authentic re-branding may prove effective. A unit could be established to manage the media content of the locally produced music, movies and software. For a nation to become an outstanding contents superpower following such nations as USA, UK and Japan, there is need for content libraries and excellent rewards for content designers to inspire greater creativity. There may be need to enhance a country's human capacity and competencies, recognition of the talent of and remuneration of exceptional artists, and the creation of institutions of higher learning (Dinnie, 2008a:165).

Several administrative provisions could help to align the arts and culture sub-brand to the nation branding strategy. The institutionalisation of copyright and protection of intellectual property legislation to protect local artists is paramount. Moreover, to enhance global competitiveness, performing artists require to be organised and co-ordinated to make international tours and participate in international art and cultural festivals. Local artists could be assembled and coordinated to produce unique, genuine, spirited and traditionally themed songs that can be performed during both international and national events. Literary works encompassing guided local novel writing, poetry, drama and theatre performances reflect the country's core values and purpose (Anholt, 2007b:11; Dinnie, 2008a:167). These are the means by which nations can showcase their cultures, souls, and identities. When literary works are produced synergistically, they make a bold spirited pronouncement of a country's uniqueness, which can potentially boost tourism and exports.

Integrating sporting and gaming into the nation brand package could be a significant positioning tool. Participating in or hosting intercontinental sporting programmes such as the Para Olympic games and soccer tournaments could contribute greatly to projecting a nation on the global scene. Events can be a useful of creating impressions, building the reputation and image of places. It is widely believed that the 2010 World Cup in SA changed the image of South Africa and that of Africa at large (Dinnie, 2008a:165).

2.6.4.6 The People Sub-Brand Strategy

Countries should have a strong nationalistic sentiment and shared vision if they are to succeed in projecting a strong international brand. As already mentioned, social and national cohesion is essential to nation branding. Rallying the country together and placing emphasis on nationhood that all citizens across political, civic and religious divide, including citizens in the Diaspora is important. Dinnie (2010:229) avers that the use of national events such as the Independence Day has great potential to bring people together and instil a sense of interest and national pride.

One country could ride on its people's inherent nature of hospitality and friendliness as compared to competing countries, where the citizens could be hostile and discriminatory. Another country, meanwhile, could ride on its people's high education levels, skills and competence, innovativeness and creativity profile and positive attitude towards work. A deliberate strategy to develop an enviable quality in a country's people is critical for nation branding. By way of example, the element of hospitality was embedded into the re-branding campaign slogan '*Good People, Great Nation*' in Nigeria, Nworah (2009:12). It should be pointed out, however, that people branding is much more than impressing and demanding certain behaviour from a country's people. The nationals should be encouraged to appreciate and embrace a set of values and support the nation branding effort as worthwhile. Programmes should be continuously pursued to develop a more applied process of instilling a set of predefined qualities in a nation's people.

Since the Diaspora community can be a strategic pillar for the people sub-strategy. An activation programme targeted at the Diaspora community is a strategic imperative. Countries experiencing monetary constraints can potentially tap from an activated Diaspora network (Dinnie, 2008:167). This network could provide invaluable support to national programmes through their home remittances (poverty alleviation), attract FDI through the involvement of strategically placed top executives in multinational companies and motivate other potential visitors and investors to include the country in their 'holiday shopping basket'. Noteworthy examples are nations such as China, which attracted 70% of their FDI from its nationals in the Diaspora, while Haiti and Jordan both got around 20% of their national income from Diaspora associations (Torries & Kuznetsor, 2006:21).

2.6.4.7 Communication & Media Strategy

Communication and media strategy play a pivotal role in the implementation and management of nation brand campaigns. The media plays a very important role in society in general. The mass media (radio, television, print journalism) has an influence in the provision of information and messaging that can shape popular sentiment (Human Security Centre, 2009:21). There is marked growth in the traction of the media, especially the social media in socio-political spheres, which highlights its role in nation branding (Ali, 2011:32).

As part of the public relations component of a nation brand strategy, the organisation of international events to influence media content should be explored. The Middle East experience shows the power of owning influential international media as evidenced by the role played by Al-Jazeera in promoting Qatar as a destination (Zeineddine 2017:217). As part of the strategy, Qatar created various media resources including the Al Jazeera news network, global sporting events and numerous cultural and educational exchange programmes. Third party and opinion leader endorsement managed international events, effective media engagement, informational and educative excursions for foreign journalists, and international road shows by the country's leadership and embassies could help attract the needed attention. Nation brand communication is such vital tool for propagating the enshrined values of a nation brand. Communication could be done through various platforms including print media, outdoor billboards at global airports, internet (websites and social platforms), and television networks. The biggest issue that require attention is to ensure dissemination of coordinated and consistent messages across all platforms from all brand touch points, both controlled and uncontrolled (Graan, 2016:78).

The use of viral advertising, brand ambassadorship and opinion leadership programming as facets of brand communication could be used to stimulate positive opinion. Social media is growing as a medium for transmitting information and messages across continents (Harris, 2013:19). A nation branding team could consider making use of social platforms such as Tweeter, Facebook and Instagram to positively influence public opinion. As suggested earlier, third party endorsements by foreign investors and tourists could be encouraged to blog about their first-hand nation brand experiences (Isibor, 2014:48). Associated with the use of opinion leaders is that of using nation brand ambassadors of good character who are held in high esteem and well respected. The choice of brand ambassadors is very important. Figures such as Roger Federer of Switzerland and Ronaldo of Brazil, the late Prof. Wole Soyinka and Prof.

C. Achebe; Austin Jay Jay Okocha, the late Nelson Mandela, Justin Trudeau, John F. Kennedy, Julius Mwalimu Nyerere, Kwame Nkrumah, and Oliver Mtukudzi could be used as nation brand faces.

2.6.5   Strategy Implementation

Most strategic plans fall on implementation. The coordination of nation brand touch points is very critical in brand strategy management (Dinnie 2010:224). The nation brand touch points consist of pre-determined and managed branding activities including media relations, publicity, public relations, international diplomacy, and event management and unplanned occurrences that affect the brand, such as behaviour of people associated with the brand, blogs, social media and internet activity. Dinnie (2010:224) observes that major challenges in strategy implementation include establishing a supportive control environment, management of change, creating suitable structures and processes, management of cross-functional and sectoral relationships and external relationship management. Many countries face the challenge of coordinating the entire nation branding activity across all touch points. Setting up a coordinating body or entity that is apolitical and run as a confluence for all the stakeholders proved successful for Switzerland, as observed by Dinnie (2008:81).

Olins (2013) also stated that nations could also consider using celebrated individuals and personalities to influence impressions and perceptions over their nations. The positive image and fame that the icon and celebrity enjoy is transferred to the nation as it has a *gestalt* effect. The use of icons and celebrities has a downside, since the fall of the icon or celebrity has a damaging halo effect on the reputation and perception of the nation brand. Presidents or Prime Ministers are also like the CEOs and the brand champions of their nations. The international community make inferences about the nature and personality of a nation brand and form opinions on a nation based on what they hear or have seen in people that represent a given nation. Olins also observes that whilst there has been a growing awareness of the need to consider views of the external audience, it is equally crucial to consider domestic audiences, who influence the perception and impression of the external audience.

Moreover, the ability to execute strategy often separates success from failure of strategies (Jooste and Fourie, 2009:4). Strategy deployment is crucial for success, and it is a methodical process or a consistent set of connected programmes that allows an institution to make its

strategy work. Without a vigilant and deliberate implementation mechanism, strategic objectives are difficult to achieve. Formulating strategy implementation coherently can be a daunting task for brand project managers. Several issues, including political play, apathy, and resistance to change often impinge on implementation (Perry, 2008:3).

According to Flack (2010:21), the brand strategy execution process entails driving all touch points to ensure that the strategic imperative adopted works to achieve its intended objectives. The implementation task is largely activity-driven, operational and crosscutting (Kaplan and Norton, 2004:34). Kirkpatrick (2005:56) notes that the main administrative issues associated with strategy implementation include designing a capable organisation to drive the strategy. Temporal (2015) opines that branding countries need to design appropriate structures to ensure that brand strategy execution is done consistently in line with the global market changes, changes in national priorities and competitive dynamics. He further cautions that nation brands are very important for their economies, implying that nation brand management should be handled at very high levels.

The strategic blueprint needs to be anchored by leadership, policy and control environment that carries an appropriate consciousness and commitment (Johnson and Scholes, 2010:24). According to Grant (2008:78), effective execution of a nation brand strategy considers making a 'strategic fit' between the internal environment and the strategy. The most effectual of the 'strategic fits' occur between nation brand strategy and institutional capabilities, between strategy and policy and internal support and control systems, and between strategy and the nation's value and culture. Strategic fit is essential for successful nation branding, uniting stakeholders towards pursuit, and attaining brand objectives (Lehner, 2004:45).

2.6.6 Institutionalisation of Strategy

Strategies, in whatever context, business organisation or nation, are institutionalised and operationalised through structural review, cultural alignment, and leadership. Owing to the multi-faceted nature of a nation brand, Joseph (2016:5) recommends the adoption of the Strategic Business Unit (SBU) framework to institutionalise nation branding strategy. The implementation of the SBU structure entails that each subordinate brand develops its image that dovetails into the entire nation brand image. For effective brand leadership to take place, a well-designed and credible organisation or harmonising task force could be established by the government. The composition of the coordinating team should reflect the inclusivity of multiple stakeholders around the nation branding undertaking. Members could be individuals with intercontinental exposure and involvement in exports, tourism, public diplomacy, sports and political and civic leadership (Molanen & Rainisto, 2009:87; Giovanardi, 2015:598). The team then assumes the responsibility of creating a nation brand vision and coordinating activities across the different sub-brands including reporting to the presidency.

In developing a nation brand, interest is paid to the internal branding process, which should ensure the necessary acceptance and support from the broad spectrum of nation brand stakeholders. During the process, due consideration should be paid to urban-rural bipolarity, cultural and ethnic diversity, political and religious differences (Dinnie, 2008a:162). The vision and the underlying aim of the nation branding process should be clearly communicated to internal stakeholders for their contribution or information. Drawing from the French experience, triumphant stories and confirmations from appropriate sources need to be publicised, and challenges should also be communicated to stakeholders from time to time.

Socio-cultural approaches that could be considered for adoption to institutionalise the nation brand include celebrating national days and historical personalities. National day celebrations are probably the best platforms for promoting national interest, national pride and social cohesion. National day celebrations may also be held in foreign countries to rally a country's Diaspora community to nationhood (Nworah, 2007:45). The promotion of indigenous fashion; preservation of cultural values and customs; development of positive attitude towards work, foreign visitors, and local products; ethics in business practice; consistency in policy administration and constitutionalism are possible levers for nationhood.

2.6.7 Strategic Control and Evaluation

Nation brand strategies should be monitored and controlled with the passage of time. Conventional management tools can be deployed by nations to monitor on-going branding activity to measure brand against set performance indicators. Performance measurement is vital for timely corrective action to improve overall brand performance. For a nation brand, performance areas and standards could focus on the quality of and consequent attitude towards local products, tourist arrivals, length of stay and spend; the level of direct foreign investment, inflation, lending rate; the calibre of university graduates; power supply; infrastructure development; GDP or GNI, technological innovation; media image and criminality, Nworah (2007:34). If a nation performs well in any of the set parameters, then communication should be made to concerned stakeholders to encourage even higher performance. Similarly, poor performance in any parameter should be communicated to encourage corrective action.

Johnson and Scholes (2010:67) also opine that it is during review that emergent strategies arise to deal with realities on the ground. New conditions always develop and arise that demand realignment of strategic initiatives. Performance metrics may need to be revised in keeping to new dynamics and outlook (Flack, 2010:78). The quest for a more effective nation branding strategy is an on-going process (Lynch, 2006:89). Admittedly, at times, some aspects of the strategy implementation do not go as planned or progress may be faster in some areas than in others.

Budgetary reviews, policy reforms and alignment, restructuring, human resource changes, are some of the forms of reorganisation and reorientation that often follow strategic monitoring and review. Since nothing in brand strategic management is cast in stone, evaluating performance, assessing vicissitudes in the environment, and effecting changes are normal and essential aspects of the strategic brand management process (Flack, 2010:79). Finally, the seven stages presented in preceding paragraphs should be followed when a nation is coming up with a nation branding strategy. There is a need to project a positive image of a nation in the media, especially on the international scene.

2.7 Nation Branding Challenges

Despite the growing popularity of nation branding amongst economic development practitioners, it remains a case of both the good and ugly world in terms of policy approach to business attraction, (Cleave, 2016:220). Nation branding has its own challenges. It was condemned by local and regional administrations as a total remedy for a range of issues A number of governments have been condemned for abusing nation branding, particularly when attempts are made to use graphics and mottos to gloss over issues as a way of creating a progressive brand image (Braun et al., 2014:66)

Anwar (2018) avers that nations should ensure that they do not treat nation-branding exercises as mere creation of logos and slogans. Rather, they ought to regard the process as a strategic, comprehensive and inclusive undertaking by major stakeholders of a nation. Building a nation brand is much more than creating and communicating a garland of claims in the hope of altering the perception of individuals across the world. Most of the failed nation branding projects are largely propaganda efforts. Propaganda only works with total control over the minds of the target audience but does not work across the digitally connected global village. Information is readily available and travels much faster than advertisements. What is required is comprehensive strategic planning and implementation to change perceptions towards a desired image status.

Malcolm et al (2017) contribute to the discourse on failed nation branding projects, opining that failure may be attributable to (a combination of) several factors, which include:

1. Failure to create a unitary and clear nation brand purpose;
2. Confusing marketing communication with strategy;
3. A politically driven, short-term approach;
4. Failure to recognise the complexity of crafting an effective and lasting strategy;
5. Failure to achieve true consensus on strategy and a future vision for the nation through meaningful consultation and engagement;
6. Poor or non-existent management of coordination and assessment of the project; and
7. Lack of appropriate funding for strategy formulation and implementation.

In an interview with *The Guardian*, Jose Torres (2017), an expert of nation branding practice, observes that most nation branding strategies fail mainly because governments lack the

capability to manage these strategies. Political expediency often interferes with practicality and long-term nation brand objectives. Torres further submits that in some cases, newly elected governments roll back on the ideas of their predecessors or rely on superficial advertising. At worst, citizens feel disenfranchised because of a nation branding campaign, or may even rebel against it.

2.8   Summary of the Section

This section reviewed of literature on nation branding and its importance. The effects of a nation's brand image on tourism, exports, investment, governance, people, and culture were also discussed. Key findings from the literature suggests that in order to effectively formulate a nation branding strategy, it is crucial to conduct a research targeting key consumers of the nation brand, competitors and assessment of the current situation and perception of the consumers. A good comparative analysis of how the nation is performing in relation to its peers and issues around current possibilities and challenges. Visioning and goal setting are an integral part of the process and need to be guided by research on target audiences, competing countries, trends, the current realities of the nation and perceptions and stereotypes about the nation. Establishing brand values and the brand positioning follow and derive from the national philosophy and national dream. The development of a nation-branding programme should be in keeping with the brand vision, objectives, ideals and the brand positioning to ensure consistency and coherence across the brand touch points. The next section presents review of literature on theories of nation branding.

PART B: REVIEW OF THEORIES OF NATION BRANDING

2.9 Introduction

This section presents a review of four theories on the concept of nation branding namely: Anholt's Nation Brand Hexagon, Dinnie's Nation Brand Equity Management Strategy, Balakrishan's 2009 Development of a Nation Branding Strategy Model, and Lee's 2009 Model for Development of a Nation's Brand. The key lessons from theoretical literature review provide insights on how Zimbabwe's nation branding strategy should be formulated.

2.9.1 Anholt's Nation Brand Hexagon

The Nation Brand Hexagon theory offers a systematic and sound approach to ranking of global nation brands (Anholt, 2008:2). The theory is based on the notion that the power and influence of a nation brand can be ascertained in a consolidated score comprising six brand facets. These six facets should be coordinated in a way that unifies the overall message relating to the nation and highlighting its selling points. Figure 6 shows Anholt's Nation Brand Hexagon.

Figure 6: Anholt's Nation Brand Hexagon

Adapted from: Anholt (2008:32)

The following are explanations of the interplay of the variables or sectors identified by Anholt in 2008:

Exports: This dimension determines the public perception of merchandise and services originating from a nation and the degree to which customers consciously search for or avoid products from a COO. Export competitiveness is a function of the intrinsic product quality and perception of the quality and the country of origin associations.

Governance: This aspect measures public views about the level of a nation's administrative competence, capability and egalitarianism. This dimension attempts to describe people's opinions of the nation's regime, together with the perceptions about universal issues such as democracy, impartiality, poverty eradication and care of the natural ecosystem.

Culture and Heritage: This aspect seeks to make public international opinions of each nation's tradition and appreciation for its modern philosophy, including video and photography, musicology, arts, sporting, and literary works. Each nation has a unique culture and heritage. It is the global view that could be very subjective, however, because of the failure to appreciate the uniqueness of the nation.

People: This dimension seeks to measure the reputation of a nation's people level of competence, skill, academic profile, honesty and pleasantness and other characteristics, including potential levels of unfriendliness, aggression and discrimination.

Tourism: The aspect focuses on the interest in visiting a nation based on its natural and manmade attractions. Some nations are better endowed with natural attractions whilst other nations have created artificial draw cards to attract tourists.

Investment and Immigration: This dimension refers to the power to attract investment, foreigners to immigrate for purposes of permanent stay, employment or education in a nation and demonstrates how a nation's socio-economic status is perceived. Emphasis is on the ability of the environment to draw capital investment and the inward mobility of people (especially expatriate workers and students).

2.9.2 Dinnie's Nation Brand Equity Management Strategy

Since this research seeks to develop a nation brand equity management strategy and branding framework, it was informed by a nation brand equity (NBEQ) model by Dinnie (2008:12). The model is based on the conceptual understanding that nation brand equity is influenced by the innate, nurtured, vicarious, and disseminated assets of a nation. The model regards internal assets "as innate (iconography, landscape and culture) or nurtured (internal buy-in, support of the arts) and external assets as vicarious (nation image perceptions, external portrayal in popular culture) or disseminated (brand ambassadors, the Diaspora, branded exports). Nation brand equity is thus a summation of intangible and tangible internal and external assets (and liabilities) that relate to the nation in question" Dinnie 2008a:159). The model is graphically presented as in Figure 7.
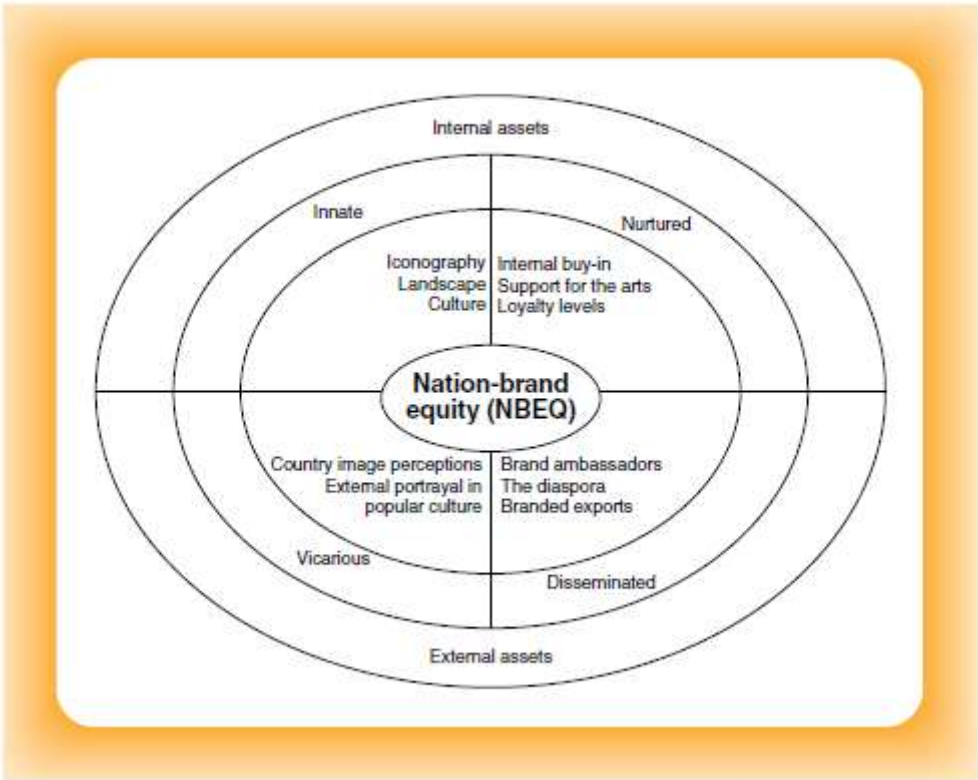
Figure 7: Model of Asset-Based Nation Brand Equity

Source: Dinnie (2008a:160)

Dinnie (2008a:163) describes NBEQ as the perceptible and imperceptible, external and internal assets (or liabilities) of a nation. From this conceptualisation, the innate, natured, vicarious, and disseminated assets of a nation influence the nation brand equity. The model

presents internal assets as innate (iconography, landscape and culture) or nurtured (internal buy-in, support of the arts) and external assets as vicarious (nation image perceptions, external portrayal in popular culture) or disseminated (brand ambassadors, the Diaspora, branded exports). Nation brand equity is thus a summation of intangible and tangible assets (and liabilities) that relate to the nation in question (Dinnie, 2008a:164).

Internal Assets

According to Figure 2.9.2, Dinnie (2008a:164) proposes that internal assets are things that add value to the nation brand and that the nation has direct control over. Internal assets are innate when their features are enduring and capture national identity and the essence of the nation including the nation's culture, iconography and landscape. Nurtured assets derive from current deliberate attempts to create a congenial atmosphere for brand equity development and include patriotism, positive national sentiment, domestic support and support for the arts.

The innate assets (iconography, landscape, and culture) are those that distinguish a nation the most. Iconography includes such things as national flags, visual symbols, places, personalities, and products that wield a specific reputation at the global market. As Nelson Mandela could be an icon for South Africa, Scotch whisky could be an icon for Scotland, as Hollywood is an icon for the United States of America. Dinnie (2008a:164) observes that landscape including cities, places such as the colourful lagoons and unusual rock formations and volcanic craters in the Uyuni salt in Bolivia are uniquely Bolivian. These play a powerful role in defining the essence of a country and are therefore a key component in nation branding. Similarly, traditional customs and cultural practices may influence the recognition of a nation by foreigners and provide a unique and authentic basis for national identity. Caution may need to be exercised, however, as these may also procreate the perception that the nation is uncivilised and backward, thereby derailing efforts to portray the nation as vibrant modern economy (Dinnie, 2008a:164).

Music, movies, literal works, language, and sport are a manifestation of culture that can help to determine perceptions of a nation image. Dinnie (2008a:165) observes that damaging opinions associated with a nation's politics can be potentially reduced by favourable associations made with the nation's culture. He points to the global demand for America's film products to illustrate the compensatory effect of culture against the hostility in many parts of the world and American dominant stance on the international front.

Nurtured assets (internal buy-in, support for arts, loyalty levels), according to Dinnie (2008a:161) are one source of nation brand equity challenge often overlooked by researchers and nations. This normally poses a communication complication for the organisation charged with the role of managing the nation brand. If the local people do not accept and support the brand personality being portrayed, then they will not 'live the brand'. The effect is a perceptual gap between what obtains on the ground and what the brand communicates. Nation brands should ordinarily reflect the people and the values of the nation behind them. International tourists and investors tend to believe what they hear from the ordinary people of a nation than what comes from official government communication channels. This is in line with the notion that word of mouth is more credible than commercial messages in brand perception and positioning. The role played by internal stakeholders in brand communication is important (Kemming, 2009:32). Kemming (2009:32) observes that in this contemporary "knowledge and service society", it is the people who deliver and represent brands, thereby revealing the critical role they play. The internal activities around brand recognition, brand internalisation and living the espoused brand values are essential for consistent external brand communication. Dinnie (2008a:167) has also included the arts as a key nurtured asset for a nation brand. The level of loyalty among multiple brand consumers including own citizens, trading partners, foreign customers, political allies, tourists and investors is a key aspect for a nation brand.

External Assets

External brand assets of a nation are either vicarious (appreciated indirectly through other people) or are disseminated throughout the world. Vicarious assets pertain to the nation image perceptions as externally portrayed through popular culture. The nation image perceptions held by the wider world may be at variance with the reality at home. This negative image may reflect a myriad of underlying problems such as crime, governance gaps, and corruption, among others. Where this happens, Dinnie (2008a:168) suggests that remedial action should take precedence over any nation branding work. He therefore emphasises the need to keep track and assess brand perceptions for timeous management before they become liabilities. Disregarding image tracking often results in historical stereotypical images that distort the current realities of the nation. He further observes that there are various aspects of brand equity that are beyond the control of those who formulate nation-branding programmes. These include performance by sporting teams, government behaviour and conduct by the exporting community.

Books, music, and films can either have positive or negative stereotypical effect in their portrayal of a nation. Nations ought to downplay negative aspects and highlight the positive ones. Nations could fund international tours by local and contemporary musicians, art performers, and bands to enhance the nation's reputation indirectly.

Disseminated Assets (brand ambassadors, the Diaspora, branded exports) are also essential. Dinnie (2008a:169) posits that it could be very cost effective for nations to run with a global web of brand ambassadors mandated to promote the nation brand at every opportunity. He insists, however, that the brand ambassadors must mirror the persona of the nation and positive facets that the nation seeks to project. Some international sports personalities are *de facto* brand ambassadors for their countries, albeit not officially appointed. The Diaspora could also be considered a readily available community of effective brand ambassadors awaiting activation. If tapped, the Diaspora could bring immense value to the nation brand and they are more aware of the dynamics of the markets in the countries where they are based. Moreover, these Diaspora networks can also be a source of FDI and individual remittances. Another type of disseminated assets is branded exports, which can help to establish a nation's international reputation. Some consumers' experience with a given nation could be through branded products from that nation, and that may be enough to form opinions and perceptions about the nation. The implication is that nations need to adequately resource their export promotion agencies to play a supportive role towards nation brand equity.

2.9.3 Balakrishan's 2009 Model on Nation Branding Strategy

The model by Balakrishnan (2009:34) captures the development of nation branding strategy, as shown in Figure 3.3 below. It proposes a five-component process explicitly: brand visioning and stakeholder management; matchmaking of targeted customers and products; brand differentiation and positioning strategy derived from the branding aspects; information strategy; feedback and reaction management strategy.

Vision and stakeholder management: Every strategy formulation process should begin with visioning to clarify the long-range intentions of a country (Balakrishnan, 2009:34). This essentially promotes shared understanding and better outcomes from the nation branding initiative. Clarity in the definition of strategic intent increases the likelihood of meeting

stakeholder expectations. Crucially, part of the visioning process involves stakeholder management, which clarifies ´who we are' by examining the expectations and needs of internal stakeholder groups and appreciating the perceptions of external stakeholders of the nation.

Target customer and product matching entails linking and twinning products and other national assets with target markets as part of overall branding strategy (Balakrishnan, 2009:35). It is essential that the customer targeting be in keeping with consumer psychographic profiles. When brand targeting is done in line with specific consumer profiles, targeted consumers easily identify with the nation brand.

Positioning and differentiation strategies: Positioning can be done based on either perceptible or imperceptible fundamentals, or it can be either functional or figurative. The **development of a communication strategy** essentially entails the design of a clear and consistent message about the nation brand and its products for dissemination through various media. The power of the word-of-mouth is underlined as being critical component of the nation brand communication strategy. The final step is to **assess the effect of the nation branding strategy** against any variances between reality and the perceptions. Findings from the review contribute to a new strategy formulation process. Figure 8 shows Balakrishan's 2009 Model on the Development of a Nation Branding Strategy.
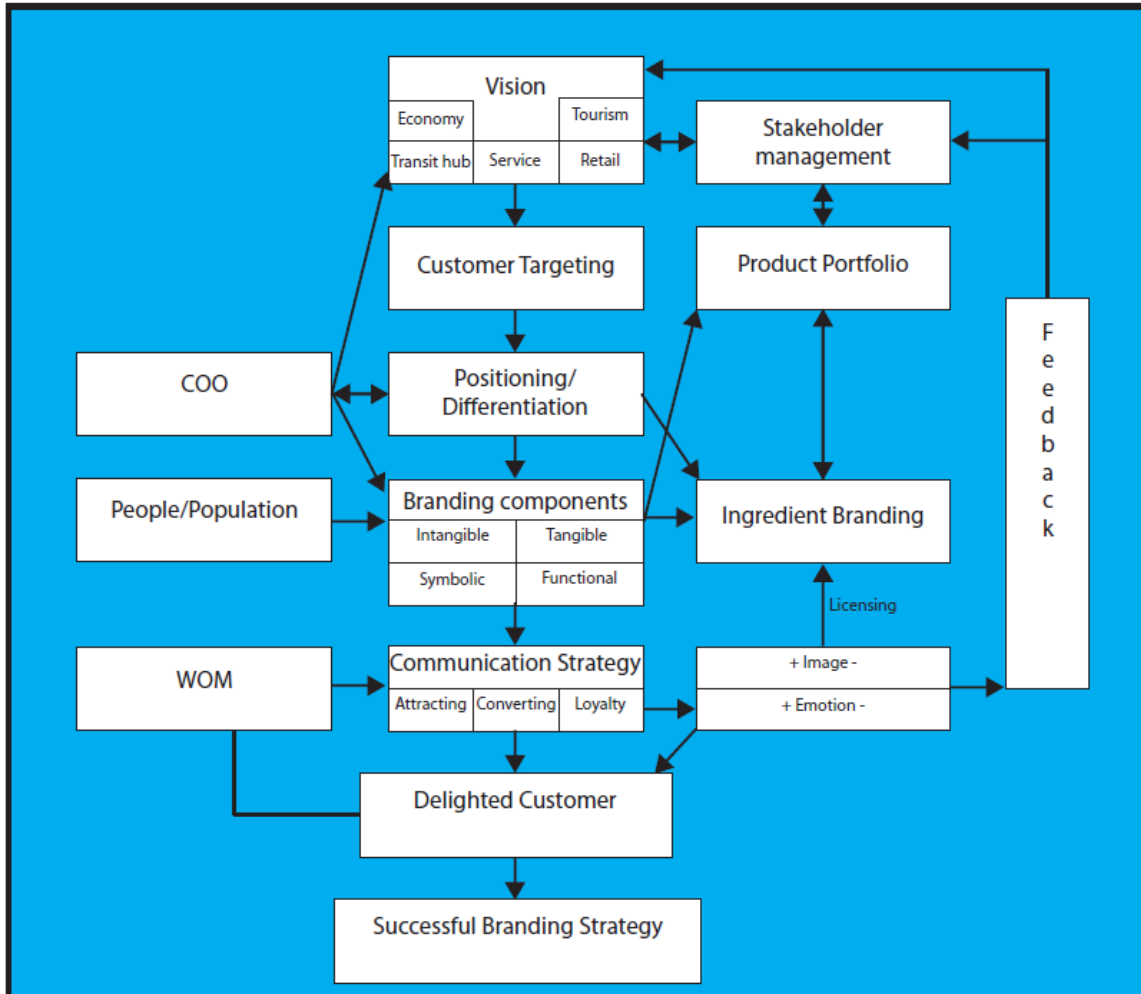
Figure 8: Balakrishan's 2009 Model on the Development of a Nation Branding Strategy

Source: Dinnie (2010:87)

2.9.4 Lee's 2009 Model for the Development of a Nation Brand

Lee (2009:56) has proposed a model on the development of a nation brand. This model proposes that the nation branding process should start by determining current stereotypes of the nation and then creating the basis for competitive advantage for the nation. Figure 9 shows Lee's 2009 Model for the Development of a Nation Brand.
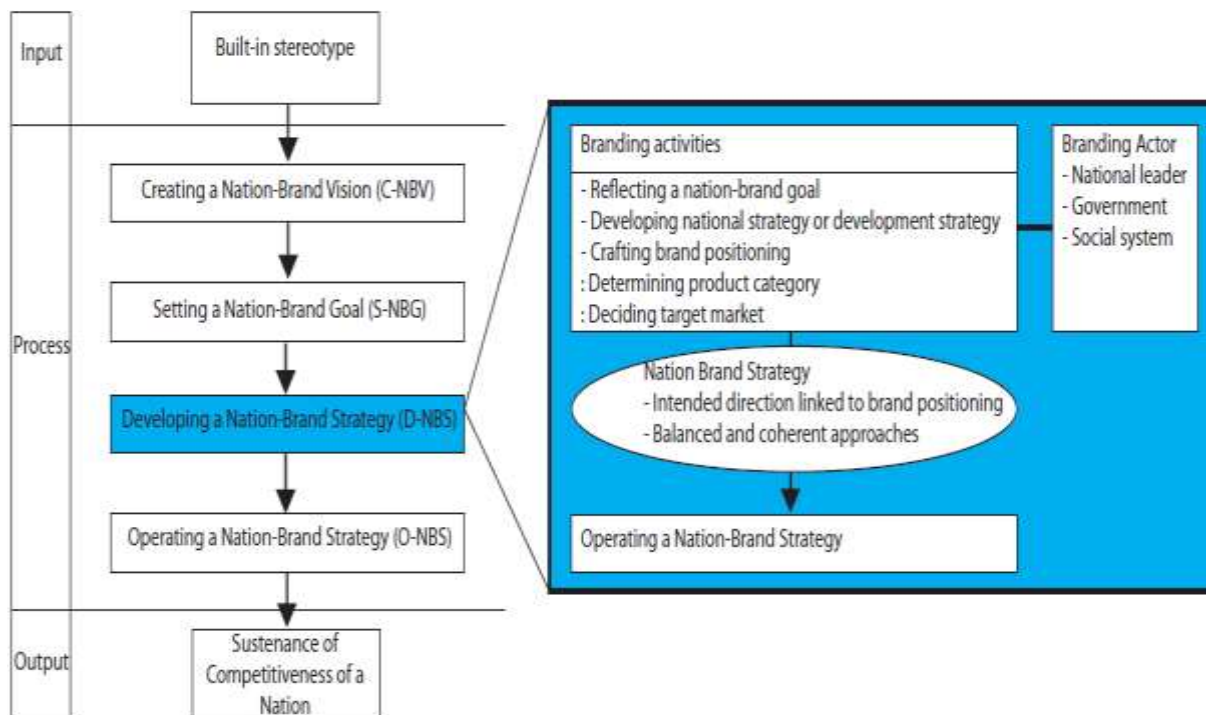
Figure 9. Lee's 2009 Model for Development of a Nation's Brand

Source: Dinnie (2010:89)

The first step, as with the earlier model by Balakrishnan, is the establishment of a vision for the brand. The development of a vision is crucial for guiding long-term choices and the management of the nation as a brand (Lee, 2009:54). Clarity on the vision triggers the formulation of a unitary and shared strategic intent, which encourages the different actors to stay committed in guiding the process (Lee, 2009:54). Basing on the brand vision, clear objectives could be determined to guide branding actions. The defined goals underpin the framework for the nation branding process. The next step relates to the difficult task of developing a broad strategy and strategic initiatives from a clear definition of what, where and how to compete, which strongly influences the competitiveness of a nation (Aaker, 1998:13; Porter, 1998:21; Day, 1990:7; Lee, 2009:54). It is imperative for a positioning to be

determined to clarify the nation brand essence clearly (Kotler & Keller, 2006:21; Lee, 2009:55).

Lee's model also emphasises the role played by branding actors - national leader, government and the public - given the fact that the political and economic institutions of a nation largely influence their nation brands. Operationalising the nation brand strategy is the last stage, where emphasis is on assignment of roles and the setting up of a sound control environment for the strategy (Johnson et al., 2005:21; Dinnie et al., 2009:56). More importantly, the model emphasises nation brand sustenance, which implies threats to equity loss and competitiveness if there are no efforts to defend the nation brand.

2.9.5 Summary of the Section

This section presented four theories on nation branding. While all the models discussed in this chapter provide a systematic and organised sequence of activities that define the process of nation branding, there is no universally applicable template for nation branding, owing to varied circumstances facing different nations. As noted, according to Anholt's Nation Brand Hexagon, nation-branding efforts should deal with all the key dimensions therein. The review of the models revealed that brand visioning is essential and must precede strategy formulation. It is important to recognise and support the overarching national goals and objectives as enshrined in the national brand strategy blueprint. The subject of nation branding is not complete and effective if it leaves out the national leadership and the government. It has been clear that nation branding is a multifaceted process that requires multiple stakeholder involvement. The next part presents the nation case studies on nation branding.

PART C: AN INTERNATIONAL PERSPECTIVE ON NATION BRANDING

2.10   Introduction

This part reviews literature on selected nation brands to draw lessons from those nations involved in nation branding. It is not always viable to invent something new, and at times one can merely adapt. As the famous saying goes, there is no need to reinvent the wheel! One can borrow from others and remodel a winning strategy based on an understanding of the fundamental issues on the ground. Competitive intelligence is imperative, and this study presents examples drawn from Europe, Asia, Latin America, the United States, and Africa.

2.10.1 Nation Branding in Europe

2.10.1.1   Nation Branding in Holland

Holland has enjoyed a respectable and popular image without any concerted national effort, while other nations deliberately engaged in nation branding. The Ministry of Economic Affairs grasped the value of nation branding for Netherlands. The Ministry of Economic Affairs, Investment Promotion, Export Promotion, and Attraction of Conferences all separately advanced their own versions of the nation brand. This gave rise to a need to merge the three initiatives and in turn, the formulation of a strategy for Brand Holland. The focus of this strategy was on Holland's economic image, specifically exports and trade promotion. To formulate the nation brand strategy, a structure was set up to identify critical aspects on the ground to drive Holland's economic image management programme. The structure consists of the following five stages:

1. Determine the relevant dimensions;
2. Ascertain the importance of each dimension;
3. Assess the performance score for Holland;
4. Compare Holland against competitor nations; and
5. Construct a targeted branding strategy.

After concentrating on the positives from the country and its economy, a *'kroonjuwelen'* strategy was developed for Brand Holland. To advance the strategy, the preliminary stages resulted in the following policies and communication mix elements consolidated into Table 3 below.

Table 3: Matrix on Essential Elements in Nation Branding in Holland

Relevancy Score	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 to competitive level	Adjust perception 'relatively'	Give limited attention	Ignore

Source: Dinnie (2010:93)

In stage five of the process, the nation brand strategy was developed. The first session discussed the need to develop the strategy and the expectations of the work group. Then in the two sessions that followed, a structure was crystallised based on the existing understanding and practice of the work group. Additionally, studies were conducted to provide input into the strategy formulation process. An assessment of the first four steps shows that no historic image existed, and notable brand aspects needed to be highlighted whilst others require serious attention. In the following two phases, the final strategy was formulated primarily through consultations and knowledge drawn from the work group.

In drawing up the actual strategic framework, a set of globally known brand values were validated. Moreover, some brand values were chosen based on the belief that market perceptions in those areas could be enhanced. Then a brand positioning was generated, which culminated in the *'pioneers in international business'* slogan. It became practically easier to form one major concept through the adoption of the slogan. Different *kroonjuwelen* were revealed in broad brand architecture. Consequently, a set of activities was planned to strengthen the brand values and anchor the new brand positioning with a focus on improving the brand identity for Holland. Furthermore, a communication plan was developed for Brand Holland. Finally, an evaluation of the brand values, positioning, and architecture was done to ascertain the recognition of the new brand. An all-stakeholder meeting was organised to check

the level of strategy acceptance and to rally support from all stakeholders. Whilst progressive nations would ordinarily commit significant resources into the nation branding activity, Holland provided a very limited budget for the process. The sponsors felt that the country had no problems with its image, such that nation branding was not very necessary. However, it was observed that the country required the three work groups to collaborate and synchronise their efforts. Even on a limited budget, Holland was effective in getting the three groups to work together to advance the nation brand.

To develop the nation brand strategy, firstly a market research was done to gauge market perception on Holland. Group discussions were held based on member experience and knowledge including a couple of secondary studies conducted earlier. The analysis highlighted the absence of a vivid brand image, revealing that the focus for the current project was to emphasise known appealing aspects of the nation. The conceptualisation of the actual strategy was then influenced by the identified brand values. Key informants in the process appreciated the process. In addition, brand initiatives and a supporting communication plan were drawn up for the brand. Finally, stakeholder meetings were held to encourage buy-in and propel strategy execution. It was a successful nation branding effort.

2.10.1.2   *Nation Branding in Spain*

Spain was under the Franco dictatorship from 1939 until 1975, (Martinez, 2006:34). During the Franco regime, Spain suffered isolation from the modern-day Europe and was poverty-ridden (Gilmore, 2002:32). Neighbouring nations such as France were incomparably more advanced. It was in 1975 when the Spanish regime transformed into a democracy, which was accompanied by a call for the redefinition of Spanishness in order to reinvent and disseminate this new order to both internal and foreign audiences. This required a nation branding strategy (Martinez, 2006:34). Essentially, a new nation brand for Spain was intended to alter both well-founded and unfounded opinions about the country to target markets as the country worked to place itself on par with other European states (ibid). In addition, setting up a nation branding strategy over and above the national development strategy was intended to help to enhance the quality of life of the Spanish public (Aronczyk, 2007:12).

The Spanish government, with more active contribution of the Ministry of Industry and Energy, formulated the nation branding strategy (Gilmore, 2002:21; Martinez, 2006:12). Performers and designers such as Adolfo Dominguez (clothing designer), Pedro Almodovar (filming) and Santiago Calatravo (graphics and architectural work) participated in cultivating a new Spanish nation brand (Gilmore, 2002:21). Furthermore, many other different organisations from various sectors participated in the formulation of the brand strategy (Martinez, 2006:12).

2.10.1.2.1 Nation Branding Strategy in Spain – The Process

From the outset, the formulation of the strategy for branding Spain started by examining current realities and perceptions on Spain (Balfour & Quiroga, 2007:23). The process considered how the citizens experienced the Spanish identity, bearing in mind the different regional nationalisms that characterise Spain (Balfour & Quiroga, 2007:23; Guibernau, 2006:45). In addition, the current realities assessment revealed that after the nation attained

democracy, there was a shift towards a more positive sentiment (Balfour & Quiroga, 2007:23).

For Spain, it was essential to embrace and pull alongside the currency in Europe. As such, a competitive investigation was carried out benchmarking against the European quality standards for different products, such as fashion (Martinez, 2006:21). A nation brand vision predominantly biased towards addressing the economic image of the nation was promulgated, deriving from the overarching national vision. After the nation went through rapid reconstruction, the nation branding strategy therefore sought to reveal the innovations and resultant modernisations that the nation had undergone (Gilmore, 2002:12). Subsequently, nation-branding goals were drawn up from an inclusive nation brand vision and investigation on the current realities and the current conceptions of the nation. Based on the national innovation strategy, certain economic sectors (such as fashion) received attention and prominence in the vision and goals and were integrated in the strategy-making process (Martinez, 2006:22). The quality and the perception of the quality of their products necessitated improvement in line with European standards. For that reason, the findings from the competitive assessment and the current reality assessment influenced the development of vision and goals (Martinez, 2006:22).

A crucial aspect of the branding strategy entailed projecting the modernisation of Spain. This journey to modernisation was an outcome of the innovation strategy (Gilmore, 2002:21; Aronczyk, 2007:11). Thus, throughout the entire strategy creation process, the national innovation strategic thrust was considered. As a result, of the innovation and democratisation of Spain, the brand values of the country also changed to reflect the new circumstances of the nation (Balfour & Quiroga, 2007:23). The definition of brand values was built on the present realities and perceptions of the nation, since new standards were needed to help deal with the perceptual problems relating the nation. The next step was to get the nation repositioned in line with the new nation values. A new logo, the Joan Miro's sun, was adopted to signify the dawn of modernisation (Gilmore, 2002:21; Aronczyk, 2007:21). The unitary logo was an umbrella identity for a variety of activities and events that create a unitary identity within targeted audiences (Gilmore, 2002:21). In addition, a brand architecture was developed to embrace the multi-sectoral approach, as revealed in the overall national strategy. The fashion sector was a key industry incorporated in the strategy. '*Moda de España'* (Fashion from Spain) was meant to improve the nation brand's country-of-origin effect for its exports

(Martinez, 2006:21). An investigation was carried out to determine the effective basis for competitiveness in the international fashion industry (Martinez, 2006:21). A complementary survey was also conducted on the macro fashion trends and designs to inform the nation's fashion strategy (Martinez, 2006:22).

In order to mirror the brand ideals and positioning, multiple undertakings and an information dissemination strategy were formulated to focus on specific nations, which were strategic for Spain, both economically and in general terms (Balfour & Quiroga, 2007:34). The nation branding strategy consists of a myriad of events including organised promotional campaigns driven by both the business and civic sector. The nation brand activity and the information strategy were based on the brand values, the brand positioning, and the brand architecture to make sure that they were in harmony with the *brand essence*. Moreover, the communication strategy was influenced by a mix of planned brand activities to ensure that all activities were effectively publicised to help build brand loyalty.

2.10.1.2.2 Umbrella Nation Branding in Spain

To effectively correct the perception of the nation, a wholesome approach was needed that sought to reduce perceptual gaps arising from the democratisation of the nation (Balfour & Quiroga, 2007:56). A campaign called '*The Proyecto Marca España*' (The Brand Spain Project) was initiated to project an image of Brand Spain abroad reflecting the new order in economics and socio-cultural realms of the nation (Noya, 2003:23). The different sections had separate, carefully determined strategies to ensure that appropriate brand values are communicated. In 1992, Spain used four major events namely: the Olympic Games in Barcelona; the Universal Expo in Seville; the Celebration of Madrid as a Cultural Capital of Europe; and the fifth Centennial of Discovery in America to present a modern nation image. A unifying logo was adopted as a mother logo for all the various activities performed in solidarity with the nation branding drive across all spheres (Gilmore, 2002:67). The fashion sector not only focused on improving the sector's economic prospects, but also sought to project a modern image of Spain (Martinez, 2006:53). It follows, therefore, that Spain successfully pursued an umbrella branding approach. Even though some nation brand dimensions were not completely integrated into a unitary strategy, the umbrella identity helped to display a common thread for all the branding activities.

Spain is cited as an example of a fruitful nation branding initiative. Dinnie (2010a:164) asserts that Spain qualifies among the classical cases of contemporary, effective nation branding as it continues to build on a firm foundation. The nation's branding undertaking includes and integrates an array of initiatives under a single, graphical identity and projecting a multi-dimensional yet logical, intertwining and self-supportive whole. The re-launch of Brand Spain as a vibrant, contemporary democracy and the discard of negative aspects of its historical past make it a classic example of successful nation branding.

2.10.2 Nation Branding in Asia

2.10.2.1   *Nation Branding in Japan*

According to Isibor (2014:67), Japan embarked on a bold move in 2002 to develop into an intellectual property-based country (*chizai-rikkoku*). Explicitly, the then Prime Minister Junichiro Koizumi affirmed to the *Diet* that Japan had set on a new path towards global competitiveness by creating, protecting and exploiting intellectual property. After the address, the government formed the Strategic Council on Intellectual Property, consisting of the Prime Minister, Ministers and representatives from business. The Council proposed and succeeded in achieving the passage of the Basic Law on Intellectual Property. Following the new legislation, the Policy Headquarters materialised in 2003, and ushered a solid intellectual property policy in Japan (Szondi, 2008:43).

The Policy Headquarters embarked on Intellectual Property Strategic Programme in 2003 for the development, defence and effective use of intellectual property. The programme started off with approximately 270 policy measures, which increased annually as the programme became more inclusive. The measures encouraged a broad range of inventive and innovative activities covering scientific discoveries, technology and creative work (Szondi, 2008:44).

The new branding imperative placed emphasis on the formation and administration of imperceptible and intangible assets such as technology, creativity and brands. To develop such measures, the Policy Headquarters set up four specialised task forces. The Task Force on Contents chiefly discussed matters to do with media content and the nation brand. Its initial work focused on the administration and supervision of media content, inclusive of song, film, games applications, and animatronics (Szondi, 2008:43). However, the scope of its work, expanded to incorporate key assets of Japan branding such as intellectual and social assets associated with food, cultural engagements, domestic brands and fashion. In 2004, the Brand Japan Working Group was incorporated into the task force, which then commissioned a

detailed enquiry on food, culture, Japanese brands and fashion, together with policy matters around the development of an appealing nation brand for Japan (Isibor, 2014:45).

The Policy Headquarters presented a powerful vision for brand Japan to be strategically anchored by a strengthened contents business, an appealing way of life as revealed by the foodstuff, culture, domestic brands and clothing. The branding work was to be integrated with the tourism branding efforts and cultural diplomacy. The primary proposition was for Japan to gain the status of an intellectual property-driven nation, appealing and significant in entertainment, way of life and socio-cultural affairs in general. The Policy Headquarters coordinated the branding activities for the country. Its yearly strategic programmes and reports guided government activity and private organisations behaviour as well. In its maiden report in 2004, Content Business Development Policy, the branding office recommended pursuit of the goal of making Japan an outstanding content nation. This required that the promotion of content business be accommodated within the national policy framework. In the *Promotion of Japan Brand Strategy* blueprint, the three primary objectives were to (1) nurture a rich food culture, (2) promote a wide range of strong local brands, and (3) raise Japanese fashion brands globally. The working group later added the objective of adopting a strategic approach to promote the country's points of attraction. Each of the stated goals had clear performance indicators and metrics.

The Japan Brand Working Group played the role of setting goals and communicating performance yardsticks, while government offices and private sector representative bodies were responsible for the actual strategy execution. Observers noted that the Strategic Programme had considerable influence over the mindset and behaviour of government and private sector organisations (Isibor, 2014:49).

According to Cheng (2008:23), the initial government-driven effort to brand South Korea started in 2001. As part of the planning to host the 2002 World Cup jointly with Japan, the Kim Dae-Jung government developed the mantra *'Dynamic Korea'* as a nation brand promotional crusade. During the time, the mantra *'dynamic'* enhanced Korea's image as a country very passionate about sport and activism. This was viewed as very effective amongst the Asian nations. Following the World Cup, a National Image Promotion Committee was placed under the office of the Prime Minister. In 2003, President Roh Moo-Hyun set up the Government Information Agency under whose watch an ad-hoc office oversaw work on the establishment of Brand Korea.

The government of the day was convinced that what was best for Korea could also be for the whole world (Dinnie, 2009:12). As a part of the promotional journey, some Korean attractions such as the Bulguk Temple, the Sukgulam Grotto, the Jongmyo Shrine, and a hospitable and smiling couple dressed in Korean *Hanbok* tradition were featured in promotional material. The nation branding programme for Korea in Asia was catapulted by the '*hallyu'* or the Korean wave (Cheng, 2008:12). *Hallyu* essentially comprised of a seemingly pathological spread in admiration of Korean culture all over Asia. Korean pop music (K-pop) and Korean theatre and film impressed viewers and listeners through Tokyo to Taipei, and rapidly across Southeast Asia. Dinnie (2009:21) observes argues that the Korean Wave had begun sweeping across Asia during early 1990s, heightening since 2003 despite expert forecasts for a fall after 2000.

The export of Korean films and dramas such as 'The Jewel in the Palace' and 'Winter Sonata' rose, together with the demand for Korean food, language and other cultural products. Observers note that the *Hallyu* was to a degree credited to the deep and sensitive representation of striking Korean men and women, and the storylines and underlying ideas of Korean theatre and film addressed family and love matters, found to be culturally cross-cutting and universal (Cheng, 2008:21). Furthermore, unlike Japan, which faced strong anti-

Japanese sentiment across Asia owing to its colonial history, South Korea was viewed positively on the Asian continent (Dinnie, 2008a:172).

Nevertheless, despite the benefits of the *hallyu*, Korea's cultural industry regressed in 2006, particularly in terms of exports of theatre, film and music. The Ministry of Culture, Sports and Tourism observed that exports for music had reached $22.2 million in 2005 but fell to $16.6 million in 2006. Correspondingly, film and drama worth $75.9 million was exported in 2005, dropped to only $24.5 million in 2006 (Cheng, 2008:21). The general regression and wilting of the Korean Wave in Asia could be partly explained by the observed seemingly all-too-common storylines and a rising cultural resentment against *hallyu* amongst Asian nations, following the massified publicity of Korean popular culture in China. Korea therefore suffered a weakening demand for drama products in China from $9.7 million in 2006 to $6.5 million in 2007 (Cheng, 2008:21).

Even though Korea's nation branding work achieved meaningful outcomes at least across Asia, the nation brand did not stimulate similar interest among western nations. The difference in response is often tied to the misalignment and misappropriation of the set of strategies and slogans. A typical observation is that, whilst '*Dynamic Korea*' reverberated well amongst Asians, it was viewed otherwise by European and African countries. Kim You-Kyung, the president of Korea Advertising Society and a communications professor was quoted by Ih-Prost and Bondaz (2014:15) as having made the following observation:

> *"[t]he term 'dynamic' implies activism but it also projects the feeling that Korea is still trapped in industrialization and has a long way to go before placing its name on the list of advanced nations. I met some Europeans who even imagined North Korea when they read the slogan."*

Moreover, as indicated in a publication by the Korea Times, Korean cultural capital only attracted positive perception in global opinion-leaders such as envoys and consuls, investors and academics but drew very little attention from the general public worldwide (Cheng, 2008:21). The general public did not see the attraction of or reverence in Korea as a nation, nor did they consider it to be very important in their everyday life. It was not surprising that according to the Anholt Nation Brand Index (NBI) Ranking, Korea was placed 32 out of 38 nominees for 2007, down from 27 in 2006 and 25 in 2005 (Cheng, 2008:21). The NBI

ranking serves as an opinion survey that assesses the supremacy and worth of each nation's brand on the six dimensions of national competence. In 2008, out of 50 nations, South Korea's positions stood at 18 on exports, 30 on immigration and investment, 31 on governance, 33 on culture, 39 on people, and lastly 43 on tourism (Cheng, 2008:21). Based on such rankings, it appears that Korea's economic fortitude performed favourably, while its cultural heritage and people had low significance for foreigners. Admittedly, there could also be some misunderstanding about North and South Korea in some parts of the world, especially in Europe and America. Accordingly, despite all the efforts made during the Roh government, Korea's global status suffered.

The country's poor NBI rankings shocked President Lee Myung-Bak, the nation's founding president, who had vast commercial experience (Ih-Prost & Bondaz, 2014:15). The President expressed concern about Korea's global image on assuming office in 2008. From that point, nation branding became a hot topic. In his address to celebrate the 60th anniversary of the Republic of Korea, the President said "if the nation wants to be labelled an advanced nation, it will be necessary to significantly improve its image and reputation. The value of brand Korea only accounts for approximately 30 percent of the nation's economic power, and the proportion is no more than a small fraction of that of the United States and Japan" (Cheng, 2008:9).

In 2009, the Lee Administration therefore established Brand Korea to re-establish the nation's reputation against South Korea's comparatively under-rated nation brand. Its chief government policy was based on the theme '*For a Global Korea*' (Ih-Prost & Bondaz, 2014:18). President Lee's realisation of the significance of creating a strong brand for Korea made him prioritise the re-branding of Korea during his administration (Cheng, 2008:10). To give impetus to nation branding efforts, the Korean administration therefore engaged nation branding experts to offer consultancy and convene seminars (Dinnie, 2009:43). In addition, it created multiple state-financed entities to focus explicitly on the nation brand and activity around it. In response, the media published articles on the national brand, and interviewed various experts in cultural exchange, business, tourism and advertising to provide commentaries on perceptions of Korea internationally and proffer suggestions to the administration (Dinnie, 2009:56).

The escalation of nation branding activity in Korea suggests a shift in diplomatic presence through cultural programmes and foreign trade during the political change. The government successfully utilised cultural diplomacy to bolster the country's image. Efforts to prolong the Korean Wave were made through government subsidies on the cost of production of Korean dramas, movies, and documentaries, by spreading the Korean language by establishing an additional 500 *King Sejong Institutes* abroad by 2015 and promoting Korean food to be among the top favoured cuisines by 2017. Furthermore, the South Korean administration collaborated with multilateral organisations such as UNESCO and hosted several transnational sporting events including the 2011 International Athletic Games (Ih-Prost & Bondaz, 2014:21).

It should be noted that there has been a gradual improvement of Korea's nation brand creation in 2009 of the Presidential Council (Ih-Prost and Bondaz, 2014:21). However, in 2013, there were changes, owing largely coming into power of a new South Korean Leader. Immediately after taking office, the new President Park Geun-Hye decided to dissolve the Presidential Council without giving any official reasons. This was done despite the argument by the president of the Presidential Council, Samuel Koo in early 2013, that the concept of nation branding would be diluted completely if each ministry had to take care of it. The Presidential Council did not survive after President Lee's departure, and its dissolution marked a new turning point in South Korean politics (Ih-Prost & Bondaz, 2014:21).

2.10.3 Nation Branding in Latin America

2.10.3.1 Nation Branding in Bolivia

Bolivia is in the middle of South America. The nation is reportedly endowed with diverse natural wealth and is a marvel for tourists. The country stretches from the Amazon to the Andes, encompassing diverse climatic regions, and different cultural communities that make up a unique cultural and natural ecosystem and give visitors a wide choice of destinations to visit (Dinnie, 2010:221). Bolivia has therefore projected an identity based on its unique natural features to the world, which include:

1) *Uyuni Salt Flats*: believed to be the world's largest salt masses, enclosed by colourful lagoons, unusual rock formations, volcanic craters, and fumaroles;

2) *Lake Titicaca*: notably the uppermost lake shared with Peru. The lake is a legendary cultural and religious feature of all the high-plateau cultures;

3) *Chiquitania*: Ancient and mystical Jesuit Mission sanctuaries discovered around 1691 and 1767 have been enduring features for centuries;

4) *Madidi National Park:* considered to be the gateway to the Bolivian Amazons, rich in exclusive vegetation and wildlife. This secured area boasts the largest organic diversity globally; and

5) *Colonial Cities:* such as Potosi and Sucre, which are examples of ancient culture.

The nation brand identity for Bolivia has been anchored on two features: its culture and its natural endowments. From a cultural perspective, the exact identity of Bolivia is in its 'traditional culture', which has long endured with minimal modification over time, which distinguishes Bolivia as a destination from its neighbours (Cheng, 2008:45). The key characteristic of Bolivian culture is upholding of native customs in terms of mythology, fashion, food and other customs.

For several years, Bolivia failed to project all its beauty, natural wonders and natural resources and endured a global image of poverty and desolation. Whilst it is indeed true that

Bolivia is among the world's least developed and poorest nations, the country also has positive aspects unknown to the world. It has a rich natural heritage that could serve as tourist attractions. Unfortunately, all the wonderful features of the nation have remained hidden from the rest of the world. The nation lacked effective branding and publicity approaches to project its rich heritage to prospective tourists and investors. This inability to market itself has been aggravated by the uncertainties of the socio-political environment, which compromised the growth of tourism (In-Prost and Bondaz, 2014:67). Through the adoption of a nation image building process aimed at the tourism sector, Bolivia could potentially counter its deleterious international image and work to build a more progressive nation brand image.

Dinnie (2008b:45) believes that Bolivia requires an elaborate branding and marketing plan to build a fresh image of the diverse and attractive aspects of the nation in order to stimulate interest across the world. Tourist activity could contribute tremendously to the transformation and modernisation of the Bolivian economy. Various social, political, and economic factors impede Bolivia from realising its fullest potential in global economics (Cheng 2008:48). According to specialists and professionals in international diplomacy and nation branding, Bolivia should reorganise itself in order to tap from the international market.

Research has shown that prospective travellers are not aware of Bolivia as a potential tourist destination. Dinnie (2008b:45) observes that it would not be surprising that several people may not know in what continent Bolivia is located. This is mainly attributable to the country's lack of a clear and continuous nation branding strategy, against the backdrop of relatively little stakeholder involvement and work synchronisation. Moreover, very little funding has been availed for nation branding activity.

Kotler and Gertner (2002:13) observe that a brand could build around such issues as its past, theatre and music, although that image could be affected by the country's social problems. Regrettably, Bolivia is mired in the latter (Dinnie 2008:166), and has historically suffered from an image of poverty, which was compounded by negative perceptions owing to the socio-political conflict and associated instability and insecurity. The role of the media in influencing consumer behaviour cannot be overemphasised hence the need to control the national communication process in terms of content and its impact. The view held by many about Bolivia derives from the stereotype and generalised view on the entire continent of South America. Fraud, corruption, drug abuse, and sloppiness are common words associated

with the country. The Bolivian Tourism Institute (IBT), a private entity, has made great strides in stimulating global interest in Bolivia. Ximena Alvarez Aguirre and Ximena Siles Renjel in Dinnie (2008:167) observe that Bolivia unfortunately lacked a clear strategic vision for the nation brand in target markets. Bolivia continued to be positioned ordinarily as an Andean nation, somewhat linked to Chile and the remnants of Machupichu in Peru. The image of a modern and progressive nation remains a possibility.

Bolivia has benefitted from tourist activity to neighbouring Peru, whose visitors sometimes add Bolivia to their shopping list. However, Bolivia has the potential to position itself as a tourist destination based on its own attractions. Since there has been an escalation in eco-tourism and exploration travel, Bolivia at a relatively well placed to benefit from this development. Bolivia uses a national logo accompanied by a tagline '*lo autentico aun existe'* meaning '*the authentic still exists'*, to deliver the core message of authenticity of the natural and cultural wonders from Bolivia. Nation branding is, however, much more than logos and taglines!

2.10.3.2   Nation Branding in Chile

'Chile - All Ways Surprising' and 'Chile - Always Surprising' have been the main catchphrases in the campaign for Brand Chile, which sought to reposition the country as an amazing tourist destination. The graphics and the pay offline were coined by Pro-Chile, the Export Promotion Bureau, mandated to execute and propel Chile's trade policy and promote the nation brand globally.

Chile is in the southern part of Latin America and enjoys democratic stability necessary for business security. It is the longest South American nation, which stretches for more than 4000km in length and a breadth of 180 km. The country boasts of an industrialised and strong economy, built on a broad productive structure, contained inflation, stable terms and balance of trade, and solid foreign currency reserves. Chile enjoys multilateral free-trade agreements with several nations, including the United States of America, European Union, and Korea among others. Such multilateral trade arrangements place Chile in an advantaged position on international trade in the region. The highest export receipts for Chile come from copper and traditional merchandise such as fresh fruit (Dinnie, 2010:230).

The nation branding process driven by Pro-Chile sought to reposition Chile as reflected in the slogan 'Chile - all in one nation', implying that the country has capacity to supply a range of diverse merchandise owing to its geo-locational advantage. The objective of the nation branding initiative was to project Chile's capacity to offer an assortment of exports ranging from outstanding salmon to first-rate wineries, from fresh fruit and to prized virgin olive oil. The '*We have it!*' theme used was intended to create the impression that everything is available in Chile.

Intercontinental focus group discussions held in London, New York and other prime locations were part of a commissioned enquiry that contributed to the formulation of a new nation

brand strategy. Interbrand branding agency worked with Pro-Chile to facilitate the formulation of a nation brand strategy in 2005. Two industries visibly dominated the creation of a positioning for Brand Chile on the international market, namely: the wine and the salmon industries (Dinnie, 2010:230).

The wine industry in Chile operated in an extremely competitive global setting, but it exported over 50% of the country's production. In 1990, Chilean wines accounted for less than 1% of the global wine production; by 2005, global exports from Chile had grown to 10%. Exports to Europe, the USA, and Asia rose significantly, generating approximately US$600 million in 2002 (Dinnie, 2010:230). Chilean wine producers in 2005 exported above 50% of their yield to 90 nations across five continents. Traditional European wine producers encountered extraordinary market challenges with the 'new world' wines from unpopular sources such as the USA, Australia, Chile, South Africa, New Zealand gaining prominence. The long-standing reputation of wine-exporting nations and areas remains a critical source of comparative advantage. Research suggests that geo-locational factors and the COO effect are critical elements in the wine industry (Dinnie, 2010:230). Wine has tended to be viewed as a geographical product, with producers usually collaborating in common promotional campaigns.

Chile continued to work on positioning itself as a significant wine-producing nation by building cross-sectoral linkages as fellow wine-producing nations did with some success. This integrated approach to branding establishes an essential dimension of Brand Chile's brand equity equation (Dinnie, 2010:230). As part of the branding strategy, a campaign '*Wines of Chile'* was launched in 2002, targeting such markets as Germany, the USA, Japan, and the United Kingdom. This underpins the importance of targeting in nation branding. Even though Chilean wines effectively gained increased acceptance in intercontinental markets, the nation continued to be viewed as a small producing nation as compared to other established global players such as France, Australia, Italy, and Spain.

Chile's competitive edge in the international market was largely attributable to the positive quality-price association. The country offered value for money for its products as compared to other wine-producing countries such as Australia, which are well known for their great variety of expensive but very high-quality wines. Global reports highlighted that although Chilean wines technically had a clear competitive advantage based on appropriate agronomical and

climatic conditions for wine production, the country lacked a coordinated global approach. One observation was that whilst Chilean wines were popular in the media, consumers lacked awareness of the significance of Chile in the global wine business. The fact could be that the reputation of Chile was still in its infancy. Nation branding and hence reputation takes a considerable amount of time to build (Dinnie, 2010:231).

Pro-Chile observed that nations such as Australia and South Africa had managed to produce hugely successful campaigns targeted at the UK market, creating awareness amongst British consumers of their wines. Whilst consumers may be aware of the existence of this South American nation (Chile) on the global wine map, many of them do not know the precise geographic location of the country. Some wine-producers ran generic promotions riding on their regions and COO. Cases in point are Bordeaux or '*Wines from Spain'*, under the motto *'Spanish wine, Body, and Soul'*. Competitor activity made it an imperative for Chile to improve its COO effect by addressing its nation brand. The changing global environment meant that the Chilean wine industry needed to position and brand itself using a new approach. *Wines of Chile* could be institutionalised into an organisation representing all producers in Chile and coordinating the entire global promotional activity. The government considered engaging *Wines of Chile* as part of the 'All Ways Surprising' campaign. Whilst some experts believed in a nation brand positioning that focused on one product or sector, others argued that the nation brand should be inclusive and not advantage one specific sector, Dinnie (2010:231). The question asked was what, then, could be an anchor element for Brand Chile? Its wines, its salmon, the Andes Mountains, the Pacific Ocean, the desert or the glaciers? What figured at the top of the conscious mind of prospective global buyers? Chile is all ways surprising! (Dinnie, 2010:231)

2.10.4 Nation Branding in the United States of America (USA)

In March 2010, the former US President Barack Obama signed into law the Tourism Promotion Act of 2009, which saw the setting up of a first-ever quasi-public agency mandated to promote foreign tourism into the United States through international campaigns (US Commerce Dept., 2010). The agency was named *Brand USA*, which rolled out an advertising campaign in 2012 in the UK, Japan and Canada based on the *'Land of Dreams'* (Brand USA, 2012). It was observed that most developed nations established formal boards mandated to stimulate tourism and visitation, yet there had not been a coordinated effort until *Brand USA* was established. Private business networks had for a long time appealed to Congress for a co-ordinating body. The push for such a national board became stronger after the September 11 (9/11) attack, as travel and tourism to the US plummeted dramatically. Over and above emphasising the apparent economic returns, Brand USA lobbyists also stressed the benefits to state security and public diplomacy. US Travel Association COO, Geoff Freeman, submitted that the foreign visitors to America could develop more liking towards USA (Freeman 2006). He also believed that exposure to promotional messaging about the US would promote a favourable opinion and behaviour toward the nation.

Most scholars view the 11 September (9/11) terrorist attacks as a watershed event that dramatically affected Brand America. These researchers believe that as the US had emerged victorious from the Cold War, it was judged favourably by nations and citizens throughout the world on three dimensions: military, moral and economic (Quelch and Jocz, 2009:23). America symbolized values such as democracy, freedom, prosperity, and human rights. Yet the 9/11 terrorist attacks, and the US response to these attacks, altered the way the US was perceived and altered the values that comprised brand America. The resultant global War on Terror and the military invasions of Iraq and Afghanistan lead many to view the US as arrogant, imperialistic and a threat to world peace (Kaneva, 2011:117). The new perception of the US, and its transition from a beacon of democracy to a militaristic empire, led to a crisis

for Brand America. The crisis in Brand America was evident in a Gallup poll conducted in nine Muslim nations during January 2002. The poll revealed that most of the respondents viewed the US as having a corrupting influence on their societies, and as being anti-Muslim and specifically anti-Palestinian (Quelch and Jocz, 2009:24). The Brand USA promotion comprised both orthodox and contemporary communication elements including electronic adverts, outdoor billboards, termini shelter signage and press adverts. Electronic media execution incorporated the use of an online portal (www.discoveramerica.com) for scheduling visits and web-based advertising. The social media part of the promotion included active national Facebook, Twitter pages, Pinterest and a YouTube platform uploaded with multiple versions of the adverts.

What anchored the branding crusade was a video presenting an American songwriter and vocalist Roseanne singing the song titled *"Land of Dreams."* The adverts showed her playing a guitar and collaborating with group of intercontinental musicians under the Brooklyn Bridge in New York. The video captured several attractive photographs of America to captivate the viewers. Instead of showing popular icons of America, the adverts captured the rather unfamiliar places. The campaign ran with pay offline *"Discover this land, like never before"*. All the promotional adverts were anchored by this logo – a collection of multi-coloured dots in various colour palettes that formed the letters USA. The website portal (www.discoverAmerica.com) came below the nation brand logo. The '*Land of Dreams'* song complemented the visuals in all forms and was sung only in English. The tagline was translated into several languages to cater for different markets.

Over and above this, given the erosion of equity from Brand America, there has been an increase in the use of *selfie diplomacy*. For the US, nation branding has been a means of drawing its own portrait. In the new age of social media activity, such selfies are a form of diplomacy designed to collectively proactively introspect to deal with own image and reputation. The USA used selfie diplomacy in order to promote its new image (selfie) in various forms. It hosted and managed the English Facebook page and English Twitter accounts for that reason.

The brand equity for the USA is supported and enhanced by humanitarian work (national philanthropic activity) offered to victims of violence and disasters (Jain and Winner, 2013). By publicising its humanitarian interventions using social media, the USA makes a concerted effort to beautifying its battered image, especially in Muslim nations. In summary, despite

having a 'bad name' in some nations, brand America is ranked as number 1 in the world. Despite all the negative publicity, there is a lot of love and hope for Brand America. There are many positive things that the world associates with the USA (Brand Finance, 2017:10).

2.10.5 Nation Branding in Africa

2.10.5.1   Nation Branding in Egypt

According to Dinnie (2010:131), Egypt as a nation sought to enhance its nation brand image following a co-ordinated and consistent communication with its stakeholders in 2010. The realisation and concern about having a national image was the initial step to constructing a better national image. The subsequent step was identifying the various players who play a role in the nation branding process including the media, advertising agencies, public relations events, conferences and the internet. Nation brand promotion requires repeated exposure of a consistent message over a long time. Egypt tried to recreate a new identity for a new future. This required the management of the content of its national identity and coordinated communication to the world. The nation's branding effort in a quest for a positive image required the necessary support in the form of export promotion, industry associations and national policy review, and the alignment of behaviour by local firms in   relation to the international community. The objective was to create a strong and attractive image of Egypt and the hope was that this would positively influence the domestic economy through increased exports, tourism and direct investment.

The vision of Brand Egypt was for the country to be viewed as a lucrative commercial target and to be seriously considered on the world business map. The Egyptian government sought to project a vibrant modern nation with flexible government structures, industrialised, and economic institutions with the capacity to handle continuous global challenges. The Egyptian government therefore created solid linkages between productive structures and export promotion. A bouquet of policy reforms aimed at altering perceptions about Egypt was adopted. A new policy environment was envisaged to be a requirement to catapult export performance, promote an upgrade of national industry through modernisation and retooling, and boost the capacity to manufacture competitively superior quality (Dinnie, 2010:132).

Egypt has, since time immemorial, enjoyed a relative advantage as a *'must see'* destination status. The country's tourism industry is the most dominant, contributing approximately 20% of annual gross domestic product (GDP). Even though Egypt was viewed as a pulsating emerging economy, its nation image could not be seen beyond tourism. More precisely, the country, intentionally or otherwise, has failed to convey its openness to investment and trade and desire for heightened awareness of and demand for its products. Consequently, most of the international business public does not consider Egypt when growing into new markets (Dinnie, 2010:131). A public relations campaign was an alternative to a full-blown nation-branding programme. The facets of Egypt's image and its supervening variables are summarised in Figure 10. below.
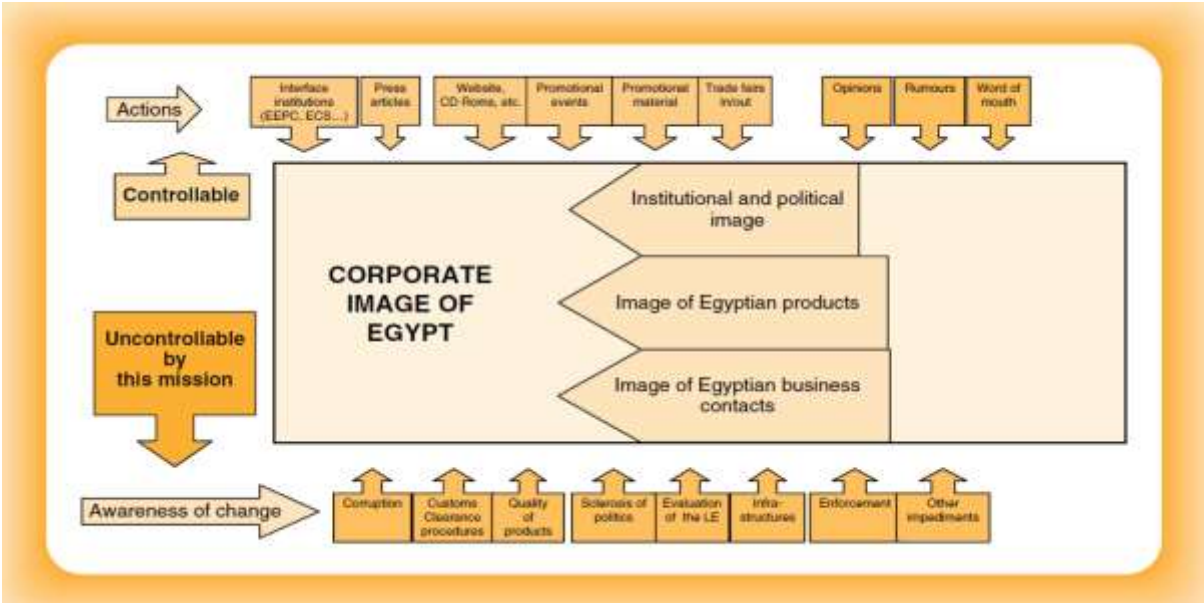
Figure 10: Nation Branding in Egypt

Source: Dinnie (2010:131)

The execution of the suggested plan sought to produce a progressive image for Egypt, running with the theme *Egypt – where it all begins!* This could be achieved through a strategy that involved erasing the traditional and negative image with the new reformism image. This undertaking involved raising conscious awareness amongst foreign investors, foreign traders and other prospective stakeholders, and in industry in a bid to project Egypt as a nation full of opportunities.

2.10.5.2   Brand South Africa

Brand South Africa was formally set up in August 2002 with the specific mandate to establish an appealing and attractive image of South Africa. During this time, there was a general perceptual gap between how the nation was viewed by the world market and the reality on the ground. It was noted that there was a myriad of different messages reaching the international community that were doing very little to influence the perceptions. Dinnie (2008b:174) cites Yvonne Johnstone, former CEO of the International Marketing Council (IMC) of South Africa, who observed that South Africa had a young democracy that required an accelerated stance to correct the world's understanding of South Africa to attract investment, trade, and tourism. There was need to effectively synchronise national promotional activity in order to enhance tourism and investment performance for the nation. The convergence of minds on what needed to be done resulted in the formation of Brand South Africa. The key objective was to promote the development of a sellable image of South Africa to investors, creditors, international tourists, foreign buyers. The management of the national identity and international reputation of Brand South Africa was central from form the onset and the envisaged objective was to build international confidence about and attraction towards   South Africa.

Governance is an essential aspect of nation branding in South Africa. Brand South Africa is a government agency, which owes its existence to the promulgation of the Trust Property Control Act No. 57 of 1988. The institution's Executive Authority is the Minister of Communications. Being government- funded, Brand South Africa is controlled by the Public Finance Management Act No. 1 of 1999 and the National Treasury Regulations, 2005. Trustees to the agency are appointed by the President and their term runs for three years. The appointed trustees do not have executive responsibilities and do not receive and rewards for executing their different roles. The Board of Trustees have at least four scheduled meetings yearly. The agency's CEO is an ex-officio executive trustee as provided by the Trust Deed. The board has duly structured sub-committees, created to ease the execution of the board's legal and ethical mandate. There are three committees, namely Human Resources /

Remuneration & Social and Ethics Committee (HR/REM & SECO), Audit and Risk Committee (ARCO), and Marketing Committee (MARCO). All these subcommittees are made up of board members and senior executives attend such meetings only by invitation. All the committees have the capacity and authority to secure expert guidance as and when required in fulfilling their mandate. The committees are presided over by non-executive trustees. ARCO comprises of two autonomous non-executive members who do not sit on the board of trustees. The Director - Governance, Legal and Board Secretary perform a secretarial role to the board. The organisation is functionally structured to accommodate international market presence (in China, UK, USA, Africa, and the Middle East), marketing, communications, digital and new media, marketing research, and stakeholder relationship management, among other functions. The IMC was mandated to preside over the nation brand and other stakeholders representing the sub-brands. To guide the process of establishing a strong foundation for Brand South Africa, it was divided into several stages, as detailed below.

Stage 1: Developing a brand proposition for South Africa

This stage was an intensive fact-finding period whose primary objective was to drill down to the basics. The process involved reviewing all secondary researches on the country and interviewing more than 25 000 respondents from all over the world. Interactions and interviews were conducted in all the eleven official languages of South Africa and cut across social strata. The process was characterised by focus group discussions with stakeholders and seminars were held with cross-sectional participation. Participants were drawn from different communities, political parties, socio-economic circles, public and private media and business spheres. The consultations culminated in the development of several positioning statements that went through a process of testing and validation among stakeholders. The outcome was the ushering of the Brand South Africa *essence: 'South Africa, Alive with Possibility'*. This value proposition was espoused by everyone across sectors with an urge to exhibit the brand promise across. From that end, IMC constantly sought co-operation from all state organs, public institutions, the business, civic organisations, and the media.

Stage 2: Developing the Brand Architecture

It was noted that aligning brand messages was very difficult as some domestic products had created own brand channels. Since all involved appreciated the benefits of collaboration, there was commitment to cooperate. Efforts were made to get stakeholders to understand and

embrace the various aspects of the nation brand. The Brand South Africa initiative did not face any serious stakeholder challenges owing to the initial extensive research and stakeholder involvement that had been done. The IMC brand team required a full appreciation of the business of sub-brands to assess the potential impact that they could have on each other and on the on the parent brand. All stakeholder groups and brands understood their focus areas. The rationalisation of responsibilities was discussed, with some being taken up by the parent brand whilst sub-brands were left to concentrate on their core specialisations. There was therefore no need for competition among stakeholders and sub-brands. The team ensured that whenever there was any overlap and crossover into another area of responsibility, the communication was consistent.

Stage 3: Determining the Strategy

In assuming responsibility of the parent brand, it was agreed that two-dimensional thrusts – international and domestic – would define the operations of the IMC. Promotional activity targeted to alter international views made use of selective media advertising through opinion leaders, public campaigns using thought leaders and discourse makers and media reporters, electronic media, surveys and biographies, internet and outbound missions. On the domestic front, the aim was to develop campaigns aimed at making South Africans living the projected brand promise. An inclusive promotional programme was launched and communicated across public media, publicity platforms and brand champions in order to not only instil a sense of national pride in South Africans but also uphold the brand promise.

Stage 4: Monitoring and reviewing brand progress

This entailed monitoring the performance of the brand performs in both the domestic and international arenas. This considers the brand performance throughout the nation across all the brand touch points and two studies provide information for the monitoring process. The first study was the national perception audit, which tracks and measures the performance of the nation based on the main elements of the nation brand. The second study was the international brand equity study, a commissioned comparative study on Brand South Africa in relation to other markets in order to check on its brand health.

2.10.6 Summary of the Section

This section presented nation case studies on nation branding. It was found that nation branding requires adequate institutional structures, all of which support an encompassing vision. There is no universally applicable model for nation branding strategy, and different countries have explored different strategies in pursuit of different nation brand objectives with different success levels. The basic tenets of strategy building remain centred upon three key questions namely: where are we now, where do we want to go, and how do we get there? The construction and execution of strategy is an intricate process owing to the need for inclusion of multifaceted stakeholder profiles. Key requirements for a nation branding strategy include national leadership and institutional frameworks, media involvement and advertising, management of client and citizen and national sentiment, and mobilisation and activation of the Diaspora. In addition, as observed for Holland, even with a limited budget, a positive outcome is achievable, for as long as there is a collaborative effort towards a clear common objective.

It came out clearly that the nation branding process followed a set of logically coherent stages. Anholt (2005:116) opines that "[a] nation brand is like the proverbial super-tanker, which takes five miles to change course and eight miles to stop". In more explicit terms, countries cannot easily alter their courses of action owing to their undoubtedly complex processes and multiple stakeholder networks that participate in national discourses. Once adopted, nation-branding projects are difficult to change. They should therefore be carefully conceptualised. The next chapter presents the research methodology.

CHAPTER III
RESEARCH METHODOLOGY

3.0   Introduction

This chapter sets out the methodology and research protocol adopted for this research. A research protocol is a way or approach of determining the reliability of empirical testing and increasing constructs validity (Taylor, Bogdan, & DeVault, 2016:21). The chapter provides a justification for the roadmap from research approach, sampling method used, data collection, analysis, and presentation of the research findings. The methodology chapter also includes information on the research questionnaires and their reliability and validity. This chapter also discusses the ethical considerations and includes a summary and conclusion of the chapter.

3.1   Research Process

It is very important to determine the most suitable and viable research methodology for any study. Creswell (2014:21) realised, during his doctoral studies, that determining the most effective and viable methodology is a difficult part of the process for a research study. Formulating a research methodology requires an approach to the entire study, from the theoretical grounding through to data collection and analysis and the suggestion of solutions to the problems under enquiry. Research methodology must be rooted in the problems under investigation, implying that its formulation is heavily influenced by them. Churchill and Saunders (2007:12) also place emphasis on the need to avoid inconsistencies relating to research questions, methodological and theoretical approaches, which often weaken researches.

3.2   Research Philosophy

A philosophy in research is an espoused view relating to the nature and form of a phenomenon under investigation (Bryman, 2012:112). It reflects the primary explanation held regarding a certain occurrence. Flick (2011:21) observes that a set of assumptions held within a study philosophy justifies the way in which a research is undertaken. Ontological philosophy, for example, focuses on the nature of reality dealing with the question of what entities exist, or set to exist, how they are grouped or subdivided and how they relate to each other. The philosophy requires that researchers interrogate how the world functions, how the

society is structured and how things around people are influenced. Ontology pays attention to the difference between observed reality and the world's view of reality and how people's behaviour is influenced.

Epistemology in research is a philosophy aimed at addressing a reality by enquiring about knowledge on a subject. It is a philosophy concerned with the nature, sources, and limits of knowledge. It seeks to define what accepted knowledge on a subject is and what information is known to be true after enquiry that can then be adopted as fact. The epistemological philosophy of this study was to determine the realities of Brand Zimbabwe and what image is held by domestic and foreign stakeholders or how it is perceived by domestic and foreign stakeholders? These realities were determined by asking direct questions based on which nation branding strategic options were derived.

Research philosophies vary in terms of the objectives sought and, in the methods, adopted to achieve those objectives (Leedy and Ormrod, 2010:12). There are three philosophical positions applicable under an ontological worldview namely: positivism / objectivism, interpretivism / constructivism, realism or pragmatism. The main ontological frameworks that shaped this research processes are positivism and constructivism (Monette et al., 2005:23), which are also referred to as empiricism and interpretivism (Bryman, 2012:21). Positivism presupposes that reality subsists independently of the phenomena under study. Constructivism, on the other hand, contends that the innate interpretation of social occurrences is independently derived by each viewer or group (Östlund et al., 2011:21). Under this philosophy, there should be no expectation of a uniform perception of a phenomenon by different participants, implying the need to study perceptual differences attributed to different respondents.

The research aimed to develop strategic insights and knowledge for nation branding with the consequent interest to determine the perception and behaviour towards Brand Zimbabwe. Interpretivism is concerned with tapping the essentials of social reality as it starts from a philosophical foundation and seek to view things in a way that considers originality (Denscombe, 2003:11). It is a viewpoint that believes that social phenomena are constructed by social actors. This ontological worldview thus believes that, for example, a new international trend is a product of the behaviour of the group of people affected by the trend.

Positivism, meanwhile, involves the application of statistical analysis and quantification to examine phenomena. This research paradigm regards reality as comprising things that can be visualised and calculated. Quantitative studies collect numeric data, which is statistically evaluated to establish the relationship between the variables (independent and dependent) of a given study population and have the capacity to establish facts, make predictions and test hypotheses. In the main, quantitative research is statistical, requiring data analysis that allows data to be isolated in context, measured, and understood (Kothari, 2004:13). Creswell and Clark (2011:11) observe that a quantitative approach is more deductive than the qualitative methodology. In this study, the qualitative approach was used mainly to reveal different perspectives, interpretive schemes, and beliefs and to understand the nation branding reality for Zimbabwe. Quantitative processes, on the other hand, were applied to determine the extent of occurrence of a phenomenon and the different levels of associations.

3.3   Research Approach

The research adopted an inductive approach, which implies that the researcher carries out a research to create a theory or a model. This contrasts with deductive approach, where the intention is to test theories. The research process is essentially opposed to the deductive approach. This means the research starts with definition of the problem, research questions to description to analysis and finally theory. Literature suggests that when there is limited empirical evidence on a topic, an inductive approach becomes the most appropriate approach to adopt. In this instance, there is very little research done on holistic nation brand building strategy for Zimbabwe, although work on developing discourse on tourism branding has been ongoing.

3.3.1 Mixed Approach

This study was based on a mixed approach methodology, a combination of interpretivism and positivism, as recommended by Rolfe (2006:21) who concurs with Kato (2002:11) that methodological triangulation produces better results and provides a complete picture of social phenomena. Mixed methodology enhances the breadth and depth of the research, as it combines measurement of the extent of occurrence with the explanations and narratives about phenomena. It is contended that integrating the two approaches in this research improves the ultimate outcome by reducing the overall limitations of the study. Whilst positivism draws quantitative information that enhances the objectivity and generalisability of findings on

phenomena, interpretivism provides a qualitative understanding of issues around the branding of countries since it seeks to examine people's opinions, interpretations, sentiments and philosophies.

3.3.2 Concurrent Triangulation

The mixed approach for this study is referred to as the concurrent triangulation design. Creswell and Clark (2011) underscored the need for data collection and analysis of qualitative and quantitative data to be done concurrently for the purpose of achieving analytical convergence, confirmation (cross-validation), and corroboration in the study. This research therefore involved concurrent administration of qualitative interviews and field survey to address shortcomings of one method through the other. The research made use of institutional and circumstantial narratives from the qualitative interviews to interpret and explain responses generated through the survey. The concurrent triangulation design thus, enhanced the outcome of the research by providing scope for research theme development, cross-validation, convergence and corroboration of the data at collection stage. This process made it easier to prepare the data for processing and analysis.

3.4 Research Strategy

Research strategy addresses the research journey in terms of how it was carried out (Saunders et al., 2007:12). The strategy can be based on any of the various approaches namely; experimental, action research, case study, in-depth interviews, surveys, or a methodical literature review. The research used a survey on stakeholders associated with Brand Zimbabwe and case studies on other nation brands. This research was a case study based on Zimbabwe and combined the study with a survey approach.

3.4.1 Survey Approach

The survey strategy predominantly applies quantitative data collection methods for the purposes of gaining hard (facts) information. Surveys are used mostly for quantitative researches and involve setting out a representative sample from a research population (Bryman & Bell, 2011:11). They generate primarily statistical facts and can be manipulated to determine causal-effect parameters from different data. A representative sample was drawn from the Zimbabwean population and subjected to the research. McDaniel and Gates (2000:21) observe that the survey strategy is the most popularly used way of collecting data in

social researches. A survey is a method of collecting research data whereby the investigator interacts with the nominated research subjects to gain factual detail, views and attitudes (McDaniel & Gates, 2000:21). As Ndlovu (2009:11) observes, in order to effectively access and reach out to the different population required for this study, the researcher considered various factors such as time, monetary resources and population size (McDaniel & Gates, 2000:21). Leedy and Ormrod (2010:9) observe that both social and physical surveys have some commonalities as follows:

a) *All-encompassing and widespread* - inherent in 'surveys' is the acceptance that researches have a broader breadth of coverage. Surveys therefore allow for the inclusion of the wider audiences across all political and geographical divides;

b) *Snapshot - s*urveys endeavour to secure a position of research matters at a given time. This specific study sought to assess the current perceptions held on Brand Zimbabwe and what perhaps needs to be considered to alter the brand position; and

c) *Empirical researches.* In the sense that 'to survey' presupposes exploration and examination, which inevitably brings about empirical evidence. It involves going into the field to collect the data rather than relying on secondary information. This research approach accentuates the pursuit of details of material findings that are measurable and easy to record.

3.4.2 Time Horizons

Time horizon in research relates to the time span considered for a research from its planning to its conclusion (Saunders et al., 2007:21). Reference is made to cross-sectional and longitudinal time spans are in the research onion (Bryman, 2012:32). In the latter, also referred to as the 'snapshot' time span, data collection is carried out at a given point in time (Flick, 2011:35). It is adopted for researches that focus on a given phenomenon at a specific time. On the other hand, longitudinal time horizon relates to data collection over an extended period, essentially in instances where significant phenomenon in the enquiry changes with time (Goddard & Melville, 2004:45). This research largely applied the 'snapshot' or cross-sectional span to investigate and determine the contemporary issues around the nation brand.

3.5   Sampling Plan

3.5.1 Study Population

Population is the abstract idea of a broader group of many research subjects from which a sample is drawn and further, to which the findings from a sample are to be generalized (Neumann, 2011:89). Population can also refer to the entire targeted respondents or research subjects from where select research elements are drawn for sampling (Saunders, Lewis, and Thornhill, 2012:109). Malhotra and Birks (2000:67) observe that target population relates to a group of elements or objects possessing the required facts and evidence sought in a study from which conclusions are drawn. The authors warn against improper definition of a research population, which results in ineffective and misleading research conclusions. There are 14.15 million people in Zimbabwe and 7.6 million are above the age of 15 (ZIMSTAT, 2013:2). This study targeted Zimbabweans above 18 years given the complexity of the subject under study.

3.5.2 Sampling Method

Sampling relates to the determination of respondents to a research drawn from the whole population (Durkheim et al., 2006:12). A sample therefore relates to that portion of the research elements included in a research to provide data upon which generalisations can be made about the population. Purposive and quota sampling methods were used in this study. This study intentionally considered respondents who relate with Brand Zimbabwe from a political, economic, social perspective, or who could offer valuable opinions and insights based on their professional exposure. Stakeholder theory suggests that multiple stakeholders including foreigners, business, and government consume the nation brand. The sampling frame thus accommodated the diverse stakeholder spectrum to cover the multi-faceted research phenomenon, ensuring inclusivity in the discourse on nation branding. The choice of respondents was based on competence, perspective and experience. Nation branding relates to various domains including politics and governance, trade and industry, marketing communication, and the socio-cultural sphere. Competency-based sampling was deliberately adopted to ensure the inclusion of political and state actors, specialists and economists and consultants as well as brand experts among the respondents. To capture views from the societal domain, the public were included as domestic brand consumers. Literature on nation branding suggests that the domestic view towards public diplomacy and the country brand be accommodated. The research solicited domestic and foreign perspectives on Brand Zimbabwe

from Zimbabwean experts in key spheres such as government, economics, marketing, civic society, and media.

3.5.3 Sample Size Determination

This research was based on two samples to address both the quantitative and qualitative aspects of the enquiry determined as follows:

3.5.3.1 Quantitative Research Sample

According to Cochran (1977), the overall sample size for this study was computed through the sample size statistical formula as given below. Using this formula, a total of 384 respondents were sampled for the quantitative survey. The formula is as follows:

$$n = \frac{z^2 * (P)(1-P)}{d^2}$$

Where:

n	The required sample size
z	1.96, the value in the normal distribution that gives level of confidence 95%.
P	The prevalence rate of the key indicator, (P = 0.5 to yield the maximum sample size).
d	The desired margin of error

3.5.3.2 Qualitative Research Sample Size

Sample size determination for qualitative researches is influenced by data saturation requirement, which is explained in the context of a point where no meaningful data variation is generated. Stumpfegger (2017) gives reference to Patton, who submitted that the sample size for qualitative enquiry is much smaller than for quantitative researches and respondents are purposively selected to contribute towards the core issues of the subject under investigation. Whilst some researchers suggest sample sizes of between ten (10) and thirty (30) respondents for qualitative enquiry, Moser and Korstjens (2017) suggest that a sample of less than ten (10), key informants generally achieves data saturation in phenomenological study. This study used a sample of 15 local key informants from key institutions involved in brand Zimbabwe and 10 foreign visitors to Zimbabwe. From the samples, eleven (11) local

key informants and seven (7) foreign respondents participated in the research (refer to Appendix VI for participant details).

3.6 Data Collection Approaches

The survey adopted a descriptive method aiming to conduct a cross-sectional analysis. In conducting the survey, a five-point Likert-scale-type of data collection instrument and an in-depth interview guide were developed and used to collect data on prospects and perceptions on nation branding. A broad review of literature supported the data analysis by providing a knowledge on the subject. The following section outlines these data collection techniques.

3.6.1 Research Instrument for Quantitative Data Collection

A five-point Likert Scale questionnaire was used to gather primary data from Brand Zimbabwe stakeholders. A Likert Scale uses an ordinal psychometric measurement of views, attitudes, beliefs and opinions. Each question in the instrument was presented as a statement or claim, and research subjects were requested to show the extent to which they agreed or otherwise to the statement in a structured response type format. The Likert scale questions were deployed because they are used universally for survey data collection and are easily understood by respondents.

Responses from Likert Scale type of questions are easy to quantify and to subject to statistical interrogation and analysis. The questions require participants to give more than basic yet solid yes or no answers and do not coerce respondents into taking positions on research matters. Respondents are also allowed to show extent of agreement or otherwise, which makes responding to the instrument easier. The possible responses are designed to also accommodate neutrality, uncertainty, indecision in respondents.

The data responses are essentially easy to code and capturing data since a single digit represents the respondent's response. Likert surveys are also fast, efficient and economical approaches for data collection. They also highly versatile that they can easily be sent out via electronic mail, over the internet, or be distributed in physical form to identified respondents. The only disadvantage of using the Likert scale type of questionnaire is that people may avoid

selecting 'extreme values' because of the negative perceptions associated with 'extremists', even if the extreme value would be the most accurate reflection of their response.

3.6.1.1 Description of the Questionnaire

Literature review from other scholars was reviewed before the development of this questionnaire. The questionnaire for quantitative data collection consisted of three parts, namely: Part A and B. Part One of Section A provided demographic information on the respondents and the sector to which the respondent belonged. The demographics of respondents are important in data analysis during the cross-classification of variables. Part One Section B is a five-point Likert-scale-type instrument on the perception on nation branding strategies. Part Two of the questionnaire provided information on visioning and planning. Part Three of the questionnaire provided information on nation branding strategies. Participants were required to indicate their views by ticking the appropriate score on a scale of 1-5. The responses were graded as 1 = strongly disagree; 2 = disagree; 3 = uncertain; 4 = agree; 5 = strongly agree (refer to the questionnaire in Appendix I). Table 4 below presents the expressions contained in the research tool and the source or influence behind their inclusion in the data collection tool.

Table 4   Sources and Influences for Instrument Design

Aspect		Statement / Question	Sources/ Influences
Nation Branding	**1**	To create a symbol, logo and/or graphics, which both identify and differentiate the country from other competing countries	Ndlovu (2009:391)
	2	To convey the promise of a memorable experience that is uniquely associated with the country	Ndlovu (2009:391)
	3	To consolidate and reinforce the collection of pleasurable memories of the experience provided by the country, in order to create an image that is accurately perceived by foreigners.	Ndlovu (2009:391)
	4	To promote a unitary view of a country for the country's citizens, nationalities and the entire world	Researcher
	5	To increase a country's capacity to achieve its foreign policy goals	Researcher
	6	To enhance a country's capacity to achieve the objective of attracting Foreign Direct Investment (FDI)	Researcher
	7	To improve a country's capacity to achieve the objective of promoting foreign trade and exports	Researcher
	8	To boost a country's capacity to attract foreign and domestic tourism	Researcher
	9	To deliver a unifying platform that allows for cross-cutting promotion of the nation and alignment for the public and private sectors.	Researcher

Competitiveness and Differentiating Indicators			
	1	Public institutions	Global Competitiveness Report
	2	Physical infrastructure	Global Competitiveness Report
	3	Macroeconomic environment	Global Competitiveness Report
	4	Health	' '
	5	Education	Global Competitiveness Report
	6	Product & service market efficiency	Global Competitiveness Report
	7	Labour skills & market efficiency	' '

	8	Financial market efficiency	Global Competitiveness Report
	9	New technology adoption	' '
	10	Market size	' '
	11	Facilities & services	' '
	12	Factor prices	' '
	13	Natural resources / factor endowment	' '
	14	Cost of doing business	' '
	15	Political stability	' '
	16	Stable currency	' '
	17	Geographical location	' '

	1	Ageing population	Global Competitiveness Report
Social factors	2	Failure of urban planning	' '
	3	Food crises	' '
	4	Large-scale involuntary migration	' '
	5	Profound social instability	' '
	6	Spread of infectious diseases	' '
	7	Water crises	' '
	8	Increasing national sentiment	Researcher
	9	Poverty	Global Competitiveness Report
	10	Crime	Global Competitiveness Report

Economic factors	1	Higher commodity prices	WEF Global Risks (2015:16)
	2	Energy price shocks	WEF Global Risks (2015:17)
	3	Failure of financial systems	' '
	4	Failure/shortfall of critical infrastructure	WEF Global Risks (2015:16)
	5	Fiscal crises	' '
	6	Structural unemployment or underemployment	' '
	7	Currency volatility	' '
Environmental factors	8	Extreme weather events (e.g. floods etc.)	' '
	9	Failure of climate-change adaptation	' '
	10	Biodiversity loss and ecosystem collapse	Researcher
	1	Failure to uphold rule of law and property rights	WEF Global Risks (2015:26)
	2	Large-scale terrorist attacks	WEF Global Risks (2015:28)
	3	State collapse or crisis (e.g. civil conflict, military coup, failed states, etc.)	WEF Global Risks (2015:22)
Technological factors	1	Breakdown of information infrastructure	WEF Global Risks (2015:40)
	2	Large-scale cyber attacks	WEF Global Risks (2015:40)
	3	Massive incidence of data fraud / theft	Researcher
	4	Abuse of technologies (e.g. printing, piracy etc.)	WEF Global Risks (2015:40)

Dimension		Item	Sources(s)/ influence(s)
Nation Branding Strategies	**1**	There should be collaboration between the Government and key stakeholders in the branding exercise.	Ndlovu (2009:391)
	2	The nation brand should support the vision of national competitiveness.	Researcher
	3	The brand should be managed by an independent arm of government reporting to the President's office.	Researcher
	4	The Zimbabwe brand requires strong sub-brands such as the cultural, tourism, investment and export brand.	Balakrishnan, (2009:55)
	5	Brand Zimbabwe should have clearly defined target markets.	Kotler (1993:21
	6	The brand should have definite, nationally compelling attributes upon which branding activities are to be done.	Ndlovu (2009:391)
	7 8	Brand Zimbabwe should not be based on rhetoric common with catchy slogans, images and/or symbols but substance.	Researcher
	9	The brand should be applied and publicised globally at special events.	Dinnie (2008:250)
	10	It is essential that key stakeholders understand and embrace Brand Zimbabwe strategy to support it.	Balakrishnan (2009:56)
	11	A frank and holistic brand situational analysis must support the branding process.	Dinnie (2008:221)
	12	Stakeholder involvement should anchor branding strategy.	Dinnie (2008:219)
	13	Perceptions of current and prospective visitors should be considered in brand strategy formulation.	Researcher
	14	Nation brand's competitiveness must be defined by key stakeholders.	Researcher
	15	Nation brand performance and competitive positioning should be monitored and evaluated.	Researcher
	16	Brand communication should be directed at citizens and local communities are a priority for success.	Researcher
	17	The country should support nation branding with a public diplomacy strategy.	Dinnie (2010:251)

Source: Created by the researcher, 2017

The next section further discusses further the research tool and the questions that it contained.

3.6.1.2 The Instrument and the Research Questions

Primary data collected through the research questionnaire sought to deal with the research questions to realise the objectives of the research. The planned result of the research was that relationships across parameters would reveal the degree and level of consequence or disparities amongst respondents' perceptions and views. The questionnaire contained the following questions:

3.6.1.2.1 Research Question 1

What are the stakeholder perceptions regarding Brand Zimbabwe's image and its branding? In answering this question, section B Part 1 (Q2.1-Q2.3) of the questionnaire was used to gather information on the respondents' perception on nation branding strategies.

3.6.1.2.2 Research Question 2

Who are the key role players in the nation branding effort?

This research question was intended to identify and discuss the key players in the nation branding effort, by choosing the options in the Likert scales relating to various attributes. In order to answer this research question, Part 2 (Q3.1-Q3.2) of the questionnaire was used. This section of the questionnaire contains ten key players who were expected to manage and take responsibility for establishing nation brand visioning and planning in Zimbabwe.

3.6.1.2.3 Research Question 3

What are the essential factors to consider in nation brand equity building for Brand Zimbabwe?

This research question was intended to provide answers on the most compelling factors relating to the Brand Zimbabwe identity. This section of the questionnaire contains seven compelling factors upon which respondents can rank their views on a 5-point Likert scale. In answering this research question, questions 3.3 to 4.1 were analysed and the statistical relationship between variables was established.

Using inferential statistics, the demographic information from section A (Q1.1-Q1.16) was manipulated to throw more light on the research questions. In addition, the narrative comments in Chapter Four were analysed to support and explain the findings. The instrument relates to the research questions as indicated in Table 5 below:

Table 5: The Research Questions and the Instrument

Research Questions	Instrument Items	No of Items	Variables	Statistical Analysis
Research Question 1	Sections A	6	Demographics	Descriptive statistics Frequency analysis
	Section B	64	Independent Likert Scale Items	Frequency analysis and Factor analysis using Principal Component Extraction Method
Research Question 2	Part 3	37	Independent Likert Scale Items	Frequency analysis and Factor analysis using Principal Component Extraction Method
Research Question 3	Part 3	16	Independent Likert Scale Items	Frequency analysis and Factor analysis using Principal Component Extraction Method
Hypothesis Testing			Independent Likert Scale Items	t-test

Source: Created by the researcher, 2018

3.6.1.3 Reliability of the Instrument

The questionnaire was tested to confirm its reliability. The term "rigor means that the various elements of a theory are consistent, that potential propositions or hypotheses are logically derived, that data collection is unbiased, and measures are representative and reliable" (Vermeulen, 2007:755; Raut and Veer, 2014:68). The validation process was undertaken to ensure that all the questions in the tool had no errors, were coherent, cohesive, and able to generate meaningful responses to the enquiry questions (Saunders, 2007:131). Previous ethnographical researchers including, Nunnally (1978) and Drost (2012:111), defined reliability of a data collection tool as:

> *"the extent to which measurements are repeatable – when different persons perform the measurements, on different occasions, under different conditions, with supposedly alternative instruments which measure the same thing, in sum, reliability is consistency of measurement. ...or stability of measurement over a variety of conditions in which basically the same results should be obtained"*

Cronbach's Alpha test was performed to ascertain the consistency of the data collection tool. This is supported by Drost (2012:111) who suggests that Cronbach (1951)'s Alpha Coefficient test has been used by numerous researchers over the years. Based on the Cronbach's Alpha Coefficient consistency measurements occur within the range of 0.00 and 1.00 test statistics. Results ranging from 0.70 to 1.0 are considered practicable for data collection (DeVellis, 2003; Nunnally, 1978). Computation results for the Cronbach's Alpha Coefficient for the instrument used in this research was 0.883 as shown in Table 6 below.

Table 6. Instrument Testing for Reliability

Item	Cronbach's Alpha Value	N	Cronbach's Alpha Based on Standardized Items
Q2	0.865	63	
Q3	0.848	35	
Q4	0.854	16	
Overall	0.883	114	0.897

Source: Created by the researcher, 2018.

The computed coefficient falls within the acceptable range of 0.00 to 1 (DeVellis, 2003; Nunnally, 1978). The test statistic implies that the data collection tool practically delivered desired outcomes on the nation branding question. The Cronbach's Alpha Coefficient test results for each section of the tool are under Appendix VII.

3.6.1.4 Validity of the Research Tool

Validity in research relates to the accurateness of the research tool and embodies the capacity of a measurement to assess its envisioned object (Zikmund, 2000). Drost (2012:111) considers validity as the significance of the researched constructs thus it sufficiently gives researchers the capacity to respond to queries concerning their enquiry with relative confidence. With validity, researchers thus wield a firmly dependable point with regards objects or phenomenon measured (Zikmund, 2000). According to Sekaran and Bougie (2013:228) the categories of validity which could be measured by a data collection tool include: content validity, face validity, constructs validity, predictive validity, and concurrent validity.

In this study, research instrument validity was measured to enhance confidence in the research outcomes. Firstly, content validity (Sekaran and Bougie, 2013:228) on the tool was executed to confirm that it contained comprehensive and clear questions. Writings by nation branding and international diplomacy experts were consulted and informal interviews were conducted with practitioners and scholars. The process confirmed that there was enough coverage of key aspects of nation branding were captured in the questionnaire used for the study.

3.6.1.5 Pilot Testing

The questionnaire was tested on purposively selected potential participants in order to ascertain the level of consistency, adequacy and understandability of the tool (Saunders, 2007). The pilot test for the instrument was administered on twenty respondents. The results of the pilot test indicated that there were no problems in understanding the instrument by the respondents. As such, there were no alterations effected to the data collection tool.

3.6.2 Research Instrument for Qualitative Data Collection

Two key informant interview guides were used to collect qualitative primary data. The first instrument targeted local Zimbabwean respondents and the other one targeted foreign visitors and prospective investors. The two interview guides assisted in collection of qualitative data in the form of words which were recorded verbatim in interviews and as transcribed in observation notes. Qualitative data captured opinions, personal feelings and views about nation branding practice and strategy for Brand Zimbabwe. Qualitative data is different from quantitative data, which focuses on numbers such as "how many" respondents gave a particular response category. The difficulty that arises when data is collected through a key informant interview guide – unless a bigger sample of respondents is involved – is that of generalising results to the larger population.

Key Informant In-depth interviews

The qualitative component of the research study used a key informant interview guide (refer to Appendixes II and III) as a data collection tool. The key informant interview guide was availed to both foreign and local respondents. Soft copies of the key informant in-depth interview guide were sent to Zimbabwean respondents in the Diaspora. Hard copies of the key informant in-depth interview guide were administered to foreigners visiting Zimbabwe and local respondents.

The research included key informants in government, business, and non-governmental institutions. To get detailed data and explanations from the key respondents on certain issues relating to nation branding, the researcher utilised in-in-depth interviews. These are qualitative interviews with people who know what is going on in the community. The purpose of in-in-depth interviews was to collect information from a wide range of respondents including community leaders, professionals or residents who have first-hand knowledge about nation branding. These community experts, with their knowledge and understanding, provided insight into the nature of nation branding.

An interview guide contains "a list of questions or topics arranged orderly" to collect data on key research themes from identified key informants. Extant literature postulates that the quality of findings from a research largely depends on the nature of questions contained in the interview guide. The task of the researcher was therefore to review the research themes and

raise questions that yielded relevant responses. As suggested by Welman, Kruger and Mitchell (2006:67), the research guide should use broad, non-leading questions or expressions to avoid 'Yes' or 'No' responses. The researcher enjoyed the latitude to vary the sequence of the questions and adapt the formulation, including terminology to fit different backgrounds of the respondents as proposed by Welman, Kruger and Mitchell (2006:67).

3.6.3 Document Content Analysis

The research utilised document analysis for the collection of secondary data. Document analysis in research entails organising research data into categories related to key research questions. In other words, the analysis of document content entails coding content into themes in the same way depth interview transcripts are analysed. This research required significant corroboration of data from various sources to arrive at objective deductions. As expressed earlier, the power of triangulation informed the basis of the methodology adopted for this research. This research therefore reviewed reports from nation brand research firms, international development and trade institutions such as World Trade Organisation (WTO), World Economic Forum (WEF), International Monetary Fund (IMF) and Transparency International.

3.7 Data Presentation Procedure

In data presentation, the most critical consideration in preparing any research report is the nature of the audience. Since the chief purpose is to communicate the findings, the report should be prepared specifically for the readers of the report (Taylor et al., 2016:321). The presentation of quantitative findings for this research was done using graphs, tables and charts whilst qualitative findings were presented through narratives and descriptions on emerging themes based on the research objectives.

3.8 Data Analysis Procedure

Survey data was analysed using SPSS version 21. Frequency analysis was used to analyse questions asked using a five-point Likert scale, and these were presented in percentage format. In addition, factor analysis and one-sample t-tests were used for hypotheses testing. Factor Analysis used a dimension reduction method. Verification of the hypothesis, for acceptance or rejection, made use of the null hypothesis based on the analysis of item loading

factors of each variable. Factor Analysis remains applicable in social sciences to test hypothesis and achieves this by measuring relationships between observed scores and latent scores of variables. Factor analysis as a statistical technique requires a defined minimum sample to produce reliable results rather than the cases-to-variables ratio. The researcher used the KMO measure of sampling adequacy, which ranges from 0 to 1, to determine if the study's samples were adequate for factor analysis. Extant literature suggests that acceptable values of KMO measure of sampling adequacy range from 0.5 to < 0.6. This study adopted 0.5 as the minimum KMO measure of sampling adequacy. The study also applied Bartlett test of sphericity to assess factorability of nation brand datasets from the respondents. (Schmitt & Sass, 2011) assert that: "Bartlett's test of sphericity is a notoriously sensitive test of the hypothesis that the correlations in a correlation matrix are zero." However, due to its sensitivity and reliance on sample size, the test may still be significant in large samples even if correlations are low. The research therefore used the KMO and Bartlett's Test concurrently measure of sampling adequacy. The more correlated the variables are, the better (Schmitt & Sass, 2011:23). Varimax rotation with Kaiser-normalisation was also employed, as its cross-loadings were lower than the other factor matrix rotation. One sample t-test was used to test the fourth and fifth hypothesis. Correlation Matrix was employed to check multi-collinearity and relationship between variables. Thematic analysis was used to analyse qualitative data. The analysis of qualitative findings was based on nation branding, national competitiveness and nation branding strategy. The emerging themes were identified in the research and were presented in keeping with the order of the research objectives.

3.9   Ethical Considerations

All professions are guided by a code of ethics that has evolved over the years. Ethics refer to norms for conduct that distinguish between acceptable and unacceptable behaviour. In other words, ethical behaviour or ethics means living in accordance with principles of conduct that are considered correct, especially those of a given profession or group. Certain ethical values should be observed in any academic research, especially when it involves human subjects as in this study (Rawnsley, 2012:11). Therefore, this research had an obligation to ensure acceptable conduct to avoid subjecting participants to embarrassment, harm or any other material disadvantage caused by unethical behaviour of the researcher. This study observed proper ethical conduct right from the formulation of research topic, design of research strategy, and gaining access to data, processing, storage, analysis and reporting the research

findings. In order to gain physical and cognitive access to appropriate data and personal entry to sample organisations targeted, the study adopted ethical strategies to ensure that appropriate conduct was achieved throughout the research. The study provided prospective participants with a clear account of purpose and type of conduct required so that they participated out of voluntary and informed consent. Robson (2002:21) says a clear account of your requirements allows the intended participants to be aware of what is required of them.

3.10   Summary of the Chapter

The chapter presented was about the methodological journey that was taken to carry out this research. It provided an account of the framework that guided the research project. Details were provided about the philosophical undertones of the research, the research design, research approach, research strategy, sampling plan and techniques, data collection techniques and instruments used, data analysis and presentation procedures, and ethical considerations of the research.

CHAPTER IV

DATA PRESENTATION AND ANALYSIS OF RESULTS

4.0 Introduction

This chapter focuses on data analysis and presentation of the findings. The study deployed both qualitative and quantitative research methods. The quantitative findings are presented first, followed by qualitative findings from the in-depth interviews with local key informants and then lastly interviews with foreign visitors and investors across the world coming to Zimbabwe. The quantitative data collected from the field were analysed using the Statistical Package for Social Scientists (SPSS) software, whilst the qualitative data was analysed based on emerging themes.

4.1 Normality Test

All questions were subjected to the normality test in order to check whether any parametric tests could be performed. One sample Kolmogorov-Smirnov test was performed. Since the results showed that the data was not normally distributed, the researcher could only use non-parametric tests for statistical inference. The results of the normality test are presented in Appendix V.

4.2 Data Collection Response Rate

The data presented in this study was collected from 372 respondents (out of a sample target of 384), indicating a response rate of 97%. The questionnaire response rate was very high and well above the minimum response rate of 67% proposed by Saunders et al. (2012:341). In addition, out of the 15 targeted in-in-depth interviews with key informants, 11 interviews were conducted, indicating a response rate of 73%. For the targeted 10 interviews with foreign visitors, 7 interviews were achieved giving a response rate of 70%.

4.3 Reliability Test and Analysis

The Cronbach's alpha test indicated that the data for this study were reliable; the alpha values being greater than 0.81. As seen in Appendix VII, this result conforms to the expected level of a normal Cronbach's alpha test, of between 0.00 and 1 (Devellis, 2003; Leech, Barrett and Morgan, 2005; Nunnally 1978).

4. 4 Statistical Analysis

The following section presents descriptive and inferential statistics derived from the results from the quantitative data collection tool. The descriptive statistics mainly pertain to the demographic characteristics of the respondents including the distribution of respondents by place of residence, distribution by sex, distribution by industry and distribution by age group. The section also presents inferential statistics on thematic issues relating to nation branding and Brand Zimbabwe based on the Likert scale questions on the Brand Zimbabwe discourse.

4.4.1 Distribution of Respondents by Place of Residence

The respondents were required to indicate their permanent places of residence. The findings are contained in Table 7 which shows, in percentages, that most respondents were from Harare (70.2%) followed by Bulawayo with 8.6%, Mutare with 7.5%, Masvingo (4.8%) and then Gweru with 3.8%. Bindura had 1.6%, Diaspora had 1.6%, Chinhoyi, and Hwange had 0.8% each and Kwekwe had the least number of respondents (0.3%).

Table 7: Places of Residence for Respondents

Place of Residence	Percent
Harare	70.2
Bulawayo	8.6
Mutare	7.5
Masvingo	4.8
Gweru	3.8
Bindura	1.6
Chinhoyi	0.8
Kwekwe	0.3
Hwange	0.8
Diaspora	1.6
Total	**100.0**

Source: Survey Results

The data presented in Table 7 above shows that respondents of the study were drawn from diverse locations in Zimbabwe and from Zimbabwean nationals in the Diaspora.

4.4.2 Distribution of Respondents by Sex

Figure 11 below shows the percentage distribution of respondents by sex. Men made up the highest percentage (59.7%) as compared to their female counterparts at 40.3%. Accordingly, the findings of this study relate predominantly to male respondents.
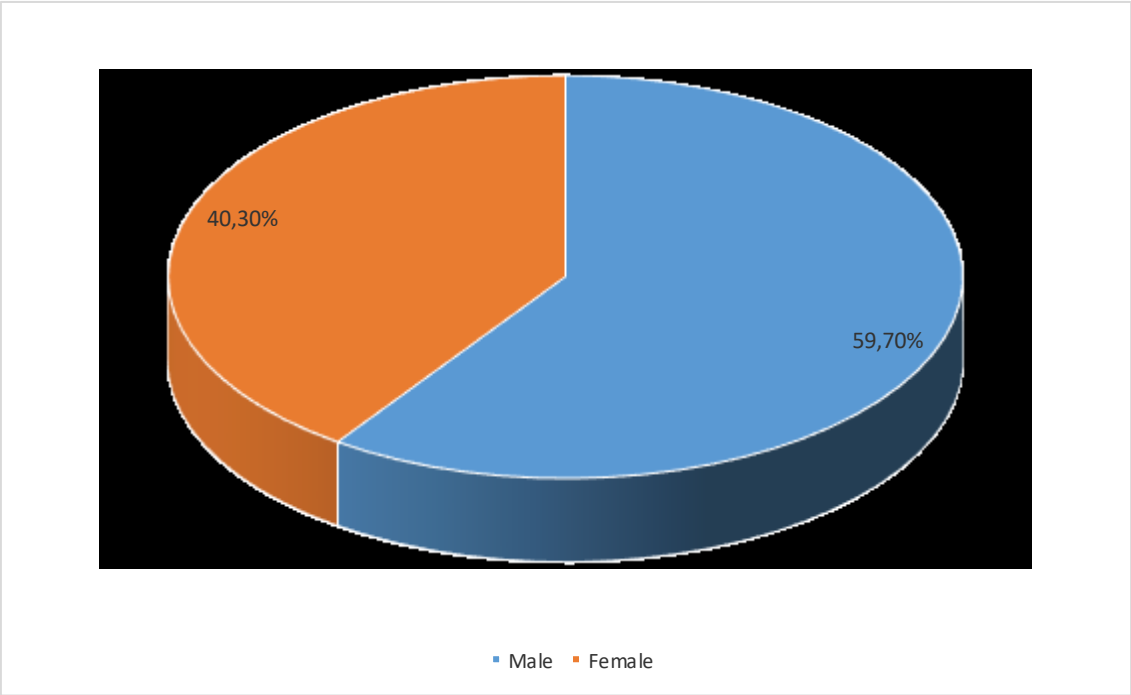
Figure 11: Percentage Distribution of Respondents by Sex

Source: Survey Results

4. 4.3 Percent Distribution of Respondents by Age Group

The respondents were asked to indicate their age groups and the findings were as presented in Figure 12 below.
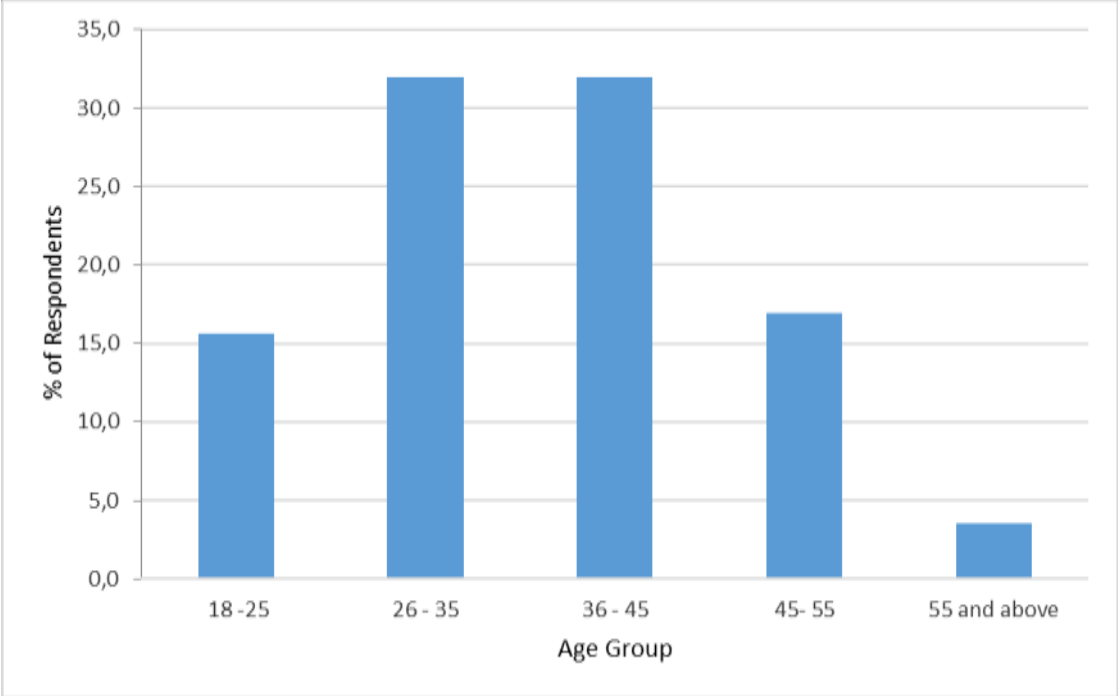
Figure 12: Percentage Distribution of Respondents by Age Group

Source: Survey Results

The figure shows that the broader age range of 26 to 45 years has the highest frequency and percentage of respondents (32 %). Those aged from 45 to 55 years of age have the second highest percentage (16.9%), followed by those aged between 18 and 25 years (15.6 %). People who are over 55 years had the least percentage (3.5%).

4.4.4 Distribution of Respondents by Industry

This study drew respondents from several sectors of the economy, indicating that the findings reflect the views of people from diverse backgrounds. Figure 13 shows the percent distribution of the respondents by sector. The figure shows that the respondents for this study were drawn from ten sectors of the Zimbabwean economy. Most of the respondents, 19 percent, were from Advertising and the Media, followed by the 18 percent from Government. Slightly over 12 percent of the respondents were Consultants and Researchers, while about 11 percent of the respondents were from the Manufacturing Sector. The lowest percentage of the respondents came from the NGO, Religious and Independent sector bodies (4 percent).
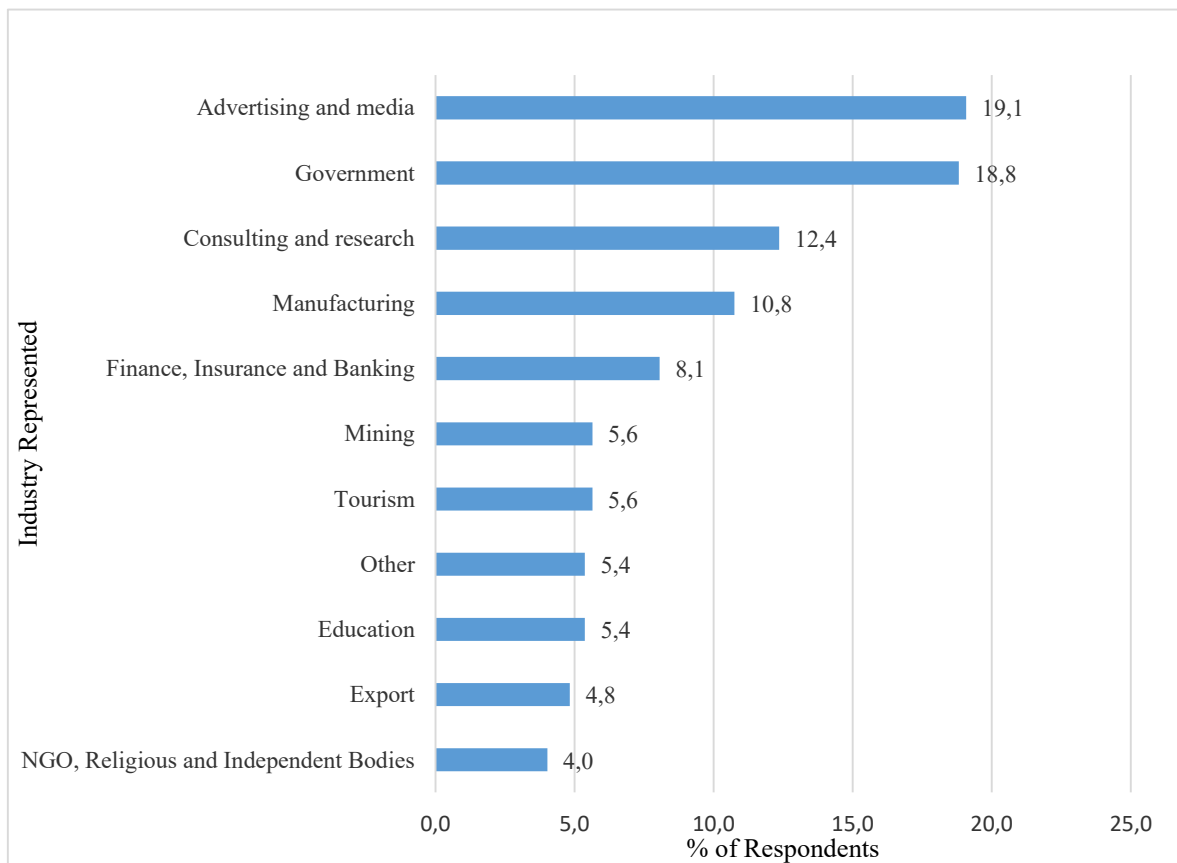
Figure 13: Percentage Distribution of Respondents by Industry

Source: Survey Results

4.4.5 Views on the Role of Nation Branding in Zimbabwe

The study sought to examine the role of nation branding in Zimbabwe. The respondents were required to show their agreement with the assertions that the role was merely to create a national symbol, logo, and graphics; to convey the promise of a memorable experience; and consolidate; and to reinforce a collection of pleasurable memories. Other possible roles were to ensure a shared view on a country; to increase the country's capacity to attain foreign policy goals; to enhance FDI performance, promote exports, and attract tourism. The findings are shown in Figure 14 below.
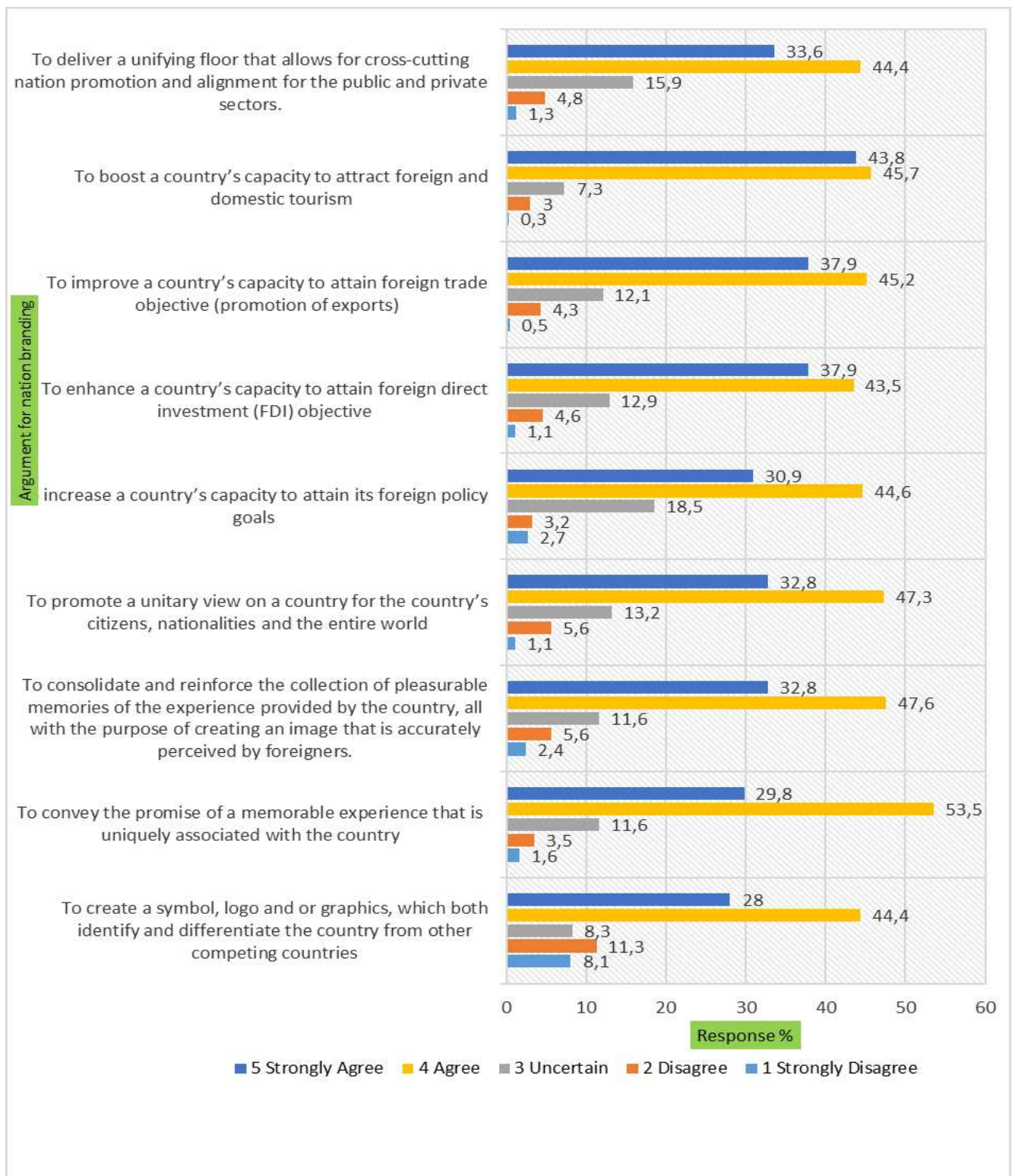
Figure 14: Views on the Role of Nation Branding in Zimbabwe

Source: Survey Results

As shown in the Figure 14 above, most respondents agreed or strongly agreed with the suggested views on the role of nation branding. Generally, all the issues received more than 70% confirmation from the respondents that they were influenced by nation branding. The

131

highest frequency was recorded for confirming the important role played by nation branding in tourism promotion (90%), followed by exports (84%) and Foreign Direct Investment (81%). Respondents thus largely believed that nation branding effort have a significant role to play in nations. Whilst respondents agreed that nation branding seeks to create a symbol, logo and or graphics, which both identify and differentiate the nation from other competing nations, this role was ranked lower than other factors. A few respondents disagreed with the views given about what nation branding could achieve.

4.4.6 Competitiveness and Differentiating Indicators

The study sought to investigate perceptions of the competitiveness of Brand Zimbabwe, using a myriad of factors including physical infrastructure, macroeconomic environment, health, education, and product and service market efficiency. Respondents were essentially asked to express their views on the competitiveness of Zimbabwe based on identified competitive and differentiating indicators. The findings of this investigation are shown in Table 8. As seen in the table, generally, most respondents disagreed with some of the competitive indicators for the country, as shown by higher percentages under Likert scale 2 indicating disagreement as compared to other Likert Scale categories. Close to 55% of the respondents disagreed that financial market efficiency is a competitive factor for Zimbabwe, while about 50% and 51% of the respondents disagreed that macroeconomic environment and factor prices respectively are competitive factors for Zimbabwe when it comes to nation branding.

Table 8: Competitiveness and Differentiating Indicators

Competitiveness and Differentiating Indicator	Strongly Disagree 1	Disagree 2	Uncertain 3	Agree 4	Strongly Agree 5
Public Institutions	20.7	47.8	10.8	16.9	3.9
Physical Infrastructure	22.3	44.1	14.5	17.2	1.9
Macroeconomic Environment	24.5	49.5	18	6.2	1.9
Health	21.8	48.7	13.7	13.4	2.4
Education	5.4	10.5	11.6	51.6	21
Product & Service Market Efficiency	12.6	44.9	18.5	20.1	3.5
Labour Skills & Market Efficiency	5.6	22.3	13.4	40.3	18.3
Financial Market Efficiency	14.2	54.6	17.2	10.8	3.2
New Technology Adoption	10.5	44.6	21	20.7	3.2
Market Size	7.5	34.4	27.7	25.8	4.6
Facilities & Services	14.2	46.8	19.1	17.5	2.4
Factor Prices	15.3	50.5	19.1	12.9	2.2
Natural Resources / Factor Endowment	3.0	9.7	12.4	43	32
Cost of Doing Business	34.7	39.8	11.6	10.5	3.5
Political Stability	34.9	38.2	10.2	12.4	4.3
Stable Currency	36.6	28.0	14.2	15.3	5.9
Geographical Location	2.2	7.3	15.9	42.5	32.3

Source: Survey Results

Education was singled out as a very competitive indicator for brand Zimbabwe, with close to 52% of the respondents rating it strongly. The geographical location of the country had cumulative affirmative score of 74.8%, followed by education with a score of 72.6% and skills and labour market with 58.6%. The rest of the identified competitive factors namely: political environment, macroeconomic environment, product and market efficiencies, currency stability, facilities and services, cost doing business and technology were perceived to be adversely affecting the country's ranking.

4.4.7 Global Risk Factors Facing Zimbabwe

An analysis was done in the context of Brand Zimbabwe, of what are perceived to be global risk factors. The risk factors were classified as social, economic, environmental (ecological), geo-political and technological. The research findings are shown in Figure 16 to Figure 18 and Table 9.

4.4.7.1 Social Factors

The social factors examined were the ageing population, failure of urban planning, food crises, large-scale involuntary migration, and profound social instability. The list also included such factors as the spread of infectious diseases, water crises, increasing national sentiment, poverty, and crime. The respondents were asked to indicate whether they strongly disagreed, disagreed, were unsure, agreed, or strongly agreed as to whether the elements identified were risk factors affecting Zimbabwe. Refer to figure 15 below.
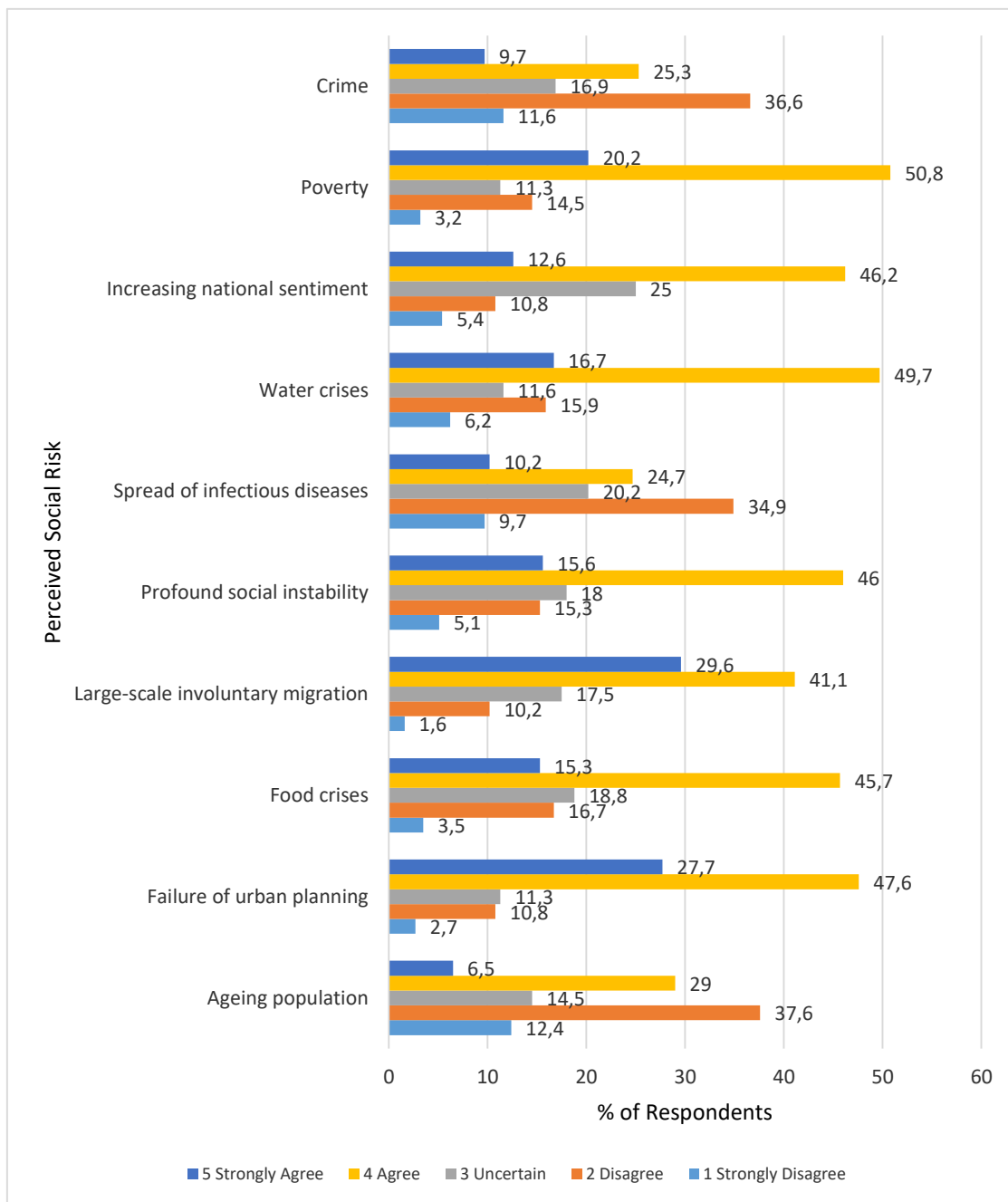
Fig 15. Perceived Social Risks Facing Zimbabwe

Source: Survey Results

The social factors affecting Zimbabwe as an international source market, a destination for tourism, investment and residence are shown in Figure 15. Overall, the respondents agreed that most of the social risk factors identified affect the country as a source market, tourism, investment and residence destination. The most significant social risk factors affecting the country based on cumulative affirmative perception are failure of urban planning (75.4%), poverty (71%), large-scale involuntary migration (70.7%), water crises (66.4%), social

instability ((61.6%), food crises (61%) and growing national sentiment (58.8%) respectively. The least threatening social risk factors were related to the spread of infectious diseases (34.9%), crime (35%) and followed by ageing population (35.5%). The statistics in Figure 16 indicate multiple significant social risk drivers affecting the nation brand, which certainly constitute a cause for concern, since they scare off tourists and investors alike and affect the country of origin effect of the country's exports.

4.4.7.2 Economic *Factors*

An examination was conducted of economic factors, which include commodity prices, energy price shocks, failure of financial systems, inadequate critical infrastructure, fiscal crises, unemployment or underemployment and currency volatility. The findings on these factors are shown in Figure 16.
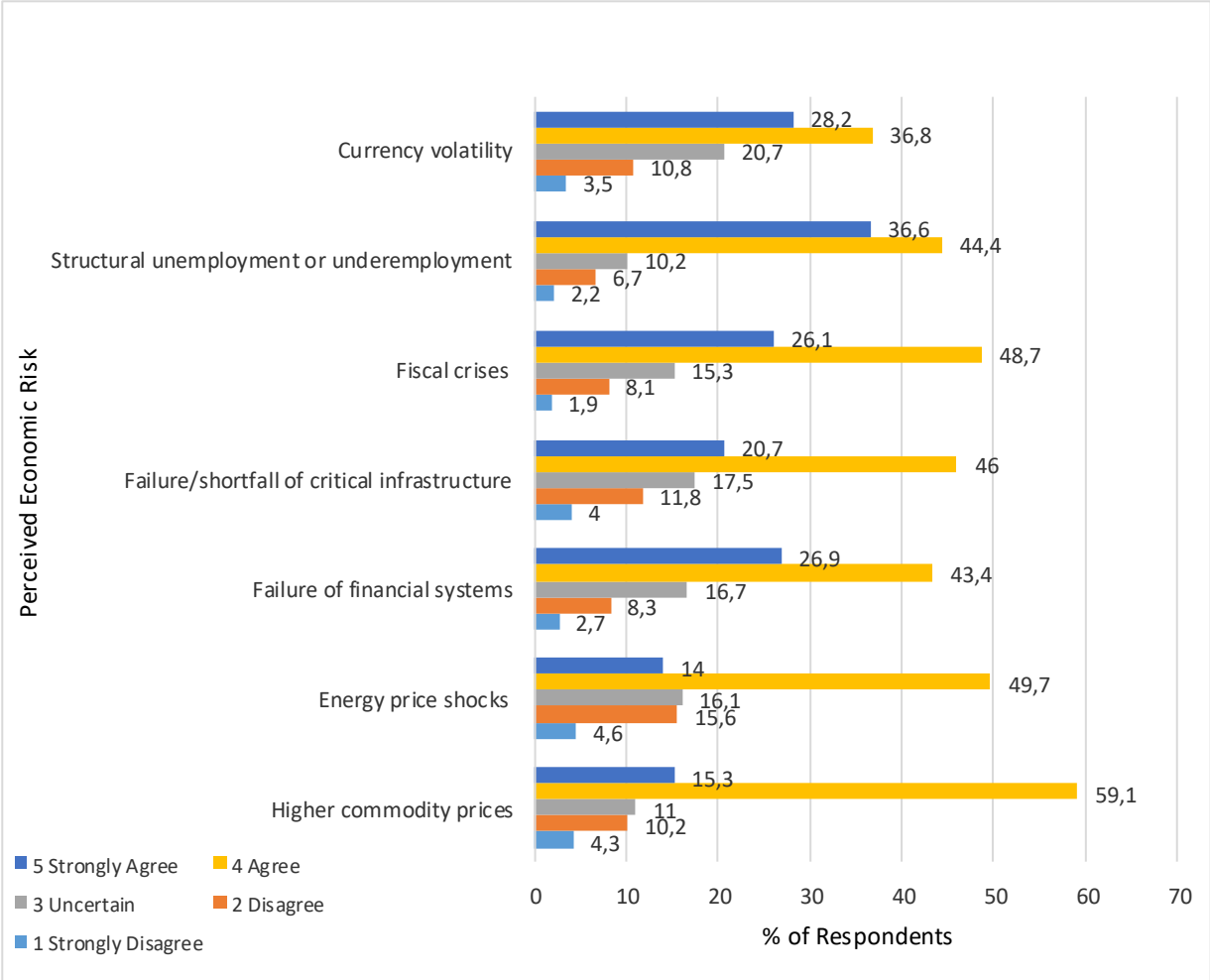
Figure 16. Perceived Economic Risks Facing Zimbabwe

Source: Survey Results

The statistics show that the identified economic risk factors represent a significant challenge for Brand Zimbabwe. The risk with the greatest impact on the country was the incidence of structural unemployment and underemployment, which had a cumulative affirmative score of 81%, followed by fiscal crises (74.8%), higher commodity prices (74.4%), failure of financial systems (70.2), failure of critical support infrastructure (66.7%), currency volatility, and lastly price shocks that are induced by energy problems.

4.4.7.3 Environmental and Ecological Factors

An examination was also carried out, for Brand Zimbabwe, of the ecological and physical environmental risks affecting Zimbabwe. The ecological factors examined were extreme weather conditions, adaptation to climatic changes, biodiversity loss and collapse of the natural ecosystem. The findings relating to these aspects are shown in Figure 17 below.
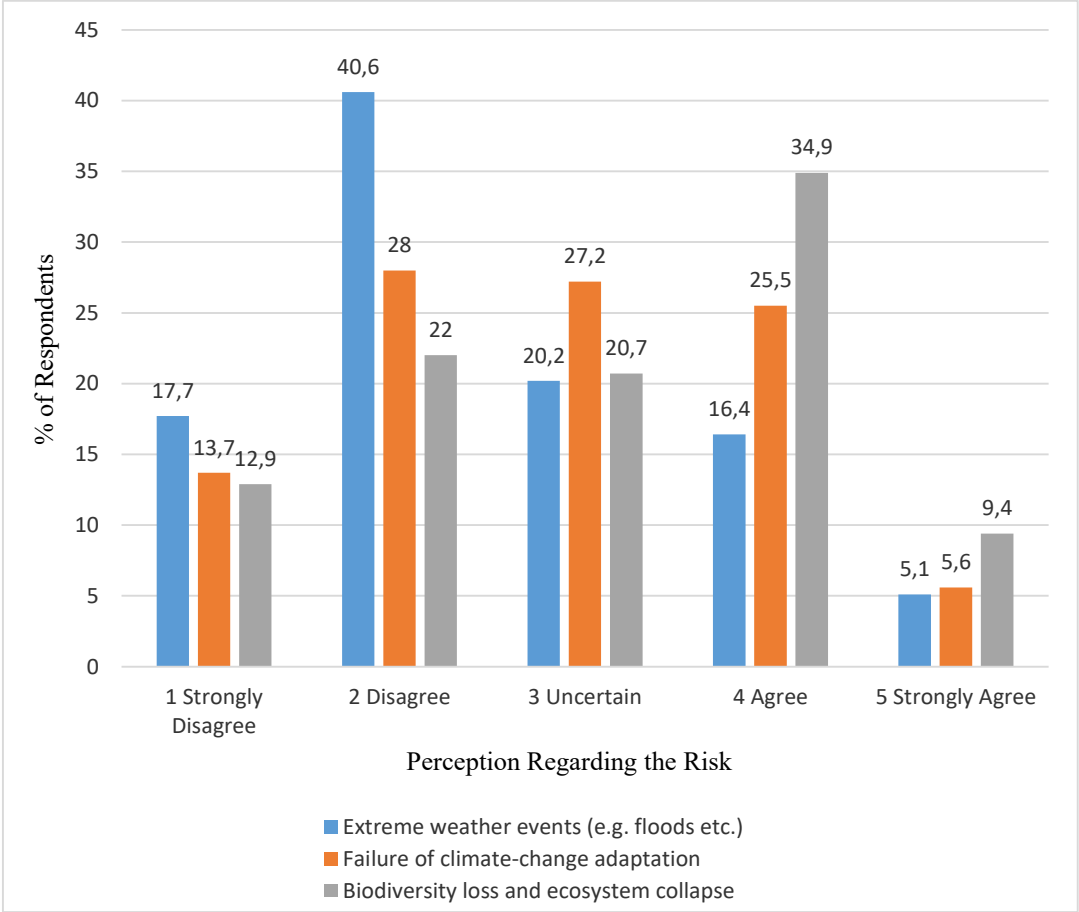
Figure 17. Perceived Environmental Risks facing Zimbabwe

Source: Survey Results

Most of the respondents (about 41%) disagreed that extreme weather events like floods are a risk factor for branding a nation as an international destination. Approximately 35% of the respondents agreed that biodiversity loss and the collapse of the natural ecosystem are risk factors affecting Zimbabwe. The results suggest, however, that Zimbabwe faces insignificant risk relating to extreme weather conditions.

4.4.7.4 Geo-Political Factors

The research also assessed geo-political factors relating to Brand Zimbabwe. The factors examined were *inter alia* the failure of national governance (corruption, and organised crime), the failure in the rule of law and property rights and large-scale terrorist attacks. The other factors were state collapse or crisis (civil conflict, military coup, and failed states), and the breakdown of information infrastructure. The findings on these aspects are contained in Table 9 below.

Table 9: Geo-political and Technological Risk Factors affecting Zimbabwe

Aspect	Zimbabwe faces Exposure to:	1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree
Geo-political factors	Failure of national governance (e.g. corruption, organized crime, etc.)	6.2	11	6.7	31.5	44.6
	Failure in rule of law and property rights	6.7	13.7	11	40.3	28.2
	Large-scale terrorist attacks	45.4	28.5	9.4	9.9	6.7
	State collapse or crisis (e.g. civil conflict, military coup, failed states, etc.)	23.4	37.6	17.2	12.9	8.9
Technological factors	Breakdown of information infrastructure	16.4	34.1	22.6	18.3	8.6
	Large-scale cyber attacks	20.2	38.7	22.6	11.6	7
	Massive incident of data fraud / theft	14.2	39.5	19.9	15.3	11
	Abuse of technologies (e.g. printing, piracy etc.)	8.3	15.1	14	37.6	24.7

Source: Survey Results

The failure of national governance (e.g. corruption, organized crime, etc.) was cited as a major risk factor affecting Brand Zimbabwe. About 45% of the respondents strongly agreed, with a cumulative affirmative score of 76%, perceiving the issue to be a significant risky area. The failure in rule of law and property rights was also observed as a geo-political risk factor affecting the nation brand, with 69% of the respondents acknowledging the threat.

4.4.7.5 Technological Factors

An analysis was undertaken, for Brand Zimbabwe, of the technological environment. The respondents were required to express their perception of the country in relation to large-scale cyber-attacks, incident of data fraud or theft, abuse of technologies (social media abuse and piracy) and breakdown of information infrastructure. The findings are contained in Table 10 above. The results suggest that Zimbabwe faced less risk of large-scale terrorist attacks, state collapse or crisis, large-scale cyber-attacks and high incidence of data fraud. The statistics indicate that there are significant risk drivers affecting the nation brand, which is certainly a cause for concern. The incidence of data fraud or theft was considered by close to 40% of the respondents to be a minor technological risk factor affecting the nation. The abuse of technologies through printing and piracy was a greater technological risk factor affecting the nation, with a cumulative affirmative score of 62%.

4.4.8 Coverage and Portrayal of Brand Zimbabwe

The research instrument established that there was adverse coverage about Zimbabwe as a destination and required respondents to express their opinions regarding identified aspects. Figure 18 below shows how respondents view the country in relation to the multiple issues raised.
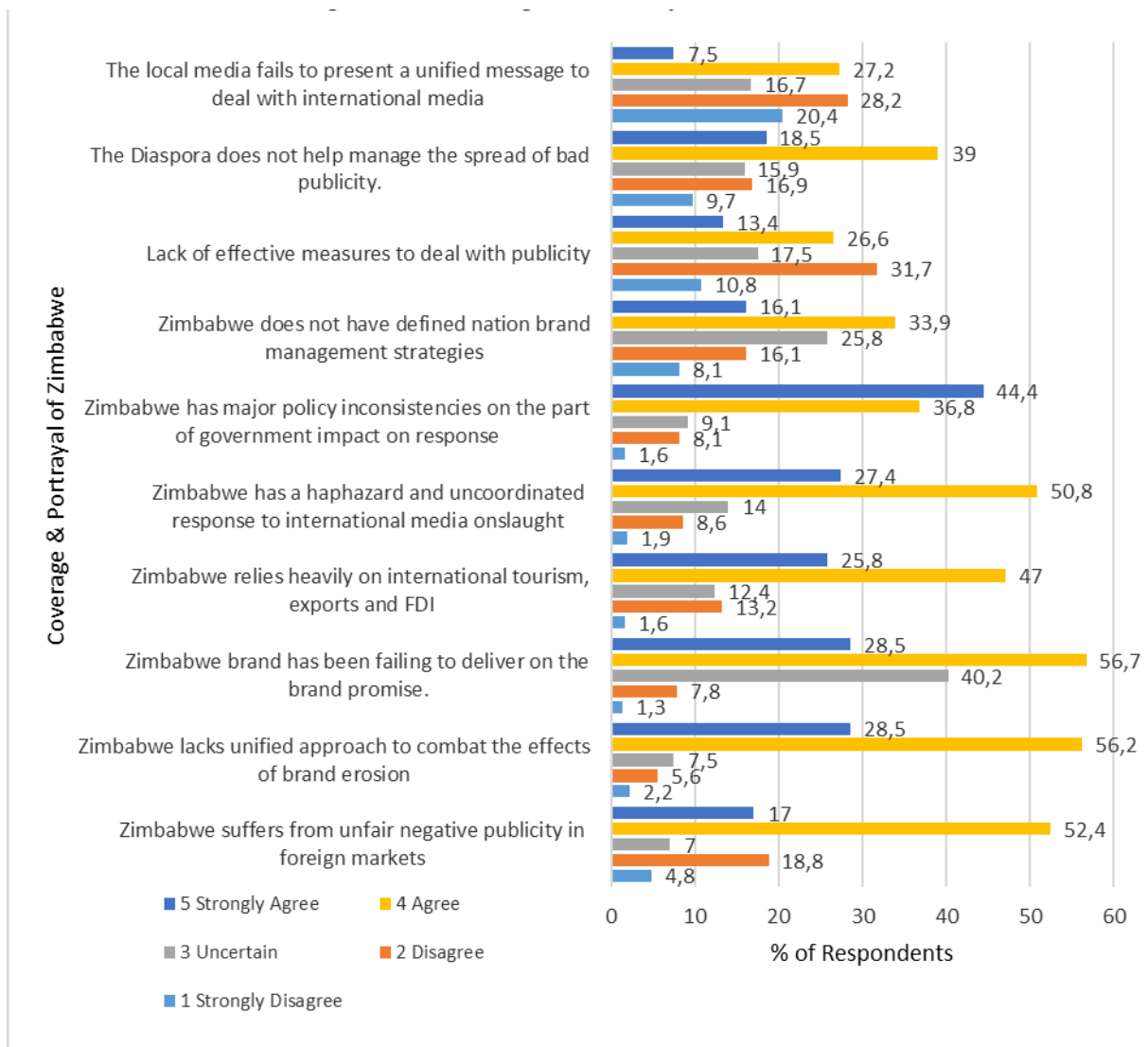
Figure 18: Coverage and Portrayal of Zimbabwe

Source: Survey Results

A significant number of respondents confirmed that the country suffered from unfair negative publicity in foreign markets, and relied heavily on international tourism, exports and FDI. The respondents also held the view that the country lacked a unified approach to combating the effects of brand erosion and had a haphazard and uncoordinated response to negative international media onslaught. The country was viewed as lacking defined nation brand management strategies, failing to deliver on its brand promise and there had been policy inconsistencies in government's response. The country's local media was failing to present a unified message in the face of negative international media coverage. The respondents also were of the view that the Zimbabwean Diaspora community was failing to help to control the spread of bad publicity.

Major issues raised were that the negative international coverage has adversely affected the country as a destination. 85.2% of the respondents believed that Brand Zimbabwe was failing to deliver on its brand promise, while 84.7% of the respondents expressed the view that Zimbabwe lacked a unified approach to combating the effects of brand erosion. 69.4% of the respondents agreed that Zimbabwe suffered from *unfair* negative publicity in foreign markets, whilst 51% agreed that Zimbabwe had a haphazard and uncoordinated response to international media onslaught. More than 44% of the respondents strongly agreed that Zimbabwe suffered from major policy inconsistencies, and a cumulative score of 81.4% affirmed the inconsistencies. 57.5% agreed that the Zimbabwean Diaspora community did not help to manage the spread of and damage by bad publicity about the country.

4.4.9 Brand Visioning and Planning

The study assessed the extent to which the nation branding is practised in Zimbabwe. Respondents were asked about their understanding of and thoughts on nation branding, the concept of branding and its application to brand Zimbabwe. The research findings are shown in Figure 19.
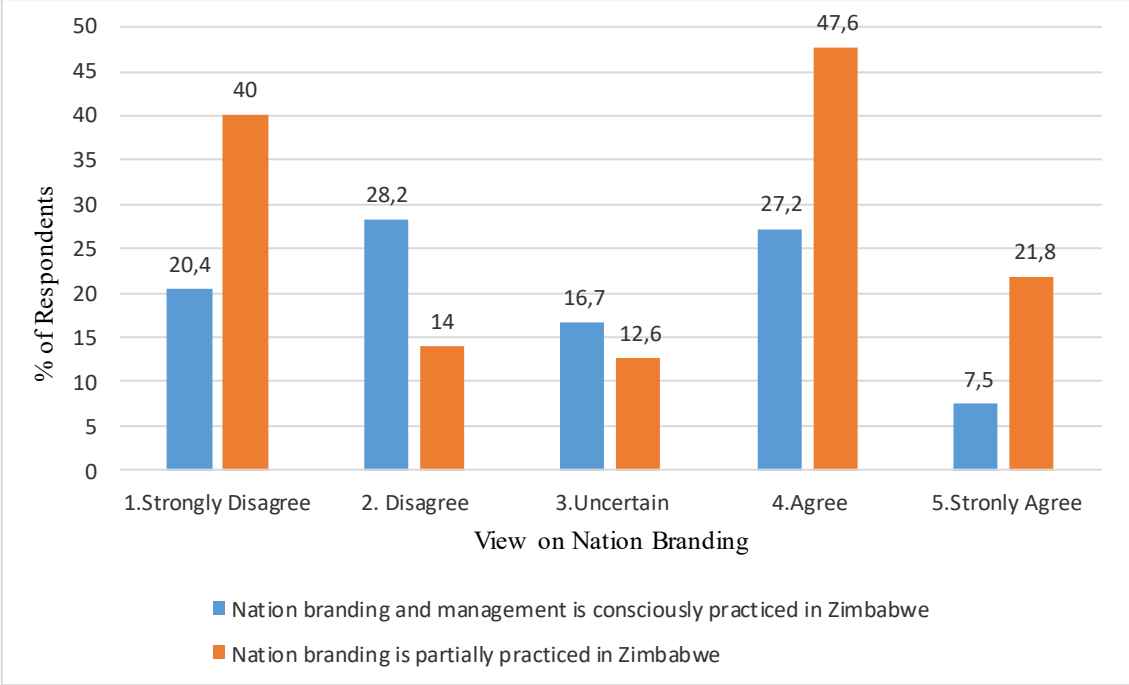
Figure 19: Views on Application of Branding in Zimbabwe
Source: Survey Results

The majority (48%) agreed that nation branding is partially practised in Zimbabwe. Only 28% of the respondents disagreed that nation branding and management is consciously practised in Zimbabwe. The findings suggest that the concept of nation branding is practised to a lesser extent in Zimbabwe. This is particularly so given the uncoordinated approach to nation branding activities by state and non-state actors.

4.4.10 Key Players in the Development of Brand Zimbabwe

This section presents the findings on the key players in the development of Brand Zimbabwe. The section also presents the test to the hypothesis that *it is difficult to characterise the architects for the development of Brand Zimbabwe.* The respondents were required to indicate their views on key role players in the nation branding in Zimbabwe on a five-point Likert scale ranging from strongly disagree to strongly agree. Research results reveal the extent of the involvement of the identified role players (architects) for the development of Brand Zimbabwe. Participants were requested to rank the following institutions: Office of the President and Cabinet (OPC), the public, media houses and advertising agencies, ZimTrade, government ministries, political parties, CZI and ZNCC, Ministry of Hospitality and Tourism, Zimbabwe Investment Authority and Zimbabwe Tourism Authority as regards their role in managing nation branding in Zimbabwe. Figure 20 shows the research findings.
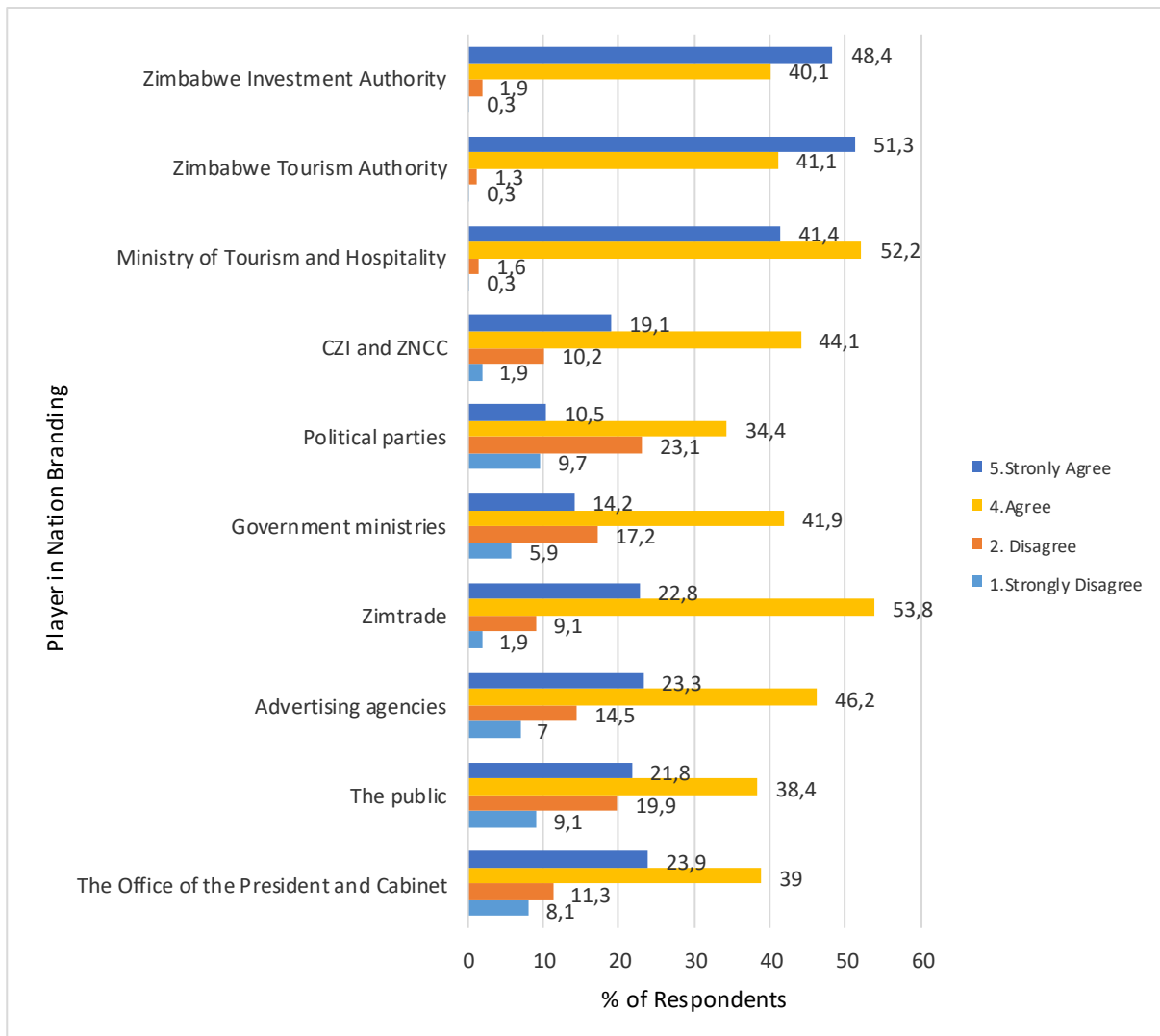
Figure 20: Key Players in Development and Management of Brand Zimbabwe

Source: Survey Results

In general, respondents agreed that the institutions identified could be key players in developing and managing brand Zimbabwe. The respondents agreed that ZimTrade and the Ministry of Hospitality and Tourism should develop and manage brand Zimbabwe, with the highest percentages of 54 and 52 respectively. Slightly above 51% of the respondents strongly agreed that Zimbabwe Tourism Authority should develop and manage the brand. Political parties (both opposition and ruling) were viewed as having the least role and influence in nation branding for Brand Zimbabwe.

4.4.11 Brand Zimbabwe's Most Compelling Factors

The research examined what is likely to be Brand Zimbabwe's most compelling factors, those that could be considered in the advancement of the brand in target markets. The factors considered were image (perception about the brand in the eyes of foreigners), personality (human characteristics associated with the brand), essence (emotional elements and values associated with the brand), brand culture (how the brand will live up to its promise to visitors), brand blueprint (architecture of the brand, outlining various messages that communicates the promise) and brand character (how the brand is perceived and constituted internally i.e. integrity, trustworthiness and honesty). The findings are displayed in Figure 21 below.
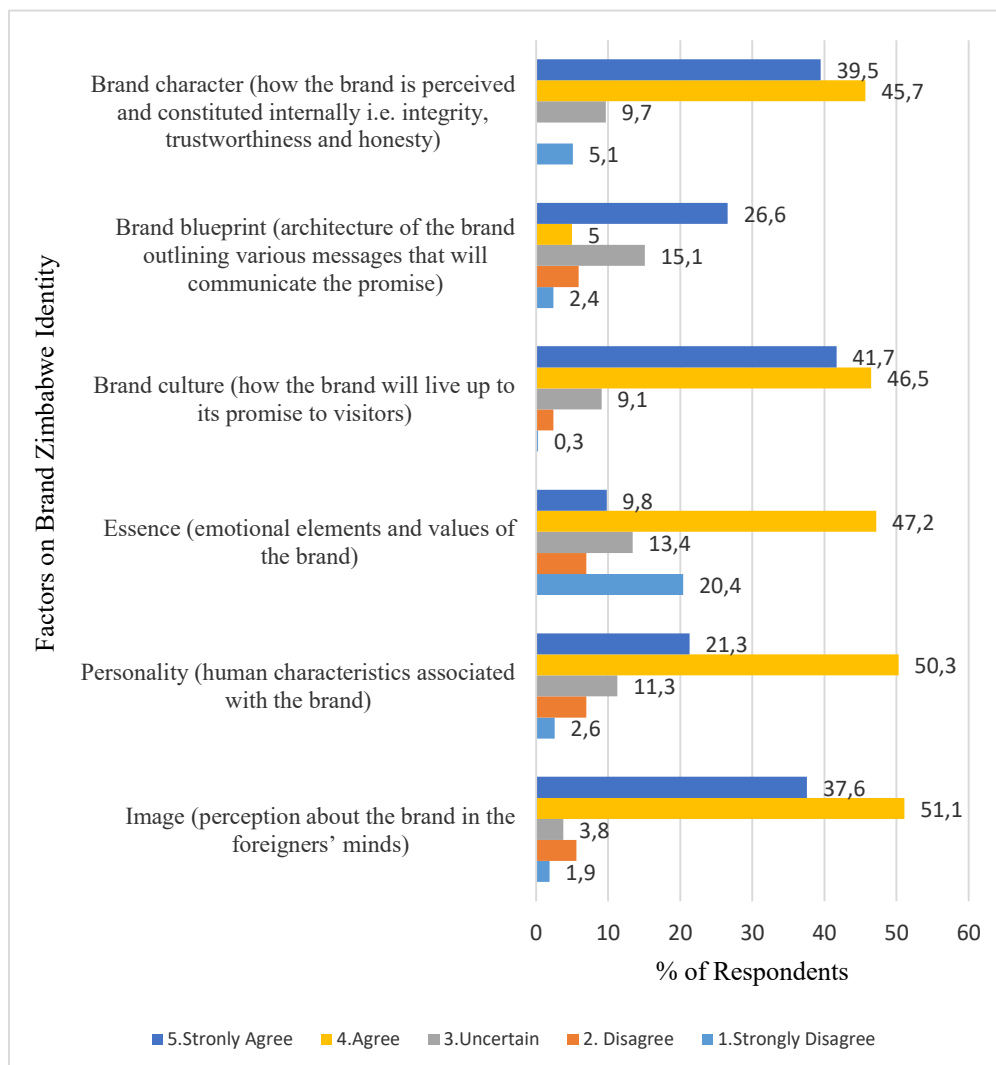
Figure 21: Compelling Factors Regarding Brand Zimbabwe Identity

Source: Survey Results

In general, the respondents agreed about most of the compelling factors. Two compelling factors emerged as image (perception about the brand in the foreigners' minds), as represented 51.1% of respondents, and personality (human characteristics associated with the brand), as represented by 50.3% of respondents.

4.4.12 Impressions Conveyed by Brand Zimbabwe

The study examined the impressions created by the nation brand. The assessment explored whether the nation brand was perceived as having measurable objectives; as having tangible characteristics; as being unique and attractive; whether the nation brand's promise resonated with expectations; whether it exuded a positive emotional appeal; whether it impacted on the marketability of exports, whether it had distinct advantage over regional counterparts, and whether it had a strong character and identity. The findings on these aspects are shown in Figure 22 below.
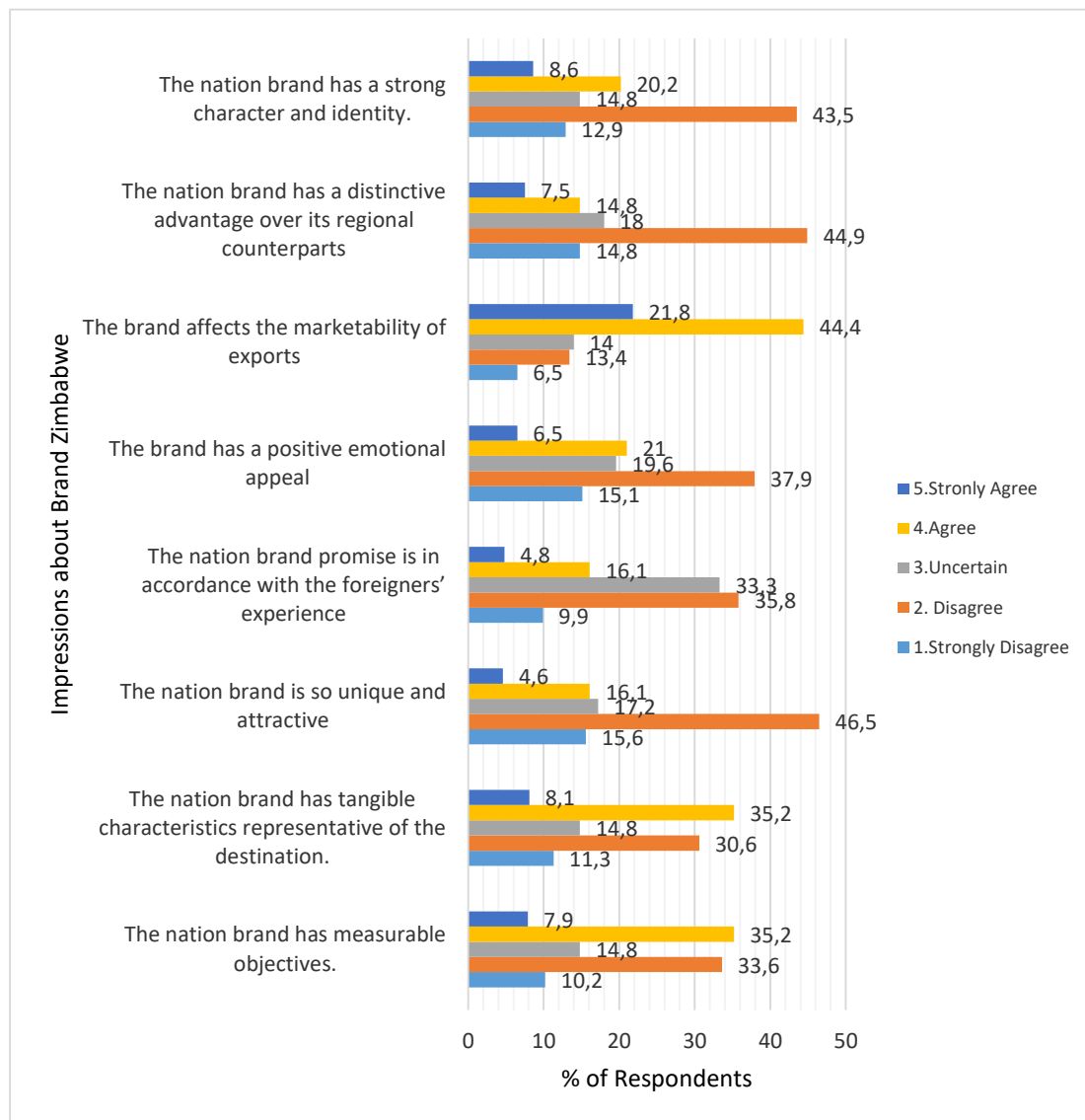
Figure 22: Impressions about Brand Zimbabwe

Source: Survey Results

The respondents were generally in disagreement with most of the statements relating to their impression of Brand Zimbabwe. Close to 47% of the respondents disagreed that the nation brand is so unique and attractive. Approximately 45% of the respondents disagreed that the nation brand has a distinctive advantage over its regional counterparts. Slightly above 44% of the respondents agreed that the brand affects the marketability of exports.

The statistics relating to the impressions about the brand indicates that the Zimbabwe nation brand is not performing to its potential. Brand Zimbabwe is essentially perceived to be lacking tangible characteristics that can set it apart from its regional and international counterparts. The nation brand is not in any way unique and inspiring to the locals and is not

perceived as having a strong character that makes it competitive. The brand does not hold a positive emotional appeal to its consumers. It is a known truism that consumer behaviour is influenced largely by the emotional connection between the consumer and the brand(s). Some respondents express a lack of confidence in the nation brand, which is a highly problematic, since national sentiment has a strong bearing on foreign perception towards nation brands. The respondents are of the view that the nation brand cannot support exports from its local companies because of negative COO.

4.4.13 Brand Positioning Strategy

The overall objective of this section is to come up with a strategy framework for creating positive brand equity for Zimbabwe. The section examines whether Zimbabwe has a clear nation brand positioning strategy. Brand positioning seeks to make apparent a nation`s relative differentiation against other countries in the eyes or minds of targeted audiences. The respondents were asked about their beliefs on whether Zimbabwe has a clear strategy to position itself on the regional and global marketplace. The results are shown in Figure 23. Close to 42% of the interviewed respondents were of the view that Zimbabwe does not have a clear strategy to position itself on the regional and global market. Slightly over 20% of the respondents strongly feel that Zimbabwe does in fact have a clear strategy, while about 18% of the respondents agreed that Zimbabwe has a clear strategy to position itself on the regional and global market.
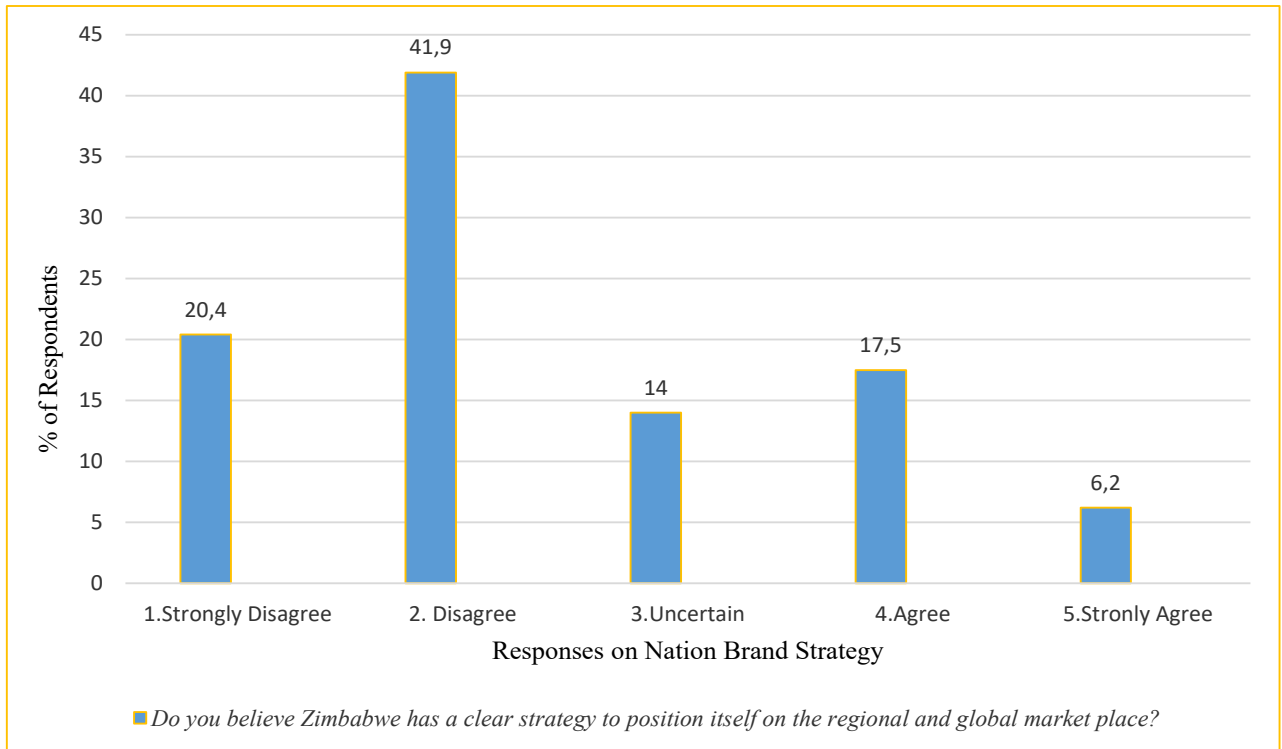
Figure 23: Brand Positioning Strategy

Source: Survey Results

4.4.14 Nation Brand Communication Methods in Zimbabwe

The study also examined the brand communication methods in Zimbabwe, including those associated with brand ambassadors, internet, electronic media, print media, public relations, word of mouth, trade shows and fairs, and social media. Respondents' opinions were sought on the methods commonly used in brand communication and the positioning of Brand Zimbabwe to both domestic and foreign markets. Generally, the respondents agreed on all methods commonly used to communicate the branding and positioning of brand Zimbabwe. Respondents were of the view that the most commonly used were trade shows/fairs (55%), the print media (54%), and the internet (51%). Only 29% of the respondents strongly agreed that social media is one of the most commonly used methods for branding and positioning brand Zimbabwe. The results are shown in Figure 24.
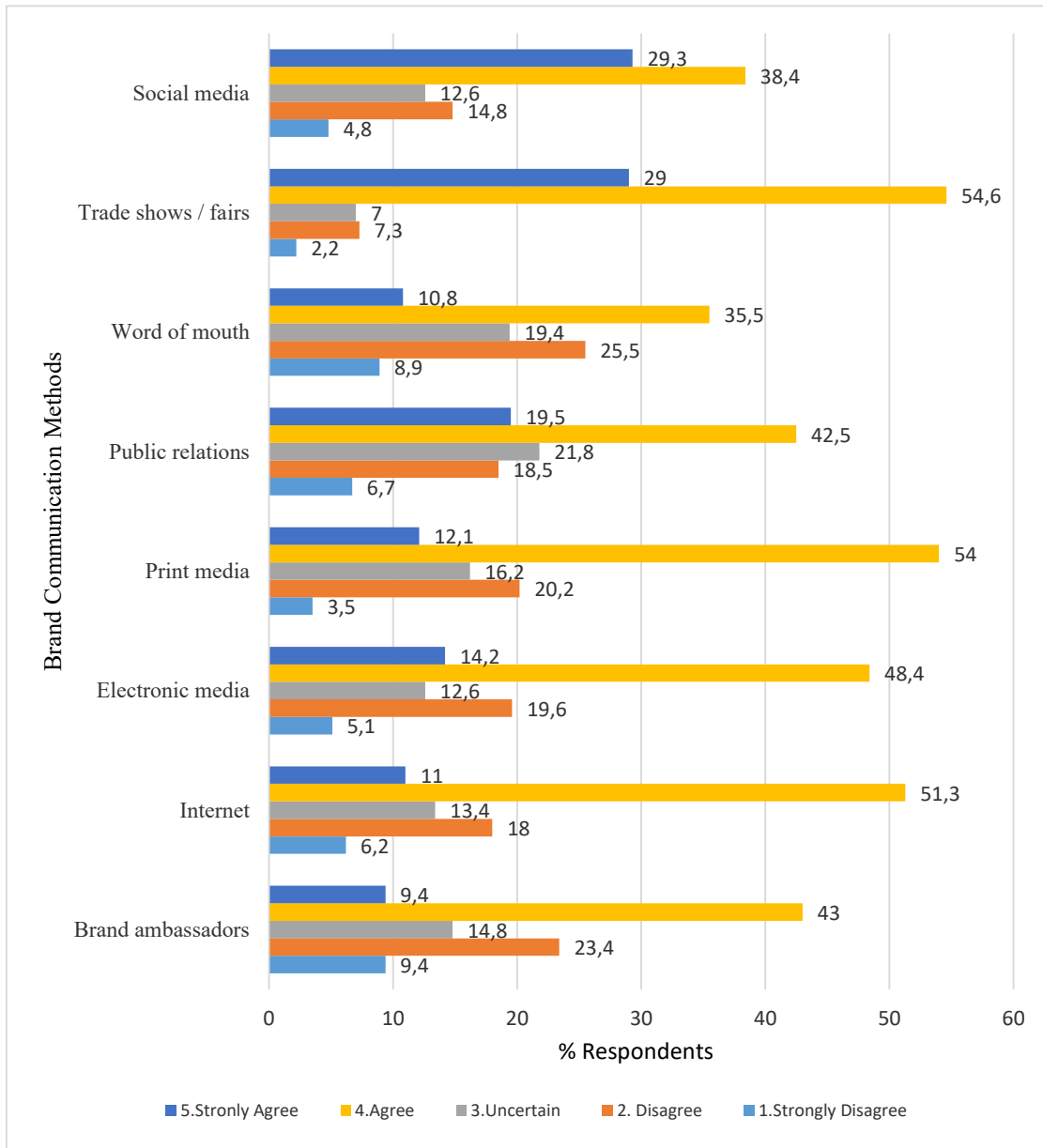
Figure 24: Nation Brand Communication Methods Applied in Zimbabwe

Source: Survey Results

4.4.15 Factor Analysis and Inferential Statistics

This section presents inferential statistics and the hypothesis tests performed on the survey results.

Hypothesis 1: It is difficult to characterise the key role players for the development of brand Zimbabwe. The research sought to test the hypothesis that 'it is difficult to characterise the key role players for the development of brand Zimbabwe'. This hypothesis was tested using the factor analysis. Table 10 and 11 below show the (Kaiser-Meyer-Olkin) KMO, Bartlett's Test and correlation matrix on the significance of the institutions that were deemed significant in nation branding in Zimbabwe. The KMO measures the sampling adequacy (which determines if the responses given with the sample are adequate or not) which should be close than 0.5 for a satisfactory factor analysis to proceed was tested. Kaiser (1974) recommend 0.5 (value for KMO) as minimum (barely accepted), values between 0.7 and 0.8 acceptable and values above 0.9 as superb. The results of the test are shown in Table 10 below. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was computed as 0.765 which is greater than the minimum recommended value of 0.5. This implies that factor analysis could be applied to the survey data.

Table 10: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.765
Bartlett's Test of Sphericity	Approx. Chi-Square	1189.560
	Df	45
	Sig.	.0001

Source: Survey Results

Bartlett's Test is another indication of the strength of the relationships among variables. It tests the null hypothesis that the correlation matrix is an identity matrix. An identity matrix is a matrix whose diagonal elements are all equal to 1. The Bartlett's Test of Sphericity was computed and confirmed to be significant (0.001) which is >0.05. The significance level is small enough to reject the null hypothesis. This means that correlation matrix is not an identity matrix.

The following matrix is from a correlation analysis. A correlation matrix is simple a rectangular array of numbers which gives correlation coefficients between a single variable

and every other variable in the investigation. The correlation coefficient between a variable and itself is always 1, hence the principal diagonal of the correlation matrix contains 1s. With respect to Correlation Matrix, if any pair of variables has a value of < 0.5, then the variables should be dropped from the analysis for they are not significant to influence the nation branding aspect under investigation. Table 11 below presents the Correlation Matrix performed regarding the key actors in nation branding in Zimbabwe.

Table 11: Correlation Matrix of Key Actors in Nation Branding in Zimbabwe

		1	2	3	4	5	6	7	8	9	10
Correlation	Office of the President & Cabinet	1.000	.473	.319	.421	.516	.205	.268	.222	.066	.075
	The public		1.000	.565	.346	.461	.277	.191	.135	.124	.118
	Media & Ad Agencies			1.000	.494	.321	.211	.247	.137	.128	.135
	ZimTrade				1.000	.453	.119	.477	.340	.226	.174
	Political parties						1.000	.184	.020	-.111	-.074
	CZI and ZNCC							1.000	.413	.267	.247
	Ministry of Tourism and Hospitality Industry								1.000	.587	.515
	Zimbabwe Tourism Authority									1.000	.644
	Zimbabwe Investment Authority		.118								1.000

Source: Survey Statistics

The correlation matrix above shows the correlation between factors that influence nation-branding process in Zimbabwe. Spearman's correlation coefficient was employed to test these relationships. All factors with correlations in red are those factors with significant relationships ($p<0.05$), implying that they are regarded as key role players in brand development and management. ZimTrade, Ministry of Tourism and Hospitality, Zimbabwe Tourism Authority, Zimbabwe Investment Authority, Office of the President and Cabinet (OPC), and the public were recognised players in the development of Brand Zimbabwe.

Media and advertising agencies, CZI and ZNCC were considered to contribute to nation branding, although to a lesser extent than the earlier cluster of players. The research singled out political parties as insignificant players in the Brand Zimbabwe concept. According to Ratner (2011:2), correlation ranges of 0 to 0.4 are weak, 0.4 to 0.7 are moderate, while those correlation coefficients equal to 0.7 or greater are excellent.

Hypothesis 1 was further tested using the principal component analysis, whose results are presented in Table 12. The Principal Component extraction method was used. The results show that the loadings (extracted values) from the nine variables three factors were extracted. The higher the absolute value of the loading, the more the factor's contribution to the variable. See Table 12 below.

Table 12: Component Matrix: Testing for Hypothesis 1

Component Matrix*			
	Component		Cronbach's Alpha
	1	2	
OPC manages the nation brand vision	.640		
The public manages the nation brand	.653		
Advertising agencies manage the nation brand	.635		
ZimTrade manages the nation brand	.737		
Political parties manage the nation brand	-		
CZI and ZNCC manage the nation brand	.613		
Ministry of Tourism and Hospitality Industry manages the nation brand	.590	.569	
Zimbabwe Tourism Authority manages the nation brand		.710	
Zimbabwe Investment Authority manages the nation brand		.682	0.765

Source: Survey Results

The component matrix above indicates the factors extracted as key actors or architects in the development of Brand Zimbabwe, based on a minimum loading factor of 0.5. Eight out of the nine variables were found to be important, with a minimum of 50% of the respondents indicating that the factors have been fully accepted as the hypothesised constructs. The computed findings of the exploratory factor analysis reveal that perceptions are that political parties lack relevance in the management of Brand Zimbabwe and hence are rejected while

other 8 factors accepted. The implications are that the hypothesis is accepted, confirming that nation branding is a multidisciplinary undertaking. In summary, the findings on the key actors in nation branding in Zimbabwe showed that it is difficult to characterise and isolate individual players to drive nation branding in Zimbabwe. This suggests the need to identify coordinating and forerunner institutions from the public, private sectors and civil society to champion nation branding in Zimbabwe.

Principal Component Analysis Communalities

The researcher applied the Principal Component Analysis to extract factors to determine the most significant players viewed to impact nation brand management. Table 13 below present communalities which show how much of the variance (communality value) in the variables accounted for by the extracted factors.

Table 13 Communality Values for Key Players in Nation Branding

	Initial	Extraction
Office of the President and Cabinet manages the brand vision	1.000	.516
The public manages the brand	1.000	.563
Advertising agencies manage the brand	1.000	.480
ZimTrade manages the brand	1.000	.551
Government ministries manage brand	1.000	.565
Political parties manage the brand	1.000	.310
CZI and ZNCC manage the brand	1.000	.397
Ministry of Tourism and Hospitality Industry manages the brand	1.000	.672
Zimbabwe Tourism Authority manages the brand	1.000	.740
Zimbabwe Investment Authority manages the brand	1.000	.671

Source: Survey Results

Communality values that are > 0.5 should be considered for further analysis otherwise lower value variables should be removed from further factor analysis. The results below show that further analysis cannot be done on advertising agencies, political parties, CZI and ZNCC because their extraction values are < 0.5.

Factor Solution for Key Nation Brand Players

The total variance explained was analysed using the Principal Component Analysis extraction method. Eigenvalue reflects the number of extracted factors whose sum should be equal to number of items which are subjected to factor analysis. Two factors; political parties (Eigenvalue of 34.730%) and CZI and ZNCC (Eigenvalue of 19.917%) were extracted to account for 54.647% of the variance explained. Their factor loadings suggest that they

Table 14 below shows all the factors extractable from the analysis along with their Eigenvalues. The Eigenvalue table was divided into two sub-sections, i.e. Initial Eigen Values and Extracted Sums of Squared Loadings. For analysis and interpretation purposes, concern was placed on Extracted Sums of Squared Loadings. Here one should note that the first factor accounts for 29.881% of the variance, the second factor accounts for 24.766%.

Table 14: Factor Solution for Key Nation Brand Players based on Eigenvalues ≥1

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative e %	Total	% of Variance	Cumulative %
1	3.473	34.730	34.730	3.473	34.730	34.730	2.988	29.881	29.881
2	1.992	19.917	54.647	1.992	19.917	54.647	2.477	24.766	54.647
3	.913	9.129	63.777						
4	.842	8.419	72.196						
5	.770	7.697	79.893						
6	.519	5.190	85.084						
7	.448	4.484	89.568						
8	.412	4.122	93.689						
9	.324	3.244	96.933						
10	.307	3.067	100.000						

Extraction Method: Principal Component Analysis.
*When components are correlated, sums of squared loadings cannot be added to obtain a total variance

Source: Survey Results

Hypothesis 2: Zimbabwe is not a competitive country based on identified competitiveness and differentiating indicators. Following the preceding observations, a correlation analysis was conducted to test hypothesis 2, which is that *'Zimbabwe is not a competitive country based on identified competitiveness and differentiating indicators*. Table 15 and 16 below show the KMO, Bartlett's Test and correlation matrix on the extent of competitiveness of the nation brand with regards various identified differentiating indicators. The computed KMO Measure of Sampling Adequacy was 0.867, significantly greater than the minimum recommended value of 0.5 implying that factor analysis could be applied to the survey data. Similarly, the Bartlett's Test of sphericity was significant (at 0.001), clearly <0.05. See Table 15 below:

Table 15: KMO and Bartlett's Test for competitiveness and differentiating indicators dataset

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.867
Bartlett's Test of Sphericity	Approx. Chi-Square	1869.748
	Df	136
	Sig.	.0001

Source: Survey Results

According to Table 16 below, the correlation matrix, shows the correlation factors, which potentially influence the competitiveness of Brand Zimbabwe if adequately managed. All factors with correlations in red are those that had significant relationship ($p<0.05$). Essentially, physical infrastructure, macroeconomics, health systems, labour market and skills, financial markets and efficiencies, technology adoption, public facilities and services, factor prices and cost of production, the cost of doing business and currency instability were identified as major negative issues affecting the brand. They had significant correlations. According to Ratner (2011:2), correlations that range from 0 to 0.4 are weak, 0.4 to 0.7 are moderate, while those correlation coefficients greater than 0.7 are excellent.

Table 16: Correlation Matrix: Competitiveness of Zimbabwe

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Correlation	SQ21	1.00	0.42	0.52	0.44	0.15	0.26	0.00	0.29	0.32	0.33	0.27	0.36	0.04	0.34	0.33	0.14	0.00
	SQ22		1.00	0.47	0.41	0.22	0.32	0.12	0.31	0.35	0.29	0.50	0.41	0.13	0.33	0.30	0.17	0.05
	SQ23			1.00	0.47	0.07	0.30	0.01	0.41	0.38	0.28	0.40	0.40	0.03	0.45	0.34	0.21	0.03
	SQ24				1.00	0.14	0.32	0.04	0.36	0.28	0.36	0.41	0.38	0.03	0.34	0.35	0.20	0.06
	SQ25					1.00	0.26	0.41	0.23	0.14	0.33	0.27	0.08	0.27	0.00	0.08	0.01	0.07
	SQ26						1.00	0.28	0.42	0.34	0.35	0.44	0.25	0.16	0.37	0.27	0.24	0.04
	SQ27							1.00	0.22	0.05	0.24	0.18	0.03	0.32	0.02	0.03	0.03	0.13
	SQ28								1.00	0.41	0.28	0.44	0.38	0.07	0.33	0.35	0.26	0.00
	SQ29									1.00	0.35	0.39	0.36	0.04	0.31	0.31	0.22	-0.07
	SQ210										1.00	0.41	.2.4	0.15	0.22	0.21	0.19	0.05
	SQ211											1.00	0.48	0.04	0.41	0.30	0.33	0.01
	SQ212												1.00	0.02	0.39	0.28	0.24	0.05
	SQ213													1.00	0.02	0.01	0.04	0.31
	SQ214														1.00	0.57	0.39	0.02
	SQ215															1.00	0.51	0.04
	SQ216																1.00	0.08
	SQ217																	1.00

Key:

SQ: Survey questionnaire component (2.1)   1: Public institutions
2: Physical infrastructure   3: Macroeconomic environment
4: Health systems   5: Education systems
6: Product and service market efficiency   7: Labour skills and market efficiency
8: Financial market efficiency   9: New technology adoption
10: Market size   11: Facilities and services
12: Factor prices   13: Natural resources
14: Cost of doing business   15: Political stability
16: Stable currency   17: Geographical location
Source: Survey Results

Principal Component Analysis Communalities

Communality values are more than 0.5 for thirteen variables and these were considered for further analysis. The results show that four variables could not be considered for further analysis; financial market efficiency, factor prices, new technology adoption and market size.

Table 17: Communality Values for Brand Competitiveness & Differentiating Factors

	Initial	Extraction
Public institutions	1.000	.570
Physical infrastructure	1.000	.532
Macroeconomic environment	1.000	.617
Health	1.000	.515
Education	1.000	.569
Product and service market efficiency	1.000	.502
Labour and skills market efficiency	1.000	.619
Financial market efficiency	1.000	.484
New technology adoption	1.000	.431
Market size	1.000	.431
Facilities and services	1.000	.550
Factor prices	1.000	.467
Natural resources	1.000	.602
Cost of doing business	1.000	.605
Political stability	1.000	.650
Currency stability	1.000	.686
Geographical location	1.000	.731

Source: Survey Results

The computed statistics show that further analysis on the following issues would provide meaningful information of the nation brand competitiveness. The factors were: public institutions; physical infrastructure; the macro economic environment; health; education; product and service market efficiency; facilities and services; cost of doing business; political instability; currency volatility; and geographical location.

Further data analysis entailed the use of Varimax with Kaiser Normalization Rotation method (used with a rotation convergence in five iterations) to compute a matrix for the nation brand competitiveness factors. Table 18 below shows the resultant component matrix on the competitiveness of Brand Zimbabwe based on the investigated competitiveness and differentiating factors.

Table 18: Component Matrix: Competitiveness of Zimbabwe

Rotated Component Matrix[a]				
	Component			
	1	2	3	4
Public institutions	.752			
Physical infrastructure	.683			
Macroeconomic environment	.760			
Health systems	.687			
Education systems				.655
Labour and skills market efficiency			.750	
Market size			.516	
Facilities and services				
Natural resources				.668
Cost of doing business		.667		
Geographical location				.848
Extraction Method: Principal Component Analysis; Rotation Method: Varimax with Kaiser Normalization				
a. Rotation converged in 5 iterations.				

Source: Survey Results

The component matrix (Table 18) confirms that Brand Zimbabwe is not competitive owing to several negative perceptions relating to the identified competitive and differentiating factors. There are four principal factors: component 1 (negative) consisting of economic and physical infrastructure factors, while component 2 is about doing business, component 3 is made up of market factors, and component 4 (positive) comprises ecological factors. Based on the rotated component matrix above, the four factors extracted suggest that Zimbabwe was perceived as being uncompetitive on several competitiveness and differentiating indicators. The environmental factor and education in component 4 are viewed positively, together with labour and skills market efficiency and market size.

Total Variance Explained for Brand Competitiveness & Differentiating Factors

The total variance explained is 56.23% shown in table 19 below. Four factors were extracted. The results show that the public institutions explain 21.031% of the variance while physical infrastructure explain 13.72 % of the variation and macroeconomic environment explains 13.618% of the variance whilst health systems explain 7.86%. The public institutions have a significant bearing on the nation brand competitiveness followed by the economy.

Table 19: Factor Solution for Brand Competitiveness & Differentiating Factors based on Eigenvalues ≥1

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.269	30.996	30.996	5.269	30.996	30.996	3.575	21.031	21.031
2	1.919	11.287	42.283	1.919	11.287	42.283	2.332	13.720	34.751
3	1.260	7.410	49.693	1.260	7.410	49.693	2.315	13.618	48.370
4	1.111	6.537	56.230	1.111	6.537	56.230	1.336	7.860	56.230
5	.836	4.917	61.146						
6	.769	4.521	65.668						
7	.744	4.376	70.044						
8	.694	4.080	74.124						
9	.658	3.870	77.995						
10	.593	3.491	81.486						
11	.552	3.248	84.734						
12	.540	3.174	87.908						
13	.508	2.986	90.895						
14	.474	2.787	93.681						
15	.406	2.390	96.072						
16	.358	2.106	98.177						
17	.310	1.823	100.000						

Extraction Method: Principal Component Analysis.
*When components are correlated, sums of squared loadings cannot be added to obtain a total variance

Source: Survey Results

Hypothesis 3: Zimbabwe is a high-risk country based on social, economic, environmental, geopolitical, and technological factors. An analysis of the findings was done to ascertain the level of risk perception towards the nation brand with regards economic, social, environmental, geopolitical and technological factors.

The researcher computed KMO measure of Sampling Adequacy which came out as 0.849, > the minimum recommended value of 0.5, which means that factor analysis could be applied with the survey data. Similarly, the Bartlett's Test of sphericity was significant (0.001) as the value was < 0.05 as seen in Table 20 below:

Table 20: KMO and Bartlett's Test for Zimbabwe's Risk Factors

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.849
Bartlett's Test of Sphericity	Approx. Chi-Square	4025.833
	Df	378
	Sig.	.0001

Source: Survey results

There was a general consciousness on the part of respondents that Zimbabwe had many issues that should be addressed for the country to be competitive on the global market. In addition, factor analysis was conducted to test the hypothesis. Varimax with Kaiser Normalization Rotation method was used with a rotation convergence in thirteen iterations as shown in Table 21 below:

Table 21: Rotated Component Matrix: Zimbabwe is a High-Risk Country

Rotated Component Matrix[a]							
	Component						
	1	2	3	4	5	6	7
Ageing population					-0.542		
Failure of urban planning							-.572
Food crises			.673				
Large-scale involuntary migration			.657				
Profound social instability			.733				
Spread of infectious diseases			.501				
Water crises			.598				
Increasing national sentiment			.511				
Poverty			.553				
Crime		.503					
Higher commodity prices	.515						.562
Energy price shocks	.551						
Failure of financial systems	.758						
Shortfall of critical infrastructure	.663						
Fiscal crises	.759						
Structural unemployment	.743						
Currency volatility	.615						
Extreme weather events				.684			
Failure of climate change adaptation				.796			
Biodiversity loss and ecosystem collapse				.791			
Failure of national governance					.664		
Failure of the rule of law					.661		
Large-scale terrorist attacks							.688
State collapse or crisis						.758	
Breakdown of information infrastructure		.765					
Large-scale cyber attacks							.716
Massive incidents of data fraud						.556	.601
Abuse of technologies		.507				.627	
Extraction Method: Principal Component Analysis Rotation Method: Varimax with Kaiser Normalization							
a. Rotation converged in 13 iterations							

Source: Survey Results

Research results reveal that Zimbabwe is a high-risk country based on social, economic, environmental, geopolitical and technological factors. Seven components were extracted, with component 1 being the most influential risk and component seven being the least. Social and economic factors constituted component 1 and included issues relating to fiscal policy and activity, high prices, currency volatility and lack infrastructural development and maintenance. These placed Zimbabwe most at risk, followed by those in component 2, comprising mainly technological abuse, crime and infrastructural breakdown. Security issues, vulnerability to cyber-attacks, threats to terrorist attacks, state collapse and crisis and large cases of data fraud were perceived to be minimal. Zimbabwe was perceived to be at the risk of failing to adapt to climate change and extreme weather conditions, which threaten biodiversity and ecosystem collapse, and then lastly the issue of governance and upholding the rule of law largely viewed as being major risk factors. One can conclude that Zimbabwe is a high-risk country based on social, economic, environmental, geopolitical, and technological factors.

Communality Values for Brand Zimbabwe Risk Factors

The Principal Component Analysis was used as an Extraction Method to determine the most significant risk factors upon whose output is a table of communalities (Table 22 below) which shows how much of the variance (i.e. the communality value which should be more than 0.5 to be considered for further analysis. The results show that four variables cannot be considered for further analysis as their communality values are less than 0.5 and these were, currency volatility (now an issue after the currency reforms of June 24, 2019), ageing population, spread of infectious diseases and crime. At the point of research, the communality values suggest that respondents believed that the country was relatively safer from threats related to ageing population, criminality, spread of diseases and currency volatility.

Table 22: Communality Values of Brand Zimbabwe's Risk Factors

Factor	Initial	Extraction
Ageing population	1.000	.477
Failure of urban planning	1.000	.511
Food crises	1.000	.537
Large scale involuntary migration	1.000	.700
Profound social instability	1.000	.617
Spread of infectious diseases	1.000	.406
Water crises	1.000	.630
Increasing national sentiment	1.000	.559
Poverty	1.000	.560
Crime	1.000	.464
Higher commodity prices	1.000	.638
Energy price shocks	1.000	.592
Failure of financial systems	1.000	.632
Shortfall of critical infrastructure	1.000	.563
Fiscal crises	1.000	.647
Structural unemployment	1.000	.638
Currency volatility	1.000	.447
Extreme weather events	1.000	.689
Failure of climate change adaptation	1.000	.747
Biodiversity loss and ecosystem collapse	1.000	.747
Failure of national governance	1.000	.632
Failure of the rule of law	1.000	.712
Large scale terrorist attacks	1.000	.605
State collapse or crisis	1.000	.635
Breakdown of information infrastructure	1.000	.641
Large scale cyber attacks	1.000	.743
Massive incidents of data fraud	1.000	.723
Abuse of technologies	1.000	.637

Extraction Method: Principal Component Analysis.
Source: Survey Results

Total variance explained for Risk Factors

Seven factors were extracted from the dataset as bearing the significant risk to the nation brand with a total variance explained of 61.167% as shown in table 23 below. The results show that higher commodity prices explain (14.531%), energy price shocks (11.557%), failure of financial systems (10.847%), shortfall of critical infrastructure (8.807%), Fiscal crises

(5.957%), Structural unemployment (5.157%), and currency volatility (4.310%). Figure 23 below show the factor solution matrix for Brand Zimbabwe's risk factors based.

Table 23: Factor Solution for Brand Zimbabwe's Risk Factors based on Eigenvalues ≥1

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.778	24.207	24.207	6.778	24.207	24.207	4.069	14.531	14.531
2	3.645	13.019	37.226	3.645	13.019	37.226	3.236	11.557	26.088
3	1.880	6.716	43.942	1.880	6.716	43.942	3.037	10.847	36.935
4	1.511	5.398	49.340	1.511	5.398	49.340	2.466	8.807	45.743
5	1.219	4.355	53.696	1.219	4.355	53.696	1.668	5.957	51.700
6	1.063	3.795	57.491	1.063	3.795	57.491	1.444	5.157	56.857
7	1.029	3.676	61.167	1.029	3.676	61.167	1.207	4.310	61.167
8	.963	3.438	64.605						
9	.864	3.086	67.691						
10	.820	2.930	70.621						
11	.797	2.847	73.469						
12	.682	2.437	75.905						
13	.656	2.344	78.249						
14	.629	2.246	80.496						
15	.585	2.090	82.585						
16	.539	1.923	84.509						
17	.520	1.857	86.366						
18	.499	1.783	88.148						
19	.463	1.653	89.802						
20	.410	1.464	91.266						
21	.399	1.424	92.690						
22	.380	1.356	94.046						
23	.353	1.262	95.309						
24	.338	1.208	96.516						
25	.284	1.013	97.529						
26	.260	.930	98.460						
27	.224	.799	99.258						
28	.208	.742	100.000						
Extraction Method: Principal Component Analysis									

*When components are correlated, sums of squared loadings cannot be added to obtain a total variance

Source: Survey Results

Hypothesis 4: Zimbabwe has a coordinated response to brand erosion and international media onslaught. The study performed the KMO and Bartlett's test to establish if the data set regarding the country's response to threats of brand erosion would allow factor analysis to be applied on the survey data. Table 24 below shows the test statistics. The computed KMO measure of Sampling Adequacy is 0.742 greater than the minimum recommended value of 0.5 means that factor analysis can be applied to the survey data. The Bartlett's Test of sphericity is significant (0.001) that is, significance < 0.05

Table 24: KMO and Bartlett's Test for Brand Erosion Dataset

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.742
Bartlett's Test of Sphericity	Approx. Chi-Square	724.843
	Df	36
	Sig.	.0001

Source: Survey Results

A correlation of factors relating to the hypothesis that 'Zimbabwe has a coordinated response to brand erosion and international media onslaught' was then computed and the results are shown in Table 25 below.

Table 25: Correlation of Factors: Zimbabwe's Response to Brand Erosion

		1	2	3	4	5	6	7	8	9
Correlation	sq241	1.000	.138	.089	.113	.119	.038	.147	.060	.102
	sq242		1.000	.526	.302	.513	.428	.086	-.012	.190
	sq243			1.000	.414	.570	.442	.106	.012	.190
	sq244				1.000	.359	.248	.507	-.027	.155
	sq245					1.000	.549	.018	-.030	.180
	sq246						1.000	.026	-.131	.184
	sq247							1.000	.565	.401
	sq248								1.000	.066
	sq249									1.000

Key
1. Zimbabwe suffers from unfair negative publicity in foreign markets
2. Zimbabwe lacks a unified approach to combat brand erosion
3. Zimbabwe brand has been failing to deliver on its brand promise
4. Zimbabwe relies heavily on international tourism, FDI and exports
5. Zimbabwe has uncoordinated response to international media onslaught
6. Zimbabwe's government has major policy inconsistencies
7. Zimbabwe lacks defined national brand management strategies
8. Zimbabwe lacks effective measures to deal with negative publicity
9. The Zimbabwean Diaspora community does not help manage negative publicity
Source: Survey Results

The research findings show uncoordinated the correlations among variables addressing the theme that Zimbabwe has a haphazard and response to brand erosion and international media onslaught.

Communality Values for Zimbabwe's Response to Brand Erosion

The output of the Principal Component Analysis below is a table of communalities which shows how much of the variance (i.e. the communality value which should be more than 0.5 to be considered for further analysis. The results show that three variables cannot be considered for further analysis as their communality values are less than 0.5 (unfair negative publicity in foreign markets, reliance on international tourism, FDI and exports and Zimbabweans in the Diaspora do not help manage bad publicity). See Table 26 below.

Table 26: Communality Values for Response to Brand Erosion

	Initial	Extraction
Unfair negative publicity in foreign markets	1.000	.124
Lack of unified approach to combat brand erosion	1.000	.575
Failure to deliver on brand promise	1.000	.603
Reliance on international tourism, FDI and exports	1.000	.302
Uncoordinated response to international media onslaught	1.000	.675
Policy inconsistencies	1.000	.551
Lack of defined national brand management strategies	1.000	.754
Lack of effective measures to deal with bad publicity	1.000	.740
Zimbabweans in the Diaspora do not help manage bad publicity	1.000	.170
Extraction Method: Principal Component Analysis.		

Source: Survey Results

Total Variance Explained for Brand Erosion Response

The total variance explained of 49.921% is shown in table 27 below. The results show that the first factor (unfair negative publicity in foreign markets) explains 31.545% of the variance while the second factor (Zimbabweans in the Diaspora do not help manage bad publicity) explains 18.375%.

Table 27: Factor Solution for Response to Brand Erosion based on Eigenvalues ≥1

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.866	31.840	31.840	2.866	31.840	31.840	2.839	31.545	31.545
2	1.627	18.080	49.921	1.627	18.080	49.921	1.654	18.375	49.921
3	.967	10.750	60.671						
4	.885	9.836	70.507						
5	.785	8.725	79.231						
6	.588	6.533	85.764						
7	.493	5.478	91.242						
8	.445	4.940	96.181						
9	.344	3.819	100.000						
Extraction Method: Principal Component Analysis.									

Source: Survey Results

The research findings show uncoordinated the correlations among variables addressing the theme that Zimbabwe has a haphazard and response to brand erosion and international media onslaught. Furthermore, Hypothesis 4, which stated that 'Zimbabwe has a coordinated response to brand erosion and international media onslaught', was subjected to a one-sample t-test to determine the statistical significance of hypothesis, as shown in Tables 28 and 29.

Table 28: One-Sample Statistics: Coordinated Response to International Media

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Coordinated response to international media onslaught	372	3.8790	.94249	.04887

Source: Survey Results

Computed t-values denote the extent of the difference in variation in a sample data. For there to be a significant relationship, the computed t-value of the statistics should be further from 0 (negative or positive). The magnitude of the absolute t-value signifies evidence against the null hypothesis. The higher the magnitude, the higher the evidence that there is no significant difference. Put in other words, the closer that T is to 0, the higher the likelihood of a significant difference. The greater the t-value and the lower the p-value, the greater the evidence against the null hypothesis. Thus, if the p-value is less than 0.05 (< alpha level), then one should reject the null hypothesis and confirm that there is a statistically significant difference.

Table 29: One-Sample T-Test: Coordinated Response to International Media

One-Sample Test						
	Test Value = 3					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Coordinated response to international media onslaught	17.989	371	.000	.87903	.7829	.9751

Source: Survey Results

After statistical computations are done on the hypothesis that Zimbabwe has a coordinated response to brand erosion and international media onslaught as shown in Table 29, the test results (mean=3.87, Std=0.94 and t (371) =17.99, p<0.05) refute the null hypothesis. This implies that the country has a haphazard and uncoordinated response to brand erosion and international media onslaught.

Hypothesis 5: Zimbabwe has major policy inconsistencies that negatively affect nation brand equity. A one-sample t-test was carried out to measure the statistical significance of the hypothesis that *'Zimbabwe has major policy inconsistencies that negatively affect nation brand equity' (*Hypothesis 5). The following Tables 30 and 31 below show the statistics.

Table 30: One Sample Statistics: Zimbabwe has Major Policy Inconsistencies

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Zimbabwe has major policy inconsistencies that negatively affect nation brand equity	372	4.1425	.99249	.05146

Source: Survey Results

Table 31: One Sample T-Tests: Zimbabwe has Major Policy Inconsistencies

One-Sample Test						
	Test Value = 3					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Zimbabwe has major policy inconsistencies that negatively affect nation brand equity	22.202	371	.000	1.14247	1.0413	1.2437

Source: Survey Results

The results from the two tables above – namely that mean=4.14, Std = 0.99, and t (371) =22.20, p<0.05 – indicate that Zimbabwe has major policy inconsistencies. Therefore, the hypothesis is that Zimbabwe has major policy inconsistencies that negatively affect the nation brand equity.

4.4.16 Critical Issues in Nation Brand Strategy

The study sought to examine the critical issues to be taken into consideration in nation branding. Successful national branding requires a holistic alignment of several issues. The views of respondent on this issue are indicated in Figure 25 below. Respondents generally strongly agreed with most of the nation branding strategic insights. The strategies which were viewed as best for nation branding were: the nation brand should support the vision of national competitiveness (62%); the brand should be publicised globally at special events (59%); there should be collaboration between the Government and key stakeholders in the branding exercise (57.3%); a frank and holistic brand situational analysis must support the branding process (56.7%); it is essential that key stakeholders understand and embrace the Brand Zimbabwe strategy to support it (55.4%); the country should support the nation branding with a public diplomacy strategy (54.6%); the Brand Zimbabwe requires strong sub-brands such as the cultural, tourism, investment and export brand (53.8%); stakeholder involvement should anchor branding strategy (53.8%); and Brand Zimbabwe should not be based on rhetoric associated with catchy slogans, images and or symbols but on substance (52%). Those who agreed with the nation branding strategies also registered higher percentages ranging from 30.6% to 47.6 %. Very few of the respondents disagreed with the nation branding strategies.
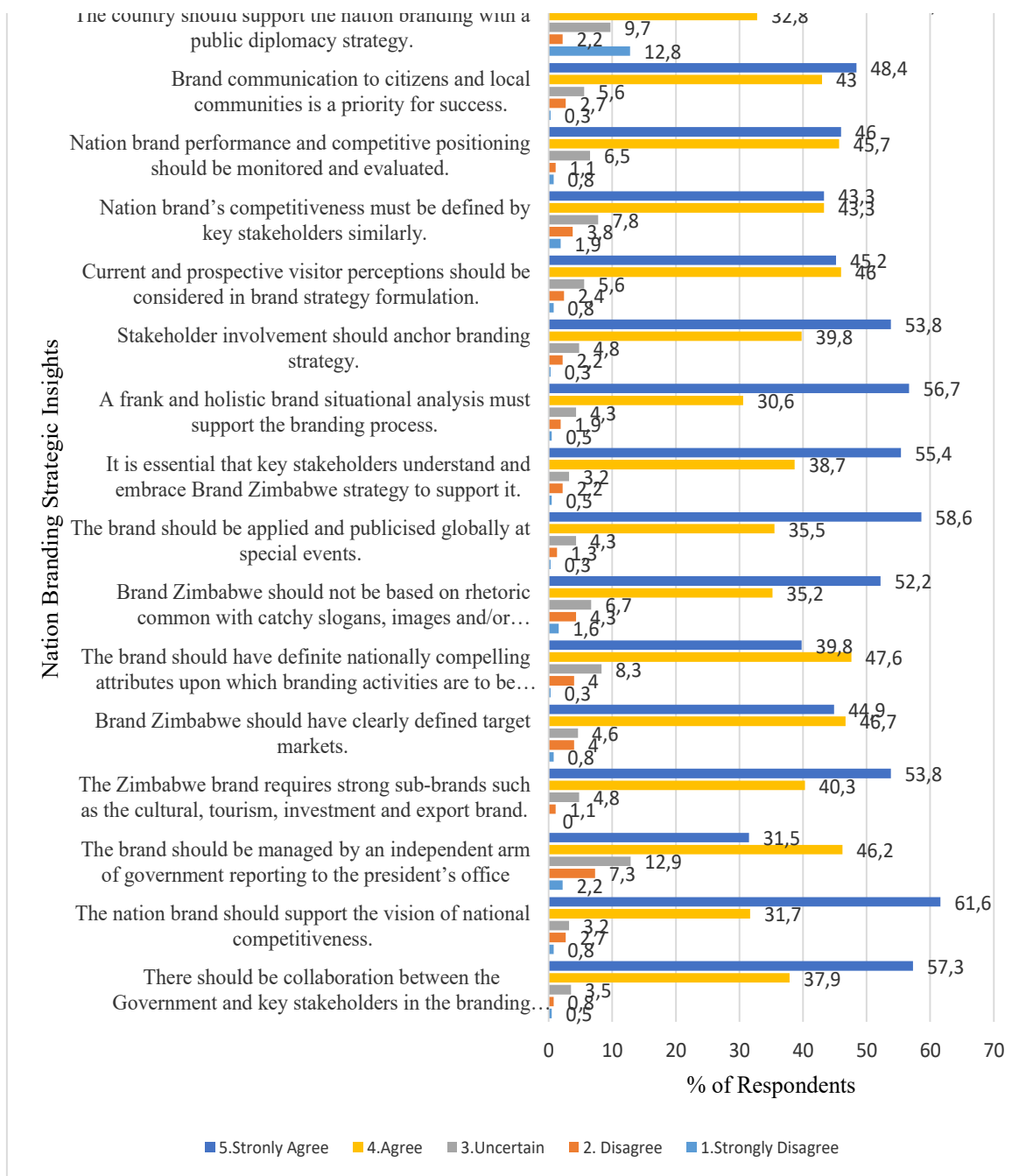
Figure 25: Nation Branding Strategic Insights

Source: Survey Results

Respondents were strongly agreed on the significance of stakeholder engagement and collaboration with the government (95.2%); the need for strong sub-brands to support the nation brand (94.1%); and the need to engage in international publicity and participation in global events (94.1%). The statistics also show respondents held the view that success in nation branding rests on clearly defined target markets (91.6%) and requires careful consideration of the perceptions of current and prospective visitors in brand strategy

formulation (91.2%). The respondents were largely agreed that nation branding should be based on explicit, nationally-compelling attributes and that in order to gain the much-needed support from all stakeholders, branding should be sincere and not merely rhetorical (only slogans, images or symbols without substance), the country should reinforce the nation branding effort with a public diplomacy strategy. All response in this regard produced a cumulative affirmative score of 87.4%. Respondents believed, to a significant extent, that frankness and a comprehensive situational analysis should support the branding process, recording a cumulative score of 87.3%. There was significant support for setting up a nation branding office, whose activities would be managed by an independent arm of government that reports to the president's office, as reflected in a cumulative affirmative score of 77.7%. A factor analysis was conducted to assess the relative significance of the identified factors considered critical for nation brand strategy alignment. The findings are displayed in Tables 32, 33 and 34.

Table 32: Correlation Matrix: Factors in Influencing Nation Brand Strategy

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Correlation	SQ411	1.000	.175	.176	.339	.393	.263	.318	.497	.494	.488	.510	.358	.366	.382	.380	.339
	SQ412		1.000	.145	.117	.122	.099	.137	.185	.213	.200	.124	.145	.197	.200	.148	.154
	SQ 413			1.000	.232	.229	.249	.261	.215	.216	.227	.196	.287	.243	.257	.207	.126
	SQ 414				1.000	.494	.464	.442	.467	.445	.452	.330	.310	.291	.427	.351	.309
	SQ 415					1.000	.415	.351	.450	.414	.361	.366	.316	.393	.407	.396	.302
	SQ 416						1.000	.402	.426	.386	.419	.392	.434	.354	.546	.534	.330
	SQ 417							1.000	.410	.463	.394	.401	.363	.409	.473	.370	.339
	SQ 418								1.000	.511	.606	.453	.403	.335	.440	.437	.475
	SQ 419									1.000	.570	.567	.471	.345	.545	.469	.375
	SQ 4110										1.000	.583	.444	.327	.500	.420	.391
	SQ 4111											1.000	.502	.444	.395	.363	.415
	SQ 4112												1.000	.479	.513	.388	.453
	SQ 4113													1.000	.372	.301	.460
	SQ 4114														1.000	.568	.362
	SQ 4115															1.000	.426
	SQ 4116																1.000

Key:

1. Collaboration between government and key stakeholders
2. Nation brand should support the vision of national competitiveness
3. Nation brand should be managed by an independent arm of government
4. Nation brand requires strong sub-brands
5. Nation brand should have clearly defined target markets
6. Nation brand should have nationally compelling attributes
7. Nation brand should not be based on rhetoric
8. Nation brand should be publicised globally
9. Nation brand should be understood and embraced by stakeholders
10. Nation brand should be subjected to a frank and holistic situational analysis
11. Stakeholder engagement should anchor branding strategy
12. The perceptions of current and prospective visitors should be considered
13. Key stakeholders must define Nation Brand competitiveness
14. Nation brand performance should be monitored and evaluated
15. Nation Brand communication should be directed at citizens and local communities
16. The country should support the nation branding
Source: Survey Results

The correlation matrix above shows that the nation brand strategy building, and equity management should be executed with caution. There are strong correlations across various variables, which may make it difficult to come up with a holistic matrix of constructs for nation brand equity building for Brand Zimbabwe. Several very connected and significant variables –

including national leadership, multiple stakeholders, the determination of multiple sub-brands and their strategies, nation brand vision and national vision alignment – should be considered collectively. The correlation matrix suggests multiple cause and effect relationships across multiple variables.

The researcher computed KMO measure of Sampling Adequacy which came out as 0.878, > the minimum recommended value of 0.5, which means that factor analysis could be applied with the survey data. Similarly, the Bartlett's Test of sphericity was significant (0.001) as the value was < 0.05 as seen in Table 33 below:

Table 33: KMO and Bartlett's Test for Brand Strategic Insights

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.878
Bartlett's Test of Sphericity	Approx. Chi-Square	4025.833
	Df	378
	Sig.	.0001

Source: Survey results

There was a general consciousness on the part of respondents that Zimbabwe had many issues that should be addressed for the country to be competitive on the global market. In addition, factor analysis was conducted to test the hypothesis. Table 34 below shows that most variables have significant correlations. Only the assertion that nation brand should support the vision of national competitiveness and brand should be managed by an independent arm of government had no significant correlations (r<0.4) from the analysis.

Table 34: Component Matrix: Significance of Factors in Influencing Nation Branding

Component Matrix[a]			
	Component		
	1	2	3
Collaboration between government and key stakeholders	.642		
Nation brand should support the vision of national competitiveness			.625
Nation brand should be managed by an independent arm of government		.581	
Nation brand requires strong sub-brands	.640		
Nation brand should have clearly defined target markets	.631		
Nation brand should have nationally compelling attributes	.667		
Nation brand should not be based on rhetoric	.644		
Nation brand should be publicised globally	.730		
Nation brand should be understood and embraced by stakeholders	.749		
Nation brand should have a frank and holistic situational analysis	.740		
Stakeholder engagement should anchor branding strategy	.706		
Perceptions of current and prospective visitors should be considered	.680		
The nation's brand competitiveness must be defined by key stakeholders	.612		
Brand performance should be monitored and evaluated	.736		
Brand communication should be directed at citizens and local communities	.672		
The country should support the nation branding	.617		
Extraction Method: Principal Component Analysis			
a. 3 components extracted.			

Source: Survey Results

Table 34 shows that nearly all the factors under investigation were significantly important, as most of the factors are major constituents of component 1. It was noted that assertions that a 'national brand should be managed by an independent arm of government' and 'nation brand should support the vision of national competitiveness' were important, although to a comparatively lesser extent, since they were in components 2 and 3 respectively. According to the research findings, the most significant determinants of nation branding strategy were that nation brands should be understood and embraced by stakeholders; nation brand strategy should be supported by a frank and holistic situational analysis; stakeholder engagement should anchor the branding strategy; and brand performance should be monitored and evaluated. These elements had loading factors of 0.730, 0.749, 0.740 and 0.706 respectively, which were greater than most other variables that were in the 0.6 and 0.7 range.

4.5 Qualitative Data from Local Key Informants

In addition to the above, eleven in-depth interviews were conducted with participants in the tourism and hospitality sector, the Ministry of Macroeconomic Planning and Investment Promotion, the Ministry of Foreign Affairs, the Office of the President and Cabinet, the Ministry of Industry and Commerce, industry bodies and economists. The findings are presented hereafter.

4.5.1 Understanding of Nation Branding

In-depth interviews with the 11 key informants revealed a general understanding of nation branding among respondents, who viewed it in the context of promoting a positive image for Zimbabwe as a safe environment for tourism, exports, and investment. This was consistent with the methodological demands for competence, perspective and experience. The question was meant to ensure that knowledgeable and competent respondents participated in the research. Respondents conceded that nation branding is a key lever for national competitiveness, whose impact has had a glaring effect on the country's performance in the tourism, export and investment sectors.

4.5.2 Does Zimbabwe have a Conscious Nation Brand Management Culture?

The responses to the question 'do you think Zimbabwe has a conscious nation brand management culture?' and general sentiments on nation branding practice in Zimbabwe suggest that perceptions are that Brand Zimbabwe only exists by default. There has not been a deliberate and conscious management for the nation brand. Respondents largely expressed the view that there is an institutional gap at the top level, which makes it problematic to holistically tackle nation branding challenges facing the country. It emerged, however, that there were signs suggesting that respondents were becoming increasingly conscious of the need to strengthen nation branding efforts.

Some respondents hoped for a diffusional effect beyond the Ministry of Tourism and Hospitality, whose solitary brand awareness effort has, to a limited extent, helped to build the default equity that the nation brand enjoys. The respondents showed their awareness of the cross-cutting and multi-sectoral nature of nation branding as well as its economic, socio-cultural, and political dimensions. Hence the need for the involvement of all relevant

176

ministries in nation branding. Documented nation branding efforts by the ministry suggest a piece-meal attempt that focused on the economic dimension of nation branding. The current Zimbabwean nation branding initiative is multifaceted, and include **Visit** (tourism promotion), **Trade** (export promotion), and **Invest** (investment promotion).

4.5.3 African Countries Perceived to have Strong Nation Brands

Respondents agreed, to a greater extent, that South Africa, Rwanda, Botswana have strong nation brands ahead of other African countries, as do Mauritius, Egypt, Morocco and Nigeria. It emerged that SA was believed to enjoy relative nation brand strength because the country has a functional and deliberately structured establishment following the national branding initiative under Brand SA. Observations drawn from the interviews suggest that South Africa has enjoyed an attractive nation brand since 1994, but the brand lustre was wearing out, supposedly due to some problems arising from *'failure to keep up appearances and living up to expectations*. Rwanda was also cited as a shining case of successful nation branding following the country's history of a long and acute internal civil strife. Nigeria is another country believed to enjoy significant nation brand equity owing to its people, who are known to possess a strong sense of national pride everywhere they go.

4.5.4 Who has been involved in Building Brand Zimbabwe?

In-depth interview participants were asked *'whom they thought should drive the nation branding process for Zimbabwe.* Some respondents felt that there was no meaningful nation branding activity around Brand Zimbabwe, whilst some acknowledged the role played by the Ministry of Tourism and Hospitality and ZTA. Others still believed that no one took any conscious steps about branding and management of the nation brand.
One knowledgeable government official acknowledged the existence of a working group in his/her response that:

> *"[t]here are three ministries that are involved, (...) the Ministry of Tourism and Hospitality, Ministry of Industry & Commerce, and Ministry of Macro Economic Planning & Investment Promotion. Coordination of the national branding activity was however very difficult".*

A key informant to the research elaborated further, opining that the nation branding agenda requires a crosscutting effort:

> *"Government and several other stakeholders should be involved in building Zimbabwe's national brand. The stakeholders include embassies, state-owned enterprises, Confederation of Zimbabwe Industries, ZimTrade, Zimbabwe National Chamber of Commerce, Zimbabwe Tourism Authority, Zimbabwe Investment Authority, [which] should portray the brand through participation in various events, like the international trade fairs, and expos. The general populace portrays the art and culture representing the nation brand. There is also the work ethic of the educated, skilled, and talented Zimbabweans, business, art globally, whose narrative should promote rather than destroy the nation brand."*

Another interviewee also confirmed the existence of a Nation Branding Steering Committee comprising members from the three ministries, ZimTrade, the Zimbabwe Investment Authority, and the Zimbabwe Tourism Authority. There is also the 'Buy Zimbabwe' initiative, which is largely driven by the private sector and the Ministry of Industry and Commerce. It was observed, however, that whilst branding efforts are being made within the country, there is clearly an absence of a coordinated effort.

4.5.5 Drivers of Nation Branding in Zimbabwe

The participants had divergent views as to who should manage the Brand Zimbabwe campaign. For instance, when asked '*who should drive the nation branding process for Zimbabwe*'? Some participant suggested that the private sector could achieve better outcomes and stakeholder support largely because the Zimbabwean people had lost confidence with the government (until after the fall of the Mugabe administration). Others believed that the government would be better placed to advance the nation branding programmes. Nevertheless, the divergence of views about who should manage nation branding in Zimbabwe does not diminish the importance of the multiplicity of actors involved in this process. Whether government or the private sector drive the process, it should be borne in mind that there are multiple actors who are potential brand stewards for nation branding in Zimbabwe.

One of the interviewees stated:

"[I] suppose the President's Office, Ministry of Finance, Ministry of Indigenisation, Ministry of Tourism and Hospitality and Ministry of Home Affairs, especially the police, have significant roles in nation branding in Zimbabwe. There is need for coordination among all the institutions involved in nation branding to avoid the danger of having the gains made elsewhere being eroded by other arms of government. From conceptualisation to implementation, there is need for input and coordination of all players. In addition, the 'Rapid Results Initiative' that is being overseen by the OPC could be used to assist in nation branding for Zimbabwe."

It was suggested that a quasi-government institution be established to drive the effort, an institution wholly focussed on issues affecting the nation brand, one that was non-partisan, independent, credible, and acceptable across the divide. Whilst some respondents believed the initiative should be driven by the private sector, largely, other key informants recommended government leadership with active private sector involvement.

It emerged that nation branding was, at best, a collective effort requiring everyone across the divide to contribute towards the branding effort. Taking a leaf from the South African experience, one respondent retorted that '*everyone should be in it together, from the common man in the street, the private sector, government to opposition parties*!'

4.5.6 Different Roles Played in the Affairs of Brand Zimbabwe

It was interesting to note that respondents from across the divide realised that they had a role to play in branding the nation. The bankers were articulated how their financial involvement would affect the brand; branding agencies expressed views on how they should capture the graphic and iconographies peculiar to the country; the tourism actors spoke on configuration of the sub-brand; the office of the president elaborated on how national leadership and policy affect the nation brand; exporters spoke on how export competitiveness was part of the puzzle; while media representative discussed how their media reportage influences perceptions about the country.

The general awareness about stakeholder roles in nation branding suggests that when intentionally involved and included, stakeholders are willing and able to play meaningfully in influencing the brand equity building process. Another interesting finding was that the Office of the President realised that nation branding was much more than tourism branding and was thus prepared to assume the coordinating role in the establishment of a unit to run with the national project. There was commitment from the Office of the President to see the nation branding process get off the ground.

It was also established that the Ministry of Foreign Affairs confirmed that they were an extension of the domestic policy in foreign countries. The ministry's officials were not, however, willing to grant the researcher an interview, referring all questions to the Ministry of Tourism and Hospitality. Their initial reason for refusing the interview was that they were not involved in nation branding for Zimbabwe, despite the fact that promotional material or relevant ministry documents also indicates that the ministry's mandate includes protecting the image of the country abroad. One respondent from the ministry indicated that the ministry was:

> *"(...) responsible for articulating the position of the country as expressed by the cabinet. This should then clarify the personality of what the country represents and who we are as a people. The international community should understand us as a country and as a people. The ministry seeks to improve bilateral and multilateral relations with the international community to attract FDI and development aid. Of major concern now is quest for restoration of development aid from the international development agencies and fighting for the removal of the 'illegal and unilateral sanctions' that were put up to protect minority rights. It is important to realise, however, that portrayal of an acceptable image is not easy. It means Zimbabwe cannot execute certain things because that would affect some countries pursuing their own interests."*

When asked their opinion on who should drive the nation branding process for Zimbabwe, one interviewee said:

> *"(...) everyone across the board should be involved in nation branding in Zimbabwe. Nationhood is essential. There must be no room for outsiders in our agenda. The Diasporas should kill their negative talk against the country."*

4.5.7 Brand Stewardship in Nation Branding

This section examines the role of brand stewards in nation branding strategy. Key informants to the research largely agreed that at the centre of brand stewardship is a clear understanding of the brand and the values and philosophies upon which brands are built. One respondent said:

> "Brand stewardship plays a pivotal role in defining this shared understanding across all nation brand touch points. The country's leader is a defacto brand steward. Government agencies and private institutions affecting the performance of the brand take cues from the actions of the brand steward. Where a default brand steward sends conflicting messages about the brand then the nation brand is at risk of equity erosion."

In response to the question on 'what they thought was the role of brand stewards in building nation brand strategy', another interviewee had this to say:

> "The brand stewards have to defend the brand against brand equity loss. They need to take advantage of equity building opportunities and advance the cause of the nation brand. However, Zimbabwe seems to be weak in terms of brand stewardship. There are inconsistencies and the country lack a coordinated approach in advancing the brand at the international market. Accordingly, all the stakeholders need to agree on the fundamental issues affecting the country so that everyone speaks in one language."

Another respondent from the Ministry of Tourism and Hospitality said:

> "The role of the brand steward is to create and promote an enabling environment for the brand to be viewed positively. They set the tone and direction for the nation brand strategy. The Ministry of Tourism and Hospitality has had the responsibility of promoting tourism (domestic and international) through destination branding. Destination marketing is thus the primary task. The Directorate in the ministry was set up with a mandate to promote the nation brand (default brand steward for the tourism brand). However, there is a problem of funding and the directorate, over the past five years, obtained way less than 5% of the requirements."

A more enlightened key informant expressed the view that stewardship is very important, especially in view of the multiple brand touch points, which often trigger brand image drift

over time. There is thus need for coordination of the brand equity management processes. The respondent also stated that:

> *"[I]integrating brand stewardship discipline in nation brand management can be such a complex process. The country's leadership is required to articulate the nation brand vision and a point of view for key marketplace relationships. They are also expected to permeate nation brand building behaviour across the country and engage all stakeholders to reinforce the nation brand promise internally and externally."*

4.5.8 Perception of Brand Zimbabwe's Impact on FDI Performance

When asked about the perceived link between Brand Zimbabwe and FDI performance, key informants were quick to express the view that Zimbabwe has been underperforming for far too long. They were convinced that the poor FDI performance for the country was a direct consequence of how the nation brand was perceived by foreign investors. The findings confirm the results found by Muzondo (2018:563) that Brand Zimbabwe scored negatively on 12 factors inclusive of government, institutions, taxation, corruption and important infrastructure. Essentially, Zimbabwe had performed badly over time, which signalled a positive relationship between nation brand image and FDI performance. One respondent succinctly put it in this way:

> *"The poor FDI performance for Zimbabwe recorded over the years … in my view is a product of a weak international brand. Politics tend to attract a serious shadow on nation brands and Zimbabwe's politics have been seen in negative light for a considerable period. From the year 2000's negative publicity in Europe and the subsequent imposition of economic sanctions, FDI into Zimbabwe has been successively falling, although the country has seen an increase in infrastructural investment from the East."*

The research findings suggest that whilst investment from the traditional source markets (EU and America) plummeted, Chinese investment was on the rise. Could this paradox be explained in the context of change in government policy after the 'Look East Policy' or a function of different risk appetite of the investors coming from the two different source markets?

182

4.5.9 Brand Zimbabwe and Tourism Performance

The research established that the Ministry of Tourism and Hospitality of Zimbabwe was doing substantial work on promoting a positive image for the country. Some respondents observed that hosting international conferences and events such as the UNWTO 2015 were essential in promoting positive word of mouth on the nation brand. Figure 26 below shows the tourist arrival trend from 2008 to 2017.

Figure 26: Tourist Arrivals Trend to Zimbabwe

Source: https://tradingeconomics.com/zimbabwe/tourist-arrivals [accessed 10.06.2018]

Zimbabwe was performing relatively well in terms of visitor numbers despite the way in which the nation brand was projected by the international media. There are factors to explain this trend. It was highlighted some tourist sites such as the Victoria Falls and a few game parks were part of a South African or Zambian package. Consequently, the numbers that come into the country are not a direct reflection of the power of the nation brand.

One key informant said:

"Zimbabwe's tourism brand equity has a huge influence on the performance of the tourism sector. In this regard, the Ministry of Tourism has done so well, especially with the co-hosting of United Nation World Tourism Organisation (UNWTO) Conference in 2015 and other annual tourism expos and exhibitions… The narrative of the international world is changing as we have been working with Japan, China, Korea, and the BRICS. We have been

183

witnessing signs of interest from the European Union to establish beneficial relationships with us. However, what Zimbabwe lacks is a formally recognised institution to formulate a nation branding strategy, coordinate, and steer the country's nation branding efforts. Such coordination is very critical as the six pertinent areas of the nation branding hexagon are spread across various ministries..."

4.5.10 Views on Country-of-Origin Effect on Exports

Key informants were asked to express their views on the COO effect on exports from Zimbabwe. Some respondents believe that Zimbabwean products are very good compared to regional products. Such respondents cite beef, tobacco and fabric as the most sought-after exports from Zimbabwe. Other respondents felt, however, that Zimbabwe fell short of world quality standards in most products, with the situation further aggravated by constraints in capacity utilisation and higher production costs and the negative country of origin effect. Figure 27 shows the Zimbabwe's export trend since 2008.

Figure 27: Zimbabwe's Export Performance from 2008 - 2018

Source: https://tradingeconomics.com/zimbabwe/exports [accessed 10.06.2018]

There was a significant dip in export receipts since 2010, a condition that worsened the foreign currency position of the country at a time when the country was trading using foreign

currency. It was established that most exports from Zimbabwe were largely unprocessed to semi-processed goods, including mineral ores (nickel 20%), tobacco (23%), stones and other agricultural produce. Perception on COO is very poor for Zimbabwean products specially to markets outside the region. The country's position with regards to export competitiveness was further worsened by the fact that the manufacturing industry was operating at below capacity and using ageing equipment and machinery. Retooling was highlighted as a major strategic issue requiring attention to enhance the country's export competitiveness notwithstanding the importance of resolving the negative COO effect on exports.

4.5.11 Perception Towards Zimbabwe

Respondents to the in-depth interviews concurred that Brand Zimbabwe presented a hostile environment for investors mainly characterised by policy volatility and macro-economic instability. They felt that the general perception held by foreign investors and visitors, particularly those from the traditional source markets was that the country was very risky, politically unstable and economically troubled.

Another respondent observed that before investors come to Zimbabwe, they hold a very negative perception of the country owing to the damaging political activity of the past decade, economic and agricultural reform-induced instability. The general sentiments were that there was no respect within the country for private property rights. The views were formed following the government-sponsored agricultural reforms and the indigenisation and economic empowerment programmes. The same key informant claimed that a multitude of visitors tended, however, changed their views towards the country after their visit. There were indications that the country suffered from *'unfair and detrimental'* media (local and international) effects that impact on investor perception and behaviour.

4.5.12 Risk Factors Facing Zimbabwe

Respondents to the in-depth interviews were asked to express their views on local and regional risk factors affecting Zimbabwe potentially influencing perception towards the country. It was clear that the country faces threats associated with political volatility, economic instability, foreign exchange shortages and volatile exchange rates, currency volatility and cash risk, compromised property rights and expropriation. It was also observed that the country is also exposed to the problem of unattractive ease of doing business

environment and the general lack legislative and policy consistency. This was reflected in the observation by one interviewee that:

> *"[t]he inconsistencies around government policy, particularly the Indigenization and Economic Empowerment Act, scare foreign investors. The country lacks policy consistency and there is need to harmonise the legislative and government policies. There still is a historical hangover on the land question in Zimbabwe. The land reform and perception on property rights are very negative. Bilateral Investment and Property Agreements on commercial farms entered during the Economic Structural Adjustment Programme era were revoked and the home countries felt short changed and have publicly expressed their displeasure. The Zimbabwean government was, however, arrogant until recently, when they started engaging affected farmers with a view to compensate them for developments made on the farms. There is now a meeting of minds. However, there is no meaningful publicity on the policy shift and efforts to resolve the disputes."*

In addition, when responding to a question on the embedded risk in the legal and policy framework of the Indigenisation and Economic Empowerment Regulations of Zimbabwe, another interviewee stated that:

> *"[t]he legislative framework supporting the Act requires harmonisation since gaps between the various pieces of statutes have rendered the Act weak. There is discord on implementation: for instance, the line Ministry approach versus the Ministry of Youth, Indigenisation and Economic Empowerment (MYIEE). The (former) President's address to the nation on the Indigenisation legislation shows that there are inconsistencies."*

Moreover, the former President's (RG Mugabe) address of 11 April 2016 indicated that mining companies needed to fulfil a 75% local content obligation. Before the press statement, the thrust was on equity, but this changed with the introduction of the local content phenomenon. There was little political will, since some sectors were afraid of scaring off investors and some 'big wigs' were invested in such companies thus feared that programmes would be self-defeating. The lack of consensus was detrimental to the implementation of the indigenisation and economic empowerment policy, a finding that is supported by literature. According to the principal-agent theory, if principals do not have the means to ensure that

186

their agents execute their wishes, then the agents are likely to serve their own interests. The indigenisation and economic empowerment policy has, however, now been repealed by the new administration under the Presidency of His Excellency E.D Mnangagwa. The effects of the policy reversal remain obscure. On another note, observations were made about the ecological threats to Brand Zimbabwe, as succinctly reflected in another key informant's observation that:

> *"(...) it is essential to note that climate change has resulted in intermittent drought and floods in Zimbabwe. In addition, Zimbabwe's Ministry of Environment and Water Resource Management in 2017 reported that the rate of deforestation had increased from 330,000 hectares per annum to 350,000. The human ecological footprint in Zimbabwe seems to contradict the primary data findings and seem to indicate a worsening situation and there is need for action. However, Zimbabwe's ecological risk factors seem to be better as compared to other countries like Japan, Haiti, China, and India, which have become prone to flooding and other ecological disasters like heat waves."*

4.5.13 Brand Performance Against Anholt's Six Dimensions

The research established that although culture and heritage are engraved in Zimbabwe's social fabric, and could therefore be considered as naturally occurring, the rest of the aspects need to be deliberately managed, since they have been poorly managed over time. There is also no consistent and focused effort in managing export performance, FDI, tourism, governance and immigration environments. The people dimension was considered to have been affected by polarised politics and immature democracy. One respondent remarked that:

> *'Since 2000, the country has operated as two countries in one after the birth of MDC. Also sending adverse signals on Zimbabwe are such individuals who left Zimbabwe such as Mr. Strive Masiiwa yet run one of the most successful businesses in Zimbabwe – Econet; Pastor Evan Mawarire and Mutumwa Mawere, among other influential individuals. This has a telling effect on the necessary national sentiment.'*

Another interviewee corroborated these findings when asked to give their view on how Zimbabwe has been doing on governance:

"Governance – corruption remains a thorny issue. Our institutions and government lack decisive measures to deal with corruption, and country competitiveness. Stability is essential for the country. According to the World Economic Forum Competitiveness index ranking, the country has been doing badly. We have also read of Executives at Harare City Council being suspended on corruption charges but have been told such was reversed and reinstatement done without justice and let alone investigation into the issue."

Furthermore, another respondent observed that:

"(...) there is a problem of poor governance, negativity towards Zimbabwe by Zimbabweans themselves, and there is rampant corruption in the country. We seem to be too liberal, arrogant, and persistent with unpopular policies, especially after the land reform programme and now the indigenisation, and economic empowerment."

4.5.14 Engagement of Stakeholders in the Nation Branding Process

The findings from key informant interviews corroborated responses from the questionnaires. The general sentiments were that historically the role and involvement of the country's stakeholders in influencing the direction of their nation brand had been disregarded. Where consultations were said to have been done, respondents remarked that these were only cosmetic. Some referred to the previous engagements relating to the national budgetary processes and constitution-making processes, where popular sentiments had been reportedly ignored. When questioned about how the country handled key stakeholder engagement, one interviewee responded:

"[t]he process of key stakeholder engagement has not been very active in Zimbabwe. The government perception and public opinion (perception) on the nation-branding question are at sharp variance. There is need to work together sharing the same beliefs and understanding of issues at hand."

In response the question, '*do you think Zimbabwe has a conscious nation brand management culture*?' one interviewee stated that:

> "*...to a greater extent, there is no nation brand management in Zimbabwe. Everyone does what he or she thinks, and no one pays attention to the nation brand equity loss.*"

Another respondent observed; "*the concept is there in the country, but the government and citizens seem to be pulling in different directions. We seem to all appreciate the essence and importance of nation branding but action on the ground suggests otherwise.*"

Moreover, when asked the question, '*in your view, how has the country been handling stakeholder engagement in nation brand management?*' another interviewee had this to say:

> "*[s]stakeholder involvement in Zimbabwe has not been visible or very sincere. Currently, the intentions are very good since the setting up of a Taskforce, but people want results. The taskforce has been engaging some stakeholders with a view of eliciting contributions on the nation-branding project. It is essential to realise that engagement without action is not enough. People are tired of involvement in things that never implemented. Action is critical in all this.*"

The above key informant echoes what another respondent submitted with regards stakeholder involvement on issues that affect them and the nation brand, namely that:

> "*[t]here is no systematic engagement of stakeholders to blatant lack of attention to stakeholder views. Stakeholders are regarded as mere statistics who do not add any value. The process is predominantly cosmetic. There is need for frank tripartite meetings and public hearings to address key issues such as return to constitutionalism, electoral reforms, address the dual citizenship question.*"

4.5.15 Brand Zimbabwe Media Discourse

Key informants in this research were asked to give an account of what the international community was reading about Zimbabwe from the media. It emerged that the media was full of adverse reports about the country, as it was projected as a political hotbed, a country on the brink of economic disaster, and an unsafe investment destination. This was revealed in reports on private property loss, government mismanagement, heightened political instability, high poverty levels, among other things. The country was also reportedly ranked number 13 among the world's most fragile states.

When asked how the country responded to adverse media coverage, the respondents agreed that there was utter denial by the administration and uncoordinated attempts to clarify policies adopted by the government. The country's message was that the world must accept that the country is sovereign and does things in its own way. In some instances, the country's leadership was reported to have returned fire for fire and gotten hostile against and blamed the foreign countries, which had resulted in the 'splendid isolation' of Zimbabwe. The former President, Cde RG Mugabe was reportedly quoted as having said that Zimbabwe was the *"most highly developed country in Africa after South Africa"* in response to reports from the WEF South Africa summit that the country was a "*fragile and failed state"*. It was however, established that the generality of Zimbabweans agreed with the negative reports on the country.

When asked to give their views on how investors responded to the messages coming from Zimbabwe, respondents agreed that several prospective investors withheld their planned investments from Zimbabwe and adopted *'a-wait-and-see'* attitude towards the country. Key informants reiterated that international investors tend to shy away from economies affected by adverse sentiment on instability and insecurity. They therefore felt that significant work needed to be done to correct and (re) project the image of the brand as investor friendly.

4.5.16 Rebirth of Brand Zimbabwe

The investigation of the rebirth of Brand Zimbabwe established that the nation brand could be moulded around the country's inherent brand assets. One interviewee stated that a clear, believable and attractive nation brand narrative was achievable. This would be possible when the country's main bodies, activities, and investments are organised around a clear and shared vision, and when its communication to the world through tourism, investment and export promotion, cultural relations and the diaspora are all harmonised. The respondent admitted that '*this is not what obtains in Zimbabwe today and the country needs to urgently address the problem*'.

There is significance of the role of 'soft power' in Zimbabwe to advance nation branding, as one of the interviewees observed that:

> *"Zimbabwe has a rich cultural heritage, history and striking physical features that are all close to the surface of the consciousness of our targeted markets. However, we need to do a great deal of work since some negative stereotypes about our country have since become ingrained, thanks to the prevailing venomous thrust by the public and private media, driven by the mean-spirited and diabolically selfish people amongst us."*

When asked a question, 'what could be the most viable route for brand Zimbabwe to improve its competitiveness?' one respondent postulated that the country should harness its skilled labour advantage and reindustrialise to make her exports competitive. The following is that particular response as it was captured verbatim:

> *"Zimbabwe, according to a recent World Bank report, faces very low employment of the youth, although it has a high skills profile coupled with high education levels. Make use of this pool of labour productively. The country also suffers from a high public service salaries bill at the backdrop of declining revenue (fiscal space). There is need to reduce the salary bill to sustainable levels and to tie it to productivity and service delivery. There is need to eliminate perennial budget overruns or deficits funded by borrowing at both the local and international market with the effect of crowding out of the private sector. Zimbabwe needs to industrialise and avoid over reliance on primary products, especially minerals."*

Others believe that the country could easily reclaim its breadbasket status by investing in agriculture and agro-processing industries. The country possesses excellent soils, befitting weather for agriculture and tourist activity. The respondents believe that if agricultural activity and value addition and beneficiation are enhanced, the country's economy could recover. This, however, requires an environment that is not hostile to private business and property. The key informants expressed the view that Zimbabwe needed to be rebranded as a viable investment destination to end the splendid isolation.

4.5.17 Different Stakeholder Roles in the Nation Branding Equation

Nation branding is about the cultivation of a good name for the country, both locally and abroad. Of significance is the fact that the Ministry of Foreign Affairs has an important role to play in ensuring that Zimbabwe has a positive brand image abroad. When asked a question about *'what role the ministry played in the affairs of Brand Zimbabwe'*, one of the officials in the Ministry of Foreign Affairs had this to say:

> *"The Ministry of Foreign Affairs is an extension of the domestic policy. It seeks to protect the image of the country and is responsible for articulating the position of the country as expressed by the Cabinet. This should then clarify the personality of what the country represents and who we are as a people to the international community. The Ministry is also involved in the improvement of bilateral and multilateral relations with the international community to attract FDI and development aid. Another role is on seeking restoration of development aid from international development agencies. We are also actively engagement with other countries and communicating that now that the land reform is finished, we now seek mutually beneficial international relationships. We are fighting for the removal of the 'illegal and unilateral sanctions' that were put to protect minority rights. However, the portrayal of an acceptable image is not easy. It means Zimbabwe should not do certain things because that affect other countries with own interests."*

One resident development partner to the Government of Zimbabwe observed that in addition to the actors in government and private sector institutions, non-governmental organisations (NGOs) also have an important role to play in nation branding. The study also revealed that nation branding is essentially the responsibility of everyone. Interviews with some participants also supported this argument.

It was established that Zimbabweans in the Diaspora were contributing immensely to the negative image and misconceptions about the nation brand. Some Diaspora communities were observed to have been disgruntled with government over issues relating to politics, governance, dual citizenship and investment opportunities. It emerged, however, that the country should consider and integrate its Diaspora community and develop a clear strategy for Diaspora involvement in national affairs including investment and nation brand promotion. In addition, another interviewee submitted that:

> *"[e]everyone (...) must be convinced that they have a part to play in rebuilding the nation brand. We should all then put our differences aside and push in one direction. Correct the position and perception of the world about Brand Zimbabwe."*

4.5.18 Misconceptions about Zimbabwe

The study observed that there was a host of beliefs about Zimbabwe that led to the negative image for the country. These were both favourable and negative misconceptions, which are presented below.

4.5.18.1 Favourable Misconceptions

When asked a question on their views on doing business factors (DBF) in Zimbabwe, one interviewee retorted that

> *"[t]here is a general belief that it is easy to do business in Zimbabwe, that there are quick start-up procedures, and no unnecessary hassles in Zimbabwe. There is also a belief that there are no excessive labour regulations. Another favourable misconception is that there are readily available, well-educated human resources with modest salary expectations. Finally, there is the misconception that there are manageable import and export regulations and that the country faces a possible great future and has natural beauty and heritage."*

Positive misconceptions are a great source of brand equity for they support nation brand consumption. They do, however, pose a challenge in the *'moment of truth'* when aliens visit a destination and fail to access things they imagined would be there. It is incumbent upon the authorities to address issues raised in relation to their nation brands.

4.5.18.2 Negative Misconceptions

There were several damaging misconceptions pertaining to Brand Zimbabwe. When asked about what they believed were the most damaging misconceptions about Zimbabwe, one respondent said, *"foreigners believe that Zimbabweans cannot manage their own affairs, there is widespread poverty, and the country is underdeveloped."*

When asked the same question, another interviewee stated, "there is a wrong perception that there was strife in Zimbabwe whilst others believed that the country was fragile in the same category with such countries as South Sudan and Eritrea."

The other statements that were expressed and captured verbatim are as follows:

1) *"The country has rampant lawlessness, does not respect property rights and [the] rule of law"*;

2) *"There is political instability, immature democracy, abuse of resources, impoverished"*

3) *"Zimbabwe is not safe, criminal activity is high"*;

4) *"There is high poverty and hunger and starvation in Zimbabwe"*;

5) *"The country is not politically stable (electioneering brings violence). Of course, the issue is tied to the regime change agenda"*;

6) *"One cannot freely move [about] in Zimbabwe (security threats)"*.

Moreover, when questioned on 'their views on investor and visitor perceptions towards Zimbabwe', one interviewee responded that:

> *"[t]here is a negative perception on Zimbabwe arising from a long time of unconsciousness and nation brand erosion. The local private media is very negative [and] that it is not helping [to] promote Brand Zimbabwe. Issues such as security and political instability are always blown out of proportion. Investors will be extremely careful before taking any decisions about investing in Zimbabwe. Negative considerations include government expenditure, state control of private business, dilapidated or minimal infrastructure, and currency risk. There are concerns regarding [the] perceived lack of tourism goods and services. Both for investors and for tourists, there are many alternatives elsewhere with fewer challenges."*

194

One can see from the comments above that the country is viewed from different perspectives due to perceptual differences emanating from different information held and experiences by the interviewees.

4.5.19 Funding of Nation Branding Programmes in Zimbabwe

The research established that nation-branding programmes were not properly funded based on a defined funding model. Funding for nation brand promotion at the international level was done through government line ministries, departments and parastatals. Key informants pointed out that participation by both the private sector and government in financing nation branding and promotional activities through financing forums and conventions would have considerably more of an impact.

Some key informants in government emphasised that funding for nation branding programmes and projects was a major challenge. When asked how nation-branding programmes were funded in Zimbabwe, one of the interviewees responded that:

> *"[t]here is no proper and clear funding for nation branding initiatives. Each institution funds its own programmes that contribute to nation branding. It is important to note also that there is no established national funding framework for nation branding programmes."*

Another informant was, however, quick to point out that the country should work on correcting the critical national fundamentals (such as governance, policy coherence, clarity and ease of doing business). Failing this, increasing funding under the current macro environment would be a waste of time. It might also be difficult to attract meaningful private funding if the national fundamentals are in disarray.

4.5.20 Thoughts on Brand Zimbabwe Turnaround

The respondents agreed that the fortunes of Brand Zimbabwe could be turned around if people across the divide put aside their differences and worked together. Loud calls were made for a rebirth for Zimbabwe's national sentiment as a primary facet for the country's branding. Reference was made to the use of national symbols (the national flag, the national anthem and the constitution) and national ceremonies and rituals such as the national independence to re-discover a rallying point for the country. Respondents believed that there was need to *de-politicise* the initiative to brand Zimbabwe and make it a national programme intended to benefit the whole country. They envisaged that this would make it easier to rally support from across the breadth of the populace, political, economic, social, religious and ethnic divide. The informants accepted that despite their different philosophical and political differences, people could remain unified around their national identity and tendencies.

On another positive note, respondents expressed the view that Zimbabwe could easily ride on her education and literacy equity resultant abundance of skilled labour. The country boasts of a high literacy level and an envied education system in the region which could be used as a basis for reindustrialisation. A related and recurrent topic in the in-depth interviews was the observation that Zimbabwe could make use of her tourism products and hospitable people to reposition the nation brand.

4.6 Qualitative Findings from Foreign Interviews

Seven foreign tourists and investors out of the targeted ten foreign respondents from across the world were interviewed, and this yielded the following findings.

4.6.1 Understanding Nation Branding

In-depth interviews with the 7 foreigners revealed a general appreciation of the subject of nation branding. Some associated it with country image associated with foreign policy, others with tourism and investments, while others still associated it with export competitiveness. There was consensus about nation image being linked to the country's performance at the global market. The general understanding displayed with regards the nation branding discourse presented a favourable condition for the interviews to take place.

4.6.2 Countries Perceived to have Attractive Nation Brands in Africa

Foreign interviewees were to a greater extent agreed that each country is unique. The most cited countries as having attractive nation brands were Botswana, Rwanda, Mauritius, Morocco, South Africa, Tanzania, Kenya, Mozambique and Namibia. Most of the above-mentioned countries were also cited by the local key informants when asked the same question. It emerged, however, that no country in Africa possesses a 100% attractive Nation Brand, implying that each country had specific negative aspects that influence perceptions about them.

4.6.3 Perceptions about Zimbabwe

When respondents were asked what comes to mind when they thought of Zimbabwe, political instability, immature democracy, abuse of resources, and poverty were recurrent issues. One classical response was an interviewee's observation that

> *"Zimbabwe was once a promising country whose glory was lost along the way. It is a country that is very troubled, probably due to its bad politics and economic problems. The country's political instability coupled economic collapse gives an impression of a failed state."*

While some respondents saw signs of a failed state, however, others highlighted Zimbabwe's natural beauty and heritage, its hospitable people and a possible great future as a regional leader. One African investor stated that the negative image of Zimbabwe was not unique to that country. Most African countries were affected by the generally negative reports by the media in the developed countries. The respondent was quick to remark that:

> *"(...) it is unfortunate that the negative perception for Zimbabwe has been aggravated by the regime change agenda as pushed by the West who are seeking to replace all liberation movements in Africa."*

The sentiments that were expressed by foreigners were generally ones of skepticism, negative perception and even utter dislike of the country.

4.6.4 Appetite Towards Zimbabwe

The research established that investors were extremely careful before making any decisions about investing in Zimbabwe. Some of the positive aspects (equity) that drew interest from investors included the country's natural resources, its well-educated workforce, its friendly and hospitable population, its fast-growing economies and its long-term potential. Negative aspects of Zimbabwe included heavy state involvement in private business, currency and cash volatility, deteriorated or minimal infrastructure, exchange rates is problematic and foreign currency shortages, excessive government expenditure and recurrent budget deficit, uncertainty relating to repatriation of earnings, private property rights and threat to the rule of law, among other issues.

As regards spending holidays in Zimbabwe, the research established that Zimbabwe was perceived as lacking attractive tourism goods and services, hotels, restaurants, shops and suffering from perceived security problems (e.g. roadblocks …!). It was mentioned that for both investors and tourists, there are a host of alternative destinations to Zimbabwe with fewer challenges.

4.6.5 Ease of Doing Business Factors

The research established that the country ranked badly against its global counterparts in terms of issues relating to the ease of doing business. These factors include basic things such as availability of information, company registration, administrative requirements, infrastructure, utilities, and the cost of doing business. When asked to indicate the key ease of doing business factors that are considered when making investment decisions, the respondents highlighted the following:

1.   Stability and security of investment;
2.   Easy, quick start-up procedures; no unnecessary hassle;
3.   Harmonised local and central government regulations;
4.   No excessive labour regulations;
5.   Availability of well-educated personnel with modest salary expectations;
6.   Easy monetary system – easy foreign payments to / from abroad;
7.   Manageable international trade and export regulations; and
8.   Availability of and easy access to information and investment service touchpoints.

Some investors interviewed believed that the country needed to ensure that such factors are addressed, in line with international best practices. One investor from the East raised concern over the problem of bureaucracy on the part of government at both local and central levels. The investor called for the harmonization of processes and procedures and setting up of a functional one-stop investment-service-shop for foreigners.

4.6.6 Risk Factors Influencing Perception Towards Zimbabwe

The respondents were required to highlight their impression of regional and local risk factors that influence perception towards Zimbabwe. The country was reported to have a myriad of threats arising from inconsistencies in her policy administration from both political and economic perspectives. The main risk factors identified by the interviewees were:

1. Overall government involvement;
2. Lack of respect for private enterprise and private property by the government;
3. Lack of (basic) infrastructural services;
4. Currency exchange rates and cash crisis;
5. No free flow of money, which affects international trade and payments; and
6. International business attitude towards Zimbabwe.

As shown by the list above, the highlighted risk factors are predominantly associated with governance, which in turn affects policy and economic factors. The nation brand could benefit if the governance aspect was given due attention.

4.6.7 Dimensions of Brand Zimbabwe Impacting Global Competitiveness

Respondents were asked to give their views on Zimbabwe according to the six dimensions proposed by Anholt (2008). The dimensions are captured by the hexagon of nation branding, namely: tourism, exports, governance, people, investment and immigration, and cultures and heritage as the drivers for nation brands. Attention on these dimensions is essential to addressing a country's nation brand image and enhancing its global competitiveness.

The following were the issues that were raised by the respondents:

1. *'Zimbabwe has a great cultural heritage and people who are educated and very hospitable.'*

2. *'The country should work on the investment climate to reduce risk; otherwise, the country has great potential.'*

3. *'Work on more transparency and credibility in national politics; establish national, recognizable, audacious goals.'*

4. *'The country requires a better balance between state revenues and state salaries; more budget for infrastructural improvements.'*

5. *'Coordinated and collective nation brand promotion to re-establish Zimbabwe as tourism destination of choice probably initiated from hosting international meetings and travel incentives. Share positive experiences.'*

6. *'Global public relations efforts are required. Consider installing special international tourist help-desks (in case of unwanted experiences) with capacity and capability for very fast problem resolution.'*

7. *'Stimulate more Zimbabweans to accept international (board) positions to profile the country on international platforms.'*

8. *'Create overall Zimbabwe export product identity brand such as 'made with love and professionalism in Zimbabwe - come and check us out.'*

4.6.8 Likelihood of Visiting or Investing in Zimbabwe

Some respondents expressed satisfaction with their previous stay and experience in Zimbabwe, indicating that they would be happy to return and perhaps do business in Zimbabwe. Some confirmed that they had held negative opinions before their visit to Zimbabwe but would be looking for an opportunity to return and experience more of the country. As one respondent stated:

> *'[I] am a more than [an] average and interested visitor of Zimbabwe and will definitely return, both as a business visitor as well as tourist, particularly when it becomes clear that international visitors have nothing to fear.'*

Indications are that the country needs to invest in dispelling the negative perceptions associated with the physical safety of visitors and financial security of investments. A lot needs to be done from a policy and practical perspective to rebuild the lost confidence.

4.6.9 Affinity Towards Brand Zimbabwe

Respondents were required to indicate what they like and hate most about Zimbabwe. The question sought to establish such things that could trigger affection for the nation brand and such things that perpetuate negative perceptions of the nation brand. Respondents to the interviews were generally agreed on the following issues. The findings are presented in table 35 below:

Table 35: What is most liked or hated about Zimbabwe?

Most Liked Aspect	Most Disliked Aspects
Fantastic people	Political instability
Great nature	Disorganised government
Work ethic	Failing public institutions and infrastructure
Excellent weather	Uncertainty
Education system	Unpredictability
	Insecurity
	Poverty

Source: Survey Results

4.6.10 Misconceptions about Zimbabwe

When asked to express their views on media reports about Zimbabwe, some respondents believed the reportage on the state of the economy, political instability and safety to be true. They therefore felt that there were no misconceptions about the country, as reflected in the following statement by one interviewee:

> *"[i] don't think there are many misconceptions. Most impressions I am afraid reflect the reality. However, there is a notable exception. Zimbabwe is viewed as facing an acute food shortage and other essential products to provide visitors a pleasant stay."*

There were respondents who raised issues around media activity and saying they felt that some reports were exaggerated. Unfortunately, one needed to visit the country to disconfirm the negative media reports. It emerged that differences in perception of the different respondents reflected differences in their country of origin and the information reported in such countries. Respondents from friendly countries in Africa and the East were quick to dispel the negative media reports, unlike visitors from the West.

4.6.11 Viable Nation Branding Ideas for Zimbabwe

When asked to suggest what could help to create a viable Zimbabwe nation brand, it was interesting to note that respondents believed that a new attractive brand for Zimbabwe was possible. It emerged that emphasis was on dealing with those aspects identified as the most hated about Zimbabwe and leveraging on the most liked aspects of the country. The respondents contended that governance (inclusive of politics and policy, rule of law and bureaucracy), economic and investment climate were the major areas that required attention if a new and attractive nation brand for Zimbabwe was to be created. One respondent made the blunt statement that:

> *'[a] disorganised, bureaucratic and unpredictably governed country will battle on improving her nation brand image!'*

It was clearly emphasised that nation branding is mostly about doing rather than in political statements, rhetoric and propaganda. This is reminiscent of the old American definition of Public Relations: *Be good. Then tell it.* One respondent suggested that the adage was very applicable to Brand Zimbabwe context.

4.7   Summary of the Chapter

This chapter presented the findings on nation branding for brand Zimbabwe. The study accepted the hypothesis that "it is difficult to characterise the key role players for the development of Brand Zimbabwe". Participants were requested to express their opinions regarding the following institutions in terms of their role in managing the nation branding concept: Office of the President and Cabinet, the public, Advertising Agencies, ZimTrade, government ministries, political parties, CZI and ZNCC, Ministry of Hospitality and Tourism, Zimbabwe Investment Authority and Zimbabwe Tourism Authority. The results of factor analysis also showed that it is difficult to characterise the key role players for the development of brand Zimbabwe. In addition to the actors in government and private sector institutions, respondents felt that non-governmental organisations (NGOs) also have an important role in nation branding. Accordingly, there are multiple actors, whose roles are paramount in nation branding in Zimbabwe. What is essential is to ensure that there is coordination among the various key actors. Nevertheless, coordination was cited as a major factor compromising the ability of the assumed multiple brand stewards to perform their roles. Respondents felt that there are inconsistencies and Zimbabwe lack a coordinated approach in advancing the brand in the international market. They also highlighted that funding of nation branding programmes and projects is a major challenge. The study also showed that nation branding and management is not consciously practised in Zimbabwe. Most of the respondents viewed nation branding as being partially practised in Zimbabwe. It was pointed out that there is either no systematic engagement of stakeholders or scant attention is paid to stakeholders.

This chapter also presented findings on the perceptions about the re-branding of Zimbabwe. It was pointed out that nation branding seeks to ensure a positive image for Zimbabwe, thereby promoting tourism, exports, and investment. In terms of competitiveness, the general finding was that Zimbabwe was ranked lowly in terms of the Global Competitiveness Index (GCI). Results of this study showed that education, natural resources and the country's geographical position were competitive indicators in terms of driving nation brand equity in Zimbabwe. On the other hand, the political environment, macroeconomic environment, product and market efficiencies, lack of stable currency, facilities and services, the high cost doing business and unreliable technology were found to hinder the development of a positive nation brand equity in Zimbabwe. A computed component matrix revealed that Brand Zimbabwe is not a

competitive country because its branding strategies are influenced by several competitive and differentiating factors. The four principal factors extracted suggest that Zimbabwe is not a competitive country based on several competitiveness and differentiating indicators.

Analyses of perception of risk for Zimbabwe showed that ageing population was one of the few social factors not threatening the country. There was consensus that there were risks in terms of failure of urban planning, food crises, large-scale uncontrolled emigration, water crises, and poverty. The economic risks were largely high commodity prices, energy price shocks, failure of financial systems, the collapse of essential infrastructure, fiscal crises, structural unemployment or underemployment, and currency volatility. There were also environmental risk factors in Zimbabwe, including extreme weather events (droughts and floods), incapacity to adapt to climatic changes, and biodiversity loss and ecosystem collapse. Perceived geo-political risk factors included the failure of national governance leading to corruption and organised crime, the failure in rule of law and property rights, and the breakdown of information infrastructure. However, Zimbabwe was not exposed to large-scale terrorist attacks, and armed conflict. The technological risk factors in Zimbabwe included abuse of technology (social media abuse) and the breakdown of information technology infrastructure. The country was perceived safe from large-scale cyber-attacks, and massive incidents of data theft. Essentially, results of factor analysis suggest that Zimbabwe is a high-risk country based on social, economic, environmental, geopolitical, and technological factors.

Finally, it was also revealed that there were negative perceptions of Zimbabwe. The private media was said to be very negative and not marketing Brand Zimbabwe. Issues such as security and political instability were blown out of proportion by the private media. The nation brand faces positive and negative misconceptions, with implications for policy reform. Some of the areas cited include labour laws, skills, and rewards, ease of doing business and licensing and permit processing. Only the assertions that nation brand should support the vision of national competitiveness and brand should be managed by an independent arm of government had no significant correlations from the analysis.

A correlation computation showed that it may be difficult to come up with a holistic matrix of constructs for nation brand equity building for Brand Zimbabwe. The study also showed that brand strategy alignment was crucial, and several factors were identified to influence equity-

building strategy for Brand Zimbabwe. It was pointed out that an independent arm of government should manage the nation brand. The variables perceived to be the most powerful determinants of nation branding were: that the brand should be publicised globally; the brand should be understood and embraced by stakeholders; the brand should be subjected to a frank and holistic situational analysis; the branding strategy should be anchored by stakeholder engagement; and brand performance should be monitored and evaluated. The next chapter presents the discussion of the findings.

CHAPTER V
DISCUSSION OF RESULTS

5.0 Introduction

This chapter provides a discussion of the results and some implications of the findings on nation branding. The discussion follows the order of the previous chapter, starting with the statistical findings from the quantitative survey followed by the qualitative findings from local key informants and then from foreign investors and visitors. The chapter then proposes frameworks for brand equity management for Brand Zimbabwe.

5.1 Discussion of Statistical Survey Results

The statistical analysis done in this research was descriptive and inferential; performed on the socio-economic demographic characteristics of the respondents as well as on the major variables relating on nation branding. This type of analysis was the most suitable analysis because Likert scale data follow non-parametric distributions. The test of normality was also performed using a one-sample Kolmogorov-Smirnov test. Test results confirm that the data was not normally distributed. An appropriate descriptive statistical analysis for a distribution-free dataset is mode or frequency analysis.

5.1.1 Socio-economic Demographic Characteristics of Respondents

The analysis of the socio-demographic characteristics of the respondents was conducted using descriptive statistics. The variables analysed were the geographical distribution of the respondents, the sex of the respondents, the age of the respondents and the industry that the respondent belonged. Harare contributed 70% of the respondents, while Bulawayo contributed 9%, and Mutare contributed about 8% of the respondents. Variations in geographical location impact differently on nation branding. Evidence from literature shows that nation branding differs by geographical region and across countries. A respondent's location is therefore a key variable in nation branding.

Survey respondents were predominantly male 59.7 % compared to 40.3% females. The gender bias is mostly a reflection of lower female representation in industry, irrespective of government's and pressure groups' efforts to increase female participation in formal

economic structures. Accordingly, the findings of this study mainly reflect the views of males, notwithstanding the researcher's attempt to ensure an equitable representation of both sexes.

The study also paid attention to different age groups starting from 18 to over 55 years. Research respondents were generally young, with the age group between 26-45 years, constituting 32% of the respondents. These represent the economically active and the electorate, which influences the social, political and economic environment from which the nation brand is derived.

The type of industry in which the respondent works is also an important variable in nation branding. The respondents were classified by industry and it emerged that most of the respondents were drawn from the advertising and media industry and the government. These institutions are essential to nation brand development and promotion. Nation branding requires skilled personnel from key industries to ensure its sustainability. In addition to the above, in-depth interviews conducted drew participation from government and the President's Office, economists, media, bankers and politicians, foreign tourists and investors, who are also regarded as consumers and drivers of the nation brand. The basis for such respondent representation was to extract reasonable information from direct participants and consumers of the nation brand. Their perceptions and opinions of the identified groups are a reality that critically influences stakeholder behaviour towards the nation brand.

5.1.2   Descriptive Statistics on Nation Branding Issues

A frequency analysis was performed for the following nation branding variables: views of the respondents on nation branding; competitiveness and differentiating factors; global risk factors classified as social factors, economic factors, environmental factors, geo-political factors, and technological factors; adverse coverage of Zimbabwe as a destination; brand visioning and planning; key players in brand development; compelling factors; impressions of the Zimbabwean brand; brand positioning strategies; brand communication methods; and critical issues in nation branding strategies.

5.2.1 Views of the Respondents on Nation Branding

Respondents' views on nation branding were sought and the majority (54%) viewed nation branding as means of conveying a promise of a memorable experience distinctively associated with the country. This is an important research finding, as Dinnie (2010:85) posits that the first step in nation branding is to come up with a branding vision or mission. Howalt and Mitchel (2008:41) opine successful branding should deliver relevance and differentiated, unique customer value. The research suggests that nation branding should provide a platform on which all the country's citizens hold the same view of their country and recognise that they are the custodians of the nation brand, whose support was voluntary. This platform should allow for crosscutting promotion of the nation internationally and domestically. Based on the Brand South Africa Report (2013:21), a nation brand has significant influence when the nation's stakeholders collaborate and cooperate around a unitary national reputation management strategy.

5.2.2 Competitiveness and Differentiating Indicators

Education was considered one of Zimbabwe's positive competitive indicators, with 52% of the respondents agreeing to this. Financial market efficiency, meanwhile, was viewed as a negative competitive indicator by 55% of the respondents, as were factor prices by 51% of the respondents. This research finding reflects reality on the ground. According to the Reserve Bank of Zimbabwe (RBZ), in addition to the declining GDP and trade deficits, cash shortages characterised the economy between late 2015 and 2017. Moreover, long queues for withdrawals in banking halls and at automated teller machines (ATMs) became a permanent feature of the banking experience (RBZ, 2016a). By May 2016, the RBZ had introduced bond coins and notes to ease the cash shortages. The liquidity crisis signified a "dysfunctional multi-currency system" dominated by a strong United States Dollar (RBZ, 2016a:2). The US Dollar substituted all other currencies in the Zimbabwe's multi-currency basket, making the country a high cost producing country and an expensive tourist destination (RBZ, 2016a). This is particularly true with the uncoordinated approach to nation branding activity in Zimbabwe predominantly driven from the perspective of the tourism destination brand. Kalanova and Konrad (2009:21) argue that country brand has an influence on tourism, exports, governance, investment and the unification of people and their cultures. Porter (1990), however, opines that national prosperity is not inherent in its natural endowments but

its competitiveness depends on its innovativeness. According to the World Economic Forum Competitiveness Index ranking, Zimbabwe has been faring badly, which is corroborated by a general consciousness on the part of respondents that Zimbabwe has many issues that need to be addressed if it is to be competitive.

5.2.3 Global Risk Factors

Global risk factors were classified as social, economic, environmental, geo-political and technological in nature**.** The research findings show that poverty (51%) and water crises (50%) were perceived to be social risk factors, while high commodity prices (slightly above 59%) were economic risk factors. Biodiversity loss and ecosystem collapse were also among the identified risk factors by 35% of the respondents. As regards geo-political factors, the failure of national governance was cited as a risk factor to nation branding by 45% of the respondents. Results suggest that respondents viewed to be lesser risks large-scale terrorist attacks, state collapse or crisis, large-scale cyber-attacks and incidents of data fraud, implying that technological factors were not considered to be risk factors. Kapferer (2008:12) highlighted perceived risks that crowd and impact on consumer decisions as being economic and social risks associated with social image. It is therefore critical to build brand saliency at the brand awareness stage. These statistical observations merely confirm the long-standing macroeconomic challenges that the country has faced for nearly 20 years. The findings are in line with observations made by Muzondo (2018:645) in his discussion on nation brand perception with regards to Zimbabwe. The country has experienced periods of haemorrhaging inflation and negative returns from investment, which has seen companies closing, consumers losing their savings in the face on massive bank closures and currency reforms.

5.2.4 International Coverage and Portrayal of Zimbabwe

Close to 57% of the respondents agreed with the assertion that the Zimbabwe brand has been failing to deliver on its nation brand promise, while 56% of the respondents agreed that Zimbabwe lacked a unified approach to combating the effects of brand erosion. Over 52% of the respondents confirmed that Zimbabwe suffered from unfair negative publicity in foreign markets and that adverse coverage of Zimbabwe affected the destination. 51% of those interviewed agreed that Zimbabwe had a haphazard and uncoordinated response to the international media onslaught. 39% of the respondents agreed that the diaspora did not help in

managing the spread of bad publicity about brand Zimbabwe. The results suggest that brand publicity should target a wider audience, since a limited publicity impacts negatively on Zimbabwe as a destination. Mendez, Papadopoulos (2015:18) have argued, in this regard, that nation brands should target both the national and foreign audiences. Dinnie (2015:54) has also noted that since brands do not exist in isolation, they should be in accord with the dynamics of the current market space. As evidenced in the Ethiopian nation branding experience, lack of consensus within the Ethiopian Diaspora communities, lack of political tolerance among the politicians, the related image of mass migration, the immigrant psychology combined with the poverty at home gave rise to negative media publicity for the nation. Similarly, the prolonged Zimbabwean economic crisis and a lot of media coverage intended to advance selfish private interests ahead of national interests, have inflicted damage on the nation brand.

5.2.5 Brand Visioning and Planning

Only 48% respondents agreed that nation branding was partially practised in Zimbabwe. This means that there is need to continuously engage all the stakeholders involved in nation branding. Sutton and Klein (2003:78) posit that the continuous re-designing and re-configuration of brands (re-branding) is essential to remaining attractive and relevant to the consumer. According to Dinnie (2010:85), the first step in nation branding is coming up with a nation brand vision or mission. The fact that branding is partially practised in Zimbabwe implies that there is no brand vision or mission for all stakeholders to follow. Terkelson and Halkier (2004:27), Skinner (2005:21) and Hankinsin (2007:34) have also argued that consistent vision among and motivation of the stakeholders is required to practise nation branding. Most opinion leaders in government displayed a level of ignorance of or a lack of interest in engaging stakeholders frankly in order to deal with problems relating to the nation brand. There were observations that Zimbabwe essentially lacked a conscious nation brand management culture, although most respondents demonstrated their appreciation of the importance of nation branding.

5.2.6   Key Role Players in Nation Branding

ZimTrade, Ministry of Hospitality and Tourism, Zimbabwe and Tourism Authority were identified as key players, which should develop and manage brand Zimbabwe with the highest frequencies of 53%, 52% and 51% respectively. Dinnie (2008:188) propose that key stakeholders should include government, public sector organizations, private sector

organizations, citizens, tourism boards, investment agencies, trade associations, chamber of commerce, non-profit organizations and the diaspora. This finding is in line with the literature on nation branding. According to researches by Balakrishnan (2009:34) and Dinnie (2008:4), the biggest challenge faced in creating and managing a nation brand is to co-ordinate the collaboration of all the stakeholder groups. This is essential to leveraging the full capabilities and resources of the country (Lee, 2009:21).

The role of politicians and political parties in nation branding cannot be overemphasised. Del Percio (2016: 1-28) demonstrates how the main political parties in Switzerland contributed to defending the attack on the COO of Switzerland export brand by jointly lobbying for the passing of the Swissness Act. As observed from the Swiss experience, politicians have the power to rally the public behind or against the nation branding effort. This could be a valuable lesson for Zimbabwe, where political parties had the least influence in the development and management of brand Zimbabwe. Zimbabwe has suffered from political polarisation arising from a long struggle between the ruling Zanu PF party and the opposition, as well as a history of contested and violent elections. In such situations, where there is lack of convergence in any discussion involving political parties, nation branding could prove to be a tall order.

Kidane's (2010:57) study focused on the issue of who should handle and manage the Branding Ethiopia Project. The research established that government had a primary role to play as a key stakeholder, which should facilitate a conducive, collaborative atmosphere for the other stakeholders. Respondents in that research warned that the government should only spearhead the initiative, while others suggested that it could play a regulatory role to avoid the risk of negative stereotype of government propaganda, which alienates the general public.

Whilst there are no tangible results from previous nation branding activity in Zimbabwe, it should be noted that an interim implementing structure was proposed to ensure the development of brand Zimbabwe. This structure is shown in Figure 27.

Figure 28: Interim Implementing Structure for Nation Branding in Zimbabwe

Source: Zimbabwe Nation Branding Annual Report (2016:4)

The interim structure above constitutes a good start for the nation branding process for Zimbabwe, for it tries to capture a much wider stakeholder matrix beyond the tourism sector. The main challenges of this structure were:

a) that it did not have national legislative mandate to address the nation-branding question, as seen from experiences elsewhere. This weakened the nation branding case, while funding remained a big issue. An Act of Parliament should allow for the establishment of such an important national unit, as seen with such Acts as for the EPZ, ZTA, SEZ, ZIA, BAZ etc. Refer to Chapter 4.

b) that it was a structure of convenience, drawing human resources from government departments that were not accountable for the success or failure of the undertaking.

c) there was a glaring absence of the participation of the Office of the President who, by default, should be the nation brand steward, and without whose commitment, the project could turn out to be another white elephant.

The findings of the study were that it was difficult to characterise the key role players (architects) in the development of Brand Zimbabwe. There are multiple actors, whose roles

are of paramount importance in nation branding for Zimbabwe. What is essential is to ensure that there is coordination among the various key actors.

5.2.7 Compelling Aspects of Brand Zimbabwe

Two compelling factors that emerged were image (perception about the brand in the foreigners' minds) according to 51.1% of respondents, and personality (human characteristics associated with the brand), according to 50.3% of respondents. Similar findings were also noted by Ries and Ries (1998:34), who argued that branding is perceptual and occurs in the mind of the targeted consumers. Nationally compelling attributes, values and character must guide the development of nation brands. The national appeal of nation branding entails is such that effective branding is difficult to achieve without an all-inclusive approach in defining the brand. National sentiment is therefore very essential to support nation-branding efforts. Guibernau (2007:59) also highlights the significance of collective sentiment in supporting national identity.

5.2.8 Impressions on Brand Zimbabwe

The respondents generally disagreed with most statements describing their impression of brand Zimbabwe. Close to 47% of the respondents disagreed that the Zimbabwe nation brand was unique and attractive. This research finding implies that more work needs to be done enhance the uniqueness and attractiveness of the Zimbabwean brand. The basic role of nation branding is to create national symbols and ceremonies to differentiate the country from other countries. Effective nation branding brings out uniqueness in the eyes and minds of the consumers of information pertaining to the country. The use of logos, national colours and communication messages is critical to transmitting messages about a country. The symbolism should conjure up associations that convey promises of memorable experience with the brand, which may be derived, among other things, from consuming exciting tourism or cultural products or from attractive returns from investment. This is in line with the positioning of nation brands as establishing points of difference (Dinnie, 2010:52). Dinnie opines, furthermore, that the points of difference are only viable to the consumer when they are relevant, different and credible. This suggests that nation branding is not a cosmetic undertaking, but rather, a behavioural discourse that rallies everyone behind a shared vision, aspirations, and national identity, marshalling people to behave in ways that support the desired identity and realisation of the brand vision. Brand Zimbabwe is essentially perceived

as lacking tangible characteristics that can place it at a comparative advantage over its regional and international counterparts.

The Zimbabwe nation brand is not in any way unique and inspiring to the locals and does not have a strong character that makes it competitive. This explains why the country has lost more than 3 million of its people to the Diaspora. The brand does not invoke a positive emotional appeal to its consumers, both local and foreign. Political disenfranchisement, poverty and social polarisation have affected the positive sentiment of *'Zimbabweanism'* among Zimbabweans, such that the majority are not inspired by the mention of the nation brand. The sense of pride, patriotism and nationalism has been severely diminished. It is well known that consumer behaviour is largely influenced by the emotional connection between the consumer and the brands. The respondents suggested that they lacked confidence in the nation brand, which is a highly problematic, especially since national sentiment has a strong bearing on foreign perception towards nation brands. The respondents were of the view that the nation brand cannot support exports from its local companies because of negative COO.

5.2.9 Brand Positioning Strategy

Approximately 42% of the respondents interviewed disagreed that Zimbabwe had a clear strategy to position itself on the regional and global market. There was a perception that Zimbabwe is failing to manage its nation brand image, and findings were that Zimbabwe had a haphazard and uncoordinated response to brand erosion and international media onslaught, and that it faced unfair negative media coverage in foreign markets.

The absence of a national branding authority to manage brand equity, resulting in failure to deliver on the nation brand promise(s) as captured differently by the nation brand touch points to targeted consumers. These promises may, however, be implied because there is no deliberate approach to define national brand goals and value proposition to agreed target markets. The nation brand value proposition and brand positioning should reflect the nation's vision, in line with its tourism, investment and immigration, people, governance, culture and heritage, and export objectives. Zimbabwe's national strategy blueprint ZimAsset (2013-2018) presented its vision statement as "Towards an Empowered Society and a Growing Economy" and its mission statement as "To provide an enabling environment for sustainable economic empowerment and social transformation to the people of Zimbabwe". In order to

rally the support of important stakeholders, both local and international, any national strategic blueprint requires a single visionary reputational strategy. The national strategic blueprint does not, however, capture nation brand image and essence to support the execution of the strategy. This may explain the sub-optimal performance across nation brand dimensions over time. This lack of coordination in responses to issues affecting the brand is a manifestation of dysfunctional governance, which is reflected in major policy inconsistencies that negatively affect nation brand equity.

5.2.10 Nation Brand Communication Methods in Zimbabwe

The research examined the brand communication methods in Zimbabwe, including the use of brand ambassadors, internet, electronic media, print media, public relations, word of mouth, trade shows and fairs and social media. Research results show that all platforms were seen to be used for the communication, with trade shows or fairs, print media, and the internet being perceived as most commonly used tools for Brand Zimbabwe communication at 55%, 54% and 51% respectively. Nation branding programmes seek to enhance the image and reputation of a country, which is only practically possible when the country's actions are effectively communicated and correctly perceived by the targeted audiences.

Significantly, information about Brand Zimbabwe was available across media platforms. The only challenge was the control of brand information dissemination and monitoring what was reported across media. It was also discovered that the use of electronic, internet and social media is not consciously regulated and monitored by a specific arm of government. Each government ministry does have internet presence, but the quality of the websites, content and information was considerably different, with some websites having expired information.

Dinnie (2008:78) cites Professor Dipak Pant observation that discussions on brand positioning and brand communications stress the importance of consistency across media and all brand touch points to overcome the problem of market confusion and erosion of brand equity. Grant (2006) also echoes sentiments on consistency in branding, and his view that:

> *"[t]he way to manage brands is coherence, not consistency. Consistency is the idea that you need to make your marketing all look the same. But the most interesting brands, like people, are authentic (true to themselves) and can afford to be freer in their range of activities."*

215

In the researcher's opinion, the quotation above emphasises the essence of achieving coherence or consistency across media and touchpoints of the nation brand. Both are essentials that are closely twined and crucial for effective nation brand communication and equity management. The use of social media and the internet facilitate brand positioning and speed up the dissemination of information. The global market is becoming social media and internet savvy and relying so much on the (free) information contained therein to make brand consumption decisions. Trade fairs and exhibitions afford brand communicators the opportunity to explain and justify brand positions and advantages in a manner not possible through other forms of media.

Word of mouth is an often-underestimated form of brand communication, which is nonetheless very effective. The country has made use of word-of-mouth communication by encouraging visits by people from friendly nations so that they debunk negative international media stories. Although this is the most credible and effective brand communication platform, it is very expensive. Dinnie (2008:47) confirms the power of word of mouth in influencing consumer behaviour, observing that first-hand, personal experience of a country by working or holidaying there plays a significant role in the image people hold of a nation brand. In the absence of first-hand experience of a country, word of mouth influences a country's image formation. The hosting of international events such as the UNWTO Conference (2015) presented such an opportunity. Attracting and hosting international events normally requires good nation brand reputation, since it comes after a bidding process influenced by geopolitics and international reputation.

5.2.11 Critical Issues in Nation Branding Strategy

The research identified the following strategic issues as playing a significant role in nation branding for Zimbabwe: there should be collaboration between the Government and key stakeholders in nation branding activities (95.2%); the nation brand requires strong sub-brands such as the cultural tourism, investment and export brands (94.1%); applied-global publicity, taking advantage of special events (94.1%); and the need for stakeholder understanding, acceptance of and support for Brand Zimbabwe strategy (94.1%). The research thus emphasised stakeholder involvement in anchoring nation-branding strategy (93.6%) and that the nation brand should support the vision of national strategy and competitiveness (93.3%).

Nation brand performance and competitive positioning should be monitored and evaluated (91.7%) based on clearly defined target markets (91.6%). Nation brand communication targeting a country's citizens and local communities is a priority for success (91.4%). Attention to and reflection on perceptions held by foreign visitors and investors is very important in nation brand strategy formulation (91.2%). Respondents expressed the view that nation branding activities should be sincere and tangible and not based on popular rhetoric with catchy slogans, images and symbols but on substance (90.4%), The nation brand should have definite nationally-compelling attributes upon which all branding activities are to be based (87.4%). It is also incumbent upon the national administration to support the nation branding initiative with a public diplomacy strategy (87.4%). Other key issues raised were the need for a frank and holistic brand situational analysis to support the branding process (87.3%), that the nation brand's competitiveness must be collectively and similarly understood by all key stakeholders (86.7%), and that the brand should be managed by an independent arm of government, reporting to the national President's Office (77.7%).

Consistent with literature, a key issue of nation branding strategy is achieving stakeholder buy-in. The biggest challenge, as highlighted earlier, is coordinating the activities of all stakeholders (Kotler et al., 1993:21; Dinnie, 2008a:158; Balakrishnan, 2009:55). In line with the FIST-Approach to nation branding, the civic sector, the business, and the citizens participate in the nation branding strategy formulation process (Dinnie, 2008a:158). Successful nation brands are created in an environment of consistent vision and stakeholder motivation, which can be very difficult to achieve, given the diversity of interests across the stakeholder profile (Therkelsen & Halkier, 2004:27; Skinner, 2005:21; Hankinson, 2007:34). It remains very important to create an all-inclusive nation brand. Creating a strong and appealing brand identity is important to achieving a consistent internal and external image for the brand (Anholt, 2007b:13). The research confirms literature on nation branding that branding projects are more successful if they can bring together all key stakeholders in strategy building and in driving the nation branding process. The management and coordination of all of stakeholder groups is paramount in nation branding (Lee, 2009:21).

5.2.12 Role of Brand Stewards in Nation Branding

Brand stewardship in nation branding is the leadership of and accountability for the well-being of the nation brand in terms of its equity over time. Respondents agreed to a greater extent that at the centre of brand stewardship is a clear understanding of the brand, values and philosophies upon which brands are built. It was noted, however, that in the absence of a nation branding office, the country's leadership assumes the role of brand steward. Brand South Africa (2013:22) noted that research on countries with the most dynamic global rankings, the national leader is the key brand champion, whose personality reflects on the nation brand positioning for the country. The national leader commands significant influence over the content and tone of reportage on the country, thereby promoting consistency in communication from the country (ibid). Brand stewards play a role in building the nation brand strategy and ensuring that the nation brand equity is managed according to that strategy, thereby promoting nation brand equity growth.

Zimbabwe, for a long time lacked a coordinated approach in advancing the nation brand in the international market. The setting up of a Directorate (formally housed under the Ministry of Tourism and Hospitality) to advance the nation brand was a positive development. The Directorate worked with other line ministries of Industry and Commerce, Tourism and Hospitality and the then Ministry of Macro Economic Planning and Investment Promotion (which was disbanded by the new administration). Having the Directorate fall under a single line ministry posed some operational challenges, given its cross-cutting mandate and the need for multiple stakeholder involvement. The country's leadership is required to articulate the nation brand vision and perspective for key marketplace relationships. The leadership is also expected to entrench nation brand building behaviour across the country and engage all stakeholders to reinforce the nation brand promise internally and externally.

The research findings suggest that Zimbabwe has been doing badly on most of the brand dimensions advanced by Anholt (2008), including governance (rampant corruption), exports (low export of primary produce), investment (very low FDI), culture and heritage (negativity towards own culture by the Zimbabweans themselves). One respondent posits that the country did not pay attention to the brand equity loss, remaining *"arrogant and pursuing unpopular policies, including the fast-track land reform and the indigenisation, and economic*

empowerment programmes." It is, however, important to realise that strong brands define their own principles (values) and can stand firm to build strong images.

5.3 Discussion on Findings from In-depth interviews – Local Key Informants

Thematic analysis was conducted for the qualitative part of the study to support research findings for the quantitative part of the study. The following are discussions that relate to the in-depth interviews with local key informants.

5.3.1 Understanding of Nation Branding

In-depth interviews with the 11 key informants from government, civic organisations and the private sector revealed a general understanding of nation branding among the targeted respondents. This was consistent with the sampling objective. The respondents were sufficiently knowledgeable and competent to respond to the requirements of the research. They all accepted that nation branding was a very important issue, particularly for countries with negative international image and reputation such as Zimbabwe.

5.3.2 Nation Brand Management Consciousness in Zimbabwe

The general sentiments on nation branding practice in Zimbabwe were that Brand Zimbabwe was a default brand, existing in the absence of a conscious national brand management activity. Respondents largely believed that the nation brand suffered the effects of an institutional gap at the national executive level. In the absence of national consciousness, the nation brand could be likened to a ship without a captain.

Whilst respondents showed their consciousness of the inclusivity and multi-sectoral demands for effective nation branding, documentary evidence suggests that this took the form of a piecemeal attempt focused on the economic dimension to nation branding. Consistent with Isibor's (2014:49) reference to the Japanese experience, which brought the business and government together to deal with the country's international competitiveness; Zimbabwe should fully embrace the concept and get all stakeholders to play their different roles in ushering a new, competitive and attractive nation brand.

5.3.3 African Countries Perceived to have Strong Nation Brands

Brands South Africa, Rwanda, Botswana, Mauritius, Egypt, Morocco and Nigeria were identified as strong nation brands ahead of their fellow African countries. It was concluded that if such countries as Rwanda could be counted among the top African brands given their recent history, then it was very possible that Zimbabwe could reclaim her regional and international attraction. Negative brand images can be corrected if deliberate policy changes and appropriate actions are taken, and Dinnie (2008a:168) emphasised the need to take practical corrective action ahead of any nation branding work. Molenaar (2015) demonstrates the significance of nation branding after a negative image referring to the Mexican experience, characterised by years of political turmoil, repression, civil strife and revolts. The country used conscious nation branding strategies to deal with the damaging identity-image gap that had been created over time.

Lessons from South Africa, believed to enjoy relative nation brand strength, propose the establishment of a functional unit to drive the nation branding project. Observations drawn from interviews were that South Africa had enjoyed an attractive nation brand since 1994 but the brand lustre was wearing out. Nation branding is not an event but a continuous process.

5.3.4 Who has been Involved in Building Brand Zimbabwe?

In-depth interviews confirmed the role played by the Ministry of Tourism and Hospitality in spearheading the nation branding process in Zimbabwe. The efforts by the ministry later led to the establishment of a Nation Branding Steering Committee comprising members from the three ministries namely: The Ministry of Tourism and Hospitality, the Ministry of Industry & Commerce, and the Ministry of Macro Economic Planning & Investment Promotion, ZimTrade, Zimbabwe Investment Authority, and Zimbabwe Tourism Authority. At the time of writing of this report, a Directorate was being established in the President's Office to champion and co-ordinate the nation branding initiative. There are very evident signs that nation-branding consciousness within the country has increased and the country is poised to make progress in dealing with issues relating to the nation brand.

5.3.5 Drivers of Nation Branding in Zimbabwe

The participants had divergent views as to who should manage the Brand Zimbabwe campaign. Whilst some suggested that the private sector should lead the process largely because of the confidence crisis between the government and its stakeholders, others believed that the government would be better placed to advance the nation branding programmes. The fall of the Mugabe administration, however, could have marked a shift in the government people relationship matrix. Nevertheless, the divergent views as to who should manage nation branding in Zimbabwe do not erode the role of the multiple actors involved in nation branding projects. Whether it is the government or the private sector, it should be borne in mind that multiple actors are potential brand stewards for nation branding in Zimbabwe.

Whilst some respondents believed the initiative should be largely driven by the private sector, other key informants recommended government leadership with active private sector involvement. Inclusivity is the most effective aspect of such a multisectoral national initiative. Zimbabwe may need to establish an institution wholly committed with issues affecting the nation brand, one that is apolitical, sovereign, sincere, and acceptable across all divides.

5.3.6 Different Roles Played in Issues Relating to Brand Zimbabwe

It was interesting to note that respondents from across the divide realised that they had a role to play in branding the nation. Bankers were explicit about how their financial intermediation would affect the brand; branding agencies articulated how they should capture the graphic and iconographies peculiar to the country; actors in the tourism sector spoke on the configuration of the sub-brand. Those in the Office of the President articulated how national leadership and policy affect the nation brand, exporters articulated how export competitiveness was part of the puzzle, and the media spoke on how their media reportage influences perceptions on the country.

The general consciousness of stakeholder roles in nation branding gives the impression that when properly coordinated, stakeholders are willing and able to have a meaningful influence on the brand equity building process. Another interesting finding was that the Office of the President realised that nation branding was much more than tourism branding and therefore assumed the co-coordinating role in setting up a unit to run with the national project. The Office of the President undertook to see the nation branding process take off. This is in

keeping with the view by Terglav, Ruzzier and Kaše (2016:10) that leadership is critical in internal branding process and driving people's emotional attachment to the (nation) brand.

5.3.7 Brand Stewardship in Nation Branding

The research established that at the centre of brand stewardship is a clear understanding of the brand and the values and philosophies upon which brands are built. Brand stewardship is very crucial in influencing behaviour across all nation brand touch points. A country's president and the executive are defacto brand stewards in whose hands the nation brand succeeds or fails. Everyone in government and across private sector take cues from the actions of the steward. Brand stewards should therefore understand the direct and indirect role they play in influencing behaviour and perception across stakeholders.

Observations were that Zimbabwe was weak in brand stewardship, which was a function of a lack of consciousness of and a disregard of nation brand management. Rampant inconsistencies and the country's lack of a coordinated approach in advancing brand performance. This may give rise to nation brand image drift from attractiveness to repulsion over time. The country's presidium is required to articulate both the national development vision and nation brand vision and sincerely support all initiatives to protect and build the nation brand equity. As cited earlier, the South Korean experience during Kim Dae-Jung administration (Cheng, 2008:23 and Dinnie, 2009:12) bears testimony to the importance of the national leadership in nation branding.

5.3.8 Perception of Brand Zimbabwe's Impact FDI Performance

Key informants held the view that Zimbabwe nation brand had been performing below expectations for far too long. They were positive that the poor FDI performance for the country was a direct consequence of how the nation brand was perceived by foreign investors. Zimbabwe attracted low FDI compared to other countries in the region over time, which signals a positive relationship between nation brand image and FDI performance consistent with the views of Sikwila (2015:45) and Kalamova and Konrad (2009:21), who opine that numerous nations vie for scarce FDI, hence the need for nations to craft strategies to attract a reasonable share of global FDI. Smallbone (2008:2) avers that for countries in pursuit of mobilising FDI (…), their policy makers should realise that they compete with a host of other

nations sharing similar characteristics. Policy makers should understand how national policy affects investor behaviour. Stakeholder consultations are therefore crucial before taking any policy position.

Research findings suggest that whilst investment from the traditional source markets (EU and America) plummeted, Chinese investment was on the rise. Could this paradox be explained in the context of change in government policy after the R.G Mugabe administration's 'Look East Policy' or a function of the different risk appetite of the investors coming from the two different source markets? The Mugabe policy was friendly to the East and assured investors from that region that security and investment protection, which was denied to investors from elsewhere.

5.3.9 Brand Zimbabwe and Tourism Performance

The research established that the Ministry of Tourism and Hospitality of Zimbabwe had solitarily promoted a positive image for the country. Some respondents observed that hosting international conferences and events such as the UNWTO 2015 were essential to promoting positive word of mouth on the nation brand. The tourism numbers from 2008 to 2017 performed comparably well notwithstanding how the nation brand was projected by the international media. This was attributable to the fact that some tourist visits to such places as the Victoria Falls and some Zimbabwean game parks were part of a South African or Zambian package. Consequently, the number of tourists that come into the country is not a direct reflection of the power of the nation brand.

Zimbabwe's tourism brand equity had a huge influence on the performance of the tourism sector. In this regard, the Ministry of Tourism did considerably well in the face of the considerable adversity that the nation brand image faced. To fully leverage on the tourism product that the country holds, Zimbabwe needs to formulate a holistic nation branding strategy, deal with a host of negative aspects of the nation brand, and consciously grow the nation brand equity.

5.3.10 Views on Country-of-Origin Effect on Exports

The research established that export performance for the country over time was largely below the country's capacity. Issues relating to export competitiveness, quality and the COO effect were examined. Whilst some believed that the country produced very good products, but its product portfolio was predominantly primary or semi-processed products. The country falls short of world quality standards and suffers from high production costs, which are aggravated by constraints in capacity utilisation and old machinery. Chitty (2016:95) contends that local manufacturers and exporters are the drivers of the export nation brand. Perception on COO is very negative for Zimbabwean products, however, especially to markets outside the region. Re-tooling was highlighted as a major strategic issue requiring attention in order to enhance the country's export competitiveness, for as long as the negative COO effect on exports is resolved. This is consistent with Joseph's (2016:4) observation that the German nation brand is a fundamental cog in the development and growth of exports owing to the positive '*Made-in-Germany-effect'*.

5.3.11 Perception Towards Zimbabwe

Respondents concurred that Brand Zimbabwe presented a hostile environment for investors, visitors alike. They expressed the view that foreign investors and visitors, particularly from the traditional source markets, generally perceived the country to be very risky, politically unstable, and economically troubled. Some visitors to Zimbabwe do, however, change their negative opinion about the country after visiting. Their initial views were formed following the government-sponsored agricultural reforms and the indigenisation and economic empowerment programmes. There were sentiments that perception towards the country was largely a product of *'unfair and damaging'* media (local and international) coverage. Whether or not this is fair, the country must do something to promote a positive perception of it. It is crucial to relate with the realities of life in branding (Haig 2003:21; Van Auken 2002:12 and Jaffe, 2015:286) bearing in mind that brand consumers make their purchase decisions based on their perception of the brand rather than the realities of the product.

5.3.12 Risk Factors Affecting Zimbabwe

Brands are useful in consumer decision making to reduce risk. Kapferer (2008:12) underscores the importance of perceived risk in consumer brand decision making. The research established that Brand Zimbabwe was perceived to be exposed to various threats fronts, including political volatility, economic instability, foreign exchange shortages and volatile exchange rates, currency volatility and cash risk, compromised property rights and expropriation. It was also observed that the country is also considered to have an unattractive ease of doing business environment and policy and legislative dissonance. The country was observed to lack legislative and policy consistency and there was need to harmonise the legislation and policies; to respect property rights, private business; to uphold international bilateral and unilateral agreements; to uphold the rule of law; and among other things, to avoid scaring investors. Discord between government and policy administration has a detrimental effect on stakeholder confidence, particularly foreign visitors and investors as was experienced with the indigenisation and economic empowerment policy and the land reform programme.

5.3.13 Brand Performance against Anholt's Six Dimensions

The research established Zimbabwe's biggest challenge relates to governance, investment, exports and the people dimensions. The people dimension was affected by polarised politics and immature democracy. It was opined that the country should reunite and reconcile her people across the globe and manage the debilitating effects of corrosive politics. There were the related problems of poor governance and negativity towards Zimbabwe by Zimbabweans themselves, and the incidence of rampant corruption in the country. According to Anholt (2008:2), the power and influence of a nation brand can be ascertained in a consolidated score comprising six brand facets. The six dimensions need to be coordinated in a way that unifies the overall impression of a nation and highlights its selling points. The country requires a dedicated office to ensure all the aspects of the brand are monitored and regulated to influence their impact on the nation brand impression.

5.3.14 Stakeholder Engagement Practice in Nation Branding

The findings from interviews corroborated responses from the questionnaires. The general sentiments were that the role and involvement of stakeholders in influencing the direction of their nation brand in the country had historically been disregarded. Respondents held the view that government's stakeholder engagement was cosmetic and lacked sincerity. Reference was made to previous engagements relating to the national budgetary processes and constitution-making processes, during which popular sentiments had reportedly been ignored. Sincerity in stakeholder engagement derives from an informed consciousness on the practice of nation branding. Nation branding strategy goes far beyond graphics and slogans to integrate, among others, broader facets such as national development strategy, stakeholder engagement, and message harmonisation for internal and external audiences (Anholt, 2007a:4; Lee, 2009:34).

The research found that the government perception and public perceptions on the nation-branding question were at variance. There was need to collaborate and work together on national issues such as the nation branding initiative. A taskforce was commissioned to engage some stakeholders on the nation-branding project, but the stakeholders feel that there is need for frank tripartite meetings and public hearings, and to address issues relating to constitutionalism, electoral reforms, and dual citizenship. Moreover, stakeholder engagement should be carefully undertaken, as there were always antagonistic stakeholders who placed their selfish interests ahead of the national interests (Therkelsen & Halkier, 2004:32). A clear strategy was required to align such stakeholders to the national interests.

Fiona, Frost, and Weiler (2011:15) conducted a study on brand identity in Australia and established that place branding requires the adoption of an all-inclusive approach. One resident development partner to the Government of Zimbabwe opined that in addition to the actors in government and private sector institutions, non-governmental organisations (NGOs) also have an important role in nation branding. The study also revealed that nation branding is essentially the responsibility of everyone. Interviews with some participants also supported this argument, asserting that *everyone across the board should be involved in nation branding in Zimbabwe, including the Diaspora.* It was established that Zimbabweans in the Diaspora were contributing immensely to the negative image and misconceptions about the nation brand and some Diaspora communities were observed to be disgruntled over government politics, issues relating to governance, dual citizenship and investment opportunities. It

emerged, however, that the country should engage and integrate her Diaspora communities and develop a clear Diaspora strategy to ensure their involvement in national affairs, including investment and nation brand promotion.

5.3.15 Brand Zimbabwe Media Discourse

The research established that the reportage on Zimbabwe projected the country as a political hotbed, a country facing an economic disaster, and an unsafe investment destination. This was reflected in reports on private property loss, government mismanagement, heightened political instability, high poverty levels, among other things. The country was reportedly ranked 13 among the world's most fragile states. In response to adverse media coverage, the respondents were agreed that there had been utter denial by the administration and uncoordinated attempts to clarify policies adopted by the government. The country's message was that the world should accept that the country is sovereign and does her things her own way. Zimbabwe has suffered from a period of a 'splendid isolation' by the Britain and its allies following a diplomatic fallout involving the R.G. Mugabe administration policy on economic empowerment. In the absence of a vibrant media strategy supported by media resources, international media coverage has immense impact on global perception. The Middle East experience shows the power of owning influential international media, as evidenced in the role played by Al-Jazeera news network in successfully promoting Qatar as a Gulf destination (Zeineddine 2017:217).

Investors have generally responded to the negative coverage of the country by withholding their planned investments from Zimbabwe and adopting *'a-wait-and-see'* attitude towards the country. Foreign Direct Investment tends to shy away from economies affected by instability and insecurity. Foreign respondents advised that significant work should be done to correct and (re) project the image of the brand as investor friendly.

5.3.16 Basis for Branding Zimbabwe

The investigation on the basis for the rebirth of Brand Zimbabwe established that the nation brand could be formed around the country's inherent brand assets. The country did not need to imitate any other to be viable. There are reasonable grounds to the use of 'soft power' to advance nation branding based on Zimbabwe's people, rich natural resources, rich cultural heritage, its history and attractive, its skilled labour advantage and reindustrialization to make its exports competitive.

Others believe that the country could easily reclaim its breadbasket status by investing in agriculture and agro-processing industries. The country possesses excellent soils, weather that is conducive to agricultural and tourist activities. Respondents believe the country's economy could recover by enhancing agricultural activity and value addition and beneficiation. This, would however, require an environment that is not hostile to private business and property. Key informants opined that Zimbabwe needed to be rebranded as a viable investment destination. Re-engagement with the international community, including her erstwhile colonial masters, Britain and her allies, to end the 'splendid isolation' would be an important step in re-branding the country.

5.3.17 Misconceptions about Zimbabwe

The study observed that there were many misconceptions about Zimbabwe that had given rise to the negative image of the country. Both favourable and negative misconceptions contribute towards negative country image. Where people are favourably disposed to the nation brand based on assumptions that are not supported by realities on the ground, the country should be quick to address these realities to avoid disappointing investors or visitors. Conversely, where people hold unfavourable opinions about a nation brand based on false or malicious reports they have heard or read efforts should be made to correct the negative perception and improve brand affinity.

There was a general perception that it is easy to do business in Zimbabwe; that there are quick start-up procedures and no unnecessary hassles in the country. It was also believed that there are no excessive labour regulations and there were readily available, well-educated human resources with modest salary expectations. Finally, there is the misconception that there are manageable import and export regulations and that the country has a potentially great future

and natural beauty and heritage. Whilst these favourable misconceptions may help attract traffic to Zimbabwe, they require work to align the realities on the ground.

On the other hand, there are several damaging misconceptions pertaining to Brand Zimbabwe. These including the notion that Zimbabweans cannot manage their own affairs; that there is widespread poverty; that the country is underdeveloped; that the country is strife-torn and as fragile as countries such as South Sudan and Eritrea; that the country has rampant lawlessness and there is no respect for property rights and rule of law. The list of the misconceptions raised by the respondents may include issues that are in fact true about the country, but some respondents were defensive due to the positions they occupied in government. Issues relating to the rule of law, the currency crisis, poverty, dilapidated infrastructure, amongst other things, were factual, although the reportage may have been exaggerated. Effectively, one could see from the foregoing discussion that the country is viewed from perspectives owing to perceptual differences emanating from different information and experiences held by the interviewees.

5.3.18 Funding of Nation Branding Programmes in Zimbabwe

The research established that nation branding in Zimbabwe lacked proper funding for there was no clear funding model. Funding for nation brand promotion at the international level was observed to be fragmented and uncoordinated. Key informants called for the participation of both the private sector and government in funding nation-branding activity.

In cases where coordination and collaboration are absent, nations fail to optimise on resources that are available for branding, owing to unnecessary duplication and waste. Budgetary constraints remain a major issue affecting strategy deployment in many organisations. Nation branding programmes also need a clear strategy on how they are funded to avoid being exciting national strategy blueprints that are never implemented. The Spanish experience shows that the Forum of Leading Brands of Spain initiated the establishment of Marca Espana in 2000 in 1999. Government ministries and agencies, resulting in a public-private-partnership (PPP) approach in the financing nation branding activities (Ulldermolins and Zamorano, 2014:9), later supported the initiative. Similar initiatives include Brand South Africa, a wholly government-funded agency controlled by the Public Finance Management Act No. 1 of 1999 and the National Treasury Regulations of 2005. A board of trustees, whose members are appointed by the President of South Africa for a three-year term, supervises the

agency. These trustees are non-executives, who are not remunerated for their role in guiding the agency business (Brand South Africa, 2013).

It was also established that branding is not effective when the campaign is a primarily propaganda initiative. The country should work on addressing the critical national fundamentals (governance, policy harmonization and implementation and ease of doing business), since increasing funding under the current realities would not help the fortunes of the brand. A number of governments have been condemned for abusing nation branding and attempting to use graphics and mottos to gloss over issues in their quest to create a progressive brand image (Braun et al., 2014:66). Anwar (2018) avers that nations should fully appreciate the demands of the task of nation branding and avoid treating the exercise as merely creating logos and slogans - which is cosmetic. A holistic nation branding endeavor that addresses all the aspects that affect the nation brand, anything short of that makes it difficult to attract private sector participation and funding.

5.3.19 Thoughts on the Brand Zimbabwe Turnaround

The respondents agreed that Brand Zimbabwe required an inclusive approach in which people across the divide set aside their differences aside and work together. There were loud calls for a re-birth of Zimbabwe's national sentiment as a prerequisite in the country's branding. The use of national symbols; such as, the national flag, the national anthem and the constitution (and the ED scarf!), and national ceremonies and rituals such as the National Independence Day and National Heroes Day to serve as rallying points for the country. The research reiterates the need to *depoliticise* the nation branding initiative and make it a national programme intended to benefit the whole country.

Zimbabweans from across the breadth of the populace, political, economic, social, religious and ethnic divide could be brought together in a nation branding process. There was consensus that the re-birth of a true national spirit is essential to create a basis for a new Zimbabwe. The major weakness of Brand Zimbabwe was the negative attitude held by most Zimbabweans locally and in the Diaspora, whose effect would be to make foreigners believe what is reported on international television channels such as CNN, BBC and Aljazeera. Zimbabweans were urged to find each other first before publicising any new promise from the nation brand to the world.

On a positive note, Zimbabwe enjoys solid equity in terms of her education and literacy levels and therefore an abundance of skilled labour. The country's graduates could be exported to other countries and may conveniently be used as a basis for the country's reindustrialisation to support the export and FDI pillars of the hexagon of nation branding. A recurrent feature of the in-depth interviews was the observation that Zimbabwe could make use her tourism products and hospitality to reposition the nation brand. Zimbabwe's tourist attractions such as the Mighty Victoria Falls and the Great Zimbabwe Ruins could potentially be used to build the nation brand. Reference was also made to clever promotional campaigns by South Africa that included the Victoria Falls as part of the Visit South Africa package! Zimbabwe should improve their destination branding and promotion to tape from her endowed attractions.

5.3.20 Discussion on Perceptions towards the Re-branding of Zimbabwe

The study showed that nation branding is essential to national development and competitiveness and that nations aim to grow their nation brand equity, based on both national identities and soft power. Nation branding is viewed as vital to promoting development to enhance the quality of human life and competitiveness in global markets. The German Ambassador to Zimbabwe Dr Albrecht Conze (2017) speaking at a German Society meeting in Harare said:

> *"Zimbabwe needs re-branding to give it a positive image. For this process to succeed, the country needs to generate a positive story first. You cannot have one person talking of the re-branding of the country's image and at the same time there are reports of fresh farm invasions. We have always told Zimbabweans that the international community is sensitive to human and property rights and respect."*

An assessment of the competitiveness of Brand Zimbabwe found out that while Zimbabwe has a comparative advantage in terms of vast natural resource endowments, education and labour skills and conducive weather conditions, it is, however, not competitive in terms of other factors. According to the Confederation of Zimbabwe Industries (CZI) Manufacturing Sector Survey (2017:9), Zimbabwe's ranking in the Global Competitiveness Index (GCI) remains low. There was a minor improvement in the ranking in 2017, from 126 to position 124 out of 137 countries. The most problematic factors relating to Zimbabwe's competitiveness were the rise in policy inconsistency, restrictive foreign currency regulations and government bureaucracy. At the same time, concerns about aged infrastructure, access to

finance, and labour regulations have remained major issues affecting ease of doing business. Zimbabwe did, however, was ranked fairly for crime and business cost of terrorism, women in jobs, education and professional management, and corporate reporting and auditing standards. Table 36 below shows the best ranking for Zimbabwe, while Table 37 shows the country's worst rankings.

Table 36: Zimbabwe's Best Rankings on the Global Competitiveness Index

Ranking	Factor
5	Business costs of terrorism
26	Budget balance (as a percentage of GDP)
35	Business impact of malaria
36	Women in the labour force (ratio to men)
41	Organised crime
42	Reliance on professional management
48	Malaria incidence (cases per 100,000 people)
50	Quality of primary education
50	Total tax rate (as a percentage of profit)
50	Strength of auditing and reporting standards
51	Quality of the education system
50	Effect of taxation on incentives to work

Source: CZI (2017:9)

Table 37 shows that Zimbabwe's best rank is in terms of business costs of terrorism (position 5 out of 137 countries). The other factors, which feature among the country's better rankings, are in the double-digit figures.

According to Table 37, Zimbabwe's worst ranking relates to business impact of rules on FDI (position 137 out of 137), followed by property rights, country credit rating, government procurement of advanced technology products, gross national savings as a percentage of GDP, redundancy costs, and control of international distribution (all on position 136).

Table 37: Zimbabwe's Worst Rankings

Ranking	Factor
137	Business impact of rules on FDI
136	Property rights
136	Country credit rating
136	Government procurement of advanced technology products
135	Time to start a business (days)
135	Agricultural policy costs
136	Gross national savings (percentage of GDP)
136	Redundancy costs (weeks of salaries)
136	Control of international distribution
134	Public trust in politicians
133	FDI and technology transfer
133	Favouritism
133	Flexibility of wage determination
133	State of cluster development
133	Value chain breadth
133	University-industry collaboration in research and development
131	Trade tariffs (percentage of duty)
132	Company spending on research and development
131	Burden of customs procedures
131	Production process sophistication
130	Burden of government regulation

Source: CZI (2017:10)

The major social risks were the failure of urban planning, food crises, large-scale involuntary migration, social instability, water crises, increasing national resentment, and poverty. In terms of economic risks, it should be noted that Zimbabwe's economy has been performing badly since the year 2000. The economic risks worsened in the year 2008, with inflation reaching record percentage figures. Brand Zimbabwe is thus significantly perceptually damaged from an economic viewpoint. There are economic fissures owing to currency volatility (arising from the use of a surrogate currency (bond notes) in a multi-currency environment, various exchange rates and multiple pricing-regimes) to fiscal crisis to structural

unemployment to energy and inflation risk. Geo-politically, while there were political crises, especially due to factionalism within the ruling ZANU (PF) party, Zimbabwe has largely remained a peaceful country. National politics could work against nation branding efforts as observed by Dinnie (2008:204). Reference to the effect of political leaders was given by Szondi (2007) who observed the negative effect on Hungary's nation brand arising from reckless comments by Prime Minister Ferenc Gyurcsany in 2005-6. Security issues, vulnerability to cyber-attacks, threats to terrorist attacks, state collapse and crisis and large cases of data fraud were perceived to be minimal risks. Zimbabwe was adjudged to be prone to major ecological risk factors as the country was at the risk of failing to adapt to climate change and extreme weather conditions, which threaten biodiversity and ecosystem collapse. The study concluded that Zimbabwe is a high-risk country based on social, economic, environmental, geopolitical, and technological factors.

One of the major risks in Zimbabwe was that of policy inconsistency. In addition to the inconsistencies pertaining to indigenisation and economic empowerment policies, there has been disagreement on some major FDI deals. A case in point relates to the investment transaction involving Essar Global, an Indian company. The deal was entered through the Ministry of Industry and Commerce with an Indian company, Essar Holdings, in a quest to resuscitate the former Zimbabwe Iron Steel Company (ZISCO). This led to the formation of New ZimSteel, in which Essar secured a 54% stake. However, in 2012, the deal failed when the Zimbabwean Ministry of Mines and Mining Development refused to hand over the mining claims. This case may not be entirely an issue of policy, but there are higher chances of corrupt tendencies in the parties involved in the transaction, which was cited in this research as a big issue affecting the nation brand.

The study also showed that there were negative perceptions of Zimbabwe owing to a lack of brand consciousness for a long period of time. Owing to polarisation, both private and public media was said to be very negative and did nothing to help the image for Brand Zimbabwe. Issues such as security and political instability have been reportedly blown out of proportion. The study established that Zimbabwe faces both positive and negative misconceptions, all of which have implications for policy reform. Areas cited for policy review consideration include labour laws, skills and rewards, ease of doing business and licensing and permit processing. In view of the foregoing, one realises that there is consensus on and consciousness of the need to re-brand Zimbabwe.

234

5.4 Qualitative Findings from Foreign Interviews

5.4.1 Understanding Nation Branding

In-depth interviews with the 7 foreigners revealed a general appreciation of the subject of nation branding. Some associated it with country image in relation to foreign policy, others with tourism and investments, and others still with export competitiveness. All the responses converged that nation image was associated with the country's performance at the global market.

5.4.2 Countries Perceived to have Attractive Nation Brands in Africa

Foreign interviewees corroborate, to a greater extent, the views local key informants in nominating the countries with attractive nation brands. The most cited countries were Botswana, Rwanda, Mauritius, Morocco, South Africa followed by Tanzania, Kenya, Mozambique and Namibia. It emerged, however, that no country in Africa possesses a 100% attractiveness index Nation Brand, implying that each country always has its own negative aspects, in keeping with the target audience. Countries should, however, aim to minimise the number of audiences who view them negatively. Trying to be everything to everyone is often viewed as a recipe for strategic mediocrity in branding and brand management, highlighting the importance of discourse on targeting and matching as proposed by Balakrishnan (2009:35).

5.4.3 Perceptions on Zimbabwe

The research findings under this section corroborate the earlier findings drawn from interviews with local key informants that the country was characterised as a political hotbed, an immature democracy, by the abuse of resources and high poverty levels. It was emphasised that Zimbabwe was once an attractive country and economy, which had been ravaged by politics and poor governance.

The foreign respondents expressed skepticism, negative perceptions and even utter dislike of Zimbabwe. Significantly, whilst some viewed the country as a failed state, others highlighted Zimbabwe's natural beauty and heritage, its hospitable people and its potential for greatness in the region in the future. It was, however, established that the negative image that

Zimbabwe has was not unique to that country. Most African countries were affected by the negative reports from developed countries advancing Eurocentric views of development.

5.4.4 Appetite for Brand Zimbabwe

The research established that investors exercised extreme caution before taking any long-term decisions on investing in Zimbabwe. It was suggested that some of the positive aspects drawing investor interest to Zimbabwe included the country's natural resources, a well-educated workforce, friendly and loyal population, fast growing surrounding economies and great long-term overall potential. Negative aspects were largely associated with governance and economic issues, as indicated by the local key informants. The major issues included heavy state involvement in private business, uncontrolled government expenditure and recurrent budget deficit, uncertainty regarding the repatriation of earnings, private property rights, the threat to the rule of law, the currency and cash crisis, deteriorated infrastructure, exchange rates and foreign currency shortages, among other issues.

Where holiday travel to Zimbabwe was concerned, the research established that Zimbabwe was perceived by foreigners as lacking in terms of tourism goods and services, hotels, restaurants, shops and as prone to security problems. The implication of these findings is that the appetite to do business and holiday in Zimbabwe is much compromised, and efforts should therefore be made to addressing these perceived demerits of the nation brand.

5.4.5 Ease of Doing Business Factors

The findings were a confirmation of the earlier discussion about the attraction of, and appetite for, things Zimbabwean. The research established that the country performed poorly against its global counterparts as regards the ease of doing business. These factors included basics such as availability of information, company registration, administrative requirements, infrastructure, utilities, and the actual cost of doing business.

The country is currently reviewing the ease of doing business reforms under the supervision of the Office of the President. The country is in the process of enhancing the investment environment through the Special Economic Zones (SEZs) investment model. The Zimbabwe Investment Authority was created to create a one-stop shop investment service centre for FDI.

All that the country requires is the full operationalisation of strategies formulated to build the nation brand equity.

5.4.6 Risk Factors Influencing Perception towards Zimbabwe

The research established that the country faced numerous threats owing to its policy administration from both political to economic perspectives. The main risks identified were:

1. Overall government involvement
2. Government's lack of respect for private enterprise and private property
3. Lack of (basic) infrastructural services
4. Volatility in currency exchange rates and a serious cash crisis
5. No free flow of money, which affects international trade and payments
6. Negative international business attitude towards Zimbabwe

Foreign respondents validated the findings of the quantitative research and the in-depth interview with local key informants, about the risk profile of the country. One is, however, convinced that the sources of risk are predominantly issues that can be resolved, provided that sincere efforts are made towards effective nation branding. Since these aspects are essentially governance phenomenon, the nation brand would benefit if the governance pillar was given due attention.

5.4.7 Brand Zimbabwe Dimensions Impacting Global Competitiveness

Foreigners were required to present to their views of Zimbabwe based on the six dimensions proposed by Simon Anholt (2008). The dimensions are captured by the hexagon of nation branding, namely: tourism, exports, governance, people, investment and immigration, and cultures and heritage as the drivers for nation brands. A host of issues were raised, confirming earlier observations, including the need to improve the investment climate; to arrest the haemorrhaging of the national economy and its consequences; to improve governance and end international isolation; and to improve export competitiveness and boost tourism products. There is significant room for the country to reconfigure itself in order to reclaim an attractive global and regional position. The observation confirms findings by Masango and Naidoo (2018:103) on the challenge of global attractiveness of Brand Zimbabwe arising from innumerable issues that require attention.

5.4.8 Likelihood of Visiting or Investing in Zimbabwe

Respondents were required to indicate attitude towards Zimbabwe in terms of what they like and hate most about the country and therefore the likelihood that they would visit or invest in the country. The intention was to establish factors likely to trigger affection for the nation brand and those likely to perpetuate negative word of mouth about the nation brand. Some respondents expressed satisfaction with their previous stay and experience in Zimbabwe and indicated that they would be happy to return and perhaps do business in Zimbabwe. Some confirmed that they had held negative opinions before their visit to Zimbabwe but would hope to return and experience more of the country. Indications are that the country needs to invest energy in dispelling the negative reports about the lack of the physical safety of visitors and financial security of investment. A lot needs to be done from a policy and practical perspective to rebuild the lost confidence in the Zimbabwe nation brand.

5.4.9 Misconceptions about Zimbabwe

The research established that foreign respondents believed the reportage on the state of the Zimbabwean economy, political instability and possible threats to their safety. They largely refuted the claim that these were misconceptions generated by malicious media coverage. Reports on poverty and starvation were, however, considered to be grossly exaggerated. The international media was therefore suspected of having self-serving interests, hence the need to develop sound media management strategy to support the nation brand. It emerged that perceptual differences amongst respondents reflected differences in their respective countries of origin and the information reported there. Friendly countries from Africa and the East were quick to dispel the negative media reports, unlike visitors from the West.

5.5   Brand Equity Management Framework for Zimbabwe

5.5.1   Analysis of Suitability of Theoretical Prescriptions on Nation Branding Strategy

This section examines the applicability of the theoretical prescriptions suggested in Chapter 2 to the Zimbabwean situation. The suitability of four theories is examined.

5.5.1.1 Anholt's Nation Brand Hexagon

The theoretical underpinnings of the Nation Brand Hexagon offer a systematic and sound approach to ranking global nation brands (Anholt, 2008:6). The hexagon is based on the notion that the power and attraction of a nation brand can be assessed in a consolidated measure comprising specific values in six brand facets. The six dimensions must be synchronised in such a way that the overall communication stemming from the nation is cohesive and clearly emphasises the nation's positive aspects.

The elements of Nation Brand Hexagon are applicable to Zimbabwe. The country has a diverse and rich cultural heritage, history, and striking physical features, which are all close to consciousness of the targeted markets (Mugunzva, 2016:5). A great deal of work needs to be done, since some negative stereotypes about Zimbabwe have since become ingrained, as a result of political polarisation and the activities of both the country's public and private media. Notwithstanding, a powerful and attractive Zimbabwe Brand can be re-built and managed to ensure that the promise of a better future for Zimbabwe is achieved. This is only possible if there is coordination between government, the private sector, and the general population. Zimbabwe is not only economically wealthy in terms of mineral and other resources, it is also very rich in intangible assets in the form of various cultural, historical, geographical and intellectual capital. All these could be translated into consistent economic performance.

In addition, in a global economy consistently motivated by services, intellectual capital and 'virtual' products, the human capacity and competence of nations is an essential factor for economic progress. This is evidenced in what Nigerian filmmaking did for that country's economy. The lack of conventionally marketable resources can no longer hinder any country's progress. A powerful positive brand for Zimbabwe is also critical because of the increasingly fierce nature of competition at all levels, from the global to the continental, right down to the regional level. The world is rapidly approaching a period when quality,

performance, and reliability will simply be the cost to enter most markets, not enough to create lasting competitive advantage, brands are what will drive consumer behaviour when products and services become commoditised. Various explanations have been advanced as to why intangible resources from countries like Zimbabwe remain underutilised. One such significant reason is the absence of a robust strategy for economic development and progress, which can be executed in a creative and synchronised manner.

5.5.1.2 Dinnie's Nation Brand Equity Management Strategy

Dinnie's model is based on the conceptual understanding that nation brand equity is influenced by innate, natured, vicarious, and disseminated assets of a country. The model regards internal assets "as innate (iconography, landscape and culture) or nurtured (internal buy-in, support of the arts) and external assets as vicarious (country image perceptions, external portrayal in popular culture) or disseminated (brand ambassadors, the Diaspora, branded exports). Nation brand equity is thus a summation of intangible and tangible internal and external assets (and liabilities) that relate to the country in question" (Dinnie, 2008:21). As already mentioned, Zimbabwe is not only economically wealthy in terms of mineral and other resources, it is also very rich in intangible assets such as culture, history, natural features and human talent. Therefore, the use of the asset-based approach to nation branding as espoused by Dinnie, is applicable to Zimbabwe.

5.5.1.3 Balakrishan's 2009 Model on the Development of a Nation Branding Strategy

The model by Balakrishnan (2009:34) was developed for the design of a nation branding strategy. It proposes a process that gravitates around five constituents, namely: vision setting and stakeholder engagement; market and product matching; differentiation and positioning strategy; brand promotion strategy; and response management strategy. The Model by Balakrishnan (2009:34) is applicable to Zimbabwe. Every single strategy formulation process should firstly undergo a brand visioning process, during which strategic objectives are clarified. An important part of the visioning process is stakeholder engagement, because that brings clarity on *'who we are'* by reflecting on internal stakeholder expectations and wants together as well as external stakeholder perceptions. These are essential aspects in strategy building.

5.5.1.4 Lee's 2009 Model for the Development of a Nation Brand

The model as proposed by Lee (2009:43) begins by looking at current stereotypes associated with the country and formulating strategies that seek to achieve more competitive position for the nation. The model speaks to enlightened nation brand management as it emphasises the role played by branding actors namely: the national leader, government and the public. The definition of key roles and their respective players is central to harmonising brand activities across all brand touch points. This is particularly important given that civic groups, political and economic institutions fundamentally affect nation brands if their activities are not synchronised. The model also emphasises the creation of a comprehensive control environment for the nation brand strategy (Johnson et al., 2005:21; Dinnie et al., 2009:56). More importantly, the model emphasises nation brand sustainability requirements, implying threats to equity loss and competitiveness if no efforts are made to defend the nation brand.

5.5.1.5 Overall Applicability of the Models to Zimbabwe

The models were developed to provide greater clarity as to how a nation brand should be formed and managed. While all the models discussed indicate that certain stages should be followed in the process of nation branding, no universal template for nation branding exists yet, since most countries have only recently started branding their nations and therefore apply different strategic approaches to different contexts. According to Anholt's Nation Brand Hexagon, successful Nation branding programmes should address the six different dimensions namely, tourism; exports; governance and policy; immigration and investment; arts and culture, and people. All the facets above require attention if real work to reconfigure Brand Zimbabwe is to be effective.

5.6   Proposed Nation Branding Strategy Framework for Zimbabwe

The research proposes a framework (in Figure 28 below) relating to the nation branding strategy for Zimbabwe. The formulation of the conceptual framework is informed by empirical findings, lessons drawn from international nation branding experiences and a review of nation branding models by Anholt (2008), Dinnie (2008), Balakrishan (2009) and Lee (2009). Researchers submit that nation-branding frameworks should seek to ensure the sustainability of nation brands. By consolidating multidimensional concepts into a cohesive concept, they have argued that nation branding requires an all-inclusive and methodical approach (Szondi, 2007; Gold, 2006; Mihailovich, 2006; Freire, 2005; Papadopoulos, 2004) that focuses both on brand realities and strategic management of the nation brand (Anholt, 2007a; Zerrillo & Thomas, 2007; Caldwell & Freire, 2004). Lee (2009:31) observes that irrespective of the hypothetical and applied significance of nation branding, the growing body of knowledge takes little account of nation brand management and how the branding initiative can be undertaken holistically and systematically. The following conceptual framework suggests a relationship matrix of six broad constructs as follows: visioning, current realities assessment, stakeholder analysis and engagement, nation branding strategy formulation, strategy deployment and strategy monitoring and evaluation.

5.6.1 Visioning

Every strategy formulation process should start with visioning, a process that entails painting an outlook for the ideal nation brand. This process needs to be based upon the national strategy, which is essentially the superordinate and overarching blueprint upon which the nation brand strategy is based. According to Dinnie (2010:17), the first step in nation branding is coming up with a nation brand vision and mission. The mission is the nation's philosophy, an enduring statement of nation intent. The vision is the future direction for the brand, its future roles and status (Roll, 2007:51). A country's brand vision may be to improve its perceptual position or image; to support a nation's economic performance in terms of its exports, inbound investment, and tourism and a source of literary content.

Current Realities Assessment

Internal (S&W)	External (O&T)
12 GCI factors	Global economics
Ease of doing business	Diplomacy & supremacy
Resources	Balance of power
Governance / policies & laws Corruption etc	Global events (social, economic, political etc)
Brand perception	Competitor activity

Critical Discourse Analysis

Visioning

- National Strategy
- Brand Vision
- Brand Mission
- Brand Values

Stakeholder Analysis & Engagement
- Key stakeholder identification
- Stakeholder mapping
- Stakeholder views
- Stakeholder workshops
- Stakeholder motivation

- Office of the President& Cabinet
- Government Ministries & Local Authorities
- Development agencies, NGOs and PVOs
- Industry, ZTA, ZNCC, CZI, ZimTrade, Chamber of Mines, ZimTrade, ZIA, SEZ, BAZ etc
- Public, Parliament, Academia, etc

Nation Brand Strategy Formulation

- Brand Objectives
- Market targeting & positioning Brand value proposition
- Brand personality
- Brand identity
- Brand essence and value chain
- Broad nation brand strategy
- Sub-brands strategic initiatives
- Strategic fit: structure, support institutions, people and culture

Implementation

- Brand leadership
- Support infrastructure
- Activation
- Communications
- Brand messaging
- Investment events
- Internet presence
- Media engagement
- Marketing information systems
- Budget and financing

Evaluation & Control

- Investment – FDI
- Tourism revenue
- Export receipts
- Expatriates & students
- Events hosting
- GCI ranking
- WEF ranking
- National image

Iterations and Feedback

Figure 29: Proposed Nation Branding Strategy Framework (NBSF)

Source: Author's creation

243

As discussed in literature, the nation brand visioning essentially must be consistent with the overall national strategic agenda. At the time of this study, the national strategy blueprint for Zimbabwe was the ZimAsset. This implies that nation brand visioning is done in the context of the ideal strategic outlook derived from ZimAsset.

A brand vision, according to Dinnie (2008:44), is a strategy document determined by the various members of the nation brand development team, which should ideally be composed of representatives from government, public and private sectors and civil society. The nation brand's vision is captured in three main facets namely: the desired long-term future, purpose and values. The collective involvement of the key stakeholders in determining the brand vision can be such a daunting task as divergent views often emerge, owing to different orientations. A consensus vision can be formulated using the Delphic brand visioning technique. Unlike corporate strategy visioning, which requires the executive to determine corporate vision (dream), the nation brand belongs to the all the citizens, as such they need to collectively determine where they want to take their country. They are the true custodians of the brand, the franchise of which must be voluntary. Key during the visioning stage is the revalidation of the values, derived from the country's constitution and founding principles, and the determination of brand objectives. This (visioning) stage of the process, which answers the question *who are we?* The next stage is stakeholder analysis and engagement.

5.6.2 Stakeholder Analysis and Engagement

Effective stakeholder identification, analysis and engagement are crucial in determining nation brand strategy and managing brand equity. Stakeholders have the capacity to derail the nation branding initiative when they feel their legitimate interests are not considered. The scope of nation branding activity is sufficiently conducted through an inclusive stakeholder approach (Dinnie 2008:170). The ultimate success of a nation brand strategy lies in how effectively the brand mirrors the reality through effective commitment and relationships with key stakeholders.

Lee (2009:3) has observed that nation branding is characterised by extremely complex, multidimensional facets and unpredictable tasks – with multiple outputs, stakeholders and target nations. De Vicente, cited by Lee (2009:31), is of the view that public diplomacy is a key dimension of nation branding, whose multi-dimensional form requires multiple stakeholder involvement. In order to be effective, a nation brand strategy must be able to leverage disparate stakeholder participation, aligning it in support of the brand. State and non-state actors need to

be mobilised, and they include, the Office of the President; government ministries and local authorities; industry and chambers, development agencies and professional groups; civic activists and NGOs; politicians and political parties; journalists and media groups; business people, enterprises and producers; academics and universities; religious leaders and groups. Since these actors may have a domino effect on nation brand perception, they need to be harnessed. Different stakeholders have different interests and wants and are affected differently by activities around the nation brand. They also have different levels of power and influence on other stakeholders. It is therefore critical is to identify all stakeholders and determine key stakeholders for the nation branding initiative. Strategies to engage and manage different stakeholders must be informed by a careful stakeholder analysis.

Barbara Tuchman (1984) in her narrative *The March of Folly: From Troy to Vietnam*, recounts the sequence of devastating misadventures that resulted from disregarding the interests of, and information held by, key stakeholders. She remarks that '[t]hree outstanding attitudes - obliviousness to the growing disaffection of constituents, primacy of self-aggrandizement, and the illusion of invulnerable status - are unrelenting aspects of folly'. This framework proposes genuine stakeholder engagement to help create an 'authorizing environment' (Moore 1995) in which everyone feels compelled to support the branding initiatives. With the assurance of stakeholder participation and support, a current realities assessment becomes an absolute imperative.

5.6.3 Current Realities Assessment

This is a process that determines the nature of the current nation brand environment. This stage typically answers the question *where are we now?* There are internal to external factors affecting the brand that need to be appreciated prior to determining strategy. A comprehensive SWOT analysis was undertaken, whose importance for effective nation branding cannot be over-emphasised. It includes extensive desk research, in-depth interviews with the country's political and opinion leaders, entrepreneurs and journalists, a comprehensive audit of a nation's existing visual identity, focus-group sessions with local and foreign businesspeople, and further interviews with tourists, investors and importers in target countries. There is also need for input from artists, designers, marketing professionals, researchers and public and private officials, and civil society within a nation.

The focus of the internal factor analysis is to determine existing capabilities across a range of sector-based indicators. The thrust is to assess the country's competitive status with regards its

tourism, foreign investment attraction, export promotion and talent attraction. On the other hand, external factor analysis is aimed at the nation brand's competitors (other countries) and at the broader environmental factors that potentially influence the brand activities.

The framework pays attention to issues relating to internal strengths and weaknesses. Some of the factors considered include, institutions; infrastructure; health and primary education; macroeconomics; higher education and training; product and market efficiency; financial market development; labour market efficiency; new technology adoption; market size (key for efficiency-driven economies); business sophistication and innovation (key for innovation-driven economies); ease of doing business factors; resources; governance; policies and laws; and brand perceptions. The current realities assessment analyses external factors such as global economies, international diplomatic relationships, political supremacy, balance of power, competitor market activity and major global events, among other factors. The current process also involves performing a critical discourse analysis addressing the following questions:

1) What has been *reported* about Zimbabwe?
2) What has been the *response* by Zimbabwe to the reports?
3) How have tourists, investors and foreign buyers *responded* to the messages?

The next section focuses on nation brand strategy formulation.

5.6.4 Nation Brand Strategy Formulation

This stage typically addresses the question *where do we want to go?* It seeks to establish visionary goals and SMART objectives to underpin the strategy formulation process. Visionary goals are overarching and very broad, long-range intentions, whilst objectives are derived from the goals. Objectives are envisaged for each of the nation brand areas of focus, namely: tourism, FDI, exports, nationhood and immigration. A nation could set the following long-term goals to be achieved within 5 years or more. The goals could be to improve a nation brand image; international relations; national gross income figure (financial brand value); and the quality of made-in-a nation products. Other goals could be to provide peaceful atmosphere for tourists, create a much sought-after investment destination and a resourceful place for study (especially for foreign scholars); to achieve international recognition in sports; to promote local foods and fashion in the international market and to reduce the incidence of corruption among public office bearers.

This stage identifies specific target markets because brands that attempt to be everything to everyone are often mediocre and unsuccessful. The market entry strategy should be based on a

defined nation brand value proposition for the chosen markets. Dinnie (2008:224) cites the application of the Ansoff Matrix in determining the directions of developing a product / market strategy. This is done by defining its brand scope and sub strategies, namely, investment sub-brand strategy, exports sub-brand strategy, tourism sub-brand strategy, education and talent attraction sub-brand strategy, arts and culture sub-brand strategy, and the people sub-brand strategy.

5.6.5 Strategic Implementation

After the analysing and determining strategic initiatives to be adopted, the next important stage is the implementation or deployment of the adopted strategy. Key issues in strategy implementation include brand leadership, design of appropriate support structure, managing knowledge, coping with change, activating all the sub-brands and stakeholders, managing of internal relationships and national sentiment, developing consistent and messaging and integrated media strategy. Dinnie (2008:224) observes that this is probably the most difficult stage of nation branding owing to the multiplicity of stakeholders. In the absence of a coordinating body such as Brand South Africa, Presence Switzerland or Brand Spain, nation brand strategy deployment can be very difficult.

The media plays an important role in setting a nation's agenda, since people get information about events from the media. According to Lipman (1922:12) in Gustave (2012:54), the stories from the media, especially the 'front-page' reports and the news headlines influence the behaviour of people. Therefore, the media controls discussions in community through its choices on what to report. An important issue that goes unreported may not attract public attention and therefore does not influence perception as deliberate agenda setting by the media would (Gustave, 2012:54).

5.6.6   Strategic Control and Evaluation

Strategic control tools can be used in nation brand management to monitor on-going activities of the nation and its sub-brands to evaluate whether activities are being performed efficiently and effectively and to take corrective action to improve performance if they are not. For a nation brand, performance standards could be set in the following areas: quality of products, number of tourists; level of Foreign Direct Investments; number of foreign university graduates and expatriates; international events hosting and attendance; export receipts; tourism revenue; rankings such as Global Competitiveness Index, WEF and Nation Brand Index (NBI).

5.7   Strategic Nation Brand Equity Management Model (SNBEQM)

It is very critical to note that merely developing a nation brand strategy is not enough to build and sustain nation brand equity. This research sought to develop a model applicable to the management of the nation brand value over time. Figure 29 below presents a proposed framework to deal with nation brand management that is informed by propositions made by Fayrene and Lee (2011:36) in their Customer-Based Brand Equity Framework and Dinnie's (2008:68) Model of Asset-Based Nation Brand Equity. The models were simply frameworks developed to display a cross section of factors associated with nation brand equity.

The SNBEQM model seeks to deal with the management of the envisaged brand equity subsequent to a comprehensive strategy formulation process for the nation brand, as shown in Figure 30. The framework is made up of the following four constructs:

1) Brand Equity Levers
2) Brand Equity Dimensions
3) Strategy Dimensions
4) Brand Equity Performance Review

NATION BRAND LEVERS

- Brand Awareness
- Brand Association
- Perceived Quality
- Brand Loyalty

BRAND EQUITY DIMENSIONS

Internal Assets

Intrinsic
Iconography
Landscape
Culture

Nurtured
Internal buy-in
Brand loyalty
Support for arts

External Assets

Vicarious
Country image perception
External portrayal

Disseminated
Brand ambassadors
Diaspora
Brand exports

STRATEGY DIMENSIONS

- Internal Marketing
- Diaspora Mobilisation
- Tourism Promotion
- Export Promotion
- Investment Promotion

PERFORMANCE REVIEW

- National Sentiment
- Diaspora Engagement
- Tourism Growth
- Export Growth
- FDI

Key Questions:

- What is the level of Brand *awareness* in chosen markets?
- What are the nation Brand *associations* in markets chosen?
- What are the Brand *quality judgments* in target markets?
- What is the level of Brand *performance* in target markets?
- What is the level of Brand *loyalty* in chosen markets?

Key Questions:

- What are the key iconic features and figures?
- What is the level of national sentiment and brand loyalty?
- What is the role-played by the diaspora?
- Are our exports enjoying a positive COO effect?
- How do international media portray the country?
- What is the perception on the image of the country?

Strategic Nuggets:

- Who drives the branding process?
- Brand vision
- Brand objectives
- Zimbabweanism
- Diaspora ambassadorship
- Foreign visitorship
- Positive COO for exports
- Ease of doing business
- Government policy

Key Performance Areas:

- Perception by Zimbabweans
- Perception by foreigners
- Diaspora involvement
- Tourism
- Exports
- FDI

Measurement Indices:

- Domestic Perception Index
- WEF Competitiveness Index
- WEF Travel & Tourism Index
- World Bank Ease of Doing Business Index (DBI)
- Anholt Nation Brand Index

Figure 30: Strategic Nation Brand Equity Management Model (SNBEQM)

Adapted from Fayrene and Lee (2011:36) Customer-Based Brand Equity Framework and Dinnie (2008:68) Model of Asset-Based Nation Brand Equity

5.7.1 Brand Equity Levers

As suggested by Aaker (1996) and Fayrene and Lee (2011:36), brand equity from a customer perspective is leveraged on four aspects. The first one is *brand awareness*, which looks at recognition, top of mind, brand dominance, brand knowledge and opinion towards the brand. The second factor referred to as *brand associations,* focuses on all related publicity and commentaries, functional and non-functional attributes and capabilities of the brand. Thirdly, brand equity is based on *perceived quality, a* dimension that looks at what is believed – real or fancied, about intrinsic and extrinsic attributes of the brand. Lastly, brand equity is built on *brand loyalty,* which relates to affinity towards the brand and the repeated purchase behaviour.

The framework refers to the four aspects as brand equity levers, which need to be consciously reinforced and promoted by the Brand Zimbabwe management office. Deliberately managed publicity initiatives that promote positive nation brand associations can be pursued as part of international diplomacy and soft power tactics. The international reputation of a portfolio of quality exports can build nation brand loyalty from targeted markets.

5.7.2 Brand Equity Dimensions

Brand Equity dimensions are based on Dinnie's (2008:68) Model of Asset-Based Nation Brand Equity. The model separates the sources of brand equity based on *internal* and *external* asset dimensions. The internal brand assets are derived from inherent and fostered value. According to Dinnie, inherent value, innate assets include unique landscape, culture (music, film, sport and art), icons, and natural scenery. This is a largely tourism-based nation brand equity dimension. For Brand Zimbabwe, attractions such as the Victoria Falls, Matopos, Great Zimbabwe Ruins and Nyanga Mountains add to the inherent asset list. In his model, Dinnie observes that natural landscape can be the greatest equaliser in nation branding, especially for industrially disadvantaged countries. An integrated brand building publicity and awareness campaign could be used to bring to the fore unique iconography through such events as the Harare International Festival of Arts (HIFA), Travel Expo and the International Film Festival.

Nurtured assets relate to such aspects as internal buy-in to the national brand. This is a very essential issue in nation branding, as already discussed under stakeholder approach to nation

branding. Internal marketing is part of the nation brand equity building and management process. The local community is required to 'live the brand', resonate with, and reflect the excitement and the value espoused by the nation brand. Brand loyalty relates to foreigners' consumptive behaviour towards a nation brand (its products and services, tourism, investment and scholarship). Brand loyalty also includes the behaviour of local people towards their country and local products.

External assets constitute the disseminated (positive communication arising from the diaspora and brand ambassadors) and vicarious (country image perceptions and eternal portrayal of the country) brand values. Market perception is always a reality and conscious strategies must be in place to influence and counter negative and out-dated impressions about the nation. It is important to monitor, evaluate and control the country image perceptions because they influence word-of-mouth communication relating to the nation brand. A potentially cost-effective strategy is to engage a network of brand ambassadors who reflect the personality of the country and the positive attributes that the nation would want to project.   Many sporting individuals are *de facto* nation brand ambassadors who can be used to promote the nation brand. The diaspora community is a potential pool of nation brand ambassadors awaiting activation. Over and above its potential to promote the nation brand, the Diaspora community can also be a source of investment in the homeland, of foreign currency remittances and tourism receipts. The other type of disseminated asset are branded exports, which can play a significant role in defining a country's reputation abroad. Examples are perfumes from France and wines from Chile.

5.7.3 Brand Strategy Dimensions

The framework proposes the establishment of a quasi-independent institution to be responsible for the development and management of the nation brand and its brand equity. The institution should be led by a board of trustees drawn from government, private sector and civic society with a representative from the Office of the President. Key government ministries (the Ministry of Tourism and Hospitality, the Ministry of Industry & Commerce, the Ministry of Finance & Economic Development and the Ministry of Foreign Affairs and Ministry of Information and Publicity) and parastatals should be represented. The multi-stakeholder team should collaborate, define a more inclusive vision and set the objectives for the nation brand.

The nation brand strategy should embed Zimbabweanism and revive national sentiment across political, religious, geographical and tribal spheres. Internal marketing strategy is very essential to creating a unifying point that rises above any divisive parameter. National reconciliation and healing are strategic and operational imperatives to deal with the negative aspects associated with a period of strife induced by political intolerance and violence, tribal conflict, governance failure, economic crises, and corruption.

There is a significant Zimbabwean Diaspora community across the globe. As indicated in the section on the nation brand external assets, a strategy to consciously engage and mobilise the diaspora community to support the nation brand is very critical. Zimbabweans residing all over the world are *de facto* ambassadors who may not be promoting the brand or who may be liabilities to the nation brand. Some Zimbabweans who left the country as political victims may not have any kind words for the government! It is therefore important to re-engage with all Zimbabweans to prevent possible nation brand erosion arising from Zimbabweans fugitives living in targeted markets.

Integrated sub-strategies that support the nation brand equity should be deployed to deal with international tourism, promoting export products and service and promoting foreign and Diaspora investment. These sub-strategies must all embed nation brand awareness, brand perception, product quality and brand loyalty objectives for the nation brand. The environment for doing business needs to be supportive of Foreign Direct Investment and promote competitive exports.

5.7.4 Performance Monitoring & Review

Nation brand equity performance should be based on the following key performance areas:
Perception by Zimbabweans - Perception by the local Zimbabweans about their country is a measure of the internal nurtured assets. National sentiment is a good measure of the ability to influence through positive word of mouth and disseminated brand assets.

Perception by foreigners - Perception by foreigners about the nation brand is a critical predictor of brand loyalty in foreign buyers, visitors and investors.

Diaspora involvement - This is a measure of the level of national sentiment in the Diaspora community to determine the level of contribution from the Diaspora as an external disseminated brand asset.

Tourism - Performance in terms of foreign tourism is best monitored and reviewed in comparison to regional counterpart and international tourism performance.

Exports - Performance in terms of exports is best monitored and reviewed in comparison to regional counterpart and international export performance.

Foreign Direct Investment - Performance in terms of Foreign Direct Investment is best monitored and reviewed in comparison to regional counterpart and international FDI performance.

5.7.5 Performance Measurement Indices

The model proposes the use of the following measures in nation brand assessment over time to influence and guide brand management decision-making:

National Perception Index – This is a measure of how Zimbabweans view themselves and their country. The survey considers various issues such as class mobility, national sentiment, development efforts, confidence with governance, public and economic policy, the rule of law and support for the nation brand.

WEF Competitiveness Index – global reputation is critical to the attainment of nation brand objectives. The World Economic Forum uses 12 criteria in its assessment of a country's global competitiveness. The list of factors, among others, includes institutions, infrastructure, macroeconomic environment, technological readiness, health and primary education, labour market efficiency, and financial market efficiency.

WEF Travel & Tourism Index – The World Economic Form assesses destinations based on their attractiveness to international travel and tourism. Several criteria are considered, and these include natural heritage, creative industries, cultural resources, infrastructure, transport systems, and travel rules and regulations.

World Bank Ease of Doing Business Index (DBI) **–** this is a measure set down by the World Bank as regards the ease of doing business. This has a major bearing on the attractiveness of a nation brand to Foreign Direct Investment. The measurement is based on 10 criteria considered essential in investment decision making.

Anholt Nation Brand Index **–** Brand Zimbabwe may need to subscribe to the annual Nation Brand Index reputation study conducted by Anholt-Gfk Roper Nation Brand Index. This is a six-measure assessment of a nation brand's perception based on investment and immigration, exports, people, cultural and heritage, governance and tourism pillars.

5.8 Summary of the Chapter

This chapter presented the discussion of the findings, which were in line with the research objectives. The chapter showed that there was lack of coordination among the key role players in nation branding in Zimbabwe. It was pointed out that Zimbabwe is not competitive and faces a myriad of risks. Finally, it was established that there are multiple factors essential to nation branding making it a multifaceted and complex undertaking. The chapter suggests that the development of a nation brand strategy for Zimbabwe requires a systematic and inclusive approach. A framework for nation branding strategy development process was therefore proposed. The next chapter presents the overall summary of the study, conclusions, and implications of the study, recommendations, and suggestions for further study.

CHAPTER VI

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.0   Introduction

This chapter presents the overall summary of the study, which highlights the problem that motivated this study, the research objectives, and the research questions. The major findings, in line with the research objectives and the contributions of the study to academic theory are also presented in this chapter. The implications of the study, recommendations, and suggestions for further study are also included in the chapter.

6.1   Summary of the Study

This study sought to come up with a strategy for nation branding that is unique to the Zimbabwean situation. Each nation has a unique situation requiring a different strategic approach in dealing with its nation branding challenge. Zimbabwe has a unique political and economic history, which warrants a unique nation branding strategy. A nation branding strategy is paramount for Zimbabwe because the nation has been going through a difficult phase for nearly two decades. The period has seen the nation experiencing a worsening standard of living and social welfare across the social strata, with social classes having been greatly distorted. The nation's general population has grown poorer, whilst the higher stratum has grown richer. Like most African nations, the nation can easily be labelled as one of the poor African nations.

The primary objective of the study was to develop a strategic nation brand equity management model (SNBEQM) for Brand Zimbabwe. The specific objectives of the study were to characterise the key role players (architects) for the development of Brand Zimbabwe, examine the perception of stakeholder groups in Zimbabwe towards re-branding the nation, and to provide a holistic matrix of constructs for nation brand equity management for Brand Zimbabwe.

The research was significant because literature on nation and destination branding focuses predominantly on Western and Asian nations, although there are African case studies of

undocumented national branding activity. The South African government is credited for having managed to establish and resource an International Marketing Council in 2000, which helped to reconstruct Brand South Africa. This study sought to review established theory and models on nation branding with a view to developing a practical branding framework for a nation such as Zimbabwe, which is associated with a negative nation brand image.

The motivation for the research was to find solutions to the nation branding challenges faced by the nation as it seeks to re-launch itself as a worthwhile source market, investment, and tourism destination. The study was envisaged to improve Zimbabwe's international economic performance and to advance Zimbabwe's industry, trade, and political interests. The research aimed to develop strategic insights and expertise for branding the nation to promote a positive country of origin effect for Zimbabwe's exports. The enquiry also sought to examine the complexities of building nation brands, to influence the thinking around rebuilding Brand Zimbabwe. The researcher found that the branding effort needs to be undertaken holistically to be effective.

This study was based on a mixed approach of phenomenology and positivism. The mixed methodology had the merit of ensuring breadth and depth by combining the measurement of occurrence with explanations and narratives about phenomena. The study adopted a non-probability sampling method, combining purposive and convenience sampling to allow for a careful selection of respondents based on their competence, perspective and experience dimensions, pre-determined strata, proximity and ease of selection. The study involved subjects who are involved with Brand Zimbabwe, as it is their opinions and insights that influence their behaviour towards the nation brand. The respondents were drawn from the general public (including Zimbabweans in the Diaspora, NGOs, academics, and businesspeople in media, tourism, manufacturing, banking, mining, and retail), government ministries and departments, and foreigners (both tourists and foreign investors including those in neighbouring nations). Questionnaires and interviews were the data collection tools deployed. SPSS was used to analyse quantitative data while qualitative data analysis was carried out through thematic analysis. The major findings of the study are summarised in section 6.2.

6.2   Major Findings of the Study

This section presents the major findings of the study, which are both theoretical and empirical in nature.

6.2.1   Theoretical Findings

Nation branding is associated with enhancing a nation's attraction and projecting its respective image globally. Nation branding seeks to create a strategic mindset that entails ascertaining economic, social, political and cultural realities and to align that approach to a strategy for convalescing the reputation and image of the nation. The concept of nation branding is principally conceptualized as a means of growing 'nation brand equity and enhancing the national competitiveness discourse.' It calls for a strategic management approach to define a nation's realities and align them with a view to improving a nation's identity and image.

In this research, it was established that nation branding ought to be taken as a systematic and planned process. This process is to be managed through a strategic approach to developing and enhancing a nation's reality, identity and image. Theoretical findings were that the corporate strategy planning process should be adapted for the development of nation brand strategy. To effectively formulate a nation brand branding strategy, it is crucial to adopt a multi-stakeholder approach through consultation and engagement, which should inform nation branding discourse. A current realities assessment must form the basis of strategy design. Research targeting key consumers of the nation brand, competitors and assessing the current situation and perception would assist strategy formulation. Visioning (including goal setting) is an integral part of the process and needs to be guided by the national strategy and development agenda.

Nation branding activities done in isolation and devoid of national strategy are undertaken in vain. Nation branding activity that is not nationally coordinated, aligned and strategically managed is often self-defeating. Branding a nation therefore needs to be taken as an extension of what are collectively determined to be the fundamental values and philosophy of a nation (Gilmore, 2002:284-85). To survive the international competition and effectively represent the nation, the nation brand must drive the nation's strategy and its course, acting as

a radar for national strategic decision-making processes (Ibid). People live in an environment filled with brands and branded systems that mirror their behaviour, their thinking, and how they are viewed (Jaworski & Fosher, 2003). The implication is that, along with the need for alignment of the nation's strategy, the essence of a nation brand should reflect the spirit of a nation's people, their collective sentiment and aspirations (Gilmore, 2002).

It is essential that the brand values and the brand positioning be carefully formulated to establish a firm foundation for the nation brand. The values and positioning of the brand must be a focal point of the entire process. The nation brand architecture is created when the nation brand values, and the brand positioning are determined. The design of the nation branding programmes should reflect the brand values and the brand positioning to ensure that the correct brand values are communicated, across the board through all brand touch points.

It was also found out that there are several models that have been developed to create and manage nation brands. While all the models discussed in this study provide a systematic and organised sequence of activities that define the process of nation branding, there is no collective framework for nation branding because different nations require different approaches owing to their different circumstances. As previously noted, according to Anholt's Nation Brand Hexagon framework, nation brand is built on six different sectors: tourism, exports, government policy, investment, culture, and people. The review of the models revealed that brand visioning is essential and must precede strategy formulation so is brand goal and objective definition. Principally, it is important to recognise and support the overarching national goals and objectives as enshrined in the national strategy blueprint. The subject of nation branding is not complete and effective if it leaves out national leadership and the government. It is evident that nation branding is a multifaceted undertaking that requires multiple stakeholder involvement.

International perspectives to national branding were examined through the review of nation branding activity in Asia, Latin America, US and Africa case studies. The review revealed that nation branding requires adequate institutional structures that support an all-encompassing vision. It was apparent the different countries have different circumstances demanding a peculiar approach for successful nation branding. Empirical evidence specifically points to different approaches to nation branding strategy, in nation branding and are exploring different strategies for achieving their nation brand goals. Internal and external

analyses are important basis for strategy formulation. Key elements in nation branding strategy include national leadership, stakeholder engagement, institutional frameworks, cross-sectional collaboration, media engagement and advertising, national sentiment management and diaspora mobilisation.

It was found that the nation branding process follows a set of logical and coherent stages and is such a complex process owing to the bureaucratic nature of nation states. The process therefore requires comprehensive strategic management capacity. In other words, nations cannot easily alter their courses of action given the complex nature of their processes and the multiple networks of stakeholders who participate in national discourses. Once adopted, nation branding projects are difficult to change, and should therefore be carefully conceptualised. Anholt (2005:116) further opines that what a nation's stakeholders can realistically embark on is a strategy to identify current negative images of the nation on the one hand, while emphasising and affirming positive aspects of brand realities on the other. Anholt observes that "nations are competing for attention alongside a million other phenomena in the media, and unless its every appearance in the public domain continually and accurately reinforces a few simple, coherent and compelling truths, it is highly unlikely that a clear image will ever form in the consumer's mind" (ibid).

6.2.2 Empirical Findings

The primary objective of the study was to develop a strategic nation brand equity management model (SNBEQM) for Brand Zimbabwe. The other objectives of the study were to:

1. To characterise the key role players (architects) for the development of Brand Zimbabwe;
2. To ascertain the perception of stakeholder groups in Zimbabwe towards re-branding of the nation;
3. To provide a holistic matrix of constructs for nation brand equity building for Brand Zimbabwe; and
4. To propose a strategic framework for nation branding in Zimbabwe.

The following section presents the major findings, in line with the above research objectives.

6.2.2.1 Key Players in Branding Zimbabwe

The study accepted the hypothesis that 'it is difficult to characterise the architects for the development of Brand Zimbabwe. The findings of the study showed that it is difficult to characterise the key role players (architects) for the development of Brand Zimbabwe. There are multiple actors whose roles are significant in branding Zimbabwe. What is essential is to ensure that there is coordination among the various key actors. This finding confirms literature on nation branding that the biggest challenge is to coordinate the collaboration of multiple stakeholder activity. The management and coordination of all stakeholder groups is essential to fully leverage the capabilities and resources of the nation (Lee, 2009:21).

The research ascertained the significance of the Office of the President and Cabinet (OPC), the public, the media and advertising agencies, ZimTrade, government ministries, political parties, CZI and ZNCC, Ministry of Hospitality and Tourism, Zimbabwe Investment Authority and Zimbabwe Tourism Authority. Whilst the findings suggest that political parties, like non-governmental organisations (NGOs), are not key players in nation branding. They usually present an alternative narrative to government, which may affect the branding process. The role of politicians and political parties cannot be over emphasised. The research found that Brand Zimbabwe has suffered from media, religious and political polarisation arising from a long history of conflict and violent elections. Lack of convergence on discussions involving national development by political parties and the media has affected the nation brand, and foreign media and audiences fed on the negative onslaught against the nation.

The public (citizens) views and sentiments also need to be understood and considered at early stages of the nation branding process (Fan, 2005:54). From a constructionist view, Wilder (2007:32) bemoans brand practitioners who downplay the role of citizens in the nation branding process. Wilder (2007:32) observes that outsiders only change their perception about nations when locals of these nations start to change theirs. In terms of nation brand management, Loo and Davies (2006) opine that nations generally adopt any of two approaches. One of the approaches entails setting up dedicated organisations, either by the government or by the private sector, to market the nation brand and its products. In the second approach, the government takes a leadership role in nation branding which confirms the significance of collective effort from both the private and public sectors. This research established that government must be the primary stakeholder in driving the nation branding process. Some respondents were of the view, however, that the government should only

spearhead the process, while others suggest they play a regulatory role to avoid negative stereotypes associated with government propaganda. The findings show that NGOs are pivotal in nation branding in Zimbabwe. The primary role of NGOs is to provide social service and developmental programming to complement government programmes.

6.2.2.2 Stakeholder Perceptions about Brand Zimbabwe

The study concluded that nation branding seeks to build a positive image for Zimbabwe, thereby promoting tourism, exports, and investment. In this era of globalisation, countries seek to attract foreign investment, international tourism, and expatriate skills in their quest to enhance their global competitiveness. The general perception of stakeholders about Brand Zimbabwe is negative, which highlights the need to re-brand the nation to improve its competitiveness.

In terms of competitiveness, the general finding was that Zimbabwe was ranked lowly in terms of the Global Competitiveness Index (GCI). The study found that education, natural resources and the geographical position of the nation were indicators of competitiveness in terms of driving nation brand equity in Zimbabwe. On the other hand, the political environment, political situation, macroeconomic environment, product and market efficiencies, lack of a stable currency, facilities and services, the high cost doing business and unreliable technology were found to hinder the development of positive national brand equity in Zimbabwe.

A component matrix computed showed that Zimbabwe is not a competitive nation because its branding strategies are influenced by several competitive and differentiating factors. The analysis suggests that Zimbabwe is not a competitive nation based on several competitiveness and differentiating indicators. The environmental factors and education were viewed as having a positive impact, while the other factors impeded the much-needed development of Brand Zimbabwe. The most problematic factors pertaining to Zimbabwe's competitiveness were the rise in policy instability, restrictive foreign currency regulations, and inefficient government bureaucracy.

Finally, it was concluded that there were negative perceptions of Zimbabwe because there has long been a lack of consciousness about the nation brand and nation branding. The private media was said to have responded very negatively to claims that it is not marketing Brand

Zimbabwe. Issues such as security and political instability were, considered to be blown out of proportion. The positive misconceptions were that Zimbabwe had no excessive labour regulations, that there was availability of well-educated human resources with modest salary expectations.

6.2.2.3 Strategy for Re-branding Zimbabwe

The computed correlation matrix showed that it may be difficult to come up with a holistic matrix of constructs for nation brand equity building for Brand Zimbabwe as cause and effect between variables exists between many variables and most variables have significant correlations. It was concluded that there was a myriad of essential issues to be observed in nation branding, namely:

1. collaboration between government and key stakeholders;
2. nation brand should support the vision of national competitiveness;
3. brand should be managed by an independent arm of government;
4. the brand requires strong sub-brands;
5. brand should have clearly defined target markets;
6. brand should have nationally compelling attributes;
7. brand should not be based on rhetoric;
8. brand should be publicised globally;
9. brand should be understood and embraced by stakeholders;
10. brand should be subjected to a frank and holistic situational analysis;
11. stakeholder engagement should anchor branding strategy;
12. the perceptions of current and prospective visitors should be considered;
13. nation's brand competitiveness must be defined by key stakeholders;
14. brand performance should be monitored and evaluated;
15. brand communication should be directed at citizens and local communities; and
16. all stakeholders in the nation should support the nation branding.

The study proposed a nation-brand strategy framework with the following steps:

1. Nation brand visioning;
2. Stakeholder Identification and Engagement;
3. Current realities assessment;
4. Formulating a nation branding strategy;
5. Strategy implementation; and
6. Strategy review.

The research also proposed the adoption of a strategic nation brand equity management model (SNBEQM) to ensure the protection of the brand value envisaged. The model has the following essential constructs:

1. Brand Equity Levers
2. Brand Equity Dimensions
3. Brand Equity Strategy Dimensions
4. Brand Performance Review

The two proposed frameworks present a proposed holistic brand equity building and management process for Brand Zimbabwe.

6.3   Contribution of Study to Theory

This study contributed to the body of knowledge in two ways. Firstly, the study submits a nation brand strategy building framework (in Figure 5.2) with specific reference to Brand Zimbabwe. The framework integrates empirical findings, lessons drawn from strategic management, international nation branding experiences and nation branding models by Anholt (2008), Dinnie (2008), Balakrishan (2009) and Lee (2009). The research recognises that nation branding is a multidimensional concept that requires inclusivity and involvement of s complex and dynamic stakeholder network. The suggested framework is built on the following six constructs:

1. Nation brand visioning;
2. Stakeholder Identification and Engagement;
3. Current realities assessment;
4. Formulating a nation branding strategy;
5. Strategy implementation; and
6. Strategy review.

Secondly, the study proposes a Strategic Nation Brand Equity Management model (SNBEQM) meant to safeguard nation brand equity. The model identifies the nation brand levers, brand equity dimensions, brand equity strategy dimensions and brand performance monitoring and review parameters. The model suggests how Zimbabwe could use the nation brand assets to compete on the international market. The assets are both internal (business opportunities, governance and politics, factor endowment, and infrastructure) and external (nation image, media stories, foreign investor perception and confidence, brand ambassadors, diaspora behaviour, international relations, and foreign tourist confidence). The management

of internal and external brand assets and designing of a national brand strategy would lead to the expected outcomes (Foreign Direct Investment, export promotion, tourism growth, employment creation, economic growth, and improved standard of living and poverty reduction). Lastly, the findings from the research are expected to significantly influence practice and policy relating to nation branding and communication and to enhance national image building process.

6.4   Research Limitations

The research used judgmental and convenience sampling, which are non-probability sampling techniques. These did not give every member of the population an equal chance of participating in the research. The selection of the respondents was determined by their ability to converse with the subject matter and their willingness to respond. Limited financial resources militated against the researcher doing an extensive research to cover the whole nation and get a higher sample size. The research, however, drew participants from across the divide by using electronic means.

6.5   Implications of the Study

The implications of this study are that Zimbabwe needs to be highly proactive in nation branding. Nation brands cannot be strong and competitive if the underlying product is poor. No amount of astute marketing and brand communication can address what are perceived to be inherent and apparent 'bad country brands. Positive nation brand equity does not just happen; there is need for a concerted effort to manage the development of an attractive nation brand and grow its equity. While there is a need for all citizens, government institutions, private sector, and civil society to be collectively engaged in nation branding, there is need for an institution that plays a coordination role. In addition, the political situation, the rule of law and policy consistency have a major bearing on the perceptions about a nation's brand and should therefore be harmonised. Finally, the commitment of leadership in nation branding is paramount.

6.6 Recommendations

The study came up with the following recommendations for consideration to effectively deal with the nation branding discourse in Zimbabwe.

6.6.1 Formally Constitute a Nation Branding Office

Zimbabwe should consider setting up a nation branding office (Brand Zimbabwe), established as either a trust, authority or a commission in the mould of such entities as the Special Economic Zones Authority, Zimbabwe Anti-Corruption Commission, Zimbabwe Tourism Authority and Securities Commission of Zimbabwe. Nation branding can be such a difficult and complex process requiring fully engaged and committed resources. Accordingly, it is recommended that Zimbabwe needs a formally recognised institution to formulate the strategy, coordinate, and steer the nation's brand construction efforts. Zimbabwe needs to formally establish a Brand Zimbabwe office whose mandate is to develop and build nation brand equity.

The institution should be an all-inclusive entity with credibility to rally all state and non-state actors who influence and consumer the nation brand. It should have easy access to the national presidency, as was the case in South Korea, where there was a Presidential Commission that was responsible for nation branding during President Lee's Administration. Another pertinent example, the Spanish experience, suggests that nation branding has more impact when both the private sector and government are involved.

6.6.2 Establish a Clear Competitive Advantage for Brand Zimbabwe

Competitive advantage in nation branding can be created and sustained through an inclusive framework that underlies a progressive determination of Zimbabwe's unique points of difference that bring advantages for the country (Day & Wensley, 1988). Nation brands that are irresistible and attractive to international support are those that can advance the sustainable development goals as enunciated by the UNCTAD. A viable nation brand strategy is one that should not only bring about economic, social and political outcomes for the nation but should also arouse a nationalistic sentiment in its people.

Brand Zimbabwe needs to make the most of its comparative advantage to reposition itself on the international market. The research established that Zimbabwe is not only wealthy in terms of mineral and other natural resources, it is also very rich in intangible assets, coming in the form of a variety of cultural, historical, geographical, as well as human intellectual capital. All these can be integrated and packaged into an attractive nation brand concept.

The nation can still regain its *'Breadbasket of Africa'* image through enhanced agricultural performance and *'Jewel of Africa'* image by offering attractive investment returns. The research has identified the following among the list of comparative advantages: education and skilled labour, natural resources (minerals and great weather), tourist landscapes including one of the seven *'wonders of the world'*, the Victoria Falls. Zimbabwe has numerous tourist attractions, which need to be marketed as a destination of choice. There is then need for aggressive marketing of a new Zimbabwe as a land of opportunity, open for business and competitive. The nation is also strategically located, inland and central in Southern Africa as a hub that can service the regional markets. The study found out that Zimbabwe was not a competitive nation in terms of several factors as per the Global Competitiveness Index. These require attention to support the nation brand.

6.6.3 Rally National Sentiment through Citizen Call

Ubuntu and nationhood should be used to redefine Zimbabwean and make it all-inclusive for all the internal stakeholders of Brand Zimbabwe as posited by Guibernau (2007:59) on national identity and collective sentiment. The coming together of people of the same nation with one thinking and common interests that are distinct from those of other nation states. Internal branding processes should be inclusive in order to stimulate the people behind the nation brand to "live the brand" (Anholt, 2002a). How a nation is perceived abroad is essentially a function of her ability to manage her internal realities.

To succeed, nation branding needs not only be the responsibility of the government but also should involve all levels of stakeholders of a nation. Without managing its relationship with its own local people, a nation cannot successfully manage a positive international reputation. Whilst it appears obvious that most nation branding activities target foreigners in a quest to improve the image of a nation to the world, it is equally important to create programmes

targeting a nation's own people because, on a long-term basis, a nation is also perceived through its own people.

In 2014, the Government of Zimbabwe set up a National Peace and Reconciliation Commission, whose Commissioners statutorily commenced duty after the promulgation of the law in January 2018. The mandate of the commission is to facilitate an environment where all Zimbabwean nationals are reconciled and can live in peace and harmony. The Commission is meant to usher a rebirth of Zimbabweanism after years of disenfranchisement and polarisation. It is a great initiative that should be executed with the sincerity, zeal, speed, expediency, commitment and seriousness it deserves so that it helps to rally people together. The nation needs to deal with and resolve legacy issues surrounding the social malaise associated with *Gukurahundi*, Operation *Murambatsvina* and violent electioneering of the past. Zimbabweans need to be reconciled in a new political, social and economic order. There is need to depoliticise national events (such as Independence Celebrations), national symbols and rituals (such as the national flag and national anthem) and national heritage sites (such as the National Heroes Acre). These could be unifying platforms for the rebirth of Zimbabweanism.

6.6.4 Activate Diaspora Participation in Branding Zimbabwe

Nations that fail to put in place a strategy for activating their diaspora network do not appreciate the power of this unique and precious nation brand asset. Diaspora communities throughout the world present a huge asset (or liability) for the nation, not only in terms of home country-bound remittances but also in stimulating FDI through the intermediation of strategically placed executives in multinational firms. Furthermore, the image-building capacity of the Diaspora could be essential in boosting the nation brand. Reference can be made to Mr. Mutumwa Mawere's open letter to Mr. Aliko Dangote (see Appendix VIII) to appreciate the importance of national mobilisation. Mr. Mutumwa Mawere is a Zimbabwean businessperson now based in South Africa. Disgruntled members of the Diaspora community such as Mr. Mawere, who are victims of the governance pillar of the nation brand, can impede the realisation of nation brand objectives. Efforts to bring in FDI and attract international tourists to a country with a significant proportion of disengaged, disenfranchised and at worst hostile members of the Diaspora community, may prove futile. Nation branding programmes that recruit Diaspora communities as nation brand ambassadors have higher

potential to build their brand equity. The celebration of national days in communities where there is significant Diaspora presence builds pride and interest across the Diaspora network. Successful Diaspora networks, according to Dinnie (2008:228), bring together people with strong intrinsic motivation for their nation, and these people potentially play both direct and indirect roles in the nation branding and building process.

6.6.5 Explore Viable Funding for Nation Branding

This study showed that funding for nation branding in Zimbabwe was not clear. The various institutions involved in nation branding did not have specific national budgetary allocations directed towards the exercise. Accordingly, there is need for adequate funding for nation branding initiatives. Moreover, given that the government has confined fiscal space, there is need to explore other viable funding options, such as public-private-partnerships. Public-private partnerships would lead to efficiency and effectiveness given that there would be need for some return on any investment made in nation branding.

6.6.6 Improve the Policy and Governance Environment

There is need for policy consistency for Zimbabweans to have confidence in their nation. Respect for private property and bilateral and multilateral agreements should be observed. Zimbabwe needs to implement more sustainable business-friendly and nationally inclusive policies in order to respond effectively stiff global competition. Document review revealed that the nation ranks badly on corruption in the region and internationally. Credible governance and political stability are essential for any nation to have positive brand equity, and would lead to peace, which is one of conditions for development to take place. If there is good governance and peace, all the energy and resources are spent on developmental issues such as nation building and nation branding instead of investing in peace building.

6.6.7 Deal with the Country Risk Profile

Zimbabwe needs to deal decisively to reduce the risk profile of the country. Brand Zimbabwe is poised for a positive trajectory after the removal of former President of Zimbabwe, RG Mugabe. The incumbent President, Honourable ED Mnangagwa, has undertaken to improve the political, social, economic and regulatory environment. Good governance and the rule of law are such key issues that increase nation risk. Commitment by the national leadership towards the holding of credible elections should be the starting point in ensuring good

governance and rule of law. The absence of violence during the run-up to and after elections is essential for tourism and investment branding. Respect for private property, protection of bi and multilateral arrangements, clarity on indigenisation and empowerment, and harmonisation of the investment regulations and laws are of major concern for international investment branding.

6.6.8 Implement Decisive Reforms on the Ease of Doing Business

The research observes that there are major concerns in the realm of ease of doing business. This explains the call by the government and industry for reforms to improve the ease of doing business environment started by the previous administration. The current government and local authorities need to hasten and decisively deal with procedures, regulations, support services, infrastructure among a host of factors highlighted in the ease of doing business report. Economic factors that influence location of industry and Foreign Direct Investment include availability of support services like power, water, labour, and transport. Investors are unlikely to risk their investments in jurisdictions where there are challenges with utilities and there is a higher cost of doing business.

6.6.9 Implement Nation Brand Monitoring & Evaluation

Building a nation brand is a lengthy and intricate process (Florek, 2005). Nation brand competitiveness that is not managed strategically and sustainably is illusionary (Ritchie & Crouch, 2005). Sustainability in nation branding is an ongoing and evolving process of refining the management and active control of the (nation brand) environment (Bagheri & Hjorth, 2007:84-85). Brand Zimbabwe strategy environment should be monitored and controlled using a set of consistent metrics and indices.

The effectiveness and value of nation branding programmes ought to be evaluated continually. Various types of monitoring processes can be adopted using several indices to gauge important aspects of the nation brand. A widely publicised specialised survey on nation branding is the Anholt-GMI Nation Brands Index, a systematic profiling and ranking of participating global nation brands that is conducted quarterly. Other notable performance indices, such as the WEF Global Competitiveness Index, although not specially designed for nation branding, present essential indicators of national performance. The WEF Global Competitiveness Index gives information regarding competitiveness in terms of institutions,

infrastructure, macroeconomics, health and primary education, higher education and training, market efficiency, technological readiness, business sophistication and innovation.

6.7   Suggestions for Further Study

The study showed that nation branding is multi-dimensional and there are multiple actors. The multiplicity of actors in nation branding in Zimbabwe implies that there is need for further research on whether the actors fully understand their roles. In addition, further research may be necessary to establish who should coordinate nation branding programmes. The study also showed that there were no proper funding mechanisms for nation branding programmes and projects. Therefore, it may be necessary to conduct further research on funding options, such as public-private partnerships, for nation branding programmes and projects. It may also be interesting to establish the role of governance in nation brand performance.

6.8   Summary of the Chapter

This chapter winds up the study. It presented the summary of the study, highlighting, among other issues, the motivation behind the research, research objectives, methodology, and the major findings of the study. The major conclusions included accepting the hypothesis that it is difficult to characterise the architects for the development of Brand Zimbabwe. The study also found that nation branding and management is not consciously practised in Zimbabwe. Zimbabwe was ranked poorly in terms of the Global Competitiveness Index (GCI) and the most problematic factors were the rise in policy instability, restrictive foreign currency regulations, and inefficient government bureaucracy. The study came up with a nation branding strategy for Zimbabwe and a matrix of constructs for nation brand equity building for Brand Zimbabwe.

The chapter presented several recommendations arising from the study as well as suggestions for further study. Some of the recommendations were that Zimbabwe needed to formally establish an institution to formulate strategy, coordinate, and steer the nation's nation brand construction efforts. There is need for policy consistency and for Zimbabweans to have confidence in their nation. Further researches were recommended to determine whether the actors fully understand their roles, and examine possible funding options, such as public-private partnerships, for nation branding programmes and projects.

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APPENDICES

QUESTIONNAIRE

Informed Consent Letter 3C

UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

PhD Research Project
Researcher: Cleven Masango (+263 772 287 675)
Supervisor: Dr. Vannie Naidoo (+277 31 260 8080)
Research Office: Ms P Ximba (+277 31 260 3587)

Dear Respondent,

I, Cleven Masango, am a Doctor of Philosophy: Leadership Studies student, at the Graduate School of Business and Leadership, of the University of KwaZulu-Natal. You are invited to participate in a research project entitled: **Nation Branding Strategy: A Case Study of Brand Zimbabwe.**

Through your participation I hope to understand the issues surrounding the nation branding approach and how you view the whole subject with regards to brand Zimbabwe. The results of the interview are intended to contribute to the discourse on and strategy on Brand Zimbabwe and influence the competitiveness of the brand on the global market.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this interview. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN.

If you have any questions or concerns about participating in the interview or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The interview should take about 45 minutes to an hour. I hope you will take the time to participate.

Sincerely

Cleven Masango (PhD Candidate)

Researcher's signature_____ Date: 30 June 2017

This page is to be retained by the participant

UNIVERSITY OF KWAZULU-NATAL

GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

PhD Research Project
Researcher: Cleven Masango (+263 772 287 675)
Supervisor: Dr. Vannie Naidoo (+277 31 260 8080)
Research Office: Ms P Ximba (+277 31 260 3587)

CONSENT

I…………………………………………………………… (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

I hereby consent / do not consent to record the interview.

SIGNATURE OF PARTICIPANT: .... DATE: ....

This page is to be retained by the researcher

UNIVERSITY OF KWAZULU-NATAL

GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

PhD RESEARCH PROJECT

Researcher: Cleven Masango (+263 772 287 675)
Supervisor: Dr. Vannie Naidoo (+27 31 260 8080)
Research Office: Ms P Ximba (+27 31 260 3587)

TITLE OF STUDY

Nation Branding Strategy: A Case Study of Brand Zimbabwe

INFORMATION

The main objective of the study was to develop strategic insights and knowledge for the development of an effective and sustainable nation brand for Zimbabwe. The following were the subordinate objectives of the study:

5. To characterise the key role players (architects) for the development of Brand Zimbabwe;

6. To ascertain the perception of stakeholder groups in Zimbabwe of Brand Zimbabwe; and

7. To provide a holistic matrix of constructs for nation brand equity management for Brand Zimbabwe; and

8. To propose a strategic framework for nation branding in Zimbabwe.

INSTRUCTIONS

Read each statement carefully below and provide your most honest view from your assessment of the subject. Please take your time to read each statement carefully before you answer.

Section A of the questionnaire shall require your demographic information such as age, gender, and qualifications.

Section B will be divided into parts addressing an array of issues pertaining to nation branding.

CONFIDENTIALITY

Please note that all responses shall be treated with confidentiality.

SECTION A

1.1 Residential location (*indicate the suburb against your city of residence*)

City	Suburb
Harare	
Bulawayo	
Mutare	
Masvingo	
Gweru	
Other.......	

1.2 What is your sex?

Male	
Female	

1.3 Indicate whether you are a Zimbabwean or a foreigner with permanent residence in Zimbabwe *(tick where appropriate)*.

Zimbabwean	
International	

1.4 What is your age group? *(Tick where appropriate)*

Q	Age Group	Tick
i.	$18 \leq 25$ years	
ii.	$26 \leq 35$ years	
iii.	$36 \leq 45$ years	
iv.	$45 \leq 55$ years	
v.	$> 55+$ years	

1.5 For how long have you been in Zimbabwe? (*Tick the appropriate box*)

Q	Length of Stay	Tick
i.	$1 \leq 5$ years	
ii.	$6 \leq 15$ years	
iii.	< 15 years	
iv.	Since Birth	

1.6 What is the organisation or industries are you associated with? *(Please tick or specify)*

Q	Description	Tick
i.	Tourism	
ii.	Manufacturing	
iii.	Mining	
iv.	Export	
v.	Advertising & Media	
vi.	Consulting & Research	
vii.	Government	
viii.	Other (Please specify):	

SECTION B - PERCEPTION ON NATION BRANDING STRATEGY

PART 1

2.1 In your view, assess the extent to which each of the following statements captures the role of nation branding in Zimbabwe?

Q	Statement	1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree
i.	To create a symbol, logo and or graphics, which both identify and differentiate the nation from other competing nations					
ii.	To convey the promise of a memorable experience that is uniquely associated with the nation					
iii.	To consolidate and reinforce the collection of pleasurable memories of the experience provided by the nation, all with the purpose of creating an image that is accurately perceived by foreigners.					
iv.	To promote a unitary view on a nation for the nation's citizens, nationalities and the entire world					
v.	To increase a nation's capacity to attain its foreign policy goals					
vi.	To enhance a nation's capacity to attain foreign direct investment (FDI) objective					
vii.	To improve a nation's capacity to attain foreign trade objective (promotion of exports)					
viii.	To boost a nation's capacity to attract foreign and domestic tourism					
ix.	To deliver a unifying floor that allows for cross-cutting nation promotion and alignment for the public and private sectors.					

2.2 To what extent do you believe that Zimbabwe is a competitive nation on the basis of the following competitiveness and differentiating indicators? *(Tick the most appropriate)*

Q	Competitiveness and Differentiating Indicator	1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree
i.	Public institutions					
ii.	Physical infrastructure					
iii.	Macroeconomic environment					
iv.	Health					
v.	Education					
vi.	Product & service market efficiency					
vii.	Labour skills & market efficiency					
viii.	Financial market efficiency					
ix.	New technology adoption					
x.	Market size					
xi.	Facilities & services					
xii.	Factor prices					
xiii.	Natural resources / factor endowment					
xiv.	Cost of doing business					
xv.	Political stability					
xvi.	Stable currency					
xvii.	Geographical location					

2.3 Evaluate Zimbabwe on the basis of the following global risks as an international source market and destination for tourism, investment and residence. *(Tick where appropriate)*

Aspect	Q	Global Risk Factor Zimbabwe faces exposure to:	1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree
Social factors	i.	Ageing population					
	ii.	Failure of urban planning					
	iii.	Food crises					
	iv.	Large-scale involuntary migration					
	v.	Profound social instability					
	vi.	Spread of infectious diseases					
	vii.	Water crises					
	viii.	Increasing national sentiment					
	ix.	Poverty					
	x.	Crime					
Economic factors	xi.	Higher commodity prices					
	xii.	Energy price shocks					
	xiii.	Failure of financial systems					
	xiv.	Failure/shortfall of critical infrastructure					
	xv.	Fiscal crises					
	xvi.	Structural unemployment or underemployment					
	xvii.	Currency volatility					
Environmental factors	xviii.	Extreme weather events (e.g. floods etc.)					
	xix.	Failure of climate-change adaptation					
	xx.	Biodiversity loss and ecosystem collapse					
Geo-political factors	xxi.	Failure of national governance (e.g. corruption, organised crime, etc.)					
	xxii.	Failure in rule of law and property rights					
	xxiii.	Large-scale terrorist attacks					
	xxiv.	State collapse or crisis (e.g. civil conflict, military coup, failed states, etc.)					
Technological factors	xxv.	Breakdown of information infrastructure					
	xxvi.	Large-scale cyber attacks					
	xxvii.	Massive incident of data fraud / theft					
	xxviii.	Abuse of technologies (e.g. printing, piracy etc.)					

2.3 There has been adverse coverage on Zimbabwe as a destination. Indicate whether you agree or not with the statements outlined below. *(Tick where appropriate)*

Q	Statement	1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree
i.	Zimbabwe suffers from unfair negative publicity in foreign markets					
ii.	Zimbabwe lacks unified approach to combat the effects of brand erosion					
iii.	Zimbabwe brand has been failing to deliver on the brand promise.					
iv.	Zimbabwe relies heavily on international tourism, exports and FDI					
v.	Zimbabwe has a haphazard and uncoordinated response to international media onslaught					
vi.	Zimbabwe has major policy inconsistencies on the part of government impact on response					
vii.	Zimbabwe does not have defined nation brand management strategies					
viii.	Zimbabwe does not have effective measures to deal with bad publicity in source markets.					
ix.	The Diaspora does not help manage the spread of bad publicity.					
x.	The local media fails to present a unified message to deal with international media					

PART 2 VISIONING AND PLANNING

3.1 Based on your understanding of nation branding, to what extent do you think the concept of branding is being applied to Brand Zimbabwe? *(Please tick where appropriate)*

Q	Statement	1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree
i.	Nation branding and management is consciously practiced in Zimbabwe					
ii.	Nation branding is partially practiced in Zimbabwe					

3.2 Who manages and takes responsibility for establishing the nation brand vision in Zimbabwe (i.e. Brand Stewards)? *(Please tick where appropriate for the key parties)*

Q	Party	1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree
i.	The Office of the President and Cabinet					
ii.	The public					
iii.	Advertising agencies					
iv.	ZimTrade					
v.	Government ministries					
vi.	Political parties					
vii.	CZI and ZNCC					
viii.	Ministry of Tourism and Hospitality					
ix.	Zimbabwe Tourism Authority					
x.	Zimbabwe Investment Authority					

3.3 In your opinion, what could be Brand Zimbabwe identity's most compelling factor? *(Please tick where appropriate)*

Q	Compelling factor	1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree
i.	Image (perception about the brand in the foreigners' minds)					
ii.	Personality (human characteristics associated with the brand)					
iii.	Essence (emotional elements and values of the brand)					
iv.	Brand culture (how the brand will live up to its promise to visitors)					
v.	Brand blueprint (architecture of the brand outlining various messages that will communicate the promise)					
vi.	Brand character (how the brand is perceived and constituted internally i.e. integrity, trustworthiness and honesty)					
vii.	Other (Specify)					

3.4 Rate the following statements as they describe your impressions of the Zimbabwean brand. *(Tick where appropriate)*

Q	Statement	1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree
i.	The nation brand has measurable objectives.					
ii.	The nation brand has tangible characteristics representative of the destination.					
iii.	The nation brand is so unique and attractive					
iv.	The nation brand promise is in accordance with the foreigners' experience					
v.	The brand has a positive emotional appeal.					
vi.	The brand affects the marketability of exports					
vii.	The nation brand has a distinctive advantage over its regional counterparts					
viii.	The nation brand has a strong character and identity.					

3.5 Brand positioning seeks to make apparent a nation's relative differentiation against other nations in as viewed by the targeted audiences.

Q	Statement	1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree
i.	Do you believe Zimbabwe has a clear strategy to position itself on the regional and global market place?					

3.6 In your opinion, are the following methods commonly used to communicate the branding and positioning of Brand Zimbabwe to both the domestic and foreign market? (*Please tick where appropriate*)

Q	Statement	1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree
i.	Brand ambassadors					
ii.	Internet					
iii.	Electronic media					
iv.	Print media					
v.	Public relations					
vi.	Word of mouth					
vii.	Trade shows / fairs					
viii.	Social media					
ix.	Other (*Specify*)					

PART 3 NATION BRANDING STRATEGIES

4.1 Successful nation branding requires a holistic alignment of several issues. *Indicate your view with regards to the following statements as they relate to Brand Zimbabwe's future branding strategy.*

Q	Statement	1 Strongly Disagree	2 Disagree	3 Uncertain	4 Agree	5 Strongly Agree
i.	There should be collaboration between the Government and key stakeholders in the branding exercise					
ii.	The nation brand should support the vision of national competitiveness.					
iii.	The brand should be managed by an independent arm of government reporting to the president's office					
iv.	The Zimbabwe brand requires strong sub-brands such as the cultural, tourism, investment and export brand.					
v.	Brand Zimbabwe should have clearly defined target markets.					
vi.	The brand should have definite nationally compelling attributes upon which branding activities are to be done.					
vii.	Brand Zimbabwe should not be based on rhetoric common with catchy slogans, images and/or symbols but substance.					
viii.	The brand should be applied and publicised globally at special events.					
ix.	It is essential that key stakeholders understand and embrace Brand Zimbabwe strategy to support it.					
x.	A frank and holistic brand situational analysis must support the branding process.					
xi.	Stakeholder involvement should anchor branding strategy.					
xii.	Current and prospective visitor perceptions should be considered in brand strategy formulation.					
xiii.	Nation brand's competitiveness must be defined by key stakeholders similarly.					
xiv.	Nation brand performance and competitive positioning should be monitored and evaluated.					
xv.	Brand communication to citizens and local communities is a priority for success.					
xvi.	The nation should support the nation branding with a public diplomacy strategy.					

Thank you for your participation!

INTERVIEW GUIDE: LOCAL

Informed Consent Letter 3C

UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

PhD Research Project
Researcher: Cleven Masango (+263 772 287 675)
Supervisor: Dr. Vannie Naidoo (+277 31 260 8080)
Research Office: Ms P Ximba (+277 31 260 3587)

Dear Respondent,

I, Cleven Masango, am a Doctor of Philosophy: Leadership Studies student, at the Graduate School of Business and Leadership, of the University of KwaZulu-Natal. You are invited to participate in a research project entitled: **Nation Branding Strategy: A Case Study of Brand Zimbabwe.**

Through your participation I hope to understand the issues surrounding the nation branding approach and how you view the whole subject with regards to brand Zimbabwe. The results of the interview are intended to contribute to the discourse on and strategy on Brand Zimbabwe and influence the competitiveness of the brand on the global market.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this interview. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN.

If you have any questions or concerns about participating in the interview or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The interview should take about 45 minutes to an hour. I hope you will take the time to participate.

Sincerely

Researcher's signature_____ Date_____

This page is to be retained by the participant

UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

PHD Research Project
Researcher: Cleven Masango (+263 772 287 675)
Supervisor: Dr. Vannie Naidoo (+277 31 260 8080)
Research Office: Ms P Ximba (+277 31 260 3587)

CONSENT

I…………………………………………………………………… (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

I hereby consent / do not consent to record the interview.

SIGNATURE OF PARTICIPANT:............................. DATE:...

This page is to be retained by the researcher

UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

PHD RESEARCH PROJECT

Researcher: Cleven Masango (+263 772 287 675)
Supervisor: Dr. Vannie Naidoo (+277 31 260 8080)
Research Office: Ms P Ximba (+277 31 260 3587)

TITLE OF STUDY

Nation Branding Strategy: A Case Study of Brand Zimbabwe

INTERVIEW GUIDE QUESTIONS

INFORMATION

The main objective of the study was to develop strategic insights and knowledge for the development of an effective and sustainable nation brand for Zimbabwe. The following were the subordinate objectives of the study:

1. To characterise the key role players (architects) for the development of Brand Zimbabwe;

2. To ascertain the perception of stakeholder groups in Zimbabwe of Brand Zimbabwe; and

3. To provide a holistic matrix of constructs for nation brand equity management for Brand Zimbabwe; and

4. To propose a strategic framework for nation branding in Zimbabwe.

INSTRUCTIONS

Please provide your most honest opinion (that which reflects your own beliefs and understanding) on the questions in this interview.

CONFIDENTIALITY

You are assured that your responses shall be treated with confidentiality

No.	Question
1.	Do you think Zimbabwe has a conscious nation brand management culture?
2.	Which nations do you perceive to have strong nation brands in Africa?
3.	Who has been involved in building brand Zimbabwe?
4.	Who do you think should drive the nation branding process for Zimbabwe?
5.	What is the role of your ministry / institution in the affairs of Brand Zimbabwe?
6.	What do you think is the role of brand stewards in building nation brand strategy?
7.	How would you link Zimbabwe's brand and FDI performance into the nation?
8.	How would you link Zimbabwe's brand and tourism performance?
9.	How would you describe policy towards export promotion?
10.	What is your view on the nation of origin (COO) effect on exports from Zimbabwe?
11.	How are nation branding programmes funded in Zimbabwe?
12.	In your view what is the perception of investors and visitors towards Zimbabwe?
13.	In your opinion, what risk factors (local or regional) influence the perception of foreigners towards Zimbabwe?
14.	Simon Anholt (2008) speaks of the hexagon of nation branding and cites; tourism, exports, governance, people, investment and immigration, and cultures and heritage as the drivers for nation brands. In your view how has Zimbabwe been doing on the brand dimensions suggested? *Explain.*
15.	In your view, how has the nation been handling key stakeholder engagement?
16.	What do you believe are the most damaging misconceptions about Zimbabwe?
17.	a) What has been reported about Zimbabwe? b) What have we said in response? c) How has Zimbabwe reacted to the reports? d) How has investors responded to the message?
18.	What could be the most viable basis for branding Zimbabwe to improve its competitiveness?
19.	What do you think needs to be done to turn around the fortunes of brand Zimbabwe?
20.	What role should embassies, the Diaspora, local NGOs, business and government play in the nation branding process?

Thank you for your participation.

INTERVIEW GUIDE: INTERNATIONAL

Informed Consent Letter 3C

UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

PhD Research Project
Researcher: Cleven Masango (+263 772 287 675)
Supervisor: Dr. Vannie Naidoo (+277 31 260 8080)
Research Office: Ms P Ximba (+277 31 260 3587)

Dear Respondent,

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Sincerely

Researcher's signature_____ Date_____

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UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

PHD Research Project
Researcher: Cleven Masango (+263 772 287 675)
Supervisor: Dr. Vannie Naidoo (+277 31 260 8080)
Research Office: Ms P Ximba (+277 31 260 3587)

CONSENT

I…………………………………………………………… (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

I hereby consent / do not consent to record the interview.

SIGNATURE OF PARTICIPANT:..................................... DATE:.......................................

This page is to be retained by the researcher

UNIVERSITY OF KWAZULU-NATAL

GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

PHD RESEARCH PROJECT

Researcher: Cleven Masango (+263 772 287 675)
Supervisor: Dr. Vannie Naidoo (+277 31 260 8080)
Research Office: Ms P Ximba (0312603587)

TITLE OF STUDY

Nation Branding Strategy: A Case Study of Brand Zimbabwe

INFORMATION

The main objective of the study was to develop strategic insights and knowledge for the development of an effective and sustainable nation brand for Zimbabwe. The following were the subordinate objectives of the study:

1. To characterise the key role players (architects) for the development of Brand Zimbabwe;

2. To ascertain the perception of stakeholder groups in Zimbabwe of Brand Zimbabwe; and

3. To provide a holistic matrix of constructs for nation brand equity management for Brand Zimbabwe; and

4. To propose a strategic framework for nation branding in Zimbabwe.

INSTRUCTIONS

Please provide your most honest opinion (that which reflects your own beliefs and understanding) on the questions in this interview.

CONFIDENTIALITY
You are assured that your responses shall be treated with confidentiality

No.	Question
1	What is your understanding of nation branding?
2	Which nations do you perceive to have attractive nation brands in Africa?
3	What comes to mind when you think of Zimbabwe?
4	What is the level of appetite for investors and visitors towards doing business or spending holidays in Zimbabwe? Why?
5	What are the key 'Ease of Doing Business Factors' (EDBF) do you think are considered when making investment decisions?
6	What risk factors (local or regional) influence your perception towards Zimbabwe?
7	Simon Anholt (2008) spoke of the hexagon of nation branding and cites; tourism, exports, governance, people, investment and immigration, and cultures and heritage as the drivers for nation brands. What dimensions do you believe Brand Zimbabwe needs to address to improve its global competitiveness?
8	What is the likelihood in you visiting again / investing in Zimbabwe?
9	What do you like / hate most about brand Zimbabwe?
10	What do you think are damaging / favourable misconceptions about Zimbabwe?
11	In your opinion, what makes a viable nation brand for a nation such as Zimbabwe?

Thank you for your participation.

APPENDIX IV

LETTERS OF AUTHORITY TO CONDUCT THE STUDY

All communications should be addressed to
"The Secretary for Tourism and Hospitality
Industry"
Telephone: 770897 / 759391
Telegraphic address: "TOURISM"
Fax: 702054

ZIMBABWE

Ministry of Tourism and Hospitality Industry
5th Floor John Boyne Building
Corner Inez Terrace and Speke Avenue
Harare

THkl3

01 November 2016

Cleven Masango
39 Glencairn Avenue
Sunridge
Harare.

RE: REQUEST FOR PERMISSION TO DISTRIBUTE QUESTIONAIRES AND COLLECT INFORMATION ON NATION BRANDING: MINISTRY OF TOURISM AND HOSPITALITY INDUSTRY.

Reference is made to your minute to this Ministry dated 26 September 2016, concerning matter cited above.

We hereby grant permission to collect information on Nation Branding Strategy in the Ministry of Tourism and Hospitality Industry. You are further advised to be guided by research ethics when collecting the information.

Your co-operation in this matter will be highly appreciated.

F.R. Nhekairo (Ms.)
SECRETARY FOR TOURISM AND HOSPITALITY INDUSTRY.

All correspondence should be addressed to
"THE SECRETARY"

Telephone: +263-4-793 461 / 730081/7; 791823/7
702731
Fascimile: +263-4-705762/251488
E-mail: itrade@indandcom.co.zw
Telegrams: "TRADEMIN", Harare
Private Bag CY 7708, Causeway, Zimbabwe

ZIMBABWE

Reference: NP/33/390

**MINISTRY OF INDUSTRY &
COMMERCE**
Mukwati Building
4th Street/Livingstone Avenue
Harare, Zimbabwe

14 October 2016

PHD Student, University of KwaZulu Natal (UKZN)
Mr. C. Masango

REQUEST FOR PERMISSION TO CONDUCT INTERVIEWS WITH THE MINISTRY

The Ministry acknowledges receipt of your letter on the above subject matter. Please be advised that the Ministry has granted you the authority to carry out your interviews in line with your studies on 21 October 2016.

For more information please contact the undersigned on 0779972363 or mhuruleonard@gmail.com.

L. Mhuru
FOR: SECRETARY FOR INDUSTRY AND COMMERCE

Telex: 2141
Telephone: 263-4-250606/250591
Fax: 263-4-250615
Private Bag 7705 CY, Causeway
Harare
Zimbabwe

ZIMBABWE

Ref:
SECRETARY FOR MACRO-ECONOMIC PLANNING AND INVESTMENT PROMOTION
New Government Composite Building
Corner Samora Machel Ave/Fourth Street
Harare, Zimbabwe

03 November 2016

Mr. C. Masango
PHD Student-UKZN

RE: PHD STUDY ON NATION BRANDING-PERMISSION TO CONDUCT INTERVIEW WITH THE MINISTRY

Reference is being made to your letter dated 01 November 2016.

The Ministry of Macro-economic Planning and Investment Promotion is hereby granting you permission to visit us for your requested interview on the **15th of November 2016 at 1030hours at the Ministry's offices.** We greatly value research and your area of study (**Nation Branding**) is quite key to us as we continuously strive to improve the country's image as well as the doing business environment in order to attract FDI into the productive sectors of the economy.

We look forward to your visit.

MIN. OF ECONOMIC PLANNING
AND INVESTMENT PROMOTION
PERMANENT SECRETARY

0 3 NOV 2016

P BAG CY 7772, CAUSEWAY
250606/250591

Dr. D. M. Sibanda

SECRETARY FOR MACRO-ECONOMIC PLANNING AND INVESTMENT PROMOTION

Telephone: +263 4 794681-6
+263 4 793372-5
+263 4 706114-5

Fax: +263 4 705161
E-Mail: mfa@zimfa.gov.zw

MINISTRY OF FOREIGN AFFAIRS
P.O Box 4240, Harare
Munhumutapa Building
Cnr. Samora Machel Ave / Sam Nujoma Street
Harare
Zimbabwe

"ALL CORRESPONDENCE TO BE ADDRESSED TO THE SECRETARY FOR FOREIGN AFFAIRS"

18 October 2016

Mr. C. Masango

University of KwaZulu-Natal PHD Student

RE: PERMISSION TO INTERVIEW THE MINISTRY'S OFFICIALS ON YOUR RESEARCH THESIS ENTITLED 'NATION BRANDING STRATEGY'

Please be advised that the Ministry has granted permission for you to interview its official(s) on your research thesis.

Kindly contact the Ministry for an appointment.

Regards,

S. Bhoroma

For: Acting Secretary for Foreign Affairs

APPENDIX V

HYPOTHESIS TEST STATISTICS

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of surbub is normal with mean 1.89 and standard deviation 1.81.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
2	The distribution of sex is normal with mean 1.40 and standard deviation 0.49.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
3	The distribution of nationality is normal with mean 1.00 and standard deviation 0.00.	One-Sample Kolmogorov-Smirnov Test	.	Unable to compute.
4	The distribution of age group is normal with mean 2.61 and standard deviation 1.05.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
5	The distribution of length of stay in Zimbabwe is normal with mean 3.96 and standard deviation 0.31.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
6	The distribution of industry is normal with mean 5.80 and standard deviation 2.67.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
7	The distribution of create symbol, logo and graphics is normal with mean 3.73 and standard deviation 1.22.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
8	The distribution of convey the promise of a memorable experience is normal with mean 4.06 and standard deviation 0.83.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
9	The distribution of consolidate abd reinforce collection of pleasurable memories is normal with mean 4.03 and standard deviation 0.94.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
10	The distribution of unitary view on country is normal with mean 4.05 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
11	The distribution of increase the country's capacity to attain foreign policy goals is normal with mean 3.98 and standard deviation 0.93.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
12	The distribution of enhance FDI is normal with mean 4.13 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

317

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
13	The distribution of promotion of exports is normal with mean 4.16 and standard deviation 0.84.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
14	The distribution of to attract tourism is normal with mean 4.30 and standard deviation 0.75.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
15	The distribution of to deliver a unifying floor for cross cutting promotion is normal with mean 4.04 and standard deviation 0.90.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
16	The distribution of public institution is normal with mean 2.35 and standard deviation 1.10.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
17	The distribution of physical infrastructure is normal with mean 2.32 and standard deviation 1.06.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
18	The distribution of macroeconomic environment is normal with mean 2.12 and standard deviation 0.91.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
19	The distribution of health is normal with mean 2.26 and standard deviation 1.02.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
20	The distribution of education is normal with mean 3.72 and standard deviation 1.07.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
21	The distribution of product and service market efficiency is normal with mean 2.57 and standard deviation 1.06.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
22	The distribution of labour and skills market efficiency is normal with mean 3.43 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
23	The distribution of financial market efficiency is normal with mean 2.34 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
24	The distribution of new technology adoption is normal with mean 2.62 and standard deviation 1.03.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
25	The distribution of market size is normal with mean 2.85 and standard deviation 1.03.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
26	The distribution of facilities and services is normal with mean 2.47 and standard deviation 1.02.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
27	The distribution of factor prices is normal with mean 2.36 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
28	The distribution of natural resources is normal with mean 3.91 and standard deviation 1.05.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
29	The distribution of cost of doing business is normal with mean 2.08 and standard deviation 1.09.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
30	The distribution of political stability is normal with mean 2.13 and standard deviation 1.15.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
31	The distribution of stable currency is normal with mean 2.26 and standard deviation 1.26.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
32	The distribution of geograhical location is normal with mean 3.95 and standard deviation 0.98.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
33	The distribution of ageing population is normal with mean 2.80 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
34	The distribution of failure of urban planning is normal with mean 3.95 and standard deviation 1.91.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
35	The distribution of food crises is normal with mean 3.53 and standard deviation 1.05.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

319

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
36	The distribution of large scale involuntary migration is normal with mean 3.87 and standard deviation 1.00.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
37	The distribution of profound social instability is normal with mean 3.52 and standard deviation 1.09.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
38	The distribution of spread of infectious diseases is normal with mean 2.96 and standard deviation 1.54.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
39	The distribution of water crises is normal with mean 3.55 and standard deviation 1.13.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
40	The distribution of increasing national sentiment is normal with mean 3.50 and standard deviation 1.02.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
41	The distribution of poverty is normal with mean 3.70 and standard deviation 1.05.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
42	The distribution of crime is normal with mean 2.85 and standard deviation 1.20.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
43	The distribution of higher commodity prices is normal with mean 3.71 and standard deviation 0.99.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
44	The distribution of energy price shocks is normal with mean 3.53 and standard deviation 1.06.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
45	The distribution of failure of financial systems is normal with mean 3.85 and standard deviation 1.00.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
46	The distribution of shortfall of critical infrastructure is normal with mean 3.67 and standard deviation 1.06.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

320

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
47	The distribution of fiscal crises is normal with mean 3.89 and standard deviation 0.95.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
48	The distribution of structural unemployment is normal with mean 4.06 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
49	The distribution of currency volatility is normal with mean 3.76 and standard deviation 1.08.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
50	The distribution of extreme weather events is normal with mean 2.51 and standard deviation 1.11.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
51	The distribution of failure of climate change adaptation is normal with mean 2.81 and standard deviation 1.13.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
52	The distribution of biodiversity loss and ecosystem collapse is normal with mean 3.06 and standard deviation 1.21.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
53	The distribution of failure of national governance is normal with mean 3.97 and standard deviation 1.23.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
54	The distribution of failure of the rule of law is normal with mean 3.70 and standard deviation 1.21.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
55	The distribution of large scale terrorist attacks is normal with mean 2.04 and standard deviation 1.25.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
56	The distribution of state collapse or crisis is normal with mean 2.46 and standard deviation 1.23.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
57	The distribution of breakdown of information infrastructure is normal with mean 2.69 and standard deviation 1.20.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

321

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
58	The distribution of large scale cyber attacks is normal with mean 2.47 and standard deviation 1.14.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
59	The distribution of massive incidents of data fraud is normal with mean 2.69 and standard deviation 1.21.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
60	The distribution of abuse of technologies is normal with mean 3.56 and standard deviation 1.25.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
61	The distribution of unfair negative publicity in foregin markets is normal with mean 3.63 and standard deviation 1.54.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
62	The distribution of lack of unified approch to combat brand erosion is normal with mean 4.03 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
63	The distribution of failure to deliver on brand promise is normal with mean 3.94 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
64	The distribution of reliance on international tourism, FDI and exports is normal with mean 3.82 and standard deviation 1.01.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
65	The distribution of uncoordinated response to international media onslaught is normal with mean 3.88 and standard deviation 0.94.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
66	The distribution of policy inconsistencies is normal with mean 4.14 and standard deviation 0.99.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
67	The distribution of lack of defined national brand managment strategies is normal with mean 3.34 and standard deviation 1.16.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

322

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
68	The distribution of lack of effective measures to deal with bad publicity is normal with mean 3.00 and standard deviation 1.25.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
69	The distribution of diaspora does not help manage bad publicity is normal with mean 3.40 and standard deviation 1.24.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
70	The distribution of national branding is carefully and consciously practiced in Zimbabwe is normal with mean 2.73 and standard deviation 1.27.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
71	The distribution of nation branding is partially practiced in Zimbabwe is normal with mean 3.69 and standard deviation 1.08.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
72	The distribution of OPC manages brand vision is normal with mean 3.59 and standard deviation 1.20.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
73	The distribution of the public manages the brand is normal with mean 3.44 and standard deviation 1.28.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
74	The distribution of advertising agencies manage the brand is normal with mean 3.62 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
75	The distribution of Zimtrade manages the brand is normal with mean 3.87 and standard deviation 0.93.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
76	The distribution of government ministries manage brand is normal with mean 3.42 and standard deviation 1.12.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
77	The distribution of political parties manage the brand is normal with mean 3.17 and standard deviation 1.52.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
78	The distribution of CZI and ZNCC manage the brand is normal with mean 3.68 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
79	The distribution of Ministry of Tourism and Hospitality Industry manages the brand is normal with mean 4.33 and standard deviation 0.66.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
80	The distribution of Zimbabwe Tourism Authority manages the brand is normal with mean 4.42 and standard deviation 0.69.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
81	The distribution of Zimbabwe Investment Authority manages the brand is normal with mean 4.34 and standard deviation 0.75.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
82	The distribution of image is normal with mean 4.17 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
83	The distribution of personality is normal with mean 3.98 and standard deviation 0.94.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
84	The distribution of essence is normal with mean 3.95 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
85	The distribution of brand culture is normal with mean 4.27 and standard deviation 0.75.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
86	The distribution of brand blueprint is normal with mean 3.92 and standard deviation 0.93.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

324

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
87	The distribution of brand character is normal with mean 4.20 and standard deviation 0.81.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
88	The distribution of nation brand has measurable objectives is normal with mean 2.74 and standard deviation 1.01.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
89	The distribution of nation brand has tangible characteristics is normal with mean 2.98 and standard deviation 1.20.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
90	The distribution of nation brand is unique and attractive is normal with mean 2.48 and standard deviation 1.08.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
91	The distribution of nationa brand's promise delivers expectations is normal with mean 2.70 and standard deviation 1.01.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
92	The distribution of nation brand has positive emptional appeal is normal with mean 2.66 and standard deviation 1.16.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
93	The distribution of nation brand affetcs the marketability of exports is normal with mean 3.62 and standard deviation 1.15.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
94	The distribution of nation brand has distinct advantage over regional counterparts is normal with mean 2.55 and standard deviation 1.14.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
95	The distribution of nation brand has a stong charatcer and identity is normal with mean 2.68 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
96	The distribution of Zimbabwe has a clear strategy ot position itself on the global market is normal with mean 2.47 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
97	The distribution of band ambassadors is normal with mean 3.20 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
98	The distribution of internet is normal with mean 3.43 and standard deviation 1.10.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
99	The distribution of electronic media is normal with mean 3.47 and standard deviation 1.11.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
100	The distribution of print media is normal with mean 3.51 and standard deviation 1.05.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
101	The distribution of public relations is normal with mean 3.31 and standard deviation 1.10.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
102	The distribution of word of mouth is normal with mean 3.14 and standard deviation 1.17.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
103	The distribution of trade shows and fairs is normal with mean 4.01 and standard deviation 0.92.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
104	The distribution of social media is normal with mean 3.73 and standard deviation 1.17.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
105	The distribution of collaboration between government and key stakeholders is normal with mean 4.51 and standard deviation 0.66.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

326

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
106	The distribution of nation brand should support the vision of national competitiveness is normal with mean 4.61 and standard deviation 2.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
107	The distribution of brand should be managed by an independent arm of government is normal with mean 3.98 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
108	The distribution of the brand requires stong sub-brands is normal with mean 4.47 and standard deviation 0.64.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
109	The distribution of brand should have clearly defined target markets is normal with mean 4.30 and standard deviation 0.80.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
110	The distribution of brand should have nationally compelling attributes is normal with mean 4.23 and standard deviation 0.79.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
111	The distribution of brand should not be based on rhetoric is normal with mean 4.32 and standard deviation 0.90.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
112	The distribution of brand should be publicised globally is normal with mean 4.51 and standard deviation 0.67.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
113	The distribution of brand should be understood and embraced by stakeholders is normal with mean 4.46 and standard deviation 0.71.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
114	The distribution of brand should have a frank and holistic situational analysis is normal with mean 4.47 and standard deviation 0.72.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
115	The distribution of stakeholder engagement should anchor branding strategy is normal with mean 4.44 and standard deviation 0.71.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
116	The distribution of current and prospective visitor perceptions should be considered is normal with mean 4.32 and standard deviation 0.76.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
117	The distribution of nation's brand competitiveness must be defined by key stakeholders is normal with mean 4.22 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
118	The distribution of brand performance shouls be monitored and evaluated is normal with mean 4.35 and standard deviation 0.72.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
119	The distribution of brand communication to citizens and local communities is normal with mean 4.37 and standard deviation 0.73.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
120	The distribution of the country should support the nation branding is normal with mean 4.38 and standard deviation 0.81.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

328

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of surbub is normal with mean 1.89 and standard deviation 1.81.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
2	The distribution of sex is normal with mean 1.40 and standard deviation 0.49.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
3	The distribution of nationality is normal with mean 1.00 and standard deviation 0.00.	One-Sample Kolmogorov-Smirnov Test	.	Unable to compute.
4	The distribution of age group is normal with mean 2.61 and standard deviation 1.05.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
5	The distribution of length of stay in Zimbabwe is normal with mean 3.95 and standard deviation 0.31.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
6	The distribution of industry is normal with mean 5.80 and standard deviation 2.67.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
7	The distribution of create symbol, logo and graphics is normal with mean 3.73 and standard deviation 1.22.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
8	The distribution of convey the promise of a memorable experience is normal with mean 4.06 and standard deviation 0.83.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
9	The distribution of consolidate abd reinforce collection of pleasurable memories is normal with mean 4.03 and standard deviation 0.94.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
10	The distribution of unitary view on a country is normal with mean 4.05 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
11	The distribution of increase the country's capacity to attain foreign policy goals is normal with mean 3.98 and standard deviation 0.93.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
12	The distribution of enhance FDI is normal with mean 4.13 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

329

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
13	The distribution of promotion of exports is normal with mean 4.16 and standard deviation 0.84.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
14	The distribution of to attract tourism is normal with mean 4.30 and standard deviation 0.75.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
15	The distribution of to deliver a unifying floor for cross cutting promotion is normal with mean 4.04 and standard deviation 0.90.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
16	The distribution of public institution is normal with mean 2.35 and standard deviation 1.10.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
17	The distribution of physical infrastructure is normal with mean 2.32 and standard deviation 1.06.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
18	The distribution of macroeconomic environment is normal with mean 2.12 and standard deviation 0.91.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
19	The distribution of health is normal with mean 2.26 and standard deviation 1.02.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
20	The distribution of education is normal with mean 3.72 and standard deviation 1.07.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
21	The distribution of product and service market efficiency is normal with mean 2.57 and standard deviation 1.06.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
22	The distribution of labour and skills market efficiency is normal with mean 3.43 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
23	The distribution of financial market efficiency is normal with mean 2.34 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

330

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
24	The distribution of new technology adoption is normal with mean 2.62 and standard deviation 1.03.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
25	The distribution of market size is normal with mean 2.85 and standard deviation 1.03.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
26	The distribution of facilities and services is normal with mean 2.47 and standard deviation 1.02.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
27	The distribution of factor prices is normal with mean 2.36 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
28	The distribution of natural resources is normal with mean 3.91 and standard deviation 1.05.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
29	The distribution of cost of doing business is normal with mean 2.08 and standard deviation 1.09.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
30	The distribution of political stability is normal with mean 2.13 and standard deviation 1.15.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
31	The distribution of stable currency is normal with mean 2.26 and standard deviation 1.26.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
32	The distribution of geograhical location is normal with mean 3.95 and standard deviation 0.98.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
33	The distribution of ageing population is normal with mean 2.80 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
34	The distribution of failure of urban planning is normal with mean 3.95 and standard deviation 1.91.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
35	The distribution of food crises is normal with mean 3.53 and standard deviation 1.05.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

331

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
36	The distribution of large scale involuntary migration is normal with mean 3.87 and standard deviation 1.00.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
37	The distribution of profound social instability is normal with mean 3.52 and standard deviation 1.09.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
38	The distribution of spread of infectious diseases is normal with mean 2.96 and standard deviation 1.54.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
39	The distribution of water crises is normal with mean 3.55 and standard deviation 1.13.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
40	The distribution of increasing national sentiment is normal with mean 3.50 and standard deviation 1.02.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
41	The distribution of poverty is normal with mean 3.70 and standard deviation 1.05.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
42	The distribution of crime is normal with mean 2.85 and standard deviation 1.20.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
43	The distribution of higher commodity prices is normal with mean 3.71 and standard deviation 0.99.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
44	The distribution of energy price shocks is normal with mean 3.53 and standard deviation 1.06.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
45	The distribution of failure of financial systems is normal with mean 3.85 and standard deviation 1.00.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
46	The distribution of shortfall of critical infrastructure is normal with mean 3.67 and standard deviation 1.06.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

332

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
47	The distribution of fiscal crises is normal with mean 3.89 and standard deviation 0.95.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
48	The distribution of structural unemployment is normal with mean 4.06 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
49	The distribution of currency volatility is normal with mean 3.76 and standard deviation 1.08.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
50	The distribution of extreme weather events is normal with mean 2.51 and standard deviation 1.11.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
51	The distribution of failure of climate change adaptation is normal with mean 2.81 and standard deviation 1.13.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
52	The distribution of biodiversity loss and ecosystem collapse is normal with mean 3.06 and standard deviation 1.21.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
53	The distribution of failure of national governance is normal with mean 3.97 and standard deviation 1.23.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
54	The distribution of failure of the rule of law is normal with mean 3.70 and standard deviation 1.21.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
55	The distribution of large scale terrorist attacks is normal with mean 2.04 and standard deviation 1.25.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
56	The distribution of state collapse or crisis is normal with mean 2.46 and standard deviation 1.23.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
57	The distribution of breakdown of information infrastructure is normal with mean 2.69 and standard deviation 1.20.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

333

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
58	The distribution of large scale cyber attacks is normal with mean 2.47 and standard deviation 1.14.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
59	The distribution of massive incidents of data fraud is normal with mean 2.69 and standard deviation 1.21.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
60	The distribution of abuse of technologies is normal with mean 3.56 and standard deviation 1.25.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
61	The distribution of unfair negative publicity in foregin markets is normal with mean 3.63 and standard deviation 1.54.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
62	The distribution of lack of unified approch to combat brand erosion is normal with mean 4.03 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
63	The distribution of failure to deliver on brand promise is normal with mean 3.94 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
64	The distribution of reliance on international tourism, FDI and exports is normal with mean 3.82 and standard deviation 1.01.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
65	The distribution of uncoordinated response to international media onslaught is normal with mean 3.88 and standard deviation 0.94.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
66	The distribution of policy inconsistencies is normal with mean 4.14 and standard deviation 0.99.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
67	The distribution of lack of defined national brand managment strategies is normal with mean 3.34 and standard deviation 1.16.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

334

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
68	The distribution of lack of effective measures to deal with bad publicity is normal with mean 3.00 and standard deviation 1.25.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
69	The distribution of diaspora does not help manage bad publicity is normal with mean 3.40 and standard deviation 1.24.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
70	The distribution of national branding is carefully and consciously practiced in Zimbabwe is normal with mean 2.73 and standard deviation 1.27.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
71	The distribution of nation branding is partially practiced in Zimbabwe is normal with mean 3.69 and standard deviation 1.08.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
72	The distribution of OPC manages brand vision is normal with mean 3.59 and standard deviation 1.20.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
73	The distribution of the public manages the brand is normal with mean 3.44 and standard deviation 1.28.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
74	The distribution of advertising agencies manage the brand is normal with mean 3.62 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
75	The distribution of Zimtrade manages the brand is normal with mean 3.87 and standard deviation 0.93.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
76	The distribution of government ministries manage brand is normal with mean 3.42 and standard deviation 1.12.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

335

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
77	The distribution of political parties manage the brand is normal with mean 3.17 and standard deviation 1.52.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
78	The distribution of CZI and ZNCC manage the brand is normal with mean 3.68 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
79	The distribution of Ministry of Tourism and Hospitality Industry manages the brand is normal with mean 4.33 and standard deviation 0.66.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
80	The distribution of Zimbabwe Tourism Authority manages the brand is normal with mean 4.42 and standard deviation 0.69.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
81	The distribution of Zimbabwe Investment Authority manages the brand is normal with mean 4.34 and standard deviation 0.75.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
82	The distribution of image is normal with mean 4.17 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
83	The distribution of personality is normal with mean 3.98 and standard deviation 0.94.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
84	The distribution of essence is normal with mean 3.95 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
85	The distribution of brand culture is normal with mean 4.27 and standard deviation 0.75.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
86	The distribution of brand blueprint is normal with mean 3.92 and standard deviation 0.93.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

336

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
87	The distribution of brand character is normal with mean 4.20 and standard deviation 0.81.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
88	The distribution of nation brand has measurable objectives is normal with mean 2.74 and standard deviation 1.01.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
89	The distribution of nation brand has tangible characteristics is normal with mean 2.98 and standard deviation 1.20.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
90	The distribution of nation brand is unique and attractive is normal with mean 2.48 and standard deviation 1.08.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
91	The distribution of nationa brand's promise delivers expectations is normal with mean 2.70 and standard deviation 1.01.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
92	The distribution of nation brand has positive emptional appeal is normal with mean 2.66 and standard deviation 1.16.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
93	The distribution of nation brand affetcs the marketability of exports is normal with mean 3.62 and standard deviation 1.15.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
94	The distribution of nation brand has distinct advantage over regional counterparts is normal with mean 2.55 and standard deviation 1.14.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
95	The distribution of nation brand has a stong charatcer and identity is normal with mean 2.68 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

337

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
96	The distribution of Zimbabwe has a clear strategy ot position itself on the global market is normal with mean 2.47 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
97	The distribution of band ambassadors is normal with mean 3.20 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
98	The distribution of internet is normal with mean 3.43 and standard deviation 1.10.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
99	The distribution of electronic media is normal with mean 3.47 and standard deviation 1.11.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
100	The distribution of print media is normal with mean 3.51 and standard deviation 1.05.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
101	The distribution of public relations is normal with mean 3.31 and standard deviation 1.10.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
102	The distribution of word of mouth is normal with mean 3.14 and standard deviation 1.17.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
103	The distribution of trade shows and fairs is normal with mean 4.01 and standard deviation 0.92.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
104	The distribution of social media is normal with mean 3.73 and standard deviation 1.17.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
105	The distribution of collaboration between government and key stakeholders is normal with mean 4.51 and standard deviation 0.66.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

338

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
106	The distribution of nation brand should support the vision of national competitiveness is normal with mean 4.61 and standard deviation 2.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
107	The distribution of brand should be managed by an independent arm of government is normal with mean 3.98 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
108	The distribution of the brand requires stong sub-brands is normal with mean 4.47 and standard deviation 0.64.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
109	The distribution of brand should have clearly defined target markets is normal with mean 4.30 and standard deviation 0.80.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
110	The distribution of brand should have nationally compelling attributes is normal with mean 4.23 and standard deviation 0.79.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
111	The distribution of brand should not be based on rhetoric is normal with mean 4.32 and standard deviation 0.90.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
112	The distribution of brand should be publicised globally is normal with mean 4.51 and standard deviation 0.67.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
113	The distribution of brand should be understood and embraced by stakeholders is normal with mean 4.46 and standard deviation 0.71.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
114	The distribution of brand should have a frank and holistic situational analysis is normal with mean 4.47 and standard deviation 0.72.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

339

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
115	The distribution of stakeholder engagement should anchor branding strategy is normal with mean 4.44 and standard deviation 0.71.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
116	The distribution of current and prospective visitor perceptions should be considered is normal with mean 4.32 and standard deviation 0.76.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
117	The distribution of nation's brand competitiveness must be defined by key stakeholders is normal with mean 4.22 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
118	The distribution of brand performance shouls be monitored and evaluated is normal with mean 4.35 and standard deviation 0.72.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
119	The distribution of brand communication to citizens and local communities is normal with mean 4.37 and standard deviation 0.73.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
120	The distribution of the country should support the nation branding is normal with mean 4.38 and standard deviation 0.81.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of surbub is normal with mean 1.89 and standard deviation 1.81.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
2	The distribution of sex is normal with mean 1.40 and standard deviation 0.49.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
3	The distribution of nationality is normal with mean 1.00 and standard deviation 0.00.	One-Sample Kolmogorov-Smirnov Test	.	Unable to compute.
4	The distribution of age group is normal with mean 2.61 and standard deviation 1.05.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
5	The distribution of length of stay in Zimbabwe is normal with mean 3.96 and standard deviation 0.31.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
6	The distribution of industry is normal with mean 5.80 and standard deviation 2.67.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
7	The distribution of create symbol, logo and graphics is normal with mean 3.73 and standard deviation 1.22.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
8	The distribution of convey the promise of a memorable experience is normal with mean 4.06 and standard deviation 0.83.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
9	The distribution of consolidate abd reinforce collection of pleasurable memories is normal with mean 4.03 and standard deviation 0.94.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
10	The distribution of unitary view on country is normal with mean 4.05 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
11	The distribution of increase the country's capacity to attain foreign policy goals is normal with mean 3.98 and standard deviation 0.93.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
12	The distribution of enhance FDI is normal with mean 4.13 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

341

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
13	The distribution of promotion of exports is normal with mean 4.16 and standard deviation 0.84.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
14	The distribution of to attract tourism is normal with mean 4.30 and standard deviation 0.75.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
15	The distribution of to deliver a unifying floor for cross cutting promotion is normal with mean 4.04 and standard deviation 0.90.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
16	The distribution of public institution is normal with mean 2.35 and standard deviation 1.10.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
17	The distribution of physical infrastructure is normal with mean 2.32 and standard deviation 1.06.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
18	The distribution of macroeconomic environment is normal with mean 2.12 and standard deviation 0.91.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
19	The distribution of health is normal with mean 2.26 and standard deviation 1.02.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
20	The distribution of education is normal with mean 3.72 and standard deviation 1.07.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
21	The distribution of product and service market efficiency is normal with mean 2.57 and standard deviation 1.06.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
22	The distribution of labour and skills market efficiency is normal with mean 3.43 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
23	The distribution of financial market efficiency is normal with mean 2.34 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

342

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
24	The distribution of new technology adoption is normal with mean 2.62 and standard deviation 1.03.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
25	The distribution of market size is normal with mean 2.85 and standard deviation 1.03.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
26	The distribution of facilities and services is normal with mean 2.47 and standard deviation 1.02.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
27	The distribution of factor prices is normal with mean 2.36 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
28	The distribution of natural resources is normal with mean 3.91 and standard deviation 1.05.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
29	The distribution of cost of doing business is normal with mean 2.08 and standard deviation 1.09.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
30	The distribution of political stability is normal with mean 2.13 and standard deviation 1.15.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
31	The distribution of stable currency is normal with mean 2.26 and standard deviation 1.26.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
32	The distribution of geograhical location is normal with mean 3.95 and standard deviation 0.98.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
33	The distribution of ageing population is normal with mean 2.80 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
34	The distribution of failure of urban planning is normal with mean 3.95 and standard deviation 1.91.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
35	The distribution of food crises is normal with mean 3.53 and standard deviation 1.05.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

343

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
36	The distribution of large scale involuntary migration is normal with mean 3.87 and standard deviation 1.00.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
37	The distribution of profound social instability is normal with mean 3.52 and standard deviation 1.09.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
38	The distribution of spread of infectious diseases is normal with mean 2.96 and standard deviation 1.54.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
39	The distribution of water crises is normal with mean 3.55 and standard deviation 1.13.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
40	The distribution of increasing national sentiment is normal with mean 3.50 and standard deviation 1.02.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
41	The distribution of poverty is normal with mean 3.70 and standard deviation 1.05.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
42	The distribution of crime is normal with mean 2.85 and standard deviation 1.20.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
43	The distribution of higher commodity prices is normal with mean 3.71 and standard deviation 0.99.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
44	The distribution of energy price shocks is normal with mean 3.53 and standard deviation 1.06.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
45	The distribution of failure of financial systems is normal with mean 3.85 and standard deviation 1.00.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
46	The distribution of shortfall of critical infrastructure is normal with mean 3.67 and standard deviation 1.06.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

344

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
47	The distribution of fiscal crises is normal with mean 3.89 and standard deviation 0.95.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
48	The distribution of structural unemployment is normal with mean 4.06 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
49	The distribution of currency volatility is normal with mean 3.76 and standard deviation 1.08.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
50	The distribution of extreme weather events is normal with mean 2.51 and standard deviation 1.11.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
51	The distribution of failure of climate change adaptation is normal with mean 2.81 and standard deviation 1.13.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
52	The distribution of biodiversity loss and ecosystem collapse is normal with mean 3.06 and standard deviation 1.21.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
53	The distribution of failure of national governance is normal with mean 3.97 and standard deviation 1.23.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
54	The distribution of failure of the rule of law is normal with mean 3.70 and standard deviation 1.21.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
55	The distribution of large scale terrorist attacks is normal with mean 2.04 and standard deviation 1.25.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
56	The distribution of state collapse or crisis is normal with mean 2.46 and standard deviation 1.23.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
57	The distribution of breakdown of information infrastructure is normal with mean 2.69 and standard deviation 1.20.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

345

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
58	The distribution of large scale cyber attacks is normal with mean 2.47 and standard deviation 1.14.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
59	The distribution of massive incidents of data fraud is normal with mean 2.69 and standard deviation 1.21.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
60	The distribution of abuse of technologies is normal with mean 3.56 and standard deviation 1.25.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
61	The distribution of unfair negative publicity in foregin markets is normal with mean 3.63 and standard deviation 1.54.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
62	The distribution of lack of unified approch to combat brand erosion is normal with mean 4.03 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
63	The distribution of failure to deliver on brand promise is normal with mean 3.94 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
64	The distribution of reliance on international tourism, FDI and exports is normal with mean 3.82 and standard deviation 1.01.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
65	The distribution of uncoordinated response to international media onslaught is normal with mean 3.88 and standard deviation 0.94.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
66	The distribution of policy inconsistencies is normal with mean 4.14 and standard deviation 0.99.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
67	The distribution of lack of defined national brand managment strategies is normal with mean 3.34 and standard deviation 1.16.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
68	The distribution of lack of effective measures to deal with bad publicity is normal with mean 3.00 and standard deviation 1.25.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
69	The distribution of diaspora does not help manage bad publicity is normal with mean 3.40 and standard deviation 1.24.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
70	The distribution of national branding is carefully and consciously practiced in Zimbabwe is normal with mean 2.73 and standard deviation 1.27.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
71	The distribution of nation branding is partially practiced in Zimbabwe is normal with mean 3.69 and standard deviation 1.08.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
72	The distribution of OPC manages brand vision is normal with mean 3.59 and standard deviation 1.20.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
73	The distribution of the public manages the brand is normal with mean 3.44 and standard deviation 1.28.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
74	The distribution of advertising agencies manage the brand is normal with mean 3.62 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
75	The distribution of Zimtrade manages the brand is normal with mean 3.87 and standard deviation 0.93.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
76	The distribution of government ministries manage brand is normal with mean 3.42 and standard deviation 1.12.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
77	The distribution of political parties manage the brand is normal with mean 3.17 and standard deviation 1.52.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
78	The distribution of CZI and ZNCC manage the brand is normal with mean 3.68 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
79	The distribution of Ministry of Tourism and Hospitality Industry manages the brand is normal with mean 4.33 and standard deviation 0.66.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
80	The distribution of Zimbabwe Tourism Authority manages the brand is normal with mean 4.42 and standard deviation 0.69.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
81	The distribution of Zimbabwe Investment Authority manages the brand is normal with mean 4.34 and standard deviation 0.75.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
82	The distribution of image is normal with mean 4.17 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
83	The distribution of personality is normal with mean 3.98 and standard deviation 0.94.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
84	The distribution of essence is normal with mean 3.95 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
85	The distribution of brand culture is normal with mean 4.27 and standard deviation 0.75.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
86	The distribution of brand blueprint is normal with mean 3.92 and standard deviation 0.93.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

348

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
87	The distribution of brand character is normal with mean 4.20 and standard deviation 0.81.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
88	The distribution of nation brand has measurable objectives is normal with mean 2.74 and standard deviation 1.01.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
89	The distribution of nation brand has tangible characteristics is normal with mean 2.98 and standard deviation 1.20.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
90	The distribution of nation brand is unique and attractive is normal with mean 2.48 and standard deviation 1.08.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
91	The distribution of nationa brand's promise delivers expectations is normal with mean 2.70 and standard deviation 1.01.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
92	The distribution of nation brand has positive emptional appeal is normal with mean 2.66 and standard deviation 1.16.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
93	The distribution of nation brand affetcs the marketability of exports is normal with mean 3.62 and standard deviation 1.15.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
94	The distribution of nation brand has distinct advantage over regional counterparts is normal with mean 2.55 and standard deviation 1.14.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
95	The distribution of nation brand has a stong charatcer and identity is normal with mean 2.68 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

349

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
96	The distribution of Zimbabwe has a clear strategy ot position itself on the global market is normal with mean 2.47 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
97	The distribution of band ambassadors is normal with mean 3.20 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
98	The distribution of internet is normal with mean 3.43 and standard deviation 1.10.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
99	The distribution of electronic media is normal with mean 3.47 and standard deviation 1.11.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
100	The distribution of print media is normal with mean 3.51 and standard deviation 1.05.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
101	The distribution of public relations is normal with mean 3.31 and standard deviation 1.10.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
102	The distribution of word of mouth is normal with mean 3.14 and standard deviation 1.17.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
103	The distribution of trade shows and fairs is normal with mean 4.01 and standard deviation 0.92.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
104	The distribution of social media is normal with mean 3.73 and standard deviation 1.17.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
105	The distribution of collaboration between government and key stakeholders is normal with mean 4.51 and standard deviation 0.66.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

350

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
106	The distribution of nation brand should support the vision of national competitiveness is normal with mean 4.61 and standard deviation 2.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
107	The distribution of brand should be managed by an independent arm of government is normal with mean 3.98 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
108	The distribution of the brand requires stong sub-brands is normal with mean 4.47 and standard deviation 0.64.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
109	The distribution of brand should have clearly defined target markets is normal with mean 4.30 and standard deviation 0.80.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
110	The distribution of brand should have nationally compelling attributes is normal with mean 4.23 and standard deviation 0.79.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
111	The distribution of brand should not be based on rhetoric is normal with mean 4.32 and standard deviation 0.90.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
112	The distribution of brand should be publicised globally is normal with mean 4.51 and standard deviation 0.67.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
113	The distribution of brand should be understood and embraced by stakeholders is normal with mean 4.46 and standard deviation 0.71.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
114	The distribution of brand should have a frank and holistic situational analysis is normal with mean 4.47 and standard deviation 0.72.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

351

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
115	The distribution of stakeholder engagement should anchor branding strategy is normal with mean 4.44 and standard deviation 0.71.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
116	The distribution of current and prospective visitor perceptions should be considered is normal with mean 4.32 and standard deviation 0.76.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
117	The distribution of nation's brand competitiveness must be defined by key stakeholders is normal with mean 4.22 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
118	The distribution of brand performance shouls be monitored and evaluated is normal with mean 4.35 and standard deviation 0.72.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
119	The distribution of brand communication to citizens and local communities is normal with mean 4.37 and standard deviation 0.73.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
120	The distribution of the country should support the nation branding is normal with mean 4.38 and standard deviation 0.81.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

352

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of surbub is normal with mean 1.89 and standard deviation 1.81.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
2	The distribution of sex is normal with mean 1.40 and standard deviation 0.49.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
3	The distribution of nationality is normal with mean 1.00 and standard deviation 0.00.	One-Sample Kolmogorov-Smirnov Test	.	Unable to compute.
4	The distribution of age group is normal with mean 2.61 and standard deviation 1.05.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
5	The distribution of length of stay in Zimbabwe is normal with mean 3.96 and standard deviation 0.31.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
6	The distribution of industry is normal with mean 5.80 and standard deviation 2.67.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
7	The distribution of create symbol, logo and graphics is normal with mean 3.73 and standard deviation 1.22.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
8	The distribution of convey the promise of a memorable experience is normal with mean 4.06 and standard deviation 0.83.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
9	The distribution of consolidate abd reinforce collection of pleasurable memories is normal with mean 4.03 and standard deviation 0.94.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
10	The distribution of unitary view on a country is normal with mean 4.05 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
11	The distribution of increase the country's capacity to attain foreign policy goals is normal with mean 3.98 and standard deviation 0.93.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
12	The distribution of enhance FDI is normal with mean 4.13 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
13	The distribution of promotion of exports is normal with mean 4.16 and standard deviation 0.84.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
14	The distribution of to attract tourism is normal with mean 4.30 and standard deviation 0.75.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
15	The distribution of to deliver a unifying floor for cross cutting promotion is normal with mean 4.04 and standard deviation 0.90.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
16	The distribution of public institution is normal with mean 2.35 and standard deviation 1.10.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
17	The distribution of physical infrastructure is normal with mean 2.32 and standard deviation 1.06.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
18	The distribution of macroeconomic environment is normal with mean 2.12 and standard deviation 0.91.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
19	The distribution of health is normal with mean 2.26 and standard deviation 1.02.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
20	The distribution of education is normal with mean 3.72 and standard deviation 1.07.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
21	The distribution of product and service market efficiency is normal with mean 2.57 and standard deviation 1.06.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
22	The distribution of labour and skills market efficiency is normal with mean 3.43 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
23	The distribution of financial market efficiency is normal with mean 2.34 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
24	The distribution of new technology adoption is normal with mean 2.62 and standard deviation 1.03.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
25	The distribution of market size is normal with mean 2.85 and standard deviation 1.03.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
26	The distribution of facilities and services is normal with mean 2.47 and standard deviation 1.02.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
27	The distribution of factor prices is normal with mean 2.36 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
28	The distribution of natural resources is normal with mean 3.91 and standard deviation 1.05.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
29	The distribution of cost of doing business is normal with mean 2.08 and standard deviation 1.09.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
30	The distribution of political stability is normal with mean 2.13 and standard deviation 1.15.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
31	The distribution of stable currency is normal with mean 2.26 and standard deviation 1.26.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
32	The distribution of geograhical location is normal with mean 3.95 and standard deviation 0.98.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
33	The distribution of ageing population is normal with mean 2.80 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
34	The distribution of failure of urban planning is normal with mean 3.95 and standard deviation 1.91.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
35	The distribution of food crises is normal with mean 3.53 and standard deviation 1.05.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

355

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
36	The distribution of large scale involuntary migration is normal with mean 3.87 and standard deviation 1.00.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
37	The distribution of profound social instability is normal with mean 3.52 and standard deviation 1.09.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
38	The distribution of spread of infectious diseases is normal with mean 2.96 and standard deviation 1.54.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
39	The distribution of water crises is normal with mean 3.55 and standard deviation 1.13.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
40	The distribution of increasing national sentiment is normal with mean 3.50 and standard deviation 1.02.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
41	The distribution of poverty is normal with mean 3.70 and standard deviation 1.05.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
42	The distribution of crime is normal with mean 2.85 and standard deviation 1.20.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
43	The distribution of higher commodity prices is normal with mean 3.71 and standard deviation 0.99.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
44	The distribution of energy price shocks is normal with mean 3.53 and standard deviation 1.06.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
45	The distribution of failure of financial systems is normal with mean 3.85 and standard deviation 1.00.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
46	The distribution of shortfall of critical infrastructure is normal with mean 3.67 and standard deviation 1.06.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

356

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
47	The distribution of fiscal crises is normal with mean 3.89 and standard deviation 0.95.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
48	The distribution of structural unemployment is normal with mean 4.06 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
49	The distribution of currency volatility is normal with mean 3.76 and standard deviation 1.08.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
50	The distribution of extreme weather events is normal with mean 2.51 and standard deviation 1.11.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
51	The distribution of failure of climate change adaptation is normal with mean 2.81 and standard deviation 1.13.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
52	The distribution of biodiversity loss and ecosystem collapse is normal with mean 3.06 and standard deviation 1.21.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
53	The distribution of failure of national governance is normal with mean 3.97 and standard deviation 1.23.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
54	The distribution of failure of the rule of law is normal with mean 3.70 and standard deviation 1.21.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
55	The distribution of large scale terrorist attacks is normal with mean 2.04 and standard deviation 1.25.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
56	The distribution of state collapse or crisis is normal with mean 2.46 and standard deviation 1.23.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
57	The distribution of breakdown of information infrastructure is normal with mean 2.69 and standard deviation 1.20.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
58	The distribution of large scale cyber attacks is normal with mean 2.47 and standard deviation 1.14.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
59	The distribution of massive incidents of data fraud is normal with mean 2.69 and standard deviation 1.21.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
60	The distribution of abuse of technologies is normal with mean 3.56 and standard deviation 1.25.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
61	The distribution of unfair negative publicity in foregin markets is normal with mean 3.63 and standard deviation 1.54.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
62	The distribution of lack of unified approch to combat brand erosion is normal with mean 4.03 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
63	The distribution of failure to deliver on brand promise is normal with mean 3.94 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
64	The distribution of reliance on international tourism, FDI and exports is normal with mean 3.82 and standard deviation 1.01.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
65	The distribution of uncoordinated response to international media onslaught is normal with mean 3.88 and standard deviation 0.94.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
66	The distribution of policy inconsistencies is normal with mean 4.14 and standard deviation 0.99.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
67	The distribution of lack of defined national brand managment strategies is normal with mean 3.34 and standard deviation 1.16.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

358

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
68	The distribution of lack of effective measures to deal with bad publicity is normal with mean 3.00 and standard deviation 1.25.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
69	The distribution of diaspora does not help manage bad publicity is normal with mean 3.40 and standard deviation 1.24.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
70	The distribution of national branding is carefully and consciously practiced in Zimbabwe is normal with mean 2.73 and standard deviation 1.27.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
71	The distribution of nation branding is partially practiced in Zimbabwe is normal with mean 3.69 and standard deviation 1.08.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
72	The distribution of OPC manages brand vision is normal with mean 3.59 and standard deviation 1.20.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
73	The distribution of the public manages the brand is normal with mean 3.44 and standard deviation 1.28.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
74	The distribution of advertising agencies manage the brand is normal with mean 3.62 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
75	The distribution of Zimtrade manages the brand is normal with mean 3.87 and standard deviation 0.93.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
76	The distribution of government ministries manage brand is normal with mean 3.42 and standard deviation 1.12.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

359

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
77	The distribution of political parties manage the brand is normal with mean 3.17 and standard deviation 1.52.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
78	The distribution of CZI and ZNCC manage the brand is normal with mean 3.68 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
79	The distribution of Ministry of Tourism and Hospitality Industry manages the brand is normal with mean 4.33 and standard deviation 0.66.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
80	The distribution of Zimbabwe Tourism Authority manages the brand is normal with mean 4.42 and standard deviation 0.69.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
81	The distribution of Zimbabwe Investment Authority manages the brand is normal with mean 4.34 and standard deviation 0.75.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
82	The distribution of image is normal with mean 4.17 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
83	The distribution of personality is normal with mean 3.98 and standard deviation 0.94.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
84	The distribution of essence is normal with mean 3.95 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
85	The distribution of brand culture is normal with mean 4.27 and standard deviation 0.75.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
86	The distribution of brand blueprint is normal with mean 3.92 and standard deviation 0.93.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
87	The distribution of brand character is normal with mean 4.20 and standard deviation 0.81.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
88	The distribution of nation brand has measurable objectives is normal with mean 2.74 and standard deviation 1.01.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
89	The distribution of nation brand has tangible characteristics is normal with mean 2.98 and standard deviation 1.20.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
90	The distribution of nation brand is unique and attractive is normal with mean 2.48 and standard deviation 1.08.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
91	The distribution of nationa brand's promise delivers expectations is normal with mean 2.70 and standard deviation 1.01.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
92	The distribution of nation brand has positive emptional appeal is normal with mean 2.66 and standard deviation 1.16.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
93	The distribution of nation brand affetcs the marketability of exports is normal with mean 3.62 and standard deviation 1.15.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
94	The distribution of nation brand has distinct advantage over regional counterparts is normal with mean 2.55 and standard deviation 1.14.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
95	The distribution of nation brand has a stong charatcer and identity is normal with mean 2.68 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
96	The distribution of Zimbabwe has a clear strategy ot position itself on the global market is normal with mean 2.47 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
97	The distribution of band ambassadors is normal with mean 3.20 and standard deviation 1.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
98	The distribution of internet is normal with mean 3.43 and standard deviation 1.10.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
99	The distribution of electronic media is normal with mean 3.47 and standard deviation 1.11.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
100	The distribution of print media is normal with mean 3.51 and standard deviation 1.05.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
101	The distribution of public relations is normal with mean 3.31 and standard deviation 1.10.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
102	The distribution of word of mouth is normal with mean 3.14 and standard deviation 1.17.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
103	The distribution of trade shows and fairs is normal with mean 4.01 and standard deviation 0.92.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
104	The distribution of social media is normal with mean 3.73 and standard deviation 1.17.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
105	The distribution of collaboration between government and key stakeholders is normal with mean 4.51 and standard deviation 0.66.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
106	The distribution of nation brand should support the vision of national competitiveness is normal with mean 4.61 and standard deviation 2.18.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
107	The distribution of brand should be managed by an independent arm of government is normal with mean 3.98 and standard deviation 0.96.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
108	The distribution of the brand requires stong sub-brands is normal with mean 4.47 and standard deviation 0.64.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
109	The distribution of brand should have clearly defined target markets is normal with mean 4.30 and standard deviation 0.80.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
110	The distribution of brand should have nationally compelling attributes is normal with mean 4.23 and standard deviation 0.79.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
111	The distribution of brand should not be based on rhetoric is normal with mean 4.32 and standard deviation 0.90.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
112	The distribution of brand should be publicised globally is normal with mean 4.51 and standard deviation 0.67.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
113	The distribution of brand should be understood and embraced by stakeholders is normal with mean 4.46 and standard deviation 0.71.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
114	The distribution of brand should have a frank and holistic situational analysis is normal with mean 4.47 and standard deviation 0.72.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
115	The distribution of stakeholder engagement should anchor branding strategy is normal with mean 4.44 and standard deviation 0.71.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
116	The distribution of current and prospective visitor perceptions should be considered is normal with mean 4.32 and standard deviation 0.76.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
117	The distribution of nation's brand competitiveness must be defined by key stakeholders is normal with mean 4.22 and standard deviation 0.88.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
118	The distribution of brand performance shouls be monitored and evaluated is normal with mean 4.35 and standard deviation 0.72.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
119	The distribution of brand communication to citizens and local communities is normal with mean 4.37 and standard deviation 0.73.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
120	The distribution of the country should support the nation branding is normal with mean 4.38 and standard deviation 0.81.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

364

APPENDIX VI

IN-DEPTH INTERVIEW REGISTER

	LOCAL KEY INFORMANTS		
Organisation	**Respondent**	**Date**	**Remarks**
1. Office of the President & Cabinet	Dr Ray Ndhlukula Deputy Chief in the President's Office	6 July 2017	Difficult to secure but done
2. Ministry of Industry & Commerce	Mr. Leonard Mhuru Senior Trade Economist	14 December 2016	Done
3. Ministry of Tourism & Hospitality	Dr. Obadiah Mazombwe Director of the Nation Branding & Tourism Promotion	12 December 2016	Done
4. Ministry of Tourism & Hospitality	Mrs Florence Nhekairo Permanent Secretary	17 July 2017	Done
5. Ministry of Macro Economic Planning	Dr. Desire Sibanda Permanent Secretary dsibanda@yahoo.com	5 August 2017	A lot of postponements - Done
6. Ministry of Foreign Affairs	Mrs. S Nyamudeza	15 May 2017	Done
7. ZimTrade	Mr Allan Majuru Director - Trade Promotion & Public Relations	17 May 2017 11:00	Done
8. Zimbabwe Investment Authority	Mr Nixon Kanyemba PR Director	19 May 2017 14:00	Done
9. Consultant and Post Graduate Lecturer	Dr Dennis Maravanyika Branding and Marketing Specialist, Consultant and Post Graduate Lecturer	23 February 2017 10:30	Done
10. NMB Bank	Loyd Kazunga - NMBZ Chief Banking Officer Corporate Finance and Investment Expert loydk@nmbz.co.zw	15 December 2017	Done
11. Ministry of Home Affairs	Mr. Clemence Masango Director Immigration & Emigration Services	15 June 2017	Done

FOREIGN RESPONDENTS			
1. Foreign Key Informant	Mr. Udo Etukudo United Nations Development Programme Resident Economic Advisor	9 March 2017	Done in Harare
2. Foreign Key Informant	Mr Daniel Elzinger Foreign Trade Consultant and Investor	21 June 2017	Done in Harare at HICC Doing Business Conference
3. Foreign Key Informant	Wang Wui Chinese Businessperson	30 June 2017	Done (Ease of Doing Business Workshop – Jameson Hotel)
4. Foreign Key Informant	Bishow Parajuli UN Country Representative	30 June 2017	Done in Harare
5. Foreign Key Informant (Tourist)	Clarence McNelly Australian Tourist	3 July 2017	Done - Victoria Falls
6. Foreign Key Informant (Investor)	Rahim Raipur Indian Investor	4 July 2017	Done - Harare
7. Foreign Key Informant (Tourist)	Vinit Naidoo RSA Tourist	15 July 2017	Done at OR Tambo Airport - RSA

APPENDIX VII

RELIABILITY TEST RESULTS

Likert Scale Item	Cronbach's Alpha if Item Deleted
Create symbol, logo and graphics	.871
Convey the promise of a memorable experience	.872
Consolidate and reinforce collection of pleasurable memories	.872
Unitary view on a country	.872
Increase the country's capacity to attain foreign policy goals	.872
Enhance Foreign Direct Investment	.872
Promotion of exports	.872
To attract tourism	.872
To deliver a unifying floor for cross cutting promotion	.872
Public institutions	.873
Physical infrastructure	.872
Macroeconomic environment	.873
Health	.873
Education	.872
Product and service market efficiency	.872
Labour and skills market efficiency	.872
Financial market efficiency	.873
New technology adoption	.873
Market size	.873
Facilities and services	.873
Factor prices	.873
Natural resources	.873
Cost of doing business	.874
Political stability	.875
Stable currency	.876
Geographical location	.873
Ageing population	.874
Failure of urban planning	.875
Food crises	.873
Large scale involuntary migration	.872
Profound social instability	.872
Spread of infectious diseases	.874
Water crises	.872
Increasing national sentiment	.872
Poverty	.871
Crime	.872
Higher commodity prices	.872
Energy price shocks	.871
Failure of financial systems	.871
Shortfall of critical infrastructure	.872

Fiscal crises	.871
Structural unemployment	.871
Currency volatility	.871
Extreme weather events	.873
Failure of climate change adaptation	.872
Biodiversity loss and ecosystem collapse	.871
Failure of national governance	.873
Failure of the rule of law	.872
Large scale terrorist attacks	.874
State collapse or crisis	.873
Breakdown of information infrastructure	.873
Large scale cyber attacks	.873
Massive incidents of data fraud	.872
Abuse of technologies	.871
Unfair negative publicity in foreign markets	.873
Lack of unified approach to combat brand erosion	.872
Failure to deliver on brand promise	.873
Reliance on international tourism, FDI and exports	.872
Uncoordinated response to international media onslaught	.872
Policy inconsistencies	.873
Lack of defined national brand management strategies	.874
Lack of effective measures to deal with bad publicity	.875
Diaspora does not help manage bad publicity	.874
National branding is carefully and consciously practiced in Zimbabwe	.873
Nation branding is partially practiced in Zimbabwe	.874
Office of the President and Cabinet manages brand vision	.871
The public manages the brand	.872
Advertising agencies manage the brand	.872
Zimtrade manages the brand	.871
Government ministries manage brand	.871
Political parties manage the brand	.873
CZI and ZNCC manage the brand	.871
Ministry of Tourism and Hospitality Industry manages the brand	.873
Zimbabwe Tourism Authority manages the brand	.873
Zimbabwe Investment Authority manages the brand	.873
Image	.872
Personality	.872
Essence	.872
Brand culture	.872
Brand blueprint	.872
Brand character	.872
Nation brand has measurable objectives	.873
Nation brand has tangible characteristics	.873

Nation brand is unique and attractive	.873
Nation brand's promise delivers expectations	.873
Nation brand has positive emotional appeal	.874
Nation brand affects the marketability of exports	.871
Nation brand has distinct advantage over regional counterparts	.873
Nation brand has a strong character and identity	.873
Zimbabwe has a clear strategy to position itself on the global market	.874
Brand ambassadors	.871
Internet	.871
Electronic media	.871
Print media	.871
Public relations	.872
Word of mouth	.873
Trade shows and fairs	.872
Social media	.872
Collaboration between government and key stakeholders	.872
Nation brand should support the vision of national competitiveness	.876
Brand should be managed by an independent arm of government	.872
The nation brand requires strong sub-brands	.872
Brand should have clearly defined target markets	.872
Brand should have nationally compelling attributes	.872
Brand should not be based on rhetoric	.873
Brand should be publicised globally	.873
Brand should be understood and embraced by stakeholders	.872
Brand should have a frank and holistic situational analysis	.873
Stakeholder engagement should anchor branding strategy	.872
Current and prospective visitor perceptions should be considered	.872
Nation's brand competitiveness must be defined by key stakeholders	.872
Brand performance should be monitored and evaluated	.872
Brand communication to citizens and local communities	.872
The country should support the nation branding	.873

APPENDIX VIII

OPEN LETTER TO MR ALIKO DANGOTE

Mawere: A warning letter to Dangote

Dear Mr. Dangote,

I am writing this open letter to you as a concerned African.

My concern is limited to broader public policy and institutional issues arising from your recent visit to Zimbabwe and subsequent actions pursuant to your company's interest in investing in Zimbabwe.

I believe any decision to invest in a target country should be a voluntary and sovereign one. I am a Zimbabwean by birth and have been exposed to a number of experiences and insights that may add value to your decision making.

It is not my place or intention to discourage your company from making investments in Zimbabwe but merely to highlight certain issues that you may wish to consider. It is not in dispute that Zimbabwe needs investment not only from your company but from all who wish to turn their capital into productive and profitable use.

I need not remind you of my own personal circumstances but it is important to highlight that this letter is inspired simply by a desire to ensure that you and your colleagues are not blind-sighted by state actors who may give the impression that Zimbabwe's challenges are externally driven rather than self-inflicted.

You will no doubt be aware that post-colonial Zimbabwe has passed through many phases but what is significant is that its elected state actors believe that economic like political freedom can best be won by non-market forces and big ideas like Zim-Asset.

The idea that Big Men know better is implicitly endorsed by your decision to visit Zimbabwe and is exposed by the choice of your hosts and facilitators. I am sure, in your journey to the station you occupy in life today, you must have come to appreciate the importance of the rule of law in commerce.

Zimbabwe's journey to where you find it has seen many business actors who have been subjected to the rule of Big Men and where the organs of state established to protect and promote the values in the constitution have been used to advance personal and predatory interests. Such victims include indigenous business actors as well as non-indigenous actors.

The experience of independence has taught many of the victims to choose to be silent and, therefore, their stories will remain hidden in their minds. If you care to pierce the veneer of the indigenisation rhetoric, you will appreciate that the lack of a strong, organized and vibrant indigenous business is not accidental. As a new comer to Zimbabwe, we have a duty to share our experiences with you.

As the richest man in Africa, you carry an enormous responsibility to assist in shaping the character and personality of not only Nigeria, your country of birth, but also the other African states, including

373

Zimbabwe, whose state actors believe that they can manufacture laws as they please and, more importantly, that prosperity can be best won by personalizing the state.

I have no doubt that the inclusion of a lawyer in your company's due diligence team confirms that legal issues are important in your company's decision-making processes. The rule of law principle is critical in advancing human interests. The principle provides that law should govern a nation and refers primarily to the influence and authority of law within society particularly in limiting the predatory nature of man. The rule of law implies that every citizen is subject to the law, including the Big Men.

Zimbabwe is a democracy yet there are worrying trends including the fact that the processing of your company's investment intentions suggests that the Big Men of Zimbabwe exercise absolute authority and are not bound by laws that have general application.

It must worry you when your due diligence team has first to meet with the Deputy Chief Cabinet Secretary to consider an investment in a democratic state. Rule of law and rule by man are two phrases that have different connotations as set out above. Rule of law implies fairness and predicable application whereas rule of man or rule by law implies unfairness, inconsistency and injustice.

Your team would, this week, have read the article entitled: 'Attaching the RBZ property not an option, High Court," in relation to an order of the High Court was granted by Uchena J that a creditor, Farmtec Spares & Instruments must return the assets it had seized following the failure by the RBZ to pay for the goods sold and delivered.

In terms of s44 of the Constitution of Zimbabwe, it is provided as follows: *"The State and every citizen, including juristic persons, and every institution and agency of the government at every level, must respect, protect, promote and fulfil the rights and freedom set out in the constitution."*
In addition, s56(1) of the Constitution provides that: *"All persons are equal before the law and have the right to equal protection and benefit of the law."*

The facts of the matter of a dispute that was before Uchena J are simple and straightforward http://www.herald.co.zw/attaching-rbz-property-not-an-option-court/. Two parties were involved in the transaction that would seem bizarre in any constitutional state. It is common cause that Farmtec, a juristic person duly registered in terms of the laws of Zimbabwe, was contracted by the Central Bank to supply 150 tractors under a quasi-fiscal operation, a brainchild of the former Governor of the RBZ, Dr. Gono, in 2008. I am sure you will agree that it would be highly unusual, for instance, for the Central Bank of Nigeria to be involved in transactions of this nature.

However, the facts are not taken out of a movie but reflect the reality of Zimbabwe under the watch of the Big Men that are openly welcoming you without telling you the full story of what can happen and is happening in Zimbabwe.

It is also not in dispute that 60 of the 150 tractors were sold and delivered to the RBZ for an invoice amount of US$2.1 million. The price of US$2.1 million is what the RBZ was supposed to pay in exchange for the goods. At the time the goods were ordered and supplied, it would appear that the RBZ had no funds to pay for the goods yet proceeded to receive such and deal with such goods.

It is the case that at the material time, no mention was made by the RBZ that it was a state organ enjoying any immunity from prosecution. The deal involved two voluntary and sovereign contracting parties i.e. the RBZ and Farmtec, a private entity. The RBZ was involved in similar transactions whose value exceeded US$1 billion that was never paid to the creditors. The government has since assumed the debts incurred in opaque transactions intermediated by the RBZ as a principal.

Pursuant to the operation of s56(1), one would expect the RBZ and Farmtec to be treated equally before the law. The RBZ does not dispute the indebtedness to Farmtec. It was Farmtec that was forced to sue the RBZ and approach the Court seeking an order to attach the RBZ property including stands in Kariba, Harare, Mutare, Nyanga. The attachment order was granted by the Court paving the way for Farmtec to execute.

However, the RBZ rushed to the High Court arguing that its status at the time the transaction was completed had changed to a superior one i.e. a state organ and as such, the attachment order was incompetent. The equality doctrine, a fundamental tenet of the rule of law, was deemed by the presiding Judge to be inapplicable and irrelevant in adjudicating the matter.

The Learned Judge agreed with the RBZ, a defaulting debtor, that Farmtec's rights had evaporated pursuant to the operation of a Statutory Instrument Number 115/10 promulgated by President Mugabe, the Number One Man, protecting a debtor against a creditor in respect of property subject to execution following an undisputed default.

The Learned Judge opined that: "The legislature obviously intended to equate the applicant to State organs which cannot be executed against because it had accrued debts which left it open to detrimental executions." He further explained his ruling as follows: "This, in my view, is why the provisions had to first be made by way of Presidential Powers (Temporary Measures), and when enacted, through the General Laws Amendment Act Number 5 of 2011, had to be backdated to June 18 2010."

In addition, he ordered the creditor to pay the costs of the suit.

The fact that this ruling, among many more, exists must worry any party that engages in business transactions with the government of Zimbabwe and its organs. It is not a precedent in Zimbabwe and it is self-evident that the Courts that will adjudicate your company's Zimbabwean subsidiary entities should a dispute arise, have already accepted and entrenched the principle that a law can be applied retrospectively based on the dictates of the Big Men.

I have not chosen to include my own bizarre experiences with the judiciary and the executive branches of the state on similar matters. As a brother who has earned his stripes through commerce, I can only encourage you to be vigilant and refuse to be part of a process to undermine the rule of law because without it, what remains is chaos.

It is your voluntary choice to be associated with chaos but you ought to consider, seriously, the interests of building an inclusive, just, prosperous and progressive Africa. The obligation to build the Africa we want must start with us and must never be subordinated to the blind and unbridled quest for material wealth.

Values do matter and it is time that we rally behind you to deal with the difficult issues that have combined to limit Africa's possibilities. After reading this letter, I have no doubt that you will not hide behind ignorance to allow you to be used as an African trophy by backward-leaning Big Men.

I trust that you will consider the above and, more importantly, the future of innocent Zimbabweans whose voice on what matters has been sufficiently eroded to allow the Big Men to do what they please in the name of the people.

Regards,
Mutumwa Mawere
Source: https://www.pazimbabwe.com/opinion-columnist-7776-mawere-a-warning-letter-to-dangote.html

APPENDIX IX

ETHICAL CLEARANCE

05 December 2016

Mr Cleven Masango (215078580)
Graduate School of Business & Leadership
Westville Campus

Dear Mr Masango,

Protocol reference number: HSS/1945/016D
Project title: Nation Branding Strategy: A case study of Brand Zimbabwe

Full Approval – Expedited Application

In response to your application received on 27 September 2016, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

_____
Dr Shenuka Singh (Chair)

/ms

Cc Supervisor: Dr Vannie Naidoo
Cc Academic Leader Research: Dr Muhammad Hoque
Cc School Administrator: Ms Zarina Bullyraj